The amazing U.S. economy is producing more choices than ever for young people in their 20s and 30s. It is changing career plans, raising questions about going back to school for a graduate degree, and sparking a new round of debate about the best type of degree for a successful career in healthcare.

The department’s vision is to be elevated to premier status in the US and we are addressing the new trends through differentiation. In all of our activities we are emphasizing our strengths in management, organization, financing, function, and performance of health care systems.

In education, we strive to impart the knowledge, skills, and values essential to success as a future healthcare executive, educator, or researcher. The graduates of the masters programs should be known for superior organizational understanding and executive skills. Our doctoral program graduates should be known for the application of organizational theory to health services research. Our research is focused on system change and performance measurement.

Our customer mix is diversified. For the traditional masters degree, the freestanding hospital was our strength for nearly 35 years, but for the past years we have placed graduates in health systems, physician organizations, and insurers. In the past few years, we have even seen examples of placements in biomedical services and supply companies, and we believe this could be a growth area. Since 1994, around 2/3 of residents have been placed in hospital or health systems, 13 percent are academic health centers. Nearly 50 percent were placed out of state, and in the last three years one-fourth were placed in highly competitive national fellowships under ACHE auspices. The number with alumni/ae preceptors has grown from 38 percent to 50 percent.

For the executive program, we increasingly recruit and place leaders in management of clinical affairs. The two current classes in the Executive program come almost equally from managed care (28 percent), academic medical centers (24 percent), hospital and health systems (21 percent) and physician practice plans (18 percent). Another 9 percent are employed at various other types of settings. (continued on page 5)
Ph.D. Publications (continued)
Real Effect of Prior Utilization on Subsequent Utilization,” in Research in Sociology of Health Care 17:2235-2247.

Michael J. McCue, D.B.A., Director, Ph.D. Program

MHA/MSHA News

MHA Class of 2001

“There is a loftier ambition than merely to stand high in the world. It is to stoop down and lift mankind a little higher”

Henry Van Dyke

The MHA Class of 2001 adopted this quote that emulates our mission to serve. We are dedicated to a mission of continuous commitment to teamwork, professionalism, education, and community service. We have committed ourselves to serving each other and others through our leadership roles in the class and through our participation in community service projects and activities. The MHA Class of 2001 and our student ACHE chapter have raised over $2000 for community service projects over the past two years. Through such efforts as the Salvation Army Angel Tree project, a Valentine’s dance for the elderly, fundraisers to fight heart disease and diabetes, blood drives, and can food drives, we have been able to impact the Richmond community.

In addition to community service, we have excelled academically and professionally. We will extend our mission of servant leadership as we continue our education as residents and beyond as leaders in the health care industry.

MHA Class of 2002

Hectic Time—Full of Hope

This is a hectic time of year for the MHA Class of 2002. Between operations management, finance, and economics, a student has barely enough time to breathe. Yet, we strive on, with hope, that one day we will be as accomplished as the Department’s distinguished alumni.

Remembering the first day, being thrust together in that “one” classroom we have all grown to love—110. We were a group of twenty-six individuals from dissimilar backgrounds with similar goals. There is nothing more dangerous and volatile than a room full of leaders. The concept of “I” soon turned to “we” as we entered the first week of classes. There was wonderment about how would we possibly get through Dr. Jan Clement’s class. The bond has continued to grow into our second semester.

We are coming to the realization that we are, in fact, part of a life-long team that has a rich history.

(continued on page 5)
Program News (continued from page 2)

