

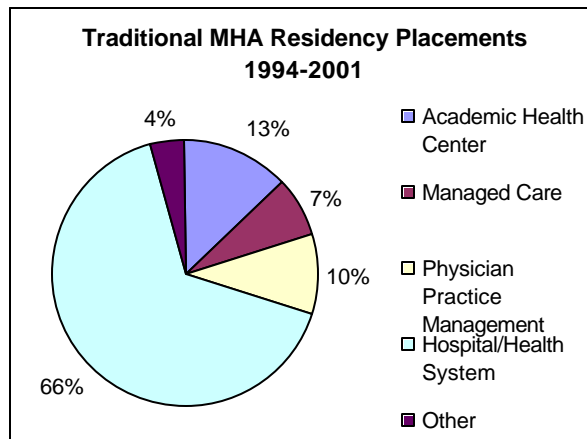
Positioning the Department

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 operational 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)

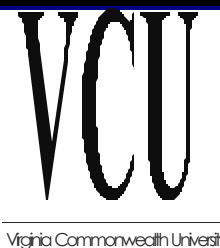
Cardwell Comments, the alumni/ae newsletter, is a publication of the Department of Health Administration, Virginia Commonwealth University.

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In This Issue

- Page 1 Positioning the Department
- Page 2 Program News
- Page 3 Alumni/ae Updates and Spotlight, Contributions
- Page 4 Faculty News/Briefly
- Page 5-6 Resident Sites (insert)



Virginia Commonwealth University is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability.

Program News

Ph.D. News

Final Defenses

The following have successfully defended their dissertations: **Debra Draper**, *Determinants of Health Maintenance Organization Entry Into Medicaid Managed Care: A Resource Dependence Perspective*; **Shyuemeng Luu**, *The Determinants of Post-discharge Healthcare Utilization and Outcomes for Veterans with Post Traumatic Stress Disorders (PTSD): A Social Ecological Perspective*; **Hacer Ozgen**, *Technical Efficiency in Producing Renal Dialysis: What are the Roles of Market Structure and Facility Conduct?*

Seminars

The first Ph.D. Spring seminar was held on January 13 and featured Dr. Dolores Clement, Associate Dean, School of Allied Health Professions. Dr. Clement spoke on syllabus development. The second seminar, featuring Dr. Diane Dodd-McCue, was held on February 17. Dr. McCue spoke on case group. Three additional seminars are planned.

Webpage

The Ph.D. webpage is being updated. If you do not have an alumni bio included on the webpage and want one inserted, please send your information to bdeshazo@hsc.vcu.edu. If your current bio needs to be updated, send updates to Bev.

Publications

Doctoral candidate, **Debra Draper**, with Ph.D. student, **Irme Solti**, and HAD faculty member, Dr. Yasar Ozcan, published an article, "Characteristics of Health Maintenance Organizations and their Influence on Efficiency", in *Health Services Management Research* (12: 1-17)1999.

Jin Chern, Ph.D. alum with HAD faculty members Lou Rossiter and Thomas Wan published an article, "Examining the



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.

"There is nothing more dangerous and volatile than a room full of leaders." (unknown)

(continued on page 5)

Program News (continued from page 2)

Alumni and Friends Contributing Gifts to the Department

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



Sheryl Garland
Photo by: Tom Schudel

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.

Yasar Ozcan with **James Begun** and M.M. McKinney had an article, "Benchmarking Organ Procurement Organizations (OPOs): A National Study", published in *Health Services Research*, (34(4): 853-872), 1999.

Dr. Ozcan made four trips to Kazakstan where he and his colleagues are developing new MHA/MPH programs at Kazakstan 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 AM A'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). ➔

Faculty News (continued)

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.

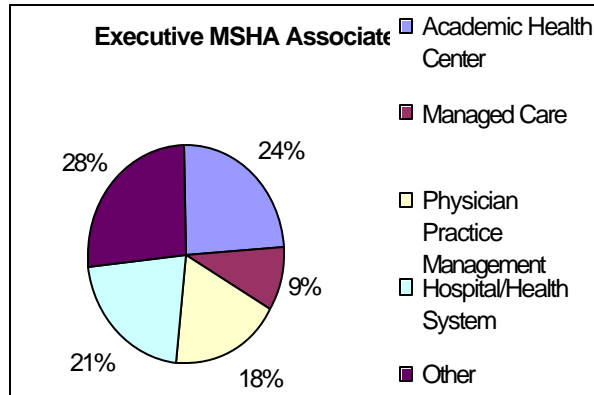
The Department's main number (804/828-9466) and other numbers will remain the same.

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. ■

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. ■

MHA/MSHANews

(continued from page 2)

Our vision is that we can establish a commitment to the class and the university that transcends geographic factors and professional aspirations. A time may come when I need a helping hand, but the thought of the relationships that I am now establishing makes the notion much less intimidating.

