Dr. Cecil Drain, Dean of the School of Allied Health Professions (SAHP), has been working on uniting the School’s 11 distinct units under one roof since he took the reins of SAHP in 1997. His dream is finally taking shape after the General Assembly and the VCU Board of Visitors this spring approved a plan for a new building to house SAHP.

The new $98 million, 154,000 square foot facility will be located at the corner of Leigh and 10th. The building will be LEED-Silver designed and L-shaped, with a west facing wing of eight stories and a south facing wing of four stories. The large lobby and all the floors will have many spaces for formal and informal collaboration and interaction among students and faculty from all nine departments. “The hidden curriculum of this building,” according to Dean Drain, “is to bring people together so that they have a chance to understand one another’s profession.” Classrooms and other meetings spaces will feature the latest telecommunications technology, including two-way synchronous video conferencing. Spaces will be flexible to accommodate multiple uses, from large lecture halls to small group conferencing. There will also be ample outdoor space, including a courtyard (that will be the new home of the Karen Savage Memorial Bench), and a deck and garden on the 4th and 8th floors that will be open year round for faculty, student, and alumni gatherings.

The Department of Health Administration will be located on the top floor, with views of the MCV campus and the city. Our parlor room in the Grant House will be replaced with a large executive conference room that opens out on to the 8th floor deck. While there will only be one formal classroom on the 8th floor, we will have shared access to a number of classrooms of various sizes throughout the building.
The Impact of the ACA on Insurers and Insurance Markets

By Michael J. McCue

For several years, Dr. Michael McCue and his research partner, Mark Hall, Fred D. and Elizabeth L. Turnage Professor of Law at Wake Forest University, have been examining the impact of the Affordable Care Act (ACA) on insurers and insurance markets. Their work, funded by The Commonwealth Fund, has been reported in a series of Issue Briefs published by the Fund as well as in the academic literature (1). Their findings both help us understand how insurance markets fared during the transition years of the ACA, and also provide insights into policy alterations that may need to be made in the future.

There are several provisions in the ACA aimed at affecting insurer behavior, especially in the individual market. First, the insurers’ premium rates must be projected from single risk pools of their covered members within individual and small group markets. The pooling of risks allows lower cost claims of healthy members to subsidize high cost claims of unhealthy members. Second, insurance companies must spend at least 80% of premium revenue on medical claims and quality of care expenses (the “medical loss ratio” or MLR rule). If they do not, they must rebate the difference to policy holders. Third, insurance companies must justify annual rate increases over 10% to the federal government. The Act also established insurance exchanges to facilitate insurance purchases in the individual market and provided for subsidies for low income individuals when they purchase coverage through these exchanges.

In a December 2012 Issue Brief (2), Professors McCue and Hall reported that in the first year of the MLR rule, insurers operating in all three insurance markets (individual, small group and large group) reduced their administrative costs by more than $1B. However, because they were also able to increase profits by $1B in the large group market and $226M...
in the small group market, only policy holders in the individual market actually benefitted from the rebates. Profits in the individual market fell $351M.

Professors McCue and Hall turned to the question of how insurers spend their premiums in a March 2013 Issue Brief (3). They found that while there was much variation across insurers (and types of insurers), overall, less than 1% of premium revenue was spent on quality improvement activities, and less than 1% was spent on rebates related to the MLR rule. Provider-sponsored plans and non-profit plans had higher median expenditures per enrollee on quality improvement.

In three Issue Briefs published in 2015, the researchers reported more of their findings. The January Issue Brief (4) detailed their analysis of insurers’ filings for rate increases. They found that insurance premiums rose an average of 13%. Only about one-third of the increase was attributable to ACA-related expenses, all of them non-medical: the new federal tax on insurers and the fee for a transitional re-insurance program to protect insurers from exceptionally large claims. In March they reported that the rebates insurers were required to pay to policyholders because of MLR violations were only one-third as large in 2013 as in 2011 (5). Consumer savings from 2011 to 2013 totaled $5 billion as a result of rebates and reductions in overhead spending. There was no exodus from any of the three insurance market segments (large, small, individual).

