



CARDWELL

Comments

Newsletter of the Department of Health Administration

October 2015

Featured Story

Riverside Leadership Endowment

“It took a long time!” Those were the words of **Bill Downey** (MHA '85), President and CEO of Riverside Health System, as he announced the creation of the Riverside Leadership Endowment at the Paul A. Gross Landmarks in Leadership Lecture Series on October 8. The endowment was established with a generous gift from Riverside, and will provide support for the MHA Program Director.



“Riverside Health System and the MHA program at MCV/VCU have a long history,” Bill continued, noting that he is the third MCV/VCU MHA alumnus to hold the CEO position. Nelson (Lew) St. Clair, a 1961 alumnus of the program, served as RHS President and CEO until 1999. He was followed by Richard Pearce, a 1973 alumnus, who held that position until his retirement in 2011, when Bill moved from his role as Executive Vice President and COO to President and CEO. Riverside Health System has been a long term supporter of the Department, offering third year residencies to MHA students, and employing many alumni. Bill and other RHS graduates of VCU programs have been classroom speakers and have served on the Alumni Advisory Council (formerly the Alumni Executive Committee). Jason Houser (MHA/JD '02) just completed a 3-year term; Bill was AEC President in 2004-5.

Riverside’s gift that created the endowment comes as the health system marks its 100th anniversary serving Southeastern Virginia. From the 50-bed Newport News General and Non-Sectarian Hospital, Inc. that opened its doors on Huntington Avenue in 1916, RHS has grown to a health care system spanning the continuum of care with five acute hospitals, three specialty hospitals, 550 providers in the Riverside Medical Group and more than 20 facility and community based offerings (nursing homes, CCRC’s, PACE, home health and hospice).

Over the years, Riverside has received numerous awards and recognitions for its outstanding commitment to the community, quality patient care, and transformational industry leadership. Recently, Riverside received Premier Inc's 2015 Richard A Norling Premier Alliance Excellence Award for its commitment to transforming healthcare. The annual award recognizes a Premier member that is a leader in leveraging the collaborative power of the alliance to drive higher-quality, safer, and more cost-effective healthcare. Riverside was the sole winner among Premier's alliance of approximately 3,400 U.S. hospitals.

We are very grateful for the confidence that Bill and Riverside have demonstrated by their investment in our MHA program. We are proud to have this very visible connection between the Department and one of Virginia's best healthcare systems.

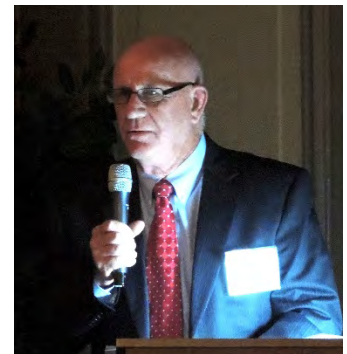
Announcements, News & Events

- The fall Paul A. Gross Landmarks in Leadership event was held in October at the Hotel John Marshall Ballroom. The Alumni Advisory Council honored the following alumni:



Marilyn Tavenner (MHA '89), President and CEO of America's Health Insurance Plans, Washington, DC, received the Lifetime Achievement and Service Award. This award recognizes an alumnus or alumna for his or her lifetime of strong dedication and contribution to the Department, its faculty, and its students.

Art Layne (MHA '76), retired President of Intellimed, Phoenix, AZ, received the Alumnus of the Year Award. This award recognizes an alumnus or alumna who shows uncommon excellence in his or her healthcare career and service to his or her community and to the Department. Selection criteria include professional accomplishments, departmental involvement and community involvement.



Brent Rawlings (MHA/JD '04), Vice President and General Counsel of VHHA in Glen Allen, VA, received the Young Professional Award. This award acknowledges an alumnus or alumna who exemplifies the Department's core values early in his or her career in service to his or her community and professional organization. Selection criteria include professional accomplishment, advancement, and/or innovation in the field of health administration.

