

CARDWELL

Newsletter of the Health Administration Alumni/ae Association

Comments

Summer 2008

Message from the Chair

Department Moving to VCU Public Health

*Stephen S. Mick, PhD, FACHE
Arthur Graham Glasgow Professor and Chair*



The announcement that the Department of Health Administration would change homes from the School of Allied Health Professions into VCU Public Health occurred this last spring 2008. This decision follows a favorable budgetary decision by VCU's Board of Visitors providing resources to support this change. The Department joins three other departments—biostatistics, epidemiology, and social & behavioral health—in forming the nucleus of Virginia's only Public Health group. Eventually, a unit in environmental health sciences will be added. Within a two- to three-year period, the Group will seek formal accreditation by the Council on Education in Public Health.

As part of this move, Health Administration has been promised new resources that we never would have gained by staying in the School of Allied Health Professions. I am convinced that we will never move up in the rankings until which time we increase the size of our faculty and develop more bench strength. Thus, we have been approved to recruit two new faculty to replace the recently retired and about to retire faculty. Had we stayed in the Allied Health School, these positions would probably have been permanently lost. In addition, we have been given the go-ahead to recruit an additional three people to add to our already outstanding faculty.

The binding idea behind these new hires is to move the vision of the Department toward one that emphasizes transformational leadership, system building, and the increasingly important role of information technology in health care management. We shall seek new faculty who will help actualize this vision and who will bring new excitement and energy to our programs. This is part of our strategy to continue our move toward being the number one health administration program in the United States.

Some alums have expressed concern that our signature programs in health management—our MHA and our MSHA—would be watered down and weakened because of this move. This view is understandable because the belief is based on what a Master of Public Health (MPH) degree—the main degree offered in public health—contains, which is not preparation to run health delivery organizations.

Although it is true that we shall service MPH students, we will also continue to offer our MHA and MSHA degrees unscathed by this move. I want to emphasize this point. We shall add some public health/population health content to the MHA and MSHA degrees, but this is not necessarily a bad thing, sensitizing our students to the relationship between personal health services and population health. But, for example, the MHA will keep the third-year residency, which will maintain VCU as one of the only programs in the nation with such a requirement. The point is that the MHA and the MSHA degrees will continue to be rigorous, no-nonsense, business-oriented programs.

We shall also be leaving Grant House to move into a newer building on Broad Street called "Theater Row." The University wishes to have all the new departments in VCU Public Health in the same building to develop important synergies that exist in all good public health groups. (continued next page)

In This Issue

	Page
Alumni/ae News	2-10
Program News	11-17
Department News	17-20



Virginia Commonwealth University

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

Chair's Message (continued)

Dr. Kenneth White has announced his desire to leave the directorship of the MHA Program, effective this summer, but he will continue as a professor in the Department. His decision was entirely his own. Dr. White has worked for years to build and shape the MHA Program into one of the premier MHA Programs in the United States. For this, we can all be extremely thankful that we have had the benefit of his ideas, initiative, hard work, and leadership. However, he has expressed his strong wish to move into new directions and to redouble his efforts in his research and scholarship. In view of all that Ken has given us over the years, we can hardly refuse him this reasonable request.

Fortunately, we have an ideal replacement in the person of Dr. Dolores Clement, currently MSHA Program Director (see article on page 16). Dr. Clement has accepted the role of Vice Chair and Director of Graduate Programs, including the MHA, MSHA, and the new MPH. Dr. Clement will have several Program Administrators to assist her in the day-to-day affairs of each degree program. Given the strong support of our staff and student workers, we are certain that the MHA Program will have the very best strategic direction and administrative support.

This is a lot of change in a short amount of time, but I believe all of you know that the Chinese idiograph that means "change" also means "opportunity." And, we are ready to seize this new opportunity to build the Department into a much stronger unit than it has ever been before. I want all of you to know that the faculty values your input and ideas as we move forward with these changes. We want to do this right, and there is plenty of room for sharing of views and for building on the best ideas. We all have an enormous stake in what happens, you as alums who had your formation here, the faculty as devoted educators, and I as a person who has poured his heart into our Department for ten years now.

We shall need your support and encouragement as we move forward with these changes. More than ever, this will be a time when the alumni/ae can make a major difference in what happens to your graduate *alma mater*. Without many of you knowing it, you have already helped by sensitizing VCU leadership to the needs of the Department and the necessity for us to remain one of the most highly ranked in the United States. And, you can continue to help in numerous ways; I sincerely hope that you will.



Alumni/ae News

R. Timothy "Tim" Stack (MHA 77) 2008 Outstanding Alumnus

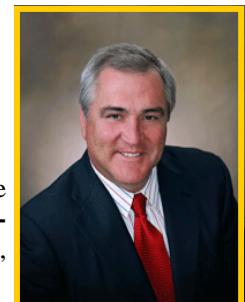
The Alumni/ae Executive Committee of the Department of Health Administration Alumni/ae Association is pleased to announce the 2008 Outstanding Alumnus Award recipient, **R. Timothy "Tim" Stack**, President and Chief Executive Officer of Piedmont Healthcare in Atlanta, Georgia.

The Department's Outstanding Alumnus/Alumna Award recognizes an alumnus or alumna who shows uncommon excellence in his or her health care career and in his or her service to his or her community and to the Department. Award criteria include professional accomplishment, community involvement, and past, present and potential Department support.

Tim was nominated by his classmate, **Jeff Harrison** (MHA 77/PHD 02), and this nomination was supported by **Richard Bracken** (MHA 77) and **John Smalley** (MHA 77).

Prior to his arrival at Piedmont Healthcare in December 2001, Tim was President and CEO of Borgess Health Alliance and was President and CEO of Borgess Medical Center in Kalamazoo, Michigan. Before joining Borgess, he was President and CEO of South Side Healthcare System in Pittsburgh, Pennsylvania. Prior to that, he served as Senior Vice President and Chief Operating Officer at Central Medical Center and Hospital, also in Pittsburgh.

Under Tim's leadership, Piedmont Fayette Hospital was honored as one of the nation's 100 Top Hospitals in 2007, 2006, 2005 and 2004, while Piedmont Hospital received the same recognition in 2005 and 2002. (continued next page)



Timothy "Tim" Stack

Alumni/ae News (continued)

Alumni/ae Luncheon Hosted at the North Carolina Hospital Association (NCHA) Winter Meeting

On February 22, 2008, **Dr. Roice Luke**, Professor & Acting Department Chair and **Amy Edwards** attended the NCHA Winter Meeting and held an alumni/ae luncheon at the Embassy Suites in Cary, NC. Though the weather did not cooperate and some alumni/ae could not attend, Dr. Luke and Amy, along with **David Masterson** (MHA 88), CEO, Bladen County Hospital & President-Elect of the Department's Alumni/ae Association welcomed fellow alumni/ae to the event and provided an update on the Department.

Alumni/ae in attendance included: **Bill James** (MHA 83), **CW Sanders** (MHA 63), **Ken Shull** (MHA 75) and Heidi Shull, **Jeff Kiser** (MHA 94), **Raymond Williams** (BS 81), **Richa Gupta** (MHA 04), **Joanna Herath** (MHA 99), **Tom Bradshaw** (MHA 81), **Lisa Joyner** (MHA 90), **Curtis Copenhaver** (MHA 72), **Les O'Connor** (MHA 99), **Ryan Raisig** (MHA 08), **Matt Gitzinger** (MHA 08), and **Mike Vicario** (MHA 86).

Pictured at right from left to right: **David Masterson** (MHA 88), **Lisa Joyner** (MHA 90), **Richa Gupta** (MHA 04), and **Dr. Roice Luke**.



From left to right: **Tom Bradshaw** (MHA 83), **Bill James** (MHA 83), and **R.D. Williams** (BS 81).

Outstanding Alumnus (continued)

A Fellow in the American College of Healthcare Executives, **Tim** also was the 1987 recipient of the Robert S. Hudgens Award. This award began in VCU's Department of Health Administration and has continued through ACHE, who recognized Stack as an outstanding early careerist achiever in the field of healthcare management. In addition to his professional accomplishments, **Tim** served the Department of Health Administration as president of the alumni association (1992-1993), MHA residency preceptor, host of a regional alumni event and a fundraising adviser to the department.

Tim will receive his award at a special segment of the **Paul A. Gross** (MHA 64) Landmarks in Leadership speaker series, September 25, 2008 in Richmond, Virginia. During this ceremony and luncheon, **Tim** will speak with students, faculty, alumni/ae, university community members, and other department guests.

Alumni/ae News (continued)

**Another Chapter in the Generosity
of a Few Help Many...**



**Jonathan B. Perlin, MD, PhD (MSHA 97) establishes new
professorship to promote the importance of health care
quality and to honor his parents**

Through the generosity of **Jonathan B. Perlin, MD, PhD, MSHA 97**, the **Seymour and Ruth Perlin Professorship in Healthcare Quality** is being established. This Professorship will be for a faculty position and dual appointment in the Department of Health Administration and the Department of Internal Medicine. The announcement of the professorship was made May 16, 2008 while Dr. Perlin was in Richmond for the VCU Commencement. At Commencement on May 17, he was awarded an Honorary Doctrine of Humane Letters to acknowledge his accomplishments and support of VCU.

