



CARDWELL

Newsletter of the Health Administration Alumni/ae Association

Comments

December 2003

Mark Your Calendar and watch our website, www.had.vcu.edu, for...

■ Paul A. Gross Distinguished Leadership Lecture Series

The Paul A. Gross Distinguished Leadership Lecture Series to be held on Thursday, April 22, 2004 at Richmond's Jefferson Hotel. This event will include a free dinner and the featured guest speaker, Larry Sanders, FACHE, Chairman of ACHE and CEO of Columbus Regional Healthcare System in Columbus, Georgia. He is a preceptor for administrative resident, Nikheel Purohit (MHA '04).

■ North Carolina Regional Gathering

Following the conclusion of the North Carolina Hospital Association's Winter Meeting at noon on February 20, 2004, the Department will host a free lunch for alumni/ae at the Embassy Suites Raleigh Durham in Cary, North Carolina. Alumni/ae do not need to be attending the NCHA event to attend the Department lunch. Invitations will be sent to all North Carolina alumni/ae with addresses on file with the Department. Please contact Amy Edwards at anedwards@vcu.edu or 804-828-8662 to RSVP or for more information. We hope to see you there! This event is sponsored in part by the MCV Alumni Association of VCU (www.vcu-mcv alumni.org).

■ ACHE's 2004 Congress on Healthcare Management

ACHE's 2004 Congress on Healthcare Management March 1-4, 2004. The Department will have its annual Cardwell reception on March 2, 2004. Please stop by our booth and watch our website for more details as the event gets closer.

■ Winter Closing

The University will be closed December 20, 2003-January 4, 2004 for winter break. HAD offices reopen January 5, 2004.

■ Stephen M. Shortell, Ph.D. Visits Department—see story on page 15.

Message from Stephen S. Mick, Ph.D. Chair, Department of Health Administration

This has been a tumultuous year for the Department of Health Administration. We have weathered what we hope are the final budget woes that have afflicted the Commonwealth, and generally speaking, we have come out well from under the financial stress. During the year, we can count the following achievements:

- A national ranking of 5th overall among accredited health administration programs;
- Re-accreditation for another 7 years, with the fewest number of issues raised in recent memory of the Accrediting Commission;
- Generous individual and corporate support with the \$1 million HCA scholarship endowment for emerging healthcare leaders being the crowning gift;
- Establishment of an elective certificate program in Health Information Technology for the MHA students;
- Wide acclaim for the Patient Safety Fellowship, our on-line leadership training program in a spectrum of skills for enhancing the quality of care in health care organizations;
- Outstanding achievements of our faculty (see page 14);
- Excellent placement and advancement of all degree recipients into positions of responsibility in health care and associated organizations, universities, and research institutes.

Contributing mightily to these advances has been the increasingly active and strong support of the department's Alumni/ae Executive Committee, under the presidencies

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VCU

Virginia Commonwealth University

Virginia Commonwealth University is an equal opportunity/affirmative action institution.

Alumni/ae News

Chair's Message (continued)

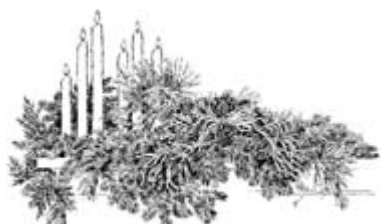
of Karen Cameron, MHA 1987 and Howard Kern, MHA 1981. The Executive Committee's tireless work through a number of key subcommittees (on curriculum, on development and fundraising, on selection of the Alumnus/a of the Year recipient) has been a welcome addition to their general support and loyalty to their graduate *alma mater*.

Challenges remain. As we begin 2004, the Department's priorities and strategic goals are clear:

- Continue the march to become the #1 program in the Nation;
- Wean the Department away from its heavy reliance on state funding through a process of "privatization," that is, developing endowed professorships and stable sources for operating expenses;
- Recast the Williamson Institute into an exemplary center for leadership training, particularly in the information technology area;
- Strengthen the masters' curricula;
- Enhance the department's research capacity and productivity.

Alums, faculty, and students, all working together, can help the Department meet these goals. We can do this, and we must.

With this thought, all of us from the Department wish everyone a joyful holiday season and a very Happy New Year!



Seasons Greetings

Dear Friends and Fellow Alumni/ae,

As Secretary/Treasurer of your Alumni/ae Association, I wanted to update you on the progress of the Department of Health Administration's Annual Fundraising Campaign. In response to the letter campaign in October, the Department has received 65 donations to date, totaling \$17,000. On November 10, 2003, nine of our second-year MHA students volunteered their time to phone call alumni/ae, and they raised another \$2,870 in pledges from 25 more alumni/ae.

Pursuant to the recommendation of the Alumni/ae Executive Committee, the Department has revitalized the Cardwell Society of Giving. Membership in the Cardwell Society is for the giving year, July 1, 2003-June 30, 2004, and recognizes alumni/ae and other individual donors.

The phone-a-thon was an initiative of the School of Allied Health Professions, the Department's parent school, and included the donation of phone lines and the mailing of pledge cards and thank you notes. Thanks so much to each of you whose donations have been received to date and who have helped support the Department, its alumni/ae, students and faculty! .

Sincerely,

Jim Perkins (MHA '79), Secretary/Treasurer

Cardwell Society

Member (\$100-\$249)

Warren Brennan (MHA '74)
Bill and Carolyn Carpenter (MHA '97 & '98)
Linda Chelmow (MSHA '01)
Thomas Dandridge (MHA '74)
Michael Dobson (MHA '01)
Christopher Durrer (MHA '77)
Rick Gilstrap (MHA '68)
Nancy Holland, MD (MSHA '98)
Jason Houser (MHA/JD '02)
Mark Hudson (MHA '83)
Diane Jewell (PhD '03)
Lisa Kaplowitz, MD (MSHA '02)
Austin Kirkland (MHA '95)
Richard Kosmer (MHA '84)
Robert Kulthau (MHA '74)
Kim Marsh (MHA '00)
James Meyers (MHA '91)
Steve Montgomery (MHA '75)
Carrie Owen Plietz (MHA '00)
Joseph Peery (MHA '56)
Benjamin Reigle (MHA '01)
Tom Rick (MHA '78)
Lucien and Amy Roberts (MHA '87 & '88)
Trish and Michael Sherrod (MHA '02)
Carmen Stewart (MHA '99)
Telford Thomas (MHA '69)

