

## Faculty Retreat Report

On September 30-October 1, 1999, the HAD faculty held its annual retreat at the Wintergreen Resort in Western Virginia. Business and pleasure were mixed at this beautiful location. On the pleasure side was a reception held by Dr. Tom Wan and Sylvia Wan at their home nearby. Afterward, a dinner in honor of Dr. Wan was held to celebrate the eight years of service he gave as Chair of the Department.

The Department's mission statement was updated, and now reads as follows:

*The mission of the Department of Health Administration is:*

- ❖ *educating the next generation of health administrators and enhancing the skills of the present generation*
- ❖ *preparing a new generation of health services researchers and educators*
- ❖ *creating and disseminating basic and applied knowledge about the management, organization, financing, function, and performance of the health care system*
- ❖ *servicing people in the public and private sectors of the health care system.*

These activities, when mutually reinforced among all key people--faculty, students, alumni/ae-- elevate the Department to a premier status among similar departments in the United States.

Other items discussed follow.

**Fundraising.** The time is propitious to begin an aggressive, sustained, well-conceived fund raising campaign for the department. This new effort would build on the current 50<sup>th</sup> Anniversary fund raising program in moving toward its goal of \$1.6 million.

Fundraising projects included: student fellowships, endowed professorships, building maintenance and protection (e.g., stained glass window), new audio-visual equipment and linked instructional stations.

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**Cardwell Comments, the Department's alumni newsletter, is a publication of the Williamson Institute for Health Studies, Virginia Commonwealth University.**

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## Message from the Chair

As I write my first message to the alumni and alumnae, the 1999 fall term is well underway, and I have served as department Chair for over two months. When being considered for the Chair's position, I was already knowledgeable of the well-established reputation of this department (HAD). This reputation is credited to HAD housing a well-known traditional masters programs with a distinctive third-year residency placement, an innovative executive masters program designed for working professionals, and a doctoral program recognized both nationally and internationally.



Further, the Department's highly regarded reputation stems from its distinguished faculty who engage in research and consulting that span the gamut of noteworthy and timely topics. To name a few: Medicaid and Medicare managed care issues, hospital performance problems, and financial management of not-for-profit institutions. Open a key academic and health management journal, and you are likely to find an article authored by an HAD faculty member. My colleagues sit on important boards and committees and also serve local, regional, national, and international constituencies. (continued on page 2)

## Newsletter Electronically

Starting with this issue, the newsletter is being sent electrically to alumni providing e-mail addresses. Receiving the newsletter through e-mail (if you have access) is a way to cut the increasing cost of production/mailing of the newsletter. Alumni not having e-mail access will continue to receive a hard copy of the news.

**NOTE: Alumni, to update your records in our database and provide an e-mail address, go to this link: <http://www.had.vcu.edu/alumni/alumni>.**

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Virginia Commonwealth University

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## Program News

### Ph.D. News

**Yen-Ju Lin** successfully defended her dissertation, *Determinants of Intergrated Health Networks' Performance: Organizational Analysis from a Contingency-Strategic Management Perspective*, and will graduate in December.

This fall, six new students were welcomed to the Program. Faculty, staff and current students honored the new students at a luncheon held in the Grant House on Thursday, September 2 (see picture below).

Informal faculty seminars, with new and current Ph.D. students are being held this fall. These 45 minute seminars will give students the opportunity to learn about faculty research and other projects.

Also two of the program's alumni, James Cotter ('96) and Janet Lynch ('88) met with current Ph.D. students.

Spring seminars are planned to help prepare Ph.D. students for academic careers. Topics to be discussed: student grading, syllabus developing, case group, and presentation.

As a program alum, it is not too late to be added to the Program's webpage. You can e-mail your information to Bev at [bdeshazo@hsc.vcu.edu](mailto:bdeshazo@hsc.vcu.edu). ■

**Michael J. McCue, D.B.A.**  
Professor/Director  
Doctoral Program



L to r: Akash Hoque, Dawn Parker, Henry Carretta, Dr. McCue, Mindy Wytenbach, and Urvashi Patel. Not pictured: Patricia Carcaside-Edinboro.

