



CARDWELL *Comments*

Newsletter of the Department of Health Administration

September 2013

Featured Story

Dear Alumni,

The Alumni Advisory Council (AAC) was established to foster a lifelong spirit of belonging and pride by connecting alumni and students to the Department and to each other. Last year, under the dedicated leadership of outgoing President Terrie Edwards, the AAC fulfilled this mission. During Terrie's tenure, alumni participation in AAC-led initiatives increased significantly. The AAC sponsored a program and luncheon for graduating MHA students and conducted an "environmental scan" of important healthcare industry developments and trends to be addressed in the MHA, MSHA and PhD program curricula. I am personally indebted to Terrie for her work in establishing an effective leadership structure for the AAC as I transition into my current role as President.



Since graduating from the MHA program in 1984, Terrie has stayed connected to the Department and shared her time and talents with its students, faculty and alumni. To many, she is a valued mentor and model leader. Thank you for your countless contributions to the Department, Terrie. Alumni like you make the Department special!

As incoming President to the AAC, I am charged with maintaining the AAC's strong momentum from last year. The AAC's first meeting will be held on October 10th. We will discuss new ideas for enhancing the Department's visibility across the country through greater alumni engagement. Traditionally, alumni have provided strong support to the Department by teaching in the classroom, recruiting new students, and serving as mentors and preceptors to the Department's students. This year, the AAC will explore additional opportunities for alumni participation, such as offering financial and advisory support to MHA/MSHA students participating in national case competitions (to mention just one item on October's agenda).

As you know, alumni engagement is one of the differentiating qualities of the VCU MHA, MSHA and PhD programs. As incoming AAC President, I will strive to uphold this legacy, but I cannot do it without your valued support. I hope you will contact me directly, or any of the other Council members listed, if you wish to contribute your time, ideas or resources to help the AAC fulfill its mission.

Sincerely,
Emily W.G. Towey
President, Alumni Advisory Council

Announcements, News & Events

- Through the generosity of **Jonathan B. Perlin**, MD, PhD, MSHA, FACP, FACMI and his wife, **Donna J. Perlin**, MD, the Departments of Health Administration and Internal Medicine have established the Seymour and Ruth Perlin Professorship in Healthcare Quality in honor of Dr. Perlin's parents. Dr. Jonathan Perlin is a 1997 MSHA graduate and a 1990 graduate of VCU's School of Medicine. Dr. Donna Perlin is a 1989 graduate of the VCU School of Medicine. The professorship was established to recruit and retain a distinguished faculty member with joint appointments in the Department of Health Administration and the Department of Internal Medicine at Virginia Commonwealth University.
- Congratulations to **Fred Rankin**, President and CEO of Mary Washington Healthcare in Fredericksburg, who won this year's Thomas Barker Outstanding Preceptor Award. The award is presented in recognition of administrative residency preceptors who have demonstrated exceptional mentorship and leadership for MHA students. **Dr. Cindy Watts**, **Dr. Dolores Clement**, and Mr. Rankin's 2012-13 resident, **Ashland Evans** (MHA '13), presented the award to Mr. Rankin.



Pictured (l to r): Ashland Evans (MHA '13), Dr. Dolores Clement, Mr. Fred Rankin, Dr. Cindy Watts

- The AcademyHealth Research meeting was held in Baltimore, MD in June. **Dr. Jan Clement** and **Dr. Gloria Bazzoli** attended the conference along with three of our current doctoral students. Among the students, **Matt DePuccio** presented a poster and **Tina Highfill** presented a paper. **Albert Liu** (PhD '12) and **Askar Chukmaitov** (PhD '05) also had paper presentations. Nine other alumni had poster presentations: **Anna Lin** (PhD '10), **Meg Johantgen** (PhD '94), **Pam Spain** (PhD '05), **Hsueh Fen Chen** (PhD '08), **Preethy Nayar** (PhD '07), **Henry Caretta** (PhD '08), **Mark Diana** (PhD '06), **Abby Kazley** (PhD '06) and **Urvashi Patel** (PhD '06). Twenty alumni attended a dinner in their honor.