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Alumni/ae News (continued)

Annual Fundraising Campaign (continued)

Fellow (\$250-\$499)

John Bowling (MHA '71)
Karen Cameron (MHA '87)
Sharon Darby (MSHA '01)
Debra Draper (MSHA '96 and PhD '00)
Teresa Edwards (MHA '84)
Robert Evans (MHA '77)
Alvin Felgar (MHA '74)
Kevin Fergusson, MD (MSHA '95)
Richard Hudson (MHA '81)
Peter Lambert (MHA '62)
Sara Larch (MSHA '92)
Samuel Lillard (MHA '65)
Ed McCauley (MHA '63)
Jim Perkins (MHA '79)
John Smalley (MHA '77)

Chair's Circle (\$500-\$999)

Ann Chinnis, MD (MSHA '97)
Jim Dalton (MHA '66)
William Downey (MHA '85)
Julie Sydnor Peterman (MHA '98)
Phyllis Wingate Jones (MHA '81)

1838 Club (\$1000-\$2499)

Brad (MHA '96) and Marcy Daniel
Jeffrey Dorsey (MHA '73)
Howard Kern (MHA '81)
Janet Lynch (PhD '88)

President's Club (\$2,500 and up)

Timothy Stack (MHA '77)

Other Donors

Teresa Dale (MSHA '02)
David Durham (MSHA '02)
Eric Fitch (MHA '02)
Robert Fraker, MD (MSHA '01)
Dusty Holt (MHA '99)
Brett Jackson (MHA '95)
Tiffany Lange (MHA '98)
Thomas Leggett (MHA '53)
Mark Leonard (MHA '88)
Susan MacLaughlin (MHA '83)
James McKeith, MD (MSHA '01)
Kenneth White (PhD '96)
Raymond Williams (BS '81)
Lauren Wood (MHA '02)
Roy Wright (MHA '78)

*Alumni/ae and Friends Contributing Other Gifts to the Department
June 16, 2003-December 5, 2003*

The Department sincerely appreciates all contributions. Contributions are vital to supporting our students and improving our top 5 ranking.

Individuals

*Dr. Rufus P. Ellett, Jr.
Mr. & Mrs. Rock A. Feldman
Mr. Nathan W. Kinney
Mr. & Mrs. Stephen Lindsey
Mr. Donald J. Romano
Dr. and Mrs. Eugene P. Trani*

Organizations

*Hancock, Daniel, Johnson & Nagle
Henrico Doctors' Hospital
LifePoint Hospitals, Inc.
National Pharmaceutical Council
St. Mary's Hospital
Universal Corporation*

Match Gifts

Don't forget that many companies match the gifts and donations that its employees make to charities and other not-for-profits, such as Virginia Commonwealth University, Department of Health Administration. Does your company match gifts and donations? If yes, then your contribution is twice as important to the Department. Whether you are making a contribution to a specific scholarship fund, or just a general gift and donation to the Department, notify your company of your contribution for the match, asking them to specifically mark in the memo section of the check the specific fund designate.

Alumni/ae News

VIRGINIA COMMONWEALTH UNIVERSITY DEPARTMENT OF HEALTH ADMINISTRATION 2004 OUTSTANDING ALUMNUS/ALUMNA AWARD

In 2002, the Department of Health Administration established the Outstanding Alumnus/Alumna Award to recognize an alumnus or alumna who shows uncommon excellence in his or her health care career and in his or her service to his or her community and to the Department. The recipient of this award is selected by the Alumni/ae Association Executive Committee of the Department's Alumni/ae Association. The award is presented each year in the Spring.

The first two award recipients were Richard M. Bracken (MHA '77), President and Chief Operating Officer for Nashville-based HCA, and Sr. Patricia Eck, C.B.S. (MHA '81), Chairperson, Board of Directors, Bon Secours Health System, Inc. and Chair, Catholic Health Association USA. Both recipients received their awards during a special Spring segment of the Paul A. Gross Distinguished Leadership Lecture Series, Landmarks in Leadership, at Richmond's Jefferson Hotel.

Between now and January 15, 2004 is your time to nominate a fellow alumnus/a who is recognized as a leader and significant contributor to the health care field, his or her community, the Department of Health Administration and its alumni/ae, and professional organizations. Nominating a fellow alumnus/a is easy, just follow the steps below or contact Amy Edwards. Selection criteria include professional accomplishments, departmental involvement, and community involvement.

TO SUBMIT A NOMINATION:

A nomination should include the following and be received by **January 15, 2004**.

1. The name and address of the nominee.
2. A statement from the person making the nomination describing why the nominee should win the specific award.
The statement should address:
 - a) Professional accomplishment
 - b) Past Department support
 - c) Community involvement
 - d) Potential or Future Department support
3. A copy of the nominee's resume/vitae or provide a description of past experiences/honors.
4. The name, address, and telephone number of the person submitting the nomination.
5. Letters in support of the nomination are welcome but not mandatory.

Please send all materials to:

Amy M.E. Edwards
Director of External Relations
Grant House
1008 East Clay Street
P.O. Box 980203
Richmond, VA 23298-0203
anedwards@vcu.edu
804.828-5662

Alumni/ae News (continued)

Alumni/ae Spotlights

**Lisa G. Kaplowitz, MD, (MSHA '02)
Deputy Commissioner for Emergency Preparedness and Response
Virginia Department of Health
By Joanna Dallam (MHA '06)**

Lisa G. Kaplowitz, MD, directs the Virginia Department of Health's new program established to protect citizens from bioterrorism and all other public health emergencies at state, regional and local levels. "My goal is to optimize the rapid identification and response not only to bioterrorism events, but to all infectious disease outbreaks and other public health emergencies in Virginia," states the Commonwealth's first Deputy Commissioner for Emergency Preparedness and Response.

