

CARDWELL

Newsletter of the Health Administration Alumni/ae Association

Comments

Winter 2006/2007

Briefly

Please mark your calendars for the following dates!

30 Year Reunion —MHA Class of 1977
April 27-29, 2007 during the MCVAA Reunion Weekend in Richmond, Virginia. For more information contact Nick Nicholson (nick.nicholson_ctr@tma.osd.mil) or Chris Durrer (chris.durrer@vdh.virginia.gov)

Landmarks in Leadership

April 18, 2007 at the Jefferson Hotel in Richmond, Virginia. All alumni/ae and one guest are invited. Gil Minor will be our speaker. **Jon Perlin** (MSHA 97) will receive his Outstanding Alumnus Award!

Charles P. Cardwell Reception

March 20, 2007 during the American College of Healthcare Executive's 2007 Congress on Healthcare Leadership at New Orleans Marriott/St. Charles Suite, 41st floor, 555 Canal Street, New Orleans, Louisiana.
6:30 p.m. - 8:30 p.m.
Heavy hors d'oeuvres and beverages.
There is no charge for the event.
You do NOT need to attend the ACHE conference to attend this event.
All alumni/ae and friends of the Department are invited. Formal invitations will follow closer to the date.

AcademyHealth PhD Alumni/ae Dinner

June 4, 2007
All PhD alumni/ae invited.
Location: TBA (Orlando, FL)

In This Issue

Alumni/ae News—2-9
Program News—10-19
Department News—20

Richard "Dick" C. Kraus (MHA 64) 1936 - 2006



The Department of Health Administration celebrates the life of **Richard "Dick" C. Kraus** (MHA 64) who passed away on October 28, 2006.

Mr. Kraus was an accomplished health care administrator for 30 years, 25 of these years spent in Richmond hospitals, including Richmond Memorial Hospital (1963-1970), and the HCA facility which today is known as the Chippenham Campus on the CJW Medical Center. Mr. Kraus worked for HCA & Chippenham Hospital until 1981; for the HCA Houston Division as Vice President 1981-1986; for the HCA Virginia Division as Executive Vice President 1986-1987; and for HCA as the CEO of Chippenham Medical Center 1987-1994.

Mr. Kraus was instrumental in mentoring and supporting the health care leaders of today. Dedicated to his *alma mater* through many deeds, he was active with the Department and its students serving as Executive in Residence and as Department Adjunct Faculty, as Preceptor to 11 MHA students, as a council member on the Golden Anniversary Advisory Council, and as a fundraising champion for the Department and its students. Due to his efforts, many students have benefited and have learned through opportunities he developed and implemented!

The Department is proud to have known this man and to be able to call him one of its own. The Department's thoughts and prayers are with Mr. Kraus's friends, classmates, co-workers, and surviving family members, including his wife, Martha B. Kraus, his wife of 47 years, his two daughters, Stephanie Arnall and Nancy Gray, his sister, Jean Williams, and his six grandchildren.

Bon Secours Professorship in Health Administration

This fall, **Bon Secours Richmond Health System, Bon Secours Hampton Roads Health System, and Bon Secours Health System, Inc.** funded an endowed professorship, the **Bon Secours Professorship in Health Administration** with an emphasis on not-for-profit health care institutions. As such, the professorship is now established, and Stephen S. Mick, Department Chair, has proffered the name and accomplishments of one of our current distinguished faculty members to the University Board of Visitors, so that this new and prestigious Professorship can be filled as soon as possible. Our next Cardwell Comments will hopefully announce the name of the first deserving recipient!

Many thanks once again to all our friends at Bon Secours, especially **Sr. Pat Eck** (MHA 1981), Chair of the Board BSHSI and **Rich Statuto**, BSHSI President and Chief Executive Officer, for making this wonderful and much needed new endowed professorship a reality! Endowed professorships truly do help recruit and retain top notch faculty!



Virginia Commonwealth University

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

Alumni/ae News (continued)

Sentara Professorship in Health Administration

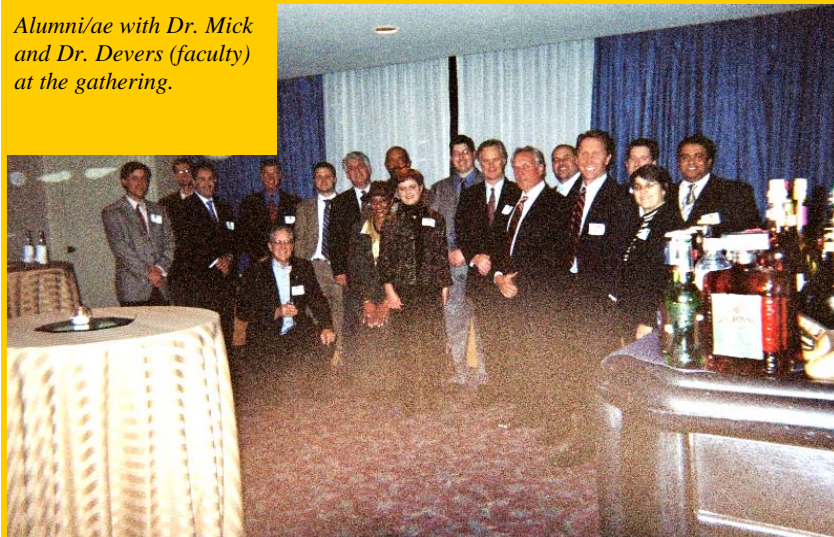
Like HCA and Bon Secours, **Sentara Healthcare** recently shared great news with the Department - Sentara will assist the Department and establish a new endowed professorship, the **Sentara Professorship in Health Administration**, with an emphasis on quality and patient safety. The new professorship will be used to recruit a new faculty member to the Department.

Many thanks to **David Bernd** (MHA 73) and **Howard Kern** (MHA 81) and all our friends at **Sentara Healthcare** for their strong commitment to educating the next generation of health care leaders, and for their and its continuous support of our Department, its faculty and its students!

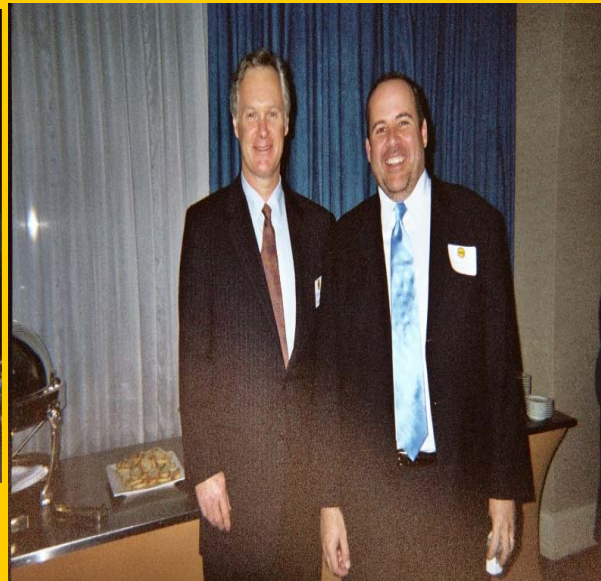
Alumni/ae Regional Gathering in Nashville, Tennessee

Dr. Stephen S. Mick, Chair of the Virginia Commonwealth University Department of Health Administration & Mr. Richard M. Bracken, President & Chief Operating Officer of HCA, Inc. were pleased to host an Alumni/ae Gathering event on Thursday, October 26, 2006 at the Renaissance Nashville Hotel. Alumni/ae in attendance included: **Ernie Bacon** (MHA 68), **Jeremy Biggs** (MHA 99), **Dave Boerkoel** (MSHA 92), **Richard Bracken** (MHA 77), **Brent Clark** (MHA 00), **John Dandridge, Jr.** (MHA 74), **Jeff Dorsey** (MHA 73), **Jon Grimes** (MHA 79), **David Hohl** (MHA 84), **Nancy Holland** (MSHA 98), **David McClellan** (MHA 83), **Michael Morrill** (MHA 02), **Jon Perlin** (MSHA 97), **Rick Sandvos** (MSHA 01), **Worth Saunders** (MHA 93), **Faraaz Yousuf** (MHA 02), and **Dennis Zamojski** (MSHA 92) and Department representatives **Stephen Mick**, **Amy Edwards** (MHA/JD 96), and **Kelly Devers** (Faculty). Despite the cold and rainy weather, a great time was had by one and all! Many thanks to HCA and Richard Bracken for sponsoring this worthwhile event! See pictures below.

Alumni/ae with Dr. Mick and Dr. Devers (faculty) at the gathering.



Top, from left to right: Faraaz Yousuf, Jeff Dorsey and Brent Clark.



To the right, from left to right: Richard Bracken and David Hohl.

