



CARDWELL *Comments*

Newsletter of the Department of Health Administration

September 2014

Featured Story

Dear Alumni,

The Alumni Advisory Council (AAC) was busy during the 2013 – 2014 term engaging current students, alumni, program faculty, and other thought leaders in support of the Department. Our major accomplishments over the past year include:

- *Environmental Scan* - Created and held the first onsite environmental scan, where HAD alumni and other experts presented current and future healthcare trends to the faculty to support the currency of classroom examples and content
- *National Case Competition Support* - Offered advisory support to the MHA/MSHA student case competition teams participating in national case competitions by reviewing case responses and providing feedback
- *Oral Comps Luncheon* – Sponsored a luncheon for students, faculty, and participating alumni at the Grant House on the day of oral exams for third year students returning from their residencies
- *Experts in the Classroom* - Assisted with the identification of speakers to provide students access to healthcare leaders for additional real-world applications of their course content



As incoming President, I will build upon the momentum we have achieved over the last year. Moving into the 2014-2015 term, the AAC will focus on the following activities:

1. Lay the foundation for an AAC-sponsored endowment fund to help assist the Department with a variety of initiatives
2. Host the second onsite environmental scan, extending an invitation for alumni to attend as well as faculty

3. Support student recruitment efforts in areas where AAC members live
4. Work collaboratively with the Department to help identify additional mentors, residency locations and “*Experts in the Classroom*” lecturers

During my term as President, I will continue to uphold the legacy of the AAC in engaging alumni and supporting the Department. I ask each of you to help me achieve this goal by contributing your time, ideas or resources to help the AAC fulfill its mission. Please contact me or other members of the Council directly with questions regarding ways that you can support the Department and the AAC.

Lastly, I would like to thank Emily Towey for her leadership of the AAC over the past year. A 2001 MHA/JD graduate, Emily has been a tremendous asset to both the Department and the AAC during her tenure. Her leadership and dedication to the Department will leave a lasting impact. I am happy to have served during her presidency and want to thank Emily for her numerous contributions.

Sincerely,

Jenese Holland
President, Alumni Advisory Council

Announcements, News & Events

- The Department will host its annual Paul A. Gross Landmarks in Leadership fall alumni event in October. The Alumni Advisory Council will honor the following alumni:
 - **Richard M. Bracken** (MHA '77), Chairman and retired CEO of HCA, will receive the Lifetime 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 students.
 - **Carrie Owen Plietz** (MHA '00), CEO at Sutter Medical Center in Sacramento, CA, will receive the Outstanding Alumna 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.
 - **William Haugh** (MHA '08), CEO of Lifepoint's Georgetown Community Hospital in Georgetown, KY, will receive 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 AUPHA conference was held in San Antonio, TX in early June. Drs. **Cindy Watts, Dolores Clement, Jan Clement** and **Jon DeShazo** hosted an alumni dinner on June 18 at Zinc Restaurant. Several HAD alumni were in attendance: **Mike Zucker** (MHA '77), **Mei Zhao** (PhD '04), **Patrick Shay** (PhD '14), **Jon Thompson** (PhD '95) and **Jim Zoller**, PhD (MHA '77).
- The Department welcomed two new staff members in August. **Chuky Spivey** has joined us as Program Coordinator for the MSHA and Doctoral programs. She will be taking over from **Carolyn Wells** who will be retiring later this month. **Tiffini Smith** has taken the position as Administrative Assistant to the Chair. **Pam Hayter**, the current Administrative Assistant, will be relocating to the West Coast at the end of the month.

