Art Layne, 2013 VCU Alumni Star

Virginia Commonwealth University recognized fourteen members of its alumni community at the 2013 Alumni Stars program in October. Mr. Arthur W. Layne (MHA ‘76) represented the Department of Health Administration and the School of Allied Health Professions as our distinguished Alumni Star.

When Dr. Cindy Watts called Art to tell him that he had been selected for this award, he was speechless! He was very pleased, but feels that it is really recognition for an entire team. He said “It starts with a program that for over sixty years has established a national reputation for graduating individuals with a solid healthcare foundation who are motivated to succeed in their chosen field.” He also feels that the faculty and staff have always been outstanding and dedicated to teaching the students to think. He says the final ingredient in the mix is the students. "Smart," "hardworking “and” virtual sponges" are the words Art uses to describe our students.
When Art entered the MHA program, he already had a base of knowledge because he was working at the MCV Hospital. As a student, he immediately became involved in the MHA program and was elected class president. He earned the Charles P. Cardwell Leadership Award in 1976. He says the work experience, along with the administrative residency, provided an excellent foundation for him. After he left the program, Art worked as an administrator at hospitals in North Carolina, South Carolina, Texas and Arizona. He is currently President of Intellimed, Inc. in Phoenix. The company provides strategic planning data and marketing solutions to healthcare providers.

For the past several years, Art has volunteered a week of his time in the Grant House serving as Executive-in-Residence. He mentors our students and works with faculty. Throughout the year, he maintains contact with the students, helping them with their data needs as they arise. Art also maintains connections with the Class of 1976 and other VCU alumni. He feels the role of the alumni has grown over the years, and that the friendships forged in the classroom last a lifetime. He says every alumnus has something to offer the Department. Art told us he was proud to accept the 2013 Alumni Star award on behalf of all alumni that have or will contribute to the success of the program. Congratulations, Art! We are very proud of you and your accomplishments, and we appreciate the support you continue to show the Department.

Announcements, News & Events

- The Richard M. Bracken Chair in Health Administration was endowed in 2013. Mr. Richard M. Bracken, a 1977 MHA graduate and Chairman and Chief Executive Office of HCA, and his wife, Judith, established the Chair to support the educational and research activities of the Department of Health Administration. On October 24, VCU held an Investiture Ceremony at the Scott House to recognize the generosity of Mr. and Mrs. Bracken and to invest Carolyn A. Watts, Ph.D., as the inaugural Richard M. Bracken Endowed Chair. Fifty guests attended a reception to celebrate this special occasion.

Pictured (l to r): Judith Bracken, Richard Bracken, Dr. Michael Rao, Dr. Cindy Watts, Dr. Cecil Drain, and Dr. Sheldon Retchin
On October 17, the Department held the annual Paul A. Gross Landmarks in Leadership alumni gathering at Lewis Ginter Botanical Garden. Jonathan B. Perlin, M.D., Ph.D., FACP, FACMI (MSHA ’97), President, Clinical and Physician Services Group and CMO, HCA, Nashville, TN was the featured speaker. The event honored alumni retirements: Patrick Farrell (MHA ’91), Henry B. “Nick” Nicholson, LFACHE (MHA ’77), J. Thomas Ryan, M.D. (MSHA ’99), and Tim Tobin (MHA ’87). The 2013 Alumnus of the Year Award was presented to Patrick Farrell (MHA ’91). Faraaz Yousuf (MHA ’02) received the inaugural Young Professional Award. Earlier in the day both Jon and Faraaz spoke with students about their experiences and their view of the challenges and opportunities in the healthcare field in the future.

The Department hosted twenty-five alumni for a reception in Nashville, Tennessee on September 18. Department Chair, Cindy Watts, provided an update on the activities of the Department. Old acquaintances were renewed and new ones made, including with Dr. Timothy Vogus, Associate Professor in the Owen Graduate School of Management at Vanderbilt University, and Adjunct Associate Professor in the Department of Health Administration at VCU.

The Virginia Hospital & Healthcare Association held its 87th Annual Meeting at The Homestead in Hot Springs, VA in early November. At the meeting, Dr. Sheldon Retchin, MD, MSPH, received the VHHA Distinguished Service Award. Dr. Retchin is Senior Vice President for Health Sciences for Virginia Commonwealth University and CEO of the VCU Health System, and Affiliate Professor in the Department of Health Administration.

After 37 years with HCA, Margaret Lewis, President of the Capital Division, long-time preceptor and friend of the Department, announced that she will retire from HCA effective December 31, 2013. Margaret has been a lifelong HCA employee. She began her career as a student nurse at Chippenham Medical Center in Richmond, subsequently earning promotions to senior-level positions as chief nursing officer of HCA's Richmond/Tri-Cities market, chief operating officer of CJW Medical Center, and chief executive officer of CJW, before becoming the Division President in 2004.
• On September 27, eight members of the MHA Class of 2003 returned to the Department to provide a panel discussion for students on the topic of “Lessons Learned From the Residency and Beyond.” The Department hosted a reception to welcome class members back to campus.