### MHA/MSHA News

#### Executive Program Changes for the Year 2000

**B**eginning in the summer of 2000, changes in both masters programs will enhance information systems content, and use even more distance learning instructional technologies. In the Executive Program, the changes will lessen the time enrollees must spend away from home and work. In recognition of the growing importance of information technologies, more course work in information systems has been added. During the first semester, both programs will now have a one-credit Introduction to Health Care Technology

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#### Chair's Message—Continued from First Page

Finally, throughout the United States, the department's reputation is capped by the contributions of its masters degree alumni and alumnae to the management and leadership of health care organizations and by the presence of its doctoral alumni and alumnae in teaching, research, and administrative positions. We are justly proud of our 1,800-strong alums engaged in professional activities concerning all sectors of the health care arena.

Thus, when offered the opportunity to join the Department, the decision was an easy one. I thought, "Here is a department that is nationally ranked, blessed with excellent faculty, students, and alums, and has the potential to be an even greater institution—a leader in the educational community." When visiting Richmond during the 50<sup>th</sup> Anniversary Celebration, the commitment of the alumni and alumnae was impressive, and helped to confirm my decision to become the next chair.

Fortunately, I can look back at the apt and able leadership of a succession of chairs, and recently, the nurturing stewardship of Dr. Thomas Wan. I can also see the critical involvement of a number of alumni and alumnae that have given unstintingly of their time, energy, and resources. In short, there is every reason to look forward to a bright and productive future for the Department.

Since arriving, nothing I have seen or heard has changed my mind regarding the potential for even greater excellence within this Department. Already, numerous alums have contacted me and have voiced their support. The Department's university position is strong and respected as evidenced by the constant seeking of its faculty's advice and participation in a variety of venues.

You must close your eyes tightly, plug your ears completely, and generally stop breathing not to sense the excitement and energy present inside the Grant House. Your alma mater is on the move and our strategic plan is taking shape. We are preparing to recruit and hire two additional faculty, one in organization behavior, the other in information science. We earnestly invite you to experience the excitement and be part of the movement toward our ultimate goal: to make the Department of Health Administration the top-ranked program in America. ■

**Stephen S. Mick, Ph.D.**  
Chair, Health Administration

Program/Department News (continued from page 2)

**Alumni and Friends  
Contributing Gifts to the Department**

- |                           |                            |                        |
|---------------------------|----------------------------|------------------------|
| William Aiken             | William Gravely, Jr.       | Dr. Donald Seitz       |
| Jonathan Applebaum        | William Gregory            | David Setchel          |
| Carolyn Anderson          | Hunter Grumbles            | Susan Sharpe           |
| Clifford Anckaitis        | Colette Hall               | Sidney Socolar         |
| Jacques Baker, Jr.        | Gary Herbek                | Carole Southerland     |
| Dr. James Begun           | Robert Hitchcock           | Melissa Spain          |
| Edward Berdick            | Steven Hoelscher           | Barry Spero            |
| Warren Betts              | Dr. Pei-Shu Ho             | Nelson St. Clair, Jr.  |
| Thomas Bingham, Jr.       | Kristine Hubbard           | Joseph Stubbs          |
| Mary Blackwood            | Dr. Ibrahim Ibrahim        | Dr. George Stukenborg  |
| David Blankenship         | Dr. Hongjia Jiang          | R. Ronald Sutton       |
| Dr. Myra Boles            | Bassam Kawwass             | Dwight Taylor          |
| John Bowling              | Lynn Kanwisscher           | Teleford Thomas        |
| Catherine Boyne           | Michael Kitchen            | David Thompson         |
| Bryan Brand               | Dr. Eugene Kramolowsky, II | Dr. Jon Thompson       |
| Dale Brandford            | Richard Kraus              | James Thweatt, Jr.     |
| Martin Bree               | Robert Kuhlthau            | Alvin Topham           |
| Warren Brennan, Jr.       | Capt. Lai Lee              | Theodore Townsend, Jr. |
| Richard Brooke            | William Lueck              | Dr. Hanh Trinh         |
| Karen Cameron             | Dr. Janet Lynch            | Dr. Jean Turner        |
| James Case                | Wickliffe Lyne             | William Turner         |
| Rosemary Check            | Major Melva Mallison       | Dr. Laura Tyler        |
| Frank Chrisbens           | Susan MacLaughlin          | Larry Unroe            |
| Jeffrey Ciucias           | Dr. Denise McCollum        | Leonard Varmette       |
| Curtis Clayton            | Dr. Michael McCue          | Dr. Bill Wang          |
| Dr. Dolores Clement       | Katie McCullough           | Dr. Lora Warner        |
| Dr. James Cotter          | G. Bruce McFadden          | Kristy Waters          |
| James Dalton, Jr.         | T. Carter Melton, Jr.      | Barbara Weimerskirch   |
| Bradley Daniel            | Robert Metcalf             | Douglas Welch          |
| Hugh Davis                | Paul Miller                | T. Gillam Whedbee      |
| Elbert Detwiler           | Bartholomew Myles          | Dr. Kenneth White      |
| Leonard Daugherty         | Dr. Peter Olden            | Darrell Whitt          |
| Robert Dickinson          | Clayton O'Steen            | Phyllis Wingate-Jones  |
| Sheryl Duff               | Dr. Yasar Ozcan            | Joseph Witek, Jr.      |
| Teresa Edwards            | Dr. Michael Pyles          | Gregory Wood           |
| Victor Esch               | Keith Peters               | Dr. Joy Yeh            |
| Vivian Ericson            | Lynn Pitman                | Dr. Shu-Chuan Yeh      |
| Alvin Felgar              | Richard Reed               | Dennis Zamojski        |
| Paul Flanagan             | Irma Reeder                |                        |
| Dr. Janet Freburger       | William Reid               |                        |
| Ronald Galonsky, Jr.      | Richard Reif, Jr.          |                        |
| Robert Garris, Jr.        | Dr. Joann Richardson       |                        |
| Dwight Gentry             | Daniel Riina               |                        |
| Judy Goins                | Patricia Robertson         |                        |
| Dr. Barbara Goodman       | Dr. Patricia Rowell        |                        |
| Mr. & Mrs. Steven Gravely | Craig Sarine               |                        |
|                           | Robert Saunders            |                        |

