

THE HEALTH MANAGEMENT ACADEMY  
THE ACADEMY GE FELLOWS PROGRAM

CLASS OF 2021 | Executive MHA Course Schedule

	Course #	Course Title	Dates
YEAR 1	500	Executive Leadership Strategies	7/1-8/23/2019
	680	Action Project I [Proposal]	Dual-Enrolled
	511	Enhancing Social & Emotional Intelligence	8/26-10/18/2019
	520	Leading Change & Negotiations	10/21-12/13/2019
YEAR 2	526	Health Services Finance	1/13-3/6/2020
	540	Diversity & Inclusion	3/9-5/1/2020
	690	Action Project II [Update]	Dual-Enrolled
	550	Transforming the Continuum of Care	5/4-6/26/2020
	560	Driving Innovation & Managing Risk	6/29-8/21/2020
	530	Health Policy, Advocacy & Ethics	8/31-10/23/2020
	506	Advancing System Synergies & Alignment	10/26-12/18/2020
	570	The Patient Experience	Choose 1
YEAR 3	515	Developing the Future Workforce	1/11/-3/5/2021
	536	Marketing, Branding & Community Relations	Choose 1
	545	Clinical Informatics & Decision Support	
	555	Reinforcing Reliability & Value	3/8-4/30/2021
	566	Consumerism	Choose 1
	697	Action Project III [Final Write-Up]	Dual-Enrolled

# CORE CURRICULUM TOPICS

## EXECUTIVE LEADERSHIP STRATEGIES

- Styles & Strengths
- Theories & Applications
- Vision & Execution
- Power & Influence
- Future Leadership

## ENHANCING SOCIAL & EMOTIONAL INTELLIGENCE

- Understanding Self
- Social & Emotional Intelligence
- Neuroscience x Leadership

## LEADING CHANGE & NEGOTIATIONS

- Conditions for Change
- Leading Self
- Implementing Change
- Managing Team

## HEALTH POLICY, ADVOCACY & ETHICS

- Priorities & Agenda-Setting
- Role of Health System Executives
- Current Policy Climate
- Advocacy Strategies

## DIVERSITY & INCLUSION

- Imperative of Diversity
- Operationalizing Diversity
- Workforce Strategies
- Health Equity

## TRANSFORMING THE CONTINUUM OF CARE

- Transformative Forces in Healthcare
- Implementing New Delivery Models
- Care Delivery Case Studies

## DRIVING INNOVATION & MANAGING RISK

- Qualities of Innovators
- Assessing Risk
- Lessons from Other Industries
- Population Health Innovations

## HEALTH SERVICES FINANCE

- Financial Management in Healthcare
- Cost Containment
- Addressing Scale
- Cost Pressures: Pharmaceuticals

## ACTION RESEARCH PROJECT

- Aligning Strategy
- Proposing Change
- Stakeholder Engagement
- Reporting Processes & Results

# ELECTIVE CURRICULUM TOPICS

## ADVANCING SYSTEM SYNERGIES & ALIGNMENT

- Synergistic Vision
- Organizational Alignment
- Integrating Services
- Physician Alignment Models

## DEVELOPING THE FUTURE WORKFORCE

- Investing in the Current Workforce
- Retaining an Engaged Workforce
- Attracting the Future Workforce

## THE PATIENT EXPERIENCE

- Patient Engagement
- Patient Experience
- Patient Education

## BUILDING COMMUNITY RELATIONSHIPS

- Community Relations & Responsibility
- Understanding Philanthropy
- Branding & Marketing

## CLINICAL INFORMATICS & DECISION SUPPORT

- Trends in Evidence-Based Medicine
- Big Data Revolution & Health IT
- Applications for Population Health
- Future Applications

## REINFORCING RELIABILITY & VALUE

- Qualities of High Reliability Organizations
- Reliability, Accountability & Value
- Patient Safety
- Crisis Management

## CONSUMERISM

- Behavioral Economics
- Patient x Consumer x Customer
- Understanding the Healthcare Consumer
- Applications of Consumerism in Healthcare

## SAMPLE SEMINAR: CMO ISSUES FORUM: Getting to Zero

In a recent research study conducted by The Academy, over 50% of respondents viewed medical errors as a significant issue for their health system and cited that culture, standardizing practice and clinicians' time were the top barriers to new initiatives around medical errors. During this session, Dr. Tom Balcezak, CMO, Yale New Haven Health, and Dr. Michael Shabot, CCO, Memorial Hermann Health System, will deconstruct a few harm events that have occurred at their health systems. They will address their approach to reducing harm and their belief that removing risk doesn't require perfect humans but rather improved systems of care.

