



CARDWELL *Comments*

Newsletter of the Department of Health Administration

August 2015

Featured Story

In this issue of the Cardwell Comments, we feature news from our Health Services Organization and Research PhD program. The program was started in 1981, with Dr. Thomas Wan (now at the University of Central Florida) as its founding director. The first three students graduated in 1987. Twenty-seven years and 112 graduates later, **Patrick Shay**, **Amy Pakyz**, and **Lynn VanderWielen** became our most recent graduates in 2014. Program alumni have taken many career paths, including academics (all three of our most recent graduates have faculty positions: Patrick at Trinity University, Amy at VCU's Department of Pharmacotherapy and Outcomes Research, and Lynn at the University of Colorado), consulting, government agencies, and various roles the health care industry.



Current ABD doctoral students Jennifer Early, Matt DePuccio and Tina Highfill

Perhaps our most exciting news is that we have been able to substantially increase the stipends that we offer incoming PhD students. This is a significant change and allows us to be more competitive with other top PhD programs for the best students. The strength of the PhD program has important spillover benefits for the masters programs, not the least of which is that many of our PhD graduates, like **Dr. Jon Thompson** (PhD '95) and **Dr. Mark Diana** (PhD '06), go on to lead excellent undergraduate health administration programs that refer their great students to our MHA program!

We continually update our curriculum with input from our graduates and the field so that our students have the best preparation possible. Three recent changes are the adoption of a set of core competencies (posted on the web site), the addition of two 1-credit seminar courses, and the revision of the organization theory sequence. Among the topics the new seminar courses address are research and academic ethics, basic data management, peer review and publishing, healthcare databases, research conferences, and career options. The theory courses have been revised to reflect the changing nature of the field. They now address organization theory at the macro, meso and micro levels.

This year, two new full time and one part-time student will enter the PhD program. Our “Meet Our Students” page (<http://sahp.vcu.edu/departments/ha/doctoral-program-phd/prospective-students/meet-our-students/>) has information about both our new and continuing students, including their backgrounds, publications, and presentations. The “PhD Alumni News” page highlights recent publications and other accomplishments of Program graduates. We have such a productive group of alumni, this is just a sampling of their activities. If you have additional information about publications or other accomplishments, please send them to PhD Program Director, **Dr. Jan Clement**, at jclement@vcu.edu.

One of the major avenues for healthcare organization researchers to share their work is through meetings of the Organizational Theory in Health Care Association. This year, the 17th annual conference of OTHCA was sponsored by VCU and co-chaired by Department faculty **Dr. Laura McClelland** and **Dr. Steve Mick** (Emeritus). OTHCA consists of researchers whose scholarship is grounded in management theory. The conference creates a unique platform for junior scholars to present their research and receive in-depth, high-quality, constructive feedback from senior scholars in the field. Attendance is limited, with just 40 participants from 20 universities and three research/practice organizations. Selection of the papers to be presented is competitive, with only five chosen for podium presentations. This year’s conference theme was patient safety and quality. A panel on the second day of the conference featured Ms. Leah Binder, CEO and President of the LeapFrog Group, as the keynote speaker. Ms. Binder was recently named one of the top 25 Women in Healthcare by *Modern Healthcare*. She was joined by two leading patient safety and quality experts, Dr. Sara Singer, Harvard University, and Dr. Jill Marsteller, Johns Hopkins University, for a dynamic and engaging panel discussion. Hosting the conference was a major feather in the cap of the Department, and provided great visibility to our faculty, our PhD students, and our PhD alumni participants.

Announcements, News & Events

- The annual HSOR PhD dinner for alumni was held at the AcademyHealth Research meeting in Minneapolis in June. **Dr. Jan Clement** attended the conference along with one of our current doctoral students, **Jaya Khushalani**. Jaya presented her own poster as well as a second poster with Dr. Clement. Jaya was also a finalist in the annual student competition, “Presenting Research in Compelling Ways.” We are delighted that a number of our alumni were able to attend the dinner.



