HCA creates Distinguished Executive in Residence Professorship

The Department of Health Administration is delighted to announce the creation of the HCA Distinguished Executive in Residence Professorship with a generous gift from HCA. The professorship was created as a tribute to HCA’s many VCU graduates, including Richard Bracken (MHA ’77), who recently retired as CEO and will step down from the role of Chairman at the end of the year after a 30-year career with HCA. The professorship will allow us to engage top health care executives with the Department and our students so that their academic preparation can be applied to the rapidly changing field of health care administration practice.

“HCA has a long and productive history with VCU, and many of its MHA graduates have become leaders in our organization,” said Milton Johnson, HCA President and CEO. “The establishment of this professorship shows a continued commitment to VCU, a collaborative relationship for the future and support for a program that we believe will ensure future generations of strong, innovative health care leaders grounded in a culture of putting patients at the center of care management.”

At the HCA board meeting in October at which the professorship was announced, Richard said, “I am so pleased to see this commitment to continued partnership between my two alumni organizations, VCU and HCA. Together, they represent the best in health care leadership, both striving for excellence, both fostering a culture that encourages leaders at all stages in their development to be guided by what is best for the patients, organizations and communities they serve. I look forward to seeing more great results from this effort.”
The HCA Distinguished Executive in Residence Professorship exemplifies the importance of endowments to the Department. State support of higher education is declining generally, and of VCU specifically. According to a State Council for Higher Education for Virginia report, state appropriations per student at four year institutions in Virginia declined 24.4% between 1992 and 2012. In this environment, endowments become the essential vehicle by which we pursue our vision of a high value health care industry led by our exceptionally trained alumni and informed by our cutting edge scholarship.

Endowments are created by significant gifts to the Department that are invested by the MCV Foundation on our behalf. Each year, the Department receives a portion of the income (currently about 4.5%) from these investments to support the purpose specified by the donor. Because we use only the investment income, the endowments provide revenue in perpetuity.

Endowments such as the Bon Secours, Cardwell, Perlin, Sentara, and Stack professorships, the HCA Distinguished Professorship, and the Bracken Chair help us attract and retain the excellent faculty we need to guide our students, lead our programs, and engage in high impact scholarship. Programmatic endowments such as the Dorsey Residency Excellence Fund, Grimes Faculty Excellence Fund (a current fund), Gross Landmarks in Leadership, Jordan Student Enrichment Fund, Judy Student Experience Fund, Mick Lectureship, and Watts Residency Excellence Fund help support student and alumni activities such as our annual alumni gatherings in Richmond, student participation in national conferences and case competitions, classroom speakers, and the all-important residency experience.

Scholarships and awards are critical to our ability to attract the best and brightest future leaders and reward them for exceptional performance. Thanks to the continuing generosity of our alumni, the Department is fortunate to have scholarship and award endowments totaling nearly $2M. In 2014, these endowments provided $150,000 for scholarship and award funding. A listing of all our endowments appears at the end of this issue of Cardwell Comments.

We want the Department of Health Administration – your alma mater – to offer the best programs in the country. With your engagement and support, we will get there.

(Many thanks to Nan Johnson of VCU’s Development and Alumni Relations Office and Jana Davis of HCA for major pieces of this story.)

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**Announcements, News & Events**

- On October 15, the Department held the annual Paul A. Gross Landmarks in Leadership alumni gathering at the Hotel John Marshall. Chris Dadlez (MHA '79), FACHE, President and CEO of St. Francis Care in Hartford, CT, was the featured speaker. The 2014 Alumna of the Year Award was presented to Carrie Owen Plietz (MHA ’00), FACHE, CEO of Sutter Medical Center Sacramento in Sacramento, CA., by her classmate, Brent Clark (MHA ’00), Assistant VP of Capital Asset Management at HCA in Nashville. Dr. Jon Thompson (PhD ’95), Program Director from JMU and former mentor to Carrie, provided a videotaped tribute to her. The Young Professional Award was presented to William Haugh (MHA '08), CEO of Lifepoint’s Georgetown Community Hospital in Georgetown, KY, by Jess Judy (MHA ’77), Senior VP of Medical Staff Development in Brentwood, TN. The Lifetime Service Award was presented to Richard M. Bracken (MHA ’77), long time President and CEO of HCA, by Jeff Dorsey (MHA ’73), retired CEO of HCA’s Continental Division in Denver. Richard was unable to attend the event in person, so he provided his comments and
appreciation via videotape. **Dr. Cindy Watts** recognized members of the MHA Class of ’64 and the MHA Class of ’74 during the program. Both classes returned to Richmond to celebrate milestone class reunions. Dr. Watts also recognized the retirement of **Mike King** (MHA ’78), FACHE, former President and CEO of Camden Clark Medical Center in Parkersburg, West Virginia.

