



CARDWELL

Comments

Newsletter of the Department of Health Administration

February 2016

Chair's Corner



What a way to begin the new year! Threatened with more than a foot of snow, VCU – and most of Richmond – shut its doors on the first Friday of spring semester classes. We were back in business the next week, however, rested and ready for a busy year. One of our most enjoyable activities in January is thanking all of you who made end of the year gifts to the Department. We are delayed this year not only by the snow closure, but also by a new VCU data system that we rely on to receive our gift information. If you made a gift but have not heard from us yet, please know that we greatly appreciate your generosity, and we will be in touch with each of you shortly to tell you that more personally!

One of the core values in the Department is the importance of connection to the field of practice. The faculty do a wonderful job of preparing our students academically. We know, however, that you need your young employees to also have a good sense of how the academic concepts apply in your world. Your financial gifts help us complement classroom activities with experiences outside the classroom. In 2015, we sent over 20 students to six national case competitions where they had to quickly digest the details of an industry case study and present its key elements and a proposed solution to a panel of practitioners. In March, we will again send a contingent of students to the ACHE Congress in Chicago where they will attend sessions and network with students from other programs, our alumni, and healthcare professionals from around the country.

Your gifts of time and connections allow us to bring experts to the Grant House and involve our students in the work of organizations in the Richmond community. This semester, for example, teams of second year students are working on joint projects in the marketing, strategy, and human resources courses for five organizations: Cross Over Healthcare Ministry, Center for Healthy Hearts, OrthoVirginia, Virginia Premier, and the Richmond Academy of Medicine. During the Fall semester, our students heard from at total of 43 speakers (17 of whom are alumni), including representatives from health systems, physician practices, industry associations, government agencies at all levels, long term care facilities, and consulting firms. You can see a complete list of Fall semester speakers [here](#).

We could not do what we do without you. That is why we so enjoy connecting with you at our alumni events in Richmond and elsewhere. This spring, we are looking forward to seeing many of you at our

annual Tuesday evening reception at the ACHE Congress (with many thanks to our reception sponsors, Hancock, Daniel, Johnson, and Nagle), and at our Paul A. Gross Landmarks in Leadership event in April. The MHA Class of 1976 will also kick off its 40th reunion with us that afternoon.

All of us in the Department wish you a prosperous and enjoyable new year. If you are ever near the Grant House, please stop by and say hello. We would love to see you.

Featured Story

Bringing the Worlds to Richmond

By Alexa R. Warner

In September 2015, the City of Richmond hosted one of cycling's top international events, the UCI Road World Championships (Worlds). When we heard in late 2013 that VCU Health had won the opportunity to serve as the event's exclusive medical sponsor, we realized that our role was not just to provide excellent medical care to world-class athletes, but also to rally with our community to host the biggest event to ever roll through our city.



VCU Health employs over 11,000 team members, educates over 5,000 learners and welcomes many thousands of patients and visitors to its downtown campus every day. In an urban environment, that kind of volume is challenging on a normal day, but overlay the closure of all but one entrance to the campus for nine days, and we were in unfamiliar territory. No pressure.

Our primary objective from the outset was to ensure that high-priority daily operations would continue undisturbed. Second was to develop a communication plan for our patients and team members. Lastly, we needed to develop a comprehensive plan to fulfill our contract with Richmond 2015 – to deliver excellent roadside care and medical transport, as well as urgent after-hours care to the 1,000 plus Worlds athletes.

To maintain daily hospital operations, we collaborated extensively with VCU Police and our state agencies, Richmond Ambulance, Fire and Police. We worked alongside VCU departmental leadership to ensure patients would be able to schedule and keep appointments. The VCU Health Emergency Department and Level I Trauma Center were critical partners to ensure flex plans were in place, training was up to date and emergency drills were occurring regularly. Internally, we developed plans to ensure that in the event of a tragedy, appropriate resources would be available. A team assembled and led by **Dr. Shirley Gibson (MSHA '90)**, Associate Vice President of Nursing, ensured that VCU would not divert any ambulance traffic to other hospitals throughout the entire race. Zero diversion during the event was of ultimate importance given VCU Health's role in the state's Unified Command Structure (UC). In the event of an emergency, the UC structure brings together leaders of all relevant organizations to coordinate an effective crisis response. Given the high risk of a crisis during the event, which drew not only athletes but tens of thousands of international visitors to Richmond, the UC was assembled and operational throughout the event, functioning as a crisis safety net and linking partner organizations to make better decisions.