Dr. Perlin, who holds all of his graduate degrees from VCU, did his residency training at MCV, and has had an illustrious career in both the public and private health care sectors. He is currently Chief Medical Officer & President, Clinical Services, HCA. He is the 2006 recipient of the Department's Outstanding Alumnus Award.

Before joining HCA, Dr. Perlin served as Medical Director for Quality Improvement at MCV Hospitals of VCUHS and as Associate Director of the Internal Medicine Residency Training Program. He has also held many appointments with the United States Department of Veterans Affairs (VA). Starting here at the Richmond McGuire VA Medical Center, Dr. Perlin continued to serve our Veterans as the VA's Chief Quality and Performance Officer from 1999 to 2002, then as Acting Under Secretary for Health from 2002 to 2004 and Acting Chief Research and Development Officer from 2003 to 2004, and finally nominated by President George W. Bush to serve as the Under Secretary of Health for the VA from 2004 – 2006.

Many thanks to Dr. Perlin for establishing this wonderful new professorship which will help VCU recruit and/or retain a distinguished faculty member within Health Administration and Internal Medicine!

New on Our Website: Class Photos!

Class graduation photos are now available on-line! Visit http://www.had.vcu.edu/alumni/class_photos.html to remember your times at MCV/VCU and your classmates and your professors! While you're there, peruse our calendar of events (<http://www.had.vcu.edu/calendar/main.php>) and plan to join us at an alumni/ae event or consider helping to organize a reunion for your class!

Alumni/ae News (continued)

Alumni/ae

Have you visited the department's website lately? We update it regularly! Visit <http://www.had.vcu.edu/> & <http://www.had.vcu.edu/alumni/spotlights/index.html> to see the latest and past alumni/ae spotlights some written by our MHA students! Alumni/ae spotlighted recently include:

- **Lucien Roberts** (MHA 87), Consultant based in Richmond, VA—by Jennifer Murphy (MHA 09)
- **Jim Perkins** (MHA 79), Administrator, West End Orthopaedic Clinic in Richmond, VA—by John Hunter (MHA 10)
- **Glenn Waters** (MHA 85), Chief Operating Officer, Moses Cone Health System in Greensboro, NC—by Will Maixner (MHA 10)
- **Elizabeth Taliaferro** (MHA 05), Controller, HCA Richmond Division in Richmond, VA— by Priyanka Dhingra (MHA 10)
- **Jim Gardner** (MHA 85), President & CEO, Northeast Georgia Health System in Gainesville, GA—by Zach Reed (MHA 09)
- **Michelle Hereford** (MSHA 02), Chief Executive Officer, Kindred Hospital in Richmond, VA—by Meredith Sclater (MHA 10)
- **Bela Soad** (MSHA 06), Professor of Psychiatry at VCU, Chair of the Division of Child & Adolescent Psychiatry at VCU Medical Center and Medical Director of the Virginia Treatment Center for Children in Richmond, VA —by Shankara Ettigi (MHA 10)
- **Mindy Wyttenbach-Lindsay** (PhD 05), Executive Director, Department of Internal Medicine, VCU Medical Center in Richmond, VA—by Sam Williamson (MHA 10)
- **Jess Judy** (MHA 77), Gateway Division President, LifePoint Hospitals in Brentwood, TN—by Lauren Mathena (MHA 10)
- **LeaAnne Gardner** (PhD 06), Senior Associate, Dept. of Clinical Programs & Quality of Care, American College of Physicians, Philadelphia, PA

Please Send the Department Your CV!

For the Department's upcoming reaccreditation, we are required to show the career choices of our alumni/ae. If you have not already filled out a detailed survey or sent in your CV, please send us your CV today! We would really like to hear from each and every alumnus/a!

If you are also comfortable sharing position starting and ending salary information, that would also be appreciated and help the Department better understand what alumni/ae in health administration professions make one, five, ten, and more years out. We all get many questions about "appropriate salaries" from alumni/ae, so let's take this opportunity to help each other out!

All information reported will be kept confidential, and results will be statistically aggregated so that no individual can be identified. Please mail or email your CV to the Department care of Amy Edwards (anedwards@vcu.edu) or P.O. Box 980203, Richmond, VA 23298-0203. If you have any questions, please contact Amy by email or phone 804-828-8662.

Cardwell Society Fiscal Year 2008 Gifts Received July 1, 2007-June 30, 2008

President's Club \$2500 and Up

Bon Secours Richmond Health System
Richard Bracken* MHA 77
Chesapeake General Hospital
Sr. Patricia Eck * MHA 81
E.L. Derring * MHA 58
Hancock Daniel Johnson & Nagle
HCA Foundation
Robert Hurley
Kaohsiung Medical University - School of
Allied Health
Charles Keaton * MSHA 90
Stephen* and Miriam Lindsey HON 00
MHA Class of 2008 *
Jonathan Perlin * MSHA 97
R. Timothy Stack * MHA 77

1838 Club \$1000-\$2499

David Bernd * MHA 1973
Harriett Walker Buss * MSHA 02
Rosemary Check* MHA 81
Dolores and Sam Clement
James Dalton, Jr. * MHA 66
William* and CE Downey MHA 85
Billy and Gerry Farnsworth
Patrick Farrell * MHA 91
Susan Pagano Fitzpatrick * MHA 83
William Hamilton Flannagan
Cynthia Forry * MHA 77
Ronald Galonsky * MHA 92
Thomas Grant
HCA Capital Division
Rick Hudson * MHA 81
Auzville Jackson, Jr.
KLMK Group, LLC
Michael Likavec and Janet Lynch * PhD 88
Stephen Mick
John and Pat O'Bannon
Robert Rivers
Donald* and Michelle Romano MHA 73
Michael Rowe * MHA 91
Nelson "Lew" St. Clair, Jr. * MHA 61
Tracy Kemp Stallings * MSHA 95
Marilyn* and Robert Tavenner MHA 89
Dr. and Mrs. Eugene Trani
United Way of the Virginia Peninsula
Pari Valad * BS 92
VCU Health System
David Williamson * MHA 08
Richard Wright

Chair's Circle \$500-\$999

ACHE Student Chapter
Dale Alward * MHA 05
Eric Becker * MHA 98
John Bowling * MHA 71
Catherine Boyne * MHA 85
Bryan Brand * MHA 81
Gerald Brink * MHA 66
W. Scott Burnette * MHA 83
Eddie Clark
Duke Dolan
Teresa Edwards * MHA 84
Shirley Gibson * MSHA 90
Donald Good * MHA 64
William Holland
Jamie Hughes * MSHA 05
Jess Judy * MHA 77
Eugene Kramolowsky * MSHA 97
Skip Lamb * MHA 58
Charles Moore, Jr.
William Moss * MHA 67
Jon Palmintier
Michael Peters * MHA 05
Lucien* and Amy* Roberts MHA 87 & 88
Susan Roggenkamp * MHA 86 & PhD 00
Thomas Ryan * MSHA 99
Sands Anderson Marks & Miller
Michael* and Trish* Sherrod both MHA 02
John Smalley * MHA 77
Paul Smith
Steven Tarkington
Jon Thompson * PhD 95
James Thweatt, Jr. * MSHA 90
Lisa Valentine * MSHA 99
Irby Williams

Fellows \$250-\$499

Chris Accashian * MHA 01
Mary Blackwood * MHA 79
Mark Bladergroen * MSHA 05
Victor Brugh, II
Karen Cameron * MHA 87
S. William Carroll
Catherine and Thomas Cawley
Julie Hunt Dalton * MHA 94
Sharon Darby * MSHA 01
Debra Draper * MSHA 96 & PHD 00
Chris Durrer * MHA 77
Amy Edwards* MHA/JD 96
Alvin Felgar * MHA 74

Cardwell Society Fiscal Year 2008

Gifts Received July 1, 2007-June 30, 2008 (continued)

Fellows \$250-\$499 (continued)

Nancy Harpst * MSHA 92
 Roger Harrell * MHA 73
 James Daniel Hartman, Jr.
 Kathleen Heatwole * MHA 80 & PhD 06
 Michelle Hereford * MSHA 02
 Steve Hoelscher * MHA 77
 Jeff Holland * MHA 76
 Lisa Kaplowitz * MSHA 02
 Elizabeth Kellogg * MHA 92
 Jill Kennedy * MSHA 07
 Michael King * MHA 78
 Austin Kirkland * MHA 95
 John Larson * MHA 71
 Samuel Lillard * MHA 65
 Carol Lindsey * MSHA 95
 Karen Lowdon * MSHA 04
 Robert Lyden * MHA 84
 David McClung
 Scott McIntyre * MHA 00
 David Morgan
 MSHA Class of 2008 *
 R. Brent Rawlings * MHA/JD 04
 Tom Rice * MHA 78
 Edward Smith * MHA 64
 W. Stuart Smith * MHA 74
 Martin Starkman
 Telford Thomas * MHA 69
 Geoffrey Viol * MSHA 97
 Virginia and Edwards Vranian
 Kenneth Waddell * MHA 58
 Tom Weiss * MHA 81

