



# CARDWELL *Comments*

Newsletter of the Department of Health Administration

March 2014

## Featured Story

### It So Hard to Say Goodbye!

After more than 40 years as a professor of health administration, the last 15 of which have been at VCU, Dr. Stephen S. Mick is retiring effective June 30 of this year. Dr. Mick earned his BA degree from Stanford University in psychology in 1965, and his MPhil and PhD degrees from Yale University in sociology in 1972 and 1973, respectively. He began his career teaching sociology at Middlebury College, then switched to health services research and organization theory at Yale University, moving on to the University of Oklahoma, the University of Washington, the Johns Hopkins University, the University of Michigan, and then to VCU. From 1999 until 2009, Dr. Mick was the chair of the Department of Health Administration, occupying the Arthur Graham Glasgow Endowed Chair. He also holds an appointment as an Affiliate Professor at the Jean Moulin University in Lyon, France.



Asked what have been the most rewarding aspects of his career, Mick replied, “Classroom instruction has always been my first love. Although I’m a true believer that a university professor must engage in original scholarship and research, I’m also convinced that research should be in the service of teaching and learning. Throughout my career, I’ve been fortunate to have had excellent students, particularly at VCU, and the greatest pleasure that I have had is to watch their careers unfold and to witness their accomplishments in the service of health care.”

“Will you miss teaching?” he was asked. “Most certainly; anyone who has ever taken a course from me knows that I love to hold forth at the lectern and I love to see my students working hard on their notes to stay up with me. Teaching keeps a person young and alert; students are challenging and they will sniff out quickly anyone who is not on top of his or her subject, who is not organized, and



Dr. Mick with faculty members Dr. Gloria Bazzoli and Dr. Shirley Gibson.

who is trying to bluff his or her way through the allotted time of the class. I will miss teaching dearly, but it's time to stand aside and allow a younger generation of faculty to take the lead."

When asked what lies ahead after retirement and appointment as a Professor Emeritus, Mick, scratching his head, said "I'm still working on this." He added, "I'm thinking about continuing some writing on the health care system and health care organizations, but also finally doing some things I've been thinking about for a goodly while, like becoming an ambulance driver for our local

volunteer fire and rescue squad out here in Goochland County, learning a new language—probably Spanish since it appears that the United States is becoming a bi-lingual nation - and doing a lot of traveling with my wife, Karen."

The Department thrived during the ten years of Steve's leadership. He provided an excellent model for outstanding scholarship, dedicated service to the fields of education and practice, as well as compassionate teaching and mentorship. His wisdom and cheerful attitude will be sorely missed in the Grant House. However, as he often said to his students, "onward and upward," and we wish him the best in the next chapter of his life.

## Announcements, News & Events

- More than 80 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. HDJN was represented at the reception by directors Mary Malone and Emily Towey (MHA/JD '01). Wearing her hat as Alumni Advisory Council Chair, Emily welcomed everyone to the evening. Dr. Cindy Watts added her welcome and provided a department update. MHA, MSHA and PhD graduates enjoyed mingling throughout the evening.



MHA Students and Alumni at the ACHE Congress

- During Spring Break, the Grant House played host again to MHA and MSHA students and faculty from Kaohsiung Medical University in Taiwan. The 51 attendees, including some of the students' family members, kicked off the week on Sunday with a welcome dinner graciously hosted by Charles "Chuck" Shasky's (PHD '08) and his wife, Diane. The visitors spent the week attending lectures by HAD faculty and alumni, touring local health care facilities and visiting nearby historic and government sites. The week ended with a "graduation" dinner and a celebration in music and dance. Professor **Yasar Ozcan** and former HAD chair, **Thomas Wan** organize this event each year with the able assistance of **Pam Hayter** and would like to thank everyone who helped to make this a memorable event for not only the attendees from KMU, but also for the Department.



The KMU group, joined by Dr. Cindy Watts, listens intently during a lecture by Dr. Charles Shasky.

- In January, Dr. **Cindy Watts** and **Beth Williamson Ayers** traveled to Charlottesville on the coldest day of the season for a reception at West Main Restaurant with twelve alums from the MHA and MSHA programs. Dr. Watts provided an update on the various activities of the department, and the group enjoyed having an opportunity to catch up with each other. Thanks to everyone that braved the winter weather and especially to **Nick Mendyka** (MSHA '13) for helping to coordinate the evening.



