



# CARDWELL *Comments*

Newsletter of the Department of Health Administration

February 2013

## Featured Story

**It is with great pleasure that we announce the creation of the Richard M. Bracken Chair of Health Administration. The Chair was endowed by a generous gift from Mr. Bracken (MHA '77) and matched with funds from the Glasgow endowment to VCU. The Chair is intended to be held by the chairman of the Department and will provide critical support for the Department's mission.**

**Most of you know that Richard is Chairman and CEO of HCA, a long time supporter of the Department, and the winner of its first Alumni of the Year award in 2002. But we wanted you to have more of Richard's story. The following are some interesting facts he shared in a recent conversation:**

No one who knew Richard Bracken when he was growing up in California likely would have thought the outdoor enthusiast who favored powder skiing, scuba diving and backpacking someday would want to spend his adult life in a suit and tie, let alone be Chairman and CEO of a Fortune 100 company. That was a time when degrees of visibility and inches of powder were foremost on his mind. He wanted to be at the summit, to enjoy the great outdoors and have the independence to rely on himself and his own judgment.

It was a summer job during college that put Bracken on a path to a career in business, with a focus on hospitals. A family friend and executive at a local hospital suggested that America's healthcare industry was expanding at an explosive rate with an increasing medical and technological sophistication, and this growth would require a ready supply of professionally-trained executives to lead it. If he chose that field, the friend further advised, he should look into the Medical College of Virginia at VCU, because, as Bracken puts it, "he said it was the best program in the field and all their graduates got jobs."

The idea took hold. Healthcare not only was a growing industry but one that could do so much good for so many. Bracken was convinced. He graduated from MCV in 1977, and credits the Program with providing him the essentials for a successful career. Bracken says the Department's culture played a big role in his development. "I remember my application process



involved personal interviews with four or five individuals, and lasted about five hours,” he says. “There is no replacement for that kind of personal assessment of character.”

Bracken’s assessment of MCV’s approach to professional culture and student development are subjects he takes very seriously. “We were put in a very structured environment. We were taught more than just a course curriculum; we were taught how to be responsible professionals.”

Some thirty years later and with a number of career leadership positions behind him, Richard Bracken once again has reached a summit -- as chairman and CEO of HCA, the largest publicly-traded hospital provider in the world.

HCA provides over 20 million patient encounters each year, by over 200,000 employees, produces revenues of \$33 billion annually, and provides services both domestically and in the U.K. Under his leadership, HCA has continued to grow and excel both economically and in the quality of care provided to these vast numbers of patients. Says Bracken, “Success as a provider organization is measured on many levels but, of paramount importance, is the quality of care that is provided. There is no sustainable model as a healthcare delivery organization without this as its unwavering mission. Certainly we try to provide our nurses and clinicians with well-capitalized assets, systems and technologies, but in addition, we try to harness their collective intellect to instill best practices and quality outcomes across our entire organization.”

Similar to HCA’s focus on quality, Bracken said it was MCV’s emphasis on overall culture that impressed him. “There are a number of strong health administration graduate programs across America,” he says, “but for me, MCV’s (now VCU’s) remains centered on providing a comprehensive education. That’s a powerful legacy for any institution of higher learning.”

Today, Bracken continues to support VCU’s Health Administration Program. Since the founding of HCA in the late 1960’s, the Company has maintained a close working relationship with the University. Many graduates of the Program have completed their residencies and work in senior executive positions within HCA.

In 2012, Bracken received the Honorary Doctor of Humane Letters from VCU, the University’s highest form of recognition. Bracken has been married for 35 years to his wife, Judith. The couple lives in Nashville, the corporate headquarters of HCA. They have four children.

**We are very grateful to Richard for his support.**

## Student News

- The MCV Foundation Scholarship Brunch to recognize and thank the faculty, alumni and friends who make it possible to award more than \$1.4 million in scholarships was held at the Jefferson Hotel in November. MHA student **Pete Long-Innes**, a recipient of the HCA Scholarship for Emerging Healthcare Leaders and member of the Class of 2014, was a featured speaker. Congratulations to Pete for representing his class and the Department.
- **John (Trey) Rawles, III** (MHA '14) and **J. Stephen Lindsey** published, "Five Ways Hospitals Can Partner with Free Clinics," in the February 5, 2013 edition of [Becker's Hospital Review](#). You may read the full article [here](#).

- Congratulations to our December graduates and new alumni, **Thomas Liu** (MHA/JD), **Michele Conklin** (MSHA) and **Albert Liu** (PHD).

