



CARDWELL *Comments*

Newsletter of the Department of Health Administration

June 2013

Featured Story

Our Alumni Lead Through Crisis

by Beth Ayers

It is an unfortunate part of contemporary reality that crises - far too many of them unnatural disasters - have become a regular part of our lives. We begin this Cardwell Comments with two compelling stories from alumni about their roles in recent horrific events. These are stories of commitment, compassion, and the overwhelming importance of leadership. We thank Roberta Barton-Joe (MHA, '09) and Jay Broadhurst (MHA, '78) for sharing them.

Roberta Barton-Joe, MHA '09

On a mid-July day in 2012, thousands of movie fans were anticipating the screening of the highly advertised film, “The Dark Knight Rises.” Roberta Barton-Joe and a friend had decided to attend the midnight movie and made plans to be among the first to see it. But at the last minute, Roberta decided to attend another event and told her friend she would have to go another time. A few hours later, Roberta received a page from the hospital where she worked, reporting the arrival of multiple patients with gunshot wounds in the ER. Since she was the administrator on call that evening, she quickly made her way to the Medical Center of Aurora and entered the hospital door, knowing something was very wrong. As soon as she arrived, she noticed blood on the floor and “noise” in



Roberta greets First Lady Michelle Obama as she tours the Medical Center of Aurora after the tragedy.

the emergency room. She heard a patient yelling for help and witnessed hospital staff moving around in what she described as slow motion. Once she was given full responsibility by her supervisor, she directed the staff into Incident Command mode. Since the employees had trained and planned for disasters, the “disaster team” went into action and everything flowed smoothly. The hospital treated eighteen patients successfully.

Roberta thinks back to that night, “I was happy to be in a position to lead and was happy that I had a team that was willing to be led.” Because she had built relationships with the employees for the past several years, the trust and respect they had for each other made it possible to focus on the job at hand. Because they were trained and prepared, they did what they do best: be caregivers. Roberta feels that the mission and vision of the hospital was carried out that night.

In the days and weeks following the event, Roberta had to manage patients and their families, her employees, and the media, as well as continue to take care of daily business. She lauds the EMS partners who were involved that evening, all of the medical directors, and every single one of the employees working that evening. She said that one of her employees had gone to the theater, but escaped during the shooting. He helped a child that was sitting near him escape as well. Once he got the child to a safe place, he drove directly to the hospital and started to work, as he knew patients would be arriving soon and he would be needed.

Roberta applauds the education and experience she received from the MHA program. She believes the leadership skills she developed at VCU, and the support of her professors and colleagues helped prepare her for this crisis situation. She is very proud of the culture at the Medical Center of Aurora, where she also did her residency. She is also proud of the team that worked together on that July night. She said her team was defined “by the passions and compassion for human life.” They were caregivers, and she is incredibly proud to have been a part of the amazing team that unforgettable summer night.

Roberta Barton-Joe is currently serving as Associate Chief Operating Officer at HCA’s Brandon Regional Hospital in Brandon, FL.

Jay Broadhurst, MHA '78, MD '82

Excitement was in the spring air. It was Patriot’s Day, April 15, 2013, a Massachusetts state holiday and a day any Bostonian will tell you is the best day of the year: the annual running of the Boston Marathon. Dr. Jay Broadhurst was preparing, as he had for many marathons, to go to work as part of the medical team in the tent at the finish line.



Dr. Broadhurst was in the tent when he heard the bombs go off. He recognized in less than five minutes that things had changed forever. Over 100 doctors in the tent immediately converted it from a marathon treatment space to a triage tent. Within 30 minutes, they triaged over 90 patients, and helped scores of others.

Jay feels there were many heroes that afternoon, including the first responders who provided tremendous resources immediately. He praises the EMS teams and the efficient coordination of

the dispatch team. There are five Level 1 Trauma Centers within a mile of the finish line, so knowing where to send which patients was a key part of the plan.

Because this tragedy happened in a city that has top medical care and because the medical community had learned disaster training as a result of other recent disasters, the hospitals were well prepared and ready. Trauma teams had practiced disaster scenarios. Jay commented that everyone knew s/he had a job to do, and s/he just did it. When he was in the tent, he felt he was in the perfect position to care for people by looking at them in the eye, telling them his name, and reassuring them that he was there to take care of them. He is proud to know that he was able to help that day.

