After serving this great Department and the VCU community for 38 years, I have decided to retire. It isn’t an easy decision to leave the place I have called my second home, and the colleagues I consider part of a larger family. I was privileged to be part of this 68 year old health administration institution, which is recognized not only nationally but also internationally. I would like to take this opportunity to reflect on the past four decades of my tenure at VCU and the changes that have occurred in the healthcare arena during that time.

The correct balance of public and private funding for healthcare is a conundrum faced by many countries. More than half a century ago, many European countries worked under the Beveridge model (representing the more public-funded end of the continuum), or the Bismarck model with sickness funds funded by employers and employees (a social system somewhere in the middle of the public/private continuum). For much of this time, the United States was on the far private-funded end of the continuum. Starting with the creation of Medicare and Medicaid in 1965, the US started moving towards more public funding of health care. This thirty-thousand foot view is my quick summary of the reform activities that followed.

When I joined the Department in 1979, I was caught up in the moving parts of healthcare reform. Many of the issues with which we were struggling then we are still struggling with today. In my rookie years as an academician, the discussions were around fixes to the HMO laws that were enacted and amended in the 1970’s, and how to implement them. These discussions intensified in the 1980’s as Medicare switched from retrospective reimbursement of hospitals based primarily on their actual costs to a prospective determination of fixed payments based on diagnosis related groups (DRGs). The ensuing reforms attempted to create efficiencies to cut costs, often by forming alternative delivery mechanisms for older and more needy populations. Third party payers (private insurance companies) jumped on the bandwagon, negotiating aggressively with providers and creating further incentives for providers to form more integrated delivery systems.

From the 1970’s to the mid-1990’s, one source of inefficiency in the healthcare system was excessive duplication of services, in spite of regulations like certificate of public need. My research on provider performance addressed these issues directly. For example, in one of my publications, I assessed the extent of the oversupply of services in healthcare markets. Eventually, market conditions changed and became more competitive, and provider consolidation reduced the service duplications that regulations seemed unable to accomplish. By the end of the 20th century, technological advancements and an aging population had resulted in the development of new treatments for many conditions.

At the same time, however, both public and private budgets for health insurance coverage were getting tighter. Those with inadequate or no coverage were increasingly denied access to all but the most basic care. As awareness of these gaps became more and more apparent, the pressure for universal coverage, somewhat reduced after the failure of the Clinton plan in 1994, again increased. The result was the enactment, in 2010, of the Affordable Care Act. With the implementation of the ACA, my research focused on robust provider performance in both the US and other countries where neither quality nor efficiency can be compromised. I hoped to observe how provider performance affected the public-private funding continuum in various countries. Of course, such movements are extremely slow and often tied more to politics than outcomes. It will take considerable time to see if countries converge on some “ideal” public/private mix of healthcare funding, and if so, where that “ideal” falls on the continuum.

From a research perspective, I would like to leave you with a quote from the late Professor Jon D. Thompson of Yale University (who developed the DRG system with Robert B. Fetter). I had the privilege to hear him speak at a conference in the mid-1980’s.
Dr. Ozcan continued

Dr. Gail Wilensky (then Director of HCFA - now CMS) asked Dr. Thompson what would be left for health services researchers to do after DRGs replaced cost reimbursement. Professor Thompson’s response was very swift: “As long as we have the needy and the greedy, we (health services researchers) will be always in business.” Yes, 30 years later we are still in business, and still working to help make high quality health care within the reach of every citizen, not just a dream for some.

I would be remiss if I didn’t comment on teaching. A faculty member’s divine mission often is teaching. This is how some of us get the enormous satisfaction of following former students’ success into the C-suites of healthcare organizations all over the country. During my tenure, I taught my own, sometimes obscure, way to instill an understanding of quantitative skills and methods in over 2000 students, who are now our great alumni. My ultimate aim was to provide students with the necessary tools to be good decision analysts in their first jobs. I had the privilege of teaching from my own books during the past decade, both at the master’s and doctoral levels. I am also privileged that many health administration programs in the US and internationally adopted my Analytics and Decision Making book, translating it into three different languages. This wasn’t something I would have predicted at the beginning of my career. Neither, would I have imagined being the founding Editor-in-Chief of a journal whose editorship I have retained for more than 20 years.

During my 38-year VCU career, I have seen seven presidents of the United States; I have worked for three VCU presidents, two School of Allied Health Professions deans, seven Department of Health Administration chairs, and with many faculty colleagues and staff members; and I have made many friends. Career achievements do not happen easily and can’t be done alone. I had great support and collaboration from my faculty colleagues both internal and external to HAD, as well as from masters and HSOR doctoral students. I am indebted not only to them but also to our great alumni who supported our various endeavors including sponsoring projects for students, and helping with recruitment for our MSHA and MHA Programs.

As I retire from the Department, I hope I have fulfilled my academic mission. I am not, however, retiring from the friendships I developed through these years. I have every intention of being engaged with my colleagues, friends, and alumni in the future. So this is not a farewell, but just the beginning of another chapter in my life. Wishing you all the best, my friends.