- The Department of Health Administration extends its best wishes to **Larry Sartoris** as he retires from 36 years as President of Virginia Hospital and Healthcare Association. We are proud that 12 of the VHHA Chairmen who served during Larry’s tenure are our alumni. Four other Chairmen have served as preceptors to our MHA students. A total of 34 alumni have been VHHA Chairmen since the Department admitted its first MHA class in 1949.

- The MHA Class of 2016 joined members of the Class of 2001 last month for the inaugural MHA CAREing Hearts Walk Challenge community service project. The Class of 2016 was the official challenge winner with 16 points. The event was organized by **Katherine Fowler** (MHA ’01) who is currently serving as the CARES Foundation President. Between the two classes, they raised over $3,600. Katherine will visit the Department to present the award to the class and is looking forward to planning the second event soon.
Members of the MHA Class of 1964 had two goals as they thought about how to celebrate their 50 year reunion. They wanted to gather as many classmates and spouses as possible to make it a very special time of reflection and celebration, and they wanted to make a significant gift to commemorate the career successes that were launched through their years in the program. They accomplished both.

Three members and four surviving spouses of the Class of ’64 returned to Richmond in October. They spent many hours talking about the program and sharing personal stories. They also attended the Paul A. Gross Landmarks in Leadership alumni event, an event supported by a previous gift from ’64 classmate Paul Gross. During the Landmarks program, Department Chair, Dr. Cindy Watts, presented 50 year medallions to each member of the class and asked for a moment of silence to pay tribute to those who had passed away.

The next morning, the class gathered at the Grant House for breakfast, enjoyed a Department update from Dr. Watts and a tour of the MCV campus led by Beth Williamson Ayers, Director of Alumni Relations. The tour included a special visit to the Newton House (now home to the MCV Foundation) where most of the members attended class. Dr. Jim Thompson, a class member who was unable to attend the reunion, assembled wonderful memory books that included entering photos and biographies as well as information on their classes and experiences in the program.

The achievement of the second class goal took the form of a student enrichment endowment created to honor Professor Tom Jordan. The announcement of the Tom D. Jordan Student Enrichment Fund at the Landmarks alumni event was made even more memorable by the fact that Mr. Jordan's 95-year old sister and longtime Department secretary, Frances Ewing, was in the audience, accompanied by her nephew, Jamie Ewing. Mr. Jordan taught Law to the Class of ’64 and many other students during his tenure in the 1960's and '70's. He passed away in 2010 at the age of 93. Mr. Jordan served in the US Army in WWII. After completing law school, he served as Chief Administrative Officer and Legal Officer for the Office of the Chief Medical Examiner of Virginia as well as Associate Professor of Legal Medicine and Hospital Law at VCU. The MHA Class of 1964 honors Mr. Jordan with this fund to support students in the Department of Health Administration who need financial assistance to attend professional meeting, seminars, and similar professional gatherings.
Members of the MHA Class of 1974 returned to Richmond to celebrate their 40 year reunion in October. Six members of the class attended the Paul A. Gross Landmarks in Leadership dinner and then met again for other activities during the week. **Dr. Cindy Watts** provided a tour of the Grant House and update of Department activities. **Dr. Yasar Ozcan**, MSHA Director and Professor, led a walking tour of the MCV campus including a special tour of the Randolph Minor Annex building where many of their classes were held. Special guest, **Dr. Jerry Norville**, who was Department Chair during their tenure, joined the group at the Landmarks event.