Pictured (l to r): Benton Turner, Dan Owen, Catherine Cash, Ed Smith, Rebecca Hill, Jennifer DeArment, Adam Poole, Adam Printy, Katie McDermott, Sallie Lewis, Nick Mendyka, Wes Campbell



- A group of MHA and MSHA students gathered for an all day workshop on negotiation in February offered by Adjunct Associate Professor Dr. **Tim Vogus**. Dr. Vogus, who is also an Associate Professor at the Owen Graduate School of Management at Vanderbilt University in Nashville, guided students through several case studies and offered strategies for successful and productive negotiations.

## Alumni News

- Congratulations to **Jon M. Thompson**, PhD ('95), Professor/Program Director, Health Services Administration Program, James Madison University, on receiving the 2014 ACHE Higher Education Network Award in the undergraduate category. This award is given annually to a program in the ACHE Higher Education Network that has demonstrated the highest level of ACHE engagement. The award was presented at the Leon I. Gintzig Commemorative Lecture and Luncheon during the 2014 ACHE Congress in Chicago.
- **Art Layne** (MHA '76) did the Department the honor of serving as Executive in Residence in February for the third time. Art is President of Intellimed Corporation in Phoenix, which provides healthcare data to guide subscribers in strategic planning and marketing decisions. During his week with us, Art shared his expertise in the classroom and spent time with students discussing everything from specific projects to career goals. He also worked with the student team that represented VCU in the national case competition for healthcare graduate programs at the University of Alabama in Birmingham.
- Health Administration alumni are on the move up. Congratulations to the following alumni on their new positions: **Doug Moyer** (MSHA '98) has been named Chief Executive Officer of Southside Regional Medical Center. **Carrie Willetts** (MSHA '07) is the new Vice President of Operations at Sentara CarePlex Hospital. **Thibaut van Marcke** (MHA '03) is now the Vice President and Chief Operating Officer at North Florida Regional Medical Center. **Joyce Kennedy** (MHA '12) has taken a position as a Senior Consultant at Kaiser Associates. **Christine Hustedt** (MHA '12) has accepted a position at Chesapeake Regional Medical Center as the Clinical Operations Manager and Business Development Analyst. **Josh Plauny** (MHA '10) is the new Director of Finance, Operating Rooms/PACU at the VCUHS, **Eric Young** (MHA '07) is now the Vice President of Operations at Sentara Leigh Hospital, **Jeff Sollis** (MHA '09) is now Chief Operating Officer at Eastern Idaho Regional Medical Center, **Zach McCluskey** (MHA '07) is the new Chief Executive Office at Parham Doctors' Hospital in Richmond, and **Sarah Riggs** (MHA '12) was recently appointed as the Business Manager of the Heart Institute at Children's Hospital Colorado in Aurora, CO.
- Members of the Virginia Hospital & Healthcare Association (VHHA) elected **John Fitzgerald** (MHA '76), CEO, Inova Fair Oaks Hospital, Chairman of the Association. Mr. Fitzgerald was honored during the Association's 87th Annual Meeting of the Membership at The Homestead in Hot Springs, Virginia.

- **Paul Gross** (MHA '64) was elected to serve a three year term on the Governing Board of Trustees of Riverside Military Academy located in Gainesville, Georgia. Late last year, he was named Trustee Emeritus. Paul is an alumnus of the Academy and attended RMA in 1952-53.
- **Jill Kennedy** (MSHA '07), Vice President of patient care services and Chief Nurse Executive for Bon Secours Memorial Regional Medical Center in Mechanicsville and Bon Secours Richmond Community Hospital was a recipient of the 2014 YWCA Outstanding Women award in the Health and Science category. The award is presented to acknowledge and celebrate the female leaders in the greater Richmond region whose work has helped to inspire and empower others to act. The annual Outstanding Women Awards Luncheon in their honor will be presented by Bon Secours in April.