In looking back over his career, he is grateful to have received both his MHA and medical training at VCU. He was amazed at how much he loved his years at VCU. He believes the MHA program made a fantastic difference in his life, providing a solid foundation for the leadership positions he has held.

Dr. Broadhurst continues to work in Family Medicine at the University of Massachusetts Memorial Medical Center in Shrewsbury, MA. He knows he was in a special place on that April day and is horrified that the marathon was so violated. He believes that the support of the community and the nation will help everyone move forward beyond this tragedy. Based on his passion for caring for people who need him and the connections and emotions he shared in that tent, chances are that Dr. Broadhurst will be volunteering in the finish line tent on Patriot's Day next spring.

Announcements, News & Events

- More than 75 alumni attended the annual Cardwell reception during the ACHE Congress in Chicago in March. The evening was generously sponsored by Hancock, Daniel, Johnson, and Nagle, P.C. of Glen Allen, VA. **Dr. Cindy Watts** welcomed everyone to the reception and provided a department update. **Terrie Edwards** (MHA '84) and current President of the Alumni Advisory Council, encouraged fellow alumni to be involved with the Department. MHA, MSHA and PhD graduates enjoyed mingling throughout the evening.



Pictured from L to R: Terrie Edwards (MHA '84), Eric Young (MHA '07), Laura Kelsey (MHA '13), Tom Dolan & Samantha Kern

- In April, **Dr. Cindy Watts**, **Dr. Dolores Clement**, **Ms. Ann Johnston** (MHA '90) and **Ms. Beth Williamson Ayers** attended the VHHA Spring meeting and ACHE luncheon in Williamsburg. During the luncheon, the ACHE Early Career Award for the Commonwealth of Virginia for 2013 was presented to two of our alumni, **Joanne Inman** (MHA '05) and **Jennifer Coello** (MHA '04). Congratulations!



Pictured from L to R: Joanne Inman (MHA '05) and Jennifer Coello (MHA '04)

- The Virginia Museum of Fine Arts in Richmond was the location for the Paul A. Gross Spring Landmarks in Leadership alumni event on April 16. **Emily Greenstreet Towey** (MHA/JD '01), President-Elect of the Alumni Advisory Council, welcomed the 75 guests and provided remarks about Paul Gross, the generous supporter of several alumni events throughout the year. **Dr. Larry Prybil**, former Department Chair and current Associate Dean and Professor in the Department of Health Services Management at the University of Kentucky, was joined by **Jeff Dorsey** (MHA '73), retired President and CEO of HealthONE, LLC in Denver, CO; Anne McGeorge, National Managing Partner, Health Care and Grant Thornton, LLP; and Ann E.C. Homan, Board Member of Rockingham Memorial Hospital, in a panel discussion of emerging patterns in healthcare governance. The panel was moderated by **Ann Johnston** (MHA '90), Director of Professional Development in the Department.



Pictured from L to R: Jeff Dorsey (MHA '73), Ann Homan, Larry Prybil and Anne McGeorge

- The Department will be offering its third dual degree program this fall, the MHA/MSIS degree. The curriculum allows students to earn both the MHA and the MSIS degrees in three years, including a 10-week summer internship.
- The Department was named in MHA Guide, an independent online publisher, as one of the 25 programs with the most engaged alumni groups. The list was compiled based on LinkedIn Alumni Group membership, a dedicated alumni web page, newsletters to alumni, and alumni events. You can see the entire list [here](#).
- The Department donated five computers, a laptop, and a projector to the Sacred Heart Center in Richmond. The Center is a non-profit community center whose mission is to create opportunities for economic and social integration, self-realization, and community leadership for Richmond's Latino community. The Center will use the computers for English as a second language and Spanish language GED training. **Jonathan DeShazo**, PhD, delivered the computers and set them up. The computers were sorely needed and very much appreciated.