She assumed her present position in August 2002 and is responsible for \$37 million in federal grant funds to develop and direct all aspects of the program. This includes the collaboration and coordination of public health, health care, emergency management and public safety professionals and all emergency response organizations for the 35 different health districts and 5 health regions of the Commonwealth.

Dr. Kaplowitz joined the Virginia Commonwealth University (VCU) Health System in 1982, gaining recognition for her expertise in communicable diseases and HIV/AIDS as a Department of Medicine faculty member. From 1983-85, Dr. Kaplowitz worked with the Richmond Department of Public Health as Medical Director of the Sexually Transmitted Diseases Clinic. Since the mid-1980's, her accomplishments include the development and implementation of the first state funded HIV testing site, HIV Clinic of the Medical College of Virginia Hospitals, community based HIV clinics in the Richmond area, and AIDS training programs within Virginia and the Mid-Atlantic region. She continued her career of establishing new health care and public health programs as the first Director of the HIV/AIDS Center of Virginia Commonwealth University. As Medical Director of the Telemedicine Program from 1998 - 2002, she created a telemedicine program between the VCU School of Medicine and the Virginia Department of Corrections to expand medical services to inmates. Dr. Kaplowitz was Medical Director of the Department of Ambulatory Care for the VCU Health System before taking on her new role with the Virginia Department of Health.

Dr. Lisa Kaplowitz's selection to lead Virginia's public health emergency response program exemplifies the variety of skills required to create future healthcare solutions and to effect change successfully within constantly changing paradigms. She comments, "My background as an MD gave me credibility in my present position, but my MSHA degree was instrumental in providing the skills necessary to successfully establish a completely new program."



Dr. Lisa G. Kaplowitz

**James F. Meyers II, Colonel, Ph.D. (MHA '91), U.S. Air
Force Medical Service Corps, Executive Director
TRICARE Golden Gate Office, Travis Air Force Base, CA
By Dale Alward (MHA '06)**

Colonel (Dr.) Meyers assumed his duties as Executive Director, TRICARE Golden Gate Office during the summer of 2003. The TRICARE Golden Gate is responsible for ensuring the delivery of an integrated healthcare system that includes a robust \$4 billion civilian network and 270,000 beneficiaries. His duties include consultation activities in population health with the Department of Defense TRICARE Management Activity,



Colonel (Dr.) James Meyers

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Alumni/ae News (continued)

Alumni/ae Spotlights (continued)

the Army Medical Command, the USAF Population Health Office and the Navy Postgraduate School. Always willing and ready to keep the educational wheels turning he applied for and was awarded an Air Force scholarship to complete a Doctoral degree in 1998. Colonel Meyers was awarded a Doctorate in Public Health from the University of California, Berkeley in 2001, graduated top in his class and was the first military officer to be awarded Berkeley's Henrick Blum Award for Distinguished Social Action from the School of Public Health. His research on military community well-being has led to significant changes in the military's approach to building resiliency in their communities. Post PhD award, he was assigned as Assistant Professor and Director, Population Health and Information Systems, Army Medical Command Center and School, U.S. Army-Baylor University Graduate Program in Health Administration from 2001-2003.

Colonel Meyers is a Fellow of the American College of Healthcare Executives, a Fellow of the Accrediting Commission for Programs in Health Administration (ACEHSA), and on the editorial boards for *Frontiers Journal* and the *Journal of Health Administration Education*. He has been awarded numerous Services Medals in his Air Force career and has over 145 hours of flying and aero-medical evacuation operational support hours in six aircraft. Currently, he is enjoying life in Berkeley, CA with his wife, Kate and his daughter, Jennifer.

Message from Howard Kern, President of the AEC

As 2003 comes to a close, I would like to thank all alumni for their support of the MCV/VCU Department of Health Administration. The Department's Alumni Association Executive Committee works very hard to represent the interest of all alumni. Alumni support and active participation is everyone's responsibility to ensure the continued success of the Department.

As I begin my term as the Department's Alumni Association Executive Committee President, I am excited about working with a great group of alumni and faculty to ensure continued communication, forward progress, and partnership between alumni and the Department of Health Administration. A special thank you to Karen Cameron (MHA '87) who served as President of the Alumni Association last year with the highest level of commitment and professionalism. Karen will continue to serve as an officer of the Alumni Association this term as Past President.

Rounding out the Alumni Association are Bill Downey (MHA '85) and Jim Perkins (MHA '79), who will serve as President-Elect and Secretary/Treasurer, respectively. Carlos Brown (BS '91 & MSHA '02), Tom Ryan, MD (MSHA '99), and Kathy Scott (MHA '98) are serving their third and final terms as Members-At-Large. Jeff Downey (MHA '73), Deb Draper (MSHA '96 & PHD '00), Nancy Holland, MD (MSHA '98), and Phyllis Wingate-Jones (MHA '81) are serving their second terms as Members-At-Large. Ed Smith (MHA '64) and Lew Yeouze (MHA '74) are serving their first terms as Members-At-Large. Ed has served on the Alumni Association before, and was President during the 1977-78 term. This diverse group of alumni brings much talent and energy to the task of representing your Association. I am confident that they will ensure and foster strong alumni input and participation in important matters inclusive of student recruitment and curriculum, fundraising initiatives, program marketing, and alumni recognition and assistance.

If you have matters that you would like to share with your Alumni Association or with the Department, please contact me at (757) 455-7110 or Amy Edwards at (804) 828-8662. Alumni input and participation is essential and only makes the Department stronger! With the excellent leadership of our Department Chair, Dr. Stephen Mick, and the hard work of Department faculty and staff, the Department has risen to the 5th highest ranking Health Administration program in the nation! That is something of which we can all be very proud! We cannot rest on our current laurels -- there is much important work to be done to assure the Department's long-term success.

Best wishes for a happy, healthy and success 2004!