Alumni and Friends
Contributing Gifts to the Department

Hugh Aaron
Mutasem Abu-Jaber
Charis Acree
Heedoe Ahn
Clifford Anckaitis
Judy Anderson
Kenneth Axtell
Susan Bailey-Black
J.M.H. Banner
James Barnett
Troy Basley
Shirley Butler Bayne
Mary Blackwood
Elizabeth Brennan
Robert Brinker
Mr. and Mrs.
Kenneth Byrd
Karen Cameron
Capital One Financial Corporation
Jeffrey Cucias
Sherwood Covill
Robert Crowder, III
Hugh Davis
Lori Couch Davis
Robert Dendy, Jr.
E.L. Derring
John DiNardi, III
William Downey
Christopher Durrer
Lisa Gerhardt
Mr. and Mrs.
Steven Gravely
William Gravely, Jr.
Wayne Griffith
Robert Hitchcock
Charles Hite
Steven Hoelscher
David Hohl
Nancy Holland
James Hubbell
David Hunsinger
Richard Hudson
Edward Im
William James
Charles Jenkins
Mr. And Mrs.
James Johnson
Jay Johnson
Ronald Joyner
Charles Keaton
Teresa Kenne
Reed Kennedy
Michael Kitchen
Eugene Kramolowsky, II
Lester Lamb
Peter Lambert
John Larson
Samuel Lillard
Alan Markowitz
Jeffrey Matton
Edward McCauley
Denise McCollum
Timothy McCormick
Michael McCue
Maureen McCusty
James McDaniel
G. Bruce McDuffin
Sister Mary Menting
Elizabeth Merwin
Carla Monroe-Posey
Stephen Montgomery
William Moss
Carl Napps
Robert Peck
Joseph Perry, Jr.
Patricia Robertson
Donald Saier
Victoria Saunders
Mr. and Mrs.
Worth Saunders
Richard Schieken
Edward Smith, Jr.
Timothy Stack
Elizabeth Starr
Joseph Stubbs, Jr.
Ronald Sutton
Carol Thomas
Alvin Topham
Theodore Townsend, Jr.
Christie Tso
Mr. and Mrs.
Harris VanBrackle
Leonard Varmette
Alfred Walker, Jr.
Kristy Waters
R. Anne Webber
Barbara Weimerskirch
Raymond Williams, II
Betty Williamson
James Wood

Contributions serve as a vital support to our students and in maintaining state-of-the-art technology.

Alumni/ae Updates

Bryan Dearing (MHA’87) and his wife welcomed their fourth child—July 1999...Ellen MacCall Donlon (HCM’91) serves as Office Manager at UVA-Health Services Foundation, Louisa, Virginia...John Engle, MD (MSHA’93) serves as Associate Director, Grant Family Practice Residency, Whitehall, Ohio...Donna Howe (HCM’87) and her family (including two-year son, Lucas) are anxiously awaiting the birth of a daughter in April. After many rewarding years working in the not-for-profit environment, Donna has decided to be a stay home mom. She states “This new job is far more challenging than anything I have very been paid to do, and I love it!”...Brett Jackson (MHA’95) is Executive Director, Gateway Health Alliance, Danville, Virginia...Brian Jenkins (MHA/ID’97) serves as director, Campbell Alliance Group, Raleigh, North Carolina...Alan Perry (MHA’80) was appointed Director, VA Central California Health Care System in October, 1998...Richard Reif (MHA’71) is President/CEO, Doylestown Hospital, Doylestown, Pennsylvania...Kathi and Worth Saunders (both MHA’93) welcomed their first child—Kelsey Kennedy. Kathi is COO of Americorp in Texas...William Schiff MHA’97 has accepted a position as Director of Operations with Monarch Healthcare in Newport Beach, California...Hanh Trinh (Ph.D.’94) has been promoted to Associate Professor with tenure at the University of Wisconsin-Milwaukee...Jeff Walker (MHA’90) is now CEO of Valiance Health and Shenandoah Shared Hospital.

On the Cover

Eric Silfen, MD, MSHA (’95) appeared on the front cover of the February 21 issue of Modern Healthcare. Can you tell what his sweater logo says? Many other alum have appeared on the cover, but this is the first sporting the alma mater name.

Alumni/ae Spotlight

Sheryl Garland, the Administrative Director for Ambulatory Care, Medical College of Virginia Hospitals and Physicians of Virginia Commonwealth University, is a native Richmonder. She received her undergraduate degree from Wake Forest University (1982) and her M.H.A. degree from the VCU Department of Health Administration (1988). After completing a residency at MCV Hospitals, she held several positions within the VCU/MCV community.