- The Department of Health Administration celebrated the Investiture of **Dr. Dolores G. Clement** as the Sentara Professor of Health Administration at a reception at the Sentara Corporate office on October 21. Sentara co-hosted the event, attended by about 30 alumni and guests. **Dr. Cindy Watts** offered welcoming comments, noting that Sentara Healthcare has been a long-time supporter of the Department. Since 1951, over 100 MCV/VCU students have served as residents and fellows in Sentara facilities. Many of them, as well as more than 20 other alumni who were residents in non-Sentara locations, are current Sentara employees. Sentara alumni have spoken in classes, mentored projects, and served on the Alumni Advisory Council (or AEC), four as President (**Dave Bernd** (MHA '73), Sentara CEO; **Howard Kern** (MHA '81), current COO and Dave's successor in March; **Terrie Edwards** (MHA '84), President of Sentara Leigh Hospital; and **David Masterson** (MHA '88), President of Sentara Williamsburg Regional Medical Center). The Sentara Professorship in Health Administration was created in 2007 with a generous gift from Sentara to support a distinguished faculty member in the Department. Dr. Clement is a particularly appropriate choice for this professorship given her long and excellent service to the Department, her dedication to the students, and her many contributions to the field of health care administration education. Dr. Clement's background and accomplishments were featured in the June 2014 issue of *Cardwell Comments*. Dr. Cecil Drain, Dean of the School of Allied Health Professions at VCU, Howard and Terrie followed Dr. Watts and added their praise for Dr. Clement and reinforced the importance of the relationship between the Department and Sentara Healthcare.



Pictured (l to r): Dr. Cindy Watts, Dr. Dolores Clement and Howard Kern (MHA '81)

- 2001 MSHA alumnus, **Dr. Shaun Rangappa**, Burton Fuller, Ryan O'Quinn, and Bob Williams from Deloitte Consulting hosted an evening in the Grant House in early October. They discussed consulting careers in general and careers at Deloitte in particular. The presentation was web-enabled to allow access to attendees who were unable to join us at the Grant House.
- **Dr. DeShazo** added a Project Management workshop to the managerial epidemiology course that is required for first year MHA students. **Paula Spencer** (MSHA '15) taught the eight week course, which was open to other students, alumni, and the public. The offering was so popular, we had to close enrollment after just three days! We will offer the course again in the future, perhaps with on-line access added.
- The Department hosted a pizza party for all current MHA, MSHA, and PhD classes in September to welcome the new students to the Grant House. Faculty, staff, and students mingled and shared good food and lively conversation.