Our second objective was to communicate effectively with our patients and team members. We wanted to raise awareness, educate, create excitement and deliver important logistical information about the race via multiple modalities. The overarching key messages were awareness, reassurance, pride and responsibility. Mass communications included the deployment of an interactive website designed specifically for the event (Navigate.VCUHealth.org), weekly social media posts, on-hold messaging, digital boards in the environment, call center scripting and paid media. We also used Netpresenter technology, which displayed important news and alerts on over 7,000 computer screens across the campus. Six months prior to the event we took the information “on the road” and presented the race information and plans at over four-dozen team meetings, directly reaching over 1,500 team members. We also used mass e-mail, direct mail to team member homes, and mass text messaging technology. All patients scheduled during the nine-day event received a post card. New patients received updates in their patient packets and frequent forums were held with physicians to provide them with the most up-to-date information to share directly with their patients.

During the event, our videographers shared a daily re-cap video of the athlete medical care provided that day via mass-mail and social media. In the end, we saw over 26,000 sessions on the Navigate website, over 400,000 impressions on social media, and close to 600,000,000 impressions reached through “earned media” (the daily news) across all markets.

The third objective was to provide topnotch care to these world-class competitors. We selected and trained an athlete medical team of 50 providers including physicians, nurses, athletic trainers, and physical therapists. They provided medical care in a state-of-the-art athlete medical tent, in medical “saag” cars (cars with two physicians that followed behind the racers to assure speedy treatment of athletes injured during a race) and fan zones. In preparation for the event, the team attended an all-day training session to brush up on their field skills. We worked side-by-side with Richmond Ambulance Authority to ensure injured athletes could be transported to the medical tent, or if necessary to the Emergency Department where fast-track triage plans were in place to expedite injured athletes through the ED. Additionally, bi-lingual team members and translation services were available to effectively provide care to all international athletes. By the time Worlds rolled out of town, the team had seen and treated fifty of the world’s top athletes.

When the Men’s champion crossed the finish line, we popped champagne and celebrated all of the hard work that had gone into making VCU Health shine. After two years of planning and nine days of continuous competition, we came out on the other side, better for having had the opportunity to rise to the challenge. A once in a lifetime opportunity – and, like all of those cyclists, it went by too fast.

Announcements, News & Events

- The Virginia Hospital & Healthcare Association held its 89th Annual Meeting from November 10-13, 2015 in Hot Springs, VA. The Department is a sponsor of the conference and participated with an exhibit booth during the week. **Dr. Cindy Watts** and **Beth Williamson Ayers** attended and were present when **Dave Bernd** (MHA ’73) received the Distinguished Service award presented by VHHA. The award is given to past or present chief executive officers of VHHA member institutions who have long records of performing outstanding, valuable and unique services to the hospital and health system community.

- Sheldon M. Retchin, M.D., M.S.P.H., former Senior Vice President for Health Sciences at VCU and Chief Executive Officer of VCU Health System, and Adjunct Professor in the Department from 2003 to 2015, received the Presidential Medallion at VCU's commencement ceremony in December. The Presidential Medallion was established in 1984 by the VCU Board of Visitors to honor the outstanding contributions of members of the university community. Dr. Retchin made many significant contributions to our students and our programs during his tenure at VCU. He left VCU in 2015 to become the Executive Vice President of Health Sciences and Ohio State University and CEO of Wexner Medical Center.
- Before VCU's winter break in December, Jerry Norville hosted a brunch for the faculty and staff in the Grant House. Jerry spoke fondly of his time as Chair, and the faculty shared memorable stories. One such story was about Valeria, his late wife and Dr. Prybil's most trusted assistant, and how hardworking she was when the workload was heavy. Thank you, Jerry, for your thoughtfulness and dedication to our Department.