Members \$100-\$249

Hugh Aaron * MHA 88
 Finley Michael Ashby * MSHA 03
 Melanie Barber * MSHA 91
 Steve and Shari Barbieri
 Ardith Barrow * MHA 03
 Charlotte Berryman * MSHA 00
 Maureen Bialzak * MHA 87
 Kathryn Kerwin Bonini * MHA 05
 Jennifer Valentine Boyd * MHA 05
 Melissa Bradner * MSHA 06
 Tom* & Barbara* Bradshaw both MHA 83
 Elizabeth Brennan * MHA 80
 James Broadhurst * MHA 78
 Jennifer Field Brown * PhD 04

Members \$100-\$249 (continued)

Nate Bushnell * MHA 51
 David Cashwell * MHA 05
 Linda Chelmow * MSHA 01
 Askar Chukmaitov * PhD 05
 Brent Clark * MHA 00
 Bill Clark * MHA 73
 Ashley Clary * MHA 07
 Carroll Clary * MHA 58
 Curtis Clayton * MHA 54
 Curtis Copenhaver * MHA 72
 Jim Cotter * PhD 96
 Tom Dandridge * MHA 74
 John Dandridge, Jr. * MHA 74
 Brad Daniel * MHA 96
 Lindsay Downing * MHA 03
 Mike Esposito * MHA 98
 Kimberly Evans * MHA 98
 Kevin Fergusson * MSHA 95
 Fred Ford * MHA 00
 Merinda Ford * MHA 02
 John "JL" Freeland * MHA 55
 David Fuqua * MHA 92
 Sepi Gharanfoli * MHA 03
 M.E. "Rick" Gilstrap * MHA 68
 Beth Glassford * MSHA 92
 Alvin Goldston
 John Goodman * MHA 04
 Jennifer Green
 Hugh Greene * MHA 84
 Erica Gulrich * MHA 05
 Rev. Russell Harbaugh * MHA 76
 Eric Hays * MHA 06
 Jay Henry * MHA 99
 Stephanie and Alan Hiss
 Charles Hite * MHA 55
 Curt and Patti Hornstra
 Jason Houser * MHA/JD 02
 Mark Hudson * MHA 83
 W. Richard Jeter
 Dianne Jewell * PhD 03
 Meg Johantgen * PhD 94
 Jay Johnson * MHA 94
 Gregory Kearns * MHA 05
 Joseph Kelleher, Jr.
 J. Natalie Kent * BS 78
 Tanny Kim * MHA 6
 Geroge and Susan Knaysi
 Sidney and Edith Kohlenberg
 Richard Kosmer * MHA 84
 Robert Kuhlthau * MHA 74
 Frank Kunze * MSHA 98
 Peter Lambert * MHA 62
 Edward and Jane Landry
 Tiffany Lange * MHA 98
 Lawrence Langston * MHA 69
 Deanna Lee * MHA 06
 Angie Tucker Lee * MHA 06
 Todd Lefkowitz * MHA 97
 Mark Leonard * MHA 88
 Kate Lim * MHA 98
 Michael and Angela Lindsey
 Jon Macklin * MHA 05
 Alan Markowitz * MHA 69
 Matthew Mathias * MHA 05
 Zach McCluskey * MHA 07
 Mike McCue and
 Diane Dodd McCue
 James McDaniel * MSHA 98
 Beth Merchant * MHA 98
 Felix Meyer * MHA 74
 Paul Miller * MHA 92
 Milwaukee Jewish Community
 Foundation
 John Morana * MSHA 97
 Preethy Nayar * PhD 07
 John Orrock, Jr.
 Elwin "Rip" O'Steen MHA 68
 Chih-Wen Pai * PhD 97
 Sneha Patel * MHA 05
 Julie Peterman * MHA 98
 Keith Peters * MHA 69
 Elizabeth Alsbrook Player *
 MHA 02
 Carrie Owen Plietz * MHA 00
 Patricia Randall * MHA 95
 Benjamin Reigle * MHA 01
 Louis and Emily Rossiter
 Renea Lunde Rowan * MHA 05
 Verlon Salley * MHA 02
 Robert Saunders * MHA 87
 Ashley Sculley * MHA 06
 Susan Shackelford * MSHA 93
 Jack Shapiro MHA 77
 Jamel Sparkes * MHA 03
 George Stukenborg * PhD 96
 Sharon Tanner Tanner
 Ronald Terry * MHA 79
 Leah Timmerman * MHA 97
 Carol Thomas * MHA 91
 Ted Townsend * MSHA 90

Cardwell Society Fiscal Year 2008 Gifts Received July 1, 2007-June 30, 2008 (continued)

Members \$100-\$249 (continued)

Larry Unroe * MHA 74
Pamela Urban * MHA 87
Urvashi Patel * PhD 6
Diana Venskus * PhD 03
Benjamin Vincent * MHA 89
Lana Wagner * MHA 72
Susan Wagner * MHA 83
John Ward * MSHA 06
Robert White * MHA 78
Kenneth White * PhD 96
Raymond Williams * BS 81
Karen* & Jeff* Wilson MHA 98 MSHA 05
Rukiya Wongus * MHA 05
Gregory Wood * MHA 85
Mei Zhao * PhD 04

Other Donors (continued)

John Muldoon * MHA 79
Wendy Pitt Myrsten * MHA 98
Meredyth Coleman Nelson * MSHA 94
Kathleen Pyne
Zachary Reed
Joanne Scott * MHA 05
Sisters of Bon Secours
John Skevington
Libby Skiles
Jeff Sollis
Barry Spero * MHA 61
Elizabeth Starr * MHA 88
T.J. Stites * MSHA 06
Leah Timmerman * MHA 97
Stephanie Varner
Mike Vicario * MHA 86
George and Elizabeth Weeks
Wellpoint

Other Donors

Thomas Anderson * MHA 69
Bryan Arkwright
Jayasree Basu
Gloria Bazzoli
Warren Betts * MHA 59
Linda and William Carne
Jeffrey Ciucias * MHA 89
Daniel and Eleanor Cullen
Leanne* & Eric* Dalton MHA 07 & MHA 06
Jessica Davidson
Debra Duke * MHA 88
Virginia Fisher
Robert Fraker * MSHA 01
Nehemie Georges * MHA 07
Georgia Association of Healthcare
Executives
Dan Goodwin * MHA 02
Lu Harding * MHA 69
Ed Heckler * MSHA 06
Dan Herlihy * MHA 07
Brent Higgins
Tim and Kathy Humphries
Monica Jain * MHA 03
Alan Keesee
Shireen Richards Kerr * MSHA 07
Michael Kornstein * MSHA 01
Sharon Lee * MHA 06
Thomas Leggett * MHA 53
Stephen Lenett
Dennis Morey
Peggy Morris

The Cardwell Society

The Cardwell Society was established in 1983 by the Department's Health Administration Alumni Association to recognize those who annually make a major contribution to the Department of Health Administration and in memory of the founder and first director of the then School of Hospital Administration, Charles P. Cardwell, Jr. Each year, donors are recognized as members of that year's Cardwell Society for gifts received during the fiscal year, July 1st through June 30th of the next year.

The Department's Alumni/ae Association Executive Committee (AEC) is looking at ways to recognize more donors. One change you'll see for FY 2008, all donors making gifts received and processed between July 1, 2007 and June 30, 2008 are recognized: alumni, individuals, and corporations. Alumni/ae donors have astericks beside their names. Other changes under consideration include recognizing multiple year donors, donors who make endowed gifts that providing funding for years, and the raising of the President's Club level to \$5,000 and up, which is currently the \$2,500 and up level, in FY 2009 to be consistent with University fundraising changes. If you have any suggestions that you'd like the AEC to consider, please email them to Amy Edwards at anedwards@vcu.edu.

Charles P. Cardwell, Jr.'s bio on next page.

Cardwell Society (continued)

Mr. Charles Patteson Cardwell, Jr., Founder and Director of the Department's first home—the MCV School of Hospital Administration

Mr. Charles Patteson Cardwell, Jr. is the Founder and Director of the Department's first home, the MCV School of Hospital Administration. He had been associated with MCV in various administrative positions since 1940, and was named Director of MCV's Hospital Division in 1947. Through his leadership, and other health care leaders and pioneers friendly to MCV, the Hospital Administration Program was offered for the first time at MCV in the 1949-1950 school year.



Mr. Cardwell's career at MCV spanned 30 years and what he started in the late 1940s with the MCV School of Hospital Administration was trailblazing. He retired in 1969.

For his leadership, Mr. Cardwell received a number of awards and honors for his work in the hospital administration field including but not limited to an American College of Hospitals Administrator's Gold Medal Award for Excellence in Hospital Administration (1968), an American Hospital Association Distinguished Service Award (1970), MCV Medical School's Distinguished Service Award (1975), an endowed professorship in his honor at the Department (2007), and induction into the *Modern Healthcare* Hall of Fame (2007 – posthumous).

Mr. Cardwell died in July 2004 at the age of 74. A native of Hanover County, Mr. Cardwell was Fellow in the American College of Hospitals Administrators, Member of the American Hospital Association, and Past President of the Virginia Hospital Association.

