

Message from Chair

Hello to Everyone,

Many organizations report significant challenges in these dismal economic times but CAHME accredited programs seem to be realizing a silver lining. Perhaps it is the pinch of the job market, or perhaps it is because healthcare reform is a prominent element of the Obama administration's national policy agenda. But whatever the reason, there is increasing interest in the healthcare management profession. During the 2008-2009 academic year, CAHME reported that its 83 accredited programs in 72 colleges and universities received 5464 applications and enrolled 2094 new students. It is too early to report on the exact number of applications and admissions for the 2009-2010 academic year, but CAHME accredited programs are reporting substantial increases of 20-25% in applications. Program directors tell us that the undergraduate GPAs and standardized test scores are higher than those of previous years.



Thomas C. Royer, M.D.
Chair CAHME
President and CEO
CHRISTUS Health

I am particularly pleased with the diversity of the student population, both in terms of gender and in the representation of minorities. The range of backgrounds of those entering the profession bodes well for our ability to find innovative solutions to delivering quality, accessible and affordable healthcare to the nation. Of the 1799 graduates from CAHME accredited programs in 2008, 55% were women and 45% men. In addition, an estimated 38% of the graduates were minorities.

Interest in the healthcare management profession is reflected by increased activity on the CAHME Web site. Since October 2008 the number of visits to www.cahme.org has increased 10% every month and will top 100,000 this academic year. We are the accreditor responsible for challenging our graduate programs to work closely with the practitioner field to make sure that employers receive graduates who are well prepared.

I am proud of the work that CAHME is doing but I do want to share a concern. When CAHME began its fiscal year 2008-2009 we had twenty-nine associations and organizations as corporate members. Unfortunately we have experienced about 10% attrition and may see more. I want to encourage existing Corporate Members and organizations considering CAHME support to do so. We know that the benefit of what our tremendous graduate programs do is always not evident the day after graduation but it will come. I encourage you and like organizations to invest in CAHME and the academic programs so we will continue to prepare the graduates that our field needs to meet the challenges of the future.

Tom Royer

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Message from the CEO

Springtime and cherry blossoms are here in the Washington DC Metro area! For many parts of the country that experienced a colder, snowier winter, the idea of warm sunshine has to be really exciting. At CAHME we are looking forward to the Spring accreditation cycle as we continue to prepare the site visit teams that will visit six more programs under the 2008 CAHME Criteria for Accreditation. We have held another training session during ACHE Congress on Healthcare Leadership and we will hold the first ever CAHME Competency Boot Camp April 23-24 in Rosemont, IL

This winter a special opportunity presented itself that I think the CAHME family would like to know about. The opportunity was to attend the 2009 University of Alabama at Birmingham's (UAB) Health Administration Case Competition. This year, 25 CAHME accredited programs sent well prepared teams to compete.

These three person teams, comprised of bright, motivated first and second year students, prepared for the Competition by studying financial statements, investigating government grants and developing an understanding of the challenges of a unique critical access urban hospital on the verge of closure. Each team acted as consultants to this hospital in designing a survival strategy.

The competition was judged by senior administrators of healthcare organizations from all across the country. After each team's presentation, the judges provide valuable feedback to the students on presentation skills and critical analysis of the case. The case competition is just one way that senior leaders and students in CAHME accredited programs have an opportunity to interact. Such a competition fosters practitioner-academic dialogue that ensures that graduating students have skills and abilities that are highly relevant to the needs of healthcare organizations.

Although the judges declared "every team was a winner" top honors went to: University of North Carolina-Chapel Hill (1st), Rush University (2nd) and St. Louis University (3rd). I personally observed nine of the 25 team presentations and was impressed with the poise and professionalism of the students. This experience gives me great confidence that the future of healthcare leadership will be in good hands.

Next year's competition will be held February 10-11, 2010. UAB program leadership has asked CAHME to help identify judges for this event in 2010. We will be working with each of our Corporate Members to designate persons from their senior administrative teams who would like the opportunity to see potential future leaders in action and are willing to devote a day and night for such a chance. If anyone is interested in knowing more about participating as a judge in this competition, please call me.