Alumni/ae News (continued)

It's Alumni/ae Survey Time and We Need *You* to Complete Two Surveys!

The Department of Health Administration at VCU's MCV Campus will be up for reaccreditation in 2008. In preparation for this review, recently, and also in the upcoming year, we have sent, and will be sending more, surveys to our alumni/ae in random groupings. Through this survey tool, the Alumni/ae Career Progression Survey, the Department is trying to track in an organized and innovative way, the career progression of our alumni/ae. Once the surveying and analysis are completed, this information will be helpful to the Department not just for our reaccreditation, but also for student recruitment and for an overall better understanding of health care service delivery profession career progression. This survey will help ensure we have the most up to date information on each alumnus/a's work and home information!

Have you recently received our career progression survey? If yes, please take the time to complete the survey and return it to us. If you need another copy, or you would like to complete the survey proactively before it's mailed to you, you can also log onto http://www.had.vcu.edu/alumni/employment/career_progression.pdf, print the survey out, complete it, and mail or fax it in.

All information reported on the career progression survey will be kept confidential, and results will be statistically aggregated so that no individual can be identified. We realize that completing the survey will take some time, and we thank each and every alumnus/a for his/her anticipated assistance with this important endeavor. If you have any questions about this survey, please don't hesitate to contact Steve Mick (ssmick@vcu.edu) or Amy Edwards (anedwards@vcu.edu).

In addition, please don't forget to complete our on-line alumni/ae survey. This on-line survey is separate and apart from the Alumni/ae Career Progression Survey and was developed with our students who are constantly expressing interest in interacting with our alumni/ae! It only takes a few minutes to complete, and it will help us understand what activities you'd like to be involved with now and in the future! Visit our website, http://www.had.vcu.edu/alumni/survey/2006_survey.html.

MHA Class of 1981 Reunion Held at Lake Gaston, North Carolina



From left to right: Alan Davidson, Howard Kern, Rosemary Check, Paul Sherwood, Reed Kennedy, Julie Jolly, and Rick Hudson

About 25% of the MHA Class of 1981 attended a reunion at Lake Gaston in North Carolina over the October 21-22 weekend. **Julie** (MHA 81) and **Larry** (MHA 73) **Jolly** and **Paul** (MHA 81) and **Mary** (SON 77) **Sherwood** live at the lake and opened their homes for overnight accommodations.

While a similar reunion was hosted five years ago, there were still classmates attending who hadn't seen each other since graduation. A good time was had by one and all in attendance, as well as by those who were able to correspond in the email realm during the planning of the event.

The class is planning a thirty year reunion for 2011 – a destination event—perhaps New York City.

MHA 81 class members, mark your calendars!

**Cardwell Society
FY 2006 —July 1, 2006-December 31, 2006**

President's Club \$2500 and Up

Donor	Degree	Year
Bracken, Richard	MHA	1977
Rice, Thomas	MHA	1978
Romano, Donald	MHA	1973
Stack, Tim	MHA	1977
Tavenner, Marilyn	MHA	1989

1838 Club \$1000-\$2499

Donor	Degree	Year
Buss, Harriet	MSHA	2002
Dalton, James	MHA	1966
Derring, E.L.	MHA	1958
Lindsey, Steve	HON	2000
Lynch, Janet	PHD	1988
Stallings, Tracy Kemp	MSHA	1995

Chair's Circle \$500-999

Donor	Degree	Year
Bowling, John	MHA	1971
Brink, Gerald	MHA	1966
Brinker, Robert	MSHA	1991
Gibson, Shirley	MSHA	1990
Highfill, Sheri Duff	MHA	1991
Heilig, Alan	MHA	1966
Hudson, Richard	MHA	1981
Masterson, David	MHA	1988
Roggenkamp, Susan	MHA/PHD	86&00
Salzer, Judy	DPHD	2005
Thompson, Jon	PHD	1995

Match Gifts

Don't forget that many companies match the gifts and donations that its employees make to charities and other not-for-profits, such as Virginia Commonwealth University, Department of Health Administration. Does your company match gifts and donations? If yes, then your contribution is twice as important to the Department. Whether you are making a contribution to a specific scholarship fund, or just a general gift and donation to the Department, notify your company of your contribution for the match, asking them to specifically mark in the memo section of the check the specific fund designate.

Fellows \$250-\$499

Donor	Degree	Year
Accashian, Chris	MHA	2001
Dalton, Julie Hunt	MHA	1994
Fraker, Robert	MSHA	2001
Hoelscher, Steven	MHA	1977
Kaplowitz, Lisa	MSHA	2002
King, Michael	MHA	1978
Kirkland, Austin	MHA	1995
Lamp, Lester (Skip)	MHA	1958
Larch, Sara	MSHA	1992
Lowden, Karen	MSHA	2004
Lyden, Rob	MHA	1984
McCauley, Ed	MHA	1963
Moss, William	MHA	1967
Peters, Mike	MHA	2005
Sherrod, Mike and Trish	MHA	2002
Smalley, John	MHA	1977
Smith, Edward	MHA	1964
Thomas, Telford	MHA	1969
Viol, Geoffrey	MSHA	1997

Members \$100-\$249

Donor	Degree	Year
Aaron, Hugh	MHA	1988
Barner, Henry	MHA	1963
Barr, Barbara	MSHA	2004
Barrow, Ardith	MHA	2003
Blackwood, Mary	MHA	1979
Bonini, Katie Kerwin	MHA	2005
Boyd, Jennifer Valentine	MHA	2005
Bradshaw, Tom & Barbara	MHA	1983
Brennan, Elizabeth	MHA	1980
Broadhurst, James	MHA	1978
Brown, Jennifer Field	PHD	2004
Bushnell, III, Nathan	MHA	1951
Cameron, Karen	MHA	1987
Carden, Robert	PHD	2004
Chelmow, Linda	MSHA	2001
Chukmaitov, Askar	PHD	2005
Clark, Brent	MHA	2000
Clark, William	MHA	1973
Clarkson, Edward	MHA	1961
Copenhaver, Curtis	MHA	1972

(continued on next page)

Cardwell Society

FY 2006—July 1, 2006-December 31, 2006 (continued)

Members \$100-\$249 (continued)

Donor	Degree	Year
Dandridge, Tom	MHA	1974
Daniel, Brad	MHA	1996
Darby, Sharon	MSHA	2001
Dawson, Joseph	MHA	1974
Dreyer, Paul	MHA	2006
Edwards, Amy	MHA/JD	1996
Fore, Cynthia	MHA	1977
Fuqua, David	MHA	1968
Gilstrap, M.E. (Rick)	MSHA	1998
Graboyes, Robert	MHA	1992
Harrell, Roger	MHA	1973
Jewell, Dianne	PHD	2003
Johnson, Jay	MHA	1994
Judy, Jess	MHA	1977
Kellogg, Elizabeth	MHA	1992
Khalid, Aryana Palmer	MHA	2006
Kosmer, Richard	MHA	1984
Kuhlthau, Robert	MHA	1974
Lambert, Peter	MHA	1962
Lee, Deanna	MHA	2006
Lim, Kate	MHA	1998
Macklin, Jon	MHA	2003
Martin, M. Caroline	MHA	1978
McDaniel, Jim	MSHA	1998
Pai, Chih-Wen	PHD	1997
Peterman, Julie Sydnor	MHA	1998
Pile, Mark	MSHA	1995
Player, Elizabeth Alsbrook	MHA	1995
Pugh, Michael	MHA	2002
Rawlings, Brent	MHA	1979
Riina, Daniel	MHA	2003
Roberts, Lucien & Amy	MHA	87 & 88
Sanderson, Stephanie	MHA	2002
Saunders, Robert	MHA	1987
Seifert, Sam	MHA	2005
Shackelford, Susan	MHA	1993
Sparkes, Jamel	MSHA	2003
Timmerman, Leah	MHA	1997
Townsend, Ted	MSHA	1990
Ward, John	MSHA	2006
White, Ken	PHD	1996
White, Robert	MHA	1978
Wingate-Jones, Phyllis	MHA	1981
Zhao, Mei	PHD	2004

Other Alumni/ae Donors

Donor	Degree	Year
Abu-Jaber, Matt	PHD	1992
Ciresi, Salvatore	PHD	1989
Cohen, Steve	MHA	2005
DeHaven, Tom	MHA	1957
Ellison, Mary	MSHA	2001
Freburger, Janet	PHD	1998
Freeland, J.L.	MHA	1955
Glassford, Beth	MSHA	1992
Hays, Eric	MHA	2006
Heckler, Ed	MSHA	2006
Jackson, Brett	MHA	1995
Jain, Monica	MHA	2003
Kornstein, Michael	MSHA	2001
Leggett, Thomas	MHA	1953
Long, Sally	MSHA	2002
Markowitz, Alan	MHA	1969
Mathias, Matthew	MHA	2005
McCarthy, Kathleen	MHA	1986
Muldoon, John	MHA	1979
Nelson, Meredyth C.	MSHA	1994
Nicholson, Henry	MHA	1977
Patel, Sneha	MHA	2005
Sargeant, Joseph	MSHA	1991
Saunders, Worth & Kathy	MHA	1993
Selvey, William M. Jr.	MHA	1960
Shapiro, Meghan	MHA	2003
Tucker, Angie	MHA	2006

*Friends Contributing
Other Gifts to the Department*

Individuals

*Anonymous
Linda P. Carne
Barbara DeHaven
Larry Goldman
James Daniel Hartman
Sidney and Edith Kohlenberg
Stephen Mick
Peggy Morris
Sharon and Bill Tanner*

Organizations

*Bon Secours Health System
CVHEG
MCV Hospital Authority
MMC
Owens & Minor
WellPoint Foundation*

The Department sincerely appreciates all contributions. Contributions are vital to supporting our students and improving our top 5 ranking.

