

CARDWELL

Newsletter of the Health Administration Alumni/ae Association

Comments

December 2004



Ranked 5th
in the Nation.

Briefly:

Save the Date:

ACHE's 2005 Congress on Health-care Management. ACHE's 2005 Congress on Healthcare Management will be March 14-17, 2005 at the Hilton Chicago/Palmer House Hilton in Chicago, IL. The Department will have its annual Cardwell Reception on March 15. Please stop by our booth and watch our website for more details as the event gets closer.

AcademyHealth's Annual Research Meeting 2005. AcademyHealth's Annual Research Meeting 2005 will be June 26-28, 2005 at the Hynes Convention Center in Boston, MA. The Department plans to organize an alumni/ae gathering. Please stop by our booth and watch our website for more details as the event gets closer.

Paul A. Gross Distinguished Leadership Lecture Series. The Lecture Series will be held on Thursday, May 5, 2005 at Richmond's Jefferson Hotel. This event will include dinner (provided) and the featured guest speaker, **Jonathan B. Perlin, MD, PhD, MSHA, FACP**, the Acting Under Secretary for Health in the Department of Veterans Affairs. (See page 9 for more information re Dr. Perlin).

Winter Closing. The University will be closed December 22 through January 2 for winter break. HAD offices reopen January 3.

2004 Paul Gross Lecturer. Jacqueline Zinn, Ph.D. visits Department, see story on Page 20.



Virginia Commonwealth University

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

Message from the President of the Department of Health Administration Alumni/ae Association

Dear Fellow Alumnus/a:

I am honored to be serving as the President of the Department of Health Administration Alumni/ae Association. We have much to be thankful for and proud of regarding **our** programs.

We have again been recognized as one of the top programs in the country and we have one of the top faculties and student bodies. Our faculty and students can and do compete nationally and internationally. Additionally, we have some of the most engaged and involved alumni/ae who are committed to keeping our program as one of the premier departments in the nation.

To that end, we have seen increases in our alumni/ae giving and in feedback to our program. During the 2003-2004 campaign, we had 153 alumni/ae contribute to our Department with 97 Cardwell Society members. As important, we had 235 Alumni/ae return surveys giving us valuable feedback about the program and our Alumni/ae Association.

Of the many important issues that were raised in the survey, three stand out as work that we will continue to focus on in the coming years. First among these is the development of Endowed Professorships to help insure the strong faculty that make up our Department. Secondly, the continued need for the Department to be as self-reliant as possible. Finally, the recognition that the Department needs to expand its outreach and network opportunities for alumni/ae of this outstanding program.

Thank you for all of your support and efforts on behalf of the VCU/MCV Campus Department of Health Administration. With your continued support we will make the Department even stronger.

Sincerely,



Bill Downey (MHA 85)

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Alumni/ae News

40 Year Reunion for the School of Hospital Administration Class of 1964

October 2-5, 2004, in Tarpon Springs, Florida, the Class of 1964 gathered together to reminisce about old times, classroom antics, and their lives both inside and outside of what originally brought and kept them all together over the years – their interest in health care, their health care education and their health care professions. Continuing to building memories and to strengthen their cohesiveness that started long ago, they gathered once again to solidify their goal of staying together in friendship. Social activities a plenty, much fun was had by one and all.



Above: Paul Gross, Ed and Anne Smith, Betty Hutton, Gail Gross, Anne Crisbens, Don Good, Frank Crisbens, Becky VanBrackle, Beverly and Alvin Topham. *Right:* Gail and Paul Gross, Martha and Dick Kraus, Becky VanBrackle, Anne and Frank Crisbens, Anne and Ed Smith, Betty Hutton, Beverly and Alvin Topham, Don Good.



A tremendous group of individuals who can reflect back over distinguished professional accomplishments with pride, it's fun to look back and think...

When they came to the Hospital Administration Program at the Medical College of Virginia, most were older and married. Many had at least a few years of work experience under their belts, and many had military experience. Of the 15 classmates, all were male, and about a third were from Richmond, a third were from areas of Virginia other than Richmond, and a third were from out of state. Few had parents helping to support them, and nearly all paid their own tuition. Loans and scholarship monies were slim to none. They were paying for what they were learning, and grasping every opportunity to learn.

When they came to the Program, it was only 14 years old, only about 130 graduates to date. Robert S. Hudgens, the Arthur Graham Glasgow Professor and the Director of the School of Hospital Administration, was one of only a true handful of full time faculty. Other faculty were adjunct, all in another health care operational jobs, with many donating their time to teaching. All professors and lecturers came to them. All classes were taught in one classroom. Business attire was required, as seemingly were briefcases.

Alumni/ae News (continued)

Class of 1964 Reunion (continued)

When they came the Program, hospitals were thriving. Hill Burton dollars had built many new hospitals, and the demand for strong health care leaders to lead these facilities was high. Cost based reimbursement was still the name of the game. Camaraderie amongst hospitals high. Everyone got a good residency, with ease.



School of Hospital Administration, Class of 1964.
Front row: Bliss Winn, Paul Gross, Alvin Topham, Robert Konnagan, Frank Crisbens, James Thompson, Joel Montgomery, Ronald Hutton.
Second row: Richard Kerr, David Pechmann, Edward Smith, Richard Kraus, Donald Good, Charles Ewell, Jack VanBrackle.

When they graduated, they left with not only strong ability to listen, respond, analyze and react to health care matters, but also a true and real sense of ethics and values, and an understood mission toward hospital administration. With big changes around the corner, most prominent being the establishment and implementation of Medicare, classmates in their early careers saw realities materialize in their life true to form from what they were lectured upon and what they learned.

Gathering again 40 years after their graduation, there's much for this group to be proud of professionally: one remained almost 40 years in the same setting; one became the Assistant to the Surgeon General of the USAF; one got a PhD and founded and then sold the Governance Council; one became a Vice President of HCA and a most successful hospital administrator and executive in residence at MCV; one owns his own hospital and a durable medical equipment company, and lectures as an adjunct professor at Southern Mississippi University; one remained in hospital administration from 1964 to 1979 then went to become a most successful entrepreneur in trucking, banking, & construction; one became President of Humana's Hospital Division, the Civilian Consultant to the Surgeon General of the USAF and a Professor Emeritus/Executive in Residence at MCV; and the others fulfilled an extremely strong role in the profession of hospital administration in their respective communities and State, fulfilling a true, real and noble productive role in their profession.

At this gathering, there was much for classmates to remember and cherish. The chemistry of the group, and classmates' affection for their school and the faculty who taught them. Classmates and their spouses who have passed away, but are never forgotten. And the Department of today is not only proud of their professional accomplishments and what they have done to shape our health care system of today, but salutes them and is proud of their loyalty toward each other and to the Department Program, faculty, students and fellow alumni/ae.

Alumni/ae News (continued)

**10 Year Reunion
MHA Class of 1994**

Of all the reunions the Department has helped with this year, the Class of 1994 reunion wins the prize for family focused fun! Organized through the diligent efforts of Charlie Furr, Carlene Qualls Callis, Julie Hunt Dalton, and Rachel Downey, and based out of the Jefferson Hotel, twelve classmates, with their families, came back to Richmond from different parts of Virginia, and from North Carolina, Texas, Oklahoma and Florida, for three days of fun and friendship, August 6-8, 2004.

