



CARDWELL

Newsletter of the Health Administration Alumni/ae Association

Comments

June 2002

Briefly

May 2002 Graduation

The Department proudly announces that 3 doctoral candidates, 27 MHA students, and 23 MSHA associates graduated in the University's May 2002 ceremonies. Each program's graduates are listed under the Program News section of this newsletter.

VCU Graduation Change

In the future, VCU will have two commencements—the May Commencement and a Fall Commencement held the second Saturday of December.

Patient Safety Fellowship Program

The newly formed Patient Safety Fellowship Program filled fast with 43 fellows enrolled for fall 2002. Applications for fall 2003 can be downloaded from the Department's web page: www.had.vcu.edu. Contact: Dr. Karen Swisher, 804/828-5460 or kswisher@hsc.vcu.edu.

Sherry Kohlenberg Scholarship Fund

The Department of Health Administration received a \$5,000 donation from the family of the late Sherry Kohlenberg (MHA'86) to revitalize the Kohlenberg Scholarship Fund. This donation has prompted a fund raising effort to convert the scholarship into an endowed fund. Sherry's husband, Larry, and son, Sammy, recently visited and toured the Department. See related story and picture on page 3.

Cardwell Comments, the alumni/ae newsletter, is a publication of the Department of Health Administration, Virginia Commonwealth University.

Editor: Amy Edwards

804/828-8662, anedwards@vcu.edu

Co-editor/Designer: Bev DeShazo

804/828-5220, bdeshazo@hsc.vcu.edu

Richard M. Bracken Named Outstanding Alumnus

The Department of Health Administration presented its Outstanding Alumnus Award to Richard M. Bracken (MHA'77), president and chief operating officer for Nashville-based HCA, the largest health care company in the United States.

The Outstanding Alumnus Award recipient is recognized as a leader and significant contributor to the health administration field, his or her community, the Department of Health Administration and its alumni and alumnae, and professional organizations. Selection criteria include professional accomplishments, departmental involvement, and community involvement.

The award was presented during a special segment of the Paul A. Gross Distinguished Leadership Lecture Series, on April 23, at Richmond's Jefferson Hotel. (See picture on page 2.)

"Richard Bracken has had a profoundly positive impact on health care delivery throughout his career," said Stephen S. Mick, departmental Chair. "He is an innovator in hospital management and one of the nation's leading health care executives. We are proud to call him an alumnus of Virginia Commonwealth University's Department of Health Administration."

"Richard Bracken has had a profoundly positive impact on health care delivery throughout his career," said Stephen S. Mick, departmental chair. "He is an innovator in hospital management and one of the nation's leading health care executives. We are proud to call him an alumnus of the Department of Health Administration."

Bracken is responsible for developing HCA's operating strategy and overseeing the company's hospitals. Bracken began his career with HCA in 1981 and has held various executive positions with HCA, including chief executive officer of Centennial Medical Center in Nashville, president of HCA's Pacific Division and president of HCA's Western Group. He (continued on page 2)

In This Issue

Page 2 President's Message

Page 3-4 Alumni/ae News

Page 5-9 Program News

Page 9-12 Department News

Insert Pages

Interview with Sarah Larch

2003 MHA Residency Sites

VCU

Virginia Commonwealth University

Virginia Commonwealth University is an equal opportunity/affirmative action institution.

President's Message

The world has changed tremendously since many of us graduated from Virginia Commonwealth University's, or the Medical College of Virginia's (as many fondly recall), Department of Health Administration. Issues that are a frequent concern to most health care professionals today—bio-terrorism, the aging of America, nursing and other personnel shortages, growing numbers of uninsured and underinsured, and the medical arms race—were barely on the radar screen when some of us were students in the Department. These issues represent new challenges, as well as opportunities to improve the health and safety of our communities. It is the excellent education received, along with personal and professional experiences and initiative, that will assist each of us in meeting these and future challenges.



I have been quite impressed with the quality of the Department's students in addition to the opportunities and educational experiences that are offered to them. However, as many of you may know, Virginia's state budget problems have created new challenges for public education throughout the State. The Department has not been immune but its staff has been actively pursuing creative ways to procure adequate financial resources to ensure the quality reputation of the Department.

Increased communication and support between alumni/ae and the Department represent a win-win in these challenging times and are my goals for the coming year. Not only does this communication and support (i.e. financial contributions, training opportunities, adjunct faculty, student referrals and/or job placement) foster development of our profession's future leadership, the

personal benefits include increased professional development resources (i.e. networking, continuing education, access to specialty expertise). Plus, let's not forget the enjoyment of recalling all the great times with classmates!