Because insurers are allowed to sell policies both on and off the exchange, some observers were concerned that insurers would try to push the good risks to the off-exchange market and leave the sicker enrollees to the exchanges where they would be subsidized, increasing the cost borne by the federal government. Professors McCue and Hall found no evidence of this. As they reported in an August Issue brief, plans that sold policies primarily on the exchanges spent a larger percentage of premium on medical expenses (6). They also expanded coverage on the exchange relatively efficiently, with lower administrative costs and lower profits than those that sold mostly off-exchange policies. These results were confirmed in 2016 (7). As coverage in the individual market moved toward the exchanges, premium increases for exchange policies were lower than those for off-exchange policies as insurers moved to further lower their administrative costs and narrow their networks.

The findings in their most recent Issue Brief (8) suggest that insurers are learning at different rates how to be successful in the ACA-reformed individual insurance market. Professors McCue and Hall found significant variation in the success with which insurers were able to predict medical expenditures of their enrollees and set premiums accordingly. Overall insurers incurred an underwriting loss of 4 percent in the individual market in 2014. Those insurers in the lowest quartile of gains / losses had negative margins of nearly 22% while those in the highest quartile had positive margins exceeding 8.5%. Future financial performance will also undoubtedly be affected as the federally-sponsored re-insurance program expires.

• Congratulations to Toni Ardabell for being honored as one of Style Weekly’s 2016 Executive Women in Business. Ms. Ardabell, CEO of Bon Secours Richmond Health System, is a preceptor for MHA residencies. Tracy Kemp Stallings (MSHA ’95) was honored in Style Weekly in 2014, and another preceptor and friend of the Department, Margaret Lewis, was honored in 2011. You can read the full story here.

• In April, the Department hosted a CVHEG event at the Grant House organized by Tiffany Wasiuk (MSHA ’14). Dan Honerbrink presented to 20 attendees on the topic of financial basics for early careerists and non-financial healthcare managers.

• Tiffany Wasiuk and Dr. Jon DeShazo attended the ChamberRVA BBQ & Brew networking event that was held in Glen Allen, VA in May. In addition to enjoying great food and a silent auction, they promoted the Department and spoke to people interested in our programs.

• Beth Williamson Ayers and Tracy Kemp Stallings represented the Department at the Virginia Chamber of Commerce Healthcare Conference at the Richmond Convention Center in June. The Department partnered with VCU Health at an exhibit booth. Several current and incoming students attended the conference with tickets provided by VCU Health.

• Alumna Leigh Sewell (MSHA ’09) and preceptor Tim McManus were featured in a ChamberRVA advertisement in the Richmond Times Dispatch for their extraordinary commitment to the community.

• Classmates Tiffany Wasiuk and Robert Witham (MSHA ’14) organized a memorial in honor of their classmate, Karen Savage, who lost her battle with cancer in November of last year. Other members of the class, along with Karen’s friends and family, gathered in the Grant House in June to unveil a memorial bench. The bench will reside in the front hall of the Grant House until it can be placed as a feature around the new Allied Health building.

Nicole and Katherine, Karen’s daughters, celebrated with friends, family, and the MSHA Class of 2014 during the dedication.
Announcements continued

- Representatives from Shandong University in Jinan, China, visited with Dr. Jon DeShazo in July to discuss curriculum and travel dates for their upcoming semester. Professors Elizabeth Blue, Yasar Ozcan, Jon DeShazo, Aaron Yao from the University of Virginia, and Jessica Mittler will be on the roster for the fall semester starting in late September. The Department sent three adjunct professors to SDU last semester. Tim McManus, Dr. Andrew Barnes, and Dr. Sunil Sinha all enjoyed their time in Jinan and appreciated the personal interaction they had with the students.

