Well, it was another successful trip to Chicago with a full attendance list of every on-campus student. The Windy City shocked us all with temperatures in the teens and some fresh snowfall just as San Antonio was seeing bluebonnets and sunshine.

We added a new element to the trip this time: mock interviews. About 65% of the class took part in this offering, pairing current students with Alumni Board members for some pre-Preceptors’ Conference preparation. There was a great response from both sides and the candid feedback appeared well-appreciated!

The Alumni Board hosted a happy hour at Fado Irish Pub on Monday night for any alumnus/a who was in town. And, for the second year in a row, we held our Dean Duce Award Dinner—honoring Jon M. Foster ’86—at the delicious Gibson’s Steakhouse. A room full of about 100 attendees proved the support for Trinity even outside the Texas border is still strong!

We are incredibly grateful for the presence and support of Trinity University President Dennis Ahlburg and Vice President Mike Fischer and his wife, Kim, as well as other staff. Never before has the Health Care Administration Department and our illustrious graduates had better backing from the University leadership.

In closing, I’d like to give everybody a heads up that we are approaching a huge milestone for our program. Please mark your calendars for October 2015 for the 50th Anniversary of the Health Care Administration Department. A sizeable celebration is certainly in the works! We hope to see many of you there.

Mark your calendar: HCAD will celebrate 50 years in October 2015

Ashley S. Hixon ’00, FACHE
President, Trinity University Health Care Administration Alumni Association
Division Operations Officer, Methodist Healthcare System
San Antonio
On Tuesday, March 25, Trinity University President Dennis A. Ahlburg joined the HCAD alumni community at Gibson’s Bar & Steakhouse in Chicago during the ACHE Congress to honor Jon M. Foster ’86, FACHE, with the Leonard Duce Award. Ninety-six HCAD alumni, faculty, students, and guests attended the special event. In her introduction of Foster, Ashley Hixon ’00, president of the HCAD Alumni Association, noted that Art Linkletter’s approach to life describes Foster perfectly: “Do a little more than you’re paid to. Try a little harder than you want to. Aim a little higher than you think possible, and give a lot of thanks to God for health, family and friends.”

Foster is president of American Group, one of two operating groups for Hospital Corporation of America, the largest hospital system in the world. His responsibilities include oversight of 80 hospitals across Colorado, Georgia, Kansas, Kentucky, Louisiana, Missouri, Oklahoma, Tennessee, and Texas. He also serves as president of Hospital Corporation of America-Texas, the largest hospital system in Texas. The Hospital Corporation of America’s American Group under Foster’s purview has annual net revenues of over $17 billion and employs over 80,000 staff members.

Prior to receiving his master of science in health care administration from Trinity, Foster earned a BBA from Baylor University.

Trinity University President Dennis A. Ahlburg and HCADAA President Ashley S. Hixon ’00 congratulate 2013 Leonard A. Duce Award recipient Jon M. Foster ’86 during the ACHE Congress in Chicago on March 25, 2014.
University. His career trajectory began at Methodist Healthcare System in Houston. From there he became executive vice president for operations at the Baptist Health System of East Tennessee. Next came Austin-based St. David’s HealthCare, a $1.2 billion, seven-hospital health-care system with 60 locations throughout the central Texas region. There Foster served as president and CEO before assuming his current position in Nashville.

Active in professional organizations, Foster is a past-chair of the Texas Hospital Association Board of Trustees and has served on the American Hospital Association Regional Policy Board, the Austin Economic Development Corporation, the Texas Quality Coalition, the University of Texas College of Pharmacy Advisory Board, the Trinity University HCAD Advisory Board, and the Young Presidents’ Organization (YPO)-Austin Chapter, among others. Additionally, he continues to serve as vice chairman of St. David’s HealthCare.

Widely respected among health care organizations, Foster was recognized in 2000 by the American College of Healthcare Executives, which presented him with the Robert S. Hudgens Award as the Young Healthcare Executive of the Year for the United States and Canada. In 2012, Baylor University honored Foster with the President’s Medal for Meritorious Service and Contributions to Healthcare.

Foster is also highly regarded by the HCAD department, where he served on the Department of Health Care Administration Advisory Council from 2009 until spring this year, when he stepped down as chair due to his busy schedule. He has also been a preceptor to seven HCAD students and has worked with countless others. Students who have benefitted from his mentorship have high praise for his leadership, integrity, “laser-like focus on results,” and “relentless passion for excellence.”