Sacred Heart Center Classroom

Alumni News

- The US Senate confirmed **Marilyn Tavenner** (MHA '89) as the Administrator for the Centers for Medicare & Medicaid Services. You can read the entire story [here](#). Ms. Tavenner was also a featured speaker at the third annual Virginia Chamber of Commerce Health Care Conference in Richmond in June.
- **Chris Accashian** (MHA '01) has been named CEO of Parkland Medical Center effective July 1. Chris will work closely with Anne Jamieson, CEO of Portsmouth Regional Hospital, in her role as market lead for New Hampshire. Chris has been COO of Retreat Doctors' Hospital in Richmond since 2009. Prior to that, he served as Associate Administrator for Henrico Doctors' Hospital and as Director, Operations Finance/Planning, for HCA's corporate office in Nashville.
- **Jon Perlin** (MSHA '97) was named one of Modern Healthcare's 50 Most Influential Physician Executives for 2013. Jon is the President of Clinical Services and Chief Medical Officer for HCA in Nashville, TN. You can read the complete list [here](#).

- **Ed Berdick** (MHA '76) will be creating a multi-functional shared services division for all transactional functions in his new role as Senior Vice President for Shared Services for Sutter Health in Roseville, CA.
- **Michael King** FACHE (MHA '78) was one of four individuals elected to serve on the Board of Governors of the American College of Healthcare Executives. The new governors will serve a three-year term representing ACHE members on ACHE's Board of Governors, the authority that oversees ACHE operations and member services. Mike, an ACHE Fellow, is President and CEO, Camden Clark Medical Center, Parkersburg, W.VA. He served as the ACHE Regent for West Virginia from 2010 to 2013.
- **Brent Clark** (MHA '00) was recently promoted to Assistant Vice President of Capital Asset Management (CAMS) in HCA's Corporate Office. Brent has worked at HCA for the past eleven years and currently leads the CAMS Planning function. Prior to joining HCA, he was a Planning Specialist at Bon Secours Richmond Health System, an Administrative Resident at Doctors Hospital in Augusta, GA and a consultant with KLMK Group, LLC.
- **Dr. Tom Ryan** (MSHA '99), Executive Vice President and Chief Medical Officer of Mary Washington Healthcare, is retiring effective June 30, 2013. Dr. Ryan has had a stellar career in Virginia. As a practicing physician and Chief Medical Officer, he has been an exceptional clinician and leader. Throughout his 34-year career, he has built innovative programs and services, all designed with a focus on improving healthcare in the community. He will continue to play an active role in designing and delivering healthcare since he has accepted a part-time position with the Virginia Hospital & Healthcare Association. Tom will be working to mentor and coach physician leaders around the state, and assisting healthcare organizations to build bridges with their medical staff.
- **Nick Chuquin** (MSHA '12) was named the Onley Community Health Center's Eastern Shore Rural Health System, Inc. 2012 Employee of the Year. This award recognizes an employee, nominated by his or her peers, who performs exceptionally and excels in all areas of his or her job responsibilities.
- **Ron Galonsky** (MHA '92), has been named Chief Operations and Integration officer at Mission Hospital in Mission Viejo, CA. His new position will combine the traditional role of a chief operating officer with a new dimension of integration as Mission Hospital looks to more effectively connect with services throughout the community.
- **Dan Jones** (MHA '94) has recently accepted a position as CEO for Phoenix Baptist Hospital and Arizona Heart Hospital. They are both a part of the Abrazo Health System in Phoenix, Arizona.
- **Christopher (Chris) M. Dadlez** (MHA '79), President and CEO of Saint Francis Hospital and Medical Center in Hartford, delivered the Commencement address at the at the University of Hartford in May. During the ceremony, Dadlez received an honorary Doctor of Humane Letters degree.
- **Michelle Thoma** (MHA '13) was quoted in a Modern Healthcare article entitled: "Execs in Training." You can read Michelle's comments on page 3 [here](#).