Starting the weekend with a gathering at TJ's Lounge at the Jefferson on Friday night, the reminiscing and story swapping started, and it continued the next morning with a classmate only breakfast, also held at the Jefferson Hotel. Saturday afternoon, it was off with the families to Kanahwa Pool and Tennis Club for a day of fun in the sun and picnicking. On Sunday, it was off to Bill Berthrong's Amelia Court House farm, for pony rides, baby ducks and tractor rides.

All in all, a great time was had by all who attended – Charlie Furr, Carlene Qualls Callis, Jeff Kiser, Rachel Downey, Katherine Gay, Anissa Payne, Jay Johnson, Guy McClurkan, David Setchel, Julie Hunt Dalton, Susan Collett and Bill Berthrong! A few alumni/ae even made time to return for a visit to the Grant House and to catch up with our faculty.

If you would like assistance, great or small, in planning a reunion event, please contact Amy Edwards at anedwards@vcu.edu.

Alumni/ae News (continued)

Cardwell Society Donations Received July 1, 2004 Through November 30, 2004

Members \$100-\$249

Donor	Degree	Year
Bell, Kimberly	MHA	2000
Bethke, Robert	MHA	1992
Blumberg, Michael	MSHA	1998
Bradshaw, Tom & Barbara	MHA	83 & 83
Bushnell, Nathan	MHA	1951
Chelmow, Linda	MSHA	2001
Dawson, Joseph	MHA	1974
Dunn, Leo	MSHA	1998
Durrer, Christopher	MHA	1977
Eitelman, Roger	MHA	1974
Garland, Sheryl	MHA	1988
Gessel, Thomas	MSHA	1999
Gooch, Brian	MHA	1983
Greene, A. Hugh	MHA	1984
Gross, Paul	MHA	1964
Heilig, Alan	MHA	1966
Henry, James "Jay"	MHA	1999
Herath, Joanna	MHA	1999
Houser, Jason	MHA/JD	2002
Jewell, Dianne	PHD	2003
Johnson, Jay	MHA	1994
Kirkland, Austin	MHA	1995
Lambert, Peter	MHA	1962
Landis, Gerald	MHA	1967
Lange, Tiffany	MHA	1998
Lovern, Ed	MHA	1992
McDaniel, James	MSHA	1998
Meyers, Jim	MHA	1991
Miller, Robert	MHA	1987
Moore, Stephan	MHA	1988
Plietz, Carrie Owen	MHA	2000
Rawlings, Brent	MHA/JD	2004
Sandvos, Rick	MSHA	2001
Shackelford, Susan	MSHA	1993
Sherrod, Mike & Patricia	MHA	2002
Unroe, Larry	MHA	1974
Viol, Geoffrey	MSHA	1997
White, Kenneth	PHD	1996

Fellows \$250-\$499

Donor	Degree	Year
Blackwood, Mary	MHA	1979
Boyne Catherine	MHA	1985
Cameron, Karen	MHA	1987
Chinnis, Ann	MSHA	1997
Dalton, Julie Hunt	MHA	1994
Dandridge, Tom	MHA	1974
Draper, Debra	MSHA/PHD	96/00
Edwards, Teresa	MHA	1984
Evans, Robert	MHA	1977
Fergusson, Kevin	MSHA	1995
Flannagan, Jr., William	MHA	1974
Holland, Jeffrey	MHA	1976
Hudson, Mark	MHA	1983
Hudson, Richard	MHA	1981
Jiang, Joanna	PHD	1997
Kaplowitz, Lisa	MSHA	2002
Lamb, Skip	MHA	1958
Lillard, Samuel	MHA	1965
Martin, M. Caroline	MHA	1978
Smalley, John	MHA	1977

Chair's Circle \$500-999

Donor	Degree	Year
Bowling, John	MHA	1971
Daniel, Brad	MHA	1996
Jones, Jr., Danny	MHA	1994
Peterman, Julie	MHA	1998
Smith, Edward Jr.	MHA	1964
Tavener, Marilyn	MHA	1989
Yeouze, Lew	MHA	1974

1838 Club \$1000-\$2499

Donor	Degree	Year
Dalton, Jim	MHA	1966
Derring, E.L.	MHA	1958
Eck, Patricia Sister	MHA	1981
Felgar, Al	MHA	1974
Lindsey, Steve	HON	2000
Romano, Don	MHA	1973

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 (continued)

Other Alumni/ae Donors

Donor	Degree	
Alsbrooks, Elizabeth	MHA	2002
Betts, Warren	MHA	1959
Coleman, Meredyth	MSHA	1994
Fitch, Eric	MHA	2002
Konnagan, Robert	MHA	1964
Meyer, A. Felix	MHA	1974
Muldoon, John	MHA	1979
Myles, Bartholomew	MHA	1972
Parker, Andrea	MHA	1995
Towey, Emily Greenstreet	MHA/JD	2002

Friends Contributing Other Gifts to the Department

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

Individuals

*Carl and Barbara Armstrong
Devon Brinkley Azar
Marcy Daniel
Mrs. Leo Dunn
Frances Goldman
Miriam Lindsey
Gisela Palmer
Louis Rossiter
James Towey
Dr. and Mrs. Eugene Trani
Sharon Tucker*

Organizations

*Baptist Medical Center
Henrico Doctors' Hospital
Norfolk Southern Foundation
Universal Corporation
University of Washington
Virginia Hospital & Healthcare Association
Virginians Improving Patient Care & Safety*

Virginia Hospital and Healthcare Association's ACHE Outstanding Achievement Award

Terrie Edwards, FACHE and ACHE Regent for the Central and Tidewater regions of Virginia, announced the award for outstanding achievement during the Virginia Hospital and Healthcare Association's ACHE luncheon on November 3, 2004. This senior level award went to **George Dawson** (MHA '75), President and CEO of Centra Health in Lynchburg, Virginia. Also announced was the Early Career award that went to **Dale Alward** (MHA '06) for his outstanding leadership of our ACHE Student Chapter.

Department of Health Administration 2005 Outstanding Alumni/ae Alumna Award

Between now and January 14, 2005 is your time to nominate a fellow alumnus/a for the 2005 Outstanding Alumnus/a Award. This alumnus/a should be an individual 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.

Any alumnus/a can make a nomination. It's quick and easy to do. With your entry, include your name, address, and phone and email address. On **one** page provide:

- The alumnus/a nominee's name, address, and phone and/or email address
- A brief paragraph that addresses why you think the alumnus/a nominee should win this award. The paragraph should highlight the alumnus/a's professional accomplishments, past and potential future departmental involvement, and community involvement.
- The nominee's resume/curriculum vitae and letters of support are optional.

Please send nominations to Amy M.E. Edwards, Director of External Relations, Grant House, 1008 East Clay Street, P.O. Box 980203 Richmond, VA 23298-0203 or anedwards@vcu.edu or fax # 804-828-1894.

Alumni/ae News (continued)

Alumni/ae Survey and Activities Update

This past fall, the Department conducted an alumni/ae survey with the assistance of the MCV Foundation. Many thanks to the Foundation and the 235 alumni/ae who completed this survey, as the survey responses have given the Department valuable input and insights into alumni/ae perspectives. Below is a recap for some survey information.

Survey Questions and Answers

What is your current attitude towards the Department?