A Department dinner or reception in his name is held each year during ACHE Congress. This alumni/ae newsletter, the Cardwell Society of Giving, the Cardwell Leadership Award, and the Cardwell Professorship here at the Department, are similarly named in his honor.

Alumni/ae Updates

(MHA/MSHA & BS; PhD on Page 12)

2000s

Jason Azar (MHA 06) Administrator, Tampa Bay Radiation Oncology, Sun City Center, FL...**Alicia Barfield** (MHA 02) Senior Planning Analyst, WakeMed Health & Hospitals, Raleigh NC...**Keisha Bratton** (MHA 07) Senior Consultant with Booz Allen Hamilton, Rockville, MD...**Nathan Carroll** (MHA 08) Business Analyst, Virginia Premier Health Plan, Richmond, VA...**Jewel Claiborne** (MHA 02) Director of Quality Management, Bon Secours Memorial Regional Medical Center, Mechanicsville, VA...**Joseph Clancy** (MHA 00) Chief Operation Officer, Barrow Regional Medical Center, Winder, GA...**Catherine Crews** (MSHA 07) Director of Quality Management, Kindred Hospital, Richmond, Virginia...**Jamia (Mia) Crockett** (MHA 05) Planning Manager for Wake Forest University Baptist Medical Center, Winston-Salem, NC...**Eric Dalton** (MHA 06) Assistant to the CEO, Bon Secours Hampton Roads, Suffolk, VA...**Allen Foster** (MHA 01) Member/President of Hunt Foster, LLC, Fairfax, VA...**Doug Gaspardo** (MSHA 06) Laboratory Director/Compliance Officer, Russell County Medical Center, Lebanon, VA...**Anna Grant** (MHA 08) Analyst-Clinical Excellence & Quality, Bon Secours Health System, Inc, Marriottsville, MD...**Kevin Gravely** (MSHA 07) Assistant Manager, Tuckahoe Orthopaedic Associates, Inc...**Stephen Herrick** (MSHA 05) Hospital Director/CEO for Piedmont Geriatric Hospital, Burkeville, VA...**Gerry Ibay** (MHA/JD 06) Assistant Administrator, Bon Secours New York Health System, Riverdale, NY...**Daniel (Dan) Johnson** (MHA 08) Assistant Administrator, Venice Regional Medical Center, Venice, FL...**Sarah Johnson** (MHA 08) Manager of Physician Services, Bon Secours HealthSource, Richmond, VA...**Alexa Lee** (MHA 08) Program Specialist, VA McGuire Medical Center, Richmond, VA...**Grey Leighton** (MHA 04) Director of Operations-East Division, Bon Secours HealthSource, Richmond, VA...**James Matney** (MSHA 03) Chief Executive Officer, Valley View Medical Center/Colorado River Medical Center, Fort Mohave, AZ...**Karen McHenry** (MHA 08) Organizational Effectiveness Analyst for Bon Secours Health System, Inc, Marriottsville, MD...**Erin Morrisey** (MHA 08) Operations Analyst for Bon Secours Health System, Inc., Marriottsville, MD...**Michelle Mudge-Riley** (MHA 08) Director of Wellness and Medical Management, Managed Benefits, Inc., Richmond, VA...**Sneha Patel** (MHA 05) MPV Claims Analyst, Resurgens, Atlanta, GA...**Holly Pugh** (MSHA 07) Clinical Instructor for Bon Secours Richmond Health System, Richmond, VA...**Sajit Pullarkat** (MHA 01) Chief Operation Officer for UHS, Las Vegas, NV...**Michael Raisig** (MHA 08) Patient Care Services Communications Manager, Pitt County Memorial Hospital,

(continued on next page)

Alumni/ae News (continued)

2000s (continued)

Greenville, NC...**Erin Reid** (MHA 06) Project Manager, Clinical Education, Virginia Mason Medical Center, Seattle, Washington...**Michelle Rogers** (MHA 04) and family welcomed Noah Rogers on August 25, 2006...**Joseph Rudisill** (MHA 08) Director, Project Management, Bon Secours St. Mary's Hospital, Richmond, VA...**Verlon (Sal) Salley** (MHA 02) Imaging Services Director for King's Medical Group, Hudson, OH...**Melanie Schoof** (MHA 05) is with the consulting firm McBee Associates, Mechanicsville, VA...**James (Matt) Scott** (MHA 00) Director of Operations for MCV Physicians, Richmond, VA...**Beemal Shah** (MHA 08) Associate Administrator for Henrico Doctors' Hospital, Richmond, VA...**Mike Sherrod** (MHA 02) Chief Executive Officer, Spring View Hospital, Lebanon, KY...**Patricia Sherrod** (MHA 02) Physician Services Manager, LifePoint Hospitals, Lebanon, KY...**Angela Tucker** (MHA 06) Assistant Director, Central Virginia Health Planning Agency, Chester, VA...**Jennifer Valentine-Boyd** (MHA 05) Manager of Business Development, MediCorp Health System, Fredericksburg, VA...**Shelly Shewbridge van't Riet** (MSHA 06) Performance Improvement Specialist, VCU Health Systems, Richmond, VA...**Dianne Weimer** (MHA 06) Director of Marketing, Henrico Doctors' Hospital, Richmond, VA. She and her family welcomed Alex Brannon born September 2007...**Susan Whiteside** (MSHA 07) Associate Director of Program Operations, Commonwealth Catholic Charities, Richmond, VA...**Rachel Willemin** (MHA 08) Health Systems Specialist for Veterans Affairs, Washington, DC...**Will Windham** (MHA 08) Administrative Fellow, Presbyterian St. Luke's Medical Center, Denver, CO.

1990s

Diane Schlicher Bernard (MSHA 95) Senior Program Manager, GE Healthcare Integrated IT Solutions, Daytona Beach, FL...**David Boerkoel** (MSHA 92) Vice President of Clinical Operations, HealthPRO Rehabilitation, Inc., Cockeysville, MD...**Yvonne Burdick** (MHA 91) Consultant, with Joint Commission Resources, Oakbrook Terrace, IL...**Wes Campbell** (MHA 98) Director, Clinical Operations and Consulting, UVA Health Services Foundation, Charlottesville, VA...**Mark Canada** (MHA 90) Chief Operating Officer, Medical Practice Management, Inc., Richmond, VA...**Brian Dunn** (MHA 91) Chief Development Officer, CHG Healthcare Services, Salt Lake City, Utah...**Katina Goodwyn** (MHA 97) Program Manager for the Virginia Medicaid, Anthem, Richmond, VA...**David Gross** (MHA 90) Regional Administrator, Alliance Surgery, Inc., Greenville, TX. David was also involved in

1990s (continued)

opening two surgery centers in the Dallas area...**Thurston King, II** (MSHA 99) Executive Director of Clinical Operations, Valley View Hospital, Glenwood Springs, CO...**Austin Kirkland** (MHA 95) Executive Director of Cardiac Vascular & Thoracic Surgery Associates, P.C., Falls Church, VA...**Carol Lindsey** (MSHA 95) President of Lindsey Transition & Relocation Solutions, LLC, Winchester, VA...**Leanne Madre** (MHA/JD 92) Director of Strategy, Clinical Trials Transformation Initiative, Duke Translational Medicine Institute, Durham, NC, just returned from a six-month sabbatical serving as a fellow at North Carolina's Department of Environment and Natural Resources...**John Morana** (MSHA 97) Administrator/CEO, Town Center Orthopaedic Associates, P.C., Reston, VA...**Douglas Moyer** (MSHA 98) Chief Operating Officer, Southside Regional Medical Center, Petersburg, VA...**Leslie (Les) O' Connor, Jr.** (MHA 99) Administrator for Charlotte Surgery Center, Charlotte, NC...**Laurie Powell** (MSHA 92) a Financial Consultant with Hilliard Lyons, Tupelo, MS...**Adriane Thomas** (MHA 99) Management Analyst for Norfolk Fire Rescue, Norfolk, VA.

1980s

Clark Beil (MHA 86) Senior Administrator, Licensure & Regulatory Services, Montgomery County Department of Health and Human Services, Rockville, MD...**Maureen Cook** (MHA 85) Chief Operating Officer, Commonwealth Orthopaedics, Fairfax, VA...**Annamarie Panoram** (BS 88) Manager, Center for Drug Studies, Virginia Commonwealth University, Richmond, VA...**Tim Tobin** (MHA 87) is the new CEO of the new HCA Spotsylvania Regional Medical Center in the Fredericksburg area of Virginia. The Hospital will soon fill about 400 needed positions.

1970s

John (Jay) Shiver (MHA 75) Assistant Professor at George Mason University, Fairfax, VA...**John Wood**, (MHA 72) Chairman of Maryland General Community Health Foundation, Baltimore, MD.

Update your contact information

It's a new year and many alumni/ae have changed positions or moved their homes or changed email services providers! If you've recently experienced such a move, please use this link on our website and update us on your latest information!

<http://www.had.vcu.edu/alumni/update.html>

HAD Program News

PhD News

May 2008 Graduates

Three doctoral candidates completed their requirements and received their degrees in the University's May graduation:

Hsueh-Fen Chen successfully defended her dissertation, *The Impact of BBA, HMOs, and Hospital Competition on Quality of Cardiac Care*, on February 28, 2008. Dr. Chen has accepted an Assistant Professor position with the University of North Texas in its Health Science Center at Fort Worth.