Yasar A. Ozcan, Ph.D.
Charles P. Cardwell, Jr. Professor
Vice Chair and Director of MSHA Program

We would like to announce the creation of this fund at Dr. Ozcan’s last alumni event on April 20, and we would like your help in making that possible. You can make a gift, including a pledged gift, online at https://www.support.vcu.edu/give/healthadmin. There is an option labeled “Yasar Ozcan Scholarship Fund” in the drop down menu. Or you can send a check made out to the MCV Foundation, with Dr. Ozcan Scholarship in the subject line to:

Beth Williamson Ayers
VCU Dept. of Health Administration
1008 E. Clay St.
PO Box 980203
Richmond, VA 23298-0203

Questions? Please call Beth at 804-828-8662 or email her at bayers@vcu.edu.

WE APPRECIATE YOUR SUPPORT FOR THIS IMPORTANT TRIBUTE TO ONE OF OUR LONGEST SERVING PROFESSORS!
Chair’s Corner
By Cindy Watts

Thomas Friedman, in his new book, Thank You for Being Late, argues that change is accelerating at an accelerating rate. Those of us in healthcare would be quick to agree. There is evidence everywhere. We have five residents and three alumni working at a Richmond startup called Iggbo, which has been described as the “Uber of phlebotomy.” Laura Hennum (MSHA ’07), is directing the creation of four micro hospitals in her town of Las Vegas through a joint venture between Dignity Health and Emerus. Students in my MSHA strategy class recently heard from both Laura, and Rick Anderson, a member of the WebMD start-up team and now CEO of his latest venture, Smart Choice MRI, which offers any MRI for $600 or less in 17 clinics in three Midwestern cities, all performed by state-of-the-art GE equipment and read by physicians at the Cleveland Clinic. And one need only glance at any form of media to be aware of impending change in Washington, DC. I am sure you are feeling the effects of this accelerating change in your organizations.

Here in the Grant House, we are as well. In our most recent accreditation cycle, we were asked to demonstrate our effectiveness in producing student outcomes that we achieved through integrated and inter-professional efforts. Our students want us to communicate electronically with them 24/7, and on an ever-expanding array of social media platforms. We face increasing competition from other programs and other program formats for the best students. And our state funds are declining. Is this sounding like your world??

Like your organizations, we are constantly assessing our performance and seeking ways to improve. As part of that process, we have recently engaged SIR, a 50+ year old strategic management consulting firm, to help us with a data driven strategic planning process. Thanks to all of you who have already - or will be asked to – provide input into this important initiative. We will be working with SIR on the data gathering and analytic activities through the spring, and then hope to mount a marketing and communication effort in the summer and fall based on this work. Our aim: to move from our #3 national ranking to #1!!

We are very excited about this project, especially as it comes at an excellent time of for us. In addition to the turbulence in our external environment, we are facing change in the Grant House. As you saw on the front page, Dr. Yasar Ozcan is retiring this spring after 38 years of service in the Department. His departure leaves many holes, which we are attempting to fill with two faculty searches. The first is for a doctoral level individual whose background is in decision analytics to teach courses in all three programs, conduct research in this ever-expanding field, and to engage with healthcare organizations to help them face their operational challenges. In the second search, we seek an individual with a relevant Masters degree, with or without a PhD, with at least five years of leadership experience in a healthcare organization, who either has or is willing to shift focus to an academic setting. This individual will assume Dr. Ozcan’s role as MSHA Program Director, develop and teach an executive skills course for MSHA students, and lead and grow our professional development offerings and cross-school partnerships at VCU.

The new MSHA Program Director, and Dr. Jan Clement, the PhD Program Director, will be assisted by our newest staff member, Ms. Carrie Thornbrugh. Carrie comes to us from Austin, TX via San Francisco with a background in program management, advising adult learners, and teaching online. Since she also has experience with marketing and communications, she will assist all three programs in this arena. Chuky Spivey, who has had the Herculean task of supporting all three programs since Suzanne Havasy’s departure in November, will shift her focus exclusively to the MHA program to assist Dr. Jon DeShazo.

As our consultants have already noted, our amazing and engaged alumni community is among our greatest strengths. We appreciate your support, and will continue to work very hard to retain it.

Your thoughts and comments are always welcome: cwatts2@vcu.edu; 804-828-5222.

Applications for the MSHA Program Director position are open until April 15. Please send interested parties (including yourself) to https://www.vcujobs.com/postings/60939 for more information and to apply.

Applications for the PhD faculty position are closed and we are interviewing top candidates.
Announcements, News & Events

After 27 years with the Department, MHA Program Coordinator Suzanne Havasy retired in November. Students from the first and second year classes celebrated her departure with a party and presented her with a framed and signed photograph of the Grant House. The Department hosted a soiree for Suzanne in January, which was postponed several days because of a large snow storm in Richmond. HAD faculty, staff, and students were in attendance, as well Dr. Stephen Mick, former HAD Chair. Suzanne is now an Executive Administrative Assistant at Parham Doctors’ Hospital. She tells us that while she misses the Department, it is exciting to be in an actual healthcare environment after being the MHA program coordinator for so many years.