- **Patrick (Pat) Farrell** (MHA '91), former CEO of HCA's Henrico Doctors' Hospital in Richmond, stepped down after working at the hospital since he was a graduate student. He became Assistant Administrator in 1990 and CEO in 1996. Margaret Lewis, President of HCA's Capital Division and Senior Executive of HCA Virginia, said Pat had been an outstanding leader for HCA Virginia. Pat has also been a great supporter and preceptor for the Department, and we appreciate his involvement over the years. Best wishes Pat!
- **William Earl Willis** (MHA '57) passed away on May 29, 2013. Mr. Willis served his country twice in the United States Navy. He received an Honorable Discharge in 1946 and again in 1953. After earning his MHA degree, he served in hospitals in Roanoke, Farmville and Virginia Beach. In 1963, he was hired as the Founding Administrator of Virginia Beach General Hospital and led the hospital until his retirement in 1989. He was active in the Virginia Hospital Association, ACHE, and was President of the Maryland District of Columbia-Virginia Hospital Association. He was also active in local organizations and many boards.
- Riverside Health System, whose President and CEO is **Bill Downey** (MHA, '85), and Bay Aging earned the 2013 Virginia Healthcare Innovators Award in the Patient Care category for their work in coaching patients through the transition from a hospital stay to home. **Hugh Aaron** (MHA, '88), **Joe McMenamin** (Adjunct Associate Professor), and **Dr. Cindy Watts** serve on Executive Committee of the Virginia Healthcare Innovators Award program.
- **Laisy Williams-Carlson** (MSHA '12), CIO, Bon Secours Health System, served as a judge at Modern Healthcare and the Healthcare Information Management Systems Society's 11th annual 2013 CEO IT Achievement Awards competition. The award honors leaders in healthcare organizations who are at the forefront of adopting electronic records and information management systems.

Executive in Residence

- The Department was delighted to host **Jeff Dorsey** (MHA '73) as Executive in Residence in March. Jeff is recently retired after a long and successful career with HCA, most recently as President and CEO of HealthONE, LLC in Denver, CO. In his four decades as a healthcare administrator, he served as a preceptor to nearly 20 VCU MHA residents. During his two weeks in the Grant House, Jeff used both experiences to talk with students about the residency year, the field of practice, and the role of leadership. His time in our classes, with our students outside of classes, and with our faculty were evidence of Jeff's belief that professionals have an obligation to the field to bring the culture of success forward by embedding it in to the next generation.



Jeff concluded his time in the Grant House with a Lincoln-inspired presentation on leadership to the Grant House community. His slides from that presentation can be viewed [here](#).

Faculty News

- Congratulations to **Gloria Bazzoli**, PhD whose article, “The Effects of Safety Net Hospital Closures and Conversions on Patient Travel Distance for Hospital Care,” co-authored with Woolton Lee, **Hui-Min Hsieh** (PhD '10), and Lee Mobley, was one of two papers selected for the 2013 HCUP Outstanding Article of the Year Award. Their achievement will be recognized at the 2013 AcademyHealth Annual Research Meeting on June 24 in Baltimore. Dr. Bazzoli will present the article as a poster presentation at the meeting.
- **Mike McCue**, DBA, with co-investigator Mark Hall, JD, of Wake Forest University, received a Commonwealth Fund grant to study health insurers using premium rate data. In another study supported by the Commonwealth Fund, Dr. McCue and Mr. Hall focused on differences in medical loss ratios, consumer rebates, and quality improvement expenses of health insurance companies. They found that these organizations spent a combined \$29 per subscriber on direct quality improvement activities.
- **Dolores Clement**, DrPH, FACHE has been appointed as the new ACHE Interim Regent for Central Virginia. She currently serves ACHE as a member of the Higher Education Committee and on the AUPHA/HAP Editorial Board for Graduate Studies. She previously served ACHE as a member of the Regents Advisory Council. She will serve as Regent on an interim basis until March 2014.
- **Laura McClelland**, PhD; **Ken White** PhD, FACHE, FAAN; and **Lynn VanderWielen** (PhD student) and P. Coyne's paper, "Voices from the Bedside: Palliative Care Nurses' Perceptions of Current Practices and Challenges," was accepted for publication in the August edition of The Journal of Hospice & Palliative Nursing. Another paper co-authored by Dr. McClelland was one of only five papers accepted for presentation at the Health Organizational Research Association 2013 Conference in Chicago in June. The paper, co-authored with **Tim Vogus**, PhD, Affiliate Associate Professor, is entitled, "Compassion Routines and HCAHPS: Does Rewarding and Supporting Workplace Compassion Influence Patient Perceptions?"
- **Dr. Cindy Watts** and Adjunct Assistant Professor, **Dr. Patricia Carcaise-Edinboro**, are part of a research team recently funded by VCU's Council of Community Engagement to explore emergency department use by the indigent uninsured population in metropolitan Richmond. Drs. Watts and Carcaise-Edinboro will work with investigators from VCU's School of Medicine, the VCU Health System, and other community partners.
- Former adjunct faculty member and alumnus, **Shirley Gibson** (MSHA '90) recently published an article in the Richmond Times Dispatch entitled "New Partnerships, Better Health Outcomes." Shirley is currently the co-leader of the Virginia Action Coalition and Associate Vice President of Nursing at the Virginia Commonwealth University Health System. You can read the entire article [here](#).
- Congratulations to **Steve Mick**, PhD, FACHE, who was the recipient of the School of Allied Health Professions 2012-13 Distinguished Faculty Award for Teaching at this year's graduation ceremony held on Saturday, May 11th at the Richmond Convention Center.