## Faculty News

- **Dr. Cindy Watts** traveled to Norfolk for a visit with Sentara Healthcare alumni **Terrie Edwards** (MHA '84), **Jessica Davidson Lowder** (MHA '09), **Joanne Scott Inman** (MHA '05), **Eric Young** (MHA '07), **Chernelle Hill** (MHA '12), and this year's Sentara resident, **Laura Kelsey** (MHA '13). The visit was complemented by a tour of the remodeling project at Leigh Hospital that Eric is overseeing.



Laura Kelsey, Eric Young, Cindy Watts, Chernelle Hill

- **Carl F. Ameringer**, JD, PhD, Affiliate Professor in the Department, has been selected as the recipient of the Federation of State Medical Boards' 2013 Award of Merit. This award is being presented to him in recognition of contributions that have positively impacted and strengthened the profession of medical licensure and discipline and have helped to enhance public protection. Presentation of the award will take place on April 20, 2013 at the FSMB Annual Meeting in Boston.
- **Dr. Watts** visited Florida alumni **Jim Thompson** (MHA '64), **Robert Conroy** (MHA '78), **Stephanie McNulty** (MHA '02), and **Jon Grimes** (MHA '79).
- Congratulations to **Dr. Dolores Clement** on making the MHA Guide's [2013 List of 100 Great Health Administration Professors](#). The list was compiled based on personal achievements and leadership as well as the reputation of the Department's program.
- We are pleased that **Jami DelliFraine**, MHA, PhD., will be joining our faculty in late July 2013. Dr. DelliFraine is a 2004 graduate of our PhD program in Health Services Organization and Research with an MHA from Trinity University, and has spent the last four years at the University of Texas Health Science Center at Houston. She is the 2012-13 Chair of the Health Care Management Division of the Academy of Management.
- **Dr. Ken White** published "When Institutions Collide: The Competing Forces of Hospitals Sponsored by the Roman Catholic Church." [Religions](#) 4(1), 14–29; doi:10.3390/rel4010014.

- **Dr. Watts** served as a reviewer for approximately \$300M in genomics research grants submitted to Genome Canada. At the November meeting in Toronto, researchers presented their proposals, which were required to include a component focused on the social, legal, ethical, and economic implications of the work, to a panel of reviewers from the US, Great Britain, Sweden, and Australia.

## Alumni News

- On February 7<sup>th</sup>, President Obama re-nominated **Marilyn Tavenner** (MHA '89) to lead the Centers for Medicare and Medicaid Services. She has served as Acting Administrator since the departure of Don Berwick in late 2011. Marilyn's nomination has been publically endorsed by elected officials from both parties.
- Congratulations to **Steve Armstrong** (MSHA '11) who received his FACHE in January. Steve is currently the Manager of Transfusion Medicine at the VCU Medical Center.
- **Michael Zucker**, FACHE (MHA '91) was invited to be a panelist during the Bipartisan Congressional Health Policy Conference held in Fort Lauderdale, FL in mid-January. Mike is the Chief Development Officer for Baptist Health System (San Antonio, TX), where he oversees strategy, growth, and development for Vanguard Health System's South Texas Region and its seven hospitals. He spoke on "Innovative Payment Models Driving Delivery System Reform."
- Congratulations to **Mark Swofford** (PHD '11) on being selected as the next Deputy Commander for Administration for Brooke Army Medical Center in San Antonio, TX beginning July 2013. Mark also received a Meritorious Service award for managing the re-evaluation of over 420 potential PTSD cases at Fort Lewis, WA.
- **John Dandridge, Jr.** (MHA '74), retired from his position as Director of the Department of Veterans Affairs, MidSouth Healthcare Network, effective December 31, 2012. John began his career at St. Mary's Hospital and the Medical College of Virginia, later leading health care organizations from CEO positions at St. Mary Medical Center (IN), DC General Hospital (Washington, DC), Brackenridge Hospital & Children's Hospital (TX), United Healthcare Systems (NJ) and Children's Hospital (NJ). After several years as a consultant, Mr. Dandridge joined the Department of Veterans Affairs in 1998 as MidSouth Network Director, overseeing operations of six VA hospitals in the states of Tennessee, Kentucky and West Virginia. During his tenure with the VA, John received two Meritorious Presidential Rank Awards, the highest honor available to members of the Senior Executive Service, given annually by the President.
- Thank you to the following alumni and current students for participating in Dr. Ken White's Fall 2012 Clinical Concepts and Relationships course: **Arden Seay** (MSHA '08), **Traci Wakefield** (MSHA '14), **Jamie Deans** (MSHA '13), and **Melissa Hunt** (MSHA '05).
- **Carl Sheets Napps** (MHA '56) passed away on December 3, 2012. Mr. Napps served his country in World War II where he was a member of the 318th Infantry under General Patton. He returned from service and finished his B.S. degree at Centre College, KY. He entered MCV and began his healthcare career as a resident at Winchester Medical Center in 1955. He was appointed Assistant Administrator in 1956 and Administrator in 1960, a position he held until 1986. He was active in state and regional health related boards and committees, having served as President of the Virginia Hospital Association and President of the Virginia Reciprocal Insurance