**The Department sincerely appreciates all contributions. Contributions serve as a vital support to our students and in maintaining state-of-the-art technology. ■**

**Alumni Appointed to AHA's Board of Trustees**

Leo P. Brideau (MHA'80), CEO, Strong Memorial Hospital; James E. Dalton, Jr. (MHA'66), President, Quorum Health Group, Inc.; and R. Timothy Stack (MHA'77), President, Borgess Medical Center, have been appointed to the AHA Board of Trustees. It is an honor for the Department to have three distinguished alumni elected to these leadership roles.

**Alumni Updates**

Judy Anderson (MSHA'98) serves as Laboratory Services Supervisor, Hennepin County Medical Center, Minneapolis, Minnesota...**Kathy Antis** (MHA'84) welcomed twins—Dana and Brad in March, 1999...**Jonathan Applebaum** (MHA'88) is CEO/Administrator, City Hospital, Inc., (where he completed his administrative residency) in Martinsburg, West Virginia... **David Boerkoel** (MSHA'92) serves as Director, Clinical Operations, Paragon Rehabilitation, Inc., Nashville, TN...**Gerald Brink** (MHA'66) has been named President, Riverside Healthcare Foundation, Newport News, Virginia...**Richard Brooke, Jr.** (MHA'54) is retired and living in Jacksonville, Florida...**Karen Cameron** (MHA'87) CEO, Central Virginia Health Planning Agency, married Jeffrey Smith in December, 1998...**Salvatore Ciresi** (Ph.D.'89), retired from the army after 26 years, serves as Chief Anesthesia, Betsy Johnson Regional Hospital...**Terri Clifton** (MHA'88) serves as System Analyst, MCV, Hospitals-Information Systems...**Bradley Daniel** (MHA'96) is Provider Reimbursement Manager, Mid-Atlantic Region, Cigna Health Care of North Carolina...**Teresa Edwards** (MHA'84) is now with Cardiac and Thoracic Associates in Richmond, Virginia... **Morgan Hardage Engel** (MHA'98) was married on April 17, 1999...**Jim Farley** (MHA'67) is President, Nursing Care West Avenue, Cincinnati, Ohio...**Gretchen Gravely** (MHA'80) is retired and residing in Richmond, Virginia...**Dr. Nan Holland** (MSHA'98) is Vice President, Medical Affairs at Twin County Regional Hospital, Galax, Virginia...**Laura Joyner** (MSHA'98), COO, Phycor of Western Tidewater, Suffolk, Virginia, welcomed a baby girl, Miranda, in May, 1999.....**M. Caroline Martin** (MHA'78) continued on page 5

**ACHE Presentation**

**William R. Snapp's** (MSHA'93) presentation, *Refocusing for Revenue Growth: A Practical Approach for Feeding Revenue Hungry Managers*, has been accepted by the ACHE. He and a colleague will present it at the March 2000 Congress.