- **Dr. Jonathan B. Perlin** (MSHA '97), President, Clinical Services and Chief Medical Officer at HCA, has been elected to membership in the National Academy of Medicine (NAM), formerly the Institute of Medicine (IOM), at the organization's 45th annual meeting. Election to the NAM is considered one of the highest honors in the fields of health and medicine and recognizes individuals who have demonstrated outstanding professional achievement and commitment to service. New members are elected by current active members through a selective process that recognizes individuals who have made major contributions to the advancement of the medical sciences, healthcare, and public health. You can read more [here](#).
- **Dr. Alan Dow** (MSHA '05), Assistant Vice President of Health Sciences for Interprofessional Education and Collaborative Care, and Director of the Center for Interprofessional Education and Collaborative Care at VCU, is working with **Dr. Ann Johnston** (MHA '90), Director of Professional Development in the Department, on a CMS grant to produce a web-based leadership training module for medical students. They are being advised by educational leaders from four of the state's medical schools and hope to see the modules required for all medical students enrolled in medical schools in Virginia. The module will consist of seven units with 25 lessons, and when it is launched in early 2016, it will be available for use by other groups as well.
- **Dr. Ashsih Sethi** (MHA/MD '12), 3rd Year Resident at the University of Florida, Department of Radiology in the College of Medicine, won the Resident of the Year award at the annual Florida Radiological Society Meeting in July. Dr Sethi has been serving the Florida Radiological Society for the last three years after completing the FRS Legislative Fellowship. He was the former treasurer for the FRS Resident and Fellow Section (RFS) is now the current Vice President/President-Elect of the FRS-RFS.
- **Michael Robinson** (MHA '85) will retire at the end of October after more than 30 years with Bon Secours Richmond. Michael is Chief Executive Officer of Bon Secours Memorial Regional Medical Center in Hanover County and Bon Secours Richmond Community Hospital in Richmond. He also oversees the health system's recently acquired Rappahannock General Hospital in Kilmarnock.
- **Dave Bernd** (MHA '73), Chief Executive Officer of Sentara Healthcare, has announced his retirement effective March 2016. Dave joined Sentara in 1972 and became CEO in March, 1995. When he retires, he will have been with the company for 43 years, with 21 years as CEO. **Howard Kern** (MHA '81), President and Chief Operating Officer of Sentara Healthcare, will become Chief Executive Officer upon Dave's retirement.
- **Michelle Palmer Lee** (PhD '09) represented Virginia Commonwealth University at the inauguration of Valerie Smith, 15th President of Swarthmore College in Pennsylvania earlier this month. Michelle is a Swarthmore College alumna (Class of 1974) and marched in the inaugural procession with many other representatives from universities and colleges nationwide.
- **Roger William Cooper** (MHA '77) passed away on October 19, 2015. Roger was born in Detroit, MI. He graduated Summa Cum Laude from Western Michigan University prior to his commissioning as an officer in the U.S. Army. Roger earned his MHA degree in 1977 and later became CEO of Augusta Health Center. He also worked as the administrator at Smyth County Community Hospital in Marion, VA. In his retirement, he was the founder and active member of the Anglican Church of the Valley in Staunton, VA.

- **Alan Larson** (MHA '89) has been appointed President and CEO for Lifepoint's Danville Regional Medical Center in Danville, VA. Alan joined LifePoint from TD HealthCare, a consulting firm he founded and served as CEO since 2006.
- **Carolyn Carpenter** (MHA '98) has been appointed Interim Senior Vice President of Operations for Duke University Hospital in Durham, NC. She was formerly the Administrator of the Duke Cancer Institute and Associate Dean for the Duke University School of Medicine. Carolyn started at Duke as an Administrative Fellow in 1998 and served in cancer administration for more than 10 years.
- **John Neidenbach** (MHA '13) is the new Associate Chief Operating Officer at Good Samaritan Hospital in San Jose, CA. John previously worked in the HealthOne system in Denver, CO.
- **Andrea Atkinson** (MHA '15) has accepted a new position as a Management Accountant at Roper St. Francis Healthcare in Charleston, SC. Prior to joining Roper, Andrea worked as an Administrative Fellow and then the Transition Project Manager at Sutter Medical Center in Sacramento, CA.
- **R. Andrew Donahue** (MHA '15) has been appointed President and CEO of InterMedical Hospital, a long-term acute care facility in Columbia, SC. Prior to arriving at InterMedical, Andrew worked at MUSC and Palmetto Health.
- **John (Jay) Shiver** (MHA '75), Assistant Professor in the Department of Health Administration and Policy at George Mason University, and his colleague, John Cantiello, published a new text book, *Managing Integrated Health Systems*. Our own **Dr. Jon DeShazo** contributed a key chapter on information technology.
- **Curtis Skolnick** (MHA '92) and Class of 2016 Resident **Erin Nelson** were interviewed as part of a September 12th *Modern Healthcare* article on new ambulatory centers that offer everything except inpatient care. The new facilities offer a mix of telemedicine, imaging, short-term observation care and surgery, with technology making it possible to monitor patients at home following treatment. You can read the entire article [here](#).
- **Debora Goetz Goldberg** (PhD '09) has a new position as an Associate Professor at George Mason University in the College of Health and Human Services.
- It was announced in October that **Matt Mathias** (MHA '05) will serve as the Chief Operating Officer of HCA's Clear Lake Regional Medical Center in Webster, TX. Prior to his role with Clear Lake Regional, Matt served as COO of LewisGale Hospital Montgomery, an HCA affiliated acute-care hospital located in Blacksburg, VA.