Finally, as I sit back on the airplane coming home and reflect on the experience, I realize that I am really happy to have a part in helping our CAHME academic programs do what they do so well. All the best for a wonderful spring!

John Lloyd



President/CEO John S. Lloyd,
MBA MPH, FACHE

CAHME April Competency Boot Camp

Sold Out!

See page 4 for details of July Boot Camp.

Economy's Storm Clouds Reveal Silver Lining for Future of Healthcare Leadership

ARLINGTON, VA MARCH 6, 2009: With healthcare reform being a prominent element of the national policy agenda, there is increasing interest in the healthcare management profession.

During the 2007-2008 academic year, the Commission on Accreditation of Healthcare Management Education (CAHME) reports that its 83 accredited programs in 72 colleges and universities received 5464 applications and enrolled 2094 new students. While it is too early to know the exact number of applications and admissions for the 2009-2010 academic year, CAHME accredited graduate programs in healthcare management have been reporting substantial increases.

Those entering the healthcare management profession represent a diverse group. Thomas C. Royer, MD chair of the Board of CAHME and president and CEO of CHRISTUS Health (Irving, TX) states: "I am particularly pleased with the diversity of the student population, both in terms of gender and the representation of minorities. The range of backgrounds of those entering the profession bodes well for our ability to find innovative solutions to delivering quality, accessible and affordable healthcare to the nation." Of the 1799 graduates from CAHME accredited programs in 2008, 55% were women and 45% men. In addition, 38% of the graduates were minorities.

Daniel Gentry, PhD, program director, Rush University Medical Center, Chicago, reports: "Our applications to the Rush University graduate program in health systems management are up almost 40%. The number of highly qualified applicants in the pool has risen dramatically. Last year, 38% of our applicants pre-qualified for interviews, based on overall academic and experience accomplishments. This year, the pre-qualified shot up to 61%."

Dr. Gentry's comment is echoed by Teresa Schwartz, Assistant Director of the Master of Health Administration program at the Bloomberg School at Johns Hopkins University, who reports that the number of applications to their program is up 87% compared to the same time last year.

There also is greater competitiveness for admission. Sharon Schweikhart, PhD director of the graduate program in Health Services Management and Policy at Ohio State University says, "We have 7.5% more applications, are getting them earlier and getting a larger number of strong applications with higher GPAs and GMAT or GRE test scores." The median 2008 cumulative/senior GPA for students entering CAHME accredited program was 3.33.

Interest in the healthcare management profession is reflected by increased activity on the CAHME Web site. Since October 2008 the number of visits to www.cahme.org has increased 10% every month and will top 100,000 this academic year.

John Lloyd, president and CEO of CAHME observes, "Increases in applications appear greater at the public universities which report 7.5%-20% increases. Many private colleges report smaller increases. Program directors credit the economy and their own more targeted marketing efforts for increases."

While 63% of students in CAHME accredited programs were enrolled as full time students, the other 37% were part-time students, typically employed in healthcare settings while earning a master's degree to further a career in management leadership positions. Enrollment in executive programs serving those part-time students is one area of potential weaknesses in the overall picture of growth. Andrea White, PhD, program director, Medical University of South Carolina says, "Applications are down for the working healthcare students because they are concerned about finances."



ABOUT CAHME

The Commission on Accreditation of Healthcare Management Education (CAHME) is the only accreditor of graduate education in healthcare leadership and management and is recognized by the Council on Higher Education Accreditation and the Department of Education. CAHME's role is to advance the quality of the education of future healthcare leaders by:

- Fostering a practitioner-academic dialogue so that programs in healthcare management are highly relevant to the needs of healthcare organizations.
- Ensuring that curriculum is based on well defined competencies, so that graduates have the skills they need to succeed.
- Using an external review process to stimulate innovation with a focus on continuous improvement in academic programs.

For more information about CAHME and to see the complete summary of CAHME program profiles go to www.cahme.org

CAHME Competency Boot Camp

This is an intensive working session for faculty members from programs still developing their selected program competencies, linking competencies to the curriculum and developing assessment methods for selected competencies. **Attendees are required** to come with their mission and goals clearly delineated.