Foster and his wife, the former Laura Chapman, have two teenage daughters and make their home in Nashville.

The Leonard Duce Award was created in honor of the first dean of the Graduate School at Trinity University. Beginning in 1962, Duce played a key role in establishing the Health Care Administration department, and his tireless dedication contributed significantly to the program becoming one of the best in the nation. The award recognizes leadership and success in the field of health care administration and has been given annually since 1976.

Congratulations to Jon Foster on this award and a lifetime of achievement. An honor very well-deserved!
Dean Duce Award Dinner
2014-2015
HCADAA Board Members

Ashley S. Hixon ’00, FACHE
President
Division Operations Officer
Methodist Healthcare System
San Antonio

James C. Bohnsack B.S. ’97, M.S.-HCAD ’99
Finance Chair
Vice President - Acquisition Strategy
Conifer Health Solutions
Frisco, Texas

Brett S. McClung ’92, FACHE
Immediate Past President and Nominating Chair
Executive Vice President, Chief Operations
Leader North Zone
Texas Health Resources
Fort Worth

R. Brent Hardaway ’85
Strategic Planning Chair
Vice President
Premier Healthcare Alliance
Austin

Heidi J. Pandya B.S. ’00, M.S.-HCAD ’05
Events/Fundraising Chair
Director, Health Industries Advisory
PricewaterhouseCoopers
Dallas

Vanessa Saenz Smith B.S. ’94, M.S.-HCAD ’99
Membership/Communications Chair
Regional Vice President
United Surgical Partners International
Houston

John Hyde Ph.D. ’81, FACHE
Bylaws Chair
Professor of Clinical Health Systems
University of Mississippi Medical Center
Jackson, Mississippi

Dorothy A. Benavidez ’89
Membership Chair
Senior Vice President
CRAssociates, Inc.
Newington, Virginia

Sally Hurt-Deitch ’03, FACHE
CEO
Sierra Providence East Medical Center
Tenet Healthcare
El Paso

Kevin M. Ormand ’98, FACHE
Director
Aspen Advisors
Austin

Patrick Halinski ’11
Director, Strategic Development and Operational Improvement
Baptist Health System
San Antonio

Chuck Spicer ’95, FACHE
President and CEO
OU Medical Center
Oklahoma City
HCADAA Welcomes New Lifetime Members

The Alumni Association thanks the following new Lifetime Members for their support! (November 1, 2013-April 30, 2014)

Doug Ashby ’83
Bob Grimes B.A. ’77, M.S.-HCAD ’80
Reza Kaleel B.A. ’96, M.S.-HCAD ’98
Abigail L. Ulrich B.S. ’03, M.S.-HCAD ’05

Please consider joining the 73 esteemed HCADAA alumni who have become Lifetime Members. Your investment in the future of health care will certainly be rewarded!

ANNUAL Membership
1st year post-graduation, FREE
2nd year post-graduation, $35
3rd year post-graduation and beyond, $60

LIFETIME Membership
Lifetime membership dues are based on number of previous years you have been an active member in the Association.

5 years or fewer as active member, $750
More than 5 years as active member, $500

The HCAD Alumni Association recently added a membership category. The Retired Lifetime Member category is now available for a reduced rate of $100. Retired status allows for the continuation of rights and privileges of HCADAA Lifetime Membership.

For more information, and to process your membership, contact Ana Vazquez, Alumni Office Manager, at 210-999-8404 or avazquez@trinity.edu

Mark your CALENDAR

Save the dates for these events...

• Alumni Weekend
  October 10-12, 2014
  San Antonio

  HCAD Alumni, Faculty, and Student Happy Hour
  Thursday, October 9, 2014
  5:30-7:30 p.m.
  StoneWerks–Lincoln Heights
  999 East Basse #130

  All Alumni Golf Tournament
  Friday, October 10, 2014
  Sponsored by the HCAD Alumni Association
  Hill Country Golf Club
  Hyatt Regency Hill Country Resort and Spa
  9800 Hyatt Resort Drive
  11 a.m.–Box lunch at Luckenbach Pavilion
  12:30 p.m.–Shotgun start
  5 p.m.–Award reception at Luckenbach Pavilion
  $100 (HCAD alumni and HCAD students)
  $120 (non-HCAD alumni and non-HCAD students)
  Register online at trinity.edu/alumniweekend