Faculty News

- **Dr. Cindy Watts** has become a member of the Sustainability Task Force for Richmond's Fan Free Clinic. Adjunct Professor of Marketing, **Roger Neathawk**, is current Board Chairman at Fan Free.
- **Dr. Yasar Ozcan's** textbook, *Quantitative Methods in Health Care Management: Techniques and Applications*, will soon be published in its third language, Korean.

- **Dr. Laura McClelland** was interviewed by Kaiser Health News on her research around compassion, empathy, and improving patient experience. Dr. McClelland's study focused on care quality in general and patient perceptions of the care experience in particular. CNN.com, PBS, Medscape, and several other media outlets picked up the story. The full article can be found here <http://khn.org/news/under-pressure-hospitals-push-physicians-to-improve-their-bedside-manners/>
- New faculty publications include:
 - **Dr. Jan Clement** and **Jaya Khushalani** (PhD student). 2015. "Are Publicly Reported Quality Measures Aligned with Nursing Home Prices?" *The Journal of Health Care Finance* 42(1).
 - **Dr. Jan Clement** and **Jaya Khushalani**. "Does Assisted Living Capacity Influence Case-Mix at Nursing Homes?" *Gerontology and Geriatric Medicine*. January-December 2015, doi:10.1177/2333721415587449.
 - **Matt DePuccio** (PhD student) and **Dr. Yasar Ozcan**. "Exploring Efficiency Differences between Medical Home and Non-Medical Home Hospitals." *International Journal of Healthcare Management*.
 - **Tina Highfill** (PhD student) and **Dr. Yasar Ozcan**. "Productivity and Quality in Pioneer Accountable Care Organization Hospitals." *International Journal of Healthcare Management*.
 - **Dr. Gloria Bazzoli**, "Effects of Expanded California Health Coverage on Hospitals: Implications for ACA Medicaid Expansions," *Health Services Research*. forthcoming.
 - **Dr. Cheryl Rathert**, May, D.R., & Chung, H.S. "Nurse Moral Distress: A Survey Identifying Predictors and Potential Interventions." *International Journal of Nursing Studies*. DOI: 0.1016/j.ijnurstu.2015.10.007.
 - **X Liu** (PhD '12), **DM Oetjen**, **RM Oetjen**, **M Zhao** (PhD 2004), **YA Ozcan**, L Ge. 2015. "The Efficiency of Ophthalmic Ambulatory Surgery Centers." *The Journal of Medical Practice Management: MPM*. 31(1), 20-25.
 - **Lauren M. Steckler** (MHA '14); **Sue S. Feldman**, PhD, MEd, RN; and **Dr. Carolyn A. Watts**. "A Physician-led Accountable Care Organization: From Award to Implementation." *The American Journal of Accountable Care*. September 2015, online.

Student News

- In August, we welcomed our incoming classes to the Grant House, including 20 MHA students, one dual degree MHA/JD student, and one dual degree MHA/MD student. Eleven of our MHA students come to us from outside Virginia. We also welcomed 16 MSHA students, and 3 new PhD students. Congratulations to all our new students and good luck!
- The NAHSE case competition was held in New Orleans, LA in October. **Dr. Jon DeShazo** accompanied MHA Class of 2017 students **Michael Davis**, **Valerie Mondestin**, and **Chelsea Perry**. Class of 2018 student **Danielle Scott** also traveled with the team as an observer. The NAHSE case competition provides

a platform for students to display their skills before prospective employers and build their professional network. The team advanced to the semi-finals.

- The Department held two Preceptor Days in October. Representatives from various healthcare organizations around the country came to the Grant House to conduct first round residency interviews with our MHA Class of 2017 students.
- As part of their orientation, the MHA class of 2018 participated in a team building excursion at a ropes course in August. They spent several hours in groups learning how to collaborate to solve difficult problems before being harnessed and hoisted up to solve those challenges on ropes 30 feet off the ground.