Howard Kern

Alumni/ae News (continued)

Alumni/ae Updates

2000s

Alicia Barfield (MHA '02) is a consultant for Gill/Balsano Consulting, Norcross, Georgia....**Ardith Barrow** (MHA '03) is special projects coordinator for Bon Secours Richmond Community Hospital, Richmond, Virginia....**Lesley Blumberg** (MHA '01) is pavilion imaging manager for Pavilion Imaging, Grand Junction, Colorado....**William E. Coleman, III** (MHA '03) is assistant administrator for The Virginia Home, Richmond, Virginia....**Nick Coppola**, Lt. Col. (Ph.D. '03) is an assistant professor at U.S. Army-Baylor University Graduate Program, Houston, Texas....**Jacqueline DeSouza** (MHA '01) has been promoted to chief operating officer for Overland Park Regional Medical Center, Overland Park, Kansas....**Allen Foster**, (MHA '01) is currently administrator for Northern Virginia Orthopaedic Specialists Manassas, Virginia....**James Holdren, II** (MHA '01) now serves as executive director for Roanoke United Methodist Home CCRC, Roanoke, Virginia....**Jason Houser** (JD/MHA '02) is an attorney with Venable, LLP, Baltimore, Maryland....**Tamika Jefferson** (MHA '02) is project manager for Norfolk General Hospital, Norfolk, Virginia...**Nathan Kinney** (MHA '03) serves as a planning associate for the Baptist Healthcare System, Louisville, Kentucky....**Jim Matney** (MSHA '03) has taken a new position as chief operating officer for Phoenix Baptist Hospital and Medical Center, Phoenix, Arizona....**Sajit Pullarkat** (MHA '01) serves as associate administrator for Wesley Medical Center, Wichita, Kansas....**Matt Scott** (MHA '03) is practice administrator for Memorial Health, Savannah, Georgia....**Robin Scott** (MHA '03) serves as project manager, operations for Hunter Holmes McGuire VA Medical Center, Richmond, Virginia....**Mike Sherrod** (MHA '02) is administrator for Emerald-Hodgson Hospital, Sewanee, Tennessee....**Trish Sherrod** (MHA '02) is physician recruiter for River Park Hospital, McMinnville, Tennessee....**Jamel Sparkes** (MHA '03) serves as a health insurance specialist for the Centers for Medicare and Medicaid Services, Baltimore, Maryland....**Jim Yolch** (MHA '02) is now director, Mayo Family Clinics, Rochester, Minnesota.

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1990s

Karen Bakuzonis (MSHA '93) has expanded her teaching role at Sante Fe Community College in Gainesville, Florida and has been accepted into the doctoral program for Leadership in Higher Education at the University of Florida....**Amy Heberger Eaton** (MHA '97) serves as practice administrator for Hampton Roads Eye Associates of Riverside Health System, Newport News, Virginia....**Jay Henry** (MHA '99) is chief operating officer for Mid-Columbia Medical Center, The Dalles, Oregon....**Ibrahim Awad Ibrahim** (Ph.D. '97) is an associate professor at the University of Southern Mississippi, Hattiesburg, Mississippi....**Dr. Henry Ivey, Jr.** (MSHA '96) is a physician with Carilion Medical Group, Vinton, Virginia....**Jeff Kiser** (MHA '94) is manager of managed care contracting for WakeMed, Raleigh, North Carolina....**Kathy Bishop Miller** (MSHA '91) is director, home & community services for Senior Connections, the Capital Area Agency on Aging, Richmond, Virginia....**Douglas Neely** (MHA '96) is president of MED1, LLC, Charlotte, NC....**Sherri Ritchie** (MSHA '99) is operations manager, outpatient review for Anthem Blue Cross and Blue Shield, Richmond, Virginia....**Allison Auckland Rogers** (MHA '97) is planning manager for Mountain States Health Alliance, Johnson City, TN....**Mark Szalwinski** (MHA '90) is vice president of Sentara Norfolk General Hospital, Norfolk, Virginia...**Bill Bing-Long Wang** (Ph.D. '98) is director, department of planning and administration, Tri-Service General Hospital and an assistant professor for the National Defense Medical Center in Taipei, Taiwan....**Jeff** (MSHA '05) and **Karen** (MHA '98) **Wilson** welcomed their third child, Bennet Lawrence, on September 10, 2003. **Shu-Chuan Yeh** (Ph.D. '97) is an associate professor with Sun Yat-Sen University, Kaohsiung, Taiwan....**Helen Cornell Young** (MHA '92) works at the Risk & Compliance office of Rockingham Memorial Hospital, Harrisonburg, Virginia.

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Alumni/ae Updates

Please send you position updates and other news to Amy Edwards at VCU, P.O. Box 980203, Richmond, VA 23298-0203 or by e-mail, anedwards@vcu.edu. You may also always send information to the Department through our website, www.had.vcu.edu. Simply use the "Update Contact Information" link on the left hand bar of our home page, and fill in the comments section with your news!

Alumni/ae News (continued)

Alumni/ae Updates (continued)

1980s

Bryan Dearing (MHA '87) recently became chief executive officer for Northern Virginia Community Hospital, Arlington, Virginia...**Brian Gooch** (MHA '82) was recently recertified as a Fellow in the American College of Healthcare Executives. He is a principal in Gooch & Associates, a consulting firm providing services primarily focused on performance improvement and accreditation management both domestically and internationally....**Pat Robertson** (MHA '84) has been chosen to lead Bon Secours Mary Immaculate Hospital (Richmond, Virginia) as their new executive vice president/administrator...**Julie Russillo** (MHA '83) after working 20 years in healthcare, has retired and owns her own accounting business. She lives outside of Seattle, in Shoreline, Washington and she recently became a new "step" grandmother.

1970s

Cindy Fore (MHA '77) is senior healthcare analyst, Department of Strategic Planning, MAMSI, Inc., Rockville, Maryland...**Dennis Phillips** (MHA '76) is president and CEO of Frye Regional Medical Center, Hickory, North Carolina...**John Smalley** (MHA '77) is principal and co-founder of Healthcare Venture Professionals, LLC, specializing in the initiation and management of physician-hospital joint ventures, Brentwood, Tennessee.