- **Dr. Ken White** (PhD '96), faculty member of the Department of Health Administration since 1996 and MHA Program Director from 2001 to 2008, will leave VCU in August to become Associate Dean for Strategic Partnerships and Innovation in the School of Nursing at the University of Virginia. During his tenure at VCU, Ken held a joint appointment with the VCU School of Nursing and was inducted as a Fellow of the American Academy of Nursing last Fall. In the spring of 2013, he completed a post-master's certificate in the Acute Care Nurse Practitioner program at UVA. Ken leaves behind a legacy of excellence that has contributed to our programs' consistent rankings in the top five in the country. In addition to his success in the classroom, he has published more than 50 papers, 14 book chapters, and five books including the key textbook, The Well Managed Healthcare Organization, with John Griffith. We wish Ken the best of luck in his new role.

Student News

- The annual MSHA Program Graduation Celebration was held on May 9 at the Bull and Bear Club for twenty graduates, their guests, and members of the Department. The guest speaker was **Lisa Valentine** (MSHA '99), COO and Interim CEO at HCA's Henrico Doctors' Hospital in Richmond.



Pictured: Lisa Valentine (MSHA '99)

- **Lynn VanderWeilen** (PhD Student) and the VCU chapter of the Inter Health Professionals Alliance (IHPA), an interdisciplinary outreach group, won the 2013 Currents of Change Award for a student-led organization by the University Council for Community Engagement. Lynn and the IHPA won for developing, along with several community partners and VCU faculty, an undergraduate carbon capstone service learning course in an effort to promote carbon awareness.
- **Naleef Fareed** (PhD '13) successfully defended his dissertation entitled, "Hospital Electronic Health Record Adoption and its Influence on Postoperative Sepsis," and has accepted a faculty position as Assistant Professor at Penn State University. Naleef is the 2013 recipient of the James W. Begun Award for Excellence in Doctoral Studies. Congratulations Naleef!
- PhD student **Patrick Shay** co-authored a paper entitled, "Executive Compensation in Health Care: A Systematic Review," with **Dr. Ken White**. The paper appeared in Healthcare Management Review.

- Twenty-nine MHA students participated in the annual VCU Health Fair at Richmond's Armstrong High School. The fair, led this year by MHA student **Bridget Fitzpatrick** (MHA '14), provides free health screenings and information to community residents from dozens of local health and community organizations.
- **Trey Rawles** (MHA '14); his father, Dr. J. Gordon Rawles, Jr., MD; and his brother, Carleton Rawles, went on a medical mission trip to an 800-bed public hospital in Tegucigalpa, Honduras. Trey's brother taught orthopedic surgery of the hand to Honduran plastic surgery residents and Trey was involved with some health management projects. You can read more about the trip on their blog at <http://www.handmdva.com/category/blog/>. Trey also joined long-time Department friend, Steve Lindsey, in a presentation to the Virginia Healthcare Foundation's Board retreat in April. Their presentation focused on connecting with safety net providers.
- Congratulations to **Katie McDermott** (MHA '14) for winning a University Student Leadership Award. This award is presented to students in leadership roles at VCU who have demonstrated outstanding leadership ability and commitment to their organizations. Congratulations also to **Carter Cowardin** (MHA '14) and **Lynn VanderWeilen** (PhD student) for winning the University Emerging Leaders Award. This award is presented to students who have provided distinguished service in their first leadership role at VCU and demonstrated a potential for continued leadership.
- **Parth Modi** (MHA/MD '13), **Nikhil Singal** (MHA '14), and two students from the Schools of Nursing and Pharmacy won the VCU Clarion Competition and went on to compete in the national competition in April in Minneapolis. Parth also presented a poster on the quality improvement work he did as his capstone project at the American Academy of Neurology in San Diego.