Pictured (l to r): Suzanne Havasy, Dr. Cheryl Rathert, Dr. Mike McCue, Dr. Dolores Clement, Dr. Yasar Ozcan, Dr. Gloria Bazzoli, Dr. Laura McClelland, Jerry Norville, Dr. Jan Clement, Dr. Jessica Mittler and Dr. Ann Johnston

- The annual Cardwell Alumni reception at the ACHE meeting in Chicago will take place on Tuesday, March 15, 2016 from 6pm to 8pm. The reception will be held at the Hyatt Regency Chicago in the Water Tower Room on the Bronze level of the West Tower. The event is generously sponsored by Hancock, Daniel, Johnson & Nagle, P.C. of Glen Allen, VA. All alumni are cordially invited and you do not need to RSVP to attend. **Dr. Cindy Watts** will provide a brief department update to accompany drinks, hors d'oeuvres, and great networking. Please stop by the exhibit booth at Congress this year to say hello and pick up a VCU sticker for your nametag! Many of our students will attend Congress and look forward to meeting you at the Cardwell Reception on Tuesday night.

- The Department will host students and faculty from the Kaohsiung Medical University during VCU's spring break in March. This will be the 16th year KMU has participated in the workshop on U.S. healthcare at the Grant House.
- Seven MHA students will travel to Columbus, OH to compete in the Ohio State Case Competition in March. **Dr. Jon DeShazo** will accompany the students.
- MHA Class of 2016 Oral Comprehension Exams will be held on April 7th in the Grant House.
- The Spring Paul A. Gross Landmarks in Leadership lecture series will be held on April 21st at the Pauley Center at the VMFA.
- The Department is collaborating with Shandong University in Jinan, China, to develop curriculum and teach courses this spring to students in their Center for Health Management and Policy. Tim McManus, CEO of Chippenham Johnston Willis Medical Center, Dr. Andrew Barnes, Assistant Professor in the VCU Department of Health Behavior and Policy, and Dr. Sunil Sinha, Director of Clinical Quality and Patient Safety at Chen/JenCare Neighborhood Medical Centers, will travel to Jinan in March to kick off the new partnership with SDU.
- The Department's MSHA program would like to enlist the help of our alumni with student recruitment efforts. If you know someone in your organization who might be interested in learning about the program, please have them contact Program Director, Dr. Yasar Ozcan at ozcan@vcu.edu, or Program Coordinator, Chuky Spivey at ckspivey@vcu.edu.

Alumni News

- **Dr. Alan Dow** (MSHA '05), Assistant Vice President of Health Sciences at VCU Health and Professor in the Department of Internal Medicine, was awarded the Seymour and Ruth Perlin Professorship in Healthcare Quality. The professorship was established in 2008 to recruit and retain a distinguished faculty member with joint appointments in the Department of Health Administration and the Department of Internal Medicine. Dr. Sheldon Retchin, who left VCU in 2015 to become Executive Vice President of Health Sciences and Ohio State University and CEO of Wexner Medical Center, was the inaugural Perlin Professor.
- **Sheryl Garland** (MHA '88) and VCU Health are collaborating on a project with Bon Secours Richmond Health System to provide education and coaching assistance to people who are new to receiving health insurance. Called the Health Exchange Financial Assistance Program, it entails education classes, one-on-one discussions with a health coach, as well as budget planning in order pay monthly premiums. Visit http://m.richmond.com/business/local/article_b5fc5f7e-6e24-5521-adba-37da84c91f08.html?mode=jqm to read the full article.
- **Jon Perlin** (MSHA '97) and **Marilyn Tavenner** (MHA '89) are on the 2015 Modern Healthcare list of 100 Most Influential People in Healthcare. The program honors individuals in healthcare who are deemed by their peers and the senior editors of Modern Healthcare to be the most influential individuals in the industry in terms of leadership and impact.

