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VAN GORDER SHARES THE SCRIPPS STORY

CHRIS VAN GORDER, FACHE, president and chief executive officer of Scripps Health and past chairman of the American College of Healthcare Executives, delivered the 9th Annual L.R. (Rush) Jordan Endowed Lecture on February 28, 2013 at the Wynfrey Hotel. His presentation outlined the incredible cultural transformation that has occurred at Scripps Health over the last 12 years. He shared both the historical context and future direction this \$2.6 billion enterprise is moving. Mr. Van Gorder enlightened the audience on how their translational research in wireless technology, genomic research and personalized medicine will change the delivery of care. Scripps' turnaround focused on financial efficiencies, quality and people. After a decade

of working on these priorities, Scripps has received accolades including Fortune's Top 100 Companies to work, Working Mother 100 Best Companies 2012 and AARP's 2011 Best Employers For Workers Over 50, and U.S. News' Best Hospitals for Cardiology and Heart Surgery as well as one of its Best Regional Hospitals 2011-12 – to name a few. But, Scripps is not through its transformation yet as they continue to work with physicians as partners and more towards more patient/population management and new payment mechanisms. With all the changes before the healthcare industry, Scripps Health is embracing the



Chris Van Gorder

future by implementing its "One Scripps" approach which includes adding a horizontal management framework and a shift from silo to systems thinking.

ANNUAL CASE COMPETITION DELVES INTO THE URGENT CARE MARKET

BIRMINGHAM, AL: With continued support from the UAB Health System, the 7th Annual Health Administration Case Competition hosted 32 teams from around the country, with five schools participating in each of the seven competitions including Ohio State University, University of Alabama at Birmingham, University of Florida, University of Minnesota, and Virginia Commonwealth University. This year's case centered around the urgent care component of the healthcare continuum. Dell Oliver, Assistant Vice President of Executive Development

for HCA - Hospital Corporation of America, provided the case related to implementing 15 urgent care centers for HCA's TriStar Health in the Nashville area. This year our judges spanned the healthcare continuum as well as listed on pages 2 and 3. Joanne Ray, Chief Executive Officer of the Urgent Care Association of America was (continued on next page)



Class 48 Case Competition Ambassadors

ANNUAL CASE COMPETITION

instrumental in recruiting five judges that represented the urgent care industry.

1st Place: University of North Carolina at Chapel Hill

2nd Place: University of Minnesota

3rd Place: Rush University

Finalists: Baruch College, Texas A & M University, and University of Illinois at Chicago

Honorable Mention: University of Florida, Ohio State University, Baylor University, University of Pittsburgh, University of Iowa, and Virginia Commonwealth University.

Members from MSHA Class 48 served as Ambassadors for the visiting teams, which proved to be a great way to network with students from across the country.

This year's Health Administration Case Competition was strengthened by the excellent teams representing schools from around the country as well as the national panel of judges: included:

Content Expertise Judges

ALAN A. AYERS, MBA, MACC
Vice President of Market Development
Concentra
Dallas, TX

GREGORY J. CHANG
Co-Founder/Chief Executive Officer
for[MD]
New York, NY

GABRIELLE M. CUMMINGS, FACHE
Senior Vice President, Evanston Hospital
NorthShore University HealthSystem
Evanston, IL

KYLE DORSEY
Health Center Administrator
Duke University Hospital
Durham, NC

THOMAS M. GRONOW
Vice President, Operations
UPMC Mercy
Pittsburgh, PA

CINDI LANG
Chief Operating Officer
DocNow Urgent Care
Rochester Hills, MI

MICHAEL A. MAYO
President
Baptist Medical Center
Jacksonville, FL

DELL OLIVER, MSN, MBA, RN
AVP Executive Development
HCA - Hospital Corporation of America
Nashville, TN

STEVEN P. SELLARS, MBA
Chief Executive Officer
Premier Health
Baton Rouge, LA

LAUREL STOIMENOFF
Principal
Continuum Health Solutions, LLC
Mesa, AZ

CYNDA M. TIPPLE, FACHE
Vice President of Hospice Center
Operations
Capital Caring
Arlington, VA

CARLA WORTHEY
Director of Executive Development
HCA - Hospital Corporation of America
Nashville, TN



1st Place Team from University of North Carolina at Chapel Hill (L-R): Eric Ransom, Kelley Lamb, Dr. Will Ferniary, and Cayla Wigfall.



2nd Place Team from University of Minnesota: (L-R): Beth Mertes, Kathryn Thesing, Dr. Will Ferniary, and Patrick Siegling.



3rd Place Team from Rush University (L-R): Sveinn Sigurdsson, Dr. Will Ferniary, Renee Durack, and Katelyn Hunter.