Special Awards

Richard ("Chip") Terry (MHA '97), Lt. Col. USAP, MSC, CAAMA, Administrator, 10th Medical Group, USAFA Hospital, United States Air Force Academy has won the 2003 Air Force Federal Health Care Executive Special Achievement Award. Now he will compete against the Army, Navy, Public Health Service and Veterans' Administration winners for the American Hospital Association award that recognizes a federal career health care executive who distinguishes him/herself through singularly significant achievements that have contributed substantially to the mission of the federal health care system.

M.E. Rick Gilstrap (MHA '68), President and CEO of Halifax Regional Medical Center in Roanoke Rapids, NC has been awarded the North Carolina Hospital Association's 2003 Distinguished Service Award. This award is given each year to a hospital chief executive and honors the individual's unique service to his or her institution, the healthcare field, and NCHA.
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Special Awards (continued)

Frank DeMarco (MHA '75) received an ACHE Regent's Award for Outstanding Leadership from Dr. Ken White (Ph.D. '96) on November 13, 2003 at the VHHA Fall Meeting in Hot Springs. After a distinctive career with HCA, Frank is currently the Executive in Residence, Adjunct Assistant Professor at the Medical University of South Carolina (MUSC).

Marilyn Tavenner (MHA '89) received an ACHE Regent Award for Outstanding Leadership from Dr. Ken White (Ph.D. '96) on November 13, 2003 at the VHHA Fall Meeting in Hot Springs. Marilyn is the President of HCA Central Atlantic Division.

Kate Lim (MHA '98) received an ACHE Regent's Award from Terrie Edwards on November 13, 2003 at the VHHA Fall Meeting in Hot Springs. Kate is the Director of Performance Improvement at Sentara's Williamsburg Community Hospital.

Gerald ("Jerry") Brink (MHA '66) received an ACHE Regent's Senior Leadership Award from Terrie Edwards on November 13, 2003 at the VHHA Fall Meeting in Hot Springs.

Jerry will retire from his position as President, Riverside Health Care Foundation, on December 31, 2003.

Bill Moss (MHA '67) received an ACHE Regent's Senior Leadership Award from Lucas Snipes on November 13, 2003 at the VHHA Fall Meeting in Hot Springs. Bill is the President of Potomac Hospital in Woodbridge, VA, and the new Chairman of the VHHA Board.

Shirley Tate-Gibson (MSHA '90), Vice President and Chief Nursing Officer at Mary Washington Hospital, has received the Virginia Nurses Association's highest award, the Nancy Vance Award, for 2003. She received her award at the Association's annual convention in Lynchburg. The Vance Award was created in 1948 to recognize nursing excellence.

Retirements

Thomas Anderson (MHA '69) retired from his position as Administrator, Department of Orthopedic Surgery, Virginia Commonwealth University Medical Center...**Felix Frarcio** (MHA '68) retired from his position as Executive Vice President, Mediacorp Health System.

Deaths

John S. Berry (MHA '76)

Charles L. Hite, Sr. (MHA '55)

Alumni/ae News (continued)

Where are they now?

The following information (left blank) is needed for these **1990 MHA graduates**. If you know the missing information or if other information listed is incorrect, either inform Amy Edwards (804.828-8662 or anedwards@vcu.edu) or log on to our website www.had.vcu.edu and send in the information using our update your contact information link. Thanks for helping the Department maintain accurate alumni/ae information.

Name	Company	City/State	E-mail	Home City/State
Bruce Bailey	Georgetown Memorial Hospital	Georgetown, SC	On record	
Daniel Barry	ALS Center Dept. of Surgery	Richmond, VA	On record	Richmond, VA
Mark Canada	Medical Practice Management, Inc.	Richmond, VA	On record	Richmond, VA
Jeffrey Carey	Ospital	Lake Jackson, TX	On record	Ashland, VA
Jeffrey Deal	Martha Jefferson Hospital	Charlottesville, VA	On record	Charlottesville, VA
Kyle Newman Frayser				Richmond, VA
Joseph Gilserman	Healthfirst, Inc.	Carryton, TN		Rome, GA
David Gross	Symbion Ambulatory Resource Centres, Inc.	Wilmington, NC	On record	Wilmington, NC
Kelly Hastings	Potomac Hospital	Woodbridge, VA	On record	Woodbridge, VA
Lisa Joyner				Fredericksburg, VA
Lynn Kanwischer	Wilford Hall Medical Center	San Antonio, TX	On record	San Antonio, TX
Kyung Keel Kim	Institute for Community Hlth	Columbia, MD		Arlington, VA
Jonathan Ketcham	Mercy Hospital of Philadelphia	Philadelphia, PA	On record	West Grove, PA
Tanya King				Midlothian, VA
W. Spencer Lilly	Carolinas Medical Center University	Charlotte, NC		Huntersville, NC
Joel Maycock	Cornerstone Health Care, P.A.	High Point, NC	On record	Greensboro, NC
Ann McAteer	Colon & Rectal Specialists, Ltd.	Richmond, VA	On record	Chesterfield, VA
Teresa Kannan McRoberts	Seminary student			Richmond, VA
(continued)				

Alumni/ae News (continued)

Where are they now? (continued)

Name	Company	City/State	E-mail	Home City/State
Scott McCutcheon			On record	Alpharetta, GA
Scott Pittman	East Pasco Med. Ctr.	Zephyrhills, FL	On record	Princeton, WV
Carol Purcell				
Richard Reed			On record	Toledo, OH
Mark Rheins				
Kimberly Sue Stern				
Gregory Strickland	UVA Med. Ctr.-Dept. of Radiology	Charlottesville, VA	On record	Mechanicsville, VA
Adele Sullivan	Healthcare Medication & Consulting	Palm Beach Gardens, FL	On record	
Mark Szalwinski	Sentara Norfolk General	Norfolk, VA	On record	
Ann Taubel			On record	Gainesville, GA
A. Jefferson Walker			On record	Bridgewater, VA
Arthur Walker	Rockingham Family Physicians	Harrisonburg, VA	On record	Richmond, VA
Susan Whiteside	LifeBridge Health System	Baltimore, MD	On record	Cockeysville, MD
J. Edward Witek	Sullivan Consulting Group	Atlanta, GA		Woodstock, GA

Also the following information (left blank) is needed for these **1990 MSHA graduates**.

