



VCU

Health Administration

College of Health Professions



A season of gratitude

A NOTE FROM
**PAULA H. SONG, PhD,
MHSA, MA**

RICHARD M. BRACKEN CHAIR
AND PROFESSOR

When education is part of your life — whether that be as a parent, a student, or an instructor — autumn always feels like a fresh start. If that sense of new beginnings was missing last year, it's definitely back this fall. At the VCU College of Health Professions, there is an unmistakable renewed energy: a new building, new faces, and new realities. As we embarked on our first in-person semester in 18 months, I continue to be simply thankful for the sense of hope and possibility that fills our halls.

With a near-record candidate pool for our MHA and MSHA cohorts, our students enter the field at an exciting and demanding time. It gave me a renewed sense of hope to welcome new and returning students back to campus, and watch as our third-years — whose first was interrupted, and second was virtual — begin residency placements in-person around the nation.

Our students represent the changing face of health administration. In addition to one of our largest cohorts, this is also our most diverse. Healthcare management is a holistic concern, and students enter our classrooms knowing their work makes a difference every day in the lives of patients and their families. Healthcare organizations serve an essential role in local communities, and there is a critical need for healthcare leaders who reflect the diversity and voices of the communities they serve.

The work of health administrators affects people during some of the most challenging and stressful moments of their lives. The

pandemic has taught us how important compassionate leadership is during times of crisis. In an environment like healthcare, where change is happening at a breakneck pace, our students have already learned lessons of quality leadership and adaptability. Many of our students cite the impressive alumni roster as a main factor in choosing VCU. As you'll see in the coming pages, it's obvious why: our alumni are engaging in some of the most critical and creative work in our industry.

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It can't be overlooked that our industry is a people and service-oriented one. As we head into this holiday season, I feel such profound gratitude for all the members of this community, from the students I see each day, to our amazing faculty, to our alumni and colleagues working across the globe. As we continue to move forward in this "new normal," I'm thankful to be working alongside so many gifted minds that have called VCU (in the past, present, or future) home.

ALUMNI COUNCIL UPDATE

Preparing students for leadership resiliency

It's a term we've heard often during the past 20-plus months, but what does "resiliency" mean when it comes to being an alumnus of VCU Health Administration?

VCU prepared me and thousands of alumni to help their organizations — from health systems to private companies and practices to hospitals — remain resilient through an incredibly tough time. I often consider the idea that, while decisions made in our organizations were ultimately implemented by those in leadership, a network of VCU alums behind the scenes

were asking questions and providing guidance to one another. These integral VCU connections quietly informed major strategic healthcare decisions nationwide.

Such sounding boards are but one benefit of a strong alumni network. The alumni pool is often the first place we turn to fill gaps in leadership roles, especially as COVID accelerated existing talent and supply chain shortages. Rarely a day goes by when I don't see a fellow MHA or MSHA graduate announcing a new position.

—continued on page 2.



Alan Keese, FACHE, MHA '09
Chair, VCU Health Administration
Alumni Advisory Council
CEO, HCA Capital Regional Medical Center
(Tallahassee, Fla.)

Alumni Council Update, *continued from page 1.*

In Richmond, the pandemic forced the Department to go fully virtual for 2020-2021, returning to campus again only this fall. It was unfortunate because as only a few months prior, VCU had christened the new College of Health Professions building, bringing multiple disciplines under a single roof. The building was largely sealed off for several months as students learned from home.

As with many aspects of COVID, there was a silver lining: The virtual format turned out to be an evolution of the curriculum. It mirrored the business-world shift to remote work. Going virtual enabled students to prepare

for virtual interviews, virtual teamwork, and virtual relationship building that is becoming commonplace.

This year's MHA cohort is also one of the Department's most diverse, reflective of healthcare leadership today. Matched by a diverse new faculty, when we combine different backgrounds and skin colors, VCU has created a framework for leaders that goes a long way toward eliminating bias and building more inclusive workforces.

That's the value of VCU Health Administration: curriculum, cohort, faculty, and relationships combine to produce resilient leaders who are