- The Department will be hosting two formal MHA Program Information Seminars, one in September and one in November. The seminars will include information on the history of the Department, an overview of the degree and curriculum, details regarding the application process, and a tour of the MCV campus.
- It's fall, which means it is once again time for college career fairs. This year the Department will participate in career fairs at Virginia Tech, James Madison, Old Dominion, William and Mary, Christopher Newport and the University of Virginia. Program coordinator Suzanne Havasy will receive assistance at some of the locations from Class of 2014 alumni **Katie Golob** and **Cullen Brown**; Class of 2015 residents **Jessica Lewis**, **Nathaniel Arnold**, **Andy Spicknall**, and **Alex Brings**; and Class of 2016 student **Akash Jassal**. If you are interested in helping us promote our programs at career fairs and other venues near you, please email Beth Ayers at bwayers@vcu.edu or Suzanne Havasy at shavasy@vcu.edu.
- **William Maixner** (MHA '10) will represent the Department at the upcoming Camp Kesem National Leadership Summit's career fair in November at Camp Copneconic in Fenton, MI. During the summit, student leaders gather from across the country to share best practices and learn from each other. William, a member of The Camp Kesem leadership board, will meet with over 400 student leaders from 63 top universities throughout the United States to promote the great opportunity of a graduate education in healthcare from VCU. Thanks Will for your continued support!

Alumni News

- **Nathan "Nate" Bushnell III** (MHA '51), passed away on September 19, 2014. Nate attended the University of Virginia and served in the Army as a Captain in the Army Air Corps flying B-25's in the Pacific. After he was discharged, he held several positions before he enrolled in the brand new MCV School of Hospital Administration. Since his last name started at the beginning of the alphabet, he was the first graduate of the program. Several years ago, Nate donated the certificate he earned in 1951. It now hangs in the Department's conference room. He held various CEO positions at the Richmond Eye Hospital, Franklin Memorial Hospital, Martinsville Hospital and Westminster Canterbury Retirement Community. He also served as President of Blue Cross-Blue Shield of Southwestern Virginia. Nate served on many boards and organizations over the years and was a preceptor and valued mentor to many students. He was an avid photographer and traveled extensively with his wife, visiting more than 100 countries. The Department appreciates his friendship and support over the years.
- **Jonathan Perlin** (MSHA '97), President of Clinical Services and Chief Medical Officer, HCA Holdings Inc, Nashville, TN, took a 60-day leave of absence to act as a special adviser to U.S. Department of Veterans Affairs Acting Secretary Sloan Gibson. Jon was part of a team tasked with "accelerating access to care and rebuilding trust with veterans" after recent reports of extensive wait times and poor medical care. HCA is comparable in size to the VA, with roughly the same number of hospitals and clinics around the country. Jon previously served as VA Undersecretary for Health.
- Trailblazing the unknown of healthcare reform, the industry is looking to our alumni to show the way. It is no wonder *Modern Healthcare* recently recognized two of our alumni on its list of the 100 Most Influential People in Healthcare for 2014: **Marilyn Tavenner** (MHA '89, BSN '83) at #5 and **Jonathan Perlin**, MD, PhD (MSHA '97) at #31. Dr. Perlin was also ranked on *Modern Healthcare's* list of the 50 Most Influential Physician Executives and Leaders for 2014. **Carrie Owen Plietz** (MHA '00) and **Colin McRae** (MHA '01) were recognized among the 25 top healthcare leaders under 40 by *Becker's Hospital Review*. The Department congratulates these alumni, and thanks them for the tremendous impact that they have had on our students and the larger healthcare community.

