



VCU

Health Administration
College of Health Professions

Diversifying our Department's Portfolio



A NOTE FROM PAULA H. SONG, Ph.D.

RICHARD M. BRACKEN
CHAIR AND PROFESSOR

There's an old adage in finance: Don't put all your eggs in one basket.

And as a finance person at the helm of an academic health administration department, I realized early on that to grow and enhance our student and faculty experience, we must offer more than a single product.

Healthcare has changed over the last 20 years — in delivery, in access, in specializations, and in how we pay for all this — and so should the education that supports the field. Students today have high expectations and varied interests, and employers are searching for depth in the candidates they hire.

At VCU Health Administration, our goal is to produce students who are well-rounded and to supply them with the mechanisms they demand to pursue their own interests within the healthcare field throughout their career.

It's why we've introduced three new certificate programs this year that dive deeper into issues around aging, health equity, and healthcare finance. While our primary MHA and MSHA curricula touch on aspects of these topics, the certificate programs go further and are open to anyone who meets the entry qualifications, not just our students. Read more about them in this newsletter.

We have placed a refreshed focus on research and are excited to see Adam Atherly, Ph.D., get to work as a new faculty member. He's been part of groundbreaking and nationally-funded research around Medicare and private health insurance, and he will serve as a mentor to our faculty and help build our externally-funded research portfolio.

We've also restructured our MSHA program in a way that helps current full-time clinicians and healthcare professionals who attend the program

—continued on page 2.



For more photos from August orientation and to see who has joined our MHA, MSHA, and Ph.D. cohorts, see pages 6-7.

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NEW PROGRAMS

New Certificate Programs Launch in Aging, Health Equity, Health Care Financial Management

This summer, VCU Health Administration launched three new certificate programs that help future leaders and current working professionals hone in on a specific area of healthcare expertise.

Though open to MHA, MSHA, and other enrolled graduate students, the courses are also marketed to practicing healthcare executives, clinicians, nonprofit professionals, and others interested in the fields.

"What we tell students is that your MHA is completely sufficient as a leadership program," says Paula H. Song, Ph.D. "If you come to VCU, you will have all of the skills and tools that you will need to be a really successful healthcare leader. But we see the certificate programs as leadership with an edge."

—continued on page 2.

Diversifying Our Department's Portfolio, *continued from page 1.*

on a part-time basis. What was once a largely non-stop semester from summer to the winter has taken on a more traditional semester format. There's still an on-campus component, but we've reduced the time commitment in a way that offers more flexibility while maintaining the value of team building and networking in person.

You can also see the results of our efforts to make Diversity, Equity, and Inclusion a central tenet in our mission, knowing that having leaders and clinicians who share backgrounds with their patients helps reduce health disparities and improves the patient experience. Our MHA students are

part of the most diverse class ever, which allows students to learn from one another's perspectives.

To borrow another concept from finance: By diversifying our portfolio of offerings, we're adding to the foundation we have already built. Like any investment, there is risk, and we can't assume everything we try will succeed. But that's what an investment is: the pursuit of a payoff that, for us, creates value in the form of an enhanced student and faculty experience.

Three New Certificate Programs, *continued from page 1.*

THE GRADUATE CERTIFICATES IN HEALTH ADMINISTRATION ARE:

Aging Studies

Advanced study in health administration and aging studies is offered through a dual degree and program co-sponsored by the departments of Health Administration and Gerontology.

"We have an awesome gerontology department at VCU, so this was a way for us to partner with them and meet the needs of the students who are interested in specializing and furthering their knowledge in the area of long-term care," Song says.

For MHA students, the program allows them to earn their degree and the certificate with a minimum of 71 credits rather than the 74 necessary if the two degrees were pursued separately. That lowers the overall cost of tuition and reduces the time commitment.

Health Equity

In the works for several years, this new four-course certificate is designed to prepare students to become a leader equipped to advance health equity, which includes understanding the social determinants of health that contribute to health disparities in the U.S. Students will be able to better identify and advocate for strategies to reduce these disparities.

"There's been a long demonstrated history of health disparities, but it has received heightened attention in the wake of modern events," Song says. "For more seasoned leaders, health equity has always been an issue but now it is imperative that we take action. I don't think there's anything we can do in healthcare going forward without thinking about the implications of how our actions contribute to or help reduce health disparities."