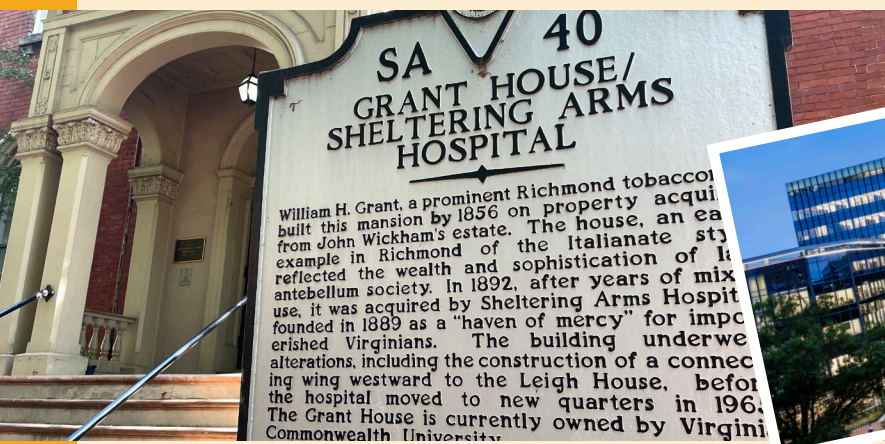
able to lead the nation's health systems and organizations confidently and successfully.

My parting message to fellow alumni — whether you are a VCU peer or hold a degree elsewhere: Give back. That can be through mentorship, mock interviews, lectures, and of course, financial gifts. Stay involved, which you can do today simply with a video chat, phone call, or online donation. Your involvement now goes a long way to ensuring healthcare leaders remain resilient in the future.

MAKE A GIFT:
support.vcu.edu/give/healthadmin

REFLECTIONS

A look back on legacy



The Grant House today. (Inset) The new College of Health Professions building on the VCU campus.

In 1857, William H. Grant, a successful Richmond tobacco merchant, built a mansion at 1008 East Clay Street. Intended as his family's home, the three-story building was constructed in the popular Italianate style of the day featuring an elaborate entrance porch and windows with the now-iconic cast-iron hoods above them. After the Civil War, the Grant family sold their home, and it passed through numerous hands until the 1880s when it became the Sheltering Arms Hospital. The hospital, originally known as the Sheltering Arms Free Hospital, was the brainchild of Rebekah Peterkin, who dreamed of a place to provide free healthcare for Richmond families who could not afford treatment. With the help of a group of determined women (her church sewing circle), Peterkin opened the hospital in 1889, and it remained in residence at the Grant House until 1964. If Peterkin and her sewing circle can be thought of as early health administrators, then it's only fitting that a century later, the VCU Department of Health Administration would call the same building home.

In the early 1990s, as the rapidly growing department realized its need for additional space, the administration looked to the old Sheltering Arms Hospital, which had been used as a backup building for the Medical College of Virginia since the 1960s. After renovations took place to update the building and preserve the historic facade, the Department of Health Administration moved in, and the building was rededicated as the William H. Grant House. Added to the National Register of Historic Places in 1969, Grant House served as the department's home base until very recently, when it moved into the new College of Health Professions building. While the department now joins its peer programs under one roof, Grant House is just around the corner, an ever-present reminder of the rich history of health administration in downtown Richmond.

Cardwell Comments is named for Charles P. Cardwell Jr., who established the original curriculum for the VCU Department of Health Administration. Cardwell became director of the Medical College of Virginia's hospital division in 1947 (what is now known as VCU Health). He was awarded MCV's first honorary doctorate (hospital administration) in 1962. For 22 years, he served as director of the teaching hospitals until his 1969 retirement. After his retirement, Cardwell was active in the MCV alumni society, served on several administrative councils, and still found time to teach once a week.

CARRIE OWEN PLIETZ, FACHE, MHA '00

'A wild ride full of adventure, heroism, joy, and challenges you will never anticipate'

Since graduating from the MHA program in 2000, Carrie Owen Plietz has made an indelible impact on the health administration field. In November 2020, she was named President of Kaiser Foundation Health Plan and Hospitals of Northern California. In March, she began her term as Chair of the American College of Healthcare Executives (ACHE). We caught up with Carrie this fall as she reflected on the industry, women in healthcare, and the challenges and opportunities that lay ahead after the pandemic.

What's the role of ACHE and healthcare organizations in moving the profession toward a more inclusive understanding of standards of professionalism?

What drives us at ACHE is our vision to be the preeminent professional society for leaders dedicated to advancing health. What defines us is our mission – a commitment to advancing both individuals and the field of healthcare leadership.

We are committed to ethics and our values of integrity, lifelong learning, leadership, and diversity and inclusion. By playing an active role as a catalyst for the field, connector for the leadership community and a trusted partner for our members throughout their careers, we are dedicated to moving the profession toward a more inclusive understanding of professionalism.

Women are underrepresented in healthcare leadership positions. As a woman in a high-level leadership role, what advice would you offer women entering the field?

Spend some time assessing what brings you joy, ensure you are clear on your own personal values, and know what you want from a role — not what other people want or expect.

Make a plan to achieve your goals. Where are you today? What's your next step? What do you envision as the trajectory of your career path over the next 5, 10, 15 years? Identify organizations that share your personal values as places you might want to be part of your professional journey.