On a scale of 1-5, with 5 being very positive, 4 positive, 3 neutral, 2 negative, and 1 very negative, 231 alumni/ae responded yielding an average of 4.5 and median of 5.0.

How aware are you about the reputation of the Department, for example, the Department is ranked #5 in the Nation?

On a scale of 1-4, with 4 being very aware, 3 being somewhat aware, 2 being vaguely aware, and 1 being unaware, the responses of 231 alumni/ae responded yielding an average score of 3.4 and median of 4.0.

When you think about the Department, how interested are you in its future?

On a scale of 1-4, with 4 being very interested, 3 being somewhat interested, 2 being a little interested, and 1 being not interested, 231 alumni/ae responded yielding an average score of 3.6, and median score of 4.0.

Would you recommend the Masters Programs to qualified, prospective students?

On a scale of 1-4, with 4 being definitely yes, 3 being probably yes, 2 being probably no, and 1 being definitely no, 231 alumni/ae responded yielding an average score of 3.8, and a median score of 4.0.

Among the various philanthropic causes that you support, how would you rank Health Administration?

On a scale of 1-5, with 5 being the highest, 4 being high, 3 being middle, 2 being low, and 1 being lowest, 225 alumni/ae responded yielding an average score of 2.9 and median score of 3.0.

What level of importance do alumni/ae place on goals and objectives set as priorities by the Chair of the Department?

On a scale of 1-5, with 5 being the highest, 4 being high, 3 being middle, 2 being low, and 1 being lowest, alumni/ae responded yielding the following average and median scores, in italics and underlined, respectively:

Student Scholarships – 3.8 4.0

Endowed Professorships – 3.9 4.0

Williamson Institute – 3.7 4.0

Endowed Operating Funds – 3.8 4.0

Facilities and Building – 3.7 4.0

Department Self Reliance – 3.9 4.0

Questions and Answers Based on Alumni/ae Survey Comments

Why aren't the Programs called the Medical College of Virginia health or hospital administration programs anymore?

In 1968, when Virginia Commonwealth University was formed from the merger of the Medical College of Virginia and the Richmond Professional Institute, the plan always was to unite the two units into a single entity. Senior administration has since decided that the only effective way to achieve this goal is to have a single name for the entire University. Neither the Department, nor the MCV Alumni Association, has had any way to influence this decision.

What's the difference between the Department of Health Administration Alumni/ae Association and the Medical College of Virginia Alumni/ae Association (MCVAA)?

Membership in the Department of Health Administration Alumni/ae Association is automatically conferred upon all persons who satisfactorily completed a Department graduate or undergraduate degree program or who have been conferred honorary degrees. There are no dues.

The MCVAA is a separate organization. Associate Membership in MCVAA is automatically conferred upon all graduates of programs housed on the Medical College of Virginia Campus of VCU. Active membership is conferred annually on
(continued)

Alumni/ae News (continued)

Alumni/ae Survey and Activities Update (continued)

those alumni paying annual dues to the MCVAA. Honorary memberships may be granted to persons by action of the Board of Trustees.

The MCVAA is located in the Alumni House at 1016 East Clay Street, right next to the Department's Grant House, and includes an adjacent conference center, funded by a donation from Paul A. Gross (MHA '64). Please visit the MCVAA website, www.vcu-mcvalumni.org, to learn more about the MCVAA dues structure; exclusive benefits association members receive, including but not limited to low cost internet services, discounts on car rentals and hotels and certain recreational facilities; the ability to post resumes and job postings, and to review job postings; mentoring and volunteer opportunities, and MCVAA's calendar of events and alumni information.

When I make a donation to the Department, does that enroll me in the Medical College of Virginia Alumni/ae Association?

No. When you make a donation to the Department, you may designate how the Department is to use your money. If you want to join the MCVAA, contact them via their website under membership, or call them at (804) 828-3900.

What does the Department do for me today, and what are the benefits of staying connected with the Department?

The Department is always trying to stay connected with its alumni/ae and keep them involved, recognizing that this is a win-win partnership. Initiatives to accomplish this include the development and updating of our website, the production of alumni/ae directories and *Cardwell Comments* newsletters, representation at national conferences such as ACHE, MGMA, and AcademyHealth, and alumni/ae gatherings, such as the Cardwell Reception at ACHE, the Paul A. Gross Landmarks in Leadership lecture series, and regional gatherings. The Department also spends much time trying to maintain the best possible contact information on its alumni/ae, maintaining an alumni/ae database in house. Somewhat unique among VCU departments, the Department has had a Director of External Relations in place for almost 5 years. This part-time position is not a state funded position, but funded by the Department because the Department believes alumni/ae should have a point person at the Department.

To try and enable and foster alumni/ae and Department connections, the Department works closely with your elected Alumni/ae Executive Committee and its subcommittees to ensure that alumni/ae have strong input into students' curriculum, the Cardwell Society fundraising, recognition of an Outstanding Alumni/ae each year, and many other Department initiatives. The Department welcomes alumni/ae participation on Department committees, like the MHA admission committee and curriculum subcommittee; with guest lectures; with student employment; and with residencies and oral comprehensive seminars.

Why doesn't the Department offer more career planning and placement services?

The Department is aware that there are alumni/ae who are looking for career and planning and placement services. Job opportunities are posted on our website, www.had.vcu.edu under employment opportunities. If you know of a healthcare position within your organization, please send this posting to Amy Edwards, anedwards@vcu.edu, for placement consideration. If you have other career questions, please contact Ms. Edwards.

The Department is also seriously considering the development of a career planning and placement service for alumni/ae. This would be a major addition to the already extensive activities that the Department undertakes, and a particular barrier to overcome will be to find a reliable funding source for this service.

Student scholarships were not available when I attended the program. Why does the Department ask for money for student scholarships?

In the last 5 years, it is true that the Department asked, and alumni/ae have graciously responded, to appeals for money for student scholarships. Tuition and fees at VCU have soared. So have costs for books and reading packets. In 2004-05, in-state tuition and fees for MHAs and PHDs are now \$7,707, over a 41% increase in only three short years, and an almost 100% increase in only thirteen years. For this same time, in-state tuition and fees for MSHA are now \$10,059, over a 25% increase in only three short years, and an almost 100% in fourteen years. Out-of-state tuition and fees are \$18,132 per year for MHAs and PHDs and \$19,937 for MSHAs. The cost of books and reading packets for one year is about \$1,000. To help ensure that the best and brightest students interested in pursuing health care careers choose VCU, scholarship money will remain an important Department objective, as will endowed professorships, to ensure the Department can attract and retain high caliber faculty to teach these same student.

It is also important to note that the vast majority of MHA students work part time in order to defray the costs of their education, even with the addition of scholarship awards. The tradition of working part time in health care organizations while attending classes still continues!

Alumni/ae News (continued)

Alumni/ae Spotlights

Peter C. Olden (PhD '94) is an Associate Professor & Director, Graduate Health Administration Program, University of Scranton. After 15 years in executive positions at a southeastern community hospital, teaching hospital, and then regional medical center, Mr. Olden initiated a career change in 1990, beginning work on his Ph.D. in Health Services Organization and Research, which he completed in 1994. Since 1993, Dr. Olden has been teaching at the University of Scranton where he is now Associate Professor and Director of the Graduate Health Administration Program. He has taught courses on health care organization, management, strategic planning, policy, marketing, human resources, and the U.S. health care system. To learn more about Mr. Olden, and other alumni/ae who are Directors of Health Administration Programs, please view the Winter Edition of the MCVAA publication, the *Scarab*.