- In addition to the ropes course, the MHA class of 2018 joined together for a community service project. Along with Department faculty, they swung pickaxes, dug, scraped, and cut invasive kudzu vines in a community garden in Chimborazo Park. They ended the day with a picnic in Shields Lake with barbeque and games.



- **Dr. Cindy Watts'** health policy class took a field trip to Washington, DC in late September. Students visited with Mark Seklecki from the AHA, two Congressional staffers, and **Marilyn Tavenner** (MHA '89) and **Aryana Khalid** (MHA '06) from the AHIP.

Faculty & Alumni Spotlights

Jan Clement, PhD is a professor in the Department. Dr. Clement earned a PhD in health policy and administration with a focus on finance from the University of North Carolina-Chapel Hill, an MSPH from the University of Missouri-Columbia, and a Bachelor's degree from Cornell College in Iowa. Her research has examined the relationship of organizational structure and quality to financial performance of hospital firms, the returns provided by not-for-profit acute care hospitals to communities, provision of charity care by hospitals, and how publicly reported quality is related to financial decisions by nursing homes. Recent work examines value pricing for self-pay residents of nursing homes. Dr. Clement has been a principal investigator or collaborator on several grants at VCU. Her work has appeared in top journals including *Health Services Research*, *Medical Care Research and Review*, *Health Affairs*, *JNCI--Journal of the National Cancer Institute*, *Journal of Health Politics, Policy and Law*, *Medical Care*, *Health Care Management Review*, *Inquiry* and *the Journal of Health Care Finance*.



In addition to her research, Dr. Clement teaches financial management for health care organizations and doctoral seminar courses. She has taught in all the Department's degree programs--MHA, MSHA, PhD, and the School of Allied Health Professions PhD—as well as in many executive and continuing education programs sponsored by the Department. She has been recognized for her teaching with the Jerry L. Norville Award for Outstanding Educator. Dr. Clement has also served in several administrative roles in the Department, including Director of Graduate Programs in Health Administration (MHA and MSHA); Director, Professional MSHA Program; Interim Chair; and Vice-Chair. She is currently the director of the PhD Program in Health Services Organization and Research. Dr. Clement is a student advocate who challenges her students to do their best and actively seeks resources for them to achieve their goals.

Prior to joining the faculty in the Department of Health Administration, she was a faculty member at the University of Michigan-Ann Arbor and the University of Texas-Austin.



Vicky Umstead (MSHA '10), M.Ed, MSHA, PHR, SHRM-CP, is the Manager of Training and Development for VCU Health. She is responsible for designing and developing a comprehensive listing of programs and services aimed at the professional and personal development of all team members, including leadership, for VCU Health. She serves as a strategic partner, collaborating with departments to identify individual and team needs, facilitating team specific interventions, and fostering positive relationships in support of the mission, vision and values of VCU Health.

Vicky has spent over 17 years in the human resources field, serving in various positions. She has been with VCU Health a total of 14 years and has worked in the areas of recruitment and selection, compensation, and most recently training and development. Prior to returning to VCU Health, she was employed with another area health system for three years. She is certified in crucial conversations, qualified in Myer's-Briggs Type Indicators and is a Six Sigma Yellow Belt. She

also serves as an Adjunct Faculty member with the Department of Health Administration where she teaches Human Resources Management in Health Care for the MSHA program. She holds an undergraduate degree in Human Resources Management and Industrial Relations, a Post-Baccalaureate Certificate in Human Resources Development, and a Masters of Education in Human Resources Development and Adult Learning as well as an MSHA.

Vicky participates in local service activities, including the Polar Plunge to support Special Olympics. She served as co-chair of the Richmond Society for Human Resource Management 2015 conference. Vicky loves what she does, and believes that everything and everyone we encounter every day provides an opportunity to learn and grow.