Charles Shasky successfully defended his dissertation, *Physician Practice Alignment and Performance: Multivariate Marketing with Panel Data*, on January 11, 2008. Dr. Shasky is a Pharmacy Services Consultant for Cumberland Hospital for Children and Adolescents, New Kent, VA.

Debora Goetz Goldberg successfully defended her dissertation, *The Influence of Environmental Factors and Organizational Characteristics on Innovations in Family Medicine Practices in Virginia*, on May 29, 2008. Dr. Goldberg will join HAD as a Post-Doctoral Fellow in the Department of Health Administration, VCU, Richmond, VA.

Congratulations to all!

Alumni/ae News

Darrell Burke (PhD 02) Assistant Professor, Florida State University, School of Information Studies, in fall 2008 will join the faculty at the University of Alabama—Birmingham in the Department of Health Services.

Askar Chukmaitov (PhD 05) Assistant Professor, Florida State University (FSU), Family Medicine and Rural Health, College of Medicine, received an Outstanding Junior Faculty Researcher 2007-2008 Award from FSU's College of Medicine.

On January 6, 2008 Askar married Roza Tulebayeva in Almaty City, Kazakhstan.

AUPHA and Academy Health Annual Meetings Presentations

See page 19 (Department News) for detailed information regarding the AUPHA and Academy Health Annual Meetings and the presentations by many of the Program's alumni/ae and current students. The Program was well represented. Congratulations to all who participated!

Alumni/ae (continued)

Nick Coppola (PhD 03) retired from the army effective June 27, 2008. He has accepted a position as Director of Clinical Practice Management at the Texas Tech University Health Science Center.

At Army-Baylor's annual opening and closing ceremonies, Nick received Baylor University's 2008 "Educator of the Year Award" (he also received the award in 2005). Nick also was selected to receive the 2008 "Medical Service Corps Mentor of the Year Award". He was the first Lieutenant Colonel to ever be presented with the award, historically it has been presented to full colonels and generals.

Tao Gu (PhD 05) has accepted a position as a Research Analyst with HealthCore, Inc., Wilmington, DE.

Janet Lynch (PhD 88) recently accepted a position as Deputy Director, Mid-Atlantic Renal Coalition, Midlothian, VA.

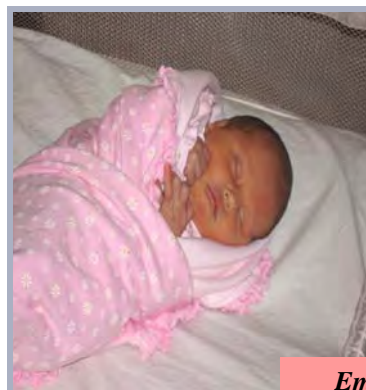
Urvashi Patel (PhD 06) Director of Outcomes Research for Comprehensive NeuroScience, Inc., White Plains, NY, and her husband welcomed son, Kanaan Declan Walsh, on Sunday May 4, 2008.

Russell Porter (PhD 94) accepted a position as Dean of Graduate Studies & Continuing Education, Shepherd University, Shepherdstown, WV.

Patricia Rowell (PhD 90) accepted a position as Scientific Program Manager, Department of Veterans Affairs, Washington, DC.

Mindy Wyttenbach-Lindsey (PhD 05) and husband welcomed daughter, Emma Campbell Lindsey on April 4, 2008. See picture below.

Shu-Chuan (Jennifer) Yeh (PhD 97) is an Associate Professor, National Sun Yat-Sen University, Kaohsiung, Taiwan



Emma Lindsey

MHA News

Class of 2010 Accomplishments: First Year at HAD

*Lauren Mathena
Class of 2010*

- Completed six consulting projects for the Dept. of Internal Medicine VCUHS during Spring 08. This is a partnership established where HAD master students provide consulting services to Internal Medicine as a part of a management course taught by Dr. Ken White. The proceeds will go towards the Class Gift (which is TBA).
- Established a service partnership with the VCUHS Children's Pavilion, where the Class sponsors an art project with patients once a semester. The Class also volunteered with the Virginia Special Olympics in Virginia Beach, the Fannie Mae Walk for the Homeless in DC, and the Virginia House in Richmond.
- In March, MHA student members of the Central Virginia Health Executives visited Walter Reed Hospital. The tour was a revealing look into the administrative effort of providing quality care for our service men and women.
- The Class ACHE representatives helped establish a Student Affiliate Shadowing program with CVHEG which allows students the opportunity to shadow healthcare executives from a variety of organizations. This initiative gives the students an avenue to learn about various careers within the field of health administration.
- Andrea Gwyn and Lauren Mathena presented on the field of Health Administration to the Cosby High School Collaboration project.

Class of 2008 Professional Development Fund

The purpose of this Fund is to promote professional development of and encourage ongoing excellence among VCU's MHA students by providing financial assistance for travel to professional association conferences. Several other MHA programs have already built incredible endowments to fund the registration and travel needs of ALL their students (Minnesota for example). Thus, the MHA Class of 2008 felt that these MHA programs are better represented among these conferences and these students benefit from more networking and education opportunities.

At \$31,000, this endowment will easily send two students each year. With the typical endowment growth and reinvestment, the class and other donors supportive of this cause should be able to grow this fund to cover the cost of more students.

MHA Recruitment News

*Logan A. Vetrovec, MEd
Director of Student Recruitment*

We will welcome 29 students in August to the MHA Class of 2011. This is by far our most diverse and largest class in recent years! Over half of this class attended an HAD Information Session. These continue to be a great recruitment tool so we will hold two large Open Houses this fall and several smaller sessions throughout the year. Graduate School Fairs are also a great recruitment tool, with over 30% of the students having attended a school where the HAD participated in their Graduate School Fair. Twenty four schools were visited last fall and over half of them had a notable minority population. This fall, we are looking to continue that trend and focus on Virginia, the DC area, and Florida. We will also maintain our focus on cultivating contacts among Pre-Health Advisors.

MHA Student Competition Teams

CLARION

In April, Zach Reed (MHA 2009), Kenny Ewane (MHA/MD 2009), and Mary Millage ((Nurse Practitioner student and RN) represented VCU at the CLARION 2008 Interprofessional Team Case Competition: A Systems-Based Practice held at the University of Minnesota. VCU placed 4th among 11 teams in the competition.

UAB

In February, Alan Keesee (MHA 2009), Megan Durning (MHA 2009), and Robin Cummings (MSHA 2009) represented VCU at the UAB Health Administration Case Competition held at the University of Alabama. VCU competed with teams from 21 schools.

Everett Fox

In October, Roberta Barton-Joe and Alton "A.J." Brooks (both MHA 2009) represented VCU in the NAHSE Sponsored 2007 Everett v. Fox Student Case Competition in Dallas, Texas. VCU advanced to the finals and placed 4th out of the more than 20 competing schools.

Congratulations to all!

MHA News (continued)

MHA Awards

Herman L. Mullins Award for Outstanding Management Study

Beemal Shah

A.D. Williams Award for Scholarship

**Sumter Armstrong
Beemal Shah**

Jerry L. Norville Award for Outstanding Educator

Robert E. Hurley, Ph.D.

Thomas C. Barker Outstanding Preceptor Award

Marlon Priest, M.D.
Chief Medical Officer/SVP, Bon Secours
Health System, Inc.
Marriottsville, Maryland

Dolores G. Clement Award for Outstanding Advising

Ramesh K. Shukla, Ph.D.

Richard M. Bracken Leadership Award

William C. Haugh

J. Stephen Lindsey Scholarship Sponsored by the MHA Class of 2009

The J. Stephen Lindsey Scholarship was created to honor Mr. Lindsey's dedication to the department over the past 25 years as a preceptor, mentor and friend of students. The MHA class of 2009 raised funds through class projects and through letters sent to friends and colleagues of Mr. Lindsey. Due to his strong ties in the healthcare and business community, the class received an overwhelming gift response. Currently, the principal for the endowment is approximately \$32,000.

To date, this is the largest MHA class gift donation in the history of the department.

MGMA/ACPME Student Network Spring Event

Bryan Mallory (MHA 2010)

On February 21, 2008, the VCU MGMA/ACMPE Student Network held its Spring Event, "The Art of Negotiation: A Practice Administrator's Perspective." The discussion took place at the MCV Alumni House and Paul A. Gross Conference Center and featured a distinguished alumni/ae panel, **Lucien Roberts** (MHA 87) and **Rachel Downey** (MHA 94). The panel was extremely informative and provided insight on useful methods, means and tools of negotiations. Each panelist discussed their perspective on negotiations and what was most successful for their practices.

The audience eagerly participated in the panel discussion. Attending students acknowledged the event provided a thorough description of methods to negotiating and how these methods can differ based on practice type. **A.J. Brooks** (MHA 09), MGMA Student Network President commented, "The panelists provided us with some great tips and secrets on how to negotiate from the group administrator aspect. We also learned how our decision affects providers and patients alike. We are very fortunate to have alumni/ae give us a seminar on negotiations."