- On October 28, 2015, several Nashville alumni got together with **Dr. Cindy Watts**, **Beth Williamson Ayers** and Chad Krouse from the VCU Regional Alumni Office. Dr. Watts provided a brief department update and Chad provided an overall VCU update. Thanks to **Jess Judy** (MHA, '77) for assisting with arrangements for the evening.



Pictured (1 to r): Bryan Brand (MHA '81), John Smalley (MHA '77), Richard Bracken (MHA '77), Jess Judy (MHA '77), David McClellan (MHA '83) and Bill Sanders (MHA '76) in Nashville, TN.

- **Ed Lovern** (MHA '92) was recently highlighted in the Randolph-Macon College Fall 2015 alumni magazine in an article featuring lifelong learning. Ed is a native of Lynchburg, VA and graduated from Randolph-Macon in 1985 with a business degree. He started his career as an administrative resident with Borgess Healthcare in Kalamazoo, MI in 1992 after earning his MHA degree from VCU. He joined Piedmont Healthcare in 2002 and currently serves as COO for Piedmont Atlanta Hospital in GA. Quoted in the article, Ed states that “much of what he achieved in grad school resulted from R-MC’s challenging curriculum; it helped me become a lifelong learner.”
- **William Haugh** (MHA '08), CEO of Georgetown Community Hospital, a part of LifePoint Health in Georgetown, KY, has earned the Certified Professional in Patient Safety (CPPS) designation. The three year certification distinguishes healthcare professionals who have demonstrated competency in patient safety science and have effectively planned and implemented patient safety initiatives.
- **Neda McGuire** (MHA '93) recently volunteered her time to help Syrian refugees fleeing to Greece and Turkey. Neda, who speaks Farsi, traveled to the Greek island of Lesbos in December where she was able to translate to medics the needs of the immigrants. She was moved to help after seeing a picture of a lifeless toddler who had washed ashore after his boat had capsized during the crossing.



Bridget with her father Dr. Daniel Fitzpatrick

- **Bridget Fitzpatrick** (MHA '14) is the recipient of the New Leader of the Year - Clinical Award, presented by Ochsner Health System. Bridget's department, Regional Referral Center, also won Department of the Year. The Annual Spirit of Leadership awards program acknowledges leaders, physicians and teams demonstrating outstanding leadership qualities and contributions to their profession, Ochsner and the community.

- **Bryan Arkwright** (MHA '09) is now a Senior Consultant at Schumacher Clinical Partners in Charlotte, NC. Previously he was Director, Center for Telehealth at Mission Health in Asheville, NC.

- **Eric Badger** (MHA '12) has been appointed as the Group Practice Manager at the Minot Air Force Base, ND. Before taking his new position, Eric was the Chief Information Officer.

- **Alicia Barfield** (MHA '02) has a new position as the Director of Strategic Initiatives at Duke Raleigh Hospital in Raleigh, NC. Her last position was Manager, Business Development at UNC Physicians Network in Morrisville, NC.

- **Betsy Blair** (MSHA '95) and **Tracy Kemp Stallings** (MSHA '95) were the School of Allied Health Professions guests at the VCU-Fordham basketball game in Richmond on January 13th. They had a great time cheering the Rams on to victory!

- **Carolyn Carpenter** (MHA '98) is serving as the Chief Operating Officer of Duke University Hospital in Durham, NC. Carolyn has served in the Duke organization since 1998 when she started as an Administrative Fellow.

- **Ashley Clary** (MHA '07) is the new Assistant Vice President of Radiology Services at Ochsner Health System in New Orleans, LA. Prior to accepting this position, Ashley worked in various roles at Sentara Norfolk General Hospital in Norfolk, VA.



Betsy Blair & Tracy Kemp Stallings

- **Robin Cummings** (MSHA '09) is now working as the Director of Honoring Choices Virginia in Richmond, VA. Robin's last appointment was Director of Health Policy and Research at the Medical Society of Virginia.