The most important thing you can do is to make sure the Department has your up-to-date contact information. The Alumni/ae Executive Committee will be working closely with Dr. Mick and Amy Edwards, our new Director of External Relations, to increase the quality and effectiveness of the communication and follow through you receive from the Department. You can contact Amy at 804-828-8662 or e-mail her at anedwards@vcu.edu. Let her know if your contact information has changed or will change soon, in addition to any areas you are interested in helping with or suggestions you may have relative to the Department. Of course, feel free to contact me at 804-233-6206 or kcameron@cvhpa.org if you have any issues for the Executive Committee. Thank you for your continued support and interest.

Karen L. Cameron
President, Alumni/ae Executive Committee
Executive Director/CEO Central Virginia Health Planning Agency, Inc.

Outstanding Alumnus (continued)

was promoted to chief operating officer on July 30, 2001, and assumed the role of president and chief operating officer in January 2002. Bracken resides in Nashville with his wife, Judith, and their four children.

The Outstanding Alumnus/Alumna Award was established just this year by the Health Administration Alumni/ae Executive Committee and will be awarded annually to alums of any degree program who show uncommon excellence in their careers and in their service to their communities and to the Department. The Executive Committee will send out a call for nominations in early fall of each year for the following year's award.



From left to right: Richard M. Bracken, President and Chief Operating Officer, HCA and Stephen S. Mick, Arthur Graham Glasgow Professor and Chair Department of Health Administration.

Alumni/ae News

DEPARTMENT RECEIVES \$5000 DONATION FOR THE SHERRY KOHLENBERG SCHOLARSHIP FUND

This year, the Department received a \$5,000 donation from the family of the late Sherry Kohlenberg to revitalize a scholarship previously established in 1993 in Sherry's honor. Sherry Kohlenberg, a 1986 alumna of the MHA program, was one of the first graduates of the MHA Program to concentrate her health care career in the field of risk management and patient safety. On July 14, 1993, at 37 years old, Sherry died of breast cancer. Her husband, Larry Goldman, her son Sammy, now 13 years old, and an extensive family survive her.

After her death, Sherry's classmates, colleagues, friends, family and fellow alumni/ae sent contributions to the Department to set up a scholarship fund in Sherry's honor. Since 1993, these scholarship funds have been awarded to a number of graduates in the MHA and MSHA programs who have expressed an interest in risk management. Past recipients of the Sherry Kohlenberg award include: Katie Reagan McCullough (MHA' 94), Quality Improvement Administrator, Virginia Health Quality Center, Richmond, VA; Katina Goodwyn (MHA'97), Product & Marketing Manager, Disease Management, Health Management Corporation, Richmond, VA; Kathleen Cooperman (MHA'00), Resources/Clinical Operations, Naval Medical Center, San Diego, CA; John Phillips (MHA'01), Assistant Administrator, LifePoint Hospitals, Inc., Georgetown Community Hospital, Georgetown, KY; Sally Russell Long (MSHA'02), Director of Risk Management, University of Louisville Hospitals, Louisville, KY; and Catherine Marlow (MHA' 02) Coordinator of Department Regulatory Affairs, Martha Jefferson Hospital, Charlottesville, VA. A plaque listing scholarship winners is maintained in the Grant House.

While these scholarship funds in Sherry's name were well spent, contributions made to this scholarship fund previous to the recent family donation are now almost depleted. The donation offers a new opportunity and challenge for Sherry's classmates, colleagues, friends, and fellow alumni to donate additional money to help establish an endowed scholarship—the Sherry Kohlenberg Scholarship for Excellence in Risk Management. Establishment of such an endowed scholarship would perpetuate monetary sponsorship funds for additional MHA and MSHA graduate students interested in risk management, ultimately promoting patient safety and improving our health care delivery system.

To create an endowed scholarship fund, the Department must raise a minimum of \$10,000. We request and encourage Sherry's classmates, colleagues, friends, and fellow alumni to give generously so this \$10,000 goal can not only be reached, but also surpassed.

Should you decide to join us in this worthwhile effort, please make your tax deductible contribution payable to: MCVF/HAD (Medical College of Virginia Foundation/Department of Health Administration), specifically noting in the memo section that the contribution is for the Sherry Kohlenberg Scholarship. Mail the contribution to: Amy M.E. Edwards, Director, External Relations, P.O. Box 980203, Department of Health Administration, VCU, Richmond, Virginia 23298-0203.

If you would like more information about the scholarship program, please contact Amy Edwards at (804) 828-8662 or e-mail at: anedwards@vcu.edu.