*Mark your calendar to attend next year's 8th Annual UAB Case Competition.
-February 26 - 28, 2014*



Honorable Mention Teams

Presentation/Style Judges

DREW DEATON
President and CEO
VIPARR, LLC
Birmingham, AL

CATHLEEN O. ERWIN, PHD
Assistant Professor
Auburn University
Auburn, AL

TERI HENLEY
Instructor
Department of Advertising and Public
Relations
University of Alabama
Tuscaloosa, AL

P. JOANNE RAY
Chief Executive Officer
Urgent Care Association of America
Naperville, IL

TRACY SIMS
Instructor
Department of Advertising and Public
Relations
University of Alabama
Tuscaloosa, AL

WARREN SMEDLEY
Service Line Director
UAB Health System
Birmingham, AL

Participating Universities

- Baruch College, City University of New York
- Baylor University
- Cornell University
- George Washington University
- Georgia State University
- Johns Hopkins University
- Medical University of South Carolina
- Ohio State University
- Penn State University
- Rush University
- Saint Louis University
- Texas A&M Health Science Center
- Trinity University
- Tulane University
- University of Alabama at Birmingham
- University of California, Los Angeles
- University of Central Florida
- University of Florida
- University of Illinois at Chicago
- University of Iowa
- University of Kansas
- University of Memphis
- University of Minnesota
- University of Missouri
- University of North Carolina - Chapel Hill
- University of North Florida
- University of Oklahoma
- University of Pittsburgh
- University of Scranton
- University of South Carolina
- University of Washington
- Virginia Commonwealth University

PREPARING MSHA STUDENTS FOR THE ADMINISTRATIVE RESIDENCY SEARCH PROCESS

Over the years, we have had the privilege to have J. Larry Tyler, President and CEO of Tyler & Company, visit the UAB campus to share his vast experience and expertise with both the Executive and Residential MSHA students. He provides exceptional “pearls of wisdom” on interviewing, networking and long-term career preparation with the graduate students. His message enables our students to excel in the interview process, especially as the Residential students begin the administrative residency search process. We are grateful to Mr. Tyler for his continued support of the MSHA Program!



Larry Tyler with Class 48

In addition to Mr. Tyler’s presentation, we have also incorporated the spring Professional Ps & Qs seminar since 2007 to enhance the Residential MSHA students’ understanding of business protocol, appropriate apparel standards and dining etiquette. These skills can differentiate help our students differentiate themselves as they begin interviewing for the administrative residency. This year we were delighted with a very engaging presentation by Emily Jamison, Director of Special Events for the University of Alabama System. Not only did she cover the topics necessary to understand proper introductions and business etiquette but she had Class 48 arrange the proper dining essentials and practice role playing in various scenarios. She also brought in “dressing for success” content experts from Belk’s Department store. Mrs. Jamison recommends Letitia Baldridges’ book *New Manners for New Times!* This was such a modern day etiquette class that everyone enjoyed!