Name	Company	City/State	E-mail	Home City/state
Richard Adams	Managed Care of America	Pittsburgh, PA	On record	Pittsburg, PA
Donald Bridges, Jr.			On record	
Cathy Hoechst Gilliam	Orlando Regional Health-care	Orlando, FL	On record	Euatis, FL
Susan Carpenter	Medical Center Hosp.	Chillicothe, OH		Chillicothe, OH
Grayce Crockett				Cornelius, NC
John DiNardi, III	KePRO	Harrisburg, PA	On record	Harrisburg, PA
Robert Dickinson				Richmond, VA
William Dubbs	American Assoc. for Respiratory Care	Dallas, TX	On record	Coppell, TX
(continued on page 15)				

Program News



Ph.D. News

The Program welcomed four students for fall 2003:

Nailya DeLellis. Nailya received her M.S. degree in public health from Kazakhstan School of Public Health. After completing her studies, she worked as a senior researcher at the Scientific Center of Medical and Economical Problems of Healthcare, Republic of Kazakhstan, Department of Economics. Her position involved determining the allocation of state budget healthcare resources and establishing the necessary amount of financial resources to support the state healthcare system. Her next position, in Kazakhstan, was with the School of Public Health, Department of Health and Finance. She was a senior instructor teaching health and general economics, marketing, financing, and business-planning courses.

Her career goal is to work for an international healthcare related organization such as WHO, AIHA, and UN. She would like to use her analytical ability to define and solve problems to improve the allocation of resources for healthcare, health research, and development of supportive infrastructure.

Michelle Lee. Michelle received her B.A. degree in Biology from Swarthmore College in Swarthmore, Pennsylvania and her M.S. degree in Community Health Education from New York University. Currently, she is a provider relations representative with QUALCHOICE of Virginia in Charlottesville, Virginia. She has twenty-nine years of experience as a health care professional, serving the communities of Virginia, New Jersey, and Pennsylvania. Her interests include: healthcare delivery, policy development, and managed care.

Michelle's career goal is to become a top-level administrator in the health care field.

Preethy Nayyar (Dr.). Preethy received her M.B.B.S. (bachelor of medicine; bachelor of surgery) degree from Madras University and her M.S. degree from PGIMER, Chandigarh, a premier postgraduate medical institution in India. She also received a master of philosophy degree in hospital and health systems from BITS Pilani, India. This program is in collaboration with Tulane University, New Orleans, Louisiana.

Preethy, prior to entering the program, was a senior medical officer for E.N.T. Al Nahadha Hospital in Oman. After 20 years practicing clinical medicine in two countries with vastly different population health problems and health indices (Oman ranks 8th and India ranks 127th), she realized that clinicians alone cannot ensure the wellness of the population. Her areas of interests are quality management and outcomes research.

Abby Swanson. Abby received her B.A. degree in sociology and her M.S. degree in education from the University of Virginia. Until recently joining the program as a full-time student, she was a public education coordinator for LifeNet in Richmond, Virginia. LifeNet is a non-profit organ procurement organization. In her position, Abby recruited Virginians to be organ donors and prepared grant submissions.

She hopes to continue her career in health research

Two doctoral candidates will graduate in December 2003: **Martin Nicholas (Nick) Coppola**, *Correlates of Military Medical Treatment facility (MTF) Performance: Measuring Technical Efficiency with the Structural Adaptation to Regain Fit (SARFIT) Model and Data Envelopment Analyses (DEA)* and **Ning (Jackie) Zhang**, *Detecting Main Effect and Interaction Effects of Institutional Mechanisms on Nursing Homes' Quality Isomorphism*. Nick, a Lieutenant Colonel in the army, is an assistant professor, serving at U.S. Army-Baylor University Graduate Program in Health Care Administration, Ft. Sam Houston, Texas and Jackie is an assistant professor with the University of Central Florida, Orlando, Florida.

School of Allied Health Professions Distance Learning Ph.D.

The School of Allied Health Professions is pleased to announce that **Patricia M. Selig** has completed her Ph.D. in Health Related Sciences in May 2003. Her dissertation was entitled, "Factors Associated with Metabolic Syndrome." Her Dissertation Committee was comprised of **Dr. Dolores Clement** (Chairperson), **Dr. Ken White** (Ph.D. '96), **Dr. Janet Lynch** (Ph.D. '88) and Dr. John Nestler.

Program News (continued)

MHA Program News

2003 Physician Joint Venture Challenge

On November 11th, teams of the second year MHA students put together business plans for a Physician Joint Venture and presented it to a panel of investors. This presentation was the 5th annual one for Steve Lindsey's Executive Skills II Class. The investors included Cathy Cawley of Virginia Eye Institute, Doug Wetmore of MMR Hospital Operations, and Don King of Maguire Woods. The winning Joint Venture was LifeLine, a cardiac cath lab proposed by Erica Gulrich, Katie Kerwin, Sneha Patel, and Julie Skweres. The Joint Venture project allows the students to apply their knowledge of the healthcare industry.

MHA Open House

Fifty prospective students attended the Information Session held at the Grant House on October 17, 2003. Of those that attended, many said alumni/ae recommended our MHA program to them. Alumni/ae assisting with the Open House included: **Sheryl Garland** (MHA '88), **Terrie Edwards** (MHA '84), **Karen Cameron** (MHA '87), **Jay Outland** (MHA '93) and **Bill Gregory** (MHA '73). A great big thanks to alumni/ae for recruiting for, and assisting, us!

HCA Scholars Luncheon

A luncheon was hosted by **Richard Bracken** (MHA '77) and **Marilyn Tavenner** (MHA '85) to introduce the Department's HCA Scholars, **Aryana Palmer** (MHA '06), **Deanna Lee** (MHA '06), and **David Cashwell** (MHA '05). All HCA Executives in the Richmond area were present. Richard Bracken gave a presentation about the importance that HCA places on developing leaders and that HCA is pleased to have joined hands with VCU in this scholarship.



