

Message from the Chair

To All:

As my year as CAHME Chair is getting underway we have important news to report. After consideration and discussion, CAHME will announce two new initiatives. At meetings of national education organizations and accrediting agencies the subject of transparency pertaining to student achievement has been debated over several years. The CAHME Board has felt that prospective students and families need to know if programs are doing what their websites and recruiting materials promise. We have asked our CAHME accredited programs to provide two important “bright line” indicators. Starting with the 2011 CAHME Annual Report, two questions will be mandatory: (1) the program’s completion rate and (2) the graduate placement rate within three months of graduation.

These are two of many possible metrics that could be on a program dashboard to inform prospective students what they are likely to find in a particular program. We will be asking programs to post these two metrics on their websites where they can be easily found. The Board is considering whether or not to put the metrics on the CAHME website. We will be discussing the best way disseminate the information with program leaders. This is an important new initiative for CAHME. It will address an important transparency requirement of CAHME’s own recognition bodies: United States Department of Education and the Council on Higher Education Accreditation.

While the first initiative will be of great interest to prospective students, the other initiative is one that our programs have long encouraged and will be of interest to program leaders and faculty. For many years in accreditation the CAHME teams would come across creative and innovative practices and procedures during site visits. There was not a good way to decide what to do with the information. CAHME staff was not comfortable identifying such “best practices” because they were not vetted by anyone except the three person team. To partially solve this dilemma the Board has endorsed a recognition program where we will let programs and others nominate “Outstanding Practices.” The details of the awards program are described more extensively later in this issue.

Finally, I want to say “thank you” to the volunteers who are out doing ten site visits this fall. These are dedicated, knowledgeable practitioners and academics that care a great deal about the quality of graduate healthcare management education. We are truly fortunate to have these talented people doing the work of CAHME.

Sincerely,

David J. Fine

Chair



David J. Fine, MHA, FACHE,
Chair,
CAHME Board of Directors

In This Issue

Outstanding Practices Recognition	p.3
About eAccreditation™	p.4
2011 Fall Actions	p.7
Spring 2012 Site Visits	p.8

Message from the CEO

For the seventh fall since I became CEO of CAHME we are gearing up for a busy site visit season with the help of 40 fantastic volunteer academic and practitioners working with us and our programs. I want to give an update on a number of projects that are occupying the time of Board, staff and several others. I will also explain the financial decisions that the CAHME Board made recently designed to stabilize our financial position.

The first project we are very excited about is the "Outstanding Practices" program that is being finalized. We have modeled our program after the program introduced by Tom Royer, MD, CEO Emeritus, Christus Health twelve years ago. We are encouraging our accredited programs to identify and nominate "Outstanding Practices". It has been the desire of the CAHME Board to find a way to highlight exceptional practices in our CAHME accredited programs. Jury selected practices must be replicable and the responsible faculty will be encouraged to share their ideas with other program faculty at selected national forums. The details of the nomination submission will be available on the CAHME website on January 10, 2012. The deadline for the initial nominations will be March 31, 2012 with the winners being identified shortly thereafter.

Secondly, CAHME and AUPHA together with a generous grant from HIMSS are making excellent progress with the multi-faceted HIT curriculum development project. The HIMSTA Task Force has identified the need for fourteen unique curriculum modules in HIT. AUPHA faculty have been encouraged to submit proposals to develop teaching material in one or more of the curricular areas. Margaret Schulte, HIMSTA Project Coordinator has been providing excellent leadership to the task force. Recently we have received promising leads for additional financial support beyond HIMSS that will be necessary to complete the project within our three year window.

We are looking forward to our first joint site visit with AACSB which will take place at the University of Miami School of Business in February, 2012. We are trying to find ways to make it more efficient for CAHME accredited programs in business schools to reduce duplications required by both the CAHME and AACSB processes.

The CAHME Board accepted Phase I of the study of international healthcare management education funded by the ARAMARK Charitable Fund. The study (available on the www.cahme.org) provides excellent new information about where and who is involved in international healthcare management education. While the initial results of the study did not answer the important question about CAHME's possible involvement in international accreditation, it did suggest additional information that is needed before the Board can make that decision. Subsequently, Phase II of the project is being undertaken by the team from the University of Scranton and Atlas Research and a report and proposed pilot project will be due by February, 2012.

Finally, the CAHME Board of Directors recently made several important decisions that will lead to improving the financial health of CAHME, which has run a deficit for the past two years. CAHME's expenses have been compressed and reduced but not enough to avoid some fee increases. The Board voted to immediately raise the dues of our Corporate Members to \$25,000 per year which is a 25% increase. They also voted to raise Annual Program fees and other fees beginning in 2012, and also to increase the full term of accreditation from six years to seven years effective with site visits occurring in Fall 2011.