We have welcomed two new faces to the Department since our last publication! Jae-Young Murphy joined the Department in November as Dr. Jon DeShazo’s Administrative Assistant. She comes to us from Chesterfield County Public Schools where she was a Spanish teacher. Jae-Young’s attention to detail and her calm demeanor have helped keep Dr. DeShazo on schedule and sane! After Suzanne Havasy’s retirement in November, Chuky Spivey took on the responsibility of coordinating all three programs, including the MHA program. A welcome relief for Chuky, Carrie Thornbrugh joined our Department in February as the Marketing and Program Coordinator for the MSHA and HSOR PhD Programs. Carrie recently moved to Richmond from Austin where she was a social media manager. Please join us in welcoming Jae-Young and Carrie!

John Duval, who recently retired as the President and CEO of the VCU Health System, was awarded the inaugural “Imagine a Virginia” Senior Leader Quality and Safety Award at the VHHA Patient Safety Summit in February. Dr. Gene Burke, VP and Executive Medical Director of Clinical Effectiveness at Sentara Healthcare was also a recipient of the award. The award was designed to recognize senior leaders in Virginia hospitals and health systems who have demonstrated outstanding vision and persistence in leading the adoption of highly reliable organization principles at their organizations. Mr. Duval has been a loyal preceptor and devoted supporter of our Department. The Department was a Silver Summit sponsor of the two day event in Richmond, VA.
Dr. Cindy Watts made a western states tour in February to visit three MHA Class of 2017 residents and their preceptors as well as three alumni. Cindy started in Las Vegas, NV to visit Chelsea Perry and her preceptors, Todd Lefkowitz (MHA '97), Senior VP, and Sarah Bussmann, AVP for Clinical Quality at HealthCare Partners Nevada. She then went on to Tucson, AZ to see resident Jake Taylor and his preceptors, Kevin Stockton, CEO, and Jennifer Schomburg, COO at Northwest Medical Center. Next on the agenda were three alumni visits in Northern California with Rachel Wynn (MHA '13), Project Director for Administration at the Palo Alto Medical Foundation, Gene Lakey (MHA '69), retired from Tri-West Healthcare Alliance, and Nikhil Singal (MHA '14), Business Manager for Surgical Services at Sutter Medical Center in Sacramento, CA.

Art Layne (MHA '76) spent a week in February as our Executive in Residence. He spoke in several classes, shared his data knowledge with students, and spent time providing his special brand of support to our students.

The Department’s CAHME accreditation site visit was in early March. Two fellows spent a full day reviewing documents, followed by a day of interviews and conversations with our students, faculty, and some of you (thank you!!). The final day concluded with their evaluation of both the MHA and MSHA programs. Overall, the feedback from the site visit team was very positive. While we will not receive our final accreditation results until the fall, our site visit team told us they are recommending a score of “met” for 30 of the 32 accreditation criteria, and a score of “partially met” for the other two. According to the team, this is as strong a result as any given this cycle, comparable to that of UAB and the University of Minnesota, two of our fellow Top 5 programs! A big thank you to everyone who contributed, including during the self-study year, those who participated in the interviews, and especially to those who pulled all of the documentation together!

The demolition is complete on the site of the new School of Allied Health Professions building! SAHP is planning a ground breaking ceremony on April 28th. MHA Class of 2019 student JD Drasbek will speak on behalf of the department.

Finally, Dr. Watts met with Spencer Snyder and his preceptors, Tyler Hedden, COO, and Ben Wade, Executive Director of Service Lines at the St. Joseph Health - Santa Rosa Memorial Hospital in Santa Rosa, CA. It was gratifying to hear how well the preceptors feel our residents are prepared, and to see how well they are doing. It was also fascinating to hear how the environment is changing in these six different markets. Overall, great experiences for our students!
In February, the MCV Foundation hosted the annual MCV Campus Endowed Scholarship Dinner at the Jefferson Hotel. The event honors and celebrates the faculty, alumni and friends who make it possible for the MCV Foundation to have awarded more than $2 million in scholarships this year. The generosity of so many donors supports the MCV campus schools’ efforts to recruit and retain today’s most promising students. **Dr. Cindy Watts** and **Beth Williamson Ayers** attended the event and enjoyed visiting with donors and students.
Associates from the Kaohsiung Medical University Executive Masters Program for Health Administration attended the 17th workshop conducted by the Department during VCU’s spring break. The workshop consisted of lectures in the Grant House, hospital and healthcare site visits in and around Richmond and Charlottesville, along with a little bit of sightseeing at the Richmond Capitol and Monticello. Dr. Thomas T.H. Wan, former HAD Chair, and Dr. Shih Feng Weng, Assistant Professor at KMU, accompanied the group during the weeklong stay. A dinner reception with food and entertainment capped off the week where Dr. Weng presented the Department with a donation to the New Ventures Fund.