From left to right, Richard Bracken, Marilyn Tavenner, Aryana Palmer, Deanna Lee, David Cashwell, Steve Lindsey and Ken White. Picture courtesy of Michael Hahn, Expressions Photography.

MSHA Program News

Information Sessions

The MSHA Program held Information Session at the Grant House on November 6, 2003 and at Riverside Regional Medical Center on November 13, 2003. Despite severe thunderstorms on the 6th and a wind storm on the 13th, turnout was good. Our thanks go to all alumni/ae and current students at Riverside for publicizing the event. Special thanks to **Elizabeth Nance** (MSHA '02), **Sherri Ritchie** (MSHA '99), and **Jeff Wilson** (MSHA '05) for attending the Richmond session, and to **Mary Morin** (MSHA '05), **Sharan Zirges** (MSHA '03), **Tom Keithley** (MSHA '04) and **David Edwards** (MSHA '00) for all their help for the Riverside session.

(MSHA News continued on page 16)

Program News (continued)**Executive Fellowship in Patient Safety****Major Joseph Gerard Weaver
Receives Multiple Awards and Honors for Fellowship Project**

Major Joseph Gerard Weaver, a graduate of VCU's first Executive Fellowship in Patient Safety, developed a project, Impact of Pharmacy-Led Dyslipidemia Interventions on Medication Safety and Therapeutic Failure Patients, to meet the requirement for fellowship program graduation. Using patients with cardiovascular illness in his study, Major Weaver demonstrated pharmacy can and does impact patient outcomes, and set a standard for collaboration between the Department of Defense (DoD), the pharmaceutical industry and community providers to work together to improve the health of patients, through improved medication access and monitoring.

Dyslipidemia is a disorder of lipoprotein metabolism, including lipoprotein overproduction or deficiency. This disorder may be manifested by elevation of the serum total cholesterol, low-density lipoprotein (LDL) cholesterol and triglyceride concentrations, and a decrease in the high-density lipoprotein (HDL) cholesterol concentration. For his project, Major Weaver identified 6,421 dyslipidemia patients, and a review was subsequently conducted on 527 of these patients. Patient findings revealed 57.3% were under-treated or non-adherent to therapy, 31.7% were on sub-therapeutic doses, and 20% required a more potent therapy based upon DoD Pharmacoeconomic Center guidelines on therapeutic failure. In addition, 14.7% of patients were on unsafe combination regimens and almost all (96.4%) on doses that far exceeded the safety limit.

This project partnered community providers to develop and implement a process that would facilitate close patient follow-up, increased access to medications, and improved communications. Strategies included development of a pharmacist-run patient education/polypharmacy clinic and initial stages of a lipid clinic, educational programs to increase awareness of cholesterol interventions, and work with the pharmaceutical industry to "market" the clinic to off base providers.

Approximately 6-months after pharmacy interventions, a re-evaluation of 310 of these therapeutic failure patients was conducted. Results demonstrated a statistically significant reduction in LDL value; 97.5% of those previously classified as nonadherent or undertreated as having received a prescription for a lipid-lowering agent on base; suboptimal dosing was corrected in almost half of the identified patients from the baseline study as having lack of dose titration; 67% of those identified from the previous review had medication changes reflecting safer regimens; and appropriate therapeutic selection was noted for those patients requiring more aggressive LDL lowering.

Recognizing the improved patient safety and outcome resulting from Major Weaver's study, the project has received the following awards to date: 2003 Florida Society of Healthsystem Pharmacy research Project of the Year; 2003 Florida Society of Healthsystem Pharmacy's Best Poster Presentation by a Pharmacist; 2003 American Society of Healthsystem Pharmacy's Best Practice Award in Health System Pharmacy; and 2003 GlaxoSmithKline Circle of Excellence Award in Medication Safety.

The project has been presented at the following: 2003 Florida Society of Healthsystem Pharmacy (poster); 2003 Combined Forces Pharmacy Seminar; Pfizer Federal Account manager's Quarterly Meeting; 2003 Practical Outcomes Research Workshop; and SpaceCoast Federal Pharmacy Association Meeting.

The project is currently awaiting results on other awards and will also be presented at the 2003 American Society of Healthsystem Pharmacy's Mid-year Clinical Meeting (poster, December 2003), the 2004 TRICARE Conference (poster, January 2003), and the Las Vegas Federal Pharmacy Association Meeting (January 2004).

The success of Major Weaver's project speaks directly to the quality of this one-year distance learning program for professionals working in the health care industry who are involved in patient safety. Fellows, working through an internet-based program with nationally renowned faculty with select expertise in patient safety, agree this fellowship provides the platform to impact and improve patient outcomes.

Major Weaver holds a Master of Science in Operations Management and Human Resource Management from Troy State University, and a Bachelor of Science in Pharmacy from Virginia Commonwealth University. He is currently assigned to the 45th Medical Support Squadron, Patrick Air Force Base as Chief, Pharmacy Element. During the past 12 years, Major Weaver has had assignments at MacDill AFB (Tampa Florida), Howard AFB (Republic of



Major Joseph Weaver

Program News (continued)

Major Weaver (continued)

Panama), Langley AFB (Hampton Virginia) and Homestead AFB (Florida). He was commissioned in 1991 after having spent 9 years with the Commonwealth of Virginia's Department of Health.

If you, or someone in your organization, are a healthcare professional interested in participation in the 2004-2005 Executive Fellowship in Patient Safety, please contact Dr. Karen Swisher at kswisher@hsc.vcu.edu or 804-828-5460. Information on the fellowship is also available on our website, www.had.vcu.edu.