Dr. Jan Clement (2nd from left) along with current and former doctoral students.

- The Department hosted 24 students from around the region for a June afternoon talking about healthcare administration. The event was part of a two-week pipeline program for college undergraduates sponsored by the School of Allied Health Professions. The students spent mornings building important pre-graduate skills like resume writing and interviewing, and the afternoons visiting the nine departments of the School to learn about the various allied health professions. During the health administration afternoon, Class of 2017 MHA students **Zoe Altholz**, **Valerie Mondestin**, and **Ben Durham**, and **Dr. Cindy Watts** accompanied the students on a tour of the VCU hospital. Recent alumna, **Alexa Warner** (MHA '14) helped organize the tour, which included visits to the laundry, the kitchen, and the unique pathogens unit. Last year's pipeline program was so successful that we recruited the program's lead staff, **Alexandra Hoffman**! Alexandra has joined the MHA Class of 2018 and is serving as one of our MHA program assistants.
- **Tiffini Smith** has left the department to earn her Master's degree, and **Megan McDermott** has joined us as the new Assistant to the Chair. While Tiffini will be missed, Megan has over a decade of experience in project management and financial management, as well as a background in marketing. Please join us in wishing Tiffini the best of luck in her educational pursuits, as well as welcoming Megan to the department.

Alumni News

- **Dr. Jonathan Perlin** (MSHA '97) was invested as the new Chairman of the American Hospital Association on May 3 in Washington, D.C. Honoring Dr. Perlin's commitment to scholarship and research, the evening celebration was held at the National Academy of Sciences. Long time VCUHS CEO and VCU Vice President for Health Sciences, **Dr. Sheldon Retchin** (now Executive Vice President for Health Sciences at Ohio State University and CEO of the OSU Wexner Medical Center) served as moderator. **Dr. Cindy Watts** was among those who enjoyed a very Nashville dinner, featuring praise for Jon from many of his current and former colleagues as well as Nashville music and Moon Pies for dessert! In his remarks, Jon outlined his vision for his year with the AHA: "We need to build a system that not only provides great care, but greatly fosters health and well-being. I believe that the turbulence we face today compels us to redefine the hospital of yesterday for the health care of tomorrow." You can view the full speech here: <http://www.hcatodayblog.com/2015/05/18/dr-jonathan-perlin-chairman-of-the-american-hospital-association/>
- **Dr. Jim Thompson** (MHA '64) and his wife, Mary Margaret, hosted **Dr. Cindy Watts** at their home in Florida for two days of fascinating conversation about several decades of healthcare history and the various roles he played - and continues to play - in it. At an age where most of us have long since retired, Dr. Thompson still owns and manages a successful hospital and complementary facilities in Defuniak Springs, FL.
- **John Ward**, M.D. (MSHA '06), who, among his other duties, cares for patients at the VCU Massey Cancer Center, received an honorable mention when Massey physicians were recognized by the community as having the best bedside manner in the 2014 Annual Best Bedside Manner Awards presented by *Our Health Richmond* magazine. The public voted for medical providers in the Richmond area based on kindness, empathy and attentiveness.

- **Will Maxiner** (MHA '10), was the recipient of the Early Career Healthcare Executive Award given by the Central Virginia Regents of the American College of Healthcare Executive earlier this year. The award is given to outstanding healthcare executives who demonstrate leadership ability, innovative and creative management, and executive capability in developing his or her organization and promoting its growth and stature in the community. **Mike King**, FACHE (MHA'78), the keynote speaker for the event, presented the award at the ACHE luncheon in Williamsburg.



Pictured (l to r): Will Maxiner (MHA'10), Dr. Dolores Clement, and Mike King, FACHE (MHA '78)

- **Dr. Jon Perlin** (MSHA '97) was a keynote speaker for the VHHA spring meeting in Williamsburg in April. Jon's presentation, "Rapid Learning, High Reliability and Electronic Records: The Data Dividend of Meaningful Use," highlighted his work at HCA on infection prevention and perinatal care. Jon emphasized the importance of data sharing and the possible role of provider associations in facilitating collaboration and accelerating learning across institutions to increase patient safety and improve care.