• Congress on Healthcare Leadership
  March 16-19, 2015
  Chicago

• HCAD Program 50th Anniversary Gala
  October 2015
The 2014 Annual Trinity University Health Care Administration Alumni Association Golf Tournament will be held on **Friday, October 10** at the Hill Country Golf Club at Hyatt Regency Hill Country Resort and Spa located at 9800 Hyatt Resort Drive in San Antonio. The day promises to be one to remember with amazing networking opportunities, scenic views, and beautiful San Antonio weather. The schedule for the day is as follows:

- **11 am**  Box lunch at Luckenbach Pavilion
- **12:30 pm**  Shotgun start
- **5 pm**  Award reception at Luckenbach Pavilion

Cost:  
- $100 for HCAD alumni and HCAD students  
- $120 for non-HCAD alumni and non-HCAD students  
- $20 for lunch only

**To register**, please go to trinity.edu/alumniweekend

Golfers of all skill levels are invited to take part in the golf outing. We encourage you to join as a golfer and also consider assisting the event as a sponsor. The sponsorship opportunities include Tournament Sponsor, Lunch Sponsor, Reception Sponsor, Hole Sponsor, and Challenge Hole (to include longest drives and closest-to-pin contests).

**For more information**, please contact Elizabeth Ford B.A. ’93, M.S.-HCAD ’96 at 210-999-8435 or nford1@trinity.edu

Interested alumni may also contact HCAD first year student Don Murray ’15, who is serving as intramural chair, at 469-774-4011 or dmurray@trinity.edu
Calling alumni celebrating HCAD CLASS REUNIONS

Three of the current HCADAA board members are celebrating reunions later this fall. If anyone from the classes at right (or additional classes marking HCAD reunions) is interested in planning a get together during Alumni Weekend on October 9 or otherwise, please contact them directly. If you are a member of another class reunion, please contact Elizabeth Ford B.A. ’93, M.S.-HCAD ’96 at nford1@trinity.edu

Dorothy Benavidez ’89
25 Year
dab@crassoc.com

Jim Bohnsack B.S. ’97, M.S.-HCAD ’99
15 Year On-Campus Class
jim.bohnsack@coniferhealth.com

Vanessa Saenz Smith B.S. ’94, M.S.-HCAD ’99
15 Year Executive Class
vasmith@uspi.com

Networking in DFW

Alumni from Trinity University’s Health Care Administration Program in the DFW area met on May 15 at Olenjack’s for a chance to network and catch up with one another. Brett McClung ’92, executive vice president, chief operations leader North Zone for THR, spoke at the event about the health care market in the DFW metroplex. Trinity Health Care Administration Department Chair, Ed Schumacher, Ph.D., gave an update on the HCAD program. Over 40 alumni were present with class years spanning several decades.
Since 1997, you have successfully led one of the largest health care providers in North Texas as CEO after the decision to consolidate Presbyterian Healthcare Resources, Harris Methodist Health System and Arlington Memorial Hospital. What has been the greatest joy and the greatest challenge for you during this time?

The greatest joy leading THR has been the opportunity to work closely with such remarkable people. The relationships I have been able to develop with the greater North Texas community, our employees, board members, volunteers, physicians, and others have sustained me and provided me motivation on a daily basis. The greatest challenge I have encountered continues to be how to provide the highest level of quality care and service to the wide variety of populations that live in North Texas. How to deliver sustainable and personalized care to each patient has remained one of my top priorities as CEO.

You have an amazing legacy with many accomplishments; name one that you are very proud of, and why.

The strong relationships that THR has built with physicians who practice in our facilities are something I’m very proud of. We embrace doctors as partners in our daily work and view them as a key part of the solution as we move forward in our strategic planning for the future. In addition, I am grateful that THR continues to be acknowledged as a “best place to work” organization evaluated by organizations outside THR. Finally, I’m proud that we are focused on our Mission first.

You have had an incredible and meaningful career at THR that has improved the lives of many. What will you miss the most?

The interaction with the people with whom I have been privileged to work. I will miss the daily opportunity to be side-by-side with such a capable team.
What has been the biggest surprise to you in your career?