(L to R): Rupali Sinha, Dr. Sunil Sinha, Dr. Cecil Drain, Dr. Cindy Watts, Guoliang Liu, Dr. Qiang Sun, Yongping Wang, Jennifer Liu, Chunyu Xin, and Dr. Jon DeShazo

Alumni News

- VCU Health was recently named to the 2016 Most Wired List according to a survey conducted by the American Hospital Association and published by Health & Hospitals Network. Chief Medical Information Officer Colin Banas (MSHA '08) was quoted in an article featured in VCU News. To read the full story, please visit this link.

- Terrie Edwards (MHA '84) has been promoted to Corporate Vice President to lead Sentara’s Peninsula and Western Tidewater hospitals, including Sentara CarePlex, Sentara Williamsburg Regional Medical Center, and Sentara Obici. She will also be responsible for the Sentara Life Care and Sentara Enterprises divisions as well as the service lines of Orthopedics and Oncology. Before joining Sentara in 2008, Terrie was Administrator at Bon Secours St. Francis Medical Center in Midlothian, VA.

- Naleef Fareed (PhD '13) won an Outstanding Reviewer Award from the Health Care Management Division at the Academy of Management annual meeting in August.

- Joanne Inman (MHA '05) will fill Terrie Edwards’ role as President of Sentara Leigh. Joanne joined Sentara in 2004 as an Administrative Fellow and has had many roles and responsibilities during her 12 years with Sentara. Most recently, she was Vice President of Operations at Sentara Virginia Beach General Hospital.

- Sheryl Garland (MHA ‘88), Vice President, Health Policy and Community Relations, VCU Health System, and Director, VCU Office of Health Innovation, was spotlighted in the business section of the Richmond Times Dispatch. You can get to know her here.
• Alejandra Harvey (MHA ’11) was named 2016 Distinguished Alumna from Millwood School in Midlothian, VA. Alejandra attended Millwood School from kindergarten through 8th grade.

• While visiting with family in Jacksonville, FL, Dr. Cindy Watts stopped by the University of North Florida to visit Jeff Harrison (PhD ’02 and MHA ’77), Professor and Chair of the Brooks College of Health, and Mei Zhao (PhD ’04), Program Director for the Master of Health Administration. She also visited Hugh Greene (MHA ’84), President and CEO of Baptist Health.

• William Haugh (MHA ’08) was among those recognized as one of Becker’s Hospital Review’s 2016 list of 50 Healthcare Leaders Under 40. The administrative leaders who were recognized have made considerable contributions in their relatively short careers. In 2014, William received the Young Professional Award from our Alumni Advisory Council and was recognized this year as LifePoint’s CEO of the Year. You can see the full list of leaders here.

• Recent graduate Latrina Lemon (MSHA ’16) is the medical director for the new Capitol Square Healthcare for State Employees in Richmond, VA. This pilot health and wellness center is open to all state employees.

• Dr. Cindy Watts and Beth Williamson Ayers met Jerry Norville, former Health Administration Chair and Professor, and alumna Beverly Blaisdell (MHA ’84), for lunch in Ashland, VA in early August. Jerry shared many stories about his experiences and work in the department.

• Cameron Atkins (MHA ’15) is now a Lab Enablement Manager at Iggbo in Richmond, VA. His previous position was Operations Manager, Business Development at VCU Health.

• Eric Badger (MHA ’12) is the new Group Practice Manager at Minot Air Force Base in Minot, ND, where he was previously the Chief Information Officer.

• Chris Barker (MHA ’12) has a new position with Virginia Care Partners, a physician-led HCA affiliate based in Richmond, VA. He will be managing physician and payer relationships for all their commercial contracts.

• Jeremy Biggs (MHA ’99) is the new President and Chief Administrative Officer of Covenant’s Methodist Medical Center in Oak Ridge, TN. Jeremy was formerly the President and CAO of Cumberland Medical Center. He received a 2015 Service Award from the East Tennessee Healthcare Executives Association chapter of ACHE.