Dr. Jonathan Perlin (MSHA '97) was appointed Acting Under Secretary for Health in the Department of Veterans Affairs on April 6, 2004. As the Chief Executive Officer of the Veterans Health Administration (VHA), Dr. Perlin leads the nation's largest integrated health system. The VHA provides health care to over 5.1 million Veterans, and 7.6 million enrollees, throughout the United States. With a medical care budget of \$27.4 billion, VHA employs directly over 193,500 health care professionals at 158 hospitals, more than 850 community and facility-based clinics, 135 nursing homes, 43 domiciliaries, 206 readjustment counseling centers, and various other facilities. A Fellow of the American College of Physicians, Dr. Perlin also received his Ph.D. in pharmacology and toxicology (performing research in molecular neurobiology) with his M.D. as part of the Medical Scientist Training Program at Virginia Commonwealth University's Medical College of Virginia Campus. A preceptor and strong Department supporter, the Department is pleased that Dr. Perlin will be the 2005 Landmarks in Leadership Speaker on May 5, 2005 during the special segment of the Paul A. Gross Distinguished Leadership Lecture Series.



Stephen "Steve" Gravely (MHA '80) is currently a partner with the law firm of Troutman Sanders LLP. In his legal practice, Mr. Gravely specializes in Health Care, Intellectual Property, Governmental Law, and Special Investigations. Mr. Gravely serves in the Health Law sections of the American Bar Association, the Virginia State Bar, and the Virginia Bar Association. He is also a member of the American Health Lawyers Association, the Health Care Compliance Association, the Health Care Financial Management Association, the American Public Health Association, and the Central Virginia Health Care Executive Group. In 2003, Steve Gravely was named to Virginia's Legal Elite in Health Care. Steve received his B.A. from the College of William & Mary in 1977 and his MHA from VCU/MCV in 1980. He went on to earn his J.D. from the University of Richmond in 1983. Prior to practicing law, Mr. Gravely had experience in hospital operations with Williamsburg Community Hospital, Riverside Hospital and Healthcare System, Blue Cross Blue Shield of Virginia, Southside Regional Medical Center, and Richmond Memorial Hospital. A member of the Admissions Committee and participant for third year MHA oral comprehensives, the Department is so pleased Steve remains so active in many facets of Departmental affairs.



Alumni/ae News (continued)

Alumni/ae Updates

2000s

Amy Miller Allen, MSHA '03, serves as practice Administrator for Pediatric & Adult ENT Associates, Midlothian, VA...**Barbara Barr**, MSHA '04, serves as Director of Perioperative Services for Mercy Health Partners, Cincinnati, OH...**Merinda Battle**, MHA '02, serves as Team Leader—Patient Access for Bon Secours Richmond Health System, Richmond, Va...**Jennifer Boykin**, MHA '04, now is Director of Oncology/Women's Services Business Development for CJW Medical Center, Richmond, Va...**Jennifer Field Brown**, Ph.D. '04, is an Assistant Professor, Department of Nursing at Norfolk State University, Norfolk, VA...**Gail Campbell**, MSHA '02, is Administrative Officer—Nursing for McGuire Veterans Affairs Medical Center, Richmond, VA...**Linnea Chervenak**, MHA '04, is Administrative Officer—Primary Care Services for Hunter Holmes McGuire VA Medical Center, Richmond, VA...**Jami DelliFraine**, Ph.D. '04, is a Post Doctoral Fellow, Rehabilitation Outcomes Research Center, North Florida/South Georgia Veterans Health System, Gainesville, FL...**Chad Hatfield**, MSHA '03, currently is Director of Risk and Safety for Phoenix Baptist Hospital, Phoenix, AZ...**Kimberly Hunt Foster**, MHA '01, completed her BSN at George Mason University in August 2004 and is a RN practicing in cardiac telemetry in the Inova Health and Vascular Institute...**Dan Goodwin**, MHA '02, serves as Administrator, Cardiology & CV Surgery for Arnett Clinic, Lafayette, IN...**Richa Gupta**, MHA '04, serves as an Associate, Project Management for Hospital Team for Medical Review of North Carolina, Cary, NC... **Julie Howard**, MHA '02, directs physician relations for Bon Secours Memorial Regional Medical Center, Mechanicsville, VA...**Phyllis Benjamin James**, MHA '00, is Project Manager at VHQC, Richmond, VA...**Steven Le Moine**, MHA '04, is Director of Community Development/Outreach for Presbyterian/St. Luke's Medical Center, Denver, CO...**Catherine Marlow**, MHA '02, and husband, Mac welcomed their second child, Olivia Grace Marlow... **Kim Marsh**, MHA '02, is Assistant Director, Medical Record Department for Lenox Hill Hospital, New York, NY...**Scott McIntyre**, MHA '00, is Chief Executive Office for Health Management Associates—Lee Regional Medical Center, Pennington Gap, VA...**Brad Mitchell**, MHA '00, is Pharmacy Administrative Manager for NC Baptist Hospital, Winston Salem, NC...**Michael Morrical**, MHA '02, is Associate Executive Director for Sandhills Regional Medical Center, Hamlet, NC...**Jennifer Neblett Seiden**, MHA '00, is Director of Community Wellness, IVNA Home Healthcare Richmond, VA...**Lawrence Patrick**, MHA, '00, is General Manager for

2000s continued)

Johns Hopkins, Singapore...**John Phillips**, MHA '01, is Assistant Administrator for Georgetown Community Hospital/LifePoint Hospitals, Inc, Georgetown, KY...**Ariana Randolph**, MHA '04, serves as Operations Manager for Virginia Beach Pediatric Center, Virginia Beach, VA...**Brent Rawlings**, MHA/JD '04, passed the Virginia Bar Exam and was admitted to the Virginia State Bar on November 1, 2004. He is an associate attorney with Hancock, Daniel, Johnson and Nagle in Richmond, Virginia. Brent and his wife, Alexis, welcomed a daughter, Amelia Maree, on August 16, 2004...**Michelle Rogers**, MHA '04, serves as Director of Administrative Operations for Virginia Urology, Richmond, VA...**Susan Roman**, MHA '01, is CEO of Morgan County ARH Hospital, West Liberty, KY...**Karen Shiner**, MSHA '04, is Operations Manager for Dominion Health Group, LLC, South Boston, VA...**Emily Greenstreet Towey**, MHA/JD '01, is practicing health care law at Hancock, Daniel, Johnson & Nagle...**Eric Walker**, MSHA '03, is Program Manager for Anthem Southeast, Richmond, VA...**James (Jim) Yolch**, MHS '02, serves as Director—Mayo Family Clinic.