The inaugural Jim and Sally Warden Parrott Healthcare Education Fund Lecture was held in March. The event was made possible through an endowment created by Sally Warden Parrott and Virginia Premier Health Plan to honor Jim Parrott, who died in September 2015. Mr. Parrott was CEO of Virginia Premier for many years, and a popular preceptor for VCU MHA residents. Sheldon Retchin, MD, MSPH, an Affiliate Professor in the Department, now Executive Vice President for Health Sciences at the Ohio State University and CEO of Wexner Medical Center, was the speaker. Dr. Retchin was former Vice President for Health Sciences at VCU and CEO of the VCU Health System, and the inaugural Seymour and Ruth Perlin Professor of Health Administration and Internal Medicine. An audience of more than 300 attended his presentation, “The Impact of ACA Repeal: A Covenant in Jeopardy,” and the reception that followed. We all enjoyed Dr. Retchin’s blend of wit, wisdom, and sarcasm around this very timely topic. Since he was a good friend and colleague of Jim Parrott’s, his participation in this inaugural event to honor Jim’s legacy and concern for the underserved was particularly appropriate. The Parrott Fund is housed in the Department, and we will have the honor of hosting its annual events.

The Spring Paul A. Gross Landmarks in Leadership Lecture Series will be held on April 20th at the Pauley Center at the Virginia Museum of Fine Arts. Unfortunately, Dr. Rappley will no longer be able to speak at our event. Sheryl Garland (MHA ‘88), Director of the VCU Office of Health Innovation and Vice President of Health Policy and Community Relations at VCU Health, will be our keynote speaker, reflecting her role as lead contributor to the VCU Health Equity Strategic Initiative. Dr. Alan Dow (MSHA ‘05), Assistant Vice President of Health Sciences at VCU Health and Professor in the Department of Internal Medicine, will moderate a panel of local experts. Dr. Yasar Ozcan will also provide remarks on his retirement.
Sister Rosita Wellinger (MHA ’69) passed away on November 10, 2016. Sister Rosita entered the health care ministry at St. Francis Hospital in Pittsburgh, PA in 1951. In 1964, she became the Assistant Administrator and thirty years later became the Administrator and CEO, serving in that capacity until 2000.

Tom Whedbee (MHA ’85) passed away on November 20, 2016. Mr. Whedbee began his career in Health Administration as Vice President of Operations at New Hanover Memorial Hospital in Wilmington, NC. He and his family moved to Huntington, MD in 1990 when he began working at Calvert Memorial Hospital as Vice President of Operations. Tom was deeply devoted to his family and is survived by his brother, sister, wife, and two sons. His obituary can be found here.

Becker’s Hospital Review published a list of 60 of the Most Powerful People in Healthcare in 2016, and among them were friend of the Department Nancy Agee, and alumna Marilyn Tavenner (MHA ’89)! They were also included in Modern Healthcare’s Top 25 Women in Healthcare for 2017.

Marilyn Tavenner (MHA ’89), America’s Health Insurance Plans (AHIP) CEO, shared her insight on the future of the insurance market and the urgency of building solutions together in a Modern Healthcare Q&A.

Two of our alumna were profiled in the winter 2016-2017 edition of the MCV Foundation’s newsletter Chronicle of Giving. Sheryl Garland (MHA ‘88) and Tracy Kemp Stallings (MSHA ’95) were among six new trustees who joined the Foundation’s Board of Trustees.

Brent Rawlings (MHA/JD ’04) and Chris Accashian (MHA ’01) were among the 54 individuals selected to participate in the 2017 Lead Virginia program. With a mission to connect leaders to shape Virginia’s future, Lead Virginia takes participants to seven different regions of Virginia over seven months. “The program is designed to challenge preconceived notions and invite reflection and evaluation through a focus on present realities in each of the regions. Participants increase their knowledge and understanding of leadership challenges and build the social capital necessary to Lead Virginia forward. The program broadens the perspectives of participants, thereby expanding their capacity to collaborate, manage conflict and lead in changing environments.” Ingram Haley (MSHA ’09) was a Lead Virginia participant in 2016.

Warren Brennan (MHA ’74) was recently quoted in an article in the Richmond Times Dispatch. Warren and his wife Nan live in Ginter Place, a very sought after condominium community that was once the Richmond Memorial Hospital in Richmond’s North Side. You can read the story here.

David Kelly and Scott Rusz (MHA ’13) co-authored an article in the March 2017 edition of the HFMA Magazine regarding value based compensation for primary care.

Position updates

Lance Ames (MHA ’12) was promoted from Associate Administrator to Chief Operating Officer at Edinburg Regional Medical Center and Edinburg Children’s Hospital in Edinburg, TX.

After serving as Senior Director of Practice Operations at Wellstar Health System in Marietta, GA for over four years, Alton Brooks (MHA ’09) is now Assistant Vice President of Operations.

Stephen Craig (MHA ’04) is the Vice President of Operations at Sentara Medical Group in Norfolk, VA. He was previously the Director of Operations at Sentara in Fredericksburg, VA.

Effective April 10, Gerard Filicko (MHA ’88) will be the Vice President of Clinical Integration at Virginia Care Partners in Richmond, VA. In his most recent role as Senior Vice President at Market Operations for inHEALTH, a division of Central Virginia Health Network, Gerard was responsible for brand positioning, operations, program development, and client management.
Lauren Maenza Ferrell (MHA ‘14) has a new position as the Director of Capital Asset Management within the Bon Secours Health System in Richmond, VA. She was previously the Director of Outreach and Ambulatory Services.

Janet Freburger (PhD ‘98) has taken a position as a professor in the Department of Physical Therapy at the University of Pittsburgh in Pittsburgh, PA. She was previously in the Department of Allied Health Sciences at the University of North Carolina at Chapel Hill.