Department News

Faculty News

Jan P. Clement will chair the MGMA-ACMPE University Relations Advisory Committee for 2003-2004....**Gloria Bazoli** and **Robert Hurley** continue their work with the innovative Center for Studying Health System Change, producing timely and revealing reports of the status of health care markets and health care delivery and financing around the country. Numerous published reports have appeared from this work in Health Affairs, Health Services Research, and other key journals....**Roice Luke's** new book, Healthcare Strategy: In Pursuit of Competitive Advantage, was just published. It is tied into a sophisticated strategy study web site called StratCenter (<http://stratcenter.com/StratCenter/>.... **Michael McCue's** second revision of the widely used textbook, Financial Management of Health Care Organizations, has been completed and is now in prin....**Stephen S. Mick** was appointed as Chairperson of the Scientific Review Study Section of the Agency for Healthcare Research and Quality, the nation's lead federal agency for research on health care quality, costs, delivery, and patient safety **Yasar Ozcan**, having returned to the Department after a stint running VCU's International Programs, continues his lead editorship of the journal, Health Care Management Science, an international journal that reports on applied quantitative techniques to improve health care delivery performance. **Ramesh Shukla** has assumed the position of Director of the Williamson Institute whose focus will be in developing and delivering leadership training in information systems/information technology, and related areas...**Karen N. Swisher** continues to lead the nationally renown VCU Patient Safety Fellowship, now in with its second cohort and preparing for a third cycle....**Kenneth R. White** also published a new book entitled, Thinking Forward: Six Strategies for Highly Successful Organizations. White was also elected to the national Board of Governors of the American College of Healthcare Executives....**Larry J. Williams** has joined the Department and brings with him the Directorship of the Center for the Advancement of Research Methods and Analysis (CARMA) in the study of organizations. He continues as the editor of Organizational Research Methods, the principal journal of the Academy of Management devoted to the development of improved techniques for studying organizations and their performance. Williams was also recently elected to the Society of Organization Behavior.

HAD Goes to the Medical Group Management Association 2003 Annual Conference

The Department displayed at Booth #1244 at the Medical Group Management Association 2003 Annual Conference held in Philadelphia, Pennsylvania, October 11-15, 2003. This provided an excellent opportunity for the Department to catch up with alumni/ae, as well as market our programs to prospective new students.

Frank Kunze (MSHA '98), **Sara Larch** (MSHA '92), **Lucien Roberts** (MHA '87, MGMA/ACMPE Student Network Advisor), **Laura Joyner** (MSHA '98), and **Alan McMurray** (MSHA '93) were among the many alumni/ae and friends of the Department who stopped by the Department's booth. The Department was represented by **Amy Edwards** (MHA/JD '97), **Michelle Rogers** (MHA '04), **Renea Lunde** (MHA '05, President MGMA/ACMPE Student Network Advisor), **Sneha Patel** (MHA '05), **Angie Tucker** (MHA '06) and **Teessa Boyd** (MHA '06).

Many thanks once again to alumna **Sara Larch**, former Board Chair of MGMA, who once again helped ensure the waiver of the Department's booth fee.

Department News (continued)

Stephen M. Shortell, Ph.D. Visits Department

The Department of Health Administration was pleased Stephen M. Shortell, Ph.D. came to the MCV Alumni House October 31, 2003 to be the guest lecturer at the Paul A. Gross Distinguished Lecture Series. Dr. Shortell is the Blue Cross of California Distinguished Professor of Health Policy and Management, and a Professor of Organization and Behavior at the School of Public Health and Haas School of Business at the University of California-Berkeley. He is also the Dean of the School of Public Health at Berkeley. Dr. Shortell also holds appointments in the Department of Sociology at UC-Berkeley and at the Institute for Health Policy Research, UC-San Francisco.

During his stay, Dr. Shortell met with faculty, doctoral students and invited guests, and presented his lecture entitled, "Managing Chronic Illness in America: We Know Better, Why Don't We Do Better?"

A leading health care scholar, Dr. Shortell has been the recipient of many awards including the distinguished Baxter-Allegiance Prize for his contributions to health services research. He is an elected member of the Institute of Medicine of the National Academy of Sciences where he currently serves on the Executive Committee of the Governing Council.

He is currently conducting research on the evaluation of quality improvement initiatives and on the implementation of evidence-based medicine practices in physician organizations.

The Department thanks Dr. Shortell for his visit and is honored that he came to Richmond to share his expertise.

Where are they now ? (continued from page 10)

Information (left blank) is needed for these **1990 MSHA graduates**

Name	Company	City/State	E-mail	Home City/State
Sandra Dwornick				
Robert Garris, Jr.	Sentara Medical Group	Norfolk, VA	On record	Norfolk, VA
Charles Keaton	Hughston Clinic	Columbus, GA	On record	Marietta, GA
Susan Sutcliffe Lassiter	Roanoke-Chowan Hospital	Ahoskie, NC	On record	Ahoskie, NC
Robert Leek	Williamsburg Community Hospital	Williamsburg, VA	On record	Williamsburg, VA
James O'Connell		Chattanooga, TN		Hixson, TN
Barbara Potter				
Terri Reynolds				Roanoke, VA
Terri Sim				Williamsburg, VA
Shirley Tate Gibson	Mary Washington Hospital/ MediCorp	Fredericksburg, VA	On record	Fredericksburg, VA
James Thweatt, Jr.	Lewis-Gale Medical Center	Salem, VA		Salem, VA
Theodore Townsend	St. Luke's Hospital	Cedar Rapids, IA		
Walter Zirkle				Harrisonburg, VA

Program News (continued)

MSHA News (continued from page 12)

The MSHA Program welcomed 23 new full-time and part-time associates this summer. Coming from as far away as New Mexico and as close as the VCU Medical Center, they bring a wealth of experience and variety of health care backgrounds to their new endeavor.

**Grant from the Medical College of Virginia Alumni Association
of Virginia Commonwealth University Helps to Fund this
Cardwell Comments Newsletter**

This newsletter was funded in part by a generous \$1000 grant from the Medical College of Virginia Alumni Association of Virginia Commonwealth University (MCVAA). This grant was awarded to the Department by MCVAA's Board of Trustees from funds provided by the MCV Foundation. The Department of Health Administration sincerely thanks the MCVAA for approving the Department's grant proposal, and the grant has helped tremendously in funding this *Cardwell Comments* edition! The Department encourages you to visit MCVAA's website, www.vcu-mcvalumni.org, to learn more about the exciting alumni/ae initiatives the MCVAA offers, such as career services and Reunion Weekend which is held the last weekend of April each year!