Belk Managers and Emily Jamison



Preparing a proper place setting



Hunter Carlson and Aaron Elias working on proper introductions

RESIDENCY PLACEMENT SITES FOR MSHA CLASS 47

<p>Shanna Arnold Birmingham VA Medical Center Birmingham, Alabama Preceptor: Phyllis Russell</p>	<p>Frederick Collins III Texas Health Resources Dallas, Texas Preceptor: Doug Hawthorne</p>	<p>Paul Hogan KentuckyOne Louisville, Kentucky Preceptor: Matt Gibson</p>	<p>J. Kyle Tillman UAB Health System-Oncology & GI Service Lines Birmingham, Alabama Preceptor: Warren Smedley</p>
<p>Lauren Baker St. Vincent's Health System Birmingham, Alabama Preceptor: Andrew Davis</p>	<p>Brent Cox OhioHealth Heart and Vascular Columbus, Ohio Preceptor: Brett Kim</p>	<p>Lauren Jefferies CIGNA HealthSpring Birmingham, Alabama Preceptor: Ernie McAlister</p>	<p>Vincent Turner Saint Bernards Health System Jonesboro, Arkansas Preceptor: Michael Givens</p>
<p>Rebecca Bitterli Phoenix Children's Hospital Phoenix, Arizona Preceptor: David Higginson</p>	<p>Ben Decker BlueCross BlueShield of Alabama Birmingham, Alabama Preceptor: Kerry Horton</p>	<p>Ben Krueger Pershing Yoakley & Associates Knoxville, Tennessee Preceptor: Lori Foley</p>	<p>Manish Vashi The Emory Clinics Atlanta, Georgia Preceptor: Rebecca Mims Cullison</p>
<p>Justin Bryant Flowers Hospital Dothan, Alabama Preceptor: Suzanne Woods</p>	<p>Craig Earley Baptist Health Care Corporation Memphis, Tennessee Preceptor: Jason Little</p>	<p>Anna Lane Methodist Health System Houston, Texas Preceptor: Carole Hackett</p>	<p>H. Skye Weaver Edward Hines VA Medical Center Hines, Illinois Preceptor: Jane Moen</p>
<p>Sean Caldwell University of Colorado Hospital Aurora, Colorado Preceptor: John Harney</p>	<p>Lauren Flynn NorthEast Medical Center Concord, North Carolina Preceptor: Bill Hubbard</p>	<p>Corey Lovelace Lutheran Hospital Fort Wayne, Indiana Preceptor: Brian Bauer</p>	<p>Jessica White Archbold Health System Thomasville, Georgia Preceptor: Perry Mustian</p>
<p>Peter Carr Miami Children's Hospital Miami, Florida Preceptor: Narendra Kini, MD</p>	<p>Sydney Fogle Bay Pines VA Healthcare System Bay Pines, Florida Preceptor: Suzanne M. Klinker</p>	<p>W. Bryan McWhorter Northside Physician Group Atlanta, Georgia Preceptor: Greg L. Underwood</p>	<p>Julie Won Methodist Health System Houston, Texas Preceptor: Carole Hackett</p>
<p>Phil Cendoma St. Anthony Hospital Denver, Colorado Preceptor: Kevin Jenkins</p>	<p>Jason Glover Memorial Hermann Health System Houston, Texas Preceptor: Chuck Stokes</p>	<p>Wendy Norred Phoebe Putney Memorial Hospital Albany, Georgia Preceptor: Joe Austin</p>	<p>Elizabeth Wood Huntsville Health System Huntsville, Alabama Preceptor: Jeff Samz</p>
<p>Erin Cheng City of Hope Hospital Duarte, California Preceptor: Dale Adams</p>	<p>W. Taylor Hanks PricewaterhouseCoopers Atlanta, Georgia Preceptor: Ginger Pilgrim</p>	<p>N. Benton Sprayberry Trinity Medical Center Birmingham, Alabama Preceptor: Keith Grainger</p>	
<p>Chase Christianson St. Luke's Episcopal Health System Houston, Texas Preceptor: David Fine</p>	<p>Natalie Harshbarger Emory Healthcare Atlanta, Georgia Preceptor: Eric Dukes/Brooke Moore</p>	<p>V. Leigh Tiffin Greenbrier Valley Medical Center Ronceverte, West Virginia Preceptor: Charlene Warren</p>	

GRADUATION DINNER MEMORIES

BIRMINGHAM, AL: With 130 friends, family members and faculty, the Class 47 Graduation Dinner at The Club atop Red Mountain was an amazing evening as each Class 47 member shared significant memories about their time in the MSHA Program. Lynn Elgin (Class 27) and Chris Brainard (Class E 43) shared advice to the class members and encouraged them to become active in the Alumni Association of the Graduate Programs in Health Administration as they launch their careers. There were many great stories, anecdotes, memories and even a few comedic moments from the likes of Vincent Turner, Phil Cendoma, Kyle Tillman, Manish Vashi and Elizabeth Wood.

Another special part the Graduation Dinner was the induction of four students the University of Alabama at Birmingham's Chapter of Upsilon Phi Delta Honor Society, marking the eighth ceremony for this chapter. The purpose of Upsilon Phi Delta is to further the professional competence and dedication of the individual members in the profession of health care management. Members are selected on the basis of academic achievements, service to the community and contribution to the health care management profession. Graduate students must have a minimum GPA of 3.5 and be in the top 10% of their class. Trey Collins, Natalie Harshbarger, Lauren Jefferies and Manish Vashi were Class 47's inductees and each received a rose, a certificate, an honor society pen, cord and a crimson and blue tassel—signifying the official colors of Upsilon Phi Delta.



Anna Lane with her family



Elizabeth Wood with her family



Julie Won and Nathan Amstutz with their families



Sean Caldwell with his family and grandparents



Upsilon Phi Delta Inductees (L-R): Trey Collins, Natalie Harshbarger and Manish Vashi. Not pictured: Lauren Jefferies