*From left to right:
Dr. Thomas Wan,
Sammy Goldman,
Larry Goldman,
Dr. Stephen Mick,
and Dr. Karen
Swisher.*

Alumni/ae News (continued)

Alumni/ae and Friends Contributing Gifts to the Department November 29, 2001– May 9, 2002

The Department sincerely appreciates all contributions. Contributions are vital to supporting our students and improving our top 10 ranking.

*Bon Secours Health System, Inc.
Children's Hospital-King's Daughters
Credit Suisse First Boston
Crews & Hancock
Hunton & Williams
McGuire Woods
Virginia Nurses Association
WVMI, Inc.*

*Mr. Bryan S. Brand
Mr. & Mrs. Jeffrey B. Butler
Mr. Charles W. Byrd, Jr.
Dr. Paul A. Carmichael
Mr. William F. Carpenter, III
Dr. Dolores & Mr. Samuel A. Clement
Dr. and Mrs. Robert S. Creekmore
Ms. Julie Hunt Dalton
Dr. S.C. Dickerson
Mr. William B. Downer*

*Mr. Christopher T. Durrer
Mr. William H. Flannagan
Mr. William H. Flannagan, Jr.
Mr. and Mrs. Rock A. Feldman
Dr. James C. Gale
Mr. A. Lawrence Goldman
Mr. & Mrs. William M. Gracey
Ms. Leslie J. Graham
Mr. Steven C. Hoelscher
Dr. Robert Hurlley
Dr. Robert W. Irvin, Jr.
Mr. William B. James
Dr. Harry I. Johnson, Jr.
Mr. Charles H. Keaton
Mr. & Mrs. Sidney Kohlenberg
Mr. Lester L. "Skip" Lamb
Mrs. Mary Jo Lewis
Mr. Michael Likavec
Mr. & Mrs. Stephen Lindsey*

*Dr. Janet R. Lynch
Mr. C. Edward McCauley
Dr. James L. McDaniel
J & H Marsh McLennan
Dr. Stephen S. Mick
Mrs. Julie Sydnor Peterman
Mr. Thomas J. Rice, III
Mr. Gerald W. Roller
Dr. & Mrs. Orren L. Royal
Dr. Andrew A. Slemp
Edward A. Smith, Jr.
Mr. James G. Snead
Dr. Graham H. Stephens
Dr. Jen T. Turner
Mr. & Mrs. Dean C. Weil
Mr. T. Gilliam Whedbee, Jr.
Mr. Robert J. White
Mrs. Betty O. Williamson
Dr. and Mrs. Harry R. Yates, Jr.*

Alumni/ae Updates

Send your position updates and other news to Amy Edwards, Director, External Relations, HAD/VCU, PO Box 980203, Richmond, VA 23298. Amy can be reached at 804.828.8662 or anedwards@vcu.edu.

Alumni/ae Updates

J. James (Jim) Cotter (Ph.D.'96) recently became an Associate Professor in the Department of Gerontology with the VCU Health System...**Sheryl Garland** (MHA'88) has been accepted for the national association of Public Hospitals Fellowship. The year long fellowship emphasizes ambulatory care. Only one person is selected from the VCU Health Systems for this honor...**Janet Lynch** (Ph.D.'88) has been promoted to Chief Quality Initiatives Officer, Virginia Health Quality Center, Richmond, VA. She is a certified professional in healthcare quality...**Chih-Wen Pai** (Ph.D.'97) is now Senior Research Associate at the University of Michigan...**Alan Perry** (MHA'80) is currently Director, VA Central California Healthcare System. Alan was recognized by President Bush in a Washington ceremony as a recipient of the Presidential Rank Award for Meritorious Career Service at the senior executive service level...**Timothy Stack** (MHA'77) is the new CEO of Piedmont Hospital in Atlanta...**Jon Thompson** (Ph.D.'95) has been promoted to Professor at James Madison University...**Karen Wilson** (MHA'98) is Director of Physician Services & Business Development for Virginia Cardiovascular Specialists in Richmond, Virginia...**Michael Zucker** (MHA'91) is Senior Vice President for Enterprise Solutions at MD Productivity in Austin, TX.

Program News



Ph.D. News

Graduation

Three Ph.D. candidates successfully defended their dissertations and graduated in May. They are: **Darrell E. Burke, Ph.D.** Darrell joined the Program in 1998 as a full-time student. As of June, he joined the faculty at Florida State University in Tallahassee. Dissertation title: *Information Technology-Environmental Fit and Hospital Financial Performance*. **Jeffrey (Jeff) P. Harrison, Ph.D.** Jeff joined the Program in 1994 as a full-time student and was a graduate of the Department's MHA program. He resides in Paradise, California and is President of his own consulting firm. Dissertation title: *The Impact of Organizational Performance and Market Factors on Hospital Acquisition*. **James (Jim) A. Rollins, Ph.D.** Jim joined the Program in 1995 as a part-time student. He is Associate Medical Director with Cigna Health of Virginia. Dissertation title: *Determinants of Hospital-based Stroke Complications and Mortality: An Ecological Approach*.