Alumni/ae News (continued)

Alumni/ae Spotlights

William B. Downey (MHA 85)
Executive Vice President & Chief Operating Officer
Riverside Health System

By **Davina Vaswani (MHA 07)**

William B. Downey is the Executive Vice President and Chief Operating Officer of Riverside Health System. Riverside Health System began as one hospital in 1915, founded by the community and built on a site at Huntington Avenue and 50th Street in Newport News, Virginia. In 1962, the hospital was relocated to the present site of Riverside Regional Medical Center (RRMC) in central Newport News. Since then, Riverside has evolved into a flagship regional medical center with four other Hospitals and a variety of other healthcare facilities and services covering every aspect of healthcare throughout the region.



William B. Downey

Mr. Downey has a Bachelor of Science degree from James Madison University in public administration and political science. As a recent college graduate, Mr. Downey learned about health administration during interviews with **Ken Axtell (MHA 61)**, the Administrator at Williamsburg Community Hospital. He earned an externship at Riverside Health System and completed his Master of Health Administration at the Medical College of Virginia/Virginia Commonwealth University. Mr. Downey completed his residency at Orlando Regional Medical Center. Upon completion of his residency, Mr. Downey returned to RRMC as assistant administrator in 1985. He served as vice president and administrator of Riverside Walter Reed Hospital from 1986 to 1991, returning to RRMC as Senior Vice President in 1992. From 1995 to 2000, he was President and CEO of Lewis-Gale Medical Center in Salem, Virginia and, from 2000 to 2001, was CEO of Regional Medical Center Bayonet Point in Hudson, Florida.

Mr. Downey has been involved in many community service projects. He currently serves on the Board of the Virginia Living Museum, the United Way of the Virginia Peninsula, the Virginia Peninsula Chamber of Commerce. He is the Chairman Elect of the Virginia Hospital & Healthcare Association. He served as President VCU/MCV Campus Department of Health Administration Alumni/ae Association from 2004-2005.

Karen L. Cameron, CHE (MHA 87)
Executive Director/CEO
Central Virginia Health Planning Agency (CVHPA)

By **Dana Perry (MHA 07)**

Karen L. Cameron, CHE, is the Executive Director/CEO of Central Virginia Health Planning Agency (CVHPA), a state-designated non-profit organization that coordinates regional health planning for twenty-seven municipalities in Central Virginia. At the CVHPA, Ms. Cameron is principally involved in advocacy for and support of initiatives aimed at meeting community health needs including: Certificate of Public Need (COPN) review; analysis and distribution of health-related data and information; community health development including needs assessment and other consulting services; and representation of community health interests at both the regional and state levels.



Karen L. Cameron

Prior to her current role, Ms. Cameron was Vice-President of Marketing and Planning at DePaul Medical Center in Norfolk, VA. She was also a health care management consultant for both Ernst & Young in Washington, D.C. and Richmond, VA and for Jennings, Ryan, Federa & Company in Atlanta, GA.

Ms. Cameron received a Masters of Health Administration from the Medical College of Virginia/Virginia Commonwealth University in 1987 and completed her administrative residency at Rome Hospital in Rome, NY. She received a Bachelor of Arts in Biology and Psychology from the University of Virginia and served as President of the Department of Health Administration Alumni Association of VCU/MCV Campus in 2002-2003.

Ms. Cameron is chairman of Social Services Advisory Board of New Kent County, VA and is involved in the County's Habitat for Humanity initiative. Karen, her husband Jeffrey, and son, Glen, reside in New Kent County.

Alumni/ae News (continued)

Alumni/ae Updates

2000s

Adrian Amedia (MSHA 05) recently accepted a position with DaVita, the second largest US dialysis provider, as director of business development for the northeast...**Elizabeth Alsbrooks** (MHA 02) married Stokes Player in June 2006 and graduated from Duke Law School in May 2006. She works for Roper St. Francis Healthcare as a senior decision support analyst...**Alicia Janeil Barfield** (MHA 02) serves as business operations manager of emergency & transport services for Children's Healthcare of Atlanta, Atlanta, GA...**Kathryn (Katie) Kerwin Bonini** (MHA 05) is senior planner for business development for Self Regional Healthcare, Greenwood, SC...**Linda Chelmos** (MSHA 01) is a strategist with Sentara Healthcare, Williamsburg, VA...**Sandy Chung** (MSHA 05) serves as president of Fairfax Pediatric Associates, Fairfax, VA...**Jewel Johnson Claiborne** (MHA 02) is quality performance improvement coordinator for Bon Secours Memorial Regional Medical Center, Mechanicsville, VA...**Lisa Davani** (MSHA 05) is a speech language pathologist for Origami Brain Injury Rehabilitation, Mason, MI...**Coleen Dela Cruz** (MHA 05) is an administrative fellow with North Suburban Medical Center-HCA, Thornton, CO... **Jami Delli-Fraire** (PhD 04) accepted a position as assistant professor with Penn State University, University Park, PA...**Lauren Donovan** (MHA 06) is a planning analyst for LifeBridge Health, Baltimore, MD...**Paul Dreyer** (MHA 06) accepted a position as planning analyst for Inova Health System, Springfield, VA...**Camille Fisher** (MHA 06) is community health educator for Baptist Health, Jacksonville, FL...**Merinda Battle Ford** (MHA 02) was recently married and is serving as a policy analyst for the Department of Medical Assistance Services, Richmond, VA...**Robert (Allen) Foster** (MHA 01) serves as supervisor for Watkins, Meegan, Drury & Co., LLC...**Katherine Fowler** (MHA 01) is associate administrator with HCA, Swedish Medical Center, Englewood, CO...**Michael Franklin** (MSHA 01) was named president and CEO of Atlantic General Hospital, Maryland...**Willis Gee** (MHA 02), account manager III, National Accounts (Ohio), graduated in June 2006 from the WellPoint Professional Development Program. The program was sponsored by the America's Health Insurance Plans...**Mat Gooch** (MHA 03), associate administrator of St. Lucie Medical Center, Port St. Lucie, FL, and **Erin Turick** (MHA 04) are engaged...**Jerad Hanlon** (MHA 06) is assistant administrator for Health Management Associates—Davis Regional Medical Center, Statesville, NC...**Eric Hays** (MHA 06) is assistant administrator with Virginia Eye Institute, Richmond, VA...**Stephen Herrick** (MSHA 04) is hospital director for Piedmont Geriatric Hospital, Burkeville, VA...**Robert Higgins** (MSHA 05) is a department chair with

(continued)

2000s (continued)