- **Rob Saunders'** (MHA '87) article "5 Ways Physician Practices Can More Effectively Manage Payer Contracts," was recently published by the Healthcare Financial Management Association. You can read the article [here](#). (Note, after October 1st you will need to register for an account if you are not a HFMA member.)
- **Chris Dadlez** (MHA '79) participated in the Executive Dialogue discussion entitled "Fiscal Fitness: Strategies for Success," which was convened by the Health Forum in May, 2014 in New York. Chris, along with other industry experts, discussed the critical success factors of the future in the era of healthcare reform. You can read the entire article in the September, 2014 issue of *Hospitals and Health Networks*.
- Congratulations to **Tracy Kemp Stallings** (MHA '95) on receiving a 2014 Executive Women in Business Achievement award. You can read more about Tracy in the July 23rd issue of *Style Weekly*.
- **Michael A King** (MHA '78) retired from his position as President and Chief Executive Officer of Camden Clark Medical Center in Parkersburg, WV effective June, 2014. Mike joined Camden Clark in the summer of 2000 after serving 23 years in various executive capacities in the Charleston, WV area. Mike was a key player in the merger of then Camden-Clark Memorial Hospital and St. Joseph's Hospital in Parkersburg. Mike joined the Department's Alumni Advisory Council in September.
- **Scott Hill**, FACHE (MHA '00), was named President and CEO of Columbus Regional Health System in Columbus, GA in July 2014. He joined Columbus as Chief Operating Officer in October 2012. Previously, Mr. Hill was the CEO of LewisGale Hospital Montgomery, an HCA facility, in Blacksburg, VA.
- **Brett Butler** (MHA '09) began his new role as the Vice President of Operations at Central Virginia Health Network this month. He will have responsibility for several of the care management activities and the patient contact center.
- **Beemal Shah** (MHA '00), recently became CEO of Duke Lifepoint's Person Memorial Hospital in Roxboro, NC. Beemal was previously a healthcare consultant and chief administrative office of Smart Urgent Care Centers in Atlanta, GA.
- **Roberta Barton-Joe** (MHA '09) recently became Chief Operations Officer at Spotsylvania Regional Medical Center in Fredericksburg, VA.
- Some of our recent alumni have new positions: **Nigam Gandhi** (MHA '14) became the Project Manager for the pediatric service line at North Shore Long Island Jewish Health System in New York. **Brittany Banton** (MHA '14) is now a Senior Advisor at The Advisory Board Company in Washington, DC. **Chad Lockhart** (MHA '12) is an Associate Chief Operating Officer at HCA, Conroe Regional Medical Center in Conroe, TX. **Brett Corkran** (MHA '14) has a position as a Managed Care Risk and Population Health Analyst at Bon Secours Health System in Richmond, VA. **Joshua Frye** (MHA '13) is now Project Manager at UVA Health System in Charlottesville, VA and **Justin Meier** (MHA '14) is in Financial Planning & Analytics at Wake Forest Baptist Health in Winston-Salem, NC.

Faculty News

- We are pleased to announce that Dr. **Cheryl Rathert** has joined the Department faculty. Dr. Rathert was previously an Assistant Professor in the Health Sciences Management Department at the University of Missouri – Columbia. She was also a Senior Scholar in the Center for Health Ethics for the School of

Medicine and a Core Faculty Member for the MU Informatics Institute. Her research interests are in the areas of organizational behavior and human resources. We are excited to welcome her to the Richmond and VCU communities.

- **Dr. Jessica Mittler** will join the Health Administration family in January. Dr. Mittler has been an Associate Professor in the Department of Health Policy and Administration at Penn State. With a MS in Health Services Administration from the University of Michigan and a PhD in Health Policy and Medical Sociology from Harvard University, her research interests include quality improvement, patient experiences with care, access to care, market dynamics, and organization and individual behavior. She will be teaching the MSHA health policy course in the spring.
- Each summer, the Department must summarize all faculty activity in a report to the Dean's office. For the academic year ending July 2014, our ten full time teaching faculty published 22 papers, eight book chapters, and two books. They made 18 state and national presentations, and four international presentations. They held board or other leadership positions in six state professional organizations, 27 national organizations, and eight international organizations. A very productive year!!
- Congratulations to former adjunct faculty member, **Steve Lindsey**, FACHE on winning the 2014 Compassionate Care Award from CrossOver Healthcare Ministry. He and two other recipients will be honored at a dinner hosted by Crossover on October 16th at The Jefferson Hotel.
- Faculty Publications:

Dr. Yasar Ozcan (PhD '88), *Health Care Benchmarking and Performance Evaluation: An Assessment using Data Envelopment Analysis (DEA)*, 2nd edition.

McClelland, L.E., & Vogus, T.J. (2014). "Compassion Practices and HCAHPS: Does Rewarding and Supporting Workplace Compassion Influence Patient Perceptions?" *Health Services Research*. Advance online publication. doi. 10.1111/1475-6773.12186.