Dr. Jon Perlin

- **Xinliang "Albert" Liu** (PhD '12) is the Principal Investigator of a two-year research project entitled, "The Impact of the Timing and Sequencing of Physical Therapy on the Overall Healthcare Costs in New York

State.” This project aims to assess whether and how the timing of physical therapy affects subsequent healthcare utilization and costs of patients with different medical conditions. It is funded by the New York Physical Therapy Association (NYPTA).

- **Marilyn Tavenner** (MHA '89) has been named president and CEO of America's Health Insurance Plans (AHIP). Ms. Tavenner has held positions in both the public and private sectors of healthcare in her extensive career. Starting as a nurse at HCA's Johnston-Willis Hospital, she quickly rose in the ranks to become the hospital's CEO. She became President of HCA's Central Atlantic Division and was later appointed Group President of Outpatient Services. From 2006 to 2010, she served as Virginia's Secretary of Health and Human Services. In her most recent position as Administrator of the Centers for Medicare and Medicaid Services (CMS), she was involved in many aspects of the implementation of the Affordable Care Act.
- **Christie Hartwell** (MHA '93) recently founded CH Strategy Consulting, LLC, a new management consulting firm specializing in children's healthcare. Christie was previously a partner with Philadelphia-based Health Strategies & Solutions, Inc. and served as national practice leader of the firm's children's healthcare practice.
- **Patrick Shay** (PhD '14) presented a paper entitled "A Multi-Theoretical Approach to Examining Local Multihospital System Forms" at the 75th Annual Meeting of the Academy of Management earlier this month in Vancouver, British Columbia, Canada. His paper was nominated by the Health Care Management Division for best paper based on a dissertation.
- **Dennis Quagliani** (MHA '94) has taken a new position as Director of Cancer Services at Glendale Adventist Medical Center in Glendale, CA. For the past seven years, Dennis served as the President and CEO of Healthcare Associates LLC.
- **Mike Rowe** (MHA '91) is the new Executive Director of the continuing care retirement community at Patriots Colony, part of the Riverside Healthcare System, in Williamsburg, VA. His career in healthcare has spanned more than 30 years, including his last position as the Market Healthcare Director at JenCare Medical Centers in Richmond, VA.
- **Justin Meier** (MHA '14) has taken a new position as the Director of Health Systems Analytics at Wake Forest Baptist Health in Winston-Salem, NC. His previous position was as a Senior Financial Planning Analyst for the same employer.
- **David Hoffenberg** (MHA '14) has accepted a position as the Assistant Administrator at Wesley Medical Center in Wichita, KS. He was previously an Administrative Fellow at Wesley.
- **Alan Keesee** (MHA '10) is the new COO at HCA's Sunrise Hospital and Medical Center in Las Vegas, NV. The 700-bed hospital also has a full service children's facility. Alan previously served as COO in HCA's Capital Regional Medical Center in Tallahassee, FL. Prior to working in Florida, he served in administration at Henrico Doctors' Hospital in Richmond, VA. Alan assumed his new duties on June 1.
- **Rob Marmarstein** (MHA '09) has taken a new position as COO at HCA's Mainland Medical Center in Texas City, TX. For the past five years, Rob served as the Assistant Administrator at HCA's Lewis Gale Medical Center in Salem, VA. Rob started his new position in June 2015.
- **Michael C. Zucker** (MHA '91), FACHE, is the recent founder of Ranger Health, Inc. Ranger Health develops and manages private provider networks for self-insured companies, consolidating the purchasing

power of regional employers to create scale and achieve preferred pricing and access to leading healthcare providers. Watch our Fall Cardwell Comments for more details about Ranger Health and the entrepreneurial path of Mike and several other alumni.