The biggest surprise in my career has been how truly complicated and complex health care has become. It is constantly in flux and has ever-changing dimensions. No longer is there one answer appropriate to respond to the myriad of issues that arise each day in the health care industry. It is a healthy challenge I have grown an affinity toward and it helps to keep me motivated.

This can be a very stressful profession at times. How have you stayed focused and positive during the toughest times of your career?

I stay focused through my strong Christian faith and THR's Mission, Vision, Values, and Promise. My loving and understanding wife and family have been tremendous supports throughout my career. THR’s foundational statements, including the Mission, Vision, Values, and Promise, help us to stay focused when times get rough. We know tough times will not last but our people will.

How has the health care industry changed from when you first entered the health care administration field until now?

Without a doubt, I have been struck with the diversity of my work. The industry is multifaceted and complex. Although I completed my graduate school residency at Presbyterian Hospital of Dallas in 1971 and have remained here throughout my 44-year career, I can say that each year has offered its unique and rewarding challenges and opportunities. Issues regarding access to care, multiple entry points for service, reimbursement and coverage for care, and being able to deliver quality care to all people, especially the underserved, are all ongoing challenges. The advancement and sophistication of technology has also been remarkable over these 40-plus years. Health care is not a cottage industry any longer.

You’ve taken residents consistently for many, many years. What do you believe, if anything, sets Trinity residents apart from residents at other programs?

Sixty residents as a matter of fact! Other than the fact that the majority of students ARE from Trinity, I have been impressed with the strong willingness of Trinity residents to learn and to gain experience throughout the residency year. They are true “sponges” soaking up all of the opportunities before them. I have found that Trinity residents are flexible, confident, and willing to put in the effort to obtain the information they seek. They grow while learning. Consistently, Trinity residents have been well prepared, which reflects positively on the rigor of the HCAD curriculum and faculty.

As an alumnus, what has the alumni network meant to you over the years and what would you advise that each of us do individually to help keep the network strong?

Trinity’s HCAD alumni network has provided many access points and opened doors throughout my career. The strength and the capacity of the alumni network cannot be overstated. The HCAD Advisory Council and Alumni Board have provided alumni avenues to grow and develop. I enjoy knowing that alumni can share information with one another and provide mentoring and networking opportunities. I was pleased to know that more than 95 alumni and guests were able to gather to honor Jon Foster at the Duce Award Dinner in Chicago. I would encourage additional events to bring HCAD alumni and students together.

Reflecting upon the projected transformation across the health care industry, what one skill set would you advise early careerists to develop?

One skill set of great value that is often overlooked and underutilized is the art of negotiation. Effective decision-making and relationship-building with professionals and nonprofessionals will remain extremely important for health care leaders. Another characteristic I advise young health care administrators to hone is patience in their career development. There is time to grow and time to develop one’s talents and skill set and a shortcut does not exist. There must be an eagerness and an experiential learning opportunity for career development. I am proud to say that a total of 20 HCAD graduates (from both the On-Campus and Executive Programs) are employed with THR today.

What is the funniest situation that you ever had a resident find himself/herself in?

I recall a very aggressive administrative resident who wanted to be involved in all patient situations during his year of residency. He was always eager to interact with our patients, which we, of course, encouraged. One day, we as a team decided to play a little joke on him. We called him up on a patient care floor and sent him in to talk with a disgruntled patient about a food service issue. He was surprised to find after talking to her and getting no response that the patient was deceased.

Tell us briefly what your plans are and what you are most looking forward to as you begin your new chapter.

Many people think of my decision as retirement but I look forward to “refiring”—being able to take time to enjoy the things I have not had time to do. I look forward to refocusing my time and energies on my seven grandchildren—all under the age of six. I look forward to serving as chair of the Trinity University Board of Trustees. Most of all, I look forward to being the master of my own schedule and giving back to Martha so much of the time she has given to me.

Would you do it all over again if you had the chance?