Class of 1974 members (l to r): Lew Yeouze, Stuart Smith, Carter Melton, Warren Brennan and Joe Dawson

**Mr. Richard H. Kerr** (MHA '64) of Mystic, CT, passed away on November 11, 2014. After serving in the Army Air Corps, Richard completed his bachelor's degree at West Virginia University and then enrolled in the MHA program. After graduation in 1964, his career began as an assistant administrator at Thomas Jefferson Memorial Hospital in Charleston, WV. He retired from Lawrence Memorial Hospital in New London, CT as VP of Professional Services after 22 years of service. He is survived by his wife of 53 years, Lucille, two children, two grandchildren and a sister.

**Lucien Roberts** (MHA '87) has a new position as the Assistant Administrator at Gastrointestinal Specialists, Inc. in Richmond, VA. **Emily Birdsong** (MHA '12) became the HR Business Partner at Saint Francis Care in Hartford, CT. **Becky Pelini** (MHA '13) is now the Director of Continuing Medical Education & Research and at Carolinas Healthcare System in Charlotte, NC. **Nikhil Singal** (MHA '14) is the Business Manager, Surgical Services at Sutter Medical Center in Sacramento, CA. **Alicia Jones** (MSHA '14) is now Adjunct Faculty- Respiratory Clinical Instructor at J. Sargeant Reynolds Community College in Richmond, VA.

**David Dunham** (MHA '76) plans to retire on December 31, 2014 after 11 years as President of Mercy Medical Center, a DignityHealth facility in Merced, CA. During that time, he oversaw the construction of a 186-bed replacement hospital and managed a financial turnaround. Prior to that, he was CEO of Southside Regional Medical Center for 13 years working with QHR as well as other CEO positions with Tenet and Humana. After 40 years in healthcare, David is looking forward to travel and time with family. Congratulations to David on a great career and best wishes during his retirement!
Dr. Gloria Bazzoli, along with Dr. Dave Harless from the School of Business, and Askar Chukmaitov (PhD ’05) from the Department of Healthcare Policy and Research, were awarded a large research grant from the Agency for Healthcare Research and Quality (under the purview of the U.S. Department for Health and Human Services) to study the development and effectiveness of Accountable Care Organizations.

Dr. Dolores Clement has been confirmed as the Sentara Professor of Health Administration. This professorship, endowed with a gift from Sentara Healthcare in 2007, is intended to support "distinguished faculty for the graduate training of men and women for eventual leadership roles" in healthcare. Dr. Clement has been on the faculty of VCU since 1988, serving as Program Director for both the MHA and MSHA programs for thirteen of those years, most recently from 2008 until July of 2014. She holds an MS from Rush University in Health Systems Management and a DrPH from the University of California, Berkeley. She is currently a Regent for ACHE and a member of the Accrediting Commission for our national accrediting body, CAHME.

Dr. Jon DeShazo has received a Blick Scholars Award from VCU. These awards, made possible by a generous bequest from Lavinia Blick, are given only every four years to a maximum of ten junior faculty on the MCV campus. Blick Scholars are selected through a highly competitive nomination process that includes documented growth toward achievement of national or international recognition. The awards provide $15,000 for each of four years to support the research agenda of the Blick Scholars. Dr. DeShazo was also a speaker in the first student-organized TEDxVCU in November at the Altria Theater. His talk, "It’s your research, too. Own the discovery and feel good," described how individuals can assure that medical research focuses on high impact outcomes. He also highlighted volunteers whose participation left a greater than life legacy. Dr. DeShazo was among 14 speakers selected through audition. You can find more information about TEDxVCU at its website: http://www.tedxvcu.com/.