DelliFraine, J., McClelland, L., Erwin, C, & Wang, Z., (in press). "Bullying in Academia: Results From a Survey of Health Administration Faculty." *Journal of Health Administration Education*. 31(2), 147-164.

DeShazo, J. (in press). "HITGa.me: A Social Media-based Health IT Video Game." *Journal of Health Administration Education*. 31(2), 175-186.

Field, J., J. Heineke, J. Langabeer, and **J. DelliFraine**. (2014). "Building the Case for Quality Improvement in the Healthcare Industry: A Focus on Goals and Training." *Quality Management in Health Care*, 23(3): 1-17.

- Faculty Conference Presentations:

McClelland, L.E., & Vogus, T.J. (2014). *Understanding compassion practices: Managing workplace suffering through structure*. Paper presented at the 2014 Annual Meeting of the Academy of Management, Philadelphia, PA

- Faculty Grants Funded:

McClelland, L.E., Gabriel, A. “Understanding the causal relations of workplace stressors on provider well-being and the patient care experience.” This study will examine the trickle-down effects of workplace stressors on patient experience (CG-CAHPS). (VCU Presidential Research Quest Fund Grant Recipient, \$33,480.) You can read more about their study [here](#).

The federal Agency for Healthcare Quality Research recently funded a three year, \$747,063 grant for Dr. **Askar Chukmaitov** (PhD '05) and Dr. **Gloria Bazzoli** to study "Accountable Care Organizations: Development, Taxonomy, Quality and Cost Effects."

Student News

- In August, we welcomed our incoming classes to the Grant House, including 26 MHA students and 2 dual degree MHA/JD students, 14 of which come to us from outside the state; 18 MSHA students; and 3 PhD students. Congratulations to all our new students and good luck!



The MHA Class of 2017 students take a break during orientation.

- Doctoral student **Marisa Roczen** successfully defended her dissertation proposal, “An Evaluation of Hospital-Based Palliative Care Services and their Association with Organizational and Patient Outcomes.”
- The Department will hold two Preceptor Days on October 3 and October 10. Representatives from various healthcare organizations around the country will come to the Grant House to conduct first round residency interviews with our MHA Class of 2016 students.
- The MHA Program hosted alumna **Bridget Fitzpatrick** (MHA '14), Manager, Regional Referral Center, and Jeff Donaldson, Director of Physician Compensation and Fellowship, with Ochsner Health System in New Orleans, LA, who came to discuss the Ochsner fellowship opportunity. After the event, Dr. **Cindy Watts** hosted an informal dinner with Bridget for the 2nd year students so they could further discuss her experience with Ochsner.

- Congratulations to MHA class of 2016 student, **Gabi Wechsler**, who won 2nd place (overall women's) at the Children's Hospital Foundation Four Mile race. The race was a fundraiser for the VCU Children's Hospital.



- The MHA classes of 2016 and 2017 conducted their first community service project in August. Along with Department faculty and staff members, they collected close to 300 school supply items such as backpacks, pocket folders, and notebooks. The supplies were donated to the William Byrd Community House for the families they serve. What a wonderful start to our school year by contributing to this great local nonprofit and helping children feel prepared to start their new year!

Scholarships and Awards

Thanks to the wonderful support of our alumni, faculty, staff and friends of the Department who have made the following scholarships and awards possible for our students.