• Wesley Blakenship (MSHA ’13) is the Regional Medical Liaison at Novo Nordisk. Some of his territories include Richmond, Virginia Beach, Charlottesville, and Roanoke. Wes’ previous position was a Managing Consultant at AmerisourceBergen in Glen Allen, VA.

• Suzanne Britt (MSHA ’09) has been appointed as Administrative Director of the Children’s Hospital of Richmond (CHor) Pavilion in Richmond, VA. Suzanne has been the Administrator for the Department of Pediatrics for the past eight years.

• Virginia Brooks (MHA ’09) was recently promoted to Vice President of Physician Services at VHQC in Richmond, VA where she was previously the Director.

• Hsueh-Fen Chen (PhD ’08) is an Associate Professor in the Department of Health Policy and Management at the University of Arkansas for Medical Sciences in Little Rock, AR. Her most recent position was Assistant Professor at the University of North Texas Health Science Center in Fort Worth, TX.

• Jason Cunningham (MSHA ‘10) has been in his current role of AVP Operations at HCA’s University Hospital and Medical Center in Tamarac, FL since 2014. Jason was selected in May of this year to participate in HCA’s COO development program.
• Ryan DeWeese (MHA ’12) moved to Frankfort, KY to accept the role of Chief Operating Officer at HCA Frankfort Regional Medical Center. His last position was Associate Administrator at Chippenham and Johnston Willis Hospitals in Richmond, VA.

• Joanna Fowler (MHA ’16) recently accepted a new position as Consultant, Healthcare Enterprise Solutions with DHG Healthcare, the national healthcare practice of Dixon Hughes Goodman LLP. DHG is ranked by Modern Healthcare as a top 20 healthcare management consulting firm. Joanna will work in the Richmond, VA office.

• Nigam Gandhi (MHA ’14) is moving to Dallas, TX to start his new role as Project Manager at the University of Texas Southwestern Medical Center. He was previously a Project Manager at Northwell Health Pediatric Institute in New Hyde Park, NY.

• Rachel Fisher Haga (MHA ’10) has been appointed as the new Administrator for the Department of Pediatrics at VCU Health System in Richmond, VA. Rachel served as the Associate Administrator providing logistical leadership related to the opening of the new Children’s Pavilion (CHor). She was a terrific tour guide recently for 12 college students who visited the Department and CHor as part of a School of Allied Health pipeline program.

• David Hoffenberg (MHA ’14) is now the VP of Operations at Sunrise Hospital and Medical Center in Las Vegas, NV. David had been at HCA in Wichita, KS as an Associate Administrator.

• Edward “Jack” Jackson (MSHA ’15) joined the UVA Health System, serving in the role of Director of the Office of the Chief Medical Officer in Charlottesville, VA. Most recently he served as Director of Sports Medicine and Rehabilitation and VP of Orthopedic and Spine Service Lines for HCA hospitals in Richmond, VA.

• Krystle Johnson (MHA ’16) was recently appointed Director of Field Operations at Iggbo in Richmond, VA. She was previously a Lab Enablement Manager.

• Ann Johnston (MHA ’90) left the Department to work at the Fairbanks School of Public Health at the IU/PUI campus of Indiana University in Indianapolis, IN. Ann will be an Assistant Professor and MHA Program Director. She had been our Director of Professional Development and manager of the MHA residency program for several years.

• Last October, Bassam Kawwass (MHA ’80) traveled to Craig, CO to establish an administrative leadership structure at the Memorial Hospital Clinic. Following two consecutive 90-day engagements, he was asked to serve as the Clinic Administrator for at least the next year.

• Andrew Markow (MHA ’15) is now a Project Manager at Bon Secours Memorial Regional Medical Center in Mechanicsville, VA. He was previously Project Coordinator and Assistant to the Chief Nurse Executive.