- **Dr. Kenneth White's** (PhD '96), *The Well-Managed Healthcare Organization*, by Health Administration Press, was published in its 8th edition in July.
- **Pete Olden** (PhD '94) published the second edition of his book, *Management of Healthcare Organizations: An Introduction*, earlier this year.
- **Bryan Brand** (MHA '81) retired in April 2015 from Vanderbilt University Medical Center in Nashville, TN. Bryan served as Vice President of Business Development at Vanderbilt from 2006-2015. From 1989 to 2006, he was the Associate Hospital Director for Inpatient Operations. Earlier in his career, he was a resident at the University of Virginia and then Assistant Administrator at UVA from 1981-1986. He also worked at HCA's North Park Hospital as an Administrator for three years. Bryan is still enjoying playing music with his band, Soul Incision, in Nashville and supervising two pugs, Kermit and Oliver. Best wishes to Bryan and his family on his retirement!
- **Dr. M. Nicholas Coppola** (PhD '03) of Lubbock, TX, passed away in June 2015. After earning his Bachelor's degree in Biology from State University of New York at Potsdam, Dr. Coppola began his active duty service in the United States Army. During his 26 years of military service, he earned two Master's degrees and his PhD in Health Services Organization and Research. After his retirement from the Army, he began his career at Texas Tech University as a professor and Program Director in the Health Science Center. He contributed to over 100 publications and presentations, and co-authored a textbook with Dr. Gerald Ledlow, *Leadership for Health Professionals: Theory, Skills, and Applications*. Dr. Coppola is survived by his wife, children, mother, and sisters, as well as many close friends he considered family.
- **William H. (Bill) Downing** (MHA '71) of Exmore, VA passed away in March 2015. After completing his MHA at VCU, Bill spent many years working at the hospital in Accomack, VA. He also enjoyed working with a restaurant and motel on the Eastern Shore of Virginia and he ran a charter fishing business. He was an accomplished outdoorsman. Over the years, he invited many of his MHA classmates to his family home in Callao, VA for a wonderful oyster roast in the winter. Mr. Downing was the nephew of Mr. Charles P. Cardwell, the founding director of the School of Hospital Administration.

Faculty News

- **Dr. Yasar Ozcan** was a keynote speaker at the International Healthcare Management Conference (IHMC) in Gumushane, Turkey. The June event focused on "Local Healthcare Services and Global Perspectives." Dr. Ozcan's topic was "Public and Medical Care Provisions in Global Health Assessment of OECD Countries using Dynamic Network DEA." He also attended the Global Landscapes Conference in April organized by Kings College, in Wilkes Barre, PA. His plenary presentation was entitled, "Do Healthcare Reforms Facilitate Better Performance? A Global Perspective."
- **Drs. Laura McClelland, Cheryl Rathert and Jessica Mittler** attended the Annual Meeting of the Academy of Management in August in Vancouver, Canada. Dr. McClelland presented "Compassion counts! Compassion practices in healthcare" in a symposium on Advances in Compassion Research. Both she and Dr. Mittler also won best reviewer awards in the Health Care Management Division (HCM) at the meeting. Dr. Rathert was the chair and moderator of a workshop in which she made a presentation entitled,

“Validation & Implementation of US Patient Experience Surveys in Canada.” She also presented “Patient-Physician Communication in the Context of Electronic Health Records” in a workshop titled “Enhancing Electronic Health Care Communication: What We Know, What We Need to Ask.” Dr. Mittler presented her paper, co-authored by Dr. Jennifer O’Hora from UCLA, “Deciphering the Role of Organizational Culture in Patient-Centered Medical Home Implementation” at the “Challenges in Primary Care Re-design: Teamwork, Integration & Medical Home Implementation” session.