Except for a very few situations, this has been a remarkable journey and I would be privileged to take the journey again.
We have been talking a lot this semester about innovation. In my economics class, we talked about Clayton Christensen's model of disruptive innovation and the innovator's dilemma. To motivate the topic, we first discussed how the integrated steel mills were pushed out of the market by the mini-mills in the 1970s and 1980s. The mini-mills were able to do this by going after the integrated mills' best customers but by starting from the bottom and working their way up. That is, they took on the integrated mills in rebar where the margins were the lowest. The integrated mills were happy to have the mini-mills take these markets since they could make much higher margins in the higher quality steel markets. But slowly the mini-mills moved into bars and rods, then into structured steel, then finally into the highest margin sheet-steel market. Each time the integrated mills thought they were better off to flee the low margin market and concentrate on the higher margin steel. In the end, however, the mini-mills put all but one of the integrated mills out of business.

We next talked about how this applies to the health care industry. Does our health care system need this type of disruption? Will it come from inside or outside the current system? What is “the bottom” in the health care system? It was a really interesting discussion, which included CVS, Walmart, and other new entrants, direct primary care, public health care, home care, and other threats to the traditional health care system.

We also did a case study on hospital systems in India that are able to provide low cost, high quality care, to scale: treating both the affluent and the indigent.

Daron Acemoglu, an economist at MIT, has studied the determinants of creative, ground-breaking innovations in organizations. He and his colleagues find strong evidence that organizations that are open to disruption tend to be the most successful innovators. Firms that have young CEOs or top management are much more likely to produce important patents. Ironically, firms who have been most successful in the past are often the least open to disruption and tend to produce fewer innovations. It is not sufficient to have a good strategy, but an organization also needs a culture that is open to innovation. I think these ideas have tremendous application as we think about the future of the health care industry, but they also apply directly to our program. Trinity’s HCAD program is one of the most successful programs in the country, and we are very proud of the great contributions our alumni have made to the health care industry. Yet we face many threats and cannot be satisfied with the status quo. We do not want to become like the integrated steel mills, who allowed the mini-mills to push them out of the market by continuing to do what they were good at doing. In order to keep this from happening, our program needs to remain open to disruption. Our connection to you, our alumni, is one important way we do this. Your support of our program is highly valued. Many of you have offered to provide guest lectures, have mentored our students, have hosted Friday morning visits, have provided career advice to young alumni, and have enriched our program in many other ways. These types of contributions keep our program fresh and make sure that we keep our content relevant and our culture open to what our students need.

This summer the faculty will engage in a retreat to develop an update to our strategic plan. In preparation for this, we engaged our Advisory Council in a brainstorming exercise to begin to develop strategic goals. One of the main themes that came out of this was the intersection of leadership and innovation. They really challenged us to think about how we train innovative leaders. I look forward to reporting back to you soon on what this plan will look like.

If you have any thoughts on these issues, I would love the chance to speak with you as our program moves forward. My e-mail address is eschumac@trinity.edu. Thank you for your support of the program: our alumni are a key component of what makes Trinity special.

Edward J. Schumacher, Ph.D.
Professor/Chair
Trinity University Health Care Administration
An initial conversation with Patrick Shay B.S. ’03, M.S.-HCAD ’05, the newest member of the HCAD faculty in the role of assistant professor, helps one appreciate the special connection Trinity graduates can have with their alma mater.

Returning to Trinity in December 2013 was quite natural for Shay, who received both his bachelor’s degree in business administration (marketing and management) in 2003 and his master’s in health care administration in 2005 from Trinity. Although Shay and his family are originally from Pennsylvania, and more recently, Plano, Texas, they have solid and meaningful roots in San Antonio and on the Trinity Skyline campus. Shay’s twin brother, Michael, and their older sister, Sarah Shay Pickard, also earned degrees from Trinity, and Shay met his wife, Aubree Lewis, when they were both students here. It is not surprising that Shay would find Trinity an ideal place to jump start a rewarding career teaching HCAD students.

Shay began his career as an HCAD resident at Warm Springs Rehabilitation System in San Antonio under the guidance and mentorship of preceptor Rick Marek. During his residency, he completed rotations in the system’s corporate departments as well as its facilities in San Antonio, Luling, Victoria, and Corpus Christi. After graduating with a master’s, he accepted a position as an analyst in the corporate office at Warm Springs, which afforded additional opportunities for him to grow as an effective leader and hone his marketable skill set. He was promoted to director of quality and standards and, subsequently, accepted the more expansive position of director of operations at Warm Springs. In 2009 Shay and his wife moved to Richmond, Virginia, where they enrolled at Virginia Commonwealth University (VCU) and Patrick began his studies for a doctorate in health services organization and research. Aubree completed her doctorate in social and behavior health in December 2013, and Patrick completed his coursework in 2011 and recently received his doctorate in hospital-based clusters in May 2014.