Rush-Presbyterian-St. Luke's Hospital, Chicago, IL...**Scott Hill** (MHA 00) serves as chief executive officer with Montgomery Regional Hospital, Blacksburg, VA...**Srinivas (Joga) Ivatury** (MD/MHA 06) is a resident, General Surgery, at UTHSCSA, San Antonio, TX...**Jay Khosla** (MHA 05) is serving as health counsel for the U.S. Senate Budget Committee, Washington, DC...**Nate Kinney** (MHA 03) is the director of decision support for Memorial Hospital, Belleville, IL...**Kimberly Liska** (MHA 03) is project manager for regulatory affairs at Mediacorp Health System, Fredericksburg, VA...**Rich Lopez** (MSHA 04) is assistant vice president of operations and administration with Quorum, Brentwood, TN...**Colin McRae** (MHA 01) is CEO of HCA Kingwood Medical Center, Kingwood, TX...**Julie Miller** (MHA 02) serves as director of service excellence for Bon Secours MRMC, Mechanicsville, VA...**Aisha Noble** (MHA 04) is an associate administrator for Wesley Medical Center, Wichita, KS...**Stephen Payne** (MHA 01) serves as director of operations for Sentara Healthcare, Virginia Beach, VA...**Michael Peters** (MHA 05) is senior financial analyst for Johns Hopkins School of Medicine, Baltimore, MD...**Christy Williams Ransom** (MHA 04) is director of physician recruitment and development with Prince William Hospital, Manassas, VA...**Verlon Salley** (MHA 02) married LaVonia Jones on September 3, 2006. He accepted a position with Boca Raton Community Hospital as their director of outpatient imaging...**Ashley Sculley** (MHA 06) is assistant administrator with MFA, Salem, VA...**Drew Smithson** (MHA 05) is associate administrator of Internal Medicine, VCU Health Systems, Richmond, VA...**Christopher (Chris) Stark** (MHA 02) is a network manager for Anthem Blue Cross & Blue Shield, Richmond, VA... **Heather Vass** (MHA 02) is a consultant with Rapid Improvement Programs, Charlotte, NC, in the Informatics Division of Premier, Inc, the nation's largest GPO...**Ali Walsh** (MSHA 06) is senior product manager, Clinical Technology Services for Cardinal Health, San Diego, CA...**Kimberly Warren** (MSHA 05) serves as clinical nurse manager for Sentara Healthcare, Norfolk, VA...**Dianne Weimer** (MSHA 06) is marketing coordinator for Bon Secours Memorial School of Nursing, Richmond, VA... **Sally Werner** (MSHA 04) is with Cancer Treatment Centers of American in Philadelphia, PA as their director of nursing and patient care services...**Joanna Wright** (MHA 06) is administrator of Cardiac Research and Transfer Center for The Saint Barnabas Heart Center, Newark, NJ...**James Yolch** (MHA 02) serves as an administrator for the Mayo Clinic, Rochester, MN.

Alumni/ae News (continued)

Alumni/ae Updates

1990s

Wes Campbell (MHA 98) and family last year welcomed a baby girl, Ella. Wes accepted a position as manager, regional primary care with the University of Virginia Health Services Foundation, Charlottesville, VA.....**Sandra Dworknick-Swearingen** (MSHA 90) serves as coordinator for nursing leadership development for Florida Hospital, Orlando, FL...**Ron Galonsky** (MHA 92) serves as CEO, Watsonville Community Hospital, Watsonville, CA...**Richard Hardy** (MHA 98) is manager, data warehousing for Accenture, Alexandria, VA...**Nina T. Hobcroft** (MSHA 95) serves as vice president of business development for HCA, Reston, VA...**Meredith Kiesnowski** (MHA 95) earned her FACMPE as of May 2006...**Thurston King, II** (MSHA 99) is market manager for HCA Physician Services, Atlantis, FL... **Todd Lefkowitz** (MHA 97) is vice president of managed care for IASIS Healthcare, Franklin, TN...**Kathy Scott Love** (MHA 98) serves as CEO of Bluegrass Community Hospital, Versailles, KY...**Guy McClurkan** (MHA 94) serves as vice president of The Paquin Group, Celebration, FL...**Todd McGovern** (MHA 97) and family welcomed Peyton Elizabeth on July 5...**Alan McMurray** (MSHA 93) is administrator and COO with Asthma, Allergy, Associates and Regional Dermatology, Chattanooga, TN...**James Meyers** (MHA 91) recently accepted an appointment as director of the Doctoral Program in Public Health, School of Public Health at UC Berkeley, CA...**Douglas Neely** (MHA 96) is director of Lash Group, Amerisource Bergen, Charlotte, NC...**James (Jamey) Nocks** (MSHA 97) serves as network director for the Department of Veterans Affairs, Linthicum, MD...**Stephen Porter** (MSHA 97), vice president of Sentara's Princess Anne Health Campus, has also been selected to serve as administrator of Sentara Bayside Hospital...**Stacy Purcell** (MHA/JD 96) is general counsel for Eastern Virginia Medical School, Norfolk, VA...**Patricia (Pat) Randall** (MHA 95) is executive director of Dedicated to Women OB/GYN Associates, Dover, DE...**Jennifer Searls** (MHA 97) is a clinical informatics specialist for ProHealth Physicians, Farmington, CT...**Curtis Skolnick** (MHA 92) is a principal consultant with the KLMK Group, Richmond, VA...**Gregory Strickland** (MHA 90) is director of physician billing/rev cycle training for VCUHS/MCV Physicians, Richmond, VA...**Adele Sullivan** (MHA 90) founded and serves as president of Interventus, Inc., Palm Beach Gardens, FL...**Ann Johnston Taubel** (MHA 90) is an internal consultant with Piedmont Healthcare, Atlanta, GA...**Dana Taylor** (MHA 95) is director of risk management for Stanford University Health System in CA...**Jennine Zumbuhl** (MSHA 99) serves as the manager of Sentara Cardiovascular Research Institute.

1980s

Hugh Aaron (MHA 88) accepted a position with HCPro, Inc., as senior vice president of compliance and regulatory affairs/regulatory counsel. He will be based in Richmond, VA but will commute to Boston on a regular basis...**Catherine Boyne** (MHA 85) received recognition as one of Maryland's Top 100 Women in 2006. She is president of Hospice of Baltimore...**Bryan Brand** (MHA 81) is associate hospital director for Vanderbilt Medical Center, Nashville, TN...**Jeff Ciucias** (MHA 89) serves as clinical trials manager for the University of Virginia Cancer Center, Charlottesville, VA...**Brenda Rhea** (MHA 89) is an instructor, Department of Nursing, Hampton University...**Craig Sarine** (MHA 83) was appointed administrator of a 30 staffed surgeon group, University Surgical Associates, Chattanooga, TN...**Robert Young** (MHA 86) is director of facilities planning and management, Baystate Health, Inc., Springfield, MA.

1970s

James Broadhurst (MHA 78) is an assistant professor with University of Massachusetts Medical School, Dept. of Family Medicine and Community Health, Worcester, MA...**Hunsdon Cary** (MHA 70) marked 30 years of serving as the CEO of Westminster Canterbury, Lynchburg, VA...**Richard (Dick) Clark** (MHA 76) is president of River Oak Healthcare Group, Asheville, NC...**Bob Crowder** (MHA 79) is regional director of Roanoke Valley Generation Solutions...**James (Jim) Dover, Jr.** (MHA 76) is principal of Dover and Associates...**John (Al) Gorman** (MHA 72) is CEO of QHR, Fremont, OH...**Wayne Kurtz** (MHA 77) is now director of development with Birmingham Green, Manassas, VA...**Wick Lyne** (MHA 71) is an independent consultant and also donates his time as a volunteer board member and finance committee chair of two charities—the International Hospital for Children and Presbyterian Homes and Family Services...**Daniel (Dan) Miller** (MHA 78) serves as division president/CEO of HCA, Palm Harbor, FL...**Dennis Phillips** (MHA 76) is senior vice president for Carolinas Healthcare System, Charlotte, NC...**Willis Sanders, III** (MHA 76) is CEO of Valley Radiologists, Glendale, AZ...**John Shiver** (MHA 75) is with Stroudwater Associates, Atlanta, GA...**John Smalley** (MHA 77) is principal and co-founder of Healthcare Venture Professionals, Franklin, TN...**Robert White** (MHA 78) is the CEO of Delaware Physicians Care, Inc., a 103,000 member statewide Medicaid HMO in Delaware.

Alumni/ae News Updates (continued)

1960s

Lu (Alice) Hill Harding (MHA 69) resides in Brandon, Mississippi and works at Mississippi State Hospital...**George Mathews** (MHA 60), retired for four years, was recently elected chairman of the Ridgeview Psychiatric Hospital and Center Board of Directors, Oak Ridge, TN.

Jack R. Hodge (MHA 60) passed away on September 27, 2005. He was retired as executive vice president of Mary Washington Hospital, where he had worked for 25 years. He was co-owner of Learn and Play Child Care Centers. He is survived by his wife: Mrs. Virginia H. Hodge, Fredericksburg, VA; two daughters and a son; and three grandchildren.

Retirement

David Rickelton (MHA 72) retired as vice president of Professional Services at North Carolina Baptist Hospital, Inc., Winston Salem, NC. David was a preceptor for the MHA program and will be greatly missed. He was honored with a surprise gathering celebrating his retirement. At this gathering, 12 of his former MHA residents attended.

David said, "It was a great day and the residents got to meet each other, some for the first time. By the way, they are all employed!"

Douglas Rosen (MHA 77) retired July, 2006 as senior vice president of Valley Health, Winchster, VA.

Lee Sayre (MHA 66) retired and lives in Michigan near his daughter, three grandsons, and six great-grandchildren.