MSHA CLASS 48 INTERNSHIP PLACEMENTS

Summer 2013

NAME	ORGANIZATION	PRECEPTOR
Amy Alexander	UAB Health System – Oncology Service Line Birmingham, AL	Warren Smedley
Elizabeth Bromberg	Callahan Eye Foundation Hospital Birmingham, AL	C. Brian Spraberry
Louise Chiepalich	Children’s Medical Center Dallas, TX	Robert Allen
Daniel Enger	PricewaterhouseCoopers Atlanta, GA and Belize, Central America	Ginger Pilgrim
Sarah Hamilton	Pershing, Yoakley & Associates Knoxville, TN	Jon-David Deeson and Lyle Oelrich
Lindsay Harmon	The Emory Clinic Atlanta, GA	Alan Dubovksy
Ross Kemp	Emory Healthcare Atlanta, GA	Dr. Bryce Gartland
Anita Menon	Cancer Treatment Centers of America Chicago, IL	Mark Mansell
Carolyn Myers	Kassouf & Company Birmingham, AL	Margaret Cook
Andrew Sargent	PricewaterhouseCoopers New York, NY	Linda Jiang
Nevette Sample	Hospice of Chattanooga Chattanooga, TN	L. Clark Taylor, PhD
Kathleen Shearer	St. Bernards Medical Center Jonesboro, AR	Michael Givens
Jared Smith	JPS Health Fort Worth, TX	Aubrie Augustus
Meera Yogesh	Methodist LeBonheur Healthcare Germantown, TN	Rebecca Mims

This panoramic view of the Edinburgh Bioquarter was taken from the top floor of the building known as “Nine the Bioquarter.” The Bioquarter sits on a piece of land commonly referred to as “Little France” and is located just below the ruins of a castle that belonged to Mary, Queen of Scots.



Health System Visits

Contributed by Leandra Celaya

UK SYSTEM VISIT

London

ON APRIL 7, 2013, MSHA Class E47 convened in London, England, for an eye-opening educational experience. Class E 47 member Shanda Coomes Bland said that the visit was, “...very simply, a wonderful experience. Not only was I fortunate to participate in such an in-depth, behind the scenes look at a foreign country’s healthcare system but it was alongside colleagues representing such diverse roles as those in my cohort.”

Dr. Nicholas Mays, Professor of Health Policy at the London School of Hygiene and Tropical Medicine, set the stage for the visit by providing an overview of the National Health Service (NHS). Established in 1948, the NHS was founded to provide free medical care at the point of delivery for all British citizens and funded entirely by tax dollars. Dr. Mays described the evolution of the NHS over the past 65 years and explained the divergence that is now occurring between the health systems of the four countries that make up the United Kingdom.

The group then turned its attention to England’s private healthcare delivery system with an afternoon visit to HCA’s Harley Street Clinic. Tours and discussions were organized by Class 23 alumna and HCA International’s Vice President of Development, Melany Pierson. The group learned from Harley Street Clinic CEO Neil Buckley, that the facility has one of the few private Intensive Treatment Units (ITUs) in the UK and is the only private provider to have a research trials unit. Demonstrating the commitment to public/private partnerships, HCA manages private units within some NHS hospitals in London.



Members of Class E47 and faculty pose for a group photo in front of the Chandos House, where the students stayed during the visit to London. The Chandos House, a Georgian Townhouse built in 1771, is owned by the Royal Society of Medicine.

One of HCA’s contracted units operates at Guy’s and St. Thomas’ Hospital (GST), where the group had the opportunity to hear from several clinicians and managers during an all-day visit on day 2 of the tour. Speakers included the Hospital General Manager, the Senior Finance Manager, two Accident & Emergency consultants (physicians), and several others representing a variety of clinical

“Perfectly timed and executed, our international experience was an exceptional culmination of the Executive MSHA program’s curriculum.”

- Shanda Bland

departments. Highlights of the day included a tour of the GST outpatient clinic and a brief history of the hospital, which is thought to have been founded in the early 1100’s. GST is also home to the Florence Nightingale School of Nursing and Midwifery.

Day 3 of the visit took the group outside London to the area of West Essex. The day began with tours of general practices and meetings with primary care physicians. The afternoon concluded with an in-depth discussion of the new Clinical Commissioning Groups (CCG’s) that took power in England one week prior to the UAB group’s arrival. As part of the largest reorganization since the inception of the NHS, the CCG’s place clinicians in charge of designing and commissioning services to meet the health needs of their populations.

Scotland

Following a beautiful train ride along England’s East coast, a few students and faculty arrived in Edinburgh, Scotland, for an optional continuation of the UK visit. Their first stop was the Royal Infirmary of Edinburgh, an acute care teaching hospital that houses Scotland’s busiest Accident and Emergency Department and a new mid-wife led Birth Center. The Royal Infirmary is also part of the innovation incubation center known as the Edinburgh Bioquarter. On a private tour of the Bioquarter, the group was fascinated by the groundbreaking biomedical research, state-of-the art research and commercial facilities, and vast plans for expansion that include additional research space and housing for several hundred researchers who are being recruited from around the world.