Those attending will:

- *Understand the impetus behind the move to a competency based curriculum in CAHME accredited programs*
- *Develop competencies that support program mission, values, and goals*
- *Refine learning objectives, course content, and learning methods for your program*
- *Examine existing methods currently used to measure student progress toward mastery of program competencies*

Faculty: Dan Gentry, PhD, Rush University, Chicago; Judith Calhoun, PhD, University of Michigan, et al

Regular Registration: \$ 495 Discount available for early registration

Location: Hyatt Regency Arlington, VA

Date: Thursday July 30 to Friday July 31

Registration opens May 1, 2009

Work with CAHME enriches a medical practice administrator personally and professionally

Interview with Patricia L. Brewster, MHA, FACMPE

By Andrea M. Rossiter, FACMPE, former senior vice president for professional development, Medical Group Management Association and American College of Medical Practice Executives

In accepting the 2008 Harry J. Harwick Award for Lifetime Achievement from the Medical Group Management Association (MGMA) and its certification body, the American College of Medical Practice Executives (ACMPE), Patricia L. Brewster, MHA, FACMPE, urged fellow medical practice executives, “Value and reward professional graduate education. Get involved with the university and health care program in your community.”

Brewster has done just that through her volunteer work with the Commission for Accreditation in Health Management Education (CAHME), the only recognized organization granting accreditation to master’s degree programs in health care management in the United States and Canada. Both MGMA and ACMPE serve as corporate sponsors to support CAHME’s mission and ensure that it addresses the interests and needs of the medical practice management field.

Since beginning her term as the Associations’ representative to CAHME in 2000, Brewster has served in a variety of volunteer roles and invested significant time on the organization’s Accreditation Council. ACMPE Executive View spoke with her about her experience; how she believes the profession, its members and practices can benefit from involvement in CAHME; and what CAHME stands to gain from active participation by medical practice executives and others in health care administration.

Can you summarize your involvement with CAHME since 2000?

My work with CAHME has evolved over time. I began as a practitioner member on survey site teams. Working with an academician, a corporate sponsor and administrative fellow, we reviewed up to three volumes of self-study documents and conducted on-site interviews for about three programs seeking accreditation each year. We delivered recommendations to the Accreditation Council on whether or not to accredit, and for how long. This was a good way to get my feet wet in an area new for me — formal academic education.

After two years, I was appointed to serve as a commissioner. I felt more comfortable taking on the added responsibility — doing the final evaluation and recommendations for each program based on the site team’s report. The next challenge came when I was asked to chair some of the site visit teams — keeping them focused on the most important issues, and then defending our recommendations to the council.

Then I was appointed chair of the (Accreditation) Council for two years, during a time when CAHME was undergoing a restructuring and new strategic direction. It was very interesting to represent the council in those board discussions and help shape new accreditation criteria to improve the programs.

Seems like CAHME places lots of value and credibility on the viewpoint of practitioners in an organization with such a strong academic focus. Why do you think that is?

An important part of CAHME’s mission is to foster a partnership between the academic community and the field of practice. It creates good synergy for both developing and evaluating programs. Faculty members are masters of theory, which makes for a strong foundation; but practitioners bring a pragmatic view to the process — a clear understanding of the most important competencies for the job, of the changes constantly happening in practice management. Basically, we take the theories that faculty provide and apply them to real life.

What benefits have you and your practice derived from your volunteer service to CAHME over the past eight years?

There are benefits on many levels. What I see on the site visits has become a rich source of new learning that I can apply to my practice. Students we interview — many are working executives — tell us about their projects and interests. Faculty I meet send me articles on leadership and other research topics they are working on. I share these perspectives with my doctors and management team. They are always enthusiastic and curious to hear about what I've learned when I return from a site visit. They are also more aware of the value of accredited graduate programs as a source of well-qualified future employees. Yes, you have to commit to some hours and work, but it's fun and so invigorating for me.

Other benefits include seeing the inside workings of someone else's profession: academic education, the educational process, how other professionals conduct themselves. Being part of a collegial process, the exchange of ideas and the lasting relationships with faculty. There's a sense that we are helping prepare the next generation of health care leaders.