- **Dr. Cindy Watts** attended a 3-day case simulation workshop in Palisades, NY, designed by faculty and consultants from Columbia University’s Department of Health Policy and Management in the Mailman School. Other attendees represented major health systems from around the New York City area. The intent in participating was to explore the relevance of the approach to our alumni community.
- **Dr. Yasar Ozcan** was honored as the third Charles P. Cardwell, Jr Professor in the Department of Health Administration at a May ceremony and reception in the Paul A. Gross Alumni Conference Center. Along with Dr. Ozcan, speakers included Dr. Cecil Drain, Dean of the School of Allied Health Professions, **Dr. Steve Mick**, Emeritus Professor and Department Chair when the professorship was created, and **Dr. Cindy Watts**. All commented on Dr. Ozcan’s many years of dedicated service to the Department, his excellent international scholarly reputation, and his lasting impact on more than two decades of students.
- **Dr. Jon DeShazo** co-presented a workshop in June at the AUPHA Annual Meeting with faculty from The Ohio State University and the University of Alabama Birmingham. The title of his workshop was “Population Health: Opportunities to Enhance Competencies and Better Integrate the Curriculum.”
- **Dr. Gloria Bazzoli** presented a paper titled “Effects of Expanded California Health Coverage on Hospitals: Implications for ACA Medicaid Expansions” at the International Health Economics Association research conference in Milan, Italy in July. She was also recently awarded an AHRQ grant entitled, “Hospital Responses to Medicare Readmission Penalties,” for which she is the VCU Principal Investigator. The project is in collaboration with researchers at the University of Tennessee Health Science Center.
- **Dr. Michael McCue** and his Wake Forest colleague, Mark Hall, were awarded a \$160,000 grant by The Commonwealth Fund to continue their assessment of the impact of healthcare reform on the premium rates and medical loss ratios of hospitals.
- **Dr. Jon DeShazo** facilitated a discussion in June for the MUSC College of Health Professions' Educational Technology Journal Club. The Club brings together a group of faculty members interested in discussing ways to implement educational technology to improve teaching and learning. Jon presented a session on how he developed and used the educational game, HITGa.me.
- **Dr. Cindy Watts** and **Dr. Jami DelliFraine’s** (PhD ’04) chapter, “A Business Planning Model to Identify New Safety Net Clinic Locations,” published in *Advances in Health Care Management*, was selected to receive the Outstanding Author Contribution in the 2015 Emerald Literati Network Awards for Excellence.
- **Dr. Yasar Ozcan** was awarded the Dean's Award for Excellence in Teaching, presented at the School of Allied Health Professions graduation ceremony in May.
- **Dr. Jon DeShazo** recently received a grant from the Virginia Blood Foundation to build a 5-state blood service and blood diseases registry. As part of the grant, he will develop a utilization and quality dashboard from five years of registry data that will be provided directly to Virginia hospitals at no cost.
- **Dr. Ann Johnston** (MHA ’90) received her EdD degree in Educational Leadership from VCU’s School of Education in May.

- As a new member of the AUPHA HAMPCAS Advisory Board, **Dr. Cindy Watts** participated in a panel discussion of the HAMPCAS system at the AUPHA Annual Meeting in Miami. HAMPCAS is a centralized admissions system designed for MHA applicants to graduate programs around the country. Applicants to the VCU MHA program can either use HAMPCAS or apply directly through the VCU Graduate Admissions Office.
- **Dr. Cindy Watts** will serve as a faculty mentor for two School of Medicine faculty who received a VCU Presidential Research Quest Fund grant to study the cost and outcomes associated with treating Ventilator-Associated Infections.
- New faculty publications include:
 - **Tina Highfill** (PhD student) and **Dr. Yasar Ozcan**. 2015. "Productivity and Quality of Hospitals that Joined Medicare Shared Savings Accountable Care Organization Program." *International Journal of Healthcare Management*.
 - **X Liu** (PhD '12), DM Oetjen, RM Oetjen, M Zhao, **Yasar Ozcan**, and L Ge. 2015. "The Efficiency of Ophthalmic Ambulatory Surgery Centers." *Journal of Medical Practice Management*.
 - James Langabeer, II, Jeffrey Helton, **Jami DelliFraine** (PhD '04), Ebbin Dotson, **Carolyn Watts**, Karen Love. "A Business Planning Model to Identify New Safety Net Clinic Locations," *Population Health Management in Health Care Organizations (Advances in Health Care Management, Volume 16)*, Emerald Group Publishing Limited, pp.95 – 112, ISSN: 1474-8231, doi: 10.1108/S1474-823120140000016005.