From AHA NewsNow—December 12, 2006

David Bernd (MHA 73) Selected by Commerce Department to Serve on Economic Panel

David Bernd, CEO of Sentara Healthcare and a former AHA Chairman, has been selected by the Commerce Department to serve on a new panel created to better understand how U.S. innovation contributes to American economic prosperity. The 15-member Measuring Innovation in the 21st Century Economy Advisory Committee will evaluate metrics on the effectiveness of innovation in various businesses and sectors to identify which data should be used to develop a more comprehensive measure of innovation's impact on the economy. The Commerce Department called **Sentara Healthcare**, based in Norfolk, VA, a "consistent leader in health care innovation, particularly through the use of technology to enhance clinical outcomes."

The panel's first meeting will be February 22, 2007 in Washington, DC.

Update on "Buttons the Clown"

Warren Betts (MHA 59) in his role as "Buttons" is staying busy with golf outings, circus events, and special events at Shiners Hospital and churches.

One day a week, Buttons visits patients at Christian Hospital in Saint Louis and Epworth Children and Family Services, which is a home for troubled adolescents in Webster Groves, Missouri.



HAD Program News

PhD News

Graduates

Two doctoral candidates completed all requirements and graduated in December 2006: **Mark Diana**, PhD, successfully defended his dissertation, *Information Technology Outsourcing in U.S. Hospital Systems*; and **Urvashi Patel**, PhD, successfully defended her dissertation, *Physician Chief Executive Officers and Hospital Performance, A Contingency Theory Perspective*.

Seven students defended their dissertations and graduated in August. They were: 1) **Ronald (Ron) Fisher**, *What Cost Hospital Quality: Performance Uncertainty Under Market Reform*; 2) **Lea Anne Gardner**, *Factors Associated with Hospital Commitment to the Provision of Child/Adolescent Psychiatric Services*. Lea Anne accepted a position with American College of Physicians in Philadelphia, PA; 3) **Kathleen Heatwole**, *A Determination of the Association of Competition and Regulation With Hospital Strategic Orientation*. Kathleen will stay with Augusta Medical Center (Fishersville, VA) as Vice President of Planning; 4) **Abby (Swanson) Kazley**, *Electronic Medical Record Use in Acute Care Hospitals: Correlates, Efficiency, and Quality*. Abby accepted a position as assistant professor in the Dept. of Health Administration and Policy with the Medical University of South Carolina; 5) **Tae Hyun (Tanny) Kim**, *An Evaluation of Hospital Capital Investment After the Balanced Budget Act*. Tanny accepted a position as assistant professor, Dept. of Health Administration with Governors State University, University Park, IL; 6) **Betty Lucente**, *Hospitals' Decision to Vertically Integrate Skilled Nursing Units Before and After the Balanced Budget Act*. Betty plans to stay with Augusta Medical Center as Vice President of Patient Care; and 7) **Wenqiang Tian**, *The Determinants of Hospital Adoption and Expansion of Bariatric Procedures: A Resource Dependence Perspective*. Wenqiang accepted a position as Research Associate with National Rehabilitation Hospital/Medstar Research Institute, Washington, DC.

Doctoral Candidates

The following ABDs defended their dissertation proposals to become doctoral candidates: **Charles (Chuck) Shasky** and **Harry Doyle**.

New Addition to PhD Family

Nailya DeLellis (current PhD student) and husband, Tony (Assistant Dean, Administration, School of Nursing, VCU), welcomed Dana Marie to their family on September 6, 2006. Baby and mother are doing fine. Sasha, age 4, is enjoying her role as big sister.



HAD Professor Visits PhD Alumni/ae in Taiwan

By: **Yasar A. Ozcan, Ph.D.**
Professor, Health Administration, VCU

While attending the 2006 INFORMS International Conference in Hong Kong, I had the opportunity to visit with some of the Department's doctoral alumni/ae. A pre-conference visit to Kaohsiung Medical University, Taiwan, enabled me to meet the following: **Dr. Heng-Chia "Hubert" Chiu** (Ph.D. 95), who graciously hosted this event; **Drs. Li-Wen Mau** (Ph.D. 96); **Shu-Chuan "Jennifer" Yeh** (Ph.D. 97); and **Jin-Yuan Chern** (Ph.D. 97).

A visit to Taipei afforded me the opportunity to meet **Drs. Bill Wang** (Ph.D. 98) and **Steve Yang** (Ph.D. 00). On my return trip to the U.S., during a seven hour layover in South Korea, I met with **Dr. Kwangsoo Lee** (Ph.D. 03).

The Department's doctoral alumni/ae in Taiwan and South Korea are doing well in their careers. Their current positions and email addresses are listed below:

Dr. Chui, Professor, serves as Director of the Graduate Institute of Healthcare Administration; Chair, Faculty of Medical Information Management; and Director, Center for Hospital Development at Kaohsiung Medical University. Email address: chiu@kmu.edu.tw.

Dr. Mau also working as a faculty member at Kaohsiung Medical University is currently on academic/research leave at the University of Minnesota. Email address: maulihwen@yahoo.com.

Dr. Yeh has an academic appointment at Institute of Health Care Management, National Sun Yat-Sen University in Kaohsiung, at the rank of Associate Professor. Email address: syeh@cm.nsysu.edu.tw.

(continued)

PhD News (continued)

Alumni/ae Visits (continued)

Dr. Chern has academic appointment as Assistant Professor at Chang Jung Christian University in Tainan, Taiwan. Email address: chern@mail.cju.edu.tw

Dr. Wang is CEO of "Strategy Securities Investment Consulting Enterprise" in Taipei. Email address: billwang@reaching.com.tw.

Dr. Yang is the Vice President of the Clinical Research Division of Mithra Bioindustry Company, a pharmaceutical company, in Taipei. Email address: syang@mail.mithra.com.tw.

Dr. Lee, after graduation in 2002 returned to Korea and worked at Health Insurance Review Agency as a senior researcher, he now has an appointment as Assistant Professor at the Department of Hospital Management, Eulji University. Email address: planters@eulji.ac.kr

Two New Students Join PhD Program August 2006

Reethi Iyengar, from India, received a masters degree from Apollo Institute of Hospital Administration and her bachelor's degree from Sri Sathya SAI Institute of Higher Learning. She also has a Masters degree in business administration from Radford University. She is interested in public policies that govern the organization and financing of health insurance and health care.

Aizhan Kulzhanova, from Kazakhstan, received her MD diploma from Kazakh State Medical University and her MPH diploma in public health from Kazakhstan School of Public Health. Her area of interest is public health. Aizhan attended a workshop at VCU (hosted by the Department) and from this experience realized that she wanted to join the Department's doctoral program to improve her research skills.

Faculty, Alumni/ae, and Students' Presentations at AcademyHealth

Faculty, alumni/ae, and student presentations that were presented at the AcademyHealth in June 2006 are below:

Hsueh-Fen Chen, PhD student; **Gloria J. Bazzoli**, HAD faculty; and **Askar Chukmaitov** (PhD 05) co-authored "Volume-Outcome Relationship: An Econometric Approach to CABG Surgery"

Finding: The volume and outcome relationship results from selective referral rather than "practice makes perfect" in CABG surgery.

(continued)

Preethy Nayar, doctoral candidate, authored "The Effect of Medicare's Prospective Payment System on Long Term Acute Care Hospitals: The Early Evidence"

Finding: Using fixed effects regression models, the study found that in the first year following implementation of PPS under the Balanced Budget Act of 1997, PPS did not have a significant effect in reducing operating costs, staffing intensity or skill mix of long-term, acute-care hospitals.

Abby Swanson (PhD 06) authored "The Prevalence and Performance of Electronic Medical Records in Acute Care Hospitals: Correlates, Quality, and Efficiency"

Finding: Correlates of hospital EMR use include environmental uncertainty, type of system affiliation, urbanness, and size. In performance, hospitals with EMRs provide greater quality of care, but in efficiency, only small hospitals with EMRs are more efficient than hospitals without EMRs.

Lea Anne Gardner (PhD 06) authored "Factors Associated with Hospital Commitment to the Provision of Child/Adolescent Psychiatric Services"

Finding: Seventeen percent of acute care general and children's hospitals offer child/adolescent psychiatric services, and such hospitals tend to be located in markets with a high percentage of not for profit hospitals, high community orientation, child psychiatric residency programs, and a low percentage of non-white children. The presence of psychiatric hospitals are associated with a lower likelihood of an acute care general hospital or children's hospital to offer these services.