Residency

Members of the Class of 2013 have departed for their 2013-14 residencies in the following organizations around the country:

Riverside Regional Medical Center, Newport News, VA
Spotsylvania Regional Medical Center, Fredericksburg, VA
Meadowview Regional Medical Center, Maysville, KY
Clinch Valley Medical Center, LifePoint, Richlands, VA
Bon Secours St. Mary's, Richmond, VA
Sentara Healthcare, Norfolk, VA
Bon Secours Health System, Richmond, VA
CJW Medical Center, Richmond, VA
VCU Health System, Richmond, VA
Ochsner Health System, New Orleans, LA
Bon Secours DePaul Medical Center, Norfolk, VA
McGuire VA Medical Center, Richmond, VA
HealthOne, Denver, CO
Saint Francis Hospital and Medical Center, Hartford, CT
HCA Capital Division, Richmond, VA
Bon Secours HealthSource, Richmond, VA
Hampton VA Medical Center, Hampton, VA
University of Virginia Health System, Charlottesville, VA
Wake Forest Baptist Health, Winston-Salem, NC
Baptist Health System, Jacksonville, FL
MCV Radiology, Richmond, VA
UVA Physicians Group, Charlottesville, VA
Piedmont Healthcare, Atlanta, GA
Sutter Health, Modesto, CA
Central Virginia Health Network, Richmond, VA
Bon Secours St. Francis, Midlothian, VA
Salem VA Medical Center, Salem, VA
Good Samaritan Hospital, MedStar Health, Baltimore, MD



End of Year Awards

Herman Mullins Award for Outstanding Management Study

Adria Vanhoozier

A.D. Williams Scholarship

MHA

Brett Corkran
Justin Meier
Nikhil Singal
Jimmy Zhou

MSHA

Algin Garrett
Raymond Makhoul
Venkat Santosh
Andrea Weigner

Richard M. Bracken Leadership Award

Bridget Fitzpatrick

Donald J. Romano Prize

Justin Meier

Stephen S. Mick Award

Caitlin High
Tyler Okoren

Student of the Year

Cameron Atkins

J. Stephen Lindsey Scholarship - Class of 2014

Brett Corkran
Nikhil Singal

Stuart D. Ogren Scholarship – Class of 2015

R. Andrew Donahue
Caitlin High
Kathryn Pierce
Blake Wehman

Carl R. Fischer Endowed Scholarship—Class of 2014

Carolyn Cardwell
Bridget Fitzpatrick
Nigam Gandhi
Lauren Maenza
J.D. McCoy

William “Ham” Flannagan Award—Class of 2014

Alan Carney
Michele Carroll
David Hoffenberg

Elmer Lee Farnsworth Scholarship—Class of 2014

Trey Rawles

Kenneth R. White Scholarship—Class of 2014

Lauren Steckler

E.L. Derring Scholarship—Class of 2014

Carter Cowardin

HCA Scholars

Class of 2014

Cullen Brown
Pete Long-Innes
Dennis Morales
Matt Radle
Whitney Wimmer

Class of 2015

Michael Baird
Alex Brings
William Clinton
Deanna Stovicek

Bon Secours Scholarship—Class of 2015

Laura Pincus

Sherry Kohlenberg Scholarship—Class of 2015

Whitney Speece

James Fleetwood Memorial Scholarship

Class of 2014

Justin Meier
Jimmy Zhou

Class of 2015

Cameron Atkins
Andrea Atkinson
Bailee Bannan
Erin Denny
Emily Hostetter
Eric Kaplan
Jessica Lewis
Amos Mburu
Tyler Okoren
Andy Spicknall
Aaron Wesselman

Class of 2005 Scholarship

Jasmin Singh

Class of 2006 Scholarship

Don Nguyen

James Begun Award—PhD

Naleef Fareed

Dennis Pointer Award

Steve Mick, PhD, FACHE

Dolores G. Clement Award for Outstanding Advising

Cindy Watts, PhD

Jerry L. Norville Award for Outstanding Educator

Steve Mick, PhD, FACHE

Thomas C. Barker Outstanding Preceptor Award

Fred Rankin, President & CEO, Mary Washington
Healthcare