Alumni News

- **Jonathan Perlin, M.D.** (MSHA '97), President of Clinical and Physician Services and Chief Medical Officer for HCA was elected chair-elect designate by the American Hospital Association Board of Trustees. He will assume the chairmanship in 2015. Since 2006, Jon has provided leadership for clinical services and performance improvement at HCA's 161 hospitals, 114 ambulatory surgery centers and roughly 650 physician practices. He also chairs the Department of Health and Human Services' Health IT Standards Committee and serves on the Board of Trustees for the National Patient Safety Foundation. Before joining HCA, Jon was Under Secretary for Health at the U.S. Department of Veterans Affairs, where he led the Veterans Health Administration, the nation's largest integrated health system. He has also served on the boards of the National Quality Forum and The Joint Commission.
- **Art Layne** (MHA '76) will be honored as the School of Allied Health Professions' 2013 Alumni Star by the VCU Alumni Association. This award recognizes members of the alumni family who reflect the brilliance of the University. In a ceremony to be held in October in Richmond, outstanding alumni from each VCU school will be honored for their career and humanitarian achievements, as well as the infinite possibilities they bring to the future.
- **Marilyn Tavenner** (MHA '89), Administrator, Centers for Medicare and Medicaid Services, was recognized as one of Modern Healthcare's Top 25 Women in Healthcare 2013 and was the keynote speaker at the 2013 *Modern Healthcare* Women Leaders in Healthcare Conference held in August in Nashville, TN. Her topic was "Negotiating Your Path to Success Through a Transforming Healthcare Industry."
- **Richard M. Bracken** (MHA '77) will transition from his role as Chairman and CEO of HCA to Chairman of the Board at the end of the year. Richard joined HCA in 1981, and since then has held successive executive leadership roles within the company. In 2002, he was named President and Chief Operating Officer and appointed to the Company's Board of Directors. He became CEO in 2009 and was appointed Chairman of the Board in December of that same year.
- **Tim Tobin** (MHA '87), who became Spotsylvania Regional Medical Center's first CEO in 2008, announced his retirement effective August 31. Prior to joining Spotsylvania Regional, Tim served as CEO at three other facilities: LewisGale Hospital Alleghany in

Low Moor, VA; Clinch Valley Medical Center in Richlands, VA; and Coliseum Medical Centers in Macon, GA. His career with HCA began in 1985 as an evening and weekend administrator at Henrico Doctors' Hospital in Richmond, VA. He also held positions at CJW Medical Center in Richmond and LewisGale Medical Center in Salem, VA. Tim has been active in community and healthcare organizations, currently serving as board member of Rappahannock Goodwill Industries, and a member of the Virginia Workforce Council.

- **Mark Hudson**, LFACHE (MHA '83) received the North Carolina Office of Rural Health and Community Care Board Member Award for 2013 for his service on the Board of Directors of the CLECO Primary Care Network, based in Shelby, NC. He was cited for “exemplary leadership, extraordinary service and dedication to the citizens of Cleveland County and rural North Carolina.” The award was presented at the Annual Primary Care Conference hosted jointly by the NC Community Health Center Association and the NC Office of Rural Health and Community Care in Charlotte, NC.
- **Colin Banas**, MD (MSHA '08) testified as an expert witness before Congress last month on “Health Information Technology: Using it to Improve Care.” Colin is the Chief Medical Information Officer for the VCU Health System and an Associate Professor at Virginia Commonwealth University. You can read his testimony [here](#).
- **Jackie DeSouza** (MHA '01), CEO of Lee's Summit Medical Center, was honored by the Kansas City Business Journal in its Inaugural Class of NextGen Leaders. Jackie was selected to the list of 25 by a panel of judges from an applicant pool of over 250. She was selected for her proven success as a business leader and for her involvement as a volunteer leader in her community.
- **Benton Turner** (MSHA '10) has been promoted to the position of Administrator of Ambulatory Care Services at University of Virginia Health System. Benton joined the UVA Health System in 2005 as a Chief Medical Dosimetrist with the Radiation Oncology program. During his time with the organization, he has been instrumental in key organizational initiatives such as the development of Radiation Oncology services at Culpeper. More recently Benton has worked to make operational improvements in various aspects of the ambulatory care services clinics.
- **Rachel Riley**, RN (MSHA '12) was the co-author on a recently published article entitled, “Transesophageal Echocardiography (TEE): Getting a Clearer View,” in the September issue of *Nurse Today*.
- **David Masterson**, FACHE (MHA '88) has been selected as the new President of Sentara Williamsburg Regional Medical Center. David served as the CEO for Sampson Regional Medical Center in Clinton, NC, for the past five years. He brings more than 25 years of hospital administration experience to this new role, having worked and led facilities of varying size and scope in North and South Carolina, Georgia and Indiana. He has family in the area and is excited about this opportunity that brings him back to the region. He is familiar with Sentara and is eager to bring his talents and perspectives to this role and the organization. David is a Fellow in the American College of Healthcare Executives and has held many professional, board and civic positions at national, state and local levels throughout his career.
- **Dr. Mark Diana** (Ph.D. '06) has been appointed as the Master of Health Administration Program Director of the Tulane School of Public Health.