Finally, always remember you do not have to walk on water, all you have to do is swim across.

As a healthcare leader, what have been your greatest takeaways leading through a pandemic?

It's been a remarkable 11 months for me since joining Kaiser Permanente last November. Being given the opportunity to not only lead Kaiser Permanente Northern California, but to do so during a global pandemic has truly been an awesome challenge.

While there have been multiple learnings for me and my team, the greatest takeaways for me have been the importance of being a mission driven organization and just how critical it is to be nimble, to innovate, and to demonstrate leadership in the midst of a crisis.



What advice would you give students who are entering the healthcare field?

Make sure you are entering the profession for the right reasons. Are you called to care for others, improve our systems, and is healthcare your passion?

Healthcare leadership is not an easy path. From the inherent flaws that remain to be solved to the need to move toward a new model of preventative care, a successful career in health care requires incredible dedication and personal commitment.

It is a wild ride full of adventure, heroism, joy, and challenges you will never anticipate and one that has the power to save lives. Be humble, ask for help, raise your hand for the assignment no one wants, fix a problem no one has spent time to fix, make a difference — and always, always put the patient at the center of every decision.



Visit ha.chp.vcu.edu and click "Featured News."

Hear more from Carrie. On our website, learn more about Kaiser Permanente's moves in the pandemic, the opportunity before leaders, and more.



Sheronica Barcliff, MSHA '13 is CEO of The Barcliff Group

“We need to put a face and call-to-action to the real issues in healthcare equity, and to create cultures where there is an ongoing ambition to operate in excellence not solely motivated by profitability.”

SHERONICA BARCLIFF, MSHA '13

An agent of change, focused on equity and excellence

Just as every patient enters the medical system with their own history, health administrators bring their own unique background and skills to their chosen roles. This is particularly true in the case of Sheronica Barcliff (MSHA '13). As CEO and Founder of The Barcliff Group, an Atlanta-based consulting firm, Barcliff relies on her experience as an entrepreneur, speaker, community liaison, and healthcare quality and equity expert to evolve a patient-focused approach into person-centered care.

“My life’s work in this arena is to push the needle forward in the ability to measure quality for the purpose of improving healthcare service and delivery,” says Barcliff. “We need to put a face and call-to-action to the real issues in healthcare equity and to create cultures where there is an ongoing ambition to operate in excellence not solely motivated by profitability.”

A Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE), The Barcliff Group puts its core values at the forefront of their work. They seek to create “a deep-rooted, systematic change in healthcare delivery through the intentional provision of equitable, quality, value-based care.” The firm centers on management and administration consulting, strategic planning, communications, health information technology, and NCQA accreditation and regulatory compliance. Barcliff makes sure clients are paired with a consultant who aligns with their values and vision.

“Our motto is ‘excellence without exception,’” she says.

As the industry has been rocked by the global events of the last two years, Barcliff sees this moment as an opportunity for overdue, systemic change: “We can look to the pandemic, social justice, economical, and political climates as points of major change. This, in concert with the advancements in health technology, need for remote services, and the increased need for mental and behavioral health services, have heightened healthcare consumer consciousness and the value system behind delivery.”

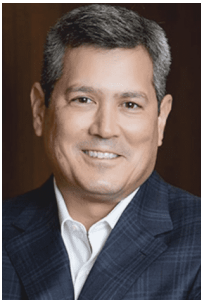
That value system is taking on more meaning and nuance in 2021. “Trust is hard to earn, but easy to lose – especially surrounding marginalized communities,” she says. “If we truly want to build more trustworthiness, we must address and hold accountable the good, bad, and treacherous history of our country and the prevailing thought systems, ethics, values, and superiority complexes that continue to exploit marginalized communities to date.”

On Giving Back: The Barcliff Group has a commitment to philanthropy through its foundation: Living Legacies. The philanthropic arm gives to a number of community organizations and healthcare needs. “As administrators, we should be the torchbearers of promoting cultures of quality and operational excellence,” she says. “We must want to be a change agent and swim the upstream battle to see the value in cultural competencies, integrity, and equity.”

On her time at VCU: “Aside from having the honor of studying alongside the best cohort of clinical and administrative professionals, the VCU MSHA program provided the opportunity to directly apply my studies...it has certainly served me well to date,” she notes.

MICHAEL C. ZUCKER, FACHE, MHA '91

A pandemic pivot leads to a business boom for FetchMD



Michael C. Zucker, FACHE (MHA '91), is the CEO and Co-founder of FetchMD, a San Antonio-based company providing on-demand telehealth care. When the pandemic altered FetchMD's previous business model, Zucker and team made a quick change in how the company delivered care to customers.