Association. He was very active in numerous civic activities, including President of the Winchester United Fund, President of the Chamber of Commerce and President of the Winchester Rotary Club.

- **Sam Lillard** (MHA '65) passed away on January 14, 2013. Mr. Lillard served in the United States Army after graduating from Lynchburg College in 1957. Upon completion of his military service, he entered MCV and earned a degree in Hospital Administration where, following in his good friend Dick Kraus' footsteps, he completed his residency at Richmond Memorial with Mr. Harold Prather as his preceptor. He stayed on at Memorial and co-precepted many others with Mr. Prather and **John Simpson** (MHA '59) from the 1970s through the early 1990s. Mr. Lillard enjoyed a remarkable career as an administrator for almost 30 years at Richmond Memorial Hospital. Prior to retirement, Sam was the administrator at Bon Secours Richmond Community Hospital where he continued mentoring by hiring Health Administration students. He was active in healthcare professional organizations at the state and national levels, serving on many boards throughout his career, and then as a volunteer after retirement.

### Announcements & Events

- The Department has launched a new series of executive leadership development workshops geared towards enhancing the leadership skills of physician executives. The four module series covers personal leadership skills, financial skills, strategic planning skills, and process improvement skills. The curriculum was developed with input from both practicing physician leaders and physician practice executives. For more information, please contact **Ann L. Johnston**, Director of Professional Development and Outreach at 804-827-1573 or [aljohnston@vcu.edu](mailto:aljohnston@vcu.edu).
- Ron Snow, VP SPNA and Leonard Kalm, CPV, SPNA from HCA Continental Division in Denver spoke to MHA students about managed care in the Health Economics course in February. Anthony Wisniewski, the new President and CEO of our accrediting body, CAHME, also spoke to the Health Economics class about CAHME and the role of accreditation during his visit to the Grant House in January.
- Those of you in the Richmond/Charlottesville listening area may have heard the radio ads or seen the billboards for the new Healthcare Concentration as part of the VCU Business School's Executive MBA program. As the ads state, we are the health care partners in this venture, and will be designing and delivering the concentration content over several weekends beginning this summer. We are excited about this new venture, both because it is our first programmatic partnership with the Business School and because it allows us to reach an audience that is outside our usual sphere.
- The Department maintains a jobs board on our alumni member services page. Jobs are posted as soon as they are received and normally stay posted for two months. If you are seeking employment, check the site often as we constantly receive new positions. If you have a job you would like us to post, please send details to Rochelle Clarke at [rclarke3@vcu.edu](mailto:rclarke3@vcu.edu).
- If you have not done so recently, please take a moment to update your contact information in the Department's alumni database. Our alumni database is our most important tool for keeping in touch. The information contained in the database is not made public and can only be accessed by Department faculty and staff and those alumni who have been verified and assigned a username



and password. The sign in page for the database can be found at: <http://www.had.vcu.edu/alumni/members/index.php> . If you need assistance with your login, please contact Rochelle Clarke at [rclarke3@vcu.edu](mailto:rclarke3@vcu.edu) .

- The Department invites you to join us at the Cardwell Alumni Reception during the 2013 ACHE Congress. This year's event will be held Tuesday, March 12, 2013 from 6:00 - 8:00pm in the Joliet Room at the Hilton Chicago. You do not need to be registered for Congress to attend the reception. If you have any questions, please contact Beth Williamson Ayers, Director of External Relations at [bwayers@vcu.edu](mailto:bwayers@vcu.edu) or 804-828-8662. We hope to see you there.