John Goodman (MHA ‘04) is the Vice President for the Oncology Service Line at Saint Thomas Health in Nashville, TN. His previous position was Executive Director of Oncology Services at Piedmont Healthcare in Atlanta, GA.

Edward “Jack” Jackson (MSHA ‘15) accepted the role of Administrator for the Musculoskeletal Service Line at the UVA Health System in Charlottesville, VA. He most recently served as the Director of the Office of the Chief Medical Officer.

Austin Manning (MHA ‘10) is the Chief Operating Officer at Los Robles Hospital & Medical Center in Thousand Oaks, CA. He recently moved from Timpanogos Regional Hospital in Orem, UT, where he served as Chief Operating Officer.

Zach McCluskey (MHA ‘07) started as the new CEO of Johnston-Willis Hospital in Richmond, VA, in December 2016. Zach most recently served as CEO of Parham Doctors’ Hospital.

Travis Mitchell (MSHA ‘16) accepted a position as System Clinical Safety Program Operations Manager at MedStar Health in their relatively new Patient Safety Division in Washington, DC. He was previously with Bon Secours Health System in Hampton Roads, VA as a System EMS Coordinator.

Morris Reece (MHA ‘85) announced his decision to retire as Technical Advisor for the Virginia Hospital & Healthcare Association’s Emergency Preparedness section effective June 30, 2017. Prior to joining the VHHA, Morris worked as the Regional Coordinator for Virginia’s Near Southwest Region and the Executive Director of the Roanoke-based Near Southwest Preparedness Alliance.

Marisa Roczen (PhD ‘16) is a new instructor in the Division of Health Care Policy and Research at the University of Colorado in Denver, CO.

Joe Rudisill (MHA ‘08) was promoted to Chief Operating Officer for Regional Medical Center Bayonet Point in Hudson, FL. Joe was previously at Henrico Doctors’ Hospital as an Associate Administrator, and oversaw the emergency department, West Creek and Hanover FSEDs, ancillary services, and the kidney transplant program. In June of 2015, he was accepted into the HCA COO Development Program.

Verlon Sally (MHA ‘02) started a new position at UAB Medicine as the new Executive Director of Radiology in Birmingham, AL. His previous position was Executive Director of Imaging at the University of Pittsburgh Medical Center - Presbyterian and Shadyside Hospitals in Pittsburg, PA.

Rebecca Segal (MHA ‘10) was named CEO of Rutherford Regional Health System in Rutherfordton, NC. Her previous position was COO at Lake Cumberland Regional Hospital in Somerset, KY.

Tiffany Wasiuk (MSHA ‘14) is Associate Behavioral Strategy & Analytics Director at Optum in Richmond, VA. Tiffany is responsible for developing and implementing data analysis projects and business and strategic plans in support of Optum Relationship Office goals for profitably growing and retaining business. Her previous role was Healthcare Consultant at Optum.

Sam Williamson (MHA ‘10) Director of Finance, recently moved from Piedmont Fayette Hospital in Fayetteville, GA to Piedmont Atlanta Hospital in Atlanta, GA.

William Windham (MHA ‘08) was named Chief Executive Officer of LewisGale Hospital Alleghany, in Low Moor, VA. Will has held progressive leadership positions at several HCA facilities, including his previous role as Chief Operating Officer for HCA’s Medical City McKinney in McKinney, TX.
The collaboration with Shandong University in Jinan, China continued last semester with three faculty members teaching classes for the Center for Health Management and Policy. **Dr. Jon DeShazo** traveled to China in October to teach Health IT Management and **Dr. Jessica Mittler** took the journey in December to teach Quality and Safety in Hospitals. **Dr. Yasar Ozcan** taught Quantitative Methods for Health Systems Design and Analysis virtually from the Grant House in October and November.

For many years, the Department has had the pleasure of hosting students and faculty from Kaohsiung Medical University (KMU) in Kaohsiung, Taiwan. This past December, **Dr. Cindy Watts** accepted KMU’s invitation to visit Kaohsiung. She spent nine days in the city, presenting various aspects of the U.S. healthcare system to MHA students at both KMU and I-Sou University, and to clinical staff at Yuan’s General Hospital and Antai Tian-Sheng Memorial Hospital. She also had the opportunity to meet both the Dean of the School of Health Sciences and the President of KMU, tour several other health care facilities, and spend time with PhD alumni **Herng-Chia Hubert Chiu** ('95), **Shu-Chuan (Jennifer) Yeh** ('97), and **Hui-Min (Ester) Hsieh** ('10). It was a fascinating trip, made even better by welcoming many of those who hosted her in Kaohsiung to the Grant House this March for the 2017 KMU workshop.
Please join us in congratulating Dr. Laura McClelland and her husband, Carl Nelson, on their new bundle of joy, Clara McClelland Nelson! Miss Clara was born January 8th and she, mom, dad, and sister Amelia are doing great!

**Dr. Michael McCue** co-authored an article for the Commonwealth Fund on the financial consequences of terminating a key piece of the ACA. The article can be read [here](#).