- **Dr. William R. "Bill" Carpenter** (Ph.D. '97) has been promoted to Associate Professor of Health Policy and Management at the University of North Carolina's Gillings School of Public Health.
- **Camille Washington** (MHA '06) has recently joined the VCU Medical Center as the Virginia ACORN Practice Advocate for the Department of Family Medicine and Population Health in the School of Medicine.
- **Henry B. "Nick" Nicholson** (MHA '77) retired July 31, 2013 from Booz Allen Hamilton as a Senior Healthcare Consultant. His career included 21 years as a health consultant in the commercial sector providing services to hospitals and corporate headquarters. Prior to his consulting work, he had a distinguished career in the Air Force, serving as Administrator in various medical facilities throughout the United States and the Philippines. In addition to receiving multiple military awards, including Legion of Merit, Meritorious Service Medal and the Air Force Commendation Medal, Nick has been certified as Life Fellow in the American College of Healthcare Executives. As President of the MHA Class of 1977, he organized two class reunions and also supported the creation of the R. Timothy Stack Professorship to honor **Tim Stack**, a member of the Class of 1977.
- **Zach McCluskey** (MHA '07) has been named Chief Operating Officer at Retreat Doctors' Hospital, an HCA hospital in Richmond, Virginia. He participated in HCA's COO Development program. His most recent position was as COO in the TriStar StoneCrest Medical Center in Smyrna, Tennessee. Zach is a Richmond native and previously worked as a nurse at the VCU Health System and at HCA's Johnston Willis Hospital. We welcome Zach and his family back to the Richmond healthcare community.

Faculty News

- Congratulations to **Dr. Gloria Bazzoli**, whose grant, "Effectiveness of Shortened Interval to Postpartum Visit in Improving Attendance," with Saba Masho, M.D., Associate Professor Department of Epidemiology and Community Health was selected for funding by AHQR.
- **Dr. Michael McCue** has been named the inaugural recipient of the R. Timothy Stack Professorship. The professorship was established in honor and remembrance of Tim Stack (MHA '77) who passed away last year. It was made possible with key financial support from the MHA Class of 1977, former Hudgens Award winners, and others.
- **Dr. Jon DeShazo** will be the Director of Informatics in a new Tobacco Research Center, a multi-site, multi-country five year joint grant between the FDA and the NIH. He will also be the co-primary investigator for the VCU site of the Preventive Health Patient Portal, helping to implement patient portals in 300 practices across 15 states.
- **Dr. Yasar Ozcan** was a keynote speaker at the 11th International DEA Conference Samsun, Turkey in June. His presentation focused on healthcare applications of Data Envelopment Analysis (DEA). In July, Dr. Ozcan was a panelist at the 39th International Operations Research Applied to Health Care conference, which he helped organize.

- New faculty member, Dr. Jami DelliFraine has been busy with four new articles in publication (see her profile below). Dotson, E.D. and **J.L. DelliFraine**, “When Increased Diversity Impacts Team Performance,” in Nancy Borkowski and Gloria Deckard (Eds.), *Organizational Behavior in Healthcare: Case Studies*. (2014) Sudbury, MA: Jones and Bartlett Press.
DelliFraine, J.L., Z. Wang, D. McCaughey, J. Langabeer, and C. Erwin. (2013). “The Use of Six Sigma in Healthcare: Are We Using It to Its Full Potential?” *Quality Management in Healthcare*, 22(3): 210-223.
DelliFraine, J.L., J. R. Langabeer, R. Delgado, J. Williams, A. Gong. (2013). “Becoming a Baby Friendly Hospital: Exploring the Costs, Benefits, and Challenges.” *Breastfeeding Medicine*, 8(2): 170-175.
 McCaughey, D., **J.L. DelliFraine**, G.E. McGhan, and N.S. Bruning. (2013). “The Negative Effects of Workplace Injury & Illness on Workplace Safety Climate Perceptions and Health Care Worker Outcomes.” *Safety Science*, 51(1): 138-147.