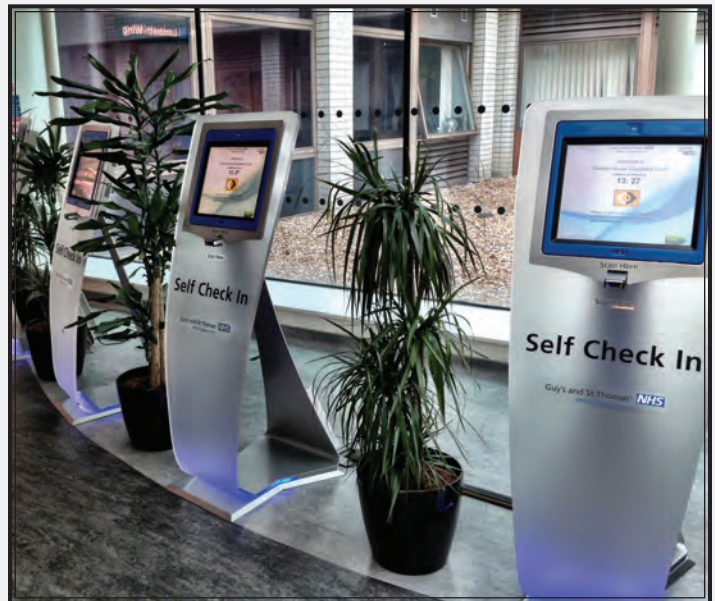
The visit to Edinburgh concluded with an afternoon at NHS Lothians headquarters. University of Stirling faculty members Dr.

Michael Walsh and Dr. Brian Howieson , led an in-depth discussion of the Scottish health system and its divergence from NHS England. While NHS England is infusing market ideology into its policies and practices, NHS Scotland emphasizes the concept of mutuality in its approach to health care and views citizens as co-owners of the system.

After a fun and enriching week in the UK, students and faculty returned to the U.S. more informed and inspired. Reflecting on the visit, Ms. Bland said, “Our experiences continue to foster discussions about the care patients receive, the expectations the UK population has regarding that care, the financial / political climate surrounding the system and all of the great food and beverages we shared during our trip. Perfectly timed and executed, our international experience was an exceptional culmination of the Executive MSHA program’s curriculum.”



The Edinburgh Birth Center opened in October 2011 and is an entirely midwife-led facility adjacent to the Royal Infirmary of Edinburgh. The group was interested to learn that more and more women are choosing to use the birthing pools that are located in each of the six delivery rooms.



This electronic check-in system at Guy’s and St. Thomas’ outpatient clinic sparked a rich discussion. In addition to the check-in kiosks depicted here, the clinic uses electronic display boards to show whether each doctor’s clinic appointments is running on schedule, early, or behind. When the doctor is ready to see a patient, her name is displayed, along with the room to which she is to report.

BRAZILIAN HEALTH SYSTEM VISIT

ON APRIL 21-25, an adventurous group of Executive Doctoral students, faculty, and alumni spent four exciting days studying the Brazilian healthcare system. The trip marked the program's first visit to a South American country. After a welcome dinner at one of the world's largest restaurants, the group began an intensive three days of lectures, discussions, and tours.

The group was met with a very warm and enthusiastic welcome from UAB's host institution, Pontifícia Universidade Católica do Paraná (PUCPR). PUCPR has a long-standing relationship with UAB. The two institutions have collaborated for several years on tobacco cessation research, and both sides were eager to partner on planning the health system visit.

PUCPR Professor Marcia Cubas set the stage for the visit with an overview of Brazil's Unified Health System (SUS). The group met with administrators and clinicians from Hospital de Clínicas da Universidade Federal do Paraná, a large public hospital; Hospital Santa Casa, a not-for-profit hospital; Hospital Marcelino Champagnat, the area's "gold standard" private hospital; and Hospital do Trabalhador, a co-op hospital. Highlights of the visit also included meeting with officials at the state and city health departments; a local primary care facility; and Unimed, a private health insurance company and the world's largest healthcare co-op.

Jadwiga "Yogi" Wartak (Class 44) jumped at the chance to participate in the alumni travel experience to Brazil and says she found the trip to be an enjoyable and very interesting experience. Along with the Executive DSc students and faculty, she learned a great deal during the brief visit.

"In Brazil, they are in the beginning stages of quantifying what effect the government actions are having on overall healthcare improvement, such as health promotions and national policies. Analyzing various quality measures is new. These beginning stages, however, are already showing a strong focus on population management, with coordination of care between primary care units and community outreach," said Ms. Wartak.

The visit took place in Curitiba, the capital city of the state of Paraná. Ms. Wartak was particularly impressed with what she learned about primary care in the city. "Curitiba is a forerunner in restructuring primary healthcare in Brazil and serves as a reference to the rest of the country for Public Health."



