



Program Name & Location

BOSTON UNIVERSITY
Boston, MA

Dates of the Site Visit

September 17-19th, 2014

Accreditation: 3 year CAHME Accreditation, effective 2014 through 2017

Accreditation History

Season	Year	Action
Fall		Initial Accreditation

Program Description

Boston University was chartered in 1869 and is a nonprofit organization. The School of Public Health is an integral part of the university, which is comprised of 17 schools and colleges. Fourteen are located on the Charles River Campus, and three, the Schools of Public Health, Medicine, and Dentistry, are located on the Medical Campus in the South End of Boston. Boston University has been accredited by NEASC since 1929 and the School of Public Health has been accredited by CEPH since 1981.

The School of Public Health is comprised of seven departments offering a total of eight Master of Public Health (MPH) concentrations. The Program is located within the Department of Health Policy and Management (HPM), and is part of the HPM concentration. The Program is offered as a sub-concentration within HPM, in which students fulfill additional management requirements in addition to the general HPM concentration requirements. As is true at the School level, the Program serves both full- and part-time students, and students may decide between full- or parttime statuses at will. This flexibility is an important School value and enables working professionals to design a program that best fits their needs. The 48-credit MPH must be completed within five years. Most full-time students finish in three or four semesters, while parttime students generally take six or seven semesters. All MPH students must complete the core courses in biostatistics, epidemiology, environmental health, health policy and management, and social and behavioral sciences. In addition, the School requires all US citizens and permanent residents to complete the core course in health law.

New students may enter the MPH program in either September or January. While historically the School served primarily working professionals, this has dramatically shifted over the past decade and the majority of students are now full-time and early career stage. In addition to a large group of students from New England, the School also draws students nationally and also internationally. The School also has four plus one degree programs with two of the university's undergraduate programs; these enable highly qualified students to begin work on the MPH degree while still an undergraduate. In addition, there are a number of dual MPH programs (MBA, JD, MD, MSW



and MA in medical sciences); however, the dual degree programs (with the exception of the four plus one) all have credit restrictions that make it impossible for students to complete the management sub-concentration.

The School is co-located with Boston Medical Center, and is also within a few miles of the integrated VA Boston Healthcare System main campus. Many Program faculty members are affiliated with the VA. The School shares instructional space with the medical school, which has recently added a physician assistant program. Thus, the campus environment is interwoven with the medical school and inter-professional interaction is possible in the library, lounges and cafes as well as through organized activities.

Findings

CAHME sends a team on-site to review the program. On the first day, the CAHME Fellow reviews the records and resources of the Program. On days two and three, the full team completes an extensive evaluation of the Program based on CAHME requirements. These findings are reported, and programs are designated as being a leader in meeting the requirement (a “strength”), meeting the requirement; partially meeting the requirements, or not meeting the requirement. Sometimes, a program may “meet” a requirement, but the site visitors suggest a recommendation for the program to improve (“Consultative Recommendations”).

Programs need to report to CAHME following their site visit their remediation activity for all requirements that are not “Met” in a “Progress Report”. Thus, evaluating a program based on “Not Mets” or “Partially Mets” may not reflect the progress a program has made since their last site visit. Programs have two years to complete all criteria found partially or not met on their site visit report. Accreditation past two years indicates that the program has successfully completed progress reporting.

		Number	Percent
Met	Strengths	4	12%
	Other Met	25	71%
Partially Met		6	17%
Not Met		0	0%
Total		35	100%
<i>Consultative Recommendations</i>		2	6%

Program Strengths



I.B.1 THE PROGRAM WILL HAVE SUFFICIENT FINANCIAL AND ADMINISTRATIVE SUPPORT TO ENSURE THAT ITS MISSION, GOALS AND OBJECTIVES CAN BE ACHIEVED.

Strength Comment:

The School of Public Health's Career Services Office and the services it provides to the healthcare management students are strengths of the program.

I.B.2 PROGRAM LEADERSHIP WILL HAVE THE AUTHORITY TO ENSURE THE INTEGRITY OF THE PROGRAM.

Strength Comment:

The department and program leadership and faculty's commitment to the students are strengths of the program.

III.B.2 THE PROGRAM WILL PROVIDE, THROUGHOUT THE CURRICULUM, OPPORTUNITIES FOR STUDENTS TO PARTICIPATE IN TEAM-BASED AND INTERPROFESSIONAL ACTIVITIES.

Strength Comment:

The department, Program leadership and faculty have implemented extensive, innovative teambased learning experiences that are strengths of the program.

IV.A.4 PROGRAM FACULTY WILL PARTICIPATE IN DEFINING FACULTY NEEDS AND IN RECRUITING FACULTY TO TEACH IN THE PROGRAM IN ACCORDANCE WITH UNIVERSITY POLICY.

Strength Comment:

The process the Program uses to recruit faculty, including requiring prospective faculty to give a lecture for a current core course in the faculty member's area of expertise, is a strength.