Christie Hartwell (MHA '93) entered the management consulting field to gain broad industry exposure before pursuing a career as a children's hospital executive. However, a different path presented itself when leaders at her firm left to found Health Strategies & Solutions, Inc. (HS&S). Christie was energized by the pace and entrepreneurial culture of a start-up company and spent 17 rewarding years as HS&S developed into one of the nation's leading health care strategy firms. The highlight of the HS&S years was creating Child Health Strategies & Solutions, a practice dedicated to working with children's hospitals and pediatric programs.



Christie founded CH Strategy Consulting, LLC in 2015. The firm name has dual intent: CH for Children's Hospitals and CH for Christie Hartwell. The new firm capitalizes on an opportunity created as others scale up to service larger health systems. Niche companies are well positioned to compete in an industry dominated by larger firms with broad-based expertise.

20+ years in consulting gave Christie the skills to find clients, the expertise to do the consulting work, and an established network in the children's hospital industry. Management consulting is a field with a modest cost of entry, too, evidenced by the executives between opportunities who enter consulting on a temporary basis. Start-up challenges so far relate mostly to no longer having access to the depth of resources and administrative support present in a larger firm.

But, at the end of the day, entrepreneurs are dreamers following a passion. So, at its essence, CH Strategy Consulting exists to help children's hospital leaders improve child health status in their communities. To learn more, feel free to contact Christie at hartwell@chstrategyconsulting.com.

Dear Alumni,

2015 has certainly been an exciting year for the Department. Clearly, US News and World Report ranking VCU's MHA program at 3rd Place in the nation this past March was among the biggest news of the year. This was accomplished with some very hard work by the faculty and staff of the Department along with tremendous support from our alumni base. Countless hours have been spent by alumni on committees, precepting students, speaking in class, mentoring recent alumni, contributing financially to the program, and coaching case competition teams. In my opinion, this support has always been among the Department's largest and most important assets. In that light, the Alumni Advisory Council (AAC) takes very seriously its role to foster a lifelong spirit of belonging and pride by connecting alumni and students to the Department and to each other.



Building on the great work of the AAC over the past few years, we will be looking for new and innovative ways to engage the alumni community with the Department over the next year. Of note, there are five specific tasks the group is charged with completing:

- 1. Environmental Scan** – We will invite Department Alumni and other healthcare experts to the Grant House to speak with the faculty about current and future healthcare trends. This assists the faculty in keeping coursework current and relevant. It is also an important part of the Department's accreditation requirements. We expect the scan to occur in the 1st Quarter of 2016.
- 2. Curriculum Input** – Where the Environmental Scan is outward looking, this activity is inward looking. We will be asking several alumni to take some time to review current course objectives and syllabi, and provide feedback on what might be done differently to address the competencies that the Department seeks to instill in its students. We expect this also to occur in the 1st Quarter of 2016.
- 3. Awards and Nominations** – Part of the ongoing role of the AAC is to nominate alumni to serve on the AAC, and to receive department and other national awards. This work is ongoing throughout the year.
- 4. Student Recruitment** – The AAC and the Department are looking at new ways alumni can support the student recruitment process. We will have a special focus on how we can strengthen recruitment to the mid-career MSHA program.
- 5. Alumni Engagement** – It is important for all alumni to be involved in the Department's activities. We will be exploring new ways to provide opportunities to engage with the Department. We will provide routine communication, and encourage reunions.

This is exciting work, but we will need assistance from you to be successful. If one of these areas interests you, please reach out to any of the AAC members. (Their contact information appears at the end of this newsletter and on the Department's website). We would also welcome your ideas for how to strengthen our alumni network.

Finally, I want to thank **Jenese Holland** (MHA '07), outgoing president of the AAC, for her service to the Department and for leading our committee so well this past year. I look forward to continuing her success into the New Year.

Sincerely,
Eric M. Young (MHA '07)
President, Alumni Advisory Council

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