The program would not have been possible without the support and commitment of our alumni. **Mr. Tom Hanes** (MHA 75) and the law firm of **Sands Anderson Marks & Miller** were very generous with their time, effort and sponsorship of the event. Additionally, the Student MGMA Chapter would like to thank **Dr. Jan Clement**, faculty advisor, for her leadership and guidance throughout this year. Many thanks to all. See picture below.



From left to right: Bryan Mallory, Zach Reed, Ms. Rachel Downey, Priyanka Dhingra, A.J. Brooks, Dr. Jan Clement, Jeff Sollis, Mr. Lucien Roberts, and Mr. Tom Hanes.

MHA News (continued)

MHA May 2008 Graduates

<i>Sumter Armstrong</i>	<i>William Haugh</i>	<i>Karen McHenry</i>	<i>Rachel Willemin</i>
<i>Daniel Barrett</i>	<i>Sara Hendon</i>	<i>Erin Morrisey</i>	<i>David Williamson</i>
<i>Nate Carroll</i>	<i>Sarah Johnson</i>	<i>Michelle Mudge-Riley</i>	<i>Will Windham</i>
<i>Timothy Finnegan</i>	<i>Dan Johnson</i>	<i>Ryan Raisig</i>	<i>Annie Yelich</i>
<i>F. Matthew Gitzinger</i>	<i>Alexa Lee</i>	<i>Joe Rudisill</i>	
<i>Anna Grant</i>	<i>Sheraz Malik</i>	<i>Beemal Shah</i>	

NOTE: MHA Class of 2009 Residency Sites are listed on insert page (21).

MSHA News

Dr. Dolores G. Clement, Director, MSHA Program

Another academic year has drawn to a close! Prior to the Virginia Commonwealth University commencement on May 17, 2008 the MSHA Class of 2008 gathered together on Thursday May 15 to celebrate and to reminisce about their experiences over the last two or more years. The annual dinner is a tradition since the inception of the program, starting with the first graduating class in 1990. The class of 2008 awarded the **Dennis D. Pointer** Award, acknowledging an outstanding faculty member who facilitates them in online learning, to **Dr. Robert E. Hurley**. The class also invited **Jonathan Perlin**, MD, PhD, MSHA, FACP, Chief Medical Officer and President of HCA Clinical Services Group to speak. Jon’s speech, entitled “Twelve Lessons and Two Other Things” was thoughtful and inspirational. **Dr. Roice Luke** gave closing remarks welcoming all graduates as alumni who we hope will stay in touch with the department. It was truly a memorable evening for all.

Weisberger Received Annual Maimonides Award

Dr. Bob Weisberger (MSHA 08) was honored at the Jewish Community Federation of Richmond’s Maimonides Society’s 11th annual event with its Distinguished Service award. Dr. Weisberger who recently retired after nearly 30 years of practicing emergency medicine in Virginia was the founding President of Central Virginia Emergency Associates and Medical Director of the Emergency Department of St. Francis Medical Center.

He will teach managed care for the Department’s MSHA program this summer.

MSHA Program Nationally Ranked #4

In the April 14, 2008 edition of *Modern Healthcare* magazine, the MSHA Program at VCU was ranked number 4 in a listing of the accredited top healthcare business programs that recruit physician executives. Although the ranking is supposed to be only CAHME accredited programs, this year it included other programs. The University of North Carolina at Chapel Hill and Xavier University ranked first place, and Benedictine ranked third place.

New MSHA Entering Class

The MSHA Program expects 29 new students and 2 more plan to begin their studies in December. Most will have a full-time schedule of classes but four will pursue their degree on a part-time basis. Our class members once again bring varied backgrounds including financial management, nursing, medicine, pharmacy, laboratory technology, human resources among others. We look forward to having them join us for their first on-campus session from July 19 – 25, 2008.

Program News (continued)

MSHA Graduates

There were seventeen students who graduated with the degree Master of Science in Health Administration on May 17, 2008. Diplomas were awarded at the School of Allied Health Profession ceremony at the Richmond Convention Center.

The graduates of the MSHA Class of 2008 generously donated a new coffee maker and over \$275 to the **Bullard Scholarship Fund** as their class gift. This fund, established in 1998 by **Charles Keaton** (MSHA 90) in honor of his mentor, **M. Earl Bullard**, provides scholarships to those enrolled in the MSHA Program. The donation is a significant contribution as we seek to build this fund.

AD Williams Awards were made for academic excellence for those finishing with the highest GPAs (4.0): **Colin Banas, Stephen Cone, Rob Oldham, Annmarie Schultz, and Robert Weisberger.**

December 2007

*Catherine Crews
Holly Barlow Pugh
Susan Whiteside*

May 2008

*Jennifer Adkins
Joseph Baker
Colin Banas
Joseph Brooks
Stephen Cone
Tabitha Culbertson
Nachi De los Santos*

May (continued)

*Christine Jones
Paramjit Kaur
Rob Oldham
Lynda Rennie
Annmarie Schultz
Arden Seay
Sunaina Sikka
Jeff Smith
Ken Waller
Robert Weisberger*

Williamson Institute Ongoing Fellowship Programs

Nancy Hague, Fellowship Program Coordinator

The **Executive Fellowship in Patient Safety for 2007-2008** graduated nineteen fellows in May. **Dr. Ramesh Shukla**, the featured speaker and retiring director of the Williamson Institute, recalled his career with HAD and shared his wisdom through anecdotes of both highlights and disappointments. The patient safety projects from this class were outstanding! An improved mentoring system coordinated by Deborah Mobley as Project Advisor helped to produce several awards this year.

The **Carl W. Armstrong Award** for the project design most likely to promote significant advancements in patient safety went to two projects: *Informed Consent in Obstetrics: Patients' Views and Preferences* by **Kris E. Kennedy**, MD and partner at Complete Women's Care in Virginia Beach, and *Apology and Disclosure: from Policy to Practice* by **June C. Lyda**, performance improvement manager at Prince William Hospital in Manassas.

The **Karen N. Swisher Award** for the best project designed to benefit underserved patients went to the VCU emergency medicine team of **Renee D. Reid**, MD and **Harinda Dhindsa**, MD for their *Inpatient and ED Consult Process*. And, a new award was established this year in recognition of special educators who have demonstrated exceptional dedication and genuine concern for the welfare of the Patient Safety Fellows, the **Deborah. S. Mobley Award**.

The new **Executive Fellowship in Physician Leadership** offered this year by the Williamson Institute, VCU School of Medicine, and VCUHS held eight on-campus lectures, each followed-up by Blackboard online sessions, with 25 School of Medicine fellows. This unique program concluded in May, but after three more months to concentrate on the projects the five-member team projects will be presented at the graduation ceremony in September 2008.



Patient Safety Fellowship graduates with Drs. Karen Swisher and Ramesh Shukla.

Program News (continued)

Patient Safety Class of 2008 May Graduates

Eileen M. Andreoli, MSN, RN, Administrative Director, Professional and Clinical Development, Prince William Hospital.
Barbara J. Beverage, RN, MSN, MBA, CCRN-CMC, Director, Critical Care Services, Prince William Hospital
Bill J. Bryant, MD, Chairman Safety Committee, Chief of Family Medicine, Owensboro Family Medicine
Catherine L. Cooper, MD, Associate Professor of Anesthesiology, VCU Health System, Department of Anesthesiology
Jayne M. Davey, RN, BSN, CNN, CN IV, Resource Coordinator Dialysis Unit, VCU Health System
Harinda S. Dhindsa, MD, MBA, MPH, Director, Division of EMS, Department of Emergency Medicine, VCU Health System
Edwina C. Fowler, MPH, MSN, BSN, Quality Resources Coordinator Washington Hospital Center
Karen K. Gott, MS, BSN, Quality Resources Coordinator, Washington Hospital Center
Diane L. Hartman, RN, BSN, MA, Cardiac Surgery ICU Nurse Manager Pauley Heart Center, VCU Health System
Kenneth D. Hawkins, MBA, RN, Life Safe Director, Washington Hospital Center
Kris E. Kennedy, MD, FACOG, Partner, Complete Women's Care
June C. Lyda, MQI, BSN, CPHQ, Performance Improvement Manager Prince William Hospital
April A. Potter, MSN, RN CCU, Prince William Hospital
Joanne M. Pritchett, Clinical Specialist, Washington Hospital Center
Renee D. Reid, MD, Associate Professor, Department of Emergency Medicine, VCU Health System
Samir Rehman, MS, R.PH, Director, Pharmaceutical Care Department King Abdulaziz Medical City-National Guard Health Affairs
Abdullah Mohammed Thabit, Senior Technical Specialist II/ Senior MT King Faisal Specialist Hospital and Research Center
Seema Syed, PharmD, Assistant Head Clinical Pharmacy, Chair, Medication Safety Committee, King Faisal Specialist Hospital and Research Center

Department (HAD) News

Dr. Dolores Clement Takes On New Program Administration Duties

The Department is pleased to announce that Dr. Dolores G. Clement will be appointed Vice Chair and Director of Graduate Programs effective July 16, 2008. Under her direction will be the MHA, MSHA, and MPH programs. Reporting to her will be several Program Administrators who will be involved in the day-to-day operation of each program. This re-



Dr. Clement (continued)

organization of program leadership follows the resignation of Dr. Kenneth R. White as MHA Program Director.