- **Kathryn Green** (MHA '15) has a new position as Business Development Project Manager at Sentara Healthcare in Norfolk, VA. Her previous post was a Business and Network Development Associate at Saint Francis Hospital and Medical Center in Hartford, CT.

- **Richard Green** (MHA '11) is now the Director, Physician Revenue Cycle at Bon Secours Health System in Richmond, VA. His last position was System Manager, Ambulatory Business Operations.

- **Lauren Maenza** (MHA '14) is the new Director of Outreach and Ambulatory Services at Bon Secours Health System in Richmond, VA. She was previously the Manager of Operations and Development.

- **J.D. McCoy** (MHA '14) is now Director of Ambulatory Operations at Children's Specialty Group in Norfolk, VA. His previous position was Clinical Operations Administrator at CSG.
- **Mary Ellen Mooney** (MSHA '09) is now working in the Stem Cell Laboratory at Vanderbilt University Medical Center in Nashville, TN. She had previously been a Blood and Marrow Transplant Accreditation & Quality Specialist for a consultant service.
- **Daniel Owen** (MHA '14) has a new position as a Business Financial Analyst at University of Virginia Physicians Group in Charlottesville, VA.
- **Chris Pierson** (MHA '10) has accepted the role of Director for the Imaging Service Line for Sentara Healthcare in Norfolk, VA. Chris' last appointment was as the Director of Cardiology and Imaging at Sentara Leigh Hospital.
- **Carrie Owen Plietz** (MHA '00) has accepted a position as Executive Vice President at WellStar Health System in Marietta, GA. Carrie is currently the CEO of Sutter Health in Sacramento, CA and will start her new post in late February.
- **Whitney (Wimmer) States** (MHA '14) has a new position as a sales representative at Eli Lilly and Company in Charlottesville, VA. Her previous position was as Regional Account Manager at Alere Inc.
- **Carrie Willets** (MSHA '07) will become the new President of Wellspan Ephrata Community Hospital and Senior Vice President of Wellspan Health in Lancaster County, PA. Prior to her new appointment, she was Vice President of Operations at Sentara CarePlex Hospital in Hampton, VA. Carrie will be responsible for operating activities and will oversee the performance improvement and patient experience initiatives for the hospital.
- **Austin Wratchford** (MHA '13) has a new position as COO at Parkview Regional Hospital in Mexia, TX. His previous position was Assistant Administrator at Clinch Valley Medical Center in Richlands, VA.
- After a year as the Manager of Performance Analytics at MedStar Health in Washington, DC, **Jimmy Zhou** (MHA '14) has accepted a position as Lead Performance Improvement Manager at MedStar Franklin Square Medical Center in Baltimore, MD.
- Dr. Charles P. Cardwell, III passed away on November 7, 2015 in Richmond, VA. He was a graduate of UVA, and MCV and completed his career at Metropolitan Hospital in Richmond. Dr. Cardwell was the grandson of Mr. Charles P. Cardwell who was a Director of MCV Hospital and established the School of Hospital Administration.
- **Karen Savage** (MSHA '14) passed away on November 28, 2015 after a battle with breast cancer. Karen was born and raised in San Jose, CA, earned her B.S. from San Jose State University and her MSHA degree in 2014. She is survived by her twin daughters, sister, and nephew. Karen's MSHA classmates have started a collection for donations for a memorial bench in her honor that will reside at the Grant House. If you would like to contribute, please contact Tiffany Wasiuk at tiffany.wasiuk@optum.com.