1990s

Bill Berthrong, MHA '94, is Hospital Preparedness Coordinator for the Virginia Department of Health, Richmond, VA...**Myde Boles**, Ph.D. '94, is with Program Design and Evaluation Services, Research and Evaluation, Portland, OR...**Alison Croke**, MHA '99, is Senior Project Manager for Neighborhood Health Plan of RI, Providence, Rhode Island...**Tom Fagan**, MHA '92, serves as Senior Director, Pharmaceutical Services for Caremark Rx, Inc., Scottsdale, AZ...**Ron Galonsky**, MHA '92, serves as Senior Vice President for Centra Health, Lynchburg, VA...**Katina Goodwyn**, MHA '97, is Pharmacy Contract manager for Department of Medical assistance Services, Richmond, VA...**David Gross**, MHA '90, is with Symbion, Duncanville, TX...**Robert Hitchcock**, MHA '95, is Senior Regional Vice President, Products—Upper Midwest for Humana Inc...**Lisa Johnson**, MHA '94, retired as Lt. Col. From the airforce on August 1, 2004...**Danny L. Jones, Jr**, MHA '94, is CEO of Independence Regional Health Center/Medical Center of Independence, Independence, MO...**Thurston King, II**, MSHA '99, is CEO of HealthOne Clinic Services, Englewood, CO...**Allyson**

Alumni/ae News (continued)

Alumni/ae Updates (continued)

1990s (continued)

Armstrong Mason, MHA '97, and husband, Mark, welcomed daughter, Henley Noel on July 17, 2004. Allyson is Vice President of Human Resources for St. Joseph's Hospital, Parkersburg, WV...**Jeffrey Matton**, MHA '98, is Vice President of Professional Services for Washington Hospital Center, Millersville, MD...**James Meyers**, MHA '92, is Executive Director, VA/DoD Health Services Research Center, Travis AFB, CA...**Todd McGovern**, MHA '97, is Marketing Director for Inova Fair Oaks Hospital and was quoted in the September 13, 2004 Wall Street Journal on-line article, Hospitals Wire Patients to Net in Bed to Boost Service, Revenue, about the "Get Well Network" service that the hospital will soon be providing to patients...**Abby Miller**, MHA '97, is a consultant providing services to two drug research companies. She resides in Charlotte, NC...**Melissa Miles**, MHA '97, serves as Medicaid Outreach & Marketing Manager for Anthem HealthKeepers Plus, Richmond, VA...**Paul Miller**, MHA '92, serves as Director of Operations for Atlantic Orthopaedic Specialists, Virginia Beach, VA...**John "Jack" Morana**, MSHA '97, recently became the Administrator/CEO for Columbia Cardiology Associates, P.C., Columbia, GA. He also completed his thesis and has advanced to Fellow status in the American College of Healthcare Executives and is now Board Certified in Healthcare Management...**Kevin Myer**, MSHA '95, is Executive Director of LifeNet's organ procurement division...**Allison Auckland Rogers**, MHA '97, family welcomed Blake Thrasher Rogers, on February 8, 2004...**Sherri A. Ritchie**, MSHA '99, serves as Operations Manager for Anthem Blue Cross and Blue Shield, Richmond, VA...**Curtis Skolnick**, MHA '92, is a Senior Consultant with KIMK Group, LLC, Richmond, VA...**Greg Taylor**, MSHA '94, currently is Chief Medical Officer for High Point Regional Health System, High Point, NC...**Ed Williford**, MHA '96, is Senior Business Consultant for HealthCare Business Solutions, Raleigh, NC... **Joanne Wilson**, MSHA '91, is with Aeries International, Maple Shade, NJ.

Alumni/ae Updates

Please send your 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!

1980s

Leo Brideau, MHA '80, is President/CEO of Columbia St. Mary's Health System, Milwaukee, WI. He recently published an article on capacity management in the journal *Frontiers*...**Terri Edwards**, MHA '84, is a chapter author of a book, *Essentials of Physician Practice Management*, published by Jossey-Bass. (an imprint of Wiley publications, 2004 First Edition; Terri is the author of Chapter 6 "Monitoring Financial Performance" and also was a contributor in case studies in other parts of the book)...**Benjamin Vincent**, MHA '89, is Administrator of Braxton County Memorial Hospital, Gassaway, WV.

1970s

Dick Clark, MHA '76, is a Project Manager for Hospital Management Consulting, LLC, Asheville, NC...**David Dunham**, MHA '76, is President of Mercy Medical Center, Merced, CA...**Don Holl**, MHA '74, is now CEO of Miners' Colfax Medical Center, Raton, New Mexico...**Jeffrey Holland**, MHA '76, is CEO of West Houston Medical Center, Houston, TX...**Caroline Martin**, MHA '78, has a new business, Nurse Works, Inc., which is a consulting company advancing the art of nursing...**Steve Montgomery**, MHA '75, recently became Vice President of Operations at Mary Immaculate Hospital, Newport News, VA.

1960

Paul Gross, MHA '64, served as a panelist for Winston Salem State University's School of Health Science's conference, "Faces of a Healthy Future National Conference to End Health Disparities," discussion held on September 27-29, 2004...**Gerald Landis**, MHA '67, is retired and living in Richmond, VA...**Polahar Robert**, MHA '76, is President of Wellmont Lonesome Pine Hospital, Big Stone Gap, VA.

Do you recognize this man?

It's Warren Betts, MHA '59! We lost contact with Warren over the years, but recently relocated Mr. Betts through alumni/ae searches conducted by the Department this last summer. Upon receipt of the Summer 2004 Cardwell Comments, Mr. Betts wrote in... "Since I retired from BJC Healthcare in 1994,



I have been busy doing active volunteer work at Shriners Hospitals in St. Louis, and at Epworth Children and Family Services in Webster Groves, MO. In my spare time, I perform in parades, at special events and at parties as "Buttons the Clown."

HAD Program News



Ph.D. News

December Graduate

Mei Zhao successfully defended her dissertation, *Hospital Finances, Staffing Decisions, and Patient Outcomes: A Panel Study*; chaired by Dr. Gloria Bazzoli, on July 28, 2004. See pictures below. She accepted a position as an assistant professor with the Health Administration Program's College of Health at the University of North Florida. Mei returned to campus to receive her diploma at the University's commencement on December 11.



Above l to r: Mei Zhao (center) and her dissertation Committee: Drs. Bazzoli, Clement, McCue, and Harless.
Left: Dr. Barker, Hsueh-Fen Chen, Dr. Hurley, Praveen Myneni, Askar Chukmaitov, Dr. Bazzoli, and Mei Zhao.

Mei, along with Dr. Hurley and **Henry Carretta** (ABD), had an article, "Sole hospital commitment to health promotion and disease prevention (HPDP) services: Does ownership matter?", published in the Journal of Health and Human Services Administration (J Health Hum Serv Adm. 2003 Summer: 26(1):93-118).

Current Student News

Henry Carretta (ABD) presented at the American Public Health Association meeting in Washington, D.C. on Nov 7-10. His topic was "Macro determinants of asthma hospitalization: Using a geographic information system to visualize relationships." Henry also, with others, co-authored on two other oral presentations at the same conference: "Issues in recognizing and treating childhood overweight: Physicians report" and "Primary Care Service Areas: A new tool for evaluation and policy." He had a short article, "A Community-Based Program to Prevent Hospitalization of Children with Asthma", published in the May issue of *Public Health GIS News and Information*...**Askar Chukmaitov** successfully defended his dissertation proposal "Variations in Quality Outcomes Among Hospitals in Different Types of Health System, 1995-2000" on October 18, 2004...Doctoral student, **Mitch Harris** is co-author on a study: Sedman A, Harris II JM, Schulz K, Schwalenstocker E, Remus D, Scanlon M, Bahl V. Relevance of the Agency for Healthcare Research and Quality Patient Safety Indicators for Children's Hospitals. *Pediatrics*. 2005;115:135-145. A new study published in the January 2005 issue of the journal *Pediatrics* explores the utility and potential inadequacies of a publicly available patient safety tool --the AHRQ Patient Safety Indicators (PSIs)--when that tool is applied to children...**Pam Spain** (ABD) was awarded a dissertation grant from the Agency for Healthcare Resource and Quality (AHRQ), for her dissertation entitled "Institutional Factors Related to Hospital Organ Donation Rates."