Additionally, the Board made one further change that affects the fees paid by a Program being accredited or reaccredited. Following the pattern of other accreditors, CAHME will ask the Programs to reimburse CAHME for the cost of accommodations and travel for the site visit team only. This policy change will take place gradually over the next year. These changes will allow CAHME to serve the more than 90 programs who are accredited or are candidates for CAHME accreditation.

As always, we invite your comments to me jloyd@cahme.org.

Respectfully,

John S. Lloyd
President/CEO



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

CAHME Outstanding Practices Recognition Program

- A project of The Commission on Accreditation of Healthcare Management Education

Introduction

ABOUT THE AWARD

The CAHME Board of Directors has developed the CAHME Outstanding Practices Recognition Program to identify Outstanding Practices in individual CAHME accredited programs that can be shared with other CAHME accredited programs and candidates for accreditation. The CAHME application process allows programs to self-nominate exceptional practices or have practices nominated by alumni or administrators. The practices would have to be linked directly or indirectly to CAHME Criteria for Accreditation. The nominated practices would be reviewed by a small panel and judged to be worthy of broad dissemination. The CAHME recognition program rewards and recognizes innovation, and promotes sustainable and replicable outstanding practices that lead to excellence in healthcare management education.

ELIGIBILITY

Applications are welcomed from small or large CAHME accredited programs and from newer or well-established programs. In reviewing applications, the Selection Committee will take into account the resources available to each program in terms of funding, staff and volunteers. There is no entry fee to participate in this competition.

RECOGNITION OF WINNERS

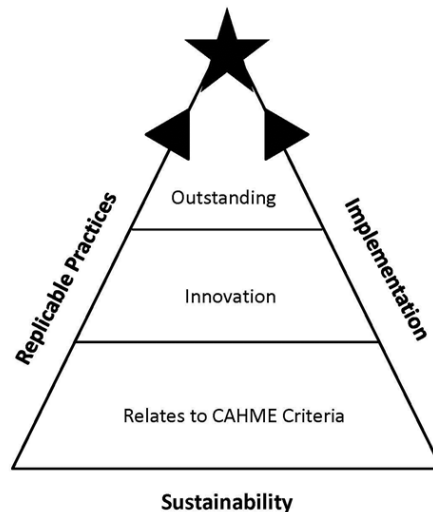
Winners will be announced during a special CAHME program held in conjunction with the AUPHA, ACHE, MGMA or other organization's annual meeting. All winners and honorable mention recipients are encouraged to participate in a formal presentation and workshop featuring outstanding practices highlighted in the selection process.

A summary of the winning outstanding practices will featured in upcoming issues of the CAHME Chronicle. The winning application(s) will be available on the CAHME website www.cahme.org within three weeks of the formal awards presentation. There will be two submission deadlines each year: March 31 and September 30. This will allow the judging panel adequate time to consider all applications.

THE SELECTION PROCESS

Applicants for the CAHME Outstanding Practice Recognition Program must submit their application electronically. The Selection Committee is an all-volunteer committee selected by CAHME from present or former members of the CAHME Accreditation Council and present and former Fellows. No member of the CAHME staff will serve as a voting member of the Selection Committee but the CAHME staff will facilitate the process. All information submitted to the Selection Committee will remain confidential until a final determination has been made.

WHAT MATTERS IN THIS RECOGNITION?



The CAHME Outstanding Process Recognition Program recognizes innovation, promotes sustainable and replicable outstanding practices that lead to excellence in healthcare management education.

To access the electronic application and instructions go to: www.cahme.org/outstandingpractices.
(Link available January 10, 2012)

About eAccreditation™

CAHME will soon launch eAccreditation™, a web-based accreditation management system that organizes, documents, and manages the entire accreditation process - from the application stage, to an online self-study, to the site visit and the final evaluation, plus annual reports - using a comprehensive and systematic approach. This system is already being used by other accreditation agencies such as CAHIIM (Health Informatics), ACOTE (Occupational Therapy) and ACPE (Pharmacy) and many more, enabling over a thousand schools and programs to manage their accreditation process and annual reporting. Currently in development using the Fall 2013 Criteria for Accreditation, eAccreditation™ will replace the traditional CAHME paper reporting processes and provides a number of **enhancements and benefits to program directors** such as:

- Minimize the preparation time for the Accreditation process
- Eliminate paper based processes, associated paper trail tracking efforts, and misplacement of documents
- Turn the entire Accreditation process into an efficient group activity
- Take advantage of the built-in accreditation workflow tools, coupled with checks and balances to minimize lost time and redundant activities
- Delegate and distribute responsibilities
- Track individual and/ or group activities and get live updates of progress and qualitative status
- Keep all prior submissions in one place, if a new Program Director is appointed or if any of the participating members in the Accreditation process leaves the program
- Focus on the quality of the program, instead of worrying about the Accreditation process

- Increase efficiency and quality of collected data
- Access entire stored information and fulfill tasks from any Internet enabled computer
- Communicate with team members on any given criterion at the pace of the participants and archive the exchanged dialog for future reference
- Use the collected data for analysis and benchmarking reports to keep the program on track between accreditation cycles
- Take advantage of automated data sharing (i.e. collected surveys, annual reports, etc. that can be added to the accreditation process if the data is required)
- Set up alerts for customized notifications

eAccreditation™ will be deployed in specific modules over the next two - three years that replace the current methods. The modules, a description of their capabilities and projected launch dates, are described below:

Module	Description	Projected launch date
Annual Report	Collects data from each program accredited then pushes the relevant data to the Self-Study, Site Visit and other modules so that these data are available at any time for all users and do not have to be researched or supplied at the time of the Self-Study.	Launched October 2010 revisions planned for October 2012
Candidacy	Collects data from programs applying for initial CAHME accreditation so that CAHME's Candidacy Committee can make a determination on program readiness. Data collected in this module is populates the relevant sections of the Self-Study module when programs are accepted.	December 2011
Self-Study	Used during the year prior to the site visit and includes a portal for program administration and faculty to prepare the Self-Study report online.	February 2012
Site Visit	Used by site visit team and CAHME staff just prior and during the Program's site visit. Site visitors can ask clarifying questions to program giving the Program time to respond. Site visitors have a place to keep private notes and to blog with team members and CAHME staff.	June 2012
Decision Making	Manages the online preparation of Final Site Visit reports, Accreditation Council and Board Meeting modifications and follow up and review by selected members of the Accreditation Council and the Board.	February 2013
Management	Used to assist CAHME is the routine aspects of scheduling site visits, program progress report follow up, and assessing the quality of the accreditation process (using post-visit assessment surveys) after each site visit.	TBD
Benchmarking	Uses the data collected from each program to populate CAHME's website with the summary of annual report information such as student demographics, application, enrollment and graduation statistics. Also available privately are ad-hoc "Cohort Benchmark" reports where program can select four blinded benchmark programs to which they would like to be compared, the select specific data points for such comparisons.	TBD

A Few FAQ's

Q: What is eAccreditation™?

A: eAccreditation™ is CAHME's web-based accreditation management system that is designed to organize documents and manages the entire accreditation process and the accreditation cycle.

Q: Is this the same system that I am using to submit my annual report?

A: This is the same portal that accredited programs are currently using to submit their annual programs. Although the portal is the same, the look and feel of eAccreditation™ will be greatly enhanced as additional modules are developed and launched.

Q: What is an eAccreditation™ module?

A: eAccreditation™ has capabilities to handle the entire accreditation cycle. A part of the system is called a module and will handle a part of the accreditation process. This helps in deployment since each module can be developed in a step-wise fashion so that the switch to eAccreditation™ is evolutionary and not disruptive.

Q: When will eAccreditation™ first be available to submit my self-study?

A: eAccreditation™ is being designed for the Fall 2013 Criteria. The self-study module is expected to be available in February 2012. This means programs with site visits in the Fall of 2012 who have elected to use the new Criteria will use eAccreditation™ to develop and submit their self-study document.

Q: I'm using the Fall 2008 Criteria for accreditation for my Fall 2012 site visit. Can we use eAccreditation™ to submit our self-study document?

A: Unfortunately, no. You must have elected to use the Fall 2013 Criteria for Accreditation to use eAccreditation™ to submit your self-study document. The system has been developed using these new Criteria. Programs with the option to use the new Criteria in Fall 2012 and Spring 2013 must elect to do so by December 1, 2011 by email to CAHME staff.

Q: How do I sign up for eAccreditation™?

A: eAccreditation™ does not required "sign up". Program Directors at all CAHME Accredited programs already have access and have been using a module of the system to submit their annual reports. Program Directors may elect to appoint other program administrators and faculty to also have access to the system. Beginning in December, programs interested in seeking CAHME accreditation, Candidate programs, will enroll on the system when they submit an application for CAHME Candidacy.

eAccreditation™ Features

Accurate, up-to-date information

- Centralized repository for criteria-related information and instruction
- Standardized data formats
- Integrated blog and email
- Automatic validation and completion checks

Efficiency (compared with paper-bound system, reduced time and resource costs)

- Streamlined data collection, storage, and tracking of criteria-related information over any time interval

Safety & security

- State-of-the-art off-site storage facility
- Log-in and password protection
- Ability of assign user rights and permissions

Access at any time, from anywhere

- Online application in real-time
- Online help

Real-time data reporting from key institutional survey data

- Electronic file cabinet for storage and management of accreditation-related documents
- Benchmarking feature produces reports and data views in real-time

Environmentally friendly

- Works without paper

Q: Is the program director the only person allowed access to eAccreditation™ for my program?