Student News

- **Dr. Cindy Watts** and two MHA students, **Hunter Byrnes** (Class of 2017), and **Antoine Ransom** (Class of 2018) are working on a year-long project for the Virginia Department of Corrections examining alternative models of healthcare for inmates. DOC will present the results to the Virginia General Assembly in July of 2017.
- The annual MSHA Program Graduation Celebration was held in May for twenty-one graduates, their guests, and members of the Department. The guest speaker was **Toni Ardabell**, CEO of Bon Secours Richmond Health System and St. Mary's Hospital. Graduates presented the Dennis Pointer teaching award to **Dr. Dolores Clement**.
- The Department kicked off its fall semester in July with the MSHA on-campus session. The second year MSHA students were joined by 14 full-time and 4 part-time incoming first year students.
- On May 9th, the Department celebrated the graduation of 26 MHA (2 MHA/MD) and 21 MSHA students. Congratulations and good luck!
- PhD student, **Jaya Khushalani**, completed her comprehensive exams. She received a pre-doctoral fellowship from the Susan Komen Foundation and VCU Massey Cancer Center for conducting research on disparities in breast cancer care.

- PhD student, **Priya Chandan**, presented two papers at the Global Summit on Innovations in Health and the IDD Conference this summer.
- Four MHA students from the Class of 2017, **Hunter Byrnes**, **Laura Kreiser**, **Kelton Rasmussen**, and **Zoe Winker** were honored as this year's Stuart Ogren Scholars at the VHHA spring meeting in Williamsburg. The scholarship was created by the VHHA on the retirement of former Board Chairman, Stuart Ogren.
- **Bill Jacobsen** (MHA '89), Vice President of Carilion Clinic, was an ACHE Healthcare Executive Student Association speaker in the spring semester. Bill talked about his career path and the leadership lessons he has learned along the way.

Faculty & Alumni Spotlights

Laura McClelland, PhD is an assistant professor in the Department. Dr. McClelland received her PhD in management and organizational behavior from Emory University, and a B.S. in Economics and a B.S. in management from Villanova University. Her research focuses on improving the patient experience, and compassion in healthcare organizations. Her work has been featured in top journals, including *Health Services Research* and *Human Resource Management Review*. She was recently an invited speaker at Stanford University's Center for Compassion and Altruistic Research and Education. She has worked with Planetree and the Schwartz Center as a compassion expert to help healthcare organizations foster greater compassion in caregiving.



Dr. McClelland was also recently awarded a VCU Presidential Research Quest Grant for her work with Dr. Allison Gabriel, of the University of Arizona, on the Patient eXperience Project (PXP). The PXP is a multi-phase project examining drivers of clinician well-being and patient experience (CG-CAHPS) scores in ambulatory clinics to help healthcare organizations design targeted interventions to improve clinical work environments, and in turn, the delivery of care to patients.

In addition to her research, Dr. McClelland teaches management, leadership, and organizational behavior. She has taught in all of our programs including the MHA program, MSHA program, PhD program, SAHP doctoral program, The Physician Leadership Institute, and the MBA Healthcare Concentration. She was recently awarded the Jerry L. Norville Award for Outstanding Teaching in the MHA Program by the MHA Class of 2016. She is known for her case-based and experiential teaching methods. In her MHA capstone experiential learning project, she partners with our generous HAD alumni from various health systems in the local Richmond market, including HCA (**Steve Craig** (MHA '04), Bon Secours, and the VCU Health System (**Timothy Pratt** (MHA '13)) to help our students tackle real-world management problems in ambulatory clinic settings.

Prior to her academic career, she worked for PricewaterhouseCoopers and IBM as a management consultant to Fortune 500 and multi-national firms on large scale systems implementation and change management initiatives.