• Lauren McDevitt (MSHA ’97) is the Director of Bundled Payments at Bon Secours Health System in Richmond, VA. Lauren’s previous post was as Administrative Director of Orthopaedics. She has been with the Bon Secours Health System for over 10 years.

• Anissa Payne McIntyre (MHA ’94) was recently appointed as Supervisor, Revenue Cycle Applications at Children’s Hospital of Orange County in Orange, CA. She has been with the Bon Secours Health System for over 10 years.

• Darren Moorehead (MSHA ’15) accepted a position as a Coach with the Studer Group in Richmond, VA. Darren coaches acute care hospitals throughout the nation on physician engagement, staff engagement, and patient experience and outcomes. His last position was Project Manager for Crothall Healthcare.

• Trey Rawles (MHA ’14) has partnered with one of his former colleagues to launch a consulting company, Health Care Integration Solutions, LLC. The company focuses on bringing primary care providers and health plans together to create additional revenue opportunities for both parties through improved coding and documentation.

DID YOU KNOW?...There are half a dozen alumni living and working around Columbia, SC?

WOULD YOU...Like to connect with each other? Why not meet up at the annual South Carolina State Fair taking place October 12th-23rd! Or if you’d like a quieter venue with less manure, contact us and we’ll help you get connected!
• **Aaron Wesselman** (MHA ’15) is now Manager, Business Practice at Emory Healthcare in Atlanta, GA. Aaron has held several positions at Emory Healthcare, his most recent was a Program Manager, Patient Access.

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**Dr. Cindy Watts, Beth Williamson Ayers, and Tracy Kemp Stallings (MSHA ’95)** went on an alumni tour in early August. They began in Charlottesville, VA with a lunch gathering of alumni representing all three programs. The Department representatives provided updates on recent activities and developments, including a description of the new Allied Health building. They also discussed plans for the coming year, including some work around the Department’s vision, mission, and branding. A big thanks to **Wes Campbell** (MHA ’98) for making the venue arrangements.

The next stop was Roanoke, VA and a reception with alumni in the historic Pine Room of the Hotel Roanoke. More stories were shared and ideas for future events and activities were generated.
Dr. Watts continued on to Lexington, KY the following day. She met with William Haugh (MHA ’08) at Lifepoint’s Georgetown Community Hospital where William is CEO. That evening, Cindy attended a reception at the home of former Department Chair, Dr. Larry Prybil, and his wife, Marilyn. Three alumni, Jim Farley (MHA ’67), Frank Butler (MHA ’72), and Bob Fraraccio (MHA ’74) along with wives Bobbie Farley and Marcy Deaton Butler, joined Dr. Julia Costich and Dr. Martha Riddle from the University of Kentucky Department of Health Policy and Management for lively conversation followed by dinner at a local restaurant.

Jim Farley and his wife live in Cincinnati, OH where he is President and founder of a long term care company, Nurse Care Management, Inc. Jim was the 1977 recipient of the Robert S. Hudgens Memorial Award for Young Health Care Executives. He brought pictures of himself and his nominator, Dr. Prybil, and of the award presentation in Chicago at the 1977 ACHE Congress.

Frank Butler recently retired from a long healthcare executive career culminating at the University of Kentucky. He joined the executive team at the UK Medical Center in 1975 as Associate Director. In 1980, he assumed the top leadership position at the medical center, and later became the Executive Vice President of Finance and Administration for the University. He remains active in a variety of organizations.

Bob Fraraccio retired from his position as CEO of Clark Regional Medical Center in Winchester, KY a number of years ago. He is one of two Fraraccio’s to receive an MHA degree. His brother, Felix, is a member of the Class of 1968. He is retired and living in Fredericksburg, VA.