Class 44 graduate Jadwiga Wartak pauses for a photo-op at the stunning Iguazu Falls. She joined several of the Executive DSc students who organized a sight-seeing adventure to the falls prior to arriving in Curitiba for the health system visit.



This photo depicts a model of the Hospital Marcelino Champagnat (HMC), Curitiba's "gold standard" hospital. HMC is the only private hospital in a system that owns four other large public hospitals. HCM was built to cater exclusively to private patients, but the group was fascinated to learn that the facility's profits are used to subsidize the four other not-for-profit hospitals in the system.



The group pauses for a quick photo after their last tour at Hospital do Trabalhador, a teaching hospital that specializes in trauma; occupational health; and maternal and child health. The hospital also houses a thirty-bed "pediatric sector" and Center for Integral Assistance of Cleft Lip and Palate.

PHOTOS FROM ACHE CONGRESS ON HEALTHCARE LEADERSHIP



Aaron Elias, Janet and John Holland



Jerry Bryson, Howard Houser and Traci Spray D'Auguste



Brian Welton and Brandon Lambert



James Nixon and Claire Byrnes



Doug Luckett and Andrew Hancher



Kate Jarrett, Carroll Papajohn and Briana Rader



Louise Chiepalich, Elizabeth Bromberg and Kat Shearer

NASHVILLE RECEPTION IN FEBRUARY



Lee Ann Ruffing, Meredith Marwell, Jennifer Causey and Todd Jackson



Gerald Glandon, Andy Shoulder and Taylor McClain



Jon Vice, Amy Leopard, Andrew McDonald and Tony Hollingsworth



Stephen O'Connor, Jeanette Glenn, Midge Ray and Ross Armstrong at the Junior Board Fundraising Auction at Innovation Depot



Chris Westbrook and Mike Dietrich

MEMPHIS RECEPTION IN APRIL

DALLAS RECEPTION IN MAY



A special thanks to Ken Beasley (Class 19), CEO of orthomemphis, for hosting a dinner at Folks Folly in Memphis. (L-R): Cristie Travis, Crystal Hughey, Ken Beasley, Brian Welton and Randa Hall



John McWhorter and Sarah Hughes

LOS ANGELES RECEPTION IN MAY



Graham Torres, Allison Clemmons and Ross Armstrong



Randa Hall, Kate Bishop Hegge, Mila Nishimura and Frances Watts



Brad Ervin, Ross Armstrong and Brian Maziarz

RESIDENCY SITE VISITS



Mike Burke, University of Iowa, and Frances Watts atop helicopter pad at UCLA Health System



Caroline Sarratt and Jamie McAdams at a Women's Leadership Conference



William English, Drew Davis, Caroline Sarratt and Derrek Wheeler



Brad Parsons, Robert Gordon, Brian Welton, Sam Lynd, Randa Hall, Kyle Armstrong, Bill Tuttle and Stephen Reynolds



Weddings

Miller Vance, Carlie Gotlieb, Hollie Nolan, Barrett Fisher, Abby Monton Covington, Graham Howard, Nathan Clark and Chase Hall



Joe and Sarah Molony Knight



Ben Decker, Brent Cox, Nathan Amstutz, Julie Won, Sydney Fogle, and Randa Hall



Sydney Fogle, Brent Cox and Ben Decker at Julie Won's wedding



Eric and Abby Munton Covington

ALUMNI UPDATES

CLASS #	ALUMNUS NAME	POSITION CHANGE AND OTHER NEWS	ORGANIZATION (CITY, STATE)
11	Jim Decker, DHA, FACHE	Completed the requirements for his doctoral degree at Medical University of South Carolina.	
13	Steven Johnson	Founded SJohnson & Associates – a healthcare consulting firm specializing in development, board education and interim assignments.	
14	Marlin Harris	Serves as President of the Alabama Association of Foreign Language, President of Paraguay Baptist Medical Center Foundation and 1 st Vice President of the Alabama Federation of Spanish Clubs. He also authored the book “Let the Beatitudes Be My Attitude in You” which was published in August 2012.	
14	Doris Reinhart	Awarded the 2013 Lifetime Achievement Award by the Maryland Association of Health Care Executives and has retired as Vice President & Administrator of Adventist Rehabilitation Hospital of Maryland and moved to South Carolina.	
19	Jim Edmondson	Chief Executive Officer	Riverview Regional Medical Center (Gadsden, AL)
20	David Johnson	Administrator – Network Operations	Cigna – Healthspring (Mobile, AL)
22	Steve Hall, Sr.	Owner	Riverside Senior Living (Decatur, AL)
24	Danielle Brown	Associate Director of Care Management	Viva Health (Birmingham, AL)
24	Cullen Clark, PhD	Director, Assessment Services	CEOOutcomes, LLC (Birmingham, AL)
26	Anthony Patterson	Interim Chief Executive Officer	UAB Hospital (Birmingham, AL)
26	Paul Storey	Chief Operating Officer	Helen Keller Hospital (Sheffield, AL)
27	Tom R. McDougal, Jr.	CEO and President	Leadership Underground (Indian Springs, AL)
29	LaWanda Parks	Assistant Medical Center Director	G.V. (Sonny) Montgomery VA Medical Center (Jackson, MS)
29	Charles B. Powell, Jr. CMPE	President, Physician Enterprise	KentuckyOne Health (Louisville, KY)
30	Shannon Dabbs	Senior Manager, Healthcare Economics	Corizon Health (St. Louis, MO)
34	Derrick Miles, FACHE	Partner	i2 Integrated Intelligence (Raleigh, NC)
35	Traci Spray D’Auguste	Executive Administrator, Department of Medicine	Rush University Medical Center (Chicago, IL)
35	Chad Kramer	Chief Operating Officer	Berwick Hospital Center (Berwick, PA)