Graduates News

Nicholas (Nick) Coppola (Ph.D. 03) was recently appointed to a four year term as a member of the Board for AMSUS—The Association of Military Surgeons of the US. Also, The Baylor University Graduate Program recently announced that Nick was selected for their "2003 Researcher of the Year" award...**John Cotter** (Ph.D. 96) was appointed Director of VCU's School of Allied Health Professions' distance learning Ph.D. program...**Jami DelliFraine**, 2004 May graduate, was awarded the Health Care Management Division's Award for Best Paper Based on a Dissertation. Our program graduates have won this award for the past two years.

Program News (continued)

MHA News

MHA Class of 2006 Continues its Philanthropic Activities

By Aryana Palmer, MHA '06

The MHA Class of 2006 is raising money to provide the Department of Health Administration with a generous class gift upon their graduation, an endowed award of at least \$10,000, the minimum dollar amount needed to establish an endowment.

To reach this monetary target, the class has engaged in numerous fundraising initiatives this year and last, including raffles, and T-shirt and photo album sales. This last semester, the class held two car wash fundraisers at Henrico Doctors' Hospital Forest Campus (HDH). For the first car wash on August 27, 2004, the classmates washed approximately 130 cars, and HDH donated \$3,500 to the class. The second car wash, on October 22, 2004, the classmates washed 150 cars, and HDH donating an additional \$2,500. The MHA Class of 2006 thanks HDH and **Patrick Farrell** (MHA '91), CEO of HDH, for their continued support of the Department, and for its assistance in helping the class continue to work towards its fundraising goal.

The MHA Class of 2006 is following the recent philanthropic initiatives of other classes, such as the MHA Class of 2003 and the MHA Class of 2005, in their efforts to start a tradition of giving back to the Department in the way of giving toward an endowment. The MHA Class of 2006, like the MHA Class of 2005 last year, most recently spent two evenings calling alumni/ae during our alumni/ae phone-a-thon held November 8 & 9, 2004. The classmates reached many alumni/ae, and 57 alumni/ae made pledges for the Department's 2004-2005 Annual Fundraising Campaign. The MHA '05 and '06 classes have also established an Alumni/ae Student Committee and this committee coordinates student assistance for alumni/ae looking for student help. If you'd like student assistance, say at a job fair or health fair or for a project, please contact **Eric Dalton** (MHA '06) at daltonew@vcu.edu.



Angie Tucker (MHA 06), Stephen Mick, Aryana Palmer (MHA 06), Ken White (PhD 96), Steve Lindsey, Matt Mathias (MHA 05), Pat Farrell.

Program News (continued)

MHA News

Briefly

Information Seminars

The MHA Program held two successful information seminars with an attendance of sixty interested applicants.

Graduate School Recruitment

Program representatives attended graduate school recruitment fairs at Virginia Tech, William and Mary, UVA, and VCU.

Preceptors Days

Two MHA preceptors days were held with excellent attendance and interest in our students.

Admission Committee

The MHA Admission committee held its first meeting with five alumni/ae on board. Attending were: **Robin Scott** ('03), **Jerry Landis** ('67), **Steve Gravely** ('80), **Kevin Fergusson** ('95), and **Bill Gregory** ('73).

Three MHA Students Competed in the NAHSE Fox Case Competition in Orlando

Three second year students, **Teesha Boyd**, **Camille Fisher**, and **Deanna Lee** competed in the NAHSE Fox Case Competition in Orlando, Florida (underwritten by Baptist Health, Jacksonville, Florida). Thanks to **Hugh Greene**, MHA '84, President/CEO, Baptist Health in Jacksonville, for their gracious support.

The American College of Medical Practice Executives' Scholarship Award

Teesha Boyd, MHA '06, was named the 2004 Richard L. Davis, FACMPE Barbara B. Watson, FACMPE National Scholar.

ACHE Advancement Information Session

On Friday September 17, 2004 the VCU American College of Healthcare Executives Student Association (ACHESA) held an ACHE Advancement Information Session. With 45 people in attendance from around the state, the session was organized as an opportunity for ACHE members to get some tips and information on how to advance to Diplomate and Fellow. The session was presented by Dr. Kenneth White, who currently serves on the Board of Governors of the American College of Healthcare Executives and is Associate Professor and Director of the Graduate Program in Health Administration at VCU.

Dr. White presented a morning session devoted towards those individuals advancing to Diplomate as well as an afternoon session focusing on advancing to Fellow. The event raised approximately \$2000 towards the chapter's annual medical charity donation. The event was graciously sponsored by Central Virginia Healthcare Executive Group and Henrico Doctors Hospital who provided the breakfast and lunch. The event was a huge success and the chapter would like to thank Dr. White, our sponsors, and all of those in attendance for their support.

MSHA News

Briefly

New Students

Twenty-four new MSHA students joined the Department this July and five more started in the Program this December. (See lists on page 15 & 16).

Information Session

The Program held a successful information session at the Grant House in October. Our thanks to Adrian Amedia (MSHA '05), Angela Harvell-Moore (MSHA '06) and Peggy Clifton (MSHA '03) for attending the session to speak with those interested in the Program.

An information session is planned in Roanoke in January. Details will be posted on our web site. If you know of someone who would be a good candidate for the Program, please direct them to the session or to us directly.

Our thanks to all our alumni/ae for referring potential candidates to the program and for sharing information about the Program with so many.

Program News—MSHA (continued)

**Professional MSHA Students
Starting July 2004**

Allison M. Agarwal
University Hospital Clarian Health Partners
Indianapolis, IN

Holly P. Barlow
Bon Secours Richmond Health System
Richmond, VA

Sandra S. Burns
Potomac Hospital
Woodbridge, VA

Catherine M. Crews
Sheltering Arms Physical Rehab Hospital
Richmond, VA

Tanya M. Dempsey
VCU Medical Center
Richmond, VA

Mary W. Freedlander
Henrico Doctors' Hospital
Richmond, VA

Kelly R. Gates
University of Virginia Medical Center
Charlottesville, VA

Sharon R. Gibbs
VCU Medical Center
Richmond, VA

David A. Goodwin
Naval Medical Center
Portsmouth, VA

Kathleen F. Goodwin
HCA – The Healthcare Company
Richmond, VA

Angela C. Harvell-Moore
Southside Virginia Training Center
Petersburg, VA

Edward G. Heckler
Riverside Regional Medical Center
Newport News, VA

Christine Jones
VCU Medical Center
Richmond, VA

Jill M. Kennedy
Memorial Regional Medical Center
Mechanicsville, VA

Richard P. Lee
VCU Medical Center
Richmond, VA

Ryan A. Malocha
Massachusetts General Hospital Partners Healthcare
Boston, MA

Karen G. Mealy
VCU Medical Center
Richmond, VA

Rebecca R. Neubert
University of Virginia Medical Center
Charlottesville, VA

Brian J. Reynolds
U.S. Navy Medical Center
Newport News, VA

Thresa H. Simon
Poplar Springs Hospital
Petersburg, VA

Kenneth W. Waller
Hampton Veterans Affairs Medical Center
Hampton, VA

Alicia K. Walsh
Neoforma, Inc.
Mechanicsville, VA

Dianne H. Weimer
Bon Secours Memorial Regional Hospital
Mechanicsville, VA

Douglas A. Zehner
North Suburban Medical Center
Denver, CO

Program News (continued)