On the final day of her trip, Cindy met with Kathy Love (MHA ’98). Kathy left her position as CEO of Lifepoint’s Bluegrass Community Hospital in Versailles, KY to work in strategy and business development for Saint Joseph Hospital in the KentuckyOne Health system. In addition to her “day” job, Kathy is very active in a variety of community service organizations in Lexington and around the state.
• Dr. Dolores Clement was recognized as the winner of the 2015/2016 Distinguished Faculty Award for Excellence at the 2016 School of Allied Health Professions commencement ceremony.

• Dr. Cheryl Rathert presented a paper, co-authored by Drs. Jessica Mittler and Laura McClelland, in May at the Labor and Employee Relations Annual Meeting in Minneapolis, MN. The paper is titled “Caring Work Environments for Patient-centered Care.”

• Dr. Jan Clement and several alumni attended the AcademyHealth Annual Meeting in Boston, MA in June. Jan presented a poster titled “Value and Nursing Home Profitability.” Alumni Henry Carretta (PhD ’08), Janet Freburger (PhD ’98), Abby Kazley (PhD ’06), Chun Chieh (Anna) Lin (PhD ’10), and Pamela Spain (PhD ’05) also presented posters. Hui-Min (Esther) Hsieh (PhD ’10) and Janet presented papers at the conference as well. Jan hosted the annual alumni dinner at a local restaurant. Nine PhD alumni and several guests attended the gathering and enjoyed visiting with their colleagues.

• Dr. Mike McCue was quoted in POLITICO Pro for his work with co-author Mark Hall, Wake Forest University, with the Commonwealth Fund. The story also appeared on CNBC and can be found here. Mike and his colleague will continue their work in this area with a new grant from The Commonwealth Fund.

• Drs. Cheryl Rathert and Laura McClelland attended the Academy of Management Annual Meeting in Anaheim, CA. Cheryl was awarded the Health Care Management Division Best Theory to Practice Paper Award at the conference. The paper, titled “Meaningful or meaningless? Physician perspectives on use of EHRs,” was co-authored by Tracy Porter from Cleveland State University and Michelle Fleig-Palmer from University of Nebraska, Kearney. Laura and co-author Roopa Raman from Clemson University presented a paper titled “Bringing Compassion Into Information Systems Research: A Research Agenda and Call to Action.” Laura won an Outstanding Reviewer Award from the Health Care Management Division and was the organizer and chair for two professional development workshops.

• Dr. Jon DeShazo presented to a group of 60 high school teachers on the role of information technology in biomedical research. The daylong event was hosted by the Science Museum of Virginia. The goal was to promote science, technology, engineering and math (STEM) in public schools.

• Drs. Cindy Watts and Jon DeShazo attended the AUPHA annual meeting of MHA program directors and faculty in Kansas City, MO in June. Both Cindy and Jon were involved as presenters in several sessions. They also had a chance to connect with alumni and former VCU faculty members throughout the meeting. Cindy serves on the AUPHA Board.
• **Dr. Cindy Watts** explained the field of health administration to a group of high school students and recent graduates involved in a VCU program entitled “Learning Excellence in Academics Program.” The 12 students, most with physical or learning disabilities, spent two weeks on campus in a variety of learning situations to help them prepare for post-graduate work and education.

• **Jim Perkins** (MHA ’79) will be returning to the Grant House this fall to teach Health Systems Organization, Financing and Performance. Mr. Perkins recently retired after serving at OrthoVirginia for 27 years.

• **Dr. Jon DeShazo** presented to 25 of Africa’s brightest emerging public management leaders as part of the Mandela Washington Fellowship for Young African Leaders in July. The 25 participants were selected from 30,000 applicants. The program was co-sponsored by the VCU Global Education Office and the L. Douglas Wilder School of Government and Public Affairs. Jon's presentation focused on data driven leadership.


The Department held an end of the year pizza party for students and faculty in May. The party coincided with an MSHA on-campus session so that students from both programs were able to meet and mingle.