**Alumni Spotlight**

**D**r. Jonathan Perlin, former Medical Director for Quality Improvement and Utilization Management at VCU/MCV, is a 1997 graduate of the MSHA program. He received his Ph.D. in pharmacology and his M.D. from VCU/MCV.



His research interests include medical informatics, physician prescribing practices and medication errors, and quality improvement and behavioral change.

On November 1, 1999, Dr. Perlin left VCU to become Chief of the Office of Quality and Performance for the Department of Veterans Affairs in Washington, D.C. As one of the senior physician leaders, Dr. Perlin will direct what many consider the premier healthcare quality management program for the nation's largest integrated health system. ■

## Faculty Updates

**Dolores G. Clement** was chosen as one of eight participants in the Leadership Program sponsored by the Association of Schools of Allied Health Professions. Clement also was appointed to the Board of Directors of the Association of University Programs (AUPHA)...**Jan P. Clement** is preparing the department for its upcoming reaccreditation visits by the Accrediting Commission on Education in Health Services Administration (ACEHSA) ..**Robert E. Hurley** presently serves as an investigator on three funded research projects related to managed care. Recently he co-authored a revealing review on the effects of managed care on academic medical centers in *Medical Care Research & Review*...**Roice D. Luke** has traded his position as Director of the Williamson Institute to chair a new departmental standing committee on technology. This committee will cover all phases and dimensions of advances in electronic communications systems so that our education, research, and service activities remain state of the art. Luke, recently, was appointed to the Association of Health Services Research's Committee on Project Development and the Future. He has also been invited to speak at the upcoming strategy meeting of McKesson/HBOC in Las Vegas...**Michael J. McCue** is the co-principal investigator on a successfully competitive research grant award (\$480,000) given by the federal Agency for Health Care Policy and Research (AHCPR) to study nursing staffing care and financial performance in quality of care...**Stephen S. Mick**, with colleagues at Dartmouth Medical School, was awarded a two-year research contract from the Health Resources Services Administration (HRSA) of the US Department of Health and Human Services. The project will define primary care service areas (PCSAs) which, when linked to Geographical Information System (GIS) software, will provide researchers and policy analysts a new approach to examine issues of resource distribution, need, and demand across the nation...**Yasar A. Ozcan** has launched a new international journal called *Health Care Management Science*, of which he is the Editor-in-Chief. The journal has enjoyed immediate recognition as an important vehicle for the quantitative study of management...**Louis F. Rossiter** serves on the Robert Wood Johnson Foundation's National Advisory Council to review grant applications in the area of "Changes in Health Care Financing and Delivery Initiative"...**Ramesh K. Shukla**, along with Dr. Roice D. Luke, has published several important book chapters on strategy analysis and the impact of market structures on organizational performance in *Performance Improvement through Information Management*

Continued ↑

## Faculty Promotions

Congratulation to the following HAD faculty members promoted to full professor, effective July 1, 1999:

**Dolores G. Clement**, Dr. P.H.  
**Michael J. McCue**, D.B.A.  
**Yasar A. Ozcan**, Ph.D.

## Briefly

**Susan Roggenkamp**, doctoral candidate and adjunct faculty member, has assumed a new role within the Department—assisting the Executive Program marketing efforts and helping to coordinate external relations activities.

**Charles L. Breindel**, Ph.D., former faculty member, will be ordained to the Order of Deacon on Saturday, November 27, 1999 at St. Ann Catholic Church in Ashland, Virginia. His Excellency Walter F. Sullivan, Bishop of Richmond, will ordain Dr. Breindel.

**Richard C. Kraus's** (MHA '64) term ended as the Department's Executive-in-Residence. He is looking forward to traveling and enjoying time with his family and friends. Mr. Kraus will continue to be a guest speaker to the Department's MHA students.