Adjunct faculty member, Dr. Robert Graboyes (MSHA ’98) is the winner of Reason Foundation’s 2014 Bastiat Prize for journalism, which honors the writing that best demonstrates the importance of individual liberty and free markets with originality, wit, and eloquence. Reason Foundation is a nonprofit think tank dedicated to advancing free minds and free markets. Reason Foundation produces respected public policy research on a variety of issues and publishes Reason magazine.

Jami DelliFraine (PhD ‘04), MHA program director since July, will leave VCU in January to take a program leadership position with the Medical University of South Carolina, joining VCU alumni Abby Kazley (PhD ‘06) and Jim Zoller (MHA ‘77). We are sorry to lose Dr. DelliFraine, but excited about her new opportunity. Dr. Jon DeShazo has assumed the directorship of the MHA program effective immediately.

Adjunct Associate Professor, Dr. Tim Vogus, visited the Department in November to present a negotiations seminar for students as well as a case study of his involvement with the Tennessee legislature for the Health Politics and Policy class. Dr. Vogus has won numerous teaching awards for his negotiations classes and is ranked as a top 20 business school professor under the age of 40, and one of the top 50 business school professors in the world.
• **Dr. Sheldon Retchin**, Seymour and Ruth Perlin Affiliate Professor of Health Administration and Internal Medicine, will leave his position as VCU's Senior Vice President for Health Sciences and CEO of VCU Health System March 1 to become Senior Vice President for Health Sciences at Ohio State University and CEO of the OSU Wexner Medical Center. In his announcement of Sheldon's impending departure, VCU President Dr. Michael Rao said, "The growth and success of the health system under Sheldon’s leadership as senior vice president and VCUHS CEO has been stunning, especially in light of the challenges we face in modern academic medicine. I am forever grateful for Sheldon’s contributions to the university and medical center and his 32 years of service. He is leaving us in a strong position to continue our outstanding progress as a nationally ranked academic medical center." Dr. Retchin has been a valued faculty colleague and health system leader. We wish him the very best in his new role.

• **Dr. Ingrid Nembhard**, Associate Professor of Public Health and Management at Yale visited the Department in October to participate in several activities with faculty and students. Dr. Nembhard’s research focuses on organizational learning, with an emphasis on understanding the effects of intra- and inter-organizational relationships, leadership behavior, team learning strategies and project management on quality improvement efforts and clinical outcomes. She hosted a brown bag talk entitled “Implementing Role-Changing versus Time-Changing Innovations in Healthcare: The Differing Contributions of Engaging Staff, Management, and Network” and also guest lectured on Organizational Learning in Dr. Laura McClelland’s doctoral seminar class.

• Students in Dr. Watts's Health Politics and Policy class travelled to Washington, DC in September for a day of meetings with Congressional staffers and a tour of the U.S. Capitol. The highlight of the day was an afternoon conversation with CMS Administrator and alumna, Marilyn Tavenner (MHA ’89). Ms. Tavenner shared her insights and experiences around the implementation of the ACA and the launching of the health insurance exchanges.

• The Department hosted open house information sessions for all three programs during the month of November. Over 40 potential students attended the sessions to hear about their program of interest; meet faculty, alumni, and other students; and tour the Grant House and the MCV campus.
• The most recent outcome of MHA/MD student Alan Lee's productive summer internship in Nashville with Dr. Jon Perlin (MSHA '97) at the corporate office of HCA is a joint publication of their work on early elective deliveries. The article, "Recognition and response to electronic fetal heart rate patterns – impact on newborn outcomes and primary cesarean delivery rate in women undergoing induction of labor," was published by the American Journal of Obstetrics and Gynecology (doi: 10.1016/j.ajog.2014.11.019), with co-authors SL Clark, JA Meyers, DK Frye, and T Garthwaite.

• The 19th Annual NAHSE Annual Everett V. Fox Student Case Competition was held in Detroit, MI in October. The Department was represented by Class of 2016 students, Tiasha Bhowmik and Allison Fisher and Class of 2017 student, Valerie Mondestin. The Case Competition is a scholarship program where graduate programs in Health Administration, Business Administration, and Public Health compete in teams of 1-3 students. Student teams are charged with applying their creativity, knowledge and experience to analyze the diverse and real situations facing the healthcare organization featured in the assigned case. The VCU team made it to the semi-finals of the competition.