Jaya Khushalani (PhD student) was awarded a pre-doctoral fellowship from the Susan Komen Foundation and Massey Cancer Center for conducting research on disparities in breast cancer care.

The MSHA Class of 2016 graduation dinner was celebrated in the Ballroom at the Berkeley Hotel in May. The keynote was given by Dr. William Hazel, Secretary of Health and Human Resources for the Commonwealth of Virginia. Bob Graboyes (MSHA ’98) was recognized for 20 years of service to the Department and Dr. Dolores Clement was presented with the Dennis Pointer Teaching Excellence award.

For more pictures from our events, check out our albums on Facebook www.facebook.com/vcuhad/

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**Faculty Publications continued**


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**Student News**

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• The VCU Class of 2016 commencement ceremony was held at the Richmond Coliseum followed by the School of Allied Health Professions ceremonies in the Greater Richmond Convention Center in May. Faculty were in attendance to celebrate and congratulate students as they crossed the stage to receive their diplomas.

• PhD student Marisa Roczen successfully defended her dissertation in July.

• Several PhD students have published papers and presented posters. Please visit the Department’s PhD page to see their accomplishments.

• Dowin Coffy (MHA/JD Class of 2018) won this year’s Foster G. McGaw Graduate Student Scholarship from the American College of Healthcare Executives. ACHE established this scholarship in honor of Foster G. McGaw, the founder of the American Hospital Supply Corporation. The Scholarship is competitively awarded based on an application essay. Dowin is a MHA/JD dual degree student who is also a Registered Nurse.
The Department participated in the VCU Health Profession Career Exploration Program in June. The afternoon program was coordinated by Class of 2018 MHA students Morgan Stubbe, Devin Ross, Antoine Ransom, Liz McGrath, and Kevin Ferguson. The two-week summer program is designed to expose college freshman, sophomores, and juniors to the diverse professional programs available at the School of Allied Health Professions.

As part of their on-campus orientation, incoming MSHA students participated in “Grant House Go,” a spin-off of the popular mobile phone game Pokémon Go. The game was the creation of Dr. Cindy Watts, who posted pictures of people listed on the Modern Healthcare 100 Most Influential List around the Grant House for students to find using clues taken from recent healthcare headlines. The first team to finish won a bag of Department goodies.
Students continued

- **Matt DePuccio** (PhD student) has taken a position as a research assistant in VCU’s Office of Health Innovation where he helps design and implement program evaluations for VCU Medical Center. Matt was recently nominated for the Academy of Management Health Care Management Division Best Paper Award at its annual meeting in August. The paper, titled “Medical Home Implementation Gaps for Seniors: Perceptions and Experiences of Medical Practices,” was co-authored by Timothy Hoff from Northeastern University.

- Several incoming MSHA students met at 7 Hills Brewing Company in Shockoe Bottom after their on-campus session to kick off the semester.

MSHA Class of 2018 (Front Row L to R): Ashley Street, Leslie Baggesen, Julia Matthews, Charniece Ballou, Kathy Abshire, Megan Sisk, and Alex Colquhoun. (Back Row L to R): Jatinder Lachar, Matthew Brengman, and Pan Tongvichit.

In the next issue...

- MHA Class of 2019 Orientation
- Nashville Tour
- Paul A. Gross Landmarks in Leadership Fall Event
- PhD Program Reception
- Department Retreat
- Residency Match Day
- Case Competitions
- Health Administration Speaker Series

Contact Us!

We want to hear from you! If you have ideas for stories, or want to learn about specific updates, please let us know!

If you move or change jobs, you can update your profile at [had.vcu.edu/alumni-members/alumni-members/index.php](http://had.vcu.edu/alumni-members/alumni-members/index.php)

The Grant House
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John Duval is the Chief Executive Officer of Virginia Commonwealth University Hospitals and Clinics of the Virginia Commonwealth University Health System in Richmond, Virginia. As CEO of this three hospital, 1,126 bed system, including more than 700 faculty and 705 resident physicians, he oversees the day -to-day activities of the academic medical center. His responsibilities include overall responsibility for the hospital and clinics strategic planning, service quality and safety, performance management and improvement, financial management, workforce development, and community outreach.