FetchMD's ability to make a nimble adjustment led to massive growth over the last year and a half. Embracing technology has been key to FetchMD's development, and Zucker predicts the future of patient care will hinge on utilizing technology to the advantage of administrators and clinicians alike.

What was the evolution of FetchMD?

FetchMD started about six-and-a-half years ago and was originally called Ranger Health. We were working with large self-insured employers to negotiate bundled payments for high-acuity, inpatient procedures. Within the regional market, we evolved and continued working with our same clients: mid-to-large sized companies and their employees.

We started providing on-demand urgent care to the home or office through our mobile app much like Uber or Instacart. We engaged with independent, advanced practice nurse practitioners and physician assistants who were available on their days off. They went out and delivered basic urgent care for our clients. It was essentially bringing back the old-fashioned house call. It really filled that gap between trying to get in to see your primary care physician and having to go to an urgent care center to get treatment for something basic like an ear infection. We were able to deliver fast, affordable and convenient care directly to the consumer. That business took off and thrived.

Then the pandemic began, and we stopped doing house calls and quickly pivoted to telehealth. And because of the quick pivot, we were able to actually grow our business over the last year and a half and evolve into FetchMD. Although telehealth has been around for more than a decade, even offered as a benefit in most people's health plan, it wasn't until the pandemic that it really started being utilized. I think patients and providers have both realized that it's inexpensive, efficient, and so convenient. But along with the growth and commoditization of telehealth comes the question of pricing the service, which can still pose a hurdle to administrators.

How did your time in the MHA program at VCU influence your career path?

My experience at VCU is probably the most impactful event in the evolution of my career. It really gave me the foundation upon which to launch into healthcare administration. I went the traditional route and started with HCA and spent almost a decade with them, and it was a great experience.

The Health Administration program at VCU very much prepared me for the practical aspects of leadership and management. But it also really taught me how to think more broadly and more acutely at problem-solving. After my time at HCA, I left the corporate healthcare world and joined an early stage company that started my interest in the non-traditional healthcare models. That ultimately led to me launching this company some 25 years after I graduated.

The faculty at VCU are second to none. Every one of the professors is just the best at what they do. They challenged us and prepared us for the real world. One of the hallmarks of VCU is that it's not a program built around health policy, but it's about real-world preparation for future healthcare leaders.



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and click "Featured News."

Hear more from Mike on how to better deploy technology and his thoughts on the evolution of leadership.



RACHEL
HAGA,
MHA '10

Meeting students where they are

Prior to joining the Department in 2017, Rachel Haga led teams at the Children's Hospital of Richmond at VCU.

"In the field, my strength was in empowering the members of my team," she says. "I supported their success and continued growth to be promoted off my team. That was my indicator of success: If I was helping prepare my team for whatever came next in their careers."

Preparing Health Administration students for their next opportunity is the focus of her new role as Director of Professional Development. Formerly Masters Program Director, Rachel's new effort presents students in both programs with timely and relevant tools, skills, and opportunities.

"This is about equipping students to be excellent leaders," she says. "They have challenged us to help them better understand professional norms and how professional norms are evolving. We want to expose students to executives who are multidimensional and embody that executive presence and leadership mindset in ways we think are great role models for students."

One recent example is finding executives who were able to have authentic conversations around the Black Lives Matter movement and what it means to be inclusive.

"What does it mean to bring your own beliefs to work?" Rachel says. "And how do you do that in a way that supports your organization? What's the separation between you as the individual and the organization's values, and how do you navigate waters that feel a lot more gray than they did 10 years ago? The best leaders are able to do that."

In the MHA program, Rachel will lead the executive skills series — teaching executive presence, interviewing, resume writing, and other requirements as a lead-up to the third-year residency placement. For executive MSHA students, the Department is exploring ways to offer personalized executive coaching plus professional development activities to support their growth as leaders. Rachel completed an executive coaching certification class over the summer while on maternity leave.

"Professional development is all about supporting our students in their quest to be leadership-ready upon graduation," she says. "At VCU, we're going to support development of those intangible leadership, communication, relationship, and reflection skills to help you connect with others, lead through relationships, and equip you to execute on meaningful work."



Yousuf '02 leads Bon Secours in the Richmond region

FARAAZ YOUSUF, MHA '02

Addressing the ever-changing healthcare landscape

Although COVID-19 has had its share of tragedies and challenges, Faraaz Yousuf, President of Bon Secours Richmond, (MHA '02) notes, "there also were great, defining moments for the healthcare community."