*Tom Balcezak, M.D., Chief Medical Officer, Yale New Haven Health*  
*Michael Shabot, M.D., Executive Vice President, Chief Clinical Officer, Memorial Hermann Health System*

## **THE HEALTH MANAGEMENT ACADEMY**

# **THE ACADEMY GE FELLOWS PROGRAM**

## **Executive MHA | Frequently Asked Questions**

### **ABOUT THE EXECUTIVE MHA DEGREE**

#### **1. What is the new opportunity associated with The Academy GE Fellows Program?**

- Academy GE Fellows are invited to supplement the traditional Fellows Program experience by enrolling in an Executive Master's in Healthcare Administration (Executive MHA) degree program.
- This Executive MHA was created exclusively for Fellows Program participants. It offers deeper & more frequent engagement with the content and peer & faculty connections originally offered in the traditional Fellows Program experience.

#### **2. What are the Program goals?**

- Created to prepare senior executives to respond to and manage organizational change, the program develops core health system knowledge, leadership skills and business acumen in high potential executives of the United States' largest health systems.
- The primary goals of the program include:
  - 1) Improve competencies in healthcare knowledge, leadership skills, and business acumen to implement innovative initiatives
  - 2) Problem solve and collaborate around challenges, trends and opportunities impacting US healthcare
  - 3) Build a nationwide network of peers and foster collegial relationships
  - 4) Engage in cross-disciplinary conversations with current and retired corporate health system executives
  - 5) Access professional development and mentoring

#### **3. What are the key differences between the traditional Academy GE Fellows Program and the Academy GE Fellows Program with an Executive MHA?**

- The Executive MHA component is additive and runs adjacent to the traditional Fellows Program calendar. Participants would achieve an MHA degree designation through the University of Providence.
- Fellows would be enrolled in 12 consecutive 8-week long online courses throughout the program. Courses would begin in July of the first year, and end in April around the same time as the traditional graduation meeting.
- The program includes 9 core courses (including the Action Project), and 7 elective course options, of which Fellows choose 3.

#### **4. How does the online course work supplement the existing curriculum?**

- The online courses offer deeper dives into the curriculum & content and are created specifically for Fellows Program candidates.
- The goal is to activate and elevate the learnings provided at Academy Forum meetings: to increase exposure to and camaraderie with the broader Academy network; to build an evidence-based executive leadership toolbox; & to create a living dataset for health system decision-making.

- The online courses also offer a more sustained interdisciplinary educational experience. They incorporate perspectives & voices from all four programs, more frequent touch points with peers and faculty, and allow participants to engage in real-time, real-world problem-solving and skill formation.

## **5. Do all new (Class of 2021) Fellows have to participate?**

- No. Participation is recommended but not required.

## **6. Can current Fellows participate?**

- Yes. Current Fellows (Class of 2019 and 2020) are invited to enroll. Participation would extend only the online component of the program beyond the traditional graduation timeframe. Transfer credit is awarded for a previously completed or in-progress Action Project.

## **7. Can alumni retroactively participate?**

- Yes, for Fellows that graduated from 2013 forward (enrolled in 2011). However, due to interest on behalf of Academy members, The Academy will cap the number of alumni that can enroll each year.
- Transfer credit is awarded for a previously completed Action Project.

## **ABOUT THE PROGRAM AND ITS PARTNERS**

### **1. What is the Program's relationship with the University of Providence and Providence St. Joseph Health?**

- The Executive MHA degree was created in partnership between The Health Management Academy and the University of Providence of Providence St. Joseph Health. University of Providence recognized a dearth of interdisciplinary and collaborative leadership development programs in the healthcare industry and offered to add an additional layer of academic rigor to The Academy GE Fellows Program.
- The Executive MHA will be housed in the School of Health Professions at the University of Providence.
- The Academy has a longstanding relationship with Providence St. Joseph Health as member health system, including President & CEO, Rod Hochman, M.D., who was a founding member of the CMO Forum in 1998. Providence St. Joseph Health will not gain preferential treatment in program admissions or curriculum oversight through this partnership. Admissions will continue to be governed by program Advisory Committees made up of Forum member executive cohorts. Curriculum will be developed by The Academy, program Advisory Committees, and the University.