## Faculty News

- Dr. **Jami DelliFraine** and Dr. **Cindy Watts** will be presenting papers at the Organizational Behavior in Health Care conference to be held in Copenhagen, Denmark in late April. Dr. DelliFraine's paper, "A Business Planning Model to Identify Safety Net Clinic Locations," describes a mathematical model that she and colleagues from the University of Texas, Houston generated to aid in the development of an expansion plan for community health clinics in Houston. Dr. Watts' paper, "Full Circle: US Health Policy, Social Determinants of Health, and the Organization of Healthcare," with co-author William Spitzer, examines how the Affordable Care Act and the pressures that led up to its passage may encourage the US delivery system to return to a consideration of the social determinants of health status.
- Dr. **Dolores Clement** was elected ACHE Regent for the Central Virginia area in March. Her appointment will run through 2017. As Regent, it will be her duty to work with organizations, the higher education network, and others in the local healthcare community to deliver programs, products and services to healthcare executives, faculty, students and the supplier community.
- Dr. **Jami DelliFraine** had the following two articles published:

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. Sudbury, MA: Jones and Bartlett Press, 2014.

Kim, J.Y., N. Wehbi, **J.L. DelliFraine**, and D. Brannon. (2014). Does Organic Matter? The Relationship of Structure and HR Practice Combinations on Direct Care Workers' Job Satisfaction and Turnover Intent. *Health Care Management Review*, 39(2): 174-184.

- Dr. **Mike McCue** has been sought out for his financial expertise by a number of national publications. Mike and his colleague, Wake Forest professor Mark Hall, have been conducting a number of studies examining the financial implications of the Affordable Care Act on hospitals and insurance companies funded by the Commonwealth Fund, a nonprofit group devoted to improving health services for Americans. Dr. McCue has been quoted in the *New York Times*, *Modern Healthcare*, and *USA Today*.

## Student News

- In February, Dr. **Yasar Ozcan** and the students in his HADM 610 class toured the facilities and attended a discussion at the Richmond Ambulance Authority. The students were given insight into the flexible staffing model that RAA must use in order to handle predicted and unpredicted emergencies. They learned that the RAA partners with international organizations for its observer program to spread its knowledge of emergency and trauma care to other countries. The students and were able to step inside the emergency vehicles and observe in the call center to gain a unique perspective of the care provided by RAA.



Dr. Ozcan's and his HADM 610 Class

- Congratulations to doctoral student, **Lynn VanderWielen** who has accepted a research faculty position with the University of Colorado School of Medicine, Family Medicine Department, Office of Integrated Healthcare Research and Policy. She will be defending her dissertation in early April.
- MHA Class of 2015 students **Andrew Markow**, **Katy Pierce**, and **Deanna Stovicek**, along with Class of 2016 observer **Liz Veasey** competed in the UAB case competition in February. The team's presentation on the Hospice Telecare Initiative received Honorable Mention.
- Doctoral student **Tina Highfill** is co-author on the working paper "Using Disability Adjusted Life Years to Value the Treatment of Thirty Diseases in the US, 1987-2010," with Elizabeth Bernstein. This paper will be presented at the International Association for Research in Income and Wealth conference in Rotterdam, The Netherlands, August 2014.
- Congratulations to MHA Class of 2015 student, **Caitlin High**, who was awarded the HIMSS Virginia Chapter Scholarship at the HIMSS Advocacy Day in early March. The \$5,000 scholarship is to assist the recipient with educational expenses.

- Doctoral students **Marisa Roczen** and **Lynn VanderWeilen** have had the following papers accepted:

White KR, **Roczen ML**, Coyne P, Wiencek C. “Acute and Critical Care Nurses’ Perceptions of Palliative Care Competencies: A Pilot Study.” *The Journal of Continuing Education in Nursing* (in press).

**VanderWielen LM**, Ozcan YA. (2014). “An Assessment of the Health Care Safety Net: Performance Evaluation of Free Clinics.” *Nonprofit and Voluntary Sector Quarterly*, doi 0899764013520235.

- **Debra Draper** (PHD '00), Director, Health Care Research, US Government Accountability Office and **Anna Lin** (PHD '10), Program Manager, Health Services Research, American Cancer Society skyped with the first year PhD students in Dr. **Jan Clement**'s class. They discussed career paths, developing research agendas, and other topics.

## Faculty & Alumni Spotlights

Dr. **Jon DeShazo** joined the VCU faculty in 2010. In addition to his *summa cum laude* undergraduate degree in Information Systems from the University of Richmond, Dr. DeShazo received an MPH and a PhD in Biomedical Health Informatics from the University of Washington in Seattle. He is also an LPN, and served in the US Military from 1992 to 2004.