Pictured (l to r): Thibaut van Marcke, Lindsay Downing, Spencer Thomas, Brent Rawlings, Mat Gooch, Kimberly Liska, Jamel Sparkes and William Coleman

• September is the month of college career fairs. This year the Department received assistance at fairs at Virginia Tech, Old Dominion, William and Mary, Christopher Newport and the University of Virginia from Class of 2014 residents Whitney Wimmer, Adria Vanhoozier, Michele Carroll, Katie McDermott and Dan Owen, and alumni Eric Young (MHA ‘07) and Cheryl Boone (MSHA ‘10). This approach was successful and enjoyable for participants; we hope to expand it next year. If you are interested in helping us promote our programs at career fairs and other venues near you next year, please email Beth Ayers at bwayers@vcu.edu.

Alumni News

• Congratulations to Jerri Garison (MSHA ’93), President and Joseph Brown (MHA ‘09), Director, Oncology Service Line, and the entire team at Baylor Regional Medical Center at Plano on receiving a 2013 Malcolm Baldrige National Quality Award. The Baldrige Award, established by the US Congress in 1987, is the nation’s highest Presidential honor for performance excellence through innovation, improvement and visionary leadership. The honor will be presented in April at a special ceremony in Baltimore featuring some of the nation’s top government and business officials.

• Congratulations to Hugh Greene (MHA ‘84), President and CEO of Baptist Health in Jacksonville, FL, on being named the winner of Modern Healthcare’s 2013 Community Service Leadership Award. The entire article chronicling Hugh’s dedicated service can be read here.
• Congratulations to former adjunct faculty member and alumna, Shirley Gibson, EdD (MSHA ’90), who successfully completed her capstone project entitled “Key Considerations to Develop Articulation Agreements for Education Progression in Virginia” in November to complete her Doctorate of Nursing Practice in Executive Leadership from American Sentinel University in Colorado.

• The November issue of Healthcare Financial Management Association magazine highlights Dr. Jon Perlin, M.D., Ph.D., FACP, FACMI, (MSHA ’97) President, Clinical Services Group and Chief Medical Officer of Hospital Corporation of America, on the cover and features an article regarding hospital and health systems that are considering investments in electronic medical records. He discusses the use of this tool, the costs and benefits of such investments, and the genesis of this model.

• Dr. Perlin, the Chair-Elect designate of the American Hospital Association, also appears on the cover of the December 2013 issue of Hospital and Health Networks. In the associated article, Jon traces the path to his policy and leadership roles. He describes his passion for promoting a focus on health rather than sickness, and outlines the challenges - but especially the opportunities - that hospitals and healthcare organizations face in the future. The article underscores many of the reasons we are proud to count Jon among our alumni.

• The Department is sad to announce that we lost several members of our alumni community over the past year: Eugene Lee Elliott, (MHA ’66), Harry Rosenthal (MHA ’69), Paul Williams (MHA ’72), Garland C. Llewellyn (MHA ’62), and Raymond Lee Board (MHA ’68).

• Congratulations to Dr. Gloria Bazzoli, PhD and Dr. Trish Carcaise-Edinboro, PhD, who received a National Institute for Health Care Management (NIHCM) Foundation grant. Their research will be in the area of “Assessing the Impact of Integrated Care Management on Health Services Use and Costs in Medicaid.”

• Dr. Yasar Ozcan chaired a session entitled “Contemporary Issues in Health Care Performance” at the INFORMS (Institute of Operations Research and Management Science) annual meeting in Minneapolis, Minnesota in October. He also presented a paper entitled “An Examination of Competition and Efficiency for Hospital Industry,” a joint research project with his former doctoral student, Prof. Hacer Ozgen Narci, (PhD’00), and Prof. Ismet Sahin. In November, Dr. Ozcan was an invited panelist at a symposium organized by Acibadem University, Istanbul. Dr. Ozcan’s book entitled Quantitative Methods in Health Care Management: Techniques and Applications, (2nd Edition. Jossey-Bass/Wiley, San Francisco, CA. 2009) was recently translated to Turkish.

• Dr. Jami DelliFraine had the following two articles published:


- Dr. **Dolores Clement** has been on the road this fall for both of her professional association roles. She serves as ACHE Regent for Central Virginia and as a Commissioner for our national accrediting body, the Commission on Accreditation in Healthcare Management Education. Her participation in these two activities helps us maintain the visibility among our peer programs that is important to our national rankings.

- Dr. **Cindy Watts** was a featured speaker for several Virginia groups this fall, including the Healthcare Executives of Tidewater, the Nurse Leadership Institute, the Richmond SHRM, the Virginia Chapter of the American Academy of Physicians, Bon Secours Healthsource, and the Medical Society of Virginia. Her topics included health care reform, ACOs, and trends affecting healthcare organizations.