Veronica Sikka, PhD student, Joseph Ornato, and Michael Gonzalez co-authored "The Financial and Operational Impact of an Observation Unit and Holding Area on an Emergency Department (ED) and Its Inpatient Hospital"

Finding: A Holding Area (HA) has the potential to decrease emergency department length of stay (LOS) significantly while the Observation Unit (OU) has significant opportunity costs for the ED and the inpatient side. At VCU, the ED can provide observation care for \$7,490 less than the inpatient side. Due to lower costs, the ED would have generated an additional \$550,440 in revenue in FY 2004. For the Medicare population as a cohort with a length of stay less than 2 days (comparable to the length of stay of an observation inpatient), the hospital could have generated \$8,456,749 in additional revenue had the beds been utilized for higher acuity inpatient care versus observation care. The addition of a HA reduced the average Emergency Department LOS by 66.3% from 9 hours and 36 minutes to 3 hours and 14 minutes.

(continued)

PhD News (continued)

AcademyHealth (continued)

Ronald (Ron) Fisher (PhD 06) authored "Hospital Quality: What's Pricing & Markets Got to Do with it?"

Finding: Significant between hospital variance was demonstrated, with hospital specific effects accounting for approximately 50 percent of the total variance of both quality performance measures. No significant trend of quality improvement was found for either quality measure, though the trajectory indicated a general lowering of Error events over time. Comparisons between economic and market dynamic models and "empty models" did not reveal any expected market effect on the variance component of the growth curve. No pricing mechanism fixed-effects were evidenced. Hospital quality does not cost more, even when market structure dynamics are accounted for. A significant relationship between "competition" and Error performance was found. Distribution of market share amongst a number of hospitals in a local market was associated with lower Error rates. Some hospital characteristics included as economic control variables, such as staffed bed occupancy rates, were found to positively associate with the adverse events; though the evidenced associations are not readily explained by expected market efficiency assumptions.

MHA News

Student Recruitment Update

Our new Director of Student Recruitment, Logan Vetrovec, has been very busy this first semester. Promoting our top ranked health administration MHA program and health administration as a profession, Logan has visited 25 schools, including: University of Virginia, Davidson, University of South Carolina Upstate, University of North Carolina Chapel Hill, William and Mary, Virginia Tech, Wofford, Furman, Clemson, the University of Central Florida, University of South Florida, Spelman, Morehouse, Clark Atlanta University, University of Georgia, Emory, Barry University, St. Thomas University, Florida International University, University of Miami, Randolph Macon, Appalachian State, Wake Forest, Mary Washington and University of Richmond.

Logan is also working on strengthening our dual degree partnerships. Numerous events have been planned and held with VCU's School of Medicine and presentations have been given to VCU's Honors College and to students at University of Richmond's School of Law. Events are planned as well for Washington and Lee's School of Law. student there!

MHA Classes Participate in Richmond's Walk to Cure Diabetes

By **Erin Morrisey** (MHA 08)

The MHA Classes of 2008 and 2009 worked together during October 2006 to support the Juvenile Diabetes Research Foundation (JDRF) by participating in Richmond's Walk to Cure Diabetes. Since there are more than 18 million Americans affected by diabetes, the students believed that their work with JDRF is important and well worth the effort.

The students and faculty members contributed wholeheartedly to the fundraising effort, enabling the Walking Team to raise \$330 and surpass the goal that was set at \$300! The walkers, **Brett Butler (MHA 09)**, **Nate Carroll (MHA 08)**, **Matt Gitzinger (MHA 08)**, **Erin Morrisey (MHA 08)**, and **Libby Skiles (MHA 09)**, braved the cold and rainy conditions to walk as team members with the **Bon Secours Richmond Health System Team**.

Thank you to all who supported the MHA Team and JDRF. The Classes of 2008 and 2009 are proud of the effort and look forward to continuing their commitment to the community by participating in the Walk to Cure Diabetes again next year!



First MHA Washington and Lee Dual Degree Student

Congratulations to Karah Jones, a second year MHA student, who has accepted an offer from Washington and Lee to be the first dual degree, MHA/JD, student there.

New Addition to MHA Family

Kathleen Wooten (MD/MHA 09) and family welcomed Jacob Daniel Wooten on Tuesday, January 2, 2007. Jacob weighed 7 pounds and 12 ounces and according to Mom has lots of dark hair.

MHA News (continued)

MHA Class of 1976 Meets for 30 Year Reunion Weekend!

On November 17-19, 2006 in Charlotte, North Carolina, **Hee Doe Ahn, Rita Berryman Hughes, Jim Dover, Art Layne, Dennis Phillips, Robert Polahar, and Patricia Porter Ebbett** of the MHA Class of 1976 and their spouses met for a thirty year class reunion!

The weekend was organized by **Art Layne** and **Rita Berryman** and included dinner at Morton's and the roasting of classmates both in and not in attendance! A second meeting will be scheduled in the near future.



From left to right: Hee Doe Ahn, Robert Polahar, Jim Dover, Dennis Phillips, Rita Hughes, Art Layne

In the Works

MHA Class of 1997
10 Year Reunion Planning

If interested in learning
more and/or assisting
please contact

Todd Lefkowitz
(tlefkowitz@iasishealthcare.com) or

Amy Edwards
(anedwards@vcu.edu)



From left to right: Art Layne, Rita Hughes, Jim Dover, Pat Ebbett, and Robert Polahar.

MHA News (continued)

MHA Class of 2009

List includes: Name, prior hometown, university (undergraduate degree), and Major.

Bryan Arkwright *Mansfield, Ohio*
Ohio University
Health Services and Business Administration

Dan Barrett *Stamford, Connecticut*
James Madison University
Virginia Commonwealth University
Physiology

Roberta Barton-Joe *Doswell, Virginia*
University of Virginia
Anthropology

Stephen Bloomquest, *Richmond, Virginia*
Virginia Commonwealth University
Business Information Systems

Brigette Booth *Mechanicsville, Virginia*
James Madison University
Health Services Administration

A.J. Brooks *Douglassville, Georgia*
University of North Carolina- Chapel Hill
Public Health

Joey Brown *Roswell, Georgia*
University of Georgia
Economics

Brett Butler *Richmond, Virginia*
Virginia Commonwealth University
Business Administration & Management

Omar Chughtai *Richmond, Virginia*
George Mason University
Finance

Jessica Davidson *Suffolk, Virginia*
Old Dominion University
Exercise Science

Megan Durning *Flossmoor, Illinois*
Miami University (Ohio)
Zoology

Virginia Fisher *Lynchburg, Virginia*
University of Virginia
Psychology

Brent Higgins *Richmond, Virginia*
University of Richmond
Economics

Alan Keesee *Durham, North Carolina*
University of North Carolina- Chapel Hill
Economics

Monique Lowe *Hopewell, Virginia*
James Madison University
Health Services Administration

Jenifer Murphy *Virginia Beach, Virginia*
James Madison University
Health Services Administration

Zachary Reed *Ripley, West Virginia*
Marshall University
Economics and Marketing

Barry Schofield *Wilmington, Delaware*
James Madison University
Integrated Science and Technology

John Skevington *Leawood, Kansas*
Truman State University
Health Science

Elizabeth "Libby" Skiles *Scottsbluff, Nebraska*
Ball State University
Business Administration

Jeff Sollis *Salt Lake City, Utah*
University of Utah
Behavioral Science and Health

Sofie Perll-Spurling *Zurich, Switzerland*
University of Applied Science Waedenswil, Switzerland
Business Administration

Matthew Tavenner *Chester, Virginia*
Longwood College
Special Education

Stephanie Varner *Danville, Virginia*
Averett University
Biology and Political Science

Jason Whinham *Layton, Utah*
Weber State University
Health Administration

Kathleen Wooten *Vinton Hills, Illinois*
University of Maryland- College Park
Physiology and Neurobiology

Program News (continued)

MSHA News

Message from the MSHA Program Director

Dolores G. Clement, Dr.P.H.

New MSHA Entering Class

The MSHA Program had 20 students enter in July 2006. A student who took one course in the Fall has been admitted and will join another two students who will start the program in December. The Class of '08 that began in July included members from as far away as Canada and as close as the VCU Health System. They are nearly done with their first semester. The Classes of '07 joined us here in Richmond from December 14 - 20, 2006 for their on-campus session.

MSHA Team in Everett Fox Case Competition

Three students, **Michael Elliott**, **Kevin Gravely** and **LaTrice Davis**, represented the Department of Health Administration at the Everett Fox Case Competition this Fall. The competition is held in conjunction with the National Association of Health Services Executives (NAHSE) Annual Meeting. This year, the meeting was held in Baltimore, MD from October 10 – 14., 2006. The team made it through the preliminaries to the semi-finals. We wish to acknowledge **Owens & Minor**, the **Central Virginia Health Executives Group (CVHEG)** and **Sentara Health System** for supporting the team to attend and compete in the competition!