Stuart D. Ogren Scholarship – Class of 2017

Hunter Byrnes
Laura Kreiser
Kelton Rasmussen
Zoe Winker

Carl R. Fischer Endowed Scholarship—Class of 2016

Erin Nelson
Spencer Snyder
Micah Talabiska
Yvonne Nguyen

William “Ham” Flannagan Award—Class of 2016

Sunny Desai
Sagar Shah
Sweta Barot

Elmer Lee Farnsworth Scholarship—Class of 2016

Yvonne Nguyen

Kenneth R. White Scholarship—Class of 2016

Joanna Fowler

E.L. Derring Scholarship—Class of 2016

Jeffrey Gill

Stephen Lindsey Scholarship

Allison Fisher

Hudgens Scholarship

Gabriella Wechsler

HCA Scholars

Class of 2017

Michael Davis
Benjamin Durham
Valerie Mondestin
Jacob Taylor

Bon Secours Scholarship—Class of 2016

David Carter
Scott Godbout

Sherry Kohlenberg Scholarship—Class of 2016

Krystle Johnson

James Fleetwood Memorial Scholarship

Class of 2017

Zoe Altholz
Chad Austin
Benjamin Durham
Kathryn Goodridge
Lauren Gluck
Baylee Mabe
Benjamin Mennis
J. Tyler O'Neal
Pujan Patel
Chelsea Perry
Jessica Ropelewski

Class of 2005 Scholarship

Richard Shrum

Class of 2006 Scholarship

Akash Jassal

Faculty & Alumni Spotlights

After earning a BS in Business from Istanbul University, **Dr. Yasar Ozcan** and his wife, Peri, came to the US for his masters and PhD on a scholarship from the Turkish government. He received his MBA from Southeastern Louisiana University, then came to Richmond to complete his PhD from the Department of Health Administration at VCU. A 35-year veteran of VCU, Dr. Ozcan's specialties include mathematical modeling applications in health care, health care information systems, and general statistical applications. His scholarly work is in the areas of health systems productivity, technical efficiency, financial efficiency, and effectiveness for health care providers. He focuses on creating benchmarks for physicians and other health care providers using Data Envelopment Analysis (DEA). Dr. Ozcan served as Interim Executive Director, Office of International Education at Virginia Commonwealth University from 2001 to 2003. He is the founding Editor-in-Chief of the *Journal of Health Care Management Science*, a globally distributed research journal, currently in its 17th volume. Dr. Ozcan is an active member and twice president of the Health Care Applications Society of the Institute for Operations Research and Management Science (INFORMS). He has published over 80 papers and two sole authored books, both in second edition. The books have been used as text books across the globe, including in the US, the Netherlands, Austria, Canada, and Turkey. His quantitative analysis text has been translated into two foreign languages. During his academic career, Dr. Ozcan has brought over \$2 million in grants and contracts to the Department of Health Administration. He has served on a variety of panels for the National Science Foundation and is a popular keynote speaker for conferences in Europe, North and South America, and Asia. He has trained hospital executives through USAID projects in various countries including Egypt, Turkey, Russia, Kazakhstan, Turkmenistan, and the Czech Republic. He holds an Affiliate Professor appointment in the Kazakhstan School of Public Health where he assisted with graduate curriculum development.



In the Department, Dr. Ozcan teaches Decision Support Systems in Health Care Management for both masters' programs, a course that covers the realm of health analytics. The didactic coursework is complemented with strong field applications through team projects conducted for local health care facilities and agencies. He also teaches a methodology course for doctoral students. Dr. Ozcan recently assumed the directorship of MSHA Program, a program in which he has taught since its inception in 1988.

Dr. Ozcan has visited over 650 cities in 95 countries on all seven continents. In his free time, he loves watching soccer, playing backgammon with friends, and most importantly, spending time with his 3-year old grandson, Skyler.



Sunil Sinha, MD, MBA, FACP, FACHE is an Adjunct Professor in the Department who teaches the Management in Healthcare Organizations for the MSHA program. When asked why he loves to do what he does, Dr. Sinha noted several specific incidents from the past. While he was in grade school, his parents would take him and his brother to visit his grandparents in India during the summer. In the hot afternoons when schools and government offices were closed for a respite from the heat, Dr. Sinha would spend time with a physician neighbor. His neighbor would see patients from across the region, many suffering from extreme dehydration, whom he would “bring back to life.” Sunil was amazed at the physician's magical abilities to care for very sick people, and decided to pursue a career in medicine. As a medical student, one of Sunil's professors asked him to present results of a project on the management of osteomyelitis in a rural setting to senior administration. He found the experience very rewarding and it sparked an interest in the management side of healthcare delivery.

Once he completed his residency training in internal medicine, Dr. Sinha set up a practice in rural Illinois to support his growing family. It was on one particularly brutal Friday night on-call when he got nine admissions that he decided to change his path. He decided to get an MBA.