"Early on, when we were faced with a highly infectious, novel disease, supply chain unknowns, and a fragile economy, we put aside competition with leaders at VCU Health and HCA Virginia, and collaborated," he says. The shared goal: do what was best for the community and stay in front of the pandemic "We said we needed to work together to ensure our policies and procedures surrounding supply chain, patient care, and associate safety are in sync," Yousuf recalls. "It was a great moment of understanding between leaders of competing organizations."

Today, under Yousuf's leadership, the faith-based health system is expanding across Virginia, covering a geographic footprint the size of New

"We are constantly working to give our patients the accessibility they want without compromising the quality healthcare that they are accustomed to at Bon Secours," he says. But broadband issues and patient access to digital media can sometimes work against this growth. That's why Yousuf believes in strong relationships with government leaders. "We work very closely with our municipal leadership, and they too are invested in making sure that healthcare services in our community are robust," he says.

Growth does not always mean physical buildings and expansions. Though not new, telehealth's use skyrocketed during the pandemic. "It forced leaders to explore how we evolve the healthcare landscape by providing consumers with what they want, where they want it, and when they need it," Yousuf says.

He believes the focus should not only be on delivery and cost of healthcare, but also the social



Jersey. In Central Virginia, the "crown jewel" region of Bon Secours Mercy Health, Yousuf is overseeing expansions of hospitals and ambulatory care centers, increasing access to the greater community.

The healthcare landscape is rapidly changing, as more companies allow for hybrid work models. Quality and accessibility are key to new growth. And telehealth has the potential to serve more remote localities with the same level of care patients receive in more urban areas.

"[Telehealth expansion] forced leaders to explore how we evolve the healthcare landscape, by providing consumers with what they want, where they want it and when they need it."

determinants of health. "We need to be sure we are investing in job creation, food access, education, and affordable housing," Yousuf says.

In Richmond's East End, for example, Bon Secours has deployed grants to small businesses and encourages associates to use them. "Building partnerships with local businesses and committing to shop local is another important step in helping to improve the overall health of our communities," Yousuf says. "That should be our goal as healthcare leaders."



Visit ha.chp.vcu.edu and click "Featured News."

Hear more from Faraaz about why he chose healthcare leadership — and specifically VCU.



TERRIE EDWARDS, MHA '84

Removing barriers to care at home and abroad in Haiti

Since graduating from VCU, Terrie Edwards (MHA '84) has held leadership posts across various Virginia health systems and organizations. For the past 13 years, she has been a leader at Sentara in Hampton Roads, first as president of Sentara Leigh Hospital, then of the Peninsula region, to her current role as president of the Southside (VA) and North Eastern North Carolina.

Over the years, Edwards' spiritual calling and passion for helping others has guided her on mission trips to Haiti. She's helped set up a primary care clinic in a remote village, delivered orthopaedic surgery in an acute care hospital, been part of a mobile OB/GYN clinic, and assisted hospital and nursing administrators.

During a jam-packed day, Edwards gave us a few minutes to talk leadership in a COVID world, the importance of her mission trips, and her advice to Health Administration students. Here are some excerpts.

On going into administration: "If you think about business, the mission of healthcare is to improve the life of those you serve. And what better job is there than making life healthier and better for other people? It's an opportunity to not just change the life of one person, but a population of people."

On improving quality and access to care: "For me, I really enjoy thinking about 'what could be' in five

or 10 years and then designing and implementing plans to reach the goals we set forth. My joy is being able to say to that physician or clinician, 'I can help you think through how to redesign your services to be more efficient and provide an environment that allows you to do your very best for your patient.'

On mission trips: "If you have a social conscience, and if you are mission driven, and are a healthcare leader, you've got such a great opportunity to use the resources and talent God has given you to improve the life of someone else. It may be your next-door neighbor, a local community in need, or a population in another country. There is a contribution we can each make and that is only because we want to invest in improving the life of someone other than ourselves."

Every time I've gone to Haiti, I come back with a greater realization that I am the person who was blessed. I received more from it than I gave."

On giving back: "Implement a change or help facilitate something better for someone other than yourself. If your whole life is about yourself, then you've missed the point."



For the full interview visit ha.chp.vcu.edu and click "Featured News."



Jonathan Perlin named Joint Commission leader

We are proud to share that VCU Health Administration MSHA '97 alum Dr. Jonathan B. Perlin has been named as the next President and CEO of The Joint Commission, effective March 1, 2022. The four-time VCU alumnus is currently President of Clinical Operations and Chief Medical Officer of Nashville, Tenn.-based HCA Healthcare. Dr. Perlin is an incredible healthcare leader and mentor, and one of many VCU Health Administration alumni across the country in top leadership roles.