Ongoing Recruitment

Recruitment for the MSHA is ongoing and many alumni/ae send referrals, which we greatly appreciate. You are our best recruiters. We also attend various university and professional association recruitment events. On October 5, 2006 we had an Open House at Grant House that 18 attended. But we have found that visiting health care organizations and systems is most beneficial to get wider exposure to a population with healthcare experience. Any alumni/ae interested in having us visit to meet with employees in your organization, please let us know! Contact Dr. Dolores Clement (dclement@vcu.edu) or Carolyn Wells (cwwells@vcu.edu).

The Professional MSHA Program-Online Master of Science in Health Administration Class of 2008

Joseph Baker (North Garden, Virginia) is Director of Laboratory Services at Augusta Medical Center. He has a BS in Medical Technology from SUNY-Brockport, New York.

David R. Baldwin (Richmond, Virginia) is Executive Director of the Richmond Area High Blood Pressure Clinic. He obtained his BS in Physical Education at James Madison University in Harrisonburg, Virginia.

Joseph J. Brooks (Norfolk, Virginia) is Corporate Finance Manager for Alternative Behavioral Services in Norfolk, Virginia. He holds a BS in Accountancy from Arizona State University.

Catherine L. Cash (Harrisonburg, Virginia) is a Quality Improvement Specialist at Rockingham Memorial Hospital in Harrisonburg. Her BS in Biology was obtained at East Central University, Ada, Oklahoma.

Stephen W. Cone (Mechanicsville, Virginia) is a Postdoctoral Fellow in Surgery at VCU Medical Center. He has a Doctor of Medicine from the Medical University of South Carolina and a BS in Biology from The Citadel, both in Charleston, South Carolina.

(continued on next page)

MSHA Program News (continued)

Class of 2008 (continued)

Catherine M. Crews (Ashland, VA) is the Manager of Resource Coordination for Sheltering Arms Physical Rehabilitation Hospital in Richmond. She has a Bachelor of Science in Nursing from VCU School of Nursing in Richmond.

Tabitha M. Culbertson (Chesapeake, Virginia) is a Human Resources Recruiter for Sentara Healthcare in Virginia Beach, Virginia. She has a BBA in Management from Bryant and Stratton College in Virginia Beach, Virginia.

Jeffrey M. Feit (Luray, Virginia) is a physician in private practice in Luray, Virginia. He holds a BA from Princeton University and a Doctor of Medicine from the University of Virginia in Charlottesville.

Craig H. Gosdin (Richmond, Virginia) is a Pediatric Hospitalist at Bon Secours St. Mary's Hospital in Richmond, Virginia. He has a Doctor of Medicine from Tulane University, New Orleans, Louisiana, and a BS in Science from the University of Richmond, Richmond, Virginia.

Paramjit Kaur (Maple, Ontario) is a Project Manager in Clinical and Patient Services for McKesson Phase 4 Solutions in Toronto. She has a BS in Pharmacy from the Massachusetts College of Pharmacy in Boston and a Pharm D from Albany College of Pharmacy in Albany, New York.

Michael Norton (Roanoke, Virginia) is a Partner in Goodman and Company LLP. He holds a BBA in Accounting from the University of Notre Dame, South Bend, Indiana.

Robert Oldham (Richmond, Virginia) is a Resident in Psychiatry at VCU Medical Center. He has a BA from the University of Virginia and a Doctor of Medicine from the University of Alabama, Birmingham.

Deanna Remmich (Glen Allen, Virginia) is Director of Quality, Performance Improvement and Patient Safety at Bon Secours St. Mary's Hospital in Richmond. She holds from Florida Atlantic University in Boca Raton, Florida.

Lynda Rennie (Richmond, Virginia) is a Business Analyst for ACS Heritage Inc. in Richmond. She has a BS in Chemistry from the University of Maryland in College Park, Maryland.

Anmarie Schultz (Midlothian, Virginia) is Team Leader and Marketing Director for Controlled Substance Return System. She has a BS in Biology from the University of Wisconsin – Milwaukee.

Arden Seay (Mechanicsville, Virginia) is the Coordinator for Telemedicine at VCU Medical Center. Her degree is a BSN in Nursing from Radford University, Radford, Virginia.

Steven M. Shapiro (Richmond, Virginia) is a child neurologist at VCU Medical Center. He holds an MD from the University of Pittsburgh.

Sunaina (Neena) Sikka (Chester, Virginia) is the Clinical Research Coordinator for the VCU Department of Pediatrics in Richmond. She has a BS in Biology/Chemistry from University of Delhi, New Delhi, India.

Jeffrey C. Smith (Chesterfield, Virginia) is the Manager of Business Analytics and Outcomes for ACS Heritage Inc. in Richmond. He has a BS in Psychology from Virginia Tech and a MA in Psychology from Boston University.

Mary F. Walker (Richmond, Virginia) is Nurse Manager in Pediatric Progressive Care at VCU Medical Center. She has a BS in Biology from SUNY-Brockport, a BSN and MSN in Nursing from VCU in Richmond, Virginia.

Kenneth W. Waller (Richmond, VA) is a staff physician at the Hampton Veterans Affairs Medical Center in Hampton, Virginia. He has a Bachelor of Arts in Psychology from the University of Virginia in Charlottesville and a Doctor of Medicine from Virginia Commonwealth University in Richmond.

Robert Weisberger (Richmond, Virginia) is Director of the Emergency Department at Bon Secours St. Francis Hospital in Midlothian, Virginia. He holds a BA from SUNY-Stoneybrook and a Doctor of Medicine from New York Medical College.

Program News (continued)

Williamson Institute Ongoing Fellowship Programs

Executive Fellowship in Patient Safety

The Williamson Institute at Virginia Commonwealth University, Department of Health Administration, is pleased to announce that on September 17, 2006, twenty-three fellows graduated from the third Executive Fellowship in Patient Safety. This patient safety fellowship program is internationally recognized as an outstanding distance-learning program for professionals in health care interested in learning theory, tools, and techniques in developing patient safety projects within their health care organizations. See page 18 for the names of the newly graduated fellows along with their organizations, job titles, and project titles.



The Williamson Institute was pleased to present the Carl W. Armstrong Award, an award given to one fellow in each graduating class who, in opinion



Robert F. Flora, MD

of the teaching faculty, has designed the project most likely to promote significant advancements in patient safety. This award was funded by the Department of Health Administration and the Virginians Improving Patient Care & Safety (VIPCS) in honor of Dr. Carl Armstrong (Department Affiliate Faculty), the founding President of VIPCS. Dr Armstrong's professional roles have included his position as a shared physician executive between the American Hospital Association and the Virginia Hospital & Healthcare Association, where he served as Vice President and Senior Medical Advisor, and his position as State Epidemiologist for the Virginia Department of Health (VDH). This year's recipient of the Carl W. Armstrong Award is Robert F. Flora, MD, MBA, FACOG, who designed an outstanding project entitled The Development of An Institution-Wide Tracking Program of Abnormal Pregnancies.

The Armstrong award was presented by Rene S. Cabral-Daniels, J.D., M.P.H., Patient Safety Fellowship Graduate 2004 and Director of the Office of Health Policy and Planning, Virginia Department of Health.



Curtis N. Sessler, MD

The fourth Executive Fellowship in Patient Safety is currently underway, with 24 new Fellows from 8 different states in the US and Fellows from Buenos Aires, Iran and Saudi Arabia. New for this fellowship class is the Karen Swisher Award, which was funded by the VDH, thanks to the foresight, dedication and hard work of Rene Cabral-Daniels and Dr. Robert Stroube, VDH State Health Commissioner. A \$500 prize will be awarded to the fellow who develops the best program to benefit underserved patients.

The Williamson Institute is currently accepting applications for the fifth Executive Fellowship in Patient Safety and the second Executive Fellowship in Health Law. The 5th Fellowship program will begin with a 4-day on-campus session on June 27-30, 2007 on the VCU Medical College of Virginia Campus. This on-campus session will introduce the fellows to one another, to some of the teaching faculty, to our academic blackboard system used for the on line sessions, and to our outstanding VCU on-line academic library system. The program will conclude with the second on-campus session, in Richmond, Virginia, in conjunction with the annual patient safety conference sponsored by VIPCS in May of 2008. To apply, please contact Professor Karen Swisher at kswisher@vcu.edu or Alexandra Schoepp, Director of Programs, Williamson Institute for Healthcare Leadership at aschoepp@vcu.edu.