Jon has a number of roles in the Department. He teaches the Information Systems for Health Care Management courses for both the MHA and MSHA programs; he is the Associate Director of the Biomedical Medical Informatics Core of the roughly \$25 million, 5-year Center for Clinical and Translational Research grant from NIH; he works closely with the HIT team in the VCU Health System; and he serves as the academic advisor for various case competition teams in the MHA program. His funded research program is extensive, including "Developing an Online Clinical Trial Specific Question Prompt List" for the Massey Cancer Center, and "Foundation and Real World Assessment in Diabetes (FORWARD)," funded by Sonofi/Quintiles. Jon's HIT video game, which he developed for his courses, won a national poster award at the 2012 AUPHA meeting.

Jon is an active member of the health care community in Richmond. He has worked with a number of free clinics to implement EHRs. He is on the steering committee for the Virginia Department of Health All Payers Claims Database, serves as the consumer representative on the board of Virginia Health Information, and is Director of Academic Outreach as a board member of the Virginia Chapter of the Health Information Management and Systems Society.





Jon is a popular instructor, guest speaker, and mentor. In his short tenure in the Department, he was won three annual awards from the MHA students, two for outstanding advising and one for outstanding teaching. Dr. DeShazo is an enthusiastic and successful ambassador for the Department wherever he goes, but perhaps his most celebrated role is as guide of the Grant House ghost tours. If you find yourself in Richmond next Halloween, be sure to ask for one!

**Patricia Carcaise Edinboro** (PhD '06) is both an alumna and an Adjunct Assistant Professor in the Department. For the past five years, Dr. Edinboro has taught Managerial Epidemiology to the MHA students. In addition to her teaching, however, Dr. Edinboro has played a number of other key roles in the Department. She assisted in the preparation of our most recent accreditation documents, she led a task force to examine our quantitative curriculum, and she has been a wonderful research collaborator with other faculty in the Department and elsewhere within VCU.



The Richmond Memorial Foundation funded Dr. Edinboro's Photovoice project, "*The Community Voice*," which explores the barriers and facilitators of health and healthcare in a Richmond underserved community. The final product of the year-long project is a photographic and narrative exhibit created by community residents. The project is a collaboration with Hands Up Ministries (HUM), and the VCU Department of Art Education, and lends a valuable community level perspective to the case management and safety net program evaluation projects in which Dr. Edinboro is also participating. Dr. **Cindy Watts** and MHA student **Joanna Fowler** are also involved with the project. The exhibit has been showcased in several locations in Richmond and has generated a great deal of positive feedback.

Dr. Edinboro is also a co-investigator with Dr. **Gloria Bazzoli** on an AHRQ-funded project, "Comparative Effectiveness of Virginia Coordinated Care versus the Traditional Safety Net Delivery System," under the direction of Principal Investigator, Wally R. Smith MD, from the VCU Department of General Internal Medicine. She and Dr. Bazzoli are also collaborators on a NIHCM-funded grant that will assess the effects of the Virginia Premier integrated case management program.

Dr. Edinboro has been an active member of the Community Education Initiative, a consortium of safety net providers in the Richmond area, and is participating in a interdepartmental VCU Community Engagement-funded project involving several area healthcare sites to assess the impact of community education on reducing inappropriate emergency department utilization in the Richmond area.





**Jon Grimes** (MHA '79) has held a number of positions since his graduation. He has served as CEO at four hospitals; he has had CEO, business development, and merger and acquisition roles in multiple public and private equity portfolio companies; and he has been a founder/partner in a Nashville-based advisory firm.

He and his wife, Barbara, are now semi-retired in Longboat Key, FL, with three sons and four grandchildren in Nashville. Two of his sons are second generation healthcare executives. "I have thoroughly enjoyed working with the Alumni Council at MCV and the great team Cindy Watts is leading. The opportunities and lifelong friends I

have been afforded in my career would not have happened without my time and experience at MCV, so it is great to give back to the future generations of healthcare leaders."

Jon recently established the James and Marguerite Grimes Faculty Excellence Fund in honor of his parents. The Fund will be used for activities that support the recruitment and retention of excellent faculty in the Department.