Dr. Clement is a Dr. P.H. graduate of the University of California, Berkeley, in health policy and administration, and she holds a Master of Science in Health Systems Management from Rush University in Chicago and a Master of Arts in International Affairs from Ohio University. She is a tenured Professor in the Department of Health Administration and holds a joint appointment in the Department of Epidemiology and Community Health in VCU Public Health at Virginia Commonwealth University. She has 21 years of service at VCU.

Dr. Clement brings a wealth of educational administration to her new role: She currently serves as Program Director of the Professional MSHA Program - Online. She served as Associate Dean of the School of Allied Health Professions of Virginia Commonwealth University from 1997 through 2004. Before that, she served as the Director for Professional Graduate Programs that included the Master of Health Administration Program and the executive Master of Science in Health Administration Program from 1995 through 1997. Dr. Clement served as the Director of the Health Information Management Program from 1989 through 1992, Associate Director of the Williamson Institute for Health Studies from 1989 through 1994, and Associate Director for Professional Graduate Programs from 1994 until her appointment as Director in August 1995. During the Spring Semester 2007-2008, Dr. Clement served as Acting Director of the MHA Program, and she is intimately familiar with MHA admissions, curriculum, residency placement, and general student support services. She is also one of the most popular course instructors and student advisors in the Department.

The Department is fortunate, indeed, to welcome Dr. Clement to this new role, and we are more than confident that her good sense and steady hand will guide all the masters programs to new levels of excellence and reputation.

Welcome aboard!

Program News (continued)

**Dr. Robert Hurley Associate Professor
Retired April 2008**

Dr. Robert "Bob" Hurley retired from his Associate Professor position with the Department after 18 years of dedicated, productive and nationally respected service. Many of us knew Bob as our resident expert in managed care, pay-for-performance, and Medicare and Medicaid Reform. But for faculty, students, and alumni, he was far more than that.



Bob set a high standard for the faculty with his dedication to teaching. He challenged students to learn, helped them recognize their own strengths, encouraged them to make continual progress in their professional development, and inspired them to think and reason, not just to gather facts and skills. We all know that effective teachers learn along with their students, and this was true for Bob as well. Simply put, he demanded no more of his students than of himself. It is no accident that 52 doctoral students invited him to chair or serve on their dissertation committees. For all of this and more, students recognized Dr. Hurley's for his dedication to teaching by consistently giving him among the highest course evaluations in the Department and honoring him with best-teacher awards. Bob was awarded the Department's Jerry L. Norville award five times. This award was established by the MHA Class of 1989 to recognize outstanding educators who, through example, have demonstrated exceptional dedication and genuine concern for the welfare of the MHA students.

Some might not be aware of how accomplished Bob is as a scholar. Yes, he has a long list of publications, including books, book chapters, and articles in professional and scholarly journals. But, Bob has also been very active in many related areas. He is a Fellow of the Association of Health Services Research, is a member of the National Academy for State Health Policy, has testified before the U.S. Senate and numerous state legislatures on Medicaid managed care, has served as a consultant to more than a dozen research and consulting groups and several federal and state agencies, and has served on the technical advisory panels of at least 15 funded research projects in addition to those on which he was an investigator.

Bob has engaged in funded research in such diverse areas as: Medicaid competition demonstrations, rural hospitals, pre-admission certification, continuing care retirement communities, Medicaid primary care case management, cost and service use of Medicaid beneficiaries in HMOs, utilization management in Medicare risk-contracting, Medicaid HMO enrollment of the disabled, and other program evaluations.

Yes, our colleague, Dr. Hurley, has retired, but he has not slowed down. He tells us that he enjoys canoeing each day, reads 28 on-line newspapers, works on papers and a few last dissertation committees, exercises, reads a lot (he is especially interested in history), is learning Spanish, and volunteers with hospice care for Bon Secours. Whew!

What a terrific colleague and friend. Bob will surely be missed by one and all!

**HAD attends the Virginia Hospital &
Healthcare Association (VHHA) 2008 Spring
Conference**

The Department participated in the VHHA 2008 Spring Conference held at the Williamsburg Lodge in Williamsburg, Virginia April 16-19, 2008. **Roice Luke**, Acting Chair, and **Amy Edwards** represented the Department. **Chris Pierson** (MHA 10), **Kari O'Rear** (MHA/JD 10), **Meredith Sclater** (MHA 10), and **Ashish Sethi** (MHA 10) received recognition for their receipt of the **Stuart Ogren Scholarship Award**. CVHEG under the leadership of alumnus, **R. Brent Rawlings**, FACHE (MHA/JD 04), Attorney, McGuireWoods LLP held its annual ACHE Luncheon.

Many thanks to the VHHA for their consistent support and for always partnering with the Department to provide education avenues for the health care leaders of today and tomorrow! Next VHHA Membership Meeting is November 5-7, 2008 at the Homestead in Hot Springs, VA.

**YWCA Honors
Women in Richmond**

The YWCA of Richmond named ten area women who received its 2008 Outstanding Women Awards.

Recipients were chosen from more than 100 nominees, based on their contributions to the community and advancement of the YWCA's goals: empowering women, eliminating racism, and elevating children.

Susan Dubuque, President of Neathawk Dubuque & Packett, a marketing communications company, was one of the awardees. Susan helped to launch the first National Childhood Depression Awareness Day.

Susan teaches marketing in the Department's MSHA program.

Department News (continued)

The American College of Healthcare Executives (ACHE) 2008 Congress on Healthcare Leadership

The Department attended ACHE's 2008 Congress was held at the Hyatt Regency Chicago March 8-12, 2008. ACHE is an international professional society of 30,000 healthcare executives who lead hospitals, healthcare systems, and other healthcare organizations.

During this year's Congress, hosted its annual **Cardwell Reception** on March 11, 2008 which was attended this year by 75 alumni/ae, students, faculty, preceptors and other department supporters. Many thanks to **Emily Towey***(MHA/JD 01) and the law firm **Hancock, Daniel, Johnson & Nagle, PC** (HDJN) which has supported this important alumni/ae event for many years! HDJN is one of the largest of Virginia's law firms that primarily focus their practice toward the needs of the healthcare industry. The firm has attorneys licensed to practice law in Virginia, the District of Columbia, Maryland, North Carolina, Tennessee and West Virginia. Page Gravely with HDJN was in attendance at Congress and the Cardwell Reception.

Pictures from the Congress:

1. From left to right: **Tracy Kemp Stallings** (MSHA 95) and **Mark Pile** (MSHA 95).

2. From left to right: **Brent Clark** (MHA 00), **Faraaz Yousuf** (MHA 95), and **Thibant van Marcke** (MHA 03).

3. From left to right: **Erica Gulrich** (MHA 05) and **Katie Bonini** (MHA 05).

4. From left to right: **Zach McCluskey** (MHA 07) and **Bevan Baker** (MHA 88).

5. From left to right: **Joanna Wright** (MHA 06), **Gerry Ibay** (MHA/JD 06), **Sam Jordan** (MHA 10), and **Spence Thomas** (MHA 03).

6. From left to right: **Chris Accashian** (MHA 01), **Eric Becker** (MHA 98), and **David Shimp** (MHA 05)



Department News (continued)

HAD**Attends Two Key Professional Organization Annual Meetings**

AUPHA's annual meeting, themed "Assessing Outcomes and Performance in Healthcare Management Education," was held at the Capital Hilton in Washington, DC June 4-8, 2008. The Department was well-represented by **Dr. Dolores Clement** and **Dr. Jan Clement** as well as our alumni serving as Health Administration program directors, department chairs, and/or health administration faculty including **Mark Diana** (PHD 07) Tulane University, **Jeff Harrison** (MHA 77, PHD 02) University of North Florida, **Peter Olden** (PHD 94) University of Scranton, **Jon Thompson** (PHD 95) James Madison University, and **Abby Swanson Kazley** (PHD 06) and **Jim Zoller** (MHA 77) Medical University of South Carolina.

Dr. Dolores Clement presented a session with colleagues from UAB, Trinity and MUSC on "A Collaborative Approach to Competency Model Development and Validation." She also presented recommendations made to CAHME regarding the accreditation of online programs in health administration. A new aspect of the AUPHA meeting were sessions for PhD Students. **Hsueh-Fen Chen**, **Hui-Min (Esther) Hsieh** and **Chunchieh (Anna) Lin** attended from the department.

AcademyHealth's Annual Research Conference was held at the Marriott Wardman Park in Washington, DC June 7-10, 2008. **Drs. Cathy Bradley**, **Gloria Bazzoli**, **Kelly Devers**, **Jan Clement**, **Dolores Clement** and **Amy Edwards** (MHA/JD 96) represented the Department.