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Program News (continued)

Patient Safety Graduates September 2006

May Alomari, R.Ph., Medication Safety Coordinator, Department of Pharmacy Services, St. John Hospital & Medical Center. Project Title: "Medication Reconciliation at Admission, Transfer, and Discharge to the Hospital"

Sharon West Angle, MSN, Corporate Director of Compliance/Risk/Quality, Shore Health Services, Inc., Nassawadox, Virginia. Project Title: "Sensemaking"

Nancy L. Borglin, RN, MHSA, CPHQ, Interim Director, Performance Improvement, VCU Health System, Richmond, Virginia. Project Title: "Improving Safety for Patients Undergoing Procedural Sedation Provided by Non-Anesthesiologists Physicians"

Maureen E. Burke, RN, MSN, Clinical Risk Management Consultant, Riggs, Counselman, Michaels, & Downes, Inc., Bethesda, Maryland. Project Title: "Analyzes of closed malpractice claims Patient Safety lessons learned"

Patricia Davis, RN, MBA, Memorial Hermann Hospital, Houston Texas. Project Title: "Improving Patient Safety in the OR— Anesthesia Time Out"

Amy L. Derion, MPH, Director of Patient Safety and Regulatory Compliance, Bon Secours Mayview Medical Center, Portsmouth, Virginia. Project Title: "Medication Reconciliation upon Admission to the Hospital."

Ellen S. Duetsch, MD, FACS, FAAP, Pediatric Otolaryngologist, Associate Professor of Otolaryngology, Head and Neck Surgery and Pediatrics, Alfred I DuPont Hospital for Children, Jefferson Medical College, Wilmington, DE. Project Title: "S*T*A*R*T A Great Handoff."

Susan Engleman, RN, MSN, APRN-BC, PNP, CLCP, Clinical Nurse Specialist, *Six Sigma Black Belt*, Memorial Hermann Hospital Texas Medical Center, Houston, Texas. Project Title: "Safe Care for Kids in the Community ED"

Robert F. Flora, MD, MBA, FACOG, Residency Program Director, Head - Section of Urogynecology and Reconstructive Pelvic Surgery, Summa Health System Akron, Ohio, Associate Professor of Obstetrics and Gynecology, Vice Chair, Clinical Associate Professor of Urology, Northeastern Ohio Universities College of Medicine Rootstown, Ohio. Project Title: "Development of An Institution-Wide Tracking Program of Abnormal Pregnancies"

Christian A. Hartman, PharmD., Medication Safety Officer, Director – Patient Safety Informatics Residency Program, UMass Memorial Medical Center, Worcester, Massachusetts. Project Title: "Development and Implementation of a Computerized Rule Engine for the Detection of Potential Adverse Drug Events and Inappropriate Renal Dosing"

Gordon H Kerr, MB BCh FFA, Medical Director of Ambulatory Surgery Center, Assistant Professor, Department of Anesthesiology, Virginia Commonwealth University Medical Center, Richmond, Virginia. Project Title: "Safety and Quality Measures in the Ambulatory Surgery Center"

M. Brigid Krizek, RN, BSN, MGA, CPHQ, CPHRM, Director, Patient Safety and Quality Improvement, American College of Obstetricians and Gynecologists, Washington, DC

Patricia Rodriguez, RN, MBA, Project Title: "Patient Safety Officer Study – The Patient Safety Officer Role Experience"

Jeffrey T. Kushinka, MD, Associate Program Director, Internal Medicine Residency, Assistant Professor of Medicine, VCU School of Medicine, Richmond, Virginia. Project Title: "Improving Clinical Practice through the use of Resident Morbidity and Mortality Conference"

Barbara S. Lindsay, RN, MS, CNAA, Administrative Director for Women/Children's Services, Bon Secours Memorial Regional Medical Center, Mechanicsville, Virginia. Project Title: "Medication Barcoding - Development of a model for implementation across Bon Secours Health System"

Judy McCoy, Director Medical Staff Quality and Regulatory Compliance, Memorial Hermann Hospital at Texas Medical Center, Houston, Texas, Project Title: "Emergency Department Walk-Out Containment"

Kevin A. Myer, MSHA, CPTC President, LifeNet, Richmond, Virginia. Project Title: "A Journey into Patient Safety: How Jessica Santillan's Death Changed the Organ Procurement Transplant Network"

Patrick A. Palmieri, MBA, MSN, ACNP, RN, Assistant Professor, Texas Tech University Health Sciences Center, Lubbock, Texas. Project Title: "Altering the nursing education paradigm: Curriculum integration and faculty acceptance of the national patient safety agenda"

Mary Deffner Patterson, MD, Med, Associate Professor, Cincinnati Children's Hospital, The University of Cincinnati, Cincinnati, Ohio. Project Title: "Abnormal Vital Sign Alert in a Pediatric Emergency Department"

Pamela B. Pettus, RN, BSN, CPSO, CHS, Director of Patient Safety, Carolinas Healthcare System, Charlotte, North Carolina. Project Title: "Providing Safer Care through Medication Reconciliation"

Curtis N. Sessler, MD, Professor of Medicine, Virginia Commonwealth University Health System, Richmond, Virginia. Project Title: "Safe and Effective Central Venous Catheterization: Education and Training for Medical Students and Resident Physicians"

Craig Martin Slater, M.D., MBA, Senior Vice President for Medical Staff Affairs, Owensboro Medical Health System, Owensboro, Kentucky. Project Title: "Nurse--Physician Professional Relations Task Force-An Experiment in Leading Culture Change."

Nancy D. Vecchioni, RN, BSN, MSN, CPHQ, Director, Patient Safety MPRO, Farmington Hills, Michigan. Project Title: "The Organizational Safety Culture Climate in Michigan Critical Access Hospitals"

Program News (continued)

**Kazakhstan—Ministry of Health
October 13-December 15, 2006**

On October 13, 2006, the Williamson Institute welcomed 12 students from Kazakhstan to the Department for a two-month training program in Health Care Policy, Economics and Management. The training program was under the direction of Dr. Yasar A. Ozcan, who worked closely with the Kazakhstan Ministry of Health Management to arrange for the health care professionals to become the second group from Kazakhstan to study and complete this exciting program. The program teaches students skills that ultimately will be used to strengthen the health care systems and health care services in Kazakhstan.



Kazakhstan Associates from Kazakhstan ministry of Health.



Group's visit to VCU Health Systems

During their stay in Virginia, the group visited various labs and departments associated with the VCU Health Systems, including telemedicine demonstrations in the MITAC Labs; and **Frank Kunze** (MSHA 98), Sentara Healthcare, graciously invited the group to visit Sentara's new hospital in Williamsburg.

The program certificate presentation was held on December 14, 2006 at the Grant House. Graduation speakers were, Dr. Sheldon Retchin, Vice President for Health Sciences and CEO VCU Health System, and Dr. Stephen Mick, Department Chair.

Friendships for life were established and all will be missed.

Department News

HAD attends the MGMA 2006 Annual Conference

The Department attended the MGMA 2006 Annual Conference held at the Las Vegas Convention Center October 22-25, 2006. This year's conference focused on innovation, best practices and new management theories, and provided more than 120 sessions on a wide range of topics relevant to professional group practice management.

The Department had a strong alumni/ae turnout this year. The following alumni/ae were in attendance and stopped by the booth: **Sara Larch** (MSHA 92), **William Mayne** (MHA 72), **Jim Perkins** (MHA 79), **Lucien Roberts** (MHA 87), **Bill Lueck** (MHA 96), **Lucas Hutinson** (MHA 03), **Yolla Masri** (MHA/JD 95), **Matt Scott** (MHA 00), **Art Layne** (MHA 76), **Paul Miller** (MHA 92), **Todd Lefkowitz** (MHA 96), **Alan McMurray** (MSHA 93), **Todd VandeHey** (MHA 76), **Jeff Harrison** (MHA 77/PHD 02), **Meredith Kiesnowski** (MHA 95), **Greg Winston** (MHA 76), and **Julia Batson** (MHA 88). AUPHA other health administration programs were also in attendance, including Minnesota, Missouri, UAB, Colorado, Penn State, and Trinity. Next year, we'll see alumni/ae at the 2007 Annual Conference in Philadelphia, PA October 27-31, 2007.

Kenneth R. White, Ph.D., FACHE Named the Charles P. Cardwell, Jr., Professor

The Department of Health Administration is pleased to announce the appointment of Kenneth R. White, Ph.D., FACHE, as the first Charles P. Cardwell, Jr., Professor. In addition to serving as the Director of the Master of Health Administration Graduate Program in Health Administration, Ken has actively contributed to health care service delivery for 30 years in many roles, including clinician, administrator and consultant in a hospital setting.

Ken is a registered nurse, and a Fellow and member of the Board of Governors of the American College of Healthcare Executives. This is a newly endowed professorship, and it is in honor of Charles P. Cardwell, Jr., founder of the VCU School of Hospital Administration in 1949.



Kenneth R. White, Ph.D.

*A Prosperous and Happy New Year to All Alumni/ae and Friends
of the Department of Health Administration*

Cardwell Comments

Department of Health Administration
Virginia Commonwealth University
PO Box 980203
Richmond, Virginia 23298

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