Ms. Garland has received the following awards acknowledging her efforts to enhance outreach services: the ACHE Regent’s Early Career Healthcare Executive Award (1994), the VCU’s Presidential Award for Community Multicultural Enrichment (Administrator Award – 1996), VCU/MCV School of Medicine Dean’s Award for Community Service (1999) and most recently, the YWCA’s Outstanding Woman of the Year 2000 Award in the field of Health/Science.

Ms. Garland is married (16 years) to her best friend, Chris. They have two daughters Christian and Cameran.
Faculty News

Jan Clement was awarded a US Department of Health & Human Services Traineeship Grant.

Stephen Mick received an award from the Bureau of Primary Health Care of the US Department of Health and Human Services to evaluate the impact of the National Health Service Corps on placement of physicians in underserved areas of the nation.


Dr. Ozcan made four trips to Kazakhstan where he and his colleagues are developing new MHA/MPH programs at Kazakhstan School of Public Health. Currently, they are in the training phase of the 28 month long partnership project supported by USAID/AIHA.

Dr. Ozcan visited Beijing, China in August to attend INFORMS'99 meeting where he presented a paper on the performance of Mental Health Centers.

Louis Rossiter attended the HCFO National Advisory Committee meeting in Washington on October 28-29, 1999.

He also presented at the AMA's 26 Annual State Health Legislation meeting in Miami Florida in January, 2000.

Rossiter, with others, published an article, "Factors Associated With Changes in Satisfaction With Care", in the April/May/June 1999 issue of Original Research.

Karen Swisher presented Ground Rounds to the Corpus Christi, Texas Medical Society speaking on the legal issues surrounding breast cancer.

Swisher will also be a keynote speaker at Dartmouth College during its senior symposium in April. Her topic will be legal and bioethical issues for the 21st Century.

Thomas T.H. Wan was appointed to the editorial board of the Chinese Journal of Public Health. With Ismet Sahin, Dr. Wan published an article, "The Determinants of CABG Patients' Outcomes" in Health Care Management Science 2:215-222. He also has an article, Evolving Health Services Administration Education: Keeping Pace with Change appearing in the Journal of Health Administration Education 18(1).

Wan’s appointment with the NIH Study section has been extended for one year.

Dr. Swisher—Ambassador with The People to People Program

Dr. Karen Swisher, serving as an ambassador with the People to People program, traveled to South Africa this past September. The ambassadors were professionals in law, medicine, and psychology and exchanged ideas and research initiatives with South Africa’s government and academic leaders. Two topics discussed were the AIDS epidemic and its psychological impact on the population and the impact of violence on the post apartheid people in South Africa.

Journal Honored

The journal, Health Care Management Science, Editor-in-Chief, Yasar Ozcan, has been accepted for inclusion in Index Medicus and MEDLINE.

HAD Part-time Position Announcement

Director of External Relations

The Department is seeking a Director of External Relations to assist in promoting all three graduate degree programs (MHA, MSHA and Ph.D) to potential applicants and assisting faculty with development of projects that enhance relations with the field. The position requires someone with experience in product development, sales and marketing. Some travel is involved. The position is part-time, without benefits, and could be established as a part-time employee or consultant. Please mail a letter of interest to: Stephen Mick, Ph.D., Chair and Professor, Department of Health Administration, PO Box 980203, MCV Campus, Virginia Commonwealth University, Richmond, VA 23298-0203.

Briefly

Webpage

The Department is presently reviewing its webpages for updating to make program information more accessible through the internet. With this update, inquiries to the Programs would be able to download program materials and university applications via the Department’s home page at www.had.vcu.

New Phone System

Under the direction of Stephen Mick, Chair, the department has incorporated an updated menu driven phone system. The present system enables callers easier access to the Department’s graduate programs, faculty, and staff.

The Department’s main number (804/828-9466) and other numbers will remain the same.

Alumni/ae Directory

Professor Mick has requested that the Department’s Marketing Committee oversee the publication of a printed alumni/ae directory, the first in several years. The publication will give everyone a chance to review their information and correct the information if necessary.

Faculty News (continued)
Positioning the Department  
(continued from page 1)

Our doctoral graduates are placed in top-flight academic and research organizations.
Geographically, our primary service area is the Eastern U.S., but we frequently draw nationally and internationally percent are academic health centers, 10 percent physician practice management, and 7 percent managed care companies.