• Class of 2016 students, Michael Hanson, Erin Nelson, and Rupal Wadhawan participated in the student poster competition at the Virginia HIMSS Chapter Annual Fall Conference in November. The theme of this year's poster competition was "Transforming Healthcare Using Big Data." Posters could be original research, case report, or opinion; and needed to emphasize the transformative potential of information technology. The team’s poster, entitled “Leveraging Big Data to Reduce Hospital Readmission Rates,” won second place.

• The MHA Class of 2016 has been busy the last few months with community service projects. In October, students volunteered at the Church Hill Activities and Tutoring (CHAT) center’s Halloween BBQ where they participated in activities such as face painting, games and candy distribution. In November, the class worked with the Peter Paul Development Center to sponsor a needy family’s Thanksgiving meal by raising money and shopping to put together all of the fixings for a feast. This month the students sponsored a child through the William Byrd Community House. They raised funds to purchase toys and clothes to make sure the little girl has a happy holiday. We in the Department are very proud of our students’ philanthropic accomplishments and their enthusiasm for giving back.

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**Faculty & Alumni Spotlights**

Roger Neathawk is an adjunct faculty member who teaches the Healthcare Marketing course for MHA students in the spring semester of their second year. A hallmark of the course is a requirement for groups of students to complete marketing plans for Richmond area non-profit organizations, an experience the students find very valuable. Last year, plans were developed for the local Red Cross chapter, Richmond Center for High Blood Pressure, Fan Free Clinic, and SupportOne, a non-profit that provides services for adults with intellectual disabilities. Roger also enriches the course and keeps it current by including guest lecturers who have expertise in specific areas of marketing. Roger said, “I love working with the students. They are so energizing and help to keep this old fellow on his toes, which is no easy task!”
Roger began his professional career as a pharmacist and then moved into administration with the Bon Secours system, serving as chief administrative officer at St. Mary’s Hospital in Richmond and as CEO at Mary Immaculate Hospital, Newport News. In 1984, he and Susan Dubuque founded Neathawk Dubuque & Packett, an advertising agency that has earned a national reputation in healthcare marketing. Today, the agency has full-service offices in Richmond, Roanoke and Chattanooga. Its clients include Massachusetts General Hospital, Kindred Healthcare, Loma Linda University Health, and VCU Medical Center.

Roger’s undergraduate degree is from VCU’s School of Pharmacy. He also received a MS degree from the School of Business. He is very active in the community and currently serves as Chairman of the Board of Fan Free Clinic.

Jess Judy (MHA ’77) is a third generation MCV graduate who currently serves as Senior Vice President, Provider Relations for LifePoint Hospitals. Jess has enjoyed a diverse career since starting his hospital administrative work with HCA’s Lewis-Gale Hospital in Salem, VA immediately after graduation. After being with HCA in both hospital and corporate leadership roles, he pursued a few entrepreneurial opportunities in the ambulatory and physician services space. In 2001, he decided to return to his true passion, hospital administration, serving in various capacities before accepting a Division President role with LifePoint in 2006 with responsibility for the company’s hospitals in Virginia and Louisiana. Jess moved into his current role in 2008 and oversees all activities related to physician practices and physician engagement. He was instrumental in the development of the Duke/LifePoint partnership, a relationship that brings together the best of clinical medicine and hospital operations. It was during this time that Jess reengaged with the program and served a 3-year term on the Alumni Council. He has become a very active alumnus and currently co-chairs the Department’s Committee for Sustained Excellence. Jess’s passion for the school and his support of the students, faculty, and residency program - and now fund raising efforts - are evident in all he does as a representative of the great heritage of the program. He is quick to reach out to fellow alumni to share his passion and works diligently to get others engaged in efforts to expand alumni involvement and support of the school. For his efforts, he was recognized as the 2012 Outstanding Alumnus. One of his proudest moments was being asked to present the 2014 Young Professional Award to William Haugh at this year’s Landmarks in Leadership event.