A: No. One feature of eAccreditation™ is that it allows multiple users with differing levels of responsibility to be assigned for the program. Program directors may sign up program coordinators, other administrative staff, or other faculty to have access to the system for their program data. This can make the accreditation activities a group activity.

Q: Will there be training on how to use eAccreditation™?

A: Yes training is planned particularly for the program directors that will be among the first to use the system to submit their self-studies for Fall 2012 and Spring 2013 and beyond. More information will be made available as planning progresses.

Q: When will I be able to get benchmark information from eAccreditation™?

A: The Benchmark module is scheduled to be the last module to be developed and launched, because the availability of data for this module is dependent on having cycles of data from the Annual Report and the Self-Study modules.

Q: How do I apply for CAHME accreditation using eAccreditation™?

A: Once the Candidacy module launches in December, interested programs can apply online to submit a Candidacy application. Information will be collected to create a profile for log in, and they will be asked to provide answers the Eligibility Requirements to be sure that these programs meet the fundamentals required to qualify for CAHME accreditation.

Q: I have more questions about eAccreditation™. How do I contact CAHME to have these questions answered?

A: The best ways to contact us for questions are: email send questions to info@cahme.org; or call Carla Sampson or Nicole Williams at 703.351.5010.

2011 Fall Actions

At the November 2011 meeting of the CAHME Board of Directors the following accreditation actions were taken:

Reaccreditation Granted

<p>Virginia Commonwealth University Graduate Programs Department of Health Administration School of Allied Health Professions</p>	<p>Reaccredited for: 6 years</p>
---	----------------------------------

<p>Saint Louis University Master of Health Administration Program School of Public Health</p>	<p>Reaccredited for: 6 years</p>
--	----------------------------------

<p>Medical University of South Carolina Master of Health Administration Programs College of Health Professions</p>	<p>Reaccredited for: 6 years</p>
---	----------------------------------

<p>Marymount University Graduate Program in Healthcare Management School of Business Administration</p>	<p>Reaccredited for: 3 years</p>
--	----------------------------------

Simmons College
Graduate Program in Health Sciences

Reaccredited for: 6 years

Cornell University
Sloan Program
Department of Policy Analysis and Management

Reaccredited for: 6 years

Columbia University
Full-time Management & Executive Master of Public Health Programs
Department of Health Policy and Management
Mailman School of Public Health

Reaccredited for: 3 years

University of California - Los Angeles
Master's Program in Health Policy and Management
School of Public Health

Reaccredited for: 6 years

Spring 2012 Site Visits

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.

University of Miami
School of Business Administration
Health Sector Management and Policy Program
Executive MBA in Health Sector Management and Policy

February 19-21, 2012

University of Utah (initial)
David Eccles School of Business
Masters of Health Administration

February 22-24, 2012

George Mason University
Health Administration and Policy
Master of Science in Health Systems Management -
Executive Management concentration

April 11-13, 2012

San Diego State University
Graduate School of Public Health
Graduate Program in Health Services Administration
Master of Public Health

April 11-13, 2012

Dalhousie University
Faculty of Health Professions
School of Health Administration
Master of Health Administration

April 25-27, 2012

University of Illinois - Chicago (initial)
Division of Health Policy and Administration
Master of Health Administration

April 25-27, 2012

University of South Florida (initial)
Department of Health Policy and Management
College of Public Health
Master of Health Administration

April 25-27, 2012

University of Iowa
College of Public Health and Graduate College
Department of Health Management and Policy
Master of Health Administration

May 2-4, 2012

Contact Us

CAHME Chronicle

2111 Wilson Boulevard, Suite 700
Arlington, VA 22201
Tel: 703-351-5010 | Fax: 703-991-5989
www.cahme.org | info@cahme.org

John S. Lloyd

President and CEO
jlloyd@cahme.org
ext. 4

Carla Jackie Sampson

Vice President
csampson@cahme.org
ext. 3

Crystal Phillips

Director of Accreditation Operations
cphillips@cahme.org
ext. 2

Nicole Williams

Accreditation Assistant
nwilliams@cahme.org
ext. 1