CLASS #	ALUMNUS NAME	POSITION CHANGE AND OTHER NEWS	ORGANIZATION (CITY, STATE)
36	Patrick Trammell	Chief Operating Officer	Redmond Regional Medical Center (Rome, GA)
38	Todd Donehoo	Chief Operating Officer	National Centers for Pain Management & Research (Birmingham, AL)
38	LaToya Hunt	Patient Experience Advisor	Press Gainey Associates (Atlanta, GA)
38	Doug Lurton	Corporate Director of Support Services	Baptist Health Care (Pensacola, FL)
39	Brian Barbeito	Advanced to Fellow status in the American College of Healthcare Executives.	
39	Jordan DeMoss	Associate Vice President	UAB Hospital (Birmingham, AL)
39	Yameeka Jones	Chief Executive Officer	Regency Hospital of South Atlanta (East Point, GA)
39	Jenna Koebel	Assistant Vice President, Emergency Services	Carolinas HealthCare System (Charlotte, NC)
39	Barry Moss	Assistant Chief Executive Officer	Flowers Hospital (Dothan, AL)
39	Matthew Sansing	Operations Systems Engineer	Vanderbilt University Medical Center (Nashville, TN)
40	Jennifer Causey	Administrative Director, ICD-10 Transition	Vanderbilt Health (Nashville, TN)
40	Adam Cook	Director of Enterprise Performance Management	Children's Hospital Wisconsin (Milwaukee, WI)
40	Matthew Wallace	Associate Director	Navigant (Nashville, TN)
41	Joseph Bolen, IV	Executive Director	ART Fertility Program of Alabama (Birmingham, AL)
41	Jacob Collins	Manager, Patient Financial Services	Northside Hospital (Atlanta, GA)
41	Matt Cybulsky	Completed his PhD in Interdisciplinary Studies, Behavioral Economics from the University of Alabama and has taken a new role as Research Assistant Professor in the Department of Surgery at UAB Medicine.	
41	Ben Whitworth	Ben is proud to announce that Catherine Mae (Cate) Whitworth was born July 9, 2013 weighing 7lb 14 oz and 21.5 in long.	
41	Ben Youree	Chief Executive Officer	Community Health Systems (Dyersburg, TN)

CLASS #	ALUMNUS NAME	POSITION CHANGE AND OTHER NEWS	ORGANIZATION (CITY, STATE)
42	Lisa Austin	Senior Associate	Verite Healthcare Consulting (Alexandria, VA)
42	Chris Cullom	Director of Operations	Tenet Florida Physician Services (Boca Raton, FL)
42	Ken Hwang	Business Manager, Admissions	Our Lady of the Lake Regional Medical Center (Baton Rouge, LA)
42	Chris Jett	Assistant Hospital Administrator	USA Children's and Women's Hospital (Mobile, AL)
42	Katrina Morgan	Promoted to Senior Director of Operations at Utica Park Clinic (Tulsa, OK) and was honored as a "Forty Under 40" by the New Mexico Business Weekly. Katrina has also contributed to the article "It Takes Work To Be Happy" by Terri Giron-Gordon.	
43	Chris Price	Vice President of Operations, S3	Integrated Medical Systems International, Inc. (Birmingham, AL)
43	Chris Sale	Assistant Vice President, Hospital Operations	Children's Hospital (New Orleans, LA)
44	Katie Carpenter	Manager of Business Anesthesia	Huntsville Hospital Health System (Huntsville, AL)
44	Tommy Middleton	Tommy and Mallory welcomed their first child, Cutler Graham Middleton, on January 21, 2013.	
44	Josh Snow	Associate	Huron Healthcare - Compliance and Investigations (Chicago, IL)
44	Matt West	Chief Operating Officer	Premier Surgical Associates (Knoxville, TN)
44	Aaron Williams	Director of Operations	Piedmont Medical Care Corporation (Atlanta, GA)
45	Josh Hewiett	Director, Cardiology Services	Huntsville Hospital (Huntsville, AL)
45	Sam Lynd	Assistant Administrator	NEA Baptist Memorial Hospital (Jonesboro, AR)
45	Caroline Sarratt	Administrative Manager, The Preston Robert Tisch Brain Tumor Center	Duke University Medical Center (Durham, NC)
45	Kanwar (KP) Singh	Promoted to Management Systems Engineer following his fellowship and made an oral presentation at the American Society of Gastroenterology in Orlando based on a project he was involved - Improving the Efficiency of the Endoscopy Suite at University of Virginia Medical Center.	