Jess and his family recently endowed the Judy Family Student Experience Fund as a tribute to the Judy family’s now over 100 year association with MCV (VCU) and a lasting commitment to his support of current and future students of the program. This fund will support student activities outside the classroom to include case competitions, ACHE attendance and other programs selected by the faculty. Jess and his wife, Kathleen, reside in Nashville, where their two children and two grandchildren live.
Beth Williamson Ayers joined the Department in 2010 and serves as the Director of External Relations. Prior to her arrival, she worked for five years as Assistant Dean of Development in the Dean’s Office of Allied Health Professions at VCU. Beth holds a Bachelor’s degree in business administration from Belmont University in Nashville, TN and a Master’s degree from the School of Education at VCU.

Beth has a number of roles in the Department. Her position includes working with the nearly 2500 alumni of our programs, directing all alumni functions, communication with our alumni, donor activity and stewardship, donor gifts and annual fundraising efforts. She serves as the liaison to the MCV Foundation and the VCU Alumni and Central Development office. She manages all local alumni events, class reunions and special department, school and university-wide events. She works closely with the department’s Alumni Council to support programs and also attends national professional meetings to represent the Department.

She says the best part of her job is to see the connections our alumni maintain throughout their careers and she knows that one of the reasons this program remains strong is because of our involved and connected alumni community.

Beth also feels a special connection to the Department, as her father, David G. Williamson, Jr., was a 1952 MHA graduate of the program. She grew up knowing about the Department and was aware of the role of a hospital/healthcare leader. She is very proud to be working in the Department and continuing the family connection.

Beth is an active volunteer in the Richmond community. Her recent volunteer work includes Habitat for Humanity and she currently serves on several committees. She is a big VCU basketball fan and has enjoyed attending games since the 90’s! Her favorite pastime is spending time with her son, Owen, and traveling to new and interesting places.
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Department of Health Administration
Funded Endowments 2015

Chairs
Richard M. Bracken Chair of Health Administration

Distinguished Professorships
HCA Distinguished Executive in Residence Professorship

Professorships
Bon Secours Professorship in Health Administration
Charles P. Cardwell, Jr. Professorship in Health Administration
Seymour and Ruth Perlin Professorship in Health Administration and Internal Medicine
Sentara Professorship in Health Administration
Timothy R. Stack Professorship in Health Administration

Directed Programmatic Endowments
Jeff and Marcel Dorsey Excellence Fund
James and Marguerite Grimes Faculty Excellence Fund (current fund)
Paul A. Gross Distinguished Leadership Speaker Series
Judy Family Student Enrichment Fund
Tom D. Jordan Student Enrichment Fund*
Stephen S. Mick Lectureship Fund*
Richard C. and Alice Adams Watts Residency Excellence Fund

Scholarship and Award Funds
Carl W. Armstrong Award for Excellence in Patient Safety
James W. Begun Excellence in Doctoral Studies Award
Bon Secours Scholarship
M. Earl Bullard Scholarship
Dr. Dolores G. Clement Community Service Scholarship*
Elwyn L. Derring Scholarship
Elmer Lee Farnsworth Fund in Health Administration
Carl R. Fischer Scholarship
James M. Fleetwood Scholarship
William H. "Ham" Flanagan Scholarship
HAD Alumni/ae Endowment*
HCA Scholarship for Emerging Health Care Leaders
Health Administration Fund in Managerial Ethics
Health Services Organization Research Scholarship
Robert S. Hudgens Scholarship
International Program and Development Scholarship
Sherry Kohlenberg Scholarship
J. Stephen Lindsey Scholarship*
Roice Luke Scholarship
MHA Class of 2005 Scholarship*
MHA Class of 2006 Scholarship*
Professional Development Fund MHA Classes of 2008 (Founder) and 2010*
Stuart D. Ogren Scholarship
Donald J. Romano Endowed Award
Kenneth R. White Scholarship*

*Fund created by class gift
Happy Holidays and Best Wishes for a Wonderful New Year from the Department of Health Administration Family!