Faculty News

- **Dr. Laura McClelland** has been asked to join the Scientific Advisory Panel on the Evidence for Patient and Family-Centered Care. This group of researchers, healthcare professionals and administrators has been asked to advise the National Academy of Medicine's Care Culture and Decision-making Innovation Collaborative on the status of the evidence-base for person-centered care.
- **Dr. Cindy Watts** and a team of collaborators led by School of Dentistry Dean David Sarrett have advanced in a funding competition sponsored by VCU's new Institute for Inclusion, Inquiry, and Innovation. Established in July 2015, the mission of the [Institute \(iCubed\)](http://provost.vcu.edu/about/office-leadership/institute-for-inclusion-inquiry-and-innovation/) is to promote diversity and inclusion through a strategic investment in academic programs and institutes and centers focused on the welfare of urban populations. This iCubed initiative would provide guidance and support to senior administrators, academic deans, department heads, and institute and center directors on creative and multidisciplinary approaches to solving societally relevant problems (<http://provost.vcu.edu/about/office-leadership/institute-for-inclusion-inquiry-and-innovation/>). Dean Sarrett's proposal focuses on oral health in childhood and adolescence in the City of Richmond.
- **Dr. Cindy Watts** has been invited to join the External Advisory Committee of the Institute of Public Health Genetics at the University of Washington. Dr. Watts was a founding faculty member of the IPHG in 2001. The Committee will be chaired by Dr. Gil Omenn, Henry T. Shapiro Distinguished University Professor at the University of Michigan.
- **Dr. Stephen S. Mick** and **Dr. Patrick D. Shay** (PhD '14) published an article titled, "Clustered and distinct: a taxonomy of local multihospital systems," in the January 2016 issue of [Health Care Management Science](#).
- We are pleased that **Rodney Adams**, a lawyer at LeClairRyan, will teach the Health Care Law and Bioethics course for MHA students during the Spring semester. Mr. Adams holds a JD from the University of Illinois School of Law and an LLM in Forensic Medicine from the University of Glasgow Faculty of Law.

Student News

- MHA Class of 2016 students **David Carter, Allison Fisher, and Meghan Wilson** traveled to Waco, TX to participate in the invitation-only Robbins Case Competition in Healthcare Management at Baylor University. The competition provides a forum for master's level students to participate in a national case competition in healthcare management with a distinct financial/quantitative emphasis. **Dr. Jon DeShazo** traveled with the team to Baylor.
- The Department participated with Healthcare Quest through the VCU Division for Health Sciences Diversity and Richmond Public Schools in November to educate middle school students about healthcare careers. MHA class of 2018 students **Zuhair Haleem, Sarah Heldreth, Alexandra Hoffman** and **Hiram Jacob** supervised over 60 8th grade students who visited VCU's Health Science Campus to learn about the field of health administration. The middle school students created their own hospital, were asked to discuss problems like staffing shortages and budget cuts, and presented how their leadership team would resolve them.

- The MSHA students enjoyed unseasonably warm temperatures during their on-campus sessions in December. Even though the heat was on, they were able to end their week with a festive Tacky Sweater Party!



Pictured (l to r) Dr. Cindy Watts, Millicent Smith, Lisa Beard, Matt Schefft and Natalie Nguyen



Pictured (l to r back row) Carrie Cybulski, Matt Schefft, (front row) Smruti Kinariwala, Natalie Nguyen, Millicent Smith, Lisa Beard, Dr. Dolores Clement and Cindy Richards

- Each academic year, the Department sets a goal of visiting each active administrative residency site. By scheduling specific site visits and combining them with other Department-related travel, we have been able to visit at least 90% of the residency sites each year. In the past two years, we have visited 100% of the sites.

Striking the Right Balance

By Cindy Watts

What is the appropriate balance between technology and human interaction? This isn't just an issue about cell phones at the dinner table, it is also an important question for health care professionals – and educators. According to a recent blog post by Washington Post writer, Lenny Bernstein,¹ the stethoscope, a 200-year-old device that connects a patient and physician at the distance of its rubber tubing, is about to be replaced by echocardiograms and pocket-sized ultrasounds. No one disputes the increased quality of the sounds and signals produced by the new technologies nor its other advantages (the FDA just approved a mobile phone app that can transmit the digitized sound thousands of miles away or directly to an EMR). In dispute, however, is the impact of these new devices on the human connection between physician and patient. [Ironically, the stethoscope was invented in 1816 by René Laennec explicitly to separate him from an obese female patient with suspected heart disease. Laennec, who used his experience as a flute player to design the instrument, wrote, “in the case of females it (placing an ear to the patient’s chest) is not only indelicate but often impracticable; and in that class of person found in the hospital it is disgusting.”²] As health care professionals, you know that these choices also have cost consequences, so the question becomes even more complicated: what is the right balance among technology, human interaction, and expenditure?