Jessica Mittler, Ph.D., joined the Department faculty in January 2015 as an Associate Professor. She studies the pursuit of patient-centered care and the transformation it requires for individuals and organizations. Her recent work includes an examination of physician office culture and the implementation of patient-centered medical homes, an investigation of how patient activation levels change over time, and an evaluation of collaborative efforts to reduce avoidable hospital readmissions. Her work has been published in leading academic and practitioner outlets such as *Health Care Management Review*, *Health Affairs*, and *Medical Care Research and Review*, and presented at conferences and workshops for AcademyHealth, Academy of Management, General Internal Medicine, and Institute of Health Care Improvement.

Dr. Mittler teaches the Health Politics and Policy Course in the MSHA program. Next year she will assist with the Resinet course, and in the following year, she will teach a theory course in the PhD program. Prior to joining the faculty at VCU, Dr. Mittler taught writing, health policy, and health services research at Penn State University where she was an associate professor. She also co-lead the Women's Leadership Initiative at Penn State, a year-long program to develop students' leadership competencies through classroom and experiential learning. Before joining academia, Dr. Mittler evaluated healthcare initiatives as a researcher at Mathematica Policy Research.

Dr. Mittler earned her Ph.D. in Health Policy and Medical Sociology from Harvard in 2008, her Master's in Health Services Administration and Public Policy from the University of Michigan in 1997, and her B.S. in urban studies from Cornell University in 1994.

Dr. Jeff Harrison (MHA '77, PhD '02) is the Chair of the Department of Public Health at the University of North Florida and a Professor in the Health Administration Program. As Chair of the Department of Public Health, Jeff has administrative responsibility for the undergraduate and graduate programs in Health Administration, Public Health, and Clinical Mental Health Counseling. Duties include faculty and staff supervision, strategic planning, financial management, representing the Department of Public Health on university committees, assisting with curriculum development and oversight of program accreditation. He teaches courses in Healthcare Strategic Planning, Healthcare Finance and Health Information Technology.



Following his graduation from the MHA program, Commander Harrison (retired) had a distinguished career as a Navy Medical Service Corps Officer where he was awarded two Navy Achievement medals, three Navy Commendation medals and the Defense Meritorious Service Medal. Some of his leadership positions include: Director of Outpatient Administration at the Naval Regional Medical Center, Long Beach, CA; Deputy Director for Professional Development at the Naval School of Health Sciences, Bethesda, MD; Chief Operating Officer at the Naval Hospital, Patuxent River, MD; Director of Medical Operations for the Commander in Chief U.S. Atlantic Fleet Norfolk, VA; and Senior Health Policy Analyst in the Office of the Assistant Secretary of Defense for Health Affairs in Washington, DC.

Committed to lifelong learning, Jeff initially completed a Master in Business Administration at the College of William and Mary. Subsequently, he was competitively selected for a full scholarship from the Navy, which led to his MHA degree from the Medical College of Virginia in 1977. Later in his career, he was selected by a Board convened by the Chief of Naval Personnel for a full scholarship leading to a PhD in

Health Research. He once again enrolled at Virginia Commonwealth University, Medical College of Virginia Campus, where he earned his PhD in 2002.

Jeff is the author of 41 professional articles and three book chapters. Most recently, he published *Essentials of Strategic Planning in Healthcare* (2010), Health Administration Press. The second revision of this book is currently in press. He has also given 55 national and international presentations to thousands of healthcare executives. His areas of expertise include strategic planning, management of change, and healthcare technology.

Jeff is a Certified Healthcare Executive and a Fellow in the American College of Healthcare Executives. He was selected as one of the Top 100 Health Administration Professors by *MHA Guide* in January 2013. He was also selected to the *Jacksonville Magazine's* Most Influential People in Jacksonville Health Care in June 2013. He is a member of the Healthcare Financial Management Association (HFMA), the Medical Group Management Association (MGMA) and AcademyHealth. He serves on the Editorial Board for the journal *Health Care Manager*. Jeff has served on the Department's Alumni Advisory Council since 2012.

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