## Executive in Residence

**Mr. Art Layne** (MHA '76), President of Intellimed Corporation in Phoenix, returned to the Department for a second time to serve as the Executive in Residence. During his week with us, Art shared his expertise in the classroom and spent many hours with students discussing everything from specific projects to career goals. He also worked with the student team that will be representing VCU in the national case competition for healthcare graduate programs at the University of Alabama in Birmingham.

Art has worked in the healthcare field for over thirty years and feels that VCU played a major role in his career. In his travels around the country, he finds many healthcare leaders and role models with connections to the Department. He believes that having practitioners involved in the students' education greatly complements the academic tools being taught. Art is pleased to see that the Department continues to reach out to its alumni. The positive results of this effort are evident throughout the program.



Katie McDermott, David Hoffenberg, Art Layne and Andrew Donahue

## Alumni Spotlight

After graduating from the MHA program, **Mr. Warren Betts** (MHA '59) started his healthcare career in Charlottesville, VA in the Children's Rehab Center. He later moved to New York City, then Washington, DC. Mr. Betts served in many CEO roles throughout his career, including several children's facilities. In 1969, he moved to St. Louis, MO and started his work at the Shriner's Hospital. He served in an executive capacity at the Missouri Hospital Association for twelve years. Toward the end of his career, he moved back to St. Louis and worked at Barnes-Jewish Christian (now BJC Healthcare) prior to his retirement in 1994.

Mr. Betts has been a tremendous volunteer over the years. He is passionate about his work with the Epworth School. This school provides services to foster care kids, homeless and runaway youth, families in crises, and special needs students in the St. Louis area. Mr. Betts has volunteered his time and provided support to Epworth for over thirty years. He also conducts tours at the Shriner's Hospital. He has been able to continue his passion from his healthcare career into retirement by giving back and helping to support children and families in need.

## A Special Thank You

Dear Alumni,

I would like to thank **Lucien Roberts** (MHA '87) for his leadership in serving as the President of the Department's Alumni Advisory Council. Lucien served on the Council first as a member and then President-Elect and President. During his tenure, the masters programs were reaccredited by CAHME, the Alumni Council constitution and bylaws were updated, and a new structure of leadership was launched. I have appreciated Lucien's guidance and insights as I transitioned into my current role as President. Lucien has been a valued advisor as the Past President this year.

As an alumnus from the MHA program in 1987, Lucien has remained involved with the Department in many ways. He has mentored students, taught sessions, given presentations, arranged for speakers, and hosted student tours. I especially appreciate his sense of humor and thoughtfulness in coordinating award ceremonies. His honoring of **Ed Smith** (MHA '64) from UVA as the Lifetime Service Award recipient in 2010 was especially memorable to me.

In our careers, we have a few lifetime alumni friends and leaders whom we value and respect. Lucien is both to me. On behalf of the Alumni Advisory Council, I would like to express our gratitude for his leadership.

Sincerely,  
Terrie Edwards  
President, Alumni Advisory Council

## Alumni Advisory Council

### **Officers**

#### **President**

Terrie Edwards (MHA '84) Vice President, Administrator, Sentara Leigh Hospital

#### **President-Elect**

Emily Towey (MHA/JD '01) Partner & Attorney, Hancock, Daniel, Johnson & Nagle

#### **Secretary/Treasurer**

Jenese Camper (MHA '07) Associate Administrator, HCA Strategic Resource Group

#### **Past President**

Lucien Roberts (MHA '87) Vice President, Pulse Systems, Inc.

### **Members-at-Large**

Thelma Baker (MSHA '04) Senior Project Director, Virginia Health Quality Center – 2<sup>nd</sup> Term

Amanda Birch (BS '92) Administrator of Operations, CARF-CCAC – 3<sup>rd</sup> Term

Nancy Brechtelsbauer (BS '86) Executive Director, The Hermitage at Cedarfield – 1<sup>st</sup> Term

Jon Grimes (MHA '79) Delta Healthcare – 2<sup>nd</sup> Term

Jeffrey Harrison, FACHE (PHD '02) Chair, Department of Public Health, University of North Florida – 1<sup>st</sup> Term

Jason Houser (MHA/JD '02) Vice President, Legal Affairs, Riverside Health System – 1<sup>st</sup> Term

Abby Kazley (PHD '06) Associate Professor, Department of Health Administration, Medical University of South Carolina – 1<sup>st</sup> Term

Jamel Sparks (MHA '03) Manager, CDI – 1<sup>st</sup> Term

Eric Young (MHA '07) Director of Operations, Sentara Leigh Hospital – 1<sup>st</sup> Term