Ph.D. Alumni/ae Visit HAD

Dr. Debra Draper ('00) was a speaker for the Executive Fellowship in Medicaid Disease Management Program on April 25, 2002. Her presentation was on "Fundamentals of Chronic Disease Management Programs in Medicaid." She currently is a senior researcher at Mathematica Policy Research, Inc, in Washington, DC. In April, **Dr. Herng-Chia (Hubert) Chiu**, ('95), Associate Professor and **Dr. Lih-Wen Mau** ('96), Assistant Professor, with 33 of their students and associates from Kaohsiung Medical College in Taiwan, visited the Department and area hospitals.

Current Student News

Research

Current student, **M. Nicholas Coppola**, incoming Ph.D. student, **Russell Bogacki**, and faculty member, **Yasar A. Ozcan, Ph.D.**, conducted a study, *Performance of Dental Providers on Restorations: A DEA Evaluation*. This study evaluated the effectiveness of dental providers performing posterior restorations utilizing amalgam and composite materials. The authors also had a abstract from the study accepted for presentation in Scotland at the International Federation of Operational Research Societies hosted by the UK Operational Research Society (Dr. Ozcan presented).

Publications

M. Nicholas Coppola, program graduate, **Darrell Burke**, incoming Ph.D. student, **Mark Diana**, and **Shantaram Rangappa** had an article, "Physician Practice Awareness and Preparedness for HIPAA: A National Survey" accepted for publication in *Group Practice Journal*, April 2002. Coppola and Kevin LaFrance have an article, "Women as Memembers of Combat Army Infantry Teams: A Proposed Methodology to Measure and Test the Feasibility of Integration through a Structural Equation Model," in *Journal of Systemics, Cybernetics and Informatics*, Summer 2002. Coppola, Ron Hudak, and Pradeep Gidwani have an article, "A Theoretical Perspective Utilizing Resource Dependency to Predict Issues with the Repatriation of Medicare Eligible Military Beneficiaries Back into TRICARE," *Military Medicine*, scheduled to be published. September 2002.

Begun Award

Hacer Ozgen, Ph.D. ('00) received the Begun Award for 2001. Dr. Ozgen is a lecturer at the School of Health Administration at Hacettepe University in Ankara, Turkey.

Program News (continued)

MSHA News

Sara Larch (MSHA'92), FACMPE, Chair of the Medical Group Management Association (MGMA) this year, returned to campus for a visit on March 26. As a part of her visit, the VCU MGMA/ACMPE Student Network sponsored a luncheon and panel discussion. During the informal luncheon, Sara, along with **Lucien Roberts, III**, (MHA'87) the chapter's University Forum Representative, and **Terrie Edwards** (MHA'84), instructor for the on-campus physician practice management course, discussed career paths in physician practice management. A panel discussion, entitled "Bridging the Gap: Physician-Administrator Dynamics," later in the day included the following distinguished members:

Sara Larch (MSHA'92), Chief Operating Officer,
University Physicians, Inc., University of Maryland

Lucien Roberts, III (MHA'87), Administrator, Neurological Associates, Inc.

Lisa Kaplowitz, MD (MSHA'02), Medical Director, Office of Ambulatory Care, VCU Health Systems

Kevin Fergusson, MD (MSHA'95), DrPen, Inc.

James Perkins (MHA'79), Administrator, West End Orthopedics Clinic.

We greatly appreciate the valuable contributions all the participants made!

Veronica Sikka (MHA'04/MD Program)

(See last page for Sara Larch's Interview)



From left to right: Dr. Jan Clement, Brent Rawlings (MHA/JD'03), Linnea Self (MHA'04), Terrie Edwards (MHA'84), Lucien Roberts, III (MHA'87), Sara Larch (MSHA'92), Robin Scott (MHA'03), Michelle Rogers (MHA'04), Veronica Sikka (MHA/MD'03), and Sepi Gharanfoli (MHA'03).

Professional MSHA On-Line Program Graduation – 2002

For the first time since its inception, the course schedule for the Professional MSHA On-Line Program allowed graduates to participate in the School of Allied Health's graduation ceremonies held Friday, May 17, at the Siegel Center. The program's 23 graduates received their diplomas, enjoying the camaraderie of their fellow graduates from other programs from all the departments in the School of Allied Health.

The MSHA Class of 2002 is listed below.