Founded in 1951, The Joint Commission accredits and certifies more than 22,000 healthcare organizations and programs in the United States. The Commission seeks to continuously improve healthcare for the public by evaluating healthcare organizations and inspiring them to excel in providing safe and effective care of the highest quality and value.

Before joining HCA in 2006, Dr. Perlin was Under Secretary for Health in the U.S. Department of Veterans Affairs. He was a champion for early implementation of electronic health records and led VA quality performance to international recognition. Dr. Perlin is also a commission member of the Medicare Payment Advisory Commission (MedPAC), a nonpartisan legislative branch providing Congress with analysis and policy advice on the Medicare program.

Says Dr. Mark R. Chassin, President and CEO of The Joint Commission. "I know that he will continue to transform The Joint Commission's critical work to improve patient safety and quality of care in healthcare organizations across the country and around the world."

Congratulations to Dr. Perlin!

Masterson named president of Sentara hospital, Suffolk

David J. Masterson (MHA '88) has been named the new president of Sentara Obici Hospital in Suffolk. He was previously president of Sentara Williamsburg Regional Medical Center.

Under Masterson, the Williamsburg medical center has been one of Sentara's highest-scoring hospitals in customer satisfaction, employee engagement and Sentara's system-wide Clinical Performance Improvement goals. He guided the hospital to five-star ratings from the Centers for Medicare and Medicaid Services, Straight-A safety ratings from the Leapfrog Group, Magnet designation from the American Nurses Credentialing Center and two '100 Top Hospitals' rankings from Truven/IBM Watson.



Virginia Gov. Ralph Northam visited the VCU College of Health Professions, home to the VCU Department of Health Administration, in July. There, he stressed the importance of the COVID-19 vaccine and of training frontline healthcare workers.

The governor's tour featured stops inside several classroom and laboratory spaces, where he met with students, faculty, and leaders from the university and health system. Northam, an M.D. himself, received an in-depth tour of the college's eight-story facility that included stops in the departments of Health Administration, Occupational Therapy, Nurse Anesthesia, Radiation Sciences and Medical Laboratory Sciences. During the tour, Northam and dean of the college, Susan Parish, Ph.D., spoke about the college's strong reputation, increased enrollment, and nationally-ranked programs. Additionally, Parish said the opening of the building in 2019 allowed the college to increase its capacity for educating future healthcare professionals.



Three alums honored at Nov. 18 Alumni Awards

LIFETIME SERVICE AWARD:

Tracy Kemp Stallings, BSN, MSHA

Established in 2009 by the Alumni Association, the Lifetime Service Award recognizes an alumnus/alumna for strong dedication and contribution to the Department, faculty, and students. Tracy is Director of Industry Engagement at VCU Health Administration and serves on boards of both the MCV and VCU Foundations.



ALUMNUS OF THE YEAR:

Joseph D. Wilkins, DPT, MSHA, FACHE

The Outstanding Alumnus/Alumna Award recognizes an alumnus or alumna who shows uncommon excellence in their healthcare career and in service to their community and the Department. Joe is President of St. Francis Medical Center in Richmond.



YOUNG PROFESSIONAL OF THE YEAR:

Bridget A. Fitzpatrick, MHA

The Young Professional Award acknowledges an alumnus or alumna who exemplifies the Department's core values early in their career in service to their community and professional organization. Bridget has served as Chief Operating Officer of St. Francis Medical Center in Richmond since November 2020.



Virginia Gov. Ralph Northam with College of Health Professions dean Susan Parish, Ph.D. and Arthur Kellermann, M.D., senior vice president for VCU Health Sciences and CEO of VCU Health System. Members of the dean's office accompanied Northam during his visit.

"Truly, the excellence of our college and its programs is because of the integration we enjoy with the VCU Health System," Parish said. "The college has shown courage and professionalism throughout times of uncertainty, and I couldn't be prouder of what we have accomplished." The College of Health Professions prepares healthcare professionals for roles in a variety of clinical, teaching, and community health and wellness settings through its baccalaureate, master's, post-graduate, and doctoral programs. The college is home to five top-50 programs according to U.S. News & World Report, including VCU Health Administration ranked at No. 5 in the nation.

Three honored as top Virginia business leaders

Several VCU Health Administration alumni were named to Virginia Business magazine's "Virginia 500" list of leaders. They are:



Bill Downey



Howard Kern



Faraaz Yousuf



Rachel Haga (MHA '10), former Masters Program Director, has become our new Director of Professional Development. In this capacity, she is the faculty lead for all professional-development programming for both the MHA and MSHA program. Under Haga's direction as Masters Program Director during the past four years, our leadership, admissions and diversity of our student cohorts increased markedly in both programs. Read more about her new role on page 5.