Taught by an interdisciplinary team of VCU faculty, students learn how healthcare organizations and public entities are funding efforts to address unconscious bias, patient-centered care, and the social

determinants of health — such as housing, food insecurity, and environmental conditions. Students also learn about increased access to care as a means to reduce health disparities.

Health Care Financial Management

This five-course program helps leaders apply financial concepts to their work in healthcare organizations. While MHA students get the basics of healthcare financial management in their early coursework, this certificate program dives deeper.

"What differentiates this certificate is that we have an applied piece of it where students need to identify a real project for a healthcare organization, maybe one that they're working in already, and they have to actually take the tools and skills they have learned and apply them to a real-world situation," says Associate Professor Nathan W. Carroll, Ph.D.

In addition to his own finance background, he points to the strength of other finance-focused faculty, including Song and Associate Professor Saleema A. Karim, Ph.D. Wrapped into curricula is the opportunity to sit for the Certified Healthcare Financial Professional (CHFP) designation from the Healthcare Financial Management Association.

"Students will have both a graduate certificate from VCU and a credential from HFMA, which will provide a strong signal to employers about the depth and training in healthcare finance," Carroll says.

In addition to current students, he said the certificate meets the needs of clinicians, hospital board members, or working managers wishing to enhance their ability to communicate with finance professionals or increase their comfort with financial concepts.



For more on the programs, visit ha.chp.vcu.edu. Click on "Programs" and then click "Graduate Certificates in Health Administration."

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 (in 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.

Marilyn B. Tavenner receiving VCU Alumni Star award



Marilyn B. Tavenner, BSN, MHA, is the College of Health Professions' 2022 VCU Alumni Star award recipient. The honor recognizes graduates in the fields of art, business, education, service, and healthcare who shine a spotlight on problems and craft solutions, says the VCU Office of Alumni Relations that oversees the award.

Tavenner helped implement the Affordable Care Act as administrator of the Centers for Medicare and Medicaid Services. She also led the Virginia Department of Health and Human Services under then-Gov. Tim Kaine where she worked to boost funding for free clinics, expanded Medicaid eligibility for low-income pregnant women, and oversaw many other initiatives.

Tavenner received the Department of Health Administration's Alumna of the Year award in 2006 and the Lifetime Service Award in 2015. Tavenner and other Alumni Stars award recipients are being honored at 6 p.m. on Sept. 29 at the Science Museum of Virginia's Dewey Gottwald Center.

MCV Foundation honors executive director of the VCU Office of Health Equity

Sheryl Garland, MHA, FACHE, received the 2022 Jerome F. Stauss III Award in June in recognition of her decades-long effort to improve the Richmond Community's access to health care.

Garland is described as the "moral center" of the VCU Health System where she is the chief of health impact and executive director of the VCU Office of Health Equity, the MCV Foundation says. The award was established in honor of the former VCU School of Medicine dean and given to a VCU administrator, faculty member, or staff member who demonstrates "extraordinary service" in furthering the MCV Foundation's mission.

Garland also received the Department of Health Administration's Alumna of the Year Award in 2016.

VCU Health Administration Ph.D. Program Director Receives Teaching Excellence Award from AOM and other honors



Laura McClelland, Ph.D., received the Teaching Excellence Award at the Academy of Management's Health Care Management Division's annual conference in Seattle this August. The award recognizes the innovative

and outstanding teaching of a member of the Health Care Management Division. It's chosen from a nomination pool that rolls over from the previous year, making this tremendous honor also an extremely competitive one. Dr. McClelland received the award in her first year of being nominated, which stands as a testament to her role as an educator and leader in our field.

"Teaching and mentoring truly bring me joy!" Dr. McClelland says. "As an educator, I begin each academic year with the hope that I can positively impact the lives of our students and alumni community. I am grateful for the recognition that reaffirms my commitment to helping others grow, and I am inspired to find more creative ways to improve the lives of our students, alumni, and the broader community of healthcare professionals through teaching."

This is the third Excellence in Teaching award Dr. McClelland has received this summer. She also earned the Association for University Programs in Health Administration's (AUPHA) Excellence in Teaching Award and the VCU Department of Health Administration's 2022 Dolores Clement Teaching Award.