Technology – and expenditures – continue to escalate. Our hope, as our students begin another semester in the Grant House, is that we prepare young leaders who will have both the technical/analytical skills and the human skills to make balancing decisions that are both judicious and compassionate.

¹L Bernstein. 2016. “After 200 Years, Time to Check the Pulse of a Medical Icon.” The Washington Post. Posted January 2, 2106. <http://www.theguardian.com/society/2016/jan/09/stethoscope-cardiology-doctor-outdated-auscultation>

²ER Edelman and BN Weber. 2015. “Tenuous Tether.” NEJM. 373:2199-2201. (Thanks to Megan McDermott for the Bernstein reference)

Employment Opportunities

- Weill Cornell is requesting nominations in connection with its search for the inaugural Chief, Division of Healthcare Delivery Science and Innovation in the Department of Healthcare Policy and Research, Weill Cornell Medicine in New York City. The Division’s first Chief will accelerate activities focused on the development, implementation and evaluation of patient-centered clinical innovations and innovative models of healthcare delivery. This is an exciting role for a physician executive who is skilled at managing in a complex academic enterprise, who has a strong vision for growth, prioritizes clinical quality and who appreciates the importance of collegial decision-making in an interdisciplinary structure. The ideal candidate will have an outstanding record of introducing innovations, obtaining funding and publishing research results. S/he will likely have training in quality improvement, operations research, engineering, health information technology or a related field. Please forward your nominations to John Ferry, MD MBA at john.ferry@kornferry.com.

- The Virginia Oral Health Coalition located in Glen Allen, VA is searching for a candidate to fill its Program and Engagement Manager position. The position is a great opportunity for someone early in his/her career or recently earned a Master's degree, who has an interest in health, policy or programmatic work. The application deadline is February 8th and the full job description can be found here: http://www.vaoralhealth.org/Portals/0/Documents/Job%20Description_ProgEngagementManager.pdf. Please email Samantha Dorr at sdorr@vaoralhealth.org for questions.

Faculty & Alumni Spotlights



Michael J. McCue, DBA is the R. Timothy Stack Endowed Professor of Health Administration in the Department. He earned his doctorate in finance from the Business School at the University of Kentucky. During his thirty year tenure at VCU, his research has focused on the financial performance of hospitals prior to and after acquisition by multi-hospital systems, and the financial stability of the hospitals in terms of their cash flow generation, cash and investments, capital structure and bond credit rating. He has published on these topic areas in a wide range of academic journals, including Health Care Management Review, Health Services Research, Health Affairs, Inquiry, and Medical Care and Medical Care Review. Dr. McCue received the Best Paper award from the Health Care Division of the Academy of Management Meeting in 1995. He has also co-authored a textbook, Financial Management in Health Care Organizations, which is now in its 4th edition.

Over the last four years, Dr. McCue has worked with Professor Mark Hall of Wake Forest University on assessing the ACA regulation of commercial health insurers. Since 2012, they have been awarded continuous grant funding from the Commonwealth Fund to evaluate the impact of the regulation of medical claims payout of health insurer premiums as well the cost drivers behind rate changes on health plans offered on the public and private exchanges. Their issue briefs from these studies have generated national interest from the LA Times, The Washington Post, The New York Times, The Huffington Post, Politico, and National Public Radio. They also issued a report to Congress on the Medical Loss Ratio, which was part of a May 2014 Congressional Briefing on the Senate Committee on Commerce, Science, and Transportation

In addition to his research, Dr. McCue teaches financial management for health care organizations in both the MHA and MSHA programs, and has taught a doctoral research design course. He has been recognized for his teaching in both masters' programs with the Dennis Pointer Award (MSHA) and Jerry L. Norville Award (MHA). For twelve years, he served as director of the PhD Program in Health Services Organization and Research.