A dinner celebrating the achievements of the Doctoral Program and our alumni/ae in the DC area was held on June 8, 2008, at the Petits Plats restaurant in Washington, DC. In attendance were **Anna Lin** (PHD student), **Gloria Bazzoli** (Faculty), **Bob Graboyes** (Faculty and MSHA 98), **Cathy Bradley** (Faculty), **JD Bramble** (PHD 98), **Keisha Bratton** (MHA 07), **Jenny Brown** (PHD 04), **Esther Hsieh** (PHD student) and Ken Chen, **Askar Chukmaitov** (PHD 06) and Roza Tulepbayeva, **Dolores Clement** (Faculty), **Jan Clement** (Faculty), **Trish Edinboro** (PHD 06) and Les Edinboro, **Amy Edwards** (MHA/JD 96 and Staff), **Kim and Allen Foster** (both MHA 01), **Debbie Goldberg** (PHD 08), **Jeff Harrison** (MHA 77, PHD 02) and Sue Davis, **Meg Johantgen** (PHD 94), **Tanny Kim** (PHD 06), **Beth Merwin** (PHD 88), **Preethy Nayar** (PHD 07), **Mike Peters** (MHA 05), **Don Romano** (MHA 73), **Judy Salzer** (PHD 05), **Robin Scott** (MHA 03), **Chuck Shasky** (PHD 08), **Jamel Sparkes** (MHA 03), **Abby Swanson Kazley** (PHD 06), **Jennifer Yeh** (PHD 97), and **Mei Zhao** (PHD 04). Other alumni/ae not at the dinner but at AcademyHealth included **Mark Diana** (PHD 07), **Debbie Draper** (MSHA 96/PHD 00), **Janet Freburger** (PHD 98), **H. Joanna Jiang** (PHD 97), **Cecelia Kirkman** (PHD 01), and **Pat Rowell** (PHD 90).

Several faculty, students, and alumni/ae made poster presentations during AcademyHealth including:

- **Jenny Brown**, "An Examination of Emergency Department Pediatric Psychiatric Services: A Pilot Study"
- **Debbie Draper**, "Health Promotion & Wellness: Shifting the Emphasis from Illness Management to Health Management" and "The Role of Nurses in Hospital Quality Improvement," and "The Influence of Financial Performance on Hospitals' Competitive Strategies"
- **Cathy Bradley**, "Inadequate Access to Surgeons: Cause for Disparate Care?"
- **Trish Edinboro**, "Influence of Patient Provider Communication on Colorectal Cancer Screening" (with **Cathy Bradley**) and "Coronary Heart Disease Prevention: Individual & Area Level Effects" (with **Dolores Clement**)
- **JD Bramble**, "Organizational Factors Associated with Implementing Electronic Health Records"
- **Mei Zhao**, "A Pilot Study on Clinician Perceived Efficacy of Rehabilitative Services in China" and "Nursing Home Quality: Does Financial Performance Matter?"
- **Jan Clement**, "Cancer Recognition & Treatment in Nursing Homes"
- **Esther Hsieh**, **Dolores Clement** and **Gloria Bazzoli**, "The Impact of Fiscal & Competitive Pressures on Hospital Efficiency & the Provision of Uncompensated Care"
- **Preethy Nayar**, "Data Envelopment Analysis: a Benchmarking Tool for Quality in Acute Care Hospitals," "Shortage or Mal-Distribution: An Analysis of the Spatial Accessibility of Primary Care Physicians in Nebraska" and "Customer Perceptions of Quality in Ambulatory Care"
- **Janet Freburger**, "Health Care Use for Chronic Low Back Pain: Now & Then"
- **Hsueh-Fen Chen**, "Is Quality of Cardiac Care a Public or Private Good?"
- **Askar Chukmaitov**, "Risk-Adjustment Using Diagnosis Cost Groups/Hierarchical Condition Categories: How Well Does it Work with Ambulatory Surgical Data?"

(continued on next page)

Department News (continued)

Meetings (continued)

- **Jeff Harrison**, "Is the Quality of Hospital Care a Function of Leadership?"
- **H. Joanna Jiang**, "The Association of Safety Events in the Hospital with Subsequent Deaths and Readmissions"
- **Abby Swanson Kazley**, "Hospital Care on the Weekends: An Examination of the Aggressiveness & Quality of Treatment or Stroke"
- **Tanny Kim**, "Effect of Capital Investment on the Quality of Care in Safety Net Hospitals," "Disparities in Access to Hospitals with High Technology" and "Factors Associated with the Utilization of High-Tech Devices – The Case of ESWL"
- **Jennifer Yeh**, "The Relationship Between Faculty Ownership & Patients Coping Strategies"
- **Charles Shasky** "Physician Practice Alignment: Multivariate Modeling with Panel Data"

Other faculty and alumni/ae serving as panelists and presenters included **Kelly Devers**, "Hourly Variation in the Patient-to-Nurse Ratio in Four Medical Surgical Units," **Cathy Bradley**, "Breast Cancer: Where Are We Now Verses 25 Years Ago in Detection & Treatment of Breast Cancer?", **Askar Chukmaitov**, "Ambulatory Surgery Centers' Structure & Process Characteristics Associated with Quality Outcomes after Outpatient Procedures", and **Gloria Bazzoli**, "Specialty Services at General Hospitals: The Relationship Between Financial Viability & Access" and in "Meet the Editors" for *Medical Care Research & Review*.

The strong attendance and research showing of the Department of Health Administration faculty, students, and alums is testimony to the ever-widening reputation and strength of the Department. We can be justly proud of the accomplishments of everyone and can be pleased with the effective showcasing of our talents.



From left to right, seating: Drs. Askar Chukmaitov, Gloria Bazzoli, Joanne Jiang, and Jennifer Yeh. Standing: Rosa Chukmaitov, Dr. Tanny Kim, Esther Hsieh, and Anna Lin. Picture taken at the HAD PhD dinner held during the conference.



Above : Left to right, Preethy Nayar (PhD 07), James (JD) Bramble (PhD 98), Debbie Goetz Goldberg (PhD 08), Abby Swanson Kazley (PhD 06), Jenny Field Brown (PhD 04), MeiZhao (PhD 04), and Jeff Harrison (PhD 02).

Cardwell Comments

Department of Health Administration
Virginia Commonwealth University
PO Box 980203, Richmond, Virginia 23298
www.had.vcu.edu

Editor: Amy Edwards
anedwards@vcu.edu or 804.828-8662
Co-editor: Bev DeShazo
bdeshazo@vcu.edu or 804.828-5220

MHA News (continued)

MHA Class of 2009 Residency Sites		
<i>Student</i>	<i>Site</i>	<i>Preceptor(s)</i>
Bryan Arkwright	Wake Forest University Baptist Medical Center, Winston-Salem, NC	Michael L. Freeman, VP Lynn Pitman*, Director, Strategic Planning
Roberta Barton-Joe	Medical Center of Aurora Aurora, CO	John Hill, CEO Jeff Dorsey*, CEO, HealthONE
Stephen Bloomquest**	VCU Health System, Richmond, VA	Deborah Davis, COO
Brigette Booth	Virginia Urology, Richmond, VA	Terry Coffey, CEO
A.J. Brooks	CJW Medical Center, Richmond, VA	Peter Marmarstein, CEO
Joey Brown	Baylor Regional Medical Center at Plano, Plano, TX	Jerri Garison*, President
Brett Butler	Bon Secours Health System Marriottsville, MD	Richard Statuto, CEO Sr. Pat Eck*, Chairperson
Omar Chughtai	Retreat Hospital Richmond, VA	Bill Caldwell, CEO Pat Farrell*, President, Richmond Division
Jessica Davidson	Sentara Healthcare Norfolk, VA	Michael Dudley, President Sentara Health Plans
Megan Durning	St. Francis Medical Center, Hartford, CT	Chris Dadlez*, CEO
Virginia Fisher	Bon Secours HealthSource, Richmond, VA	Kevin Barr*, EVP
Brent Higgins	Wellpoint/Anthem Richmond, VA	Rome (Skip) Walker, MD, Medical Director
Alan Keesee	HCA Capital Division Reston, VA	Margaret Lewis, President, Capital Division Nina Hobcroft*, VP
Monique Lowe	Bon Secours Memorial Regional Medical Center Mechanicsville, VA	Michael Robinson*, EVP
Jenifer Murphy	VCU Health System Richmond, VA	John Duval, CEO Sheryl Garland*, VP
Zach Reed	Northeast Georgia Medical Center, Gainesville, GA	Jim Gardner*, CEO
Barry Schofield	McGuire V.A. Medical Center, Richmond, VA	DeAnne Seekins, Associate Director
John Skevington	Montgomery Regional Medical Center Blacksburg, VA	M. Scott Hill*, CEO David Cashwell*, COO
Libby Skiles	Bon Secours Health System Marriottsville, MD	Richard Statuto, CEO Sr. Pat Eck*, Chairperson
Jeff Sollis	North Suburban Medical Center Denver, CO	Todd Steward, CEO Jeff Dorsey*, CEO, HealthONE
Matt Tavenner	LifePoint Hospitals Danville and Martinsville, VA	Joe Roach, CEO Jess Judy*, President, Gateway Division
Stephanie Varner	Bon Secours Maryview Medical Center Portsmouth, VA	Susan MacLeod, EVP
Jason Whinham	Wesley Medical Center, Wichita, KS	Hugh Tappan, CEO
Kathleen Wooten***	CJW Medical Center, Richmond, VA	Tracy Kemp Stallings*, COO

* MHA or MSHA Alumni/ae *** MHA/MD

** MHA/JD; expected to graduate 5/2010