Barbara J. Amidon, Blacksburg
Brent Armstrong, Richmond
Elizabeth Bankston, Roanoke
Julie Beales, Richmond
Carlos O. Brown, Richmond
Harriet Walker Buss, Rocky Mount, NC
Teresa Dale, Hampton
Sandra N. Dawson, Crozier
David Joe Durham, Mechanicsville
Beth R. Gentry, Fredericksburg
Debra L. Gott, Johnson City, Tennessee
Mario P. Grasso II, Midlothian
Jill E. Halvorson, Richmond
Judith E. Hartman, Richmond
Michelle D. Hereford, Hampton
Amy DeMay, Ridgeley, West Virginia
Debbie Sebastian, Midlothian
Lisa G. Kaplowitz, Richmond
Sally R. Long, Louisville, Kentucky
Mary Petty, Newport News
Francis J. Sweeney, Virginia Beach
Elizabeth T. Nance, Richmond
Henrisa D. Tosoc, Richmond

A.D. Williams Award for Scholarship winners from the Professional MSHA On-Line Program include:

May 2002 Graduates

Barbara Amidon
Brent Armstrong
Elizabeth Bankston
Jill E. Halvorson
Lisa G. Kaplowitz
Francis J. Sweeney

August 2001 Graduates

Mary D. Bennett Ellison
Michael Alan Franklin

Program News (continued)

MHA News

MHA Class of 2002

The MHA Class of 2002 returned to campus on March 21 and 22 for their oral comprehensives and spring seminar. Dr. Jeff Goldsmith, a noted healthcare futurist, presented a talk on the changes necessary to improve the healthcare delivery system. An alumni/ae panel comprised of **Dana Taylor** ('95), **Brad Adams** ('97), and **Daniel Gardner** ('01) discussed early careers in health administration.

The following 27 students graduated on May 18:

Elizabeth Alsbrooks
Alicia Barfield
Merinda Battle
Keith Buckley
Gail Campbell
Nicole Dube
Eric Fitch
Willis Gee
Daniel Goodwin

Jason Houser (MHA/JD)
Julie Howard
Tamika Jefferson
Jewel Johnson
Kristy Locklear
Catherine Marlow
Michael Morrical
Erica Reed (MHA/JD)
Heather Saintsing

Verlon Salley
Stephanie Sanderson
Michael Sherrod
Christopher Stark
Autumn Stokley
Patricia Treadway
Lauren Wood
James Yolch
Faraaz Yousuf

The following awards were presented during graduation ceremonies:

Department of Health Administration Service Award—**Jason Houser**
A.D. Williams Award—**Daniel Goodwin, Elizabeth Alsbrooke, and Alicia Barfield**
Cardwell Leadership Award – **Patricia Treadway and Julie Howard**
Mullins Management Study Award – **Jewel Johnson**
Kohlenberg Award for Excellence in Risk Management – **Catherine Marlow**
Barker Preceptor Award – **William Gracey**, President, LifePoint Hospitals, Inc.
Norville Outstanding Educator Award – **Ramesh K. Shukla**, PhD
Clement Outstanding Advising Award – **Kenneth R. White**, PhD

MHA Class of 2003

Residency sites for the MHA Class of 2003 have been confirmed (See insert).

The following students received honors and awards:

Robin Scott – VCU Distinguished Service Award, J. Stephen and Miriam Lindsey Scholarship
Lindsay Coble – University Leadership Award
Matthew Gooch – E.L. Derring Scholarship
R. Brent Rawlings – E.L. Derring Scholarship
Jamel Sparkes – ACHE Albert Dent Scholarship
Veronica Sikka – VCU Phi Kappa Phi Scholarship

Program News (continued)

MHA Class of 2004

Twenty-four students have completed the first year of the Program. **Veronica Sikka**, our first MHA/MD student is serving an administrative internship with Donna Katen-Bahensky, COO, VCU Health System. **Jay Khosla**, an MHA/JD student, is serving an administrative internship with Chris Bailey and Laurens Sartoris, Virginia Hospital and Healthcare Association.

The following students received honors and awards:

Aisha Noble – National Association of Health Services Executives Scholarship
Jennifer Boykin – Stuart Ogren Scholarship
John Goodman – Stuart Ogren Scholarship
Veronica Sikka – Stuart Ogren Scholarship
Jay Khosla – Stuart Ogren Scholarship
Steve LeMoine – J. Stephen and Miriam Lindsey Scholarship

ACHE selected **R. Brent Rawlings** from the MHA/JD Class of 2004, as the second place winner of the Hill-Rom essay contest for graduate students. He received this award during the ACHE Congress in Chicago, as well as presenting the paper, "At the Edge of the Quality Chasm: Bridging the Gap with Complex Adaptive Systems Theory." In addition, our ACHE Student Chapter received a "student chapter of the year" award at ACHE Congress.