Submitted by: MHA Class Presidents
Willis Gee (2002) and *Jackie DeSouza* (2001)

News - - Professional Graduate Programs

The MSHA Program associates joined us from December 27 through January 8 to end the previous semester and begin a new one. We are preparing for the Graduation Recognition Ceremony for the MSHA Class of 2000 on Saturday, June 10.

The MHA Class of 2000 will return to campus on March 23 and 24 for their oral comprehensives and spring seminar. They will graduate on May 13.

The members of the 2001 MHA Class have all selected their administrative residency sites (listed below). The ACHE selected Dawn Ritterband, from the Class of 2001, as the first place winner of the Hill-Rom essay contest for graduate students. She will receive this award during the ACHE Congress in Chicago, as well as presenting the paper, "Disease Management: Old Wine In New Bottles?". In addition, our ACHE Student Chapter will be presented one of the student chapter of the year awards.

As typical this time of year, our admissions committees are now meeting and considering applications for the new classes. We appreciate the alumni support in identifying good candidates and recommending them to us. Your support continues to ensure the Program's strong reputation.

Jan P. Clement, Ph.D.
 Associate Professor/Director, Graduate Programs

Residency Sites 2000

The following information gives the student's name, the residency site/location, the preceptor/title. The asterisk identifies a preceptor as a Department graduate.

Accashian, Chris
 Wake Forest University Baptist Medical Center
 Winston-Salem, NC
 Michael Freeman, Strategic Planning

Blumberg, Lesley
 JFK Medical Center
 Miami, FL
 Phil Robinson, CEO

McCorkle, M.L.
 NCRIC, Washington, D.C.
 Steve Fargis*

McGee, Jennifer
 Lewis Gale Medical Center, Roanoke, VA
 Bill Downey*, CEO

(continued on page 6)

Residency Sites 2000 (continued)

DeSouza, Jackie

Medical Center of Aurora ? , ? Denver, CO
Sylvia Young, CEO, and Jeff Dorsey*, Division CEO

Dobson, Michael

Bon Secours Hampton Roads Health System, Norfolk, VA
Richard Hanson, CEO and David McCombs, EVP

Foster, Jr., Allen

Riverside Health System Newport News, VA
Caroline Martin*, and Gerry Brink*, Division CEO

Fowler, Katherine

Presbyterian-St. Luke's Medical Center, Denver, CO
Mimi Robeson, CEO and Jeff Dorsey*

Gardner, Daniel

Duke University Medical Center, Durham, NC
Brenda Nevidjohn, COO

Hayes, Paul

MCV Hospitals of VCU, Richmond, VA
Donna Katen-Bahensky, COO

Heard, Raleigh

Mayo Foundation, Jacksonville, FL
Mike Hattery, Administration

Holdren, J.

Doylestown Hospital, Doylestown, PA
Ken Confalone and Richard Reif*, CEO, CCRC

Houser, Jason

Inova Health System, Fairfax, VA
Don Harris, Assistant V.P.
H/HS

Hunt, Kimberly

Medicorp Health System, Fredericksburg, VA
Fred Rankin, III, CEO

Jackson, Jennifer

Mass General Hospital Boston, MA
Maryanne Spicer, Associate Director of Fellowships

Johnson, Bryan

Novant Health Charlotte, NC
Thomas R. Revels, President/CEO

McRae, Colin

West Houston Medical Center, Houston, TX
Jeff Holland*, CEO

Payne, Steven

Chesapeake General Hospital Chesapeake, VA
Don Buckley, CEO

Phillips, John

LifePoint Hospitals, Nashville, TN
James Fleetwood, CEO

Potter, Steve

Potomac Hospital Potomac, VA
Bill Moss*, CEO and Bill Flanagan*

Pullarkat, Sajit

Los Robles Medical Center, Thousand Oaks, CA
Bob Shaw, CEO

Reed, Erica

Southside Regional Medical Center, Petersburg, VA,
David Dunham*, CEO

Reed, Tristie

Bon Secours Hampton Roads Health System
Norfolk, VA
Richard Hanson and David McCombs

Reigle, Benjamin

Borgess Health System Kalamazoo, MI
Tim Stack*, CEO and J. Patrick Dyson, Sr. VP

Ritterband, Dawn

Martha Jefferson Hospital, Charlottesville, VA
James Haden, CEO

Roman, Susan

Henrico Doctors' Hospital, Richmond, VA
Pat Farrell*, CEO

Speece, Steve

West End Orthopaedics
Richmond, VA
Jim Perkins*, CEO

Tinker, William

McGuire V.A. Medical Center, Richmond, VA
Betty Bolin and Dr. Karen Sanders

*MHA/MSHA alumni/ae

■