## Faculty Updates (continued)

(New York: Springer)...**Karen N. Swisher** co-authored an article, "Telling the Truth about Terminal Cancer," that appeared in the *Journal of the American Medical Association* and received wide publicity around the country...**Thomas T. H. Wan** recently completed an extensive speaking tour on a wide variety of health care topics in the Peoples' Republic of China...**Kenneth R. White** serves as an Associate Editor of the *Journal of Healthcare Management*. He received the 1999 ACHE Regents Award for Healthcare Executive Leader of the Year. ■

## Williamson Institute News

### Leadership

**Dr. Roice Luke** has stepped down as the Institute's Director to assume another role within the Department. A new Director will be announced.

### Continuing Education Program

On November 18-19, 1999 the Institute will present a continuing education program—Executive Fellowship in Medicaid Disease Management and Health Outcomes.

The overall focus of the curriculum will be on new ways for Medicaid to tap into the emerging methods of disease management and health outcomes to change fee-for-service Medicaid while not necessarily converting it entirely to capitation or as a transitional strategy to capitation.

Participants include medical directors, pharmacy administrators, top managers at Medicaid agencies. Participants are selected through a nomination system administered by the National Pharmaceutical Council. ■

## Visiting Scholars

Two visiting scholars, from Korea, have joined the Department for 1999/2000. Their biographical sketches follow:

**Key-Hyo Lee**, Ph.D., an assistant professor at Inje University's School of Public Health at Pusan, received his Ph.D. in business administration from Sung Kyun Kwan University and his MPH in Health Administration from Seoul National University. Dr. Lee, a WHO fellow, is interested in the management of health services organizations, including hospitals and long-term care facilities.

**Song Hee Hong**, Ph.D. graduated from Seoul National University, majoring in pharmacy. In 1992, he came to the states to continue his education. After obtaining his doctoral degree in 1997, he worked for the Division of Health Policy and Health Services Research at the University of Texas's Medical Branch at Galveston. Dr. Hong is interested in pharmaco-economics, drug policy, two-tier drug product selection process, and pioneer firms generic drug entry defense strategies. ■

**Faculty Retreat**  
(continue from page 1)

**Alumni/ae Relations.** Several different alumni/ae organizations exist on campus, not including the Department's own Alumni/ae Executive Committee. This plethora of groups presents challenges to the Department in centralizing and coordinating efforts to increase the involvement of alums with our various programs. The Chair and faculty will begin work with the Executive Committee to find ways to simplify and coordinate alumni/ae affairs.

**Research.** The Chair emphasized that research productivity was not measured solely by the amount of funded research that a faculty member produced. He urged all faculty to be involved in a variety of research-related activities: editorial boards of research publications, research review groups, e.g., study sections at NIH and AHCPR, or private foundations, publications in research journals, book writing, *et cetera*.

**Educational Ventures.** HAD should continue to think through and create courses in Information Systems and Info-Tech. The desirability of starting an MHA/MD joint degree program was expressed and agreed upon.

**Faculty Recruitment.** There is progress in the current search for a new faculty member in organization behavior and theory. The future configuration of the faculty should be to insure coverage of the full array of topics critical to the general education of health care administrators.

Although Information Science/Informatics may well be a "niche" effort at the current time, within the next decade, it will be a fundamental part of a general curriculum. A part-time or full-time faculty member in Information Science/Informatics was reaffirmed. Other areas mentioned for future recruiting efforts included Long-Term Care Organization and Financing, and Marketing. ■