MHA Class of 2005

The MHA Admissions Committee finalized the Class of 2004 with 31 students to matriculate in the Fall 2002. We are grateful to alumni/ae members for serving on the Committee: **Skip Lamb** ('58), **Dr. Kevin Ferguson** ('95), and **Dana Taylor** ('95). The incoming students will be listed in the September newsletter.

Thanks to our Community Sponsors

We are grateful to the following organizations for sponsoring events for our students:

Crews & Hancock
Troutman Sanders
Hunton & Williams
Henrico Doctors' Hospital
Retreat Hospital
HCA Eastern Division
McGuire Woods & Battle

Bon Secours Health System, Bon Secours Richmond, and Bon Secours Hampton Roads have made a donation for renovation of the Student Lounge in the Grant House.

Announcing a New Student Scholarship Program

The Program has entered into a partnership with Bon Secours Richmond Health System to aid students with work experience and scholarship for two years of graduate study. Thank you Bon Secours!

(continued next page)

Program News (continued)

New Certificate Program In Information Systems and Technology Leadership

We are pleased to announce a new department certificate program to prepare a select number of our students for information systems and technology leadership roles. Dr. Ramesh Shukla, with the assistance of a CIO Advisory Council, coordinates this program wherein students take 12 hours in concentrated health informatics courses. Our inaugural class consists of 6 students who will be completing internships with the following preceptors:

Name of CIO	Position	Organization	Student
Jeff Burke	Sr. VP & CIO	Bon Secours-Richmond	Lisa Vo
Carl Gattuso	Interim CIO	VCU Health Systems	Mimilla Kanwar
David Hollins	Director of IT & Systems	HCA-Richmond	Steven LeMoine
Burt Reese	Sr. VP and CIO	Sentara Healthcare	Ariana Randolph
John Stanley	VP & CIO	Riverside Health System	Jennifer Coello
Greg Walton	Sr. VP & CIO	Carilion Health System	Nikheel Purohit

Department/Faculty News

CREWS & HANCOCK, P.L.C. LAW FIRM DONATION WILL HELP ESTABLISH THE CENTER FOR THE STUDY OF HEALTH CARE MARKETS, ORGANIZATIONS & LAW

The Department of Health Administration recently received a generous donation from the law firm of Crews & Hancock to help establish a Center for the Study of Health Care Markets, Organizations & Law. The major purpose of this Center is to establish a venue for education, research and resource sharing among health care administrators, clinical care providers, and faculty with legal experts and practitioners in the field of health law. The Center will be web based to take advantage of the Department's strategic position as educational leaders in distance learning. The first major endeavor of the Center is the establishment of our Executive Fellowship in Patient Safety.

The Department has a long-standing history of increasing educational opportunities for students interested in health law through the development of the dual MHA/JD degree, established in 1989, with the University of Richmond Law School. Since then, 20 MHA/JD graduates have already established themselves as leaders in health law and are practicing throughout the United States. Several of these graduates have clerked and worked for the law firm of Crews & Hancock, making this firm a natural strategic partner in the establishment of a health law center, the first to be housed in an academic department of health administration.

Crews & Hancock, established in 1975 through the vision of Bill Crews and Tom Hancock, recognized the need for a law firm specializing in all areas of health care and hospital law. The firm, while headquartered in Virginia with offices in Richmond, Fairfax, Roanoke, and Virginia Beach, represents clients throughout the United States. The firm provides legal counsel to a broad range of health care providers on virtually all laws pertaining to the health care industry. Related legal concerns led the firm to develop expertise in additional areas of practice such as risk management, employment law, health care compliance and insurance law.

Graduates of the MHA and MHA/JD programs associated with Crews & Hancock include L. Thompson (Tom) Hanes (MHA'75) who is a principal in the Roanoke office. With over 20 years of health care litiga-

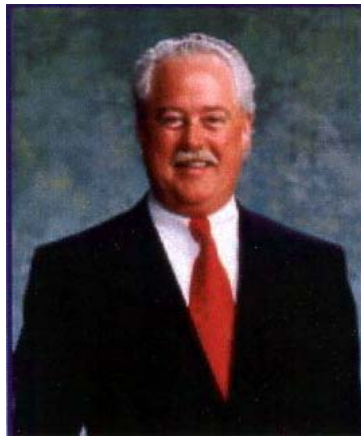
Department/Faculty News (continued)

CREWS & HANCOCK LAW FIRM (continued)

experience he has been instrumental in developing strategic vision for the integration of law and health administration in the Department of Health Administration. More recently, Emily Greenstreet Towey (MHA/JD 2001) became associated with the firm. Emily works in the administrative and corporate health law sections of the firm practicing in the areas on long-term care law, health planning and health policy. Please visit Crews & Hancock's website at www.crewshancock.com for more information on their attorneys and areas of practice.