Student News

- **Cynthia Childress** (PhD '13) has successfully defended her dissertation entitled “The Impact of War on Military Hospital Performance: A Study of Organizations’ Response to an Environmental Jolt.” Cynthia is a member of the Armed Forces and will continue to protect and serve our country.
- Doctoral students **Lynn VanderWielen**, MPH and **Marisa Roczen**, MA presented their research at the Society for the Study of Social Problems Annual Meeting in New York City. Their presentation was entitled “Healthcare Reform and Free Clinics: Survival Challenges and Theory-based Recommendations for Success.”
- MHA student, **Trey Rawles** (MHA '14) was one of ten students nationwide to receive the 2013 Andrea M. Rossiter Scholarship from the MGMA/ACMPE Scholarship Fund. This Scholarship is awarded to support and promote healthcare leaders' personal and professional growth toward the advancement of the profession. The program supports individuals who, by virtue of experience, current position and plans demonstrate potential for contributing to the medical practice management profession. Congratulations Trey on this achievement.
- Doctoral student, **Matt DePuccio**'s article “Medical Home Interventions and Quality Outcomes for Older Adults: A Systematic Review” which he co-authored with Tim Hoff, PhD from Northeastern University will be published in the October/December 2013 issue of *Quality Management in Health Care*.
- Doctoral student **Amy Pakyz** and **Dr. Yasar Ozcan** published the article “Use of Data Envelopment Analysis to Quantify Opportunities for Antibacterial Targets for Reduction of Health Care–Associated Clostridium Difficile Infection” in the *American Journal of Medical Quality*.
- In August, we welcomed our incoming classes to the Grant House: 21 MHA (2 MHA/MD), 25 MSHA, and 2 PhD students. Congratulations and good luck!

- The MHA Class of 2015 attended two presentations to discuss administrative fellowship opportunities. Alumnus and former administrative resident, **Greg Dadlez** (MHA '12) represented Ochsner Health System in New Orleans, LA. Alumnus and Project Management Analyst, **Shefali Chudgar** (MHA '12), and current resident, **Brett Corkran** (MHA '14), represented Bon Secours Health System, Inc. in Marriottsville, MD. Both presentations were followed by a student lunch sponsored by the organizations.
- The MSHA and MHA students in Dr. Jon DeShazo's Information Systems for Healthcare Management classes are fortunate this semester to be able to apply what they are learning in class in a practice setting. Both classes are assisting Crossover Clinic in the area of electronic health record adoption and patient retention efforts.
- The MHA Classes of 2015 and 2016 participated in their annual community service project at the William Byrd Community House in Richmond. Every year members of both classes, along with **Dr. Dolores Clement**, assist with the community garden, the property grounds, the library and education center, and other projects as needed.



Faculty Spotlights

Dr. Jami DelliFraine, (PhD '04), Associate Professor, joined the Department in July of this year. She has research interests in organizational theory, quality management, organizational behavior and performance improvement, evidence-based management, and organizational efficiency and patient outcomes. She teaches organizational theory, leadership and governance, as well as quality management and improvement in healthcare organizations to Master's and Ph.D. students. She has numerous publications and has served as principal investigator, co-PI, and consultant on numerous grants and research projects, including a quality improvement grant for the American Heart Association.





Dr. Robert Graboyes, PhD (MSHA '98), Adjunct Associate Professor, joined the Mercatus Center at George Mason University as senior research fellow. Dr. Graboyes will be lead researcher on the Mercatus Center's portfolio of research examining the economics of health care. He will also work with policy makers, members of the media, and graduate students to improve the provision of health care in the United States in a fiscally sustainable way. The Mercatus Center is a university research center dedicated to bridging the gap between academic ideas and real world problems, located at George Mason's Arlington campus. Dr. Graboyes teaches Health Economics for the MSHA program.

Alumni Advisory Council

The Alumni Advisory Council met in July to elect new officers for next year. The following is a list of the officers for the period September 1, 2013 to August 31, 2014.

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