Saleema Karim, Ph.D. became interim MSHA program director effective November 1. She has substantial experience teaching and working with executive masters students and looks forward to getting more involved with our MSHA program. Karim joined VCU after serving in the Department of Health Policy and Management at the University of Arkansas for Medical Sciences, Fay W. Boozman College of Public Health, in Little Rock, Ark. Throughout her

career, she has taught classes in healthcare financial management, operations management, and quality. Karim's research interests include hospital financial performance, quality and access, disparities and reimbursement/payment systems.



Nathan Carroll, Ph.D. joined the Department as an associate professor. He previously was assistant professor in the Department of Health Services Administration at the University of Alabama at Birmingham. His research focus includes value-based payment, organizational responses to changing reimbursement systems, the financial management of healthcare organizations and return on investment for quality improvement activities.



Cindy Watts, Ph.D., Sentara Professor of Health Administration and previous Department chair, retired November 1. We miss her dearly but are excited for her as she reaches this new milestone. She will continue to stay engaged with the Department.



Laura McClelland, Ph.D. is the new director of the Ph.D. Program in Health Services Organization and Research (HSOR). As program director, McClelland is responsible for recruitment efforts for both part-time and full-time doctoral students; overseeing the curriculum of the Ph.D. program; mentoring and supervising degree progress for doctoral students; as well as interfacing with the program's robust HSOR Ph.D. alumni

community. "I am honored to take on the role for a program that has reliably produced so many outstanding Ph.D.'s that have gone on to lead distinguished careers," says McClelland. "This is an incredible opportunity to build on the many programmatic successes of our previous director and faculty emerita, Dr. Jan Clement."

Welcome to our newest MHA/MSHA cohorts

VCU Health Administration is pleased to welcome the following MHA and MSHA students to our program.

MHA

Students are listed here along with their undergraduate university and undergraduate major.

Austin Andersen

Weber State University
Health Administrative Services

Saagar Bhikha

University of South Florida
Public Health / Business Admin

Kelly Black

Champlain College
Psychology

Karis Cha

Princeton University
Public Policy

Chibuzor Chukwu

Towson University
Healthcare Management

Tanner Couch

Brigham Young University - Idaho
Exercise Science

Emma Creech

East Carolina University
Public Health

Jared Dawson

Brigham Young University - Idaho
Interdisciplinary Studies

Ryan Denzler

James Madison University
Health Administration

Juan Garza

Texas A&M, College Station
Public Health

Rafid Kabir

Rutgers
Health Administration

Braden Keller

Brigham Young University - Idaho
Health Administration

Skyler Kent

Brigham Young University - Idaho
Health Administration

William Keyt

University of Virginia
Cognitive Studies / Public Health

Samantha Krejdovsky

Virginia Tech
Human Nutrition, Foods & Exercise

Fiona Maxwell

Sacred Heart University
Health Science

Miyanla McConner

Norfolk State University
Health Administration

Victor Melo

Appalachian State University
Health Administration



As a first generation minority student I knew I would be well represented by the program, and well prepared to confront the issues of the foreseeable future. The healthcare industry is an ever-changing landscape and the VCU, Health Administration Department continues to change with it, by preparing future leaders with distinguished faculty, a rigorous curriculum, and an on-site residency.

-Victor Melo



“

I chose the MHA program at VCU because of the emphasis on individual empowerment, collective service, and compassionate leadership. Being able to authentically take another person's viewpoints, history, and experiences into account when building solutions, processes, and even when simply communicating is of vital importance to our education experience and to our careers as well. I also value the program's focus on meaningful relationship building and mentoring. Leadership through the empowerment of others and creating a supportive environment where we truly and authentically get to know one another is key to building these connections. The VCU MHA program encourages us to celebrate one another's victories and help one another through our obstacles and challenges. **-Alexandria Ritchie**

“

The residency placement in the third year really solidified the decision to go to VCU. It feels like the department really wants you to succeed and gives you the proper tools and connections to help you achieve your goals. **-Austin Anderson**

Deidre Skerritt

Le Moyne College
Political Science

Justin Truitt

Randolph-Macon College
International Studies/Political Science

Lance Mendoza

UC - Berkeley
Molecular Biology, Cell Biology & Biochemistry

Zoe Moyer

Wellesley College
Biochemistry/French

Noah Peton

Virginia Tech
Finance/Management

Kriti Pradhan

University of Maryland - College Park
Neurology

Brennan Rasmussen

Brigham Young University - Idaho
Psychology

Drashti Ray

Liberty University
Health Administration

Alexandra Ritchie

VCU
Biochemical Engineering

Deepika Sarma

University of Pittsburgh
Bioengineering

MSHA

Students are listed along with their current employer.