Over the next twenty years, Dr. Sinha held senior administrative positions in two Department of Veterans Affairs facilities. He worked as Senior Medical Officer at the Centers for Medicare and Medicaid Services (CMS), led the development of medical and public health policy for Pfizer, and served as the Chief Medical Officer at Bon Secours Memorial Regional Medical Center. In October, he will become the Market Medical Director for Virginia for JenCare Neighborhood Medical Centers, one of the fastest growing Medicare Advantage HMO programs in the country.

Dr. Sinha notes that those experiences are what drive his passion around taking care of patients and teaching. His professional society work, such as serving on the board of the American College of Healthcare Executives and as a judge for the Baldrige National Quality Award Program, has broadened his perspectives on the provision of healthcare and has given him a greater appreciation for the health care profession. He states, “I have particularly enjoyed my opportunities to teach in the MSHA program at VCU where I’ve taught professionals from various sectors of healthcare who bring their own experiences to the classroom. At the end of each semester I genuinely feel that I learn more from my students than I actually teach them.”

Although Dr. Sinha plans to work as long as he can in healthcare administration, he fondly looks forward to the day when he can split his time seeing a few patients and teaching future clinicians and healthcare leaders.

Christopher M. Dadlez (MHA '79) is the President and CEO of Saint Francis *Care* in Hartford, Connecticut, an integrated healthcare system that includes a comprehensive tertiary care hospital, a community hospital, a free-standing acute-care rehabilitation hospital, almost 900 affiliated physicians, and several affiliates providing long-term care and other services. Saint Francis *Care* employs over 5,000 people and is the largest independent Catholic healthcare provider in New England. Mr. Dadlez has over 30 years of experience successfully leading large complex healthcare organizations in five different states. Known as a leader with vision and the ability to communicate effectively, Mr. Dadlez has a demonstrated track record of success in leading organizations through collaboration and partnerships providing strategic direction resulting in successful outcomes.



Mr. Dadlez is a Fellow of the American College of Healthcare Executives. He holds leadership roles in the American Hospital Association as a member of its Board of Directors, Chair of the Regional Policy Board, member of the Operations Committee, AHA Equity of Care Committee and the AHAPAC. He is also an AHA Fellow in Healthcare System Reform. In addition, he serves on the Board and Executive Committee of the Alliance of Independent Academic Medical Centers and is a member of the Association of American Medical Colleges. Mr. Dadlez is immediate past Chairman of the Connecticut Hospital Association Board. In March 2011, Mr. Dadlez was inducted into the Junior Achievement Business Hall of Fame.

Chris is very passionate about his work toward eliminating health care disparities in underserved communities. On a national level, he is a member of the American Hospital Association Equity of Care Committee. He helped develop the Connecticut Hospital Association statewide collaborative on eliminating health disparities. He is very proud of his efforts to eliminate prostate cancer in African American men with the establishment of the Curtis D. Robinson Men's Health Institute. The first hospital-based Center for Health Equity was established at Saint Francis in 2012. In 2012, he was honored at the Annual Human Relations Award Banquet by The National Conference for Community and Justice (NCCJ) for someone with high standards of responsible citizenship and leadership, and contributions to the community in promoting the principles of tolerance, understanding and cooperation. Recently, Tuskegee University presented Mr. Dadlez with its Booker T. Washington Legacy Award in recognition of the work done by Saint Francis *Care*.

Mr. Dadlez earned his Bachelor's Degree in Biology at the University of New Hampshire and his MHA at VCU in 1979. He was awarded two Doctorate Degrees in Humane Letters, from the University of Hartford in May 2013, and the University of Saint Joseph in May of 2014. He and his wife, Eileen, live in Simsbury, CT. They are the parents of Dr. Nina Dadlez, a Pediatric Fellow at Montefiore Medical Center in New York and Gregory Dadlez, Manager of Neurosciences at Ochsner Medical Center in New Orleans (VCU MHA Class of 2012).

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September 1, 2014 to August 31, 2015

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