**Alumni Updates** (continued from page 3)

was named President of Riverside Regional Medical Center, Newport News, Virginia...**Katie Reagan McCullough** (MHA'94) is Quality Improvement Administrator, Virginia Health Quality Center, Richmond, Virginia...**James Meyers** (MHA'92) is a student in UC-Berkeley's doctoral program...**Richard Pearce** (MHA'73) became President/COO of Riverside Health Systems, Newport News, Virginia...**Thomas Rice** (MHA'78) is COO, Regional Medical Center Bagonet Point, Florida...**Terri Sim** (MSHA'90) was named Senior Director of Operations, Williamsburg Community Hospital...**Nelson St. Clair, Jr.** (MHA 61) became Vice Chairman of the Board/CEO of Riverside Health Systems...**Carole Morrison Stockmeier** (MHA'95) serves as Director, Sentara Cancer Institute, Norfolk, Virginia...**Jolie Sutphin** (MHA'97) is Regional Quality Manager, Aetna US Healthcare, Dallas, Texas...**April Swineford** (MHA 96) and her husband welcomed their first daughter, Emma, in January, 1999...**William (Bo) Turner** (MHA'82) is now President/CEO of New Hope Treatment Centers, Inc., Summerville, South Carolina. He, also, has been reappointed for another academic year as an Adjunct Professor of Management at Owen Graduate School of Management, Vanderbilt University...**Pari Valad** (MHA'94) is President, Care Partners, L.L.C., Glen Allen, Virginia...**Lisa Valentine** (MSHA'99) is the new Assistant Administrator at Henrico Doctors Hospital, Richmond, Virginia.

**In Memory**

Merrill Howard Grubbs (MHA'68), retired as a Presbyterian missionary after serving for 30 years in hospital administration in South Korea and Lesotho, Africa, died January 19, 1999.

**Former HAD Chair Ends Sabbatical**

**From Larry Prybil, Ph.D., HAD Chair 1972-1980**

My sabbatical as a visiting professor at the Center for Health Care Ethics has been a wonderful experience. I am grateful to Saint Louis University and the Daughters of Charity for that opportunity.

Marilyn and I have finalized our post-sabbatical plans and want to share them with you. I have accepted an invitation from our alma mater, The University of Iowa, to return to Iowa City in a dual role: Assistant Dean of the new College of Public Health and Professor of Management and Policy. ■

**New Webmaster**

**M**r. Mark Diana joined HAD in July, 1999 as the new Webmaster. Mark was the Director, Respiratory Therapy, Pharmacy Technician and Opticianry Programs in the Division of Health Technologies at Northern Virginia Community College in Annandale, Virginia, while he also served as the Division's Webmaster. Mark received professional training in respiratory therapy at J. Sargeant Reynolds Community College in Richmond, Virginia and after practicing locally for seven years he took a teaching position at Shenandoah University in Winchester, Virginia. While at Shenandoah he completed his Bachelor of Science Degree in Respiratory Therapy Education and his Masters of Business Administration with a Graduate Certificate in Health Care Management. Currently, he is pursuing a PhD in the School of Allied Health Sciences at VCU with a concentration in Health Administration. ■



**HAD Triumphs in Flag Football**

The combined MHA Classes of 2001/2002 recently won this year's Intramural Flag Football championship for the MCV Campus. Teams were from the School of Allied Health Professions, Dentistry, and Medicine. The MHA team beat the Department of Physical Therapy 19-6 to clinch the championship. ■

## **MHA/MSHA News**

(continued from page 2)

### **Executive Program Changes for the Year 2000** (continued)

course and during the final semester, a 3 credit Advanced Medical Informatics elective will be offered. A new calendar for the Executive Program reduces the on-campus time from five 8-14 day sessions to six one-week sessions and that will be implemented beginning in the summer of 2000. In addition, associates will take fewer courses at a time than previously in a 4 ½, rather than 6, -month semester. The first semester will begin in late July and continue through mid-December. Finally, some part-time enrollment options are now available. For more information, please see the Department Web site.

### **Student News**

Twenty-eight new Executive Program associates joined us in early July and twenty-six new MHA students entered the Class of 2002 this fall.

The administrative residency placement process has begun. On November 5 and 12, more than 30 preceptors came to the MHA Program's Preceptors' Days to interview prospective residents for their organizations. Students will travel to potential residency sites during Christmas break for follow-up interviews and interviews with potential preceptors unable to attend Preceptors' Days.

The ACHE student chapter sponsored an Undergraduate Open House on October 22. Thanks to Terrie Edwards, Jim Perkins, Julie Sydnor, Chip Payne, Mark Canada, Dr. Steve Mick, Dr. Ken White, and Steve Lindsey for their participation in this important event.

The ACHE student chapter participated in the AHA Heart Walk and MHA students raised funds for the Juvenile Diabetes Foundation.

The Department held an Executive Program Open House on the evening of November 4. Thanks to Jennifer Weddle and Tracy Kemp Stallings, alumni, for participating in this event. ■



**During this Thanksgiving season, the Department's faculty and staff would like to thank the alumni/ae for their continued support.**