Jesse Bain, DO

VCU Health

Deborah Burley

Chippenham and Johnston Willis Hospital

Jenny Chiariello, MA Ed.

VCU Health

Chelsea Christiano

Tucker Psychiatric Clinic

Rebecca Goodwin, MD

VCU Health

Juliette Highland, MA

Massey Cancer Center

Katie Ilch

Sheltering Arms Institute

Kalyann Kauv, PharmD

IngenioRx, an Anthem, Inc. Company

Megan Klingler, PharmD

UVA Health

Carrie Kovacik, PharmD

UVA Health

Shannon McCarthy, PharmD

The Ohio State Wexner Medical Center

Ryan McCorry

Sentara Leigh Emergency Dept

Rachael Morgan

VCU Health

Stephen Mosher

Central Virginia VA Health Care System

Azadeh Nazari

VCU Health

Danielle Noreika, MD

VCU Health

Ashton Pas

Eastern Virginia Medical College

Margaret Quartermann

VCU

Stacy Rogowski

CJW Medical Center

Seth Seaborne, MS

VCU Health/Children's Hospital of Richmond

Sarah Snead

VCU Health

Stacy Street, MD

VCU Health



In pursuing an MSHA, I am looking forward to deepening my understanding of my current program's role in the larger health system. I want to be better prepared to help faculty and leadership navigate important decisions regarding program growth and development in the coming years. **-Teri Dulong-Rae**

Cara Watts, MD

Riverside Medical Group

Daniel Weissman

VCU Health

MacKenzie Williams

CJW Medical Center

Allison Young, MD

VCU Health/Children's Hospital of Richmond

“

When choosing an MSHA program, in my opinion, there was no other option. VCU is well known for the part they play in healthcare. I knew that to get a quality education in healthcare, I needed to go to VCU.

-Chelsea Christiano

Jaydeep Dhaduk

St. Francis Medical Center

Teri Dulong-Rae

VCU Health

Mary Fain

VCU Health

Christine Garrett

UVA Medical Center

Natalie Lerch

Retina Institute of Virginia

Sarah Marquez, MSW

VCU Health

Katherine Marin

Dermatology Affiliates



The VCU College of Health Professions building in Richmond, home to the Department of Health Administration. At right, the incoming MHA class participates in an icebreaker during August orientation.

MHA CLASS OF 2022 RESIDENCY SITES

STUDENT	SITE	PRECEPTOR(S)
Kadi Conklin	Baylor, Scott, & White <i>Dallas, TX</i>	Shahin Motakef, President of Temple and Central Region
Bailey Kreiser	Bon Secours Mercy Health <i>Hampton Roads, VA</i>	Kate Brinn, President*
John Tennant	Duke PRMO <i>Durham, NC</i>	Keith Stover, VP, Finance and COO
Thomas Thorup	HCA Inc. - ASC <i>Denver, CO</i>	Greg Beasley, ASD President Keith Chambers, VP of Operations
Devynn Woolley	HCA Inc. - Henrico Doctors' Hospital <i>Richmond, VA</i>	Ryan Jensen, CEO
Tamela Brandenburg	Houston Methodist <i>Houston, TX</i>	Debra Sukin, Ph.D, MHA, FACHE, Regional SVP & CEO
Jane Yang	Inova Health System <i>Falls Church, VA</i>	Marna Borieux, Chief of Staff
Heather Bosewell	LifePoint - Sovah Health <i>Danville, VA</i>	Alan Larson, Market President*
Pam Muangmingsuk	LifePoint - Lake Cumberland Lake <i>Cumberland, KY</i>	Robert Parker, CEO Kyle Stepp, Associate Administrator*
Davis Roche	Orlando Health <i>Orlando, FL</i>	Thibaut van Marcke, * Senior Vice President Orlando Health South East Region & President, Dr. P. Phillips Hospital
Mary Claire Jenkins	Sentara Health System <i>Norfolk, VA</i>	Kapua Conley, President of Sentara CarePlex Hospital
Taylor Woolley	Siemens Healthineers - HQ <i>Cary, NC</i>	Blake Wehman, Director of Business Development*
Jacob Williams	Valley Health <i>Winchester, VA</i>	Chris Rucker, President
Morgan Gossman Jennifer Harter Jeff Renner Emilee Strausburg	VCU Health System <i>Richmond, VA</i>	Thomas Yackel, MD, MPH, President, VCU Health MCV Physicians Paul Wesolowski, COO, VCU Medical Center Elias Neujahr, CEO, Children's Hospital of Richmond at VCU
Hunter Stone	WellStar <i>Atlanta, GA</i>	Andrew Cox, Chief of Staff and Vice President of Leadership Development

*VCU alumni

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College of Health Professions

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