Mr. Duval earned his BS in biological sciences from the University of California Irvine in 1976 and earned his Masters in Business Administration from the same institution in 1981. Prior to joining Virginia Commonwealth University Health System, he served as Chief Operating Officer of University Medical Center in Tucson, Arizona. Prior to joining University Medical Center, he served in executive leadership roles at the University of Colorado Health Sciences Center and the University of California, Irvine Medical Center.

Mr. Duval currently serves on the Board of the Accreditation Council of Graduate Medical Education (ACGME) as chair, is a member of the Richmond Industry Roundtable of the Federal Reserve Bank of Richmond, and is a Fellow in the American College of HealthCare Executives. Mr. Duval also serves on the Board of the Virginia Hospital and Healthcare Association and is a member of the Vizient AMC Network Board of Managers. He has also served on the Boards of the American Red Cross for the Capital Region, the Valentine Richmond History Center, and the Boys and Girls Clubs of Metro Richmond.

Additionally, Mr. Duval has served in a variety of positions within the MHA program. From guest speaker to adjunct faculty and residency preceptor, he has thoroughly enjoyed engaging with and learning from the numerous students he has encountered over the years. Mr. Duval considers it an honor to have been involved with such an outstanding program during his tenure at VCUHS.

Mr. Duval will retire in September and return to his beloved Arizona desert. He will be succeeded by Department friend and preceptor, Deborah Davis. Ms. Davis is currently the Chief Operating Officer of VCU Hospitals, VCU Health.
Alumni Spotlight

Tiffany M. Wasiuk (MSHA ‘14) has been employed with UnitedHealth Group and Optum in Richmond, VA for over eight years, with the prior two as a Healthcare Consultant for Optum’s Payment Integrity division. She works with large hospital systems on implementing Optum’s no-cost errant claims solutions and services and has program and business development responsibility for the Northeast region.

Prior to her current role, Tiffany served as a 9-1-1 Dispatcher with the Richmond Police Department and as an EMT for Richmond Volunteer Rescue Squad, two experiences of which she is very proud. “Having undergone heart surgery at the age of 17, I became fascinated with healthcare and found myself enrolled in an EMT course the summer of 2001. I really enjoyed my experiences in public safety and the skills learned eventually lead to great roles within UnitedHealth Group. It was there I realized I wanted to learn the business side of healthcare and applied to VCU’s MSHA program. I am profoundly grateful for the experience and education the MSHA program afforded me.”

Tiffany received her BS in Psychology from VCU in 2004 and MSHA from VCU in 2014. Tiffany has been a member of ACHE since 2012 and is currently studying for the ACHE Fellow exam. She is very active in the local Central Virginia Healthcare Executive Group chapter, serving as Early Careerist Chair and Membership Chair. Tiffany also serves on the Education Committee of the VA/DC chapter of the Healthcare Financial Management Association (HFMA), and as Chair of the Symphony Young Professionals Group of the Richmond Symphony and Orchestra League.

Tiffany remains very connected to the Department and serves on a volunteer basis wherever she is needed. Her most recent work includes collaboration with the Department’s new Director of Industry Engagement, Tracy Kemp Stallings (MSHA ‘95), on marketing and recruiting initiatives.

Tiffany has been happily married for 7 years to her husband, a Richmond police officer. She was a competitive soccer player and a member of the VCU women’s soccer team. Her favorite pastimes include reading every book about the healthcare industry, boating on the Chesapeake Bay, exercising, relaxing on a beach, and snuggling with her 2 dogs and 2 cats.
Alumni Advisory Council

September 1, 2015 to August 31, 2016

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