According to his current research, clusters are defined as local hospital organizations in targeted markets. He is focusing on the different forms and categories clusters take in terms of services, locations and types of locations. He is most interested in the wide spectrum of the integration and differentiation of clusters and how they can be measured and evaluated to improve the hospital operations for these markets. Shay always valued the quality of his Trinity education and appreciates Trinity’s balance between teaching and research. As a new member of the HCAD faculty, he is grateful for the warm welcome he received and the amazing opportunities that have been offered to him. HCAD faculty and staff members have been a great source of encouragement, and their commitment and passion to continual improvement is an inspiration to him. He hopes his unique knowledge and energy will enhance the existing stellar program. He says the transition from student to faculty has been “fun” and he enjoys the opportunity to apply what he has learned through his research.

Shay teaches Healthcare Organization Theory and Management to the Executive students and Health Services Organization and Policy II to the On-Campus students. In the latter course, students learn about health policy, population health, and managerial epidemiology, which details how managers lead organizations to treat disease within their health care structures.

Although spare time is limited these days, Shay enjoys reading, writing, hiking in national parks, and watching movies and sports—he roots for the Pittsburgh Pirates and the San Antonio Spurs. A talented musician who played trumpet with several Trinity ensembles throughout his undergraduate years, he now enjoys playing with local musicians or assisting with the music at his church. He and his wife are proud parents of a 2 1/2 year old son, Elliot.

If you would like to contact Shay, he’d love to hear from you. His e-mail address is pshay@trinity.edu.

Welcome back to Trinity, Dr. Shay!
Dr. Amer Kaissi

Amer Kaissi published “Enhancing Physician Engagement: An International Perspective” in the International Journal of Health Services. Kaissi presented “Dealing with the Challenges of Healthcare Reform: American Hospital Systems Strive to Improve Access & Value through Retail Clinics” at the Organizational Behavior in Health Care conference in Copenhagen, Denmark. Additionally, he is finishing Flipping Health Care: Retail Clinics and other Convenient Care Models, which will be published in the Fall 2014 by IGI Publishers. Kaissi was recently promoted to full professor and will be on academic leave in Fall 2014.

Dr. Jody Rogers

Visiting professor Jody Rogers was an invited speaker at the 2014 ACHE Congress on Healthcare Leadership, where he presented “The Courage to Lead: Do You Have What It Takes?” Rogers also spoke in January on the topic of health care leadership to the North Texas Chapter of the Healthcare Financial Management Association annual meeting. He also was an invited speaker at the annual meeting of Resource Managers of the Community Hospital Corporation in Plano, Texas.

Dr. Bill McCaughrin to retire after 23-year tenure

Associate Professor Bill McCaughrin announced his retirement from the HCAD Office in early 2014. During his 23-year tenure at Trinity, McCaughrin taught undergraduate and graduate courses on global health, health care policy, and managerial epidemiology. He was influential in growing the HCAD program and was known for his dedication to the well-being of his students. He often served as a HCAD recruiter, encouraging undergrads to look into the graduate program. Many students honed their writing skills under his guidance and direction.

We thank him for sharing his expertise and wish him well in his future endeavors.

If you would like to contact McCaughrin, please e-mail him at wmccaugh@trinity.edu. In the meantime, he plans to spend his time in Austin and Michigan.
As another semester concludes, Trinity University’s Health Care Administration Program continues to instill theoretical knowledge and understanding of health care into the minds of intelligent and eager students. The spring semester allowed students to better understand the field of health care, either through time in a residency program or through in-depth conversations and interactions with the program’s knowledgeable professors. Trinity is helping the classes of 2014 and 2015 contribute to developing solutions for tomorrow’s changing health care industry.

The class of 2014 has reported many positive experiences with their residency programs. Their adaptive learning experience has encompassed attending strategic planning meetings, participating in steering committees, and observing board meetings. Other students are not only learning from individuals in different health facility departments, but also from participating on system-wide projects. Although there is much to learn while in their residency, the class of 2014 has reported feeling well prepared and fully able to take advantage of the many opportunities and challenges placed before them. A number of students of the class of 2014 were able to participate in this year’s American College of Healthcare Executive’s Congress and share their residency stories with the class of 2015.