### **2. What is the Program's relationship with GE?**

- GE Healthcare is the sole sponsor of The Academy GE Fellows Program. GE has a history of innovative approaches and deep commitment to leadership development through its John F. Welch Leadership Development Center in Crotonville, New York. The Academy GE Fellows program has been funded by a grant from GE Healthcare since 2005. GE does not have a role in the program's curriculum or administration.

### **3. How will participants interact with either University of Providence or GE representatives?**

- Participants will interact with the University of Providence in the context of the program's administration. Participants will receive a University of Providence email address, access to the University of Providence/Providence St. Joseph Health library resources, and access to University of Providence's online learning management system to participate in the online courses.
- As a part of the program, The Academy and GE Healthcare jointly host an annual leadership seminar at the center in Crotonville. Participants may also interact with GE Healthcare representatives who serve as Industry Members at Academy meetings.

## ENROLLMENT & ADMINISTRATION

### 1. How do I enroll?

- To enroll, email Anastasia Beletsky, Senior Director of The Academy GE Fellows Program, at [anastasia@hmacademy.com](mailto:anastasia@hmacademy.com).

### 2. What supplemental material is required for Executive MHA Program enrollment versus traditional Academy GE Fellows enrollment?

- All enrollees must submit an official transcript from the institution where the Fellow completed his or her most recent degree. Directions will be provided to submit the official transcript directly to the University of Providence prior to program start.

### 3. How does participation impact pricing?

- For the Executive MHA cohort beginning in the Summer of 2019, the cost to participate is \$5,000/year for the 2-year program.
- This additional amount covers enrollment, administration and tuition costs. It will most likely qualify for tuition assistance/reimbursement benefits or may be covered through funds distributed for CME credits.

### 4. What is the timeline and what are important dates to keep in mind?

- Now through June 1, 2019: Ask questions & confirm interest.
- June 1, 2019: Deadline to confirm interest in enrolling.
- June 18, 2019: Online orientation & enrollment period; Deadline to submit official transcript.
- July 1, 2019: Course I begins.
- *Link to Academic calendar*

## ONLINE COURSEWORK

### 1. How will I get started with the online courses?

- Once you confirm interest, submit your transcript, and are formally enrolled, participating Fellows will have access to the University of Providence's online learning management system. Participants will complete an online orientation to the system.
- The digital nature of the courses means the content is accessible asynchronously, allowing flexibility in student access per schedules and time zones. They are designed for easy access on computers, tablets and mobile devices. Participants will have streamlined and consistent access to the content, whether stationary or in transit.

### 4. Who will serve as faculty members for online courses?

- This program is distinguished by faculty with experiential expertise: The Academy Executives in Residence, former Academy Executive Forum members, Alumni Fellows, and Academy thought leaders will serve as faculty members.
- Current Academy Executive Forum Members and Alumni Fellows will also serve as guest speakers throughout the courses.

### 5. Who creates the content for the online courses?

- The curriculum is drawn from conversations with Program Advisory Committee members, Executives in Residence, Academy thought leaders, and University of Providence faculty & administrators.

- The Academy is responsible for designing, building, and maintaining the online course content and engaging faculty members.

## **6. How much of a time commitment is expected for the online courses?**

- Weekly time requirements are dependent on an individual Fellow's experience, expertise, and prior education. The courses are designed so that level of engagement flexes with executive workflows and responsibilities.
- Weekly activities and content should integrate with the work a participant is already doing – whether through direct application or in coaching conversations with mentees and direct reports.

## **OTHER FAQs**

### **1. What distinguishes an MHA degree?**

- The MHA is a professional degree. General curriculum topics include: management of hospitals & health services organizations; public health infrastructure; & consulting. An MHA has a distinct healthcare focus contrasted by more general MBA or MPA degrees.
- This Executive MHA program is also pursuing CAHME (Commission on the Accreditation of Healthcare Management Education) accreditation, a national Department of Education accreditor. CAHME requires applied experiences in curriculum, similar to the action project component of the Fellows Program.

### **2. What if I already have an MHA degree? Can I still receive graduate course credit?**

- TBD – Stay tuned.