To continue our effort to well position the department for the future, our objectives for the current year are to continue the excellent pattern of giving from our alumni/ae started last year in conjunction with the 50th anniversary celebration. We also are implementing a new Executive Program schedule that shortens and moves the on-campus portion away from the holidays. New executive and traditional program electives in technology and information systems are now a part of curriculum and being promoted.
**Residency Sites 2000 (continued)**

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<tr>
<th>DeSouza, Jackie</th>
<th>McRae, Colin</th>
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<tr>
<td>Medical Center of Aurora, Denver, CO</td>
<td>West Houston Medical Center, Houston, TX</td>
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<td>Sylvia Young, CEO, and Jeff Dorsey*, Division CEO</td>
<td>Jeff Holland*, CEO</td>
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<td>Bon Secours Hampton Roads Health System, Norfolk, VA</td>
<td>Chesapeake General Hospital, Chesapeake, VA</td>
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<td>Richard Hanson, CEO and David McCombs, EVP</td>
<td>Don Buckley, CEO</td>
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<th>Foster, Jr., Allen</th>
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<td>LifePoint Hospitals, Nashville, TN</td>
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<td>Caroline Martin*, and Gerry Brink*, Division CEO</td>
<td>James Fleetwood, CEO</td>
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<th>Fowler, Katherine</th>
<th>Potter, Steve</th>
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<td>Presbyterian-St. Luke's Medical Center, Denver, CO</td>
<td>Potomac Hospital, Potomac, VA</td>
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<td>Mimi Robeson, CEO and Jeff Dorsey*</td>
<td>Bill Moss*, CEO and Bill Flanagan*</td>
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<th>Gardner, Daniel</th>
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<td>Duke University Medical Center, Durham, NC</td>
<td>Los Robles Medical Center, Thousand Oaks, CA</td>
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<td>Brenda Nevidjohn, COO</td>
<td>Bob Shaw, CEO</td>
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<th>Hayes, Paul</th>
<th>Reed, Erica</th>
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<td>MCV Hospitals of VCU, Richmond, VA</td>
<td>Southside Regional Medical Center, Petersburg, VA</td>
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<td>Donna Katen-Bahensky, COO</td>
<td>David Dunham*, CEO</td>
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<td>Mayo Foundation, Jacksonville, FL</td>
<td>Bon Secours Hampton Roads Health System, Norfolk, VA</td>
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<td>Mike Hattery, Administration</td>
<td>Richard Hanson and David McCombs</td>
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<th>Holdren, J.</th>
<th>Reigle, Benjamin</th>
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<td>Doylestown Hospital, Doylestown, PA</td>
<td>Borgess Health System, Kalamazoo, MI</td>
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<td>Ken Confalone and Richard Reif*, CEO, CCRC</td>
<td>Tim Stack*, CEO and J. Patrick Dyson, Sr. VP</td>
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<th>Houser, Jason</th>
<th>Ritterband, Dawn</th>
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<td>Inova Health System, Fairfax, VA</td>
<td>Martha Jefferson Hospital, Charlottesville, VA</td>
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<td>Don Harris, Assistant V.P. H/HS</td>
<td>James Haden, CEO</td>
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<th>Hunt, Kimberly</th>
<th>Roman, Susan</th>
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<td>Medcorp Health System, Fredericksburg, VA</td>
<td>Henrico Doctors' Hospital, Richmond, VA</td>
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<td>Fred Rankin, III, CEO</td>
<td>Pat Farrell*, CEO</td>
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<th>Jackson, Jennifer</th>
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<td>Mass General Hospital Boston, MA</td>
<td>West End Orthopaedics</td>
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<td>Maryanne Spicer, Associate Director of Fellowships</td>
<td>Richmond, VA</td>
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<th>Johnson, Bryan</th>
<th>Tinker, William</th>
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<td>Novant Health Charlotte, NC</td>
<td>McGuire V.A. Medical Center, Richmond, VA</td>
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<td>Thomas R. Revels, President/CEO</td>
<td>Betty Bolin and Dr. Karen Sanders</td>
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* MHA/MSHA alumni/ae