MSHA News (continued)

**Professional MSHA Students
Starting December 2004**

Laura G. Hennum
Glen Allen, VA

Emily F. Keyes
Bon Secours Health System
Richmond, VA

Michelle E. Mudge
Guidant Corporation
Richmond, VA

Rashan L. Stephens
Virginia Blood Services
Richmond, VA

Carrie L. Sutherland
Portfolio Recovery Associates, Inc.
Norfolk, VA

**Doctoral Program in Health Related Sciences
School of Allied Health Professions**

Diana G. Venskus entered the School's on-line Ph.D. program through the physical therapy track, but actually did her dissertation on nursing home staffing with Dr. Thomas Wan as her Dissertation Committee Chair. The title of her dissertation was "Nursing Home Staffing Adequacy, Rehabilitation Orientation and Quality." She graduated in May 2003.

The program now has three graduates (others were listed in the July 2004 newsletter).

**HCA Scholarship for Emerging Healthcare Leaders
Luncheon**



Seated: Marilyn Tavenner (HCA President, Outpatient Services Group), Steve Lindsey, Stephen Mick. Standing: Ryan Moon (MHA 07), Margaret Lewis (HCA President, Central Atlantic Division), Pat Farrell (CEO, HDH), Emily Tafel (MHA 07), Aryana Palmer (MHA 06), Paul Baldwin (CEO, Retreat Hospital), Deanna Lee (MHA 06), James Thweatt (CEO, Lewis-Gale).

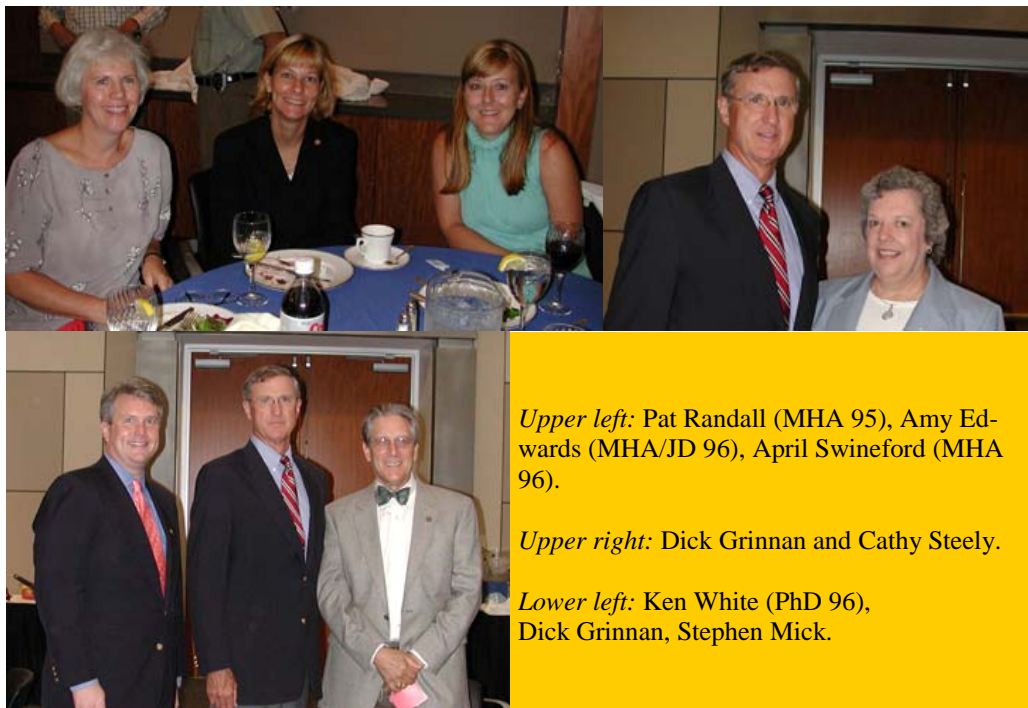
Department News

The Department and Anthem Celebrate 25 Years

On August 2, 2005, representatives from the Department and Anthem gathered together at the new Anthem Southeast Norwood Davis building on Staples Mill Road in Richmond to celebrate their 25 years of partnership in teaching and developing new generations of healthcare managers and leaders. This 25-year partnership has included 16 residents or interns, 5 preceptors, and a number of residents and interns that went on to work for Blue Cross and Blue Shield, Trigon, and Anthem. The first resident was Steve Gravely (MHA '80) under Norwood Davis, the then Executive Vice President of Blue Cross.

Some of the alumni/ae residents and interns in attendance are currently employed by Anthem, like **Jay Outland** (MHA 93), **April Swineford** (MHA 96), **David Blankenship** (MHA 91), **Sherri Ritchie** (MSHA 99), **Chris Stark** (MHA 02), **Ed Im** (MHA 99), **David Buchsbaum**, MD (MSHA 91), **Eric Walker** (MSHA 03), and **Yujie Shan** (MHA 03), as was our newest Anthem resident, **Jon Macklin** (MHA '05). Other alums and former residents or interns, such as **Amy Edwards** (MHA/JD 96) and **Patricia Randall** (MHA 1995) also came back to Anthem to celebrate the partnership, and also to say thank you to Dr. Richardson "Dick" Grinnan, upon his retirement. Dick is a graduate of the VCU/MCV School of Medicine and long time Department supporter and preceptor. Also in attendance were Thomas Snead, President, Anthem Southeast and VCU School of Business graduate, and preceptors Dr. Jay Schukman and Cathy Steely.

Many thanks are extended to April, Cathy, and Dr. Schukman at Anthem for their assistance putting this luncheon together. Many thanks are also extended to Anthem because this partnership has been much more than the resident-preceptor experiences. It has also been about diverse support and assistance for each other -- through guest lectures from Anthem managers and leaders, through Anthem hiring student workers and project assistants, through Anthem case study opportunities, and through the rich professional exchange that occurs through networking at Grant House events such as Oral Seminars, Preceptor's Days, alumni events, and the like. The Department looks forward to continued partnership in the upcoming years.



Upper left: Pat Randall (MHA 95), Amy Edwards (MHA/JD 96), April Swineford (MHA 96).

Upper right: Dick Grinnan and Cathy Steely.

Lower left: Ken White (PhD 96), Dick Grinnan, Stephen Mick.