The first program to be developed by the Law Center is the Executive Fellowship in Patient Safety. Response to the Fellowship Program has been substantial with the first class of 43 fellows meeting on-campus this August, hosted by the College of William and Mary Law School in Williamsburg, Virginia. The fellows, including doctors, lawyers, nurses, policy makers, pharmacists and risk managers, come from 14 states and one Ph.D student in pediatric pharmacy comes from New Zealand. The Fellowship Program will be an intensive 8 month distance learning program, culminating it's second on campus session in May 2003. At that time, the fellows will present their patient safety design projects to the members of the annual Virginians for Improving Patient Care & Safety conference in Richmond, Virginia. To learn more about VIPCS, please visit their website at www.vipcs.org

"The success of our Executive Fellowship in Patient Safety has been so overwhelming that we hope to make it a regular part of the Department's educational programs for our alumni and friends" states Professor Karen Swisher, JD, designer and director of the program. For more information about this program, please contact Professor Swisher at kswisher@hsc.vcu.edu or visit the Department's website at www.had.vcu.edu.



William (Bill) Crews

Thomas Hancock



Department/Faculty News (continued)

Executive Fellowship in Disease Management Programs

On April 25-26, 2002, the Department hosted an Executive Fellowship in Disease Management Program on behalf of the National Pharmaceutical Council (NPC). Twelve Medicaid executives attended from: Missouri, Mississippi, North Dakota, Hawaii, Texas, California, and Florida. The program features discussion on Medicaid disease management. Faculty member, **Karen Swisher**, directed the program. Faculty member, **Thomas Wan**, Ph.D. program graduate, **Debbie Draper** ('96), current doctoral students, **Charles Shasky**, and **Mark Diana**, HAD Web Master and incoming Ph.D. student, participated in the program.

External Relationship Position Filled

The Department of Health Administration is pleased to announce that Ms. Amy Edwards, as of June 4, 2002, will serve as the new Director of External Relations. This position was formerly held by Ms. Karen Wilson. Ms. Edwards is a 1997 graduate of the MHA/JD program and comes to the position with a background as an Associate Attorney with Crews and Hancock, P.L.C. and Project Specialist in the Office of Ambulatory Care at VCUHS. Her duties will primarily focus on alumni/ae relations and marketing activities of the Department.

Faculty News

Dr. **Gloria Bazzoli** had the following published: **1)** Shortell, SM.; Zukoski, AP; Alexander, JA; Bazzoli, GJ; Conrad, DA; Hasnain-Wynia, R; Sofaer, S; Chan, BY; Casey, E; and Margolin, F; "Evaluating Partnerships for Community Health Improvement: Tracking the Footprints", *Journal of Health Politics, Policy and Law* 27(1): 49-91. **2)** Bazzoli, GJ; LoSasso, A; Arnould, RJ; and Shalowitz, M.; "Hospital Reorganization and Restructuring Achieved Through Merger," *Health Care Management Review*, 27(Winter 2002): 7-20. **3)** Bazzoli, GJ, "Medical Service Risk and the Evolution of Provider Compensation Arrangements", *The Journal of Health Politics, Policy, and Law* 26(October 2001): 1003-1018. Dr. Bazzoli's newest awarded research is: *Agency for Health Care Research and Quality*, "Hospital Finances and the Quality of Hospital Care," with the Institute for Health Services Research and Policy Studies, Northwestern University and the Joint Commission on the Accreditation of Hospitals (Gloria Bazzoli, Principal Investigator, \$1,170,000).

Dr. Jan Clement had the following published and forthcoming: **1)** Bradford H. Gray and Jan P. Clement (2002); "Data Bases for Research on Nonprofit Health Care Organizations: Opportunities and Limitations". *American Behavioral Scientist* 45 (11): forthcoming. **2)** Jan P. Clement, Kenneth R. White and Vivian Valdmanis (2002), "Charity Care: Do Not-for-Profits Influence For-Profits?", *Medical Care Research and Review*, 59 (1): 25-44. **3)** Jan P. Clement and Kyle L. Grazier (2001), "HMO Penetration: Has it Hurt Public Hospitals?", *Journal of Health Care Finance* 28(1, Fall):1-15. **4)** Bing-long (Bill) Wang, Thomas T.H. Wan, Jan Clement, and James Begun (2001), "Managed Care, Vertical Integration Strategies and Hospital Performance". *Health Care Management Science* 4: 181-191.