## Call for AAC Award Nominations

Each year, the Alumni Advisory Council (AAC) recognizes up to three alumni for their exceptional contributions to the Department and the field of health administration. The AAC awards include the Outstanding Alumnus/Alumna Award, the Lifetime Service Award, and the Young Professional Award. The AAC is seeking nominations from Department alumni for its 2014 awards. Please review the following award descriptions and make your nominations using the attached “Nominations Form” by **May 1, 2014**. Nominations may be submitted electronically to Beth Ayers at [bwayers@vcu.edu](mailto:bwayers@vcu.edu). The AAC thanks you for your ongoing commitment to preserving the legacy of the VCU Department of Health Administration and honoring our remarkable alumni.

<i><b>Past Recipients</b></i> <i><b>“Outstanding Alumnus/Alumna Award”</b></i>	
2012	Jess Judy (MHA '77)
2011	Tracy Kemp Stallings (MSHA '95)
2010	Karen Cameron (MHA '87)
2009	Jeff Dorsey (MHA '73)
2008	Timothy Stack (MHA '77)
2007	David Bernd (MHA '73)
2007	Howard Kern (MHA '81)
2006	Jonathan Perlin, MD, PhD (MSHA '97)
2006	Marilyn Tavenner (MHA '89)
2004	Jerry Brink (MHA '96)
2003	Sister Pat Eck (MHA '81)
2002	Richard Bracken (MHA '77)

The **Outstanding Alumnus/Alumna Award** recognizes an alumnus or alumna who shows uncommon excellence in his or her health care career and in his or her service to their community and to the Department. Selection criteria include professional accomplishments, departmental involvement, and community involvement. Last year, Mr. Patrick Ferrell received the Outstanding Alumnus Award for years of dedication to the Department, including service as a preceptor for 11 MHA residents as well as classroom instruction and other mentorship activities to countless MHA students throughout his career.

The **Lifetime Service Award** recognizes an alumnus or alumna for his or her lifetime of strong dedication and contribution to the Department, its faculty and students. The Lifetime Service Award is not presented every year. Instead, the Lifetime Service Award is reserved only for years during which it is timely to celebrate the remarkable lifetime achievements of an exceptional alumnus or alumna. Previous award winners include Mr. Jeff Dorsey (2012), Mr. Edward Smith, Jr. (2010), and Mr. Paul Gross (2009).

The **Young Professional Award** acknowledges an alumnus or alumna who exemplifies the Department’s core values early in his or her career in service to the community and a professional health care organization. Selection criteria include professional accomplishment, advancement, and/or innovation in the field of health administration. Last year, Mr. Faraaz Yousef, a 2002 MHA graduate and COO of Sutter Medical Center, received the Department’s inaugural Young Professional Award.

## Alumni Advisory Council Awards Nomination Form

**Outstanding Alumnus/Alumna Award** - Recognizes an alumnus or alumna who shows uncommon excellence in his or her health care career and in his or her service to their community and to the Department.

**Lifetime Service Award** – Recognizes an alumnus or alumna for his or her lifetime of strong dedication and contribution to the Department, its faculty and students.

**Young Professional Award** – Acknowledges an alumnus or alumna who exemplifies the Department’s core values early in his or her career in service to the community and a professional health care organization.

**Nominator** \_\_\_\_\_

**Nominator’s Contact Information** \_\_\_\_\_

\_\_\_\_\_

**Nominee** \_\_\_\_\_

**Nominee’s Contact Information** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ **Outstanding Alumnus/Alumna Award**

\_\_\_\_\_ **Lifetime Service Award**

\_\_\_\_\_ **Young Professional Award**

**Why should your nominee be the recipient of this award?**

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Nominations should be submitted electronically to Beth Ayers at [bwayers@vcu.edu](mailto:bwayers@vcu.edu) by May 1, 2014.

## Alumni Advisory Council

The following is a list of the AAC officers and their contact information for the period September 1, 2013 to August 31, 2014.

### Officers

#### *President*

##### **Emily Towey**

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#### *Secretary/Treasurer*

##### **Eric Young**

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#### *President-Elect*

##### **Jenese Holland**

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#### *Past President*

##### **Terrie Edwards**

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### Members-at-Large

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**Jeffrey P. Harrison**

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