New VCU Health Administration faculty member receives AUPHA education award

Paige Powell, Ph.D., MHA, who recently became director of VCU Health Administration's MHA and MSHA programs, is this year's winner of the John D. Thompson Prize from the Association of University Programs in Health Administration (AUPHA). Dr. Powell says she



always wanted to be a teacher and enjoys looking for ways to use policy to help others.

The Thompson award honors faculty members for their contributions to the field of health administration education and is named after a health administration professor who set peerless standards for teaching, learning, research, and collegiality.

VCU Health Administration professor Daniel Lee, Ph.D., and department chair Paula Song, Ph.D., are past recipients of the Thompson prize.

VCU Health Administration leader receives nursing fellowship

Stephan Davis, DNP, MHSA, FACHE, FNAP, has been named one of the 2022 fellows for the American Academy of Nursing. Davis is one of 250 distinguished leaders chosen for their efforts to advance public health, the academy says.



Davis, the executive director of inclusive leadership education for the Department of Health Administration, will be recognized along with other inductees for their contributions to the healthcare field at the academy's annual Health Policy Conference that's being held from Oct. 27-29 in Washington, D.C. Earlier this year, Davis was inducted into the National Academies of Practice (NAP) Nursing Academy.

VCU School of Nursing alumnus Kenneth R. White, Ph.D., AGACNP-BC, ACHPN, FACHE, FAAN, is the president of the American Academy of Nursing's board of directors.

2022 Graduates Utilize Their Education and Skills in New Positions Around the Country



BAILEY MYERS, MHA

DIRECTOR OF OPERATIONS AT BON SECOURS
MARY IMMACULATE HOSPITAL,
NEWPORT NEWS, VA

In my role as Director of Operations, I am responsible for Environmental Services, Safety, Security, Transport, Linen, Food/Nutrition, Case Management, and the Gift Shop. I also manage various administrative projects for the executive team, such as construction, length of stay, and

business development initiatives. Each day looks a little different for me: I typically have project-focused meetings, attend huddles, spend time doing rounds, and help to support my teams to address different challenges that arise.

One project I have found especially exciting is around facility construction and renovation work. We are renovating our Birth Place and Emergency Department, and I am in charge of project managing this work – things like design, funding, contracting, phasing, and then prepping or helping to coordinate with the teams for go-live when we have to shut down rooms and change patient flow. I have also recently worked on a process improvement project to decrease the time it takes our ED providers to receive STAT radiology results, which involved mapping out current state, meeting with radiology techs, ED nurses, and providers to understand pain points and reasons for delays. I also helped implement some recommended changes that decreased overall turnaround times by 10%. I am also working on patient flow initiatives and strategy work aimed at enhancing our women's services offering and improving patient satisfaction.

There are so many things that the VCU MHA program did to help prepare me for my current role. The curriculum itself was challenging and applicable to the work I now do on a day-to-day basis – from organizational behavior, to healthcare finance, to epidemiology. The professors at the VCU MHA program are some of the best in the country and taught me how to think critically when various situations arise in a hospital setting. VCU's specific focus on leadership development has been one of the most tangible benefits of my education. I completed my residency within the Bon Secours Hampton Roads market, which was a truly amazing experience, and I am so thrilled that I have been able to continue my relationship with Bon Secours after graduation. I look forward to continuing to learn, work with great people, and make a difference in healthcare as I move forward in my career!

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AMY SM PAUL, M.D., MSHA

This past spring as I was completing the VCU MSHA program, I had an idea that I wanted to see if I could develop. So I joined the VCU Pre-Accelerator Program, and I took part in Demo Day at the da Vinci Center for Innovation where I practiced pitching my business. I won The Todd Allen Phillips Memorial Award because of my spirit of entrepreneurship, which was amazing. That experience taught me to not only believe in my ideas, but also my abilities to excel at projects I work hard on, even if they are not thought of as formally “medical” in nature. After this, I applied for the Activation Capital/Opportunity Hub business boot camp and was one of the finalists in that program as well. I was awarded a scholarship to the Startup Virginia high-growth business incubator and will begin my time working with them this September.

My company is called The Children’s Soap Company of Virginia, and its mission is to develop handwashing tools specifically for the unique needs of children (especially those with allergies and various skin conditions). I am currently formulating and building the first product that’s set for testing this fall.