Prior to joining the faculty in the Department of Health Administration, Dr. McCue served six years in the U.S Navy as a Commissioned Officer, three years as a shipboard division officer and three years as Navy Reserve Officer Training Instructor at University of Minnesota.

Elizabeth (Liz) E. Appel Blue JD, MA has been teaching Health Law and Bioethics as an adjunct in the MSHA program since 2011. She has also taught in the MHA program. She received the Dennis D. Pointer Award for teaching excellence in the MSHA program in 2012.



Liz received her law degree from Yale Law School, her masters in bioethics from UVA and her undergraduate degree in philosophy from Yale. She has taught and guest lectured on the topic of bioethics in a variety of settings and published in the field, with a focus on the philosophical underpinnings of the legal treatment of body parts. Prior to moving to the field of bioethics, she practiced as a commercial litigator in Washington, DC at the law firm of Jenner & Block, and clerked for two federal judges.

In addition to her teaching, she serves and has served on a number of community boards in Richmond including Family Life Line, Fit4Kids, Commonwealth Public Broadcasting, CHIP (Children’s Health Involving Parents) and the Science Museum of Virginia, and has participated on several commissions, including the Supreme Court of Virginia’s Pandemic Flu Preparedness Commission and the Mayor’s Anti-Poverty Commission.

Liz enjoys running in local races, paddle boarding on the James River and spending as much time skiing during the winter with her family as she can.



“Passionate, professional and consistent leadership helping to make visions become reality” is how **Bassam Kawwass** (MHA ’80) describes his career. His diverse skills encompass healthcare administration, strategy, planning, information technology, and innovation. Since receiving his MHA from VCU in 1980, Bassam has enjoyed success in executive roles in a variety of settings including hospitals, private physician practice groups, academic medical centers, hospital start-ups, and behavioral health organizations, as well as the World Bank.

As president of Archer and Associates, a healthcare management consulting company, Bassam was recently tapped to serve as the Interim Administrator of The Memorial Hospital Medical Clinic, a 15-provider multispecialty clinic in Craig, Colorado. He describes this engagement as “an enormously exciting opportunity for leadership development, hospital/physician alignment, service excellence, and innovation while building the framework, infrastructure, and processes to transform the Clinic into an integrated healthcare hub.”

He has remained in close touch with the Department over the years, and has been a very active supporter. He currently serves as the President – Elect on the Alumni Advisory Council. He also chairs the Alumni Engagement Committee for the AAC.

Bassam served as the ACHE Regent at Large for District 2 from 2007 to 2013. He has also been very active in the national effort to establish local ACHE chapters, including the establishment and formation of the Central Virginia Health Executive Group (CVHEG). He is active in the Tidewater ACHE chapter, Healthcare Administrators of Tidewater (HCAT). He served as HCAT president for two terms, and

continues to be involved with HCAT and other ACHE leadership activities, including his service as the ACHE Virginia Regent's Regional Advisory Committee.

In 1995, Bassam received West Virginia Governor Caperton's Award for planning and establishing a model primary care center in Gualey Bridge, West Virginia, as well as the West Virginia Rural Health Association's Outstanding Service Award. In 2002, he was awarded the Virginia Regent's Leadership Award. He also received the ACHE Service Award in 2008, the ACHE Distinguished Service Award in 2011, and the ACHE Exemplary Service Award in 2013. Bassam has authored several articles on healthcare leadership, physician practice management, information technology, and EHR adoption, and has been a presenter at the ACHE Congress and other healthcare seminars.

Prior to earning his MHA, Bassam studied medical records administration at St. Louis University, and graduated with a bachelor's degree in business administration from the American University of Beirut.

Alumni Advisory Council

Officers

September 1, 2015 to August 31, 2016

President

Eric Young

MHA 2007

Vice President of Operations

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Senior Consultant, Healthcare

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