ACHE was a great opportunity for students to become better educated and aware of the latest health care issues and trending possible solutions. Aside from classes, students had the great privilege to interact with Trinity HCAD alumni and receive advice on how to succeed in the field of health care administration. The commitment to assisting future generations of health care leaders was apparent during Congress as some alumni participated in mock interviews in order to help the class of 2015 better prepare for the Preceptors’ Conference. Students of both classes claimed that their time in Chicago was a positive and impactful educational experience.

While successfully completing the rigorous course load, several students within the class of 2015 vigorously took part in both internships and volunteer opportunities with several prestigious health systems within the San Antonio area. These projects included cost containment studies and “meaningful use” implementation of electronic medical records. After numerous discussions with the class of 2014 regarding the positive impact of their residencies, the class of 2015 is eagerly anticipating finding organizations that allow for both the student and the organization to grow and benefit. Given the high caliber of students, we anticipate all students having a residency placement within the coming months.

As the president of the class of 2015, I want to thank you on behalf of my classmates for all the support and encouragement we have received from you, including allowing us to experience this year’s ACHE’s Congress. Given your sterling example, we look forward to one day being able to support the future Trinity HCAD students as you have done for us.

Art Herrera III

Class Officers 2015

President
Art Herrera III

Vice President
Brandon Goertz

Secretary
Megan Powe

ACHE Chair
Beth Schleif

Preceptors’ Chairs
Preston Clark
Tyson Traveller

Service Chairs
Blake Barnes
Lauren Moreno

Social Chairs
Colin Dmochowski
Amber Wilson

Intramurals Chair
Don Murray
Congratulations to the following individuals who were inducted into the Upsilon Phi Delta Honor Society during the Duce Award Dinner in March.

Founded in 1965, Upsilon Phi Delta is the national academic honor society for students in health care administration within the United States. Administered by the Association of University Programs in Health Administration, Upsilon Phi Delta was formed to further the profession of health care administration and the professional competence and dedication of its members. The Trinity University chapter began in 2010.

Criteria for induction into Upsilon Phi Delta for students in the On-Campus Program include being a full-time, on-campus student, having a graduating GPA of 3.9 or higher, and completing at least 20 hours of community service. Executive students must be full-time students in the Executive program, have a graduating GPA of 3.9 or higher (measured at the end of the summer semester of the second year) and have served on the board of a not-for-profit/community organization.

**On-Campus Students**

- Claire Cobb
- Vanessa Duran
- Rendell Gazzingan
- Kelsey Goodell
- Lindsey Herman
- Kyle Landry
- Tripp Lyles
- Grant Magness
- Ashley Nelson
- Nathan Worley

**Executive Students**

- Aimee Arzoumanian
- Jason Culp
- Salah Jamaieddine
- Danna Taylor
During the ACHE Congress in Chicago in March, optional mock interviews for first year HCAD students were held for the first time. Several HCADAA board members gave generously of their time, reviewing resumes and helping students hone their interview skills in preparation for the Preceptors’ Conference held on May 2-3. The 17 mock interviews were conducted in close proximity to the ACHE Congress so students could take advantage of the mock interviews as well as attend Congress sessions.

Board members and students gave the mock interview process high marks and plans are underway to continue the mock interviews next year during Congress. Board members commented that such mentoring activities are integral to the strength of the HCADAA and its growing network. Art Herrera ’15 said the confidence-boosting interviews were especially successful “because of our ability to interview with such great, insightful individuals. Their critiques were genuine and constructive.”

Special thanks to the five HCADAA board members who participated in the 2014 mock interview sessions: Dorothy Benavidez ’89, Jim Bohnsack B.S. ’97, M.S.-HCAD ’99, Ashley Hixon ’00, Kevin Ormand ’98, and Heidi Pandya B.S. ’00, M.S.-HCAD ’05.
Paul Ramey ’71 sold a business he purchased in January 1995 and currently operates a consulting company whose primary client is the buyer of that business. Paul is also a partner in a business that sells alcohol-free hand sanitizer to commercial users like hospitals, cruise lines, etc.

Ben Richardson ’73 is officially retired as principal and senior consultant of RMS. He is still very active and may continue some work including a post/discharge niche project using EMR & part-time providers with AMAJII Corporation, and some limited office practice. He remains fascinated by the response to the 2010 Affordable Care Act and he wishes it had happened 20 years ago, noting that “the next generation of health care management will have some great challenges and even more opportunities to get it right.”

Bob Spurck ’73 was appointed to senior partner of Spurck Branson Healthcare Solutions in Austin.

Marketa Beneke ’73, ’77

Steve Sanders ’78 will retire in July after 32 years with Memorial Hermann Health System and 20 years as the CEO of Memorial Hermann The Woodlands Hospital. He plans on being involved in health care in other capacities.

Bill Garrett ’79 is executive vice president at Edenwald Retirement Community in Towson, Md.

Bill Gracey ’80 was promoted to president and CEO of BlueCross BlueShield of Tennessee in Chattanooga.

Douglas Ashby ’83 retired from the Army Reserve (Colonel, Medical Service Corps) in 2007. In 2010, he retired after nearly 33 years in the field of health care administration. Since then, he completed an AAS degree in emergency management administration and homeland security and attained certification as an emergency management specialist (SEM). Currently, he is an independent health care administration and emergency preparedness professional with security clearance and a part-time medical courier. He also serves as a part-time scorer for NCS Pearson, a Learning Company, scoring student responses to prompts in the subjects of science, math, reading and writing. He maintains board certification (Life Fellow) in health care administration through the American College of Healthcare Executives (ACHE).

Karmon Bjella ’85 was promoted to CEO of Alpena Regional Medical Center in Alpena, Mich.

Timothy Gibbons ’85 is director of GreenCarePlus+ in Frankfurt, Germany and in Sydney, Australia. He invites those interested to contact him on Skype at Timotheyz, Skype: GreenCarePlus and e-mail tfgibbons@gmail.com.

John Eads ’97 served as hospital CEO for ten years with the Infirmary Health System in Mobile, Ala. In 2001, he and his wife founded a Christian ministry, Light of the Village, and converted a “crack house” into a place of faith, hope, and love. He is executive director of Light of the Village in Bay Minette, Ala. In 2007, he traveled to East Los Angeles to learn about gang intervention and resigned from health care. Today, they operate six days a week inside Alabama’s most dangerous city. Please feel free to contact him by e-mail at john@lightofthevillage.org or cell phone at 251-680-4613.

Carol Rogers Durham ’98 is senior manager of health analytics at Accenture in Austin.

Kevin Ormand ’98 is director of the senior team at Aspen Advisors in Austin. He will focus on delivery oversight of revenue cycle services and supporting methodologies. Aspen Advisors is a professional services firm with a rich mix of respected industry veterans and rising stars who are united by a commitment to excellence and ongoing dedication to health care.

Rebecca Cranford McCain ’99 is COO of Electra Hospital District in Electra, Texas.

Jaques Pettway, John Eads ’97, and Carlos Davis. Jaques and Carlos have grown up in the Alabama Village and are members of the ministry family.
Brian Craft ’01 is vice president of finance and CFO of Texas Health Dallas & Kaufman in the Dallas area.

Heidi Pandya B.S. ’00, M.S.-HCAD ’05 was promoted to director, Health Industries Advisory at Pricewaterhouse-Coopers in Dallas. She and her husband, Bobby, joyfully welcomed twins, Aiden Cole Pandya Narramore and Aviana Vivien Pandya Narramore, on July 26, 2013.

Nicole Banister ’06 joined the TMF Health Quality Institute as a senior health services consultant. She is guiding the transformation of primary care in the U.S. through the Comprehensive Primary Care (CPC) initiative funded by the Center for Medicare and Medicaid Innovations. The CPC project aligns payers and primary care practices in seven regions to test a new model of comprehensive and accountable primary care combined with a blended payment model.

Dan Iliff ’11 is director of physician compensation for CHRISTUS Physician Group in Irving, Texas.

Elizabeth Wellborn ’11 was promoted to experienced associate at Pricewaterhouse-Coopers LLP in Dallas.

Marco Alanis ’12 moved to Chicago to join the University of Chicago Hospital as a clinical nurse leader for the inpatient bone marrow transplant unit.

Kelsey Schwarz Markovich B.S. ’10, M.S.-HCAD ’12 is strategic planning analyst with Seton Healthcare Family in Austin. She married in February 2014.

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