My exposure to the world of design and innovation at the da Vinci Center has really opened up my creative mind and fueled my deep desire to dream big expansive dreams. I’m excited about merging this with my health administration education. The amount of growth, personal and professional, I have had

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between these two programs is exciting to me as I now have an abundance of paths my career can take. I feel adequately prepared for a career that leverages my knowledge of designing products and services with the end user in mind, building and scaling a high-growth business, and managing it. My time at VCU working clinically as a Geriatric House Calls Physician, in addition to my MSHA and my newfound love for innovation, has given me a unique skill set that I am so thrilled to utilize in my career!

with my didactic work, provided me the tools necessary to problem-solve issues quickly and effectively. These problem-solving skills have been invaluable during my time at Red Rocks Surgery Center, which has experienced some financial hardships due to several key physicians leaving the practice in 2020. Along with the Covid-related challenges that the entire field is facing (staffing, equipment/supply concerns, pharmaceutical issues), I’ve been able to take my VCU education and apply it firsthand in my work. At the moment, my highest priority is

THOMAS THORUP, MHA

ADMINISTRATOR FOR THE RED ROCKS SURGERY CENTER, HCA HEALTHCARE, GOLDEN, CO

As the only non-clinical operator at the Red Rocks Surgery Center, I am involved in every aspect of the center’s operations. Throughout the day, I work on issues related to staffing, finances, physician relations, regulations, strategy, and facilities. It’s a very holistic

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position that allows me to work on the micro and macro details and interface with people in so many different areas of the center. My education in the Health Administration department at VCU was a vital step on my path into this role. During my course of study, I interned at VCU Health at the Hume-Lee Transplant Center. That experience, coupled



to market the center to prospective surgeons and grow our pool of physician investors. This project’s linchpin for success will be centered around governance restructuring and equity offerings. I’m looking forward to supporting the center during this crucial time of transition and growth.



Visit ha.chp.vcu.edu and click “Featured News” to hear more from our recent graduates.

NEW COHORTS



Welcome to our newest cohorts

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



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MHA

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

Angela Ampofo

Virginia Commonwealth University
Psychology

Sydney Belt

Clemson University
Biological Sciences

Adam Board

James Madison University
Health Administration

Brian Britt

University of North Carolina — Charlotte
Health Administration

Nahshon Carr

Virginia Commonwealth University
Health, Physical Education, and Exercise Science

Kayla Carter

James Madison University
Health Administration

Blake Connell

University of Virginia
Psychology

Jordan Cosey

Hampton University
Health Sciences

John Damgard III

University of Virginia
Political Science

Amaya Daniel

Hampton University
Health Sciences

Danielle David

Virginia Commonwealth University
Interdisciplinary Studies

Morgan Dodson

James Madison University
Health Administration

Olivia Gant

James Madison University
Health Administration

Alaina Garda

South University
Nursing

Augusto Gonzalez Suarez

Virginia Commonwealth University
Health, Physical Education, and Exercise Science

Marissa Jacques

Virginia Commonwealth University
Health, Physical Education, and Exercise Science

Emma McCormack

Virginia Tech
Human Biology

Maya Perkins

Hampton University
Health Sciences

Harsh Prajapati

University of Texas at Dallas
Health Administration

Nate Puffer

Brigham Young University—Idaho
Biomedical Science



Brianna Mills

James Madison University
Health Administration

Lauren Mulholland

Appalachian State University
Psychology

Hal Naylor

Utah Valley University
Community Health

David Osorio

James Madison University
Health Administration

Fenil Patel

Virginia Commonwealth University
Biology

NaJia Rhoe

Virginia Commonwealth University
Health, Physical Education, and Exercise Science

William Stublen

Virginia Tech
Neuroscience

Derek Welch

Brigham Young University—Idaho
Business Administration



Ph.D. Program IN HEALTH SERVICES ORGANIZATION AND RESEARCH

Students are listed with their graduate programs.

Rong (Robyn) Yan
University of South Florida - Tampa
MS Management

Gillian Kurtic
Clarkson University
MBA



MSHA Students are listed along with their current employer.