CLASS #	ALUMNUS NAME	POSITION CHANGE AND OTHER NEWS	ORGANIZATION (CITY, STATE)
45	Derrick Wheeler	Administrative Manager, Musculoskeletal & Neuroscience Services	Duke University Medical Center (Durham, NC)
46	Andrew Davenport	Director of Support Services & Anesthesia	Providence Hospital (Mobile, AL)
46	Amy Downs	Business Development Manager	El Paso Children's Hospital (El Paso, TX)
46	Margaret Taylor Golden	Senior Operations Lead	Accretive Health (Birmingham, AL)
46	Lacy Hastings	Performance Improvement Analyst	CaroMont (Gastonia, NC)
46	Whitney Kropp	Manager of Operational Informatics	IntraHealth Group (Atlanta, GA)
46	Laura Epps McNash	Clinical Services Manager	Ochsner Health System (Baton Rouge, LA)
46	Philip Meador	Administrator, Clinic Operations	Emory Clinics (Atlanta, GA)
46	Jonathan Neff	Program Manager, Operations & Planning I	Emory Clinics (Atlanta, GA)
46	Erin Phillips	Senior Consultant	Pershing Yoakley & Associates (Atlanta, GA)
46	Briana Rader	Manager, Global Health	Miami Children's Hospital (Miami, FL)
46	Kriti Sharma	Associate	KPMG (Chicago, IL)
46	J. Ryan Starnes	Manager of Perioperative Services and Anesthesia	Ochsner Health System (New Orleans, LA)
46	Graham Torres	Operations Analyst	Children's Medical Center of Dallas (Dallas, TX)
46	Cara Vice	Administrative Specialist	Community Health Systems (Valparaiso, IN)
46	Frances Watts	Operations Director	UCLA Health System (Los Angeles, CA)
46	Brian Welton	Assistant Administrator	Baptist Memorial Health Care Corporation (Columbus, MS)
46	Brooke Wilkinson	Director of Practice Operations	WellStar Health System (Marietta, GA)
E 34	Leigh Hamby, M.D.	Executive Vice President and Chief Medical Officer	Piedmont Healthcare (Atlanta, GA)
E 36	Irby Hunter, Jr. M.D.	Chief Operating Officer	Greater Southwest Medical Associates (Grapevine, TX)

CLASS #	ALUMNUS NAME	POSITION CHANGE AND OTHER NEWS	ORGANIZATION (CITY, STATE)
E 40	Karen Koch, Pharm.D.	Director of Research	MultiCare Health System (Tacoma, WA)
E 42	Ryan Campbell, FACHE	Vice President, Physician Network	Helen Keller Hospital (Sheffield, AL)
E 42	Bryan Norris	Agent	New York Life and Hudson Financial Group (Columbus, GA)
E 43	Philip Raper	Director of Wellness Center	North Mississippi Medical Center (Tupelo, MS)
E 44	Claire Byrnes	Assistant Vice President, Physician Services	Tift Regional Medical Center (Tifton, GA)
PhD	Norris W. Gunby, Jr.	Clinical Assistant Professor	Department of Health Policy and Management, Gillings School of Public Health, University of North Carolina – Chapel Hill (Chapel Hill, NC)
PhD	Martha Starkey, Ph.D.	Associate Professor	Florida A&M University (Tallahassee, FL)
PhD	Glenn Yap, Ph.D.	Administrator, 59th Medical Wing	United States Air Force (Lacklin AFB, TX)

IMPORTANT DATES

- September 11, 2013: Van Zile Scott Lecture Presented by Dr. Narendra Kini, CEO of Miami Children's Hospital
 September 12-13, 2013: Annual Preceptor's Conference (Embassy Suites, Birmingham, AL)
 February 26-28, 2014: 8th Annual Health Administration Case Competition and L.R. Jordan Distinguished Lecture
 March 25, 2014: Annual ACHE Networking Reception (Chicago, IL)
 August 5-8, 2014: 34th National Symposium for Executives (Sandestin, FL)