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**Student News**

- On a snowy December day, a small but enthusiastic group of MHA students in Dr. Watts' health policy class slipped and slid to Washington, DC. Even though the federal government closed to keep its employees safely at home, **Marilyn Tavenner** (MHA ’89), Director of CMS, made her way to her office and kept her meeting with the students. The students were treated to a first-hand account of ACA implementation challenges and opportunities. Earlier in the semester, students heard from Dr. Bill Hazel, Secretary of Health and Human Services; Dr. Sheldon Retchin, Vice President for Health Sciences and CEO of VCUHS; Dr. Len Nichols, Director of the Center for Health Policy Research and Ethics at George Mason University; **Karah Gunther** (MHA/JD ‘09 ), Director of Government Relations at VCUHS; Dr. Michelle Chesser, Senior Policy Analyst at the Joint Commission on Health Care; Paul Speidell, Vice President of Virginia Hospital and Healthcare Association; Michael Lundberg, Executive Director of Virginia Health Innovation; and **Emily Towey** (MHA/JD ‘01 ), Director of Hancock, Daniel, Johnson, and Nagel, PC.
In November, several second year MHA students, coached by Dr. Jon DeShazo, participated in the poster competition at the 2013 VA HIMSS Annual Conference held in Williamsburg, VA. Andrea Atkinson and Andrew Markow won the "Peoples Choice" award and a $100 cash prize for their poster entitled “The Transformation of Healthcare Job Opportunities due to Information Technology.” Deanna Stovicek and Andy Spicknall won second place in the overall competition and a $500 cash prize for their poster entitled “Cardiac Telehealth Hits the Triple Aim.”

Amy Pakyz (PhD ’14) successfully defended her dissertation in December. She presented her research, entitled "Clostridium Difficle Infection Occurrence in Academic Health Centers: Do Organizational Factors Matter?"

Earlier this fall, Dr. Jon DeShazo's MSHA Healthcare IT class volunteered with the Crossover Clinic in Richmond, VA to assist in determining the best way for volunteer providers to start using Electronic Medical Records. Approximately 20 students participated in this effort. Two of the students, Karen Savage and Tiffany Wasiuk, are featured in the photo.

Members of Dr. DeShazo's MHA Healthcare IT class are working with students from William and Mary's MBA program to create innovation challenges to submit to the Virginia Center for Health Innovation. VCHI will review and consider their proposed challenges, and make a selection for implementation in 2014.

In October, three MHA students travelled to Miami, FL to compete in the National Association of Health Services Executives (NAHSE) conference case competition. Class of 2014 students William Clinton and Blake Wehman, along with Class of 2015 student Tiasha Bhowmik, made it to the semifinals of the Everett Fox Student Case Competition. Congratulations to them and our thanks for representing the Department so well.
Gloria J. Bazzoli, Ph.D. is the Bon Secours Professor in the Department of Health Administration. She received her M.S. and Ph.D. in economics from Cornell University and her B.A. in economics from the University of Illinois-Champaign/Urbana, and joined the Department in July 2001. She teaches health economics in the MHA program and applied research methods in the Department’s PhD program. She also guest lectures in departments around VCU and makes presentations nationally on her research and on economic trends in the hospital industry. Her quantitative and qualitative research on US hospital operations and on the functioning of hospital markets has resulted in over 90 publications. Dr. Bazzoli is currently completing her tenure as editor-in-chief for the journal Medical Care Research and Review, a position that she has held for seven years. As reported in the fall Cardwell Comments and in the faculty news above, Dr. Bazzoli has had two new grants funded in the past several months that will allow her to continue her exploration of the effects of healthcare organization on costs, access, and quality.

Her most recent publications include:


Eric Young (MHA ’07) began his career with the Bon Secours Richmond Health System after graduating from VCU in 2007. He had various roles spanning service experience, planning and project management, and support services. In 2012, Eric moved to the Norfolk, VA area to join Sentara Leigh Hospital as the Director of Operations. His new role included oversight of a 5 year, $129M bed tower replacement project. Eric is heavily involved in ACHE, including holding board roles for CVHEG (past) and HCAT (current). He joined the Department’s Alumni Advisory Council last year and has been very active as the secretary/treasurer for the Council. Part of his role is to help raise funds so that students can have enriching experiences such as competing in case competitions and having seasoned professionals spend time in the classroom through the Executive in Residence program. Eric states, “The VCU Department of Health Administration has been a tremendous resource for me and I’m thrilled to be able to give back to the Department. I have been incredibly fortunate to have some great mentors throughout my career.” On a personal note, Eric and his wife Katrina are expecting their first child – a daughter due in March 2014.
Maria Curran has been an adjunct faculty member with the Department since 2005. She teaches the Human Resources Management in Health Care course. She started teaching after a survey of the Department’s former residents indicated that they felt that they needed more focus on human resources to be even more successful in their careers. Her strategy for the class is to highlight the best practices for Employers of Choice, and her course covers almost every aspect from hiring to retaining the best staff. She says that best part of being affiliated with this program is to run into a former student, hear how he/she is doing, and know that she may have helped in a small way. Maria says, “Being adjunct faculty with the program is rewarding and fun! The students are so engaged and have such great insights and questions. It is exciting to know that the future leaders in health care will be so well versed with the many complexities of health care administration including HR.”

Happy Holidays and Best Wishes for a Wonderful New Year from the Department of Health Administration Family!
The following is a list of the AAC officers and their contact information for the period September 1, 2013 to August 31, 2014.

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