Jonathan Artilles
VCU Health

Sakshi Arya

Brenda Ayala
VCU Health

Lauren (Alex) Paksoy
Chippenham Hospital /
HCA Healthcare

Ipsita Batra

David Bessom
VCU Health

David Dent
VCU Health

Ashley Dintaman
Sheltering Arms
Physical Rehabilitation

Lauren Ennis
Sentara Obici Hospital

Alyssa Farrar
Retreat Doctors' Hospital /
HCA Healthcare

Kimberly Ferguson
Appomattox Area Health and
Wellness Center

Joseph Khoury, MD
VCU Health

Benjamin Kuisell
MPOWERHealth

Keegan McCauley, PharmD
UVA Health

John Parker, PharmD
UVA Health

Amelia Perry
Centra Health

Ashleigh Shear
ApolloMD/TeamHealth

Ashley Stigall
VCU Health

Jaisri Thoppay
Center for Integrative
Oral Health Inc.

Benjamin Rickard
Westminster at Lake Ridge

Subhendu Rath, MD
VCU Health

MHA Class of 2022 Hits the Ground Running with New Jobs

The most recent graduating class has entered the workforce with a wide range of positions and organizations across the country. These roles represent the breadth and depth of their educational experience as well as the students' wide-ranging interests and residency experiences. Congratulations to these graduates!

Heather Boswell
Senior Data Analyst,
Population Health
LifePoint Health
Nashville, TN

Tamela Brandenburg
Administrative Fellow
Houston Methodist
Houston, TX

Kaylyn Conklin
Manager of Operations II
Baylor Scott & White
Health
Austin, TX

Morgan Gossman
Patient Services Business
Manager II
VCU Health
Richmond, VA

Jennifer Harter
Operations Manager
DaVita Intergrated
Kidney Care
Richmond, VA

Mary Claire Jenkins
Strategic Initiatives Partner
Intermountain Healthcare
Salt Lake City, UT

Bailey Myers
Director of Operations
Bon Secours Mercy
Health - Mary Immaculate
Hospital
Newport News, VA

**Supitcha (Pam)
Muangmingsuk**
Senior Analyst
DaVita Kidney Care
Chicago, IL

Andrea Nguyen
Resident Physician
HCA Las Palmas del Sol
Healthcare
El Paso, TX

Jeffrey Renner
Associate Administrator
Children's Hospital of
Richmond
Richmond, VA

Davis Roche
Perioperative Business
Manager
Orlando Health -
Dr. P. Phillips Hospital
Orlando, FL

Jacob (Hunter) Stone
Stroke Program Quality
Coordinator
VCU Health
Richmond, VA

Emilee Strausburg
Strategy and Business
Development Consultant
Siemens Healthineers
Richmond, VA

John Tennant
Administrative Fellow
Duke University
Health System
Durham, NC

Thomas Thorup
Administrator
HCA - Red Rocks
Surgery Center
Golden, CO

Jacob Williams
Business Operations
Manager, Surgical Services
Valley Health
Winchester, VA

Taylor Woolley
Business Development
Manager
Siemens Healthineers
Richmond, VA

Jane Yang
Business Operations
Manager, Surgery
Service Line
Inova Health System
Washington DC/
Northern Virginia area

MHA Class of 2025

Front row: Hal Naylor, Brianna Mills, Kayla Carter, Alaina Garda, Angela Ampofo. Second row: Augusto Gonzalez Suarez, Lauren Mulholland, Sydney Belt. Third row: Derek Welch, Jordan Cosey, Maya Perkins, Morgan Dodson, Danielle David, Fenil Patel, NaJia Rhoe. Fourth row: Blake Connell, Amaya Daniel, Marissa Jacques, Olivia Gant, David Osorio, Nahshon Carr. Back Row: Nathan Puffer, William Stublen, John Damgard III, Brian Britt, Emma McCormack, Adam Board, Harsh Prajapati



Nov. 3 at 4:30 p.m. | College of Health Professions first floor auditorium

THE PAUL A. GROSS LANDMARKS IN LEADERSHIP LECTURE SERIES PRESENTS

Quint Studer: Visionary leader, author, and entrepreneur

"Creating a Culture of Replenishment"

Registration required at ha.chp.vcu.edu/event



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We Commemorate
HISPANIC HERITAGE MONTH
Celebrating Contributions of the
Latino/a/x Members of
Our Learning Community.