Department News (continued)

Dr. Dolores G. Clement Returns to HAD

Effective November 2004, Dr. Dolores Clement will return to the Department faculty full-time as a Professor. For the last seven years, Dr. Clement also served as Associate Dean in the School of Allied Health Professions, and she was also the Director of the Ph.D. Program in Health Related Sciences. Dr. Clement specializes in health care policy and administration, the management of information for complex health care organizations, distant learning in higher education and international health care. Her research interests are in the areas of diffusion, growth, and survival among alternative health care organizations, satisfaction and access to care in Medicare managed care, and the use of alternative payment strategies by Medicare. Dr. Clement has a joint appointment in the School of Medicine, Department of Preventive Medicine and Community Health, and previously served as Director of the Professional Graduate Programs. Dr. Clement received her Dr.P.H. in health policy and administration from the University of California, Berkeley, her M.S. in health systems management from Rush University, and her M.A. in international affairs from Ohio University.



Dr. Cathy J. Bradley Joins HAD Faculty



Effective March 2005, Dr. Cathy Bradley will join the Department faculty as a Professor, having a joint appointment with the Massey Cancer Center, Virginia Commonwealth University Medical Center. Dr. Bradley is a health economist and her primary research focus has been on health outcomes with regard to cancer and its treatment. Within this broad area, she addresses research topics related to disparities in cancer care and survival among low-income populations, specifically those insured by Medicaid. Her published manuscripts describing disparities with regard to race and socioeconomic status has received national press attention. Dr. Bradley received her Ph.D. in health policy and administration with a minor in economics from the University of North Carolina at Chapel Hill, a Master's in Public Administration from the University of North Carolina, and a B.A. from Old Dominion University. She comes to VCU from Michigan State University where she was an Associate Professor of Health Economics in the Health Services Research Division. Before this, she was Section Head of Worldwide Pharmacoeconomics at Procter & Gamble.

Dr. Kelly Devers Joins HAD Faculty

Effective July 2004, Dr. Kelly Devers joined the Department faculty as an Associate Professor. Dr. Devers conducts research on a wide range of organization and policy issues. Her recent research has focused on hospitals' and medical groups' response to changing market and policy forces and their impact on cost and quality and patient safety. She also is an expert in qualitative and mixed research methods. Currently, she is a co-investigator on a congressionally mandated study conducted through the Center for Medicare and Medicaid Services (CMS) on physician-owned specialty hospitals and an Agency for Healthcare Research and Quality (AHRQ) funded project examining physician office-based supports to improve smoking cessation counseling. She also serves as task leader on an AHRQ funded H-CAHPS project on physician-patient communication about hospital quality data and its implications for hospital referral and choice. Dr. Devers has published widely in major health services research and policy journals and served as guest editor of *Health Services Research*, edited a book on managed care, and is currently co-authoring a textbook on mixed methods research. She also is a temporary member of the Health Services Organization and Delivery (HSOD) study section, National Institute of Health (NIH). Dr. Devers teaches courses in health care organization theory and in quality and patient safety. She holds a joint appointment in the VCU School of Medicine, Department of Family Practice. Dr. Devers received her Ph.D. in sociology from Northwestern University.



Department News (continued)

HAD Goes to the Medical Group Management Association 2004 Annual Conference

The Department displayed at Booth #1132 at the Medical Group Management Association (MGMA) 2004 Annual Conference held in San Francisco, CA, October 2-6, 2004. Alumni/ae attending the conference and stopping by the booth included **Phil Beauchene** (MHA 84), **Sara Larch** (MSHA 92), **Alan McMurray** (MSHA 93), **Bob Miller** (MHA 87), **Paul Miller** (MHA 92), **Doug Neely** (MHA 96), **Pat Randall** (MHA 95), **Lucien Roberts** (MHA 87), **Michelle Rogers** (MHA 04), **Matt Scott** (MHA 00), **Karin Shiner** (MSHA 04), and **Todd VandeHey** (MHA 76), and **Melissa Zediker** (MHA'96). Faculty and staff in attendance included Dolores Clement, Jan Clement, and Amy Edwards (MHA/JD 96).

Jan Clement moderated a panel discussion entitled "Unique Challenges in Managing the Medical Practice: What You Need to Know, How You Need to Grow", and Sara Larch was a panelist. Sara also moderated two panel discussions entitled "Improve Your Revenue Cycle: Five Key Steps" and "Women Leaders: Tapping into Your True Potential" and led two preconference programs, "Operational Effectiveness – Top 10 Strategies" and "Reimbursement – Diagnosing Your Performance". MGMA sponsored a Meet the Author book signing, where Sara was on hand to sign copies of her book, *The Physician Billing Process Avoiding Potholes in the Road to Getting Paid*, coauthored by Deborah L. Walker and Elizabeth W. Woodcock, published in 2004 by MGMA. Sara has provided the MSHA Program a copy of this book as a gift. Finally, Lucien Roberts facilitated two panel discussions, "Launching Your Career in Medical Practice Management: Essentials for Students" and "The Feasibility and Profitability of Neuroscience Product Lines."



Above: Sara Larch (MSHA 92) signing her book.



Right: Dolores Clement, Karen Shiner (MSHA 04), Amy Edwards (MHA/JD 96), Jan Clement, Sara Larch (MSHA 92), and Rukiya Wongus (MHA 05).

Department News (continued)

Jacqueline Zinn, Ph.D. Visits the Department

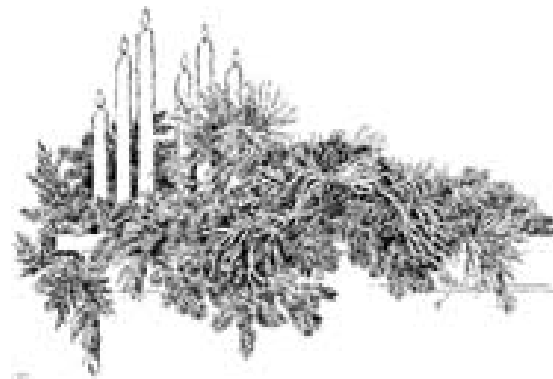
The Department of Health Administration was pleased that Jacqueline “Jackie” Zinn, Ph.D., came to the MCV Alumni/ae House November 4-5, 2004 to be the guest lecturer at the Paul A. Gross Distinguished Lecture series. Dr. Zinn is a Professor of Health Care Management from Temple University and is a nationally known expert on the organization and financing of long term care. During her stay, Dr. Zinn met with faculty, doctoral students and invited guests, and presented her lecture entitled "Driven to Tiers: Disparities in the Quality of Nursing Home Care."

Dr. Zinn joined the Fox School at Temple University in Philadelphia, Pennsylvania after a successful career as a hospital administrator at Temple University Hospital and The Hospital of the University of Pennsylvania. At Temple, Dr. Zinn teaches both undergraduates and graduate students in healthcare, strategic management and business policies.

Dr. Zinn is the 1996 recipient of the John D. Thompson Prize for research achievement, the 1997 co-recipient of a Robert Wood Johnson Clinical Investigator Award, and the recipient of the 2000 Andrisani-Frank Award for Excellence in Teaching. She has over fifty peer-reviewed research articles and eighty scientific presentations examining the influence of market competition and organization characteristics on quality and access in health care settings, comparing severity adjusted outcomes of care.

The Department thanks Dr. Zinn for her visit and is honored that she came to Richmond to share her expertise.

Seasons Greetings



Department of Health Administration
Virginia Commonwealth University
PO Box 980203
Richmond, Virginia 23298
804.828-9466

Editor: Amy Edwards
aedwards@vcu.edu or 804.828-8662

Co-editor: Bev DeShazo
bdeshazo@hsc.vcu.edu or 804.828-5220