Partially Mets

II.A.1 THE PROGRAM WILL MAKE AVAILABLE FULL AND ACCURATE INFORMATION REGARDING ITS APPLICATION PROCESS; THE COMPETENCIES THAT FORM THE BASIS FOR ITS CURRICULUM; THE CURRICULUM; TEACHING, LEARNING AND ASSESSMENT METHODS; AND STUDENT ACHIEVEMENT.

Assessment:

The team conducted extensive review and analysis of the Program's website. We spoke with the Program leadership, support staff and faculty. The team found that it had difficulty locating program outcome information because some of this information was included in areas that were separate from program information and not readily obtainable. Additionally, for a number of the



outcomes, the aggregate data provided are for the entire MPH program and not for the MPH subconcentration in Healthcare Management which CAHME is being asked to accredit.

Criterion Related Concern:

The concern is that the required program outcomes for the MPH sub-concentration in Healthcare Management are not posted on the program website.

Criterion Related Recommendation:

The Program must display on the Healthcare Management sub-concentration website pages the Program's student outcomes including student completion rates and placement rates.

II.A.3 THE PROGRAM WILL ENSURE THAT STUDENTS ARE PROVIDED APPROPRIATE ADVISING AND SUPPORT SERVICES, AND THAT THESE SERVICES ARE EVALUATED REGULARLY AS A BASIS FOR CONTINUOUS IMPROVEMENT.

Assessment:

While the BU SPH Practice Office has an evaluation process, we do not see evidence of how they use feedback to make changes. There does not seem to be a systematic way to aggregate data and use it for continuous improvement. Multiple sources of evidence, including document review, consultation with current students, and consultation with alumni and preceptors, contributed to this assessment.

Criterion Related Concern:

Current efforts to evaluate and continually improve the support services related to the required practicum experience are inadequate.

Criterion Related Recommendation:

The Program must ensure that support services related to the practicum are regularly evaluated and that the information is used for continuous improvement.

II.A.5 THE PROGRAM WILL ENSURE THAT GRADUATES' CAREER PREPAREDNESS IS MONITORED, DOCUMENTED AND USED FOR CONTINUOUS IMPROVEMENT.

Assessment:

The program does not have a system in place to track the careers of its alumni. Data are not available to assess Program graduates' career preparedness and achievement. This is viewed in the context of the Program being new and undergoing initial CAHME accreditation.

Criterion Related Concern:

The Program has not monitored and tracked the careers of Program graduates for two years as required for Programs undergoing initial accreditation. As a result it could not assess whether or not graduate achievement supported the Program's goals and it could not use the data for continuous quality improvement.



Criterion Related Recommendation:

The Program must ensure that graduates' career preparedness is monitored, documented and used for continuous improvement. The Program must monitor and track the careers of Program graduates for at least three years in preparation for their next CAHME self-study and site visit, and use the results for continuous improvement.

III.A.2 THE PROGRAM CURRICULUM WILL PROVIDE STUDENTS WITH A DEPTH AND BREADTH OF KNOWLEDGE OF THE HEALTHCARE SYSTEM AND HEALTHCARE MANAGEMENT ALIGNED WITH THE MISSION.

Assessment:

The program's curriculum does not offer adequate curricular content in the "Information Systems" knowledge area. And this assessment is made in the context of the Program having declared "Information Systems" knowledge/understanding as a competency for the MPH Healthcare Management sub-concentration.

Criterion Related Concern:

The coverage of Information Systems in the curriculum is inadequate for students' understanding of healthcare management and healthcare systems.

Criterion Related Recommendation:

The Program must ensure adequate coverage of management's role in Information Systems in the curriculum; for example: electronic health records, HIPAA, meaningful use and "big data."

III.A.6 THE PROGRAM CURRICULUM WILL DEVELOP STUDENTS' CORE COMPETENCIES: professionalism and ethics

Assessment:

The program's curriculum does not offer adequate curricular content in the "Ethics" knowledge area.

Criterion Related Concern:

The coverage of Ethics in the curriculum is inadequate for students' understanding of healthcare management and healthcare systems.

Criterion Related Recommendation:

The Program must ensure adequate coverage of Ethics, to include ethical frameworks for decision-making, in the curriculum.

III.C.3 THE PROGRAM WILL REGULARLY EVALUATE THE EXTENT TO WHICH STUDENTS AND GRADUATES ATTAIN THE COMPETENCIES AND USE THE EVALUATION FOR CONTINUOUS IMPROVEMENT.

Assessment:



The Program does not currently have a system in place for objective assessment of competency attainment nor have they linked practicum outcomes to competency attainment.

Criterion Related Concern:

Criterion Related Concern 1: while the Program has implemented student self-assessment of competency attainment, there is an absence of objective assessment of competency attainment at the Program level.

Criterion Related Concern 