You are very passionate about what you are doing. How can other medical practice professionals get involved with CAHME?

CAHME faculty members are always looking for guest lecturers from health care organizations in their communities to come and talk to their students about life in their practices. [They want practitioners] to enlighten them about the opportunities in practice management. I spoke to a group of students about the governance structure and issues in my practice once. They were surprised — they thought those issues only came up in hospitals.

There's also a big need for internships in practices. [Practice administrators should consider internships] if they're looking for help with a project or new talent for full-time positions that may open up. [Advertise internship positions at mgma.com/internships.] These are good ways to introduce yourself to CAHME.

Why do you think anyone seeking a master's degree in health administration should consider a CAHME-accredited program?

CAHME's purpose is to increase the quality of its member programs by requiring them to measure up to stringent criteria. Quality means relevance and effectiveness; being challenged by a rigorous curriculum; broadening your knowledge and skill base; learning new things that you can readily apply to the workplace. [It's about] learning by doing — how to carry out a broad array of management functions, solve problems, confront issues. I never understood the difference between CAHME programs and others before. But now I do.



The Medical Group Management Association presented the Harry J. Harwick Lifetime Achievement Award — their highest form of recognition — to Patricia L. Brewster MHA, FACMPE, Past CAHME Accreditation Council Chair. With her are William F. Jessee, M.D., FACMPE, Past Chair CAHME Board of Directors and Andrea Rossiter, FACMPE CAHME's Standards Council

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CAHME Fellowship Program

CAHME offers the **Accreditation Fellowship program**, designed for individuals with the potential to make significant contributions to health services administration education. During this appointment, Fellows have invaluable opportunities to work with highly regarded practitioners from significant organizations in the health care industry and academicians from leading healthcare education programs who serve as Commissioners. Fellows participate in all Commission activities, which offer them the opportunity to learn about the process, achievements, and challenges of evaluating professional education. Fellows serve as the secretary for three to four accreditation surveys during the term of their appointment, attend two Commission meetings over an approximate two year period and participate in the Fellowship Training programs.

Frequently Asked Questions and Answers

Q: What is the CAHME Accreditation Fellowship?

The Accreditation Fellowship program began in 1972 with the support of the W.K. Kellogg Foundation. Since that time, Fellows have played a critical role in the accreditation process. The Fellowship program is designed for individuals who demonstrate the potential to make significant contributions to the field of health services administration education. By fully participating in the Commission activities, the Fellow learns firsthand about the progress, problems, and potential of evaluation in professional education.

Q: What does a CAHME Fellow do?

The CAHME Fellow is critical to the core of CAHME Operations. They travel on three to four accreditation surveys during the term of their appointment and serve as the coordinator and reporter of the visit. They attend at least two Commission meetings over an approximate two year period and participate in the Fellowship Training programs.

Q: What are the benefits of being a CAHME Fellow?

They get the opportunity to work with highly regarded practitioners from major organizations in the health care industry and with academicians from leading healthcare education programs. They participate in all CAHME activities and learn about the process, achievements, and challenges of evaluating professional education.

Q: Who is eligible to be a CAHME Fellow?

An individual with an advanced degree in healthcare management and superior communication skills, who has the potential to make significant contributions to healthcare management education.

Q: How long will I serve?

The term of the appointment of the fellowship begins April 1 of each year and continues for eighteen to twenty-four months, depending on individual circumstance. The Fellowship begins with an orientation and training program scheduled as soon as practical following Fellowship appointment.

Q: Do I get paid?

The CAHME Accreditation Fellowship is a voluntary, non-paid position. All expenses incurred while on CAHME business are borne by CAHME and, if funding is available, one trip to Washington to conclude the special project will be borne by the Commission.

Q: How do I apply?

Nominations and applications are accepted throughout the year for appointments that begin April 1 of each calendar year. **For more information visit: <http://cahme.org/application.html>**

Comments from CAHME Fellows:

Col. GLENN YAP, Commander, 305 Medical Group:

“The CAHME process is a structured method to determine if accreditation criteria are met, but the process is flexible enough for programs to meet their unique goals and objectives. The CAHME process ensures accredited programs provide a rigorous, comprehensive, and top quality education to our future health care leaders.