Dr. Clement along with Michelle Rogers (MHA'04) and Lucien Roberts, III (MHA'87) are members of the MGMA/ACMPE University Relations Advisory Committee.

Dr. Thomas Wan and Dr. Alaster Connell, affiliate professor, new book manuscript has been accepted by the Kluwer Academic Publishers. The book entitled "Monitoring the Quality of Health Care: Issues and Scientific Approaches" is scheduled to be published July 2002. Dr. Wan's other publications include: **1)** Wan, T.T.H.; B.Y.J., Lin; and A. Ma (2002); "Integration mechanisms and hospital efficiency in integrated health care delivery systems", *Journal of Medical Systems* 26(2):127-143. **2)** Wan, T.T.H. et al. (2002). "Technical efficiency of nursing units in a tertiary care hospital in Taiwan", *Journal of Medical Systems* 26(1): 21-28.

ACHE elected **Ken White**, PhD, FACHE to a four-year term as Regent-at-Large for District 3 (Virginia, West Virginia, North Carolina, South Carolina, Kentucky, and Tennessee). Dr. White was also recognized at ACHE Congress for recruiting the most new affiliates in the academic category...Dr. White presented a (continued on the following page)

Faculty News (continued)

talk at the New York University 6th Annual Kovner/Behrman Event entitled, "CEO Evaluation: How Can It Make A Difference?" He had the following articles and book published: **1)** White, K.R.; Roggenkamp, S.D; & LeBlanc, A. (2002): "Urban U.S. Hospitals and the Mission to Provide HIV-Related Services: Changes and Correlates", *Journal of Healthcare Management* 47(1), 27-40. **2)** Cochran, C.E.& White., K.R. (2002); "Does Catholic Sponsorship Matter?" *Health Progress* 83(1), 14-16, 50. **3)** Clement, J.P.; White, K.R. & Valdmanis, V. (2002); "Charity Care: DoNot-for-Profits Influence For-Profits?"; *Medical Care Research and Review* 59(1), 59-78. **4)** White, K.R.; Cochran, C.E. & Patel, U. (2002); "Hospital Provision of End-of-Life Services: Who, What, and Where?" *Medical Care*, 40(1), 17-25. **5)** *The Well-Managed Healthcare Organization*, 5th, Ed.,(Health Administration Press) authored by John Griffith and Ken White, available July 2002.



Up Close & Personal with Sara Larch: An Exclusive MGMA Interview

Starting in the healthcare industry at the age of sixteen as a candy striper, Sara Larch knew that she wanted to work in health care. Since then, she has held various management positions including administrator of the Department of Obstetrics and Gynecology at Indiana University Medical Center and then at Georgetown University Medical Center, and Director of Quality and Capitation Systems for the Faculty Practice Group at Georgetown. She is currently the COO of the University of Maryland Physicians, Inc. in Baltimore.

Over the years, she has seen the management field change in numerous ways including: providers receiving formal training through masters degrees in health administration, increasing complexity in the reimbursement environment, and the extent of oversight and federal regulation. The focus of COOs in the past has been on reimbursement, strategic plans, and the delivery system. Today, facilities are taking a “back to basics” approach to management, focusing on the day-to-day operations, and redesigning their organizations at a non-system level. As an experienced manager, Sara has found that the small details matter. Management must pay attention to patient waiting time, lighting of the facility and the over all experience of the patient, staff and physicians. Being prepared to influence others and facilitate change have been two of Sara’s most challenging and rewarding experiences as a healthcare administrator. She remarks, “Working with people is a very important skill to possess.” It takes a team to accomplish things, which requires learning how to work with diverse people.

As a female in health administration, Sara believes women face unique challenges although they find careers rewarding. For example, women must devote more time to their jobs to achieve the same career advancement. However, in group practice management, women have more flexibility with their schedules to balance career and family than in hospital management. Sara believes that the gender issues in healthcare management are easing as more female physicians enter the field.

Sara attributes much of her success to her involvement in the Medical Group Management Association. MGMA has played a significant role in her career through networking opportunities, continuing education programs, and the leadership laboratories. She says, “MGMA is the place to go when I need help.” The group practice environment fosters cohesiveness and assistance rather than competition among managers.

Sara believes that current health administration students should be aware of the many opportunities in group practice management, such as the benefits of operating one’s own business and working alongside physicians. Group practice administration allows for one to see the direct results of his/her work. Group practice managers are “generalists” or jack-of-all-trades because they are responsible for running the entire facilities’ day-to-day operations.



*Sara Larch, Chair
Medical Group Management*

Michelle Rogers (MHA Class of 2004) and Linnea Self (MHA Class of 2004)