**Rodney K. Adams** was interviewed and quoted in the February 2017 issue of *ED Legal Letter* regarding plagiarized passages in ED charts and how incorrectly copied-and-pasted information can complicate the defense of a malpractice claim.

**Rodney K. Adams** and **Lucien Roberts III** (MHA ’87) published an article on discharging patients in the winter 2017 publication of the Richmond Academy of Medicine.

**Dr. Cindy Watts** and **Tracy Kemp Stallings** (MSHA ’95) attended the Capital Region Collaborative Annual Community Update on March 10. They had the opportunity to both hear from and meet Richmond’s new Mayor, Levar Stoney.

**Dr. Jon DeShazo** traveled to Kansas City in March to give a workshop for medical scientists at the Medical University of Missouri, Kansas City Medical School, Children’s Mercy Hospital, and Truman Medical Center. The purpose of the workshop was to help these clinicians better understand how to use EHR data for publishable research and performance improvement.

**Rodney K. Adams** was asked to present at the Spring 2017 Conference of the Virginia Society of Healthcare Risk Managers (VASHRM) in March on the topic of patients’ rights in healthcare. Rod was also asked by the Virginia Association of Defense Attorneys (VADA) to present at the 2017 Spring Sections Seminar in May on the topic of sales representatives in the operating room and the potential liability issues. As if he didn’t already have a full plate, Rod will be traveling to Atlanta in June to be a discussant at the Jay Healey plenary teaching session at the Health Law Professors Conference.


MHA Class of 2019 students planned an end-of-semester celebration at the Jefferson Hotel before the holiday break in December. Students, faculty, and friends enjoyed festive décor and merry libations.

Congratulations to KC Ogbonna and Mitchell Harris (MSHA Class of 2017 students), and Ciara Jones (MHA Class of 2019) for Black History in the Making recognition. Black History in the Making recognizes the achievements of African American students who have made an important contribution to their academic unit or organization.

Reel Recovery Virginia is part of a national organization that conducts fly-fishing retreats for men recovering or undergoing treatment from cancer. The mission of Reel Recovery is to help men in the cancer recovery process by introducing them to the healing powers of the sport of fly-fishing, while providing a safe, supportive environment to explore their personal experiences of cancer with others who share their stories. Maury Baker and Courtney Harlow (MHA Class of 2019), have been helping to address the growing demand for and limited supply of support services tailored for men with cancer by working with Reel Recovery Virginia to expand their contact database. Please visit their Facebook page for more information.

MHA Class of 2019 student Rebecca Holloway serves as a Vice-Chair of Membership for the United Way Young Leader Society and was featured in a Young Leader Spotlight. You can read her Q & A here.
MHA Class of 2018 student Alexandra Hoffman joined Cosby High School Students in the Health Sciences Specialty Program, in conjunction with VCU Division for Health Sciences Diversity, in February. Cosby students were learning strategies to embark on a career in healthcare and how administrators advance the industry.

The Department sponsored the entire MHA Class of 2019 to attend the VHHA Patient Safety Summit in February. Health care providers, clinicians, and other members of the health care community attended the two-day event focused on patient quality and safety.

MHA Class of 2018 students William Aycock, Antoine Ransom, and Devin Ross traveled to Birmingham, AL in February to compete in the University of Alabama, Birmingham (UAB) 2017 Case Competition. Dr. Jon DeShazo traveled with the team.

In late March, two teams of MHA Class of 2019 students participated in the invitation-only Ohio State University (OSU) Case competition in Columbus, Ohio. The first team consisted of Maneet Deol, Nisha Gnawali, and Zack Jones. The second team included Courtney Harlow, Rachel Hill, and Ashley Murphy. Both teams did a phenomenal job! In fact, Courtney, Rachel, and Ashley received 2nd place, which also came with a monetary award!
Alumni Spotlight

John L. Fitzgerald (MHA ’76) is the Chief Executive Officer of Inova Fair Oaks Hospital and the Senior Vice President of the Inova Health System. John assumed his role with Inova in 2003. Inova Fair Oaks Hospital is a 182 bed advanced community hospital serving the rapidly growing suburbs of Northern Virginia. Signature services include spine, weight loss, joint replacement and minimally invasive surgery. State-of-the-art cancer care and maternity services are also among its signature offerings. Inova Fair Oaks Hospital is a fully accredited Comprehensive Center for Bariatric Surgery and a designated Center of Excellence in Minimally Invasive Gynecology. In 2016, Inova Fair Oaks Hospital performed nearly 20,000 surgical cases, including those performed in the Ambulatory Surgery Center associated with the hospital. Inova Fair Oaks Hospital also has an active emergency department, seeing more than 50,000 adults and children each year.

Since 2003 under John’s leadership, the hospital has made significant strides in providing high quality, safe care, and excellent service to its patients. Among its many awards, Inova Fair Oaks Hospital was the first hospital to receive the United States Senate Productivity and Quality Award using the criteria of the Malcolm Baldrige National Quality Award. Inova Fair Oaks Hospital has also been a Magnet designated nursing hospital since 2010. Additionally, Fair Oaks has received a “straight A” rating for safety by the Leapfrog Group since the group began rating hospitals. The vision of the hospital is to be recognized as one of leading community hospitals in the nation as measured by being the hospital of choice by the medical staff, the best place to work by the hospital team, and most importantly the best place to come for care by the community the hospital serves.

John began his career with the Daughters of Charity as an assistant administrator at DePaul Hospital in Norfolk Virginia. After nine years with Hospital Corporation of America (HCA), serving in his last role with HCA as District Vice President over eight hospitals, John returned to the not-for-profit sector of health care with the Bon Secours System as its Chief Operating Officer. From that role, John became Chief Executive Officer of the Bon Secours National System, growing the system from six hospitals to 14.

During his time with HCA, John was fortunate to meet W. Edwards Deming. Working with Dr. Deming and learning about the concepts of Continuous Process Improvement, John decided to devote his leadership to improving quality and safety in organizations using the methods Dr. Deming developed while working in Japanese manufacturing. John spent several weeks at Toyota in Japan learning the method and philosophy of the Toyota Production System. John has taken this philosophy and is translating it to health care at Inova using Fair Oaks Hospital as the model cell for the organization. John leads the strategic process improvement group for the system helping to create the Inova Operating System, which will serve as the operating and cultural mindset of the organization.

John’s journey in health care has been an interesting and varied one. The opportunity provided by VCU/ MCV’s Health Care Administration program gave John the foundation to continuously learn and improve his leadership skills.

“I have tried to continue to learn, especially from organizations and industries outside of health care,” says John. An example of that is the three week course John took at the Harvard Business School focused on achieving breakthrough service. During this course John studied with leaders from around the world and was exposed to a variety of leadership styles across multiple industries.

“Service has always been at the core of my leadership style,” he says. Early in his career, John began by volunteering to serve in the United States Navy as a hospital corpsman. He has also served on the Board of the Virginia Hospital and Healthcare Association for ten years, with one year as its Chairman.

“As I look back, my training in the Navy, my education at University of Pittsburgh with a degree in English Literature, and my great fortune to attend VCU/MCV were clearly pivotal moments in what I consider to be a fulfilling and exciting career.”
Kevin Jackson, Ph.D., is our newest Adjunct Professor. Dr. Jackson is a professor of Health Services Management at Norfolk State University. He also holds an adjunct faculty appointment at J. Sargeant Reynolds Community College, teaching in the Respiratory Therapy Program. Dr. Jackson completed his undergraduate B.A. in Political Science from VCU and an A.A.S degree in Respiratory Therapy from J. Sargeant Reynolds. He earned his Ph.D. in Health Services from Walden University and his MHA degree from Seton Hall University.

Dr. Jackson has over 16 years of professional experience in the health care industry, serving in both leadership and clinical roles and in both the inpatient and outpatient settings. He started as a practicing respiratory therapist at Bon Secours St. Mary’s Hospital, specializing in both adult and pediatric intensive care. Realizing the operational challenges facing the health care industry, Dr. Jackson transitioned from his clinical roles to hospital leadership. Dr. Jackson had the opportunity to serve as supervisor, manager, and director of respiratory therapy at St. Mary’s Hospital. These roles created a perfect blend of hospital leadership while remaining connected to the clinical setting. After serving as director of respiratory therapy, Dr. Jackson shifted his career to the outpatient setting as the Administrative Director of Operations for Bon Secours’ Medical Group. In this role, he was responsible for the daily operations of primary care, surgery, and specialty medicine.

After his tenure with Bon Secours, Dr. Jackson transitioned to private practice and served as the CEO of a specialty medical group. In this role, he helped improve the company’s operating margin and clinical workflows. Dr. Jackson credits his clinical experience as the foundation to his success as a leader. He believes leaders should first have an awareness of servant leadership. The best leaders understand the importance to serve patients and other stakeholders of the organization.

“I think it is important for the learning environment to be developed by the student and instructor together. A place of reciprocal understanding is where I believe academic excellence is achieved.”

Dr. Jackson teaches the Management of Health Care Organizations course for the first year MHA students. He believes student empowerment is the key to academic success. He says this about his teaching philosophy:

“I see my role as the instrument to guide the learning process to achieve the goal of academic excellence. I teach management strategies in a manner that encourages students to be actively engaged in the classroom and learning process. I think it is important for the learning environment to be developed by the student and instructor together. A place of reciprocal understanding is where I believe academic excellence is achieved.

It is a privilege to teach in the VCU Health Administration department. I am very impressed with the academic rigor of the program. The faculty and staff are very supportive. The students are engaged and committed to high standards of academic excellence. I relish the opportunity to motivate, encourage, and assist in leading the students to professional success.”
Staff Spotlight

**Rochelle Clarke** joined the Department as the Director of Information Technology in July 2007, replacing **Mark Diana** (PhD ‘06) who, after earning his HSOR PhD in 2006, was offered a teaching position at Tulane University. Prior to joining the Department, Rochelle worked as a system administrator for the Virginia Department for the Aging. During her tenure, she was involved in the inception and initial plans for the State’s *No Wrong Door* program, a virtual single point of entry for accessing public and private health and human supports for older adults and adults with disabilities in Virginia. The vision of *No Wrong Door* was to provide older adults and adults with disabilities with comprehensive information and streamlined access to available long term supports through collaborative partnerships and shared technology.

Rochelle was excited to join the Department. It was like coming back home, as she had completed her Bachelor of Science degree at VCU in December of 2000. In fact, she started her life here, having been born in St. Philip’s hospital. The idea of working in higher education was very appealing. As a former student, she knew that VCU would have a strong technology portfolio and be on the cutting edge of emerging technologies. In addition, being able to work with the next generation of leaders was something that she was looking forward to. She was not disappointed. The faculty, staff, students and alumni of Health Administration have been some of the most intelligent, articulate, and engaged people she has had the pleasure of working with. Along with the Health Administration “family,” she has also had the opportunity to work with students visiting from Kaohsiung Medical University in Taiwan and a group of physicians from Kazakhstan Medical University.

Since taking over as the Director of IT, Ms. Clarke has overseen the upgrading of the technology in both of the Department’s classrooms. This included two new 70” interactive touch displays; a new sound system and installation of a touch panel system control; the installation of digital signage in the student lounge and the computer lab that allows access to University-wide and Departmental announcements; the complete redesign of the website not once, but twice; and the creation of an online, self-reporting alumni contact database. She is looking forward to the next phase of the Department’s technology growth when the School of Allied Health’s new building is completed in two years. At that point, all of the departments in the School will be housed in one place and the technology will be standardized and centralized.

Ms. Clarke has remained active both in her personal endeavors and in the University community during her tenure. She earned her Master’s Degree with the VCU School of Business in 2013, and she serves on the Office of Student Conduct and Academic Integrity Sanction Review Board, the Student Conduct Board, and the Conduct Appeal Board, and she is a member of the Honor Council and the Student Conduct and Academic Integrity Executive Board.

In the next issue...

- ACHE
- VHHA Spring Conference
- Spring Seminars
- Spring Paul A. Gross Landmarks in Leadership
- New Building Groundbreaking Ceremony
- Commencement Activities

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We want to hear from you! If you have ideas for stories, or want to learn about specific updates, please let us know!

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The Grant House
1008 E. Clay Street
PO Box 980203
Richmond, VA 23298
mmcderrmot@vcu.edu

Follow us on facebook at [www.facebook.com/vcuhad/](http://www.facebook.com/vcuhad/)
Alumni Advisory Council
September 1, 2016 to August 31, 2017

Officers

President
Bassam Kawwass, FACHE, MHA 1980
President & CEO, Archer and Associates
925 Upper Hastings Way
Virginia Beach, VA 23452
Email: Bassam.Kawwass@ArcherAndAssociates.org

President-Elect
Mike King, FACHE, MHA 1978
Senior Consultant, Healthcare Repass, Inc.
128 Timberlake Ct.
Mt. Gilead, NC 27306
Email: mking12@aol.com

Past President
Eric Young, MHA 2007
Vice President of Operations, Sentara Leigh Hospital
830 Kempsville Road
Norfolk, VA 23502
Email: emyoung4@sentara.com

Members - at- Large

Chris Accashian
MHA 2001 - 2nd year
CEO, St. Francis Medical Center
13710 St. Francis Blvd
Midlothian, VA 23114
Email: christopher_accashian@bshsi.org

Bridget Fitzpatrick
MHA 2014 - 1st year
Director of Operations, St. Francis Medical Center
13710 St. Francis Blvd
Midlothian, VA 23114
Email: bridget_fitzpatrick@bshsi.org

Matt Gitzinger
MHA 2008 - 2nd year
Director of Clinical Support Services, Vidant Health
211 Virginia Road; PO Box 629
Edenton, NC 27932
Email: matt.gitzinger@vidanthealth.com

William Haugh, FACHE
MHA 2008 - 1st year
CEO, Georgetown Community Hospital
1140 Lexington Rd.
Georgetown, KY 40324
Email: william.haugh@lpnt.net

Alan Keesee
MHA 2009 - 2nd year
COO, Sunrise Hospital & Medical Center
3186 S. Maryland Parkway
Las Vegas, NV 89109
Email: Alan.Keesee@hcahealthcare.com

Jenifer Murphy
MHA 2009- 3rd year
Patient Safety Manager, VCU Health
Richmond, VA 23298
Email: jenifer.murphy@vcuhealth.org

Tracey Papas
MSHA 2011 - 2nd year
Director, Continuous Value Improvement, Anthem
5729 Rolling Creek Place
Glen Allen, VA 23059
Email: Tracey.papas@gmail.com

Carrie Willetts
MSHA 2007 - 2nd year
President, Wellspan Ephrata Community Hospital
169 Martin Ave
Ephrata, PA 17522
Email: cwilletts@wellspan.org

Sam Williamson
MHA 2010 - 3rd year
Director of Finance, Piedmont Atlanta Hospital
1968 Peachtree Rd NW
Atlanta, GA 30309
Email: samuel.williamson@piedmont.org
Both,

I would like to personally thank you and the MSHA Scholarship Committee for the scholarships that have been awarded to me since entering the program. This has meant a great deal to me since I have had to pay the majority of my tuition out of pocket. Again, I cannot tell you how much I appreciate the support!

Kelly Webb

MSHA Class of 2017