Being a CAHME fellow is a wonderful learning experience. It has provided me the opportunity to see and share best practices in programs throughout the US and Canada.

CAHME accreditation is the only objective way students can be sure they are receiving a quality healthcare management education. Employers can be assured that CAHME accredited program graduates have received the necessary education to succeed in today’s complex health care environment.”

LLOYD R. BURTON, D.M. Chair Health Administrative Services, Weber State University said:

“I applied to be a fellow in order to learn how to build a good MHA program. I’ve learned not only from the programs I’ve visited, but from the other professionals serving with CAHME. It’s been a very valuable experience for me.

I’ve learned, through my service, that CAHME commissioners and the experts who participate in the surveys, are concerned for the industry and want the programs to succeed. In the many discussions I’ve been involved in with CAHME, the bottom line has always been about improving the education experience for the students and providing programs that benefit the health care industry.

I’m convinced that receiving CAHME’s seal of approval and support is worthwhile and an important aspect of a successful program. As director of the new MHA at Weber State University, the faculty and I have built our program around CAHME’s criteria. We are striving to achieve accreditation as soon as we are eligible to do so.”

PATRICIA KETSCHKE, PhD, Assistant Professor, Georgia State University said:

“I found my site visit experience helpful on several levels:

1. Preparation of the report and listening to the discussion of the team helped me to thoroughly understand the accreditation criteria. Even though I have read the criteria before, this work helped me become much more familiar with the content and the rationale for each item.
2. The intense review of another accredited program helped me identify opportunities for strengthening various aspects of our own program.
3. This provides a good opportunity to network with other Healthcare Management educators and professionals and feel connected to the profession in a way that those of us in an academic setting might otherwise miss.



Roster of CAHME Fellows 2008-2009

Paul R. Brezinski, Ph.D., MBA, MHSA, FACHE
Assistant Professor,
Army-Baylor Graduate Program in Health & Business
Administration

Matthew Brooks, PhD, MPH, FACHE
Lieutenant Colonel, US Army, Medical Service,
Assistant Professor,
Army-Baylor Graduate Program in Health & Business
Administration

Lloyd R. Burton, D.M., MHA, M.S.Ed
Chair and Director
Health Administrative Services
Weber State University

Diane K. Duin, Ph.D.
Program Director
Health Administration Program
College of Allied Health Professions
Montana State University-Billings

Bennett Solberg, PhD, MS, MPA
Asst Professor,
Uniformed Services University of Health Sciences

Karen A. Wager, DBA
Associate Professor
Medical University of South Carolina
College of Health Professions

Glenn A. Yap, Ph.D., MBA, CHE
Colonel, USAF, MSC
Commander, 305 Medical Group

Rob Haley, Ph.D., MBA, MHS
Director, Market Research
Blue Cross Blue Shield of Florida

Alfred A. Hamilton, Ph.D.
LTC, USA
USCENTCOM SG
Medical Chief Information Officer

Patricia G. Ketsche, Ph.D., MBA, MHA
Associate Professor
Institute of Health Administration
Robinson College of Business
Georgia State University

Brian Poplin
Vice President, CTS
ARAMARK Healthcare

Steve Serrao, MBBS, MPH
Program Director
MBA in Healthcare Administration
Loma Linda University

Schedule of Spring 2009 Site Visits

University of Alabama at Birmingham

Graduate Programs in Health Services Administration: February 3 – 5

San Diego State University

Graduate Program in Health Services Administration: April 8 – 10

George Mason University (Initial Accreditation)

Graduate Program in Health Systems Management: April 22 – 24

Texas Women's University

Graduate Program in Healthcare Administration: April 29 – May 1

Armstrong Atlantic State University

Graduate Program in Health Services Administration: May 6 – 8

University of North Florida

Graduate Program in Health Administration: May 13 – 15

Comments about these programs may be addressed, in writing, to the President/CEO of CAHME not later than fifteen (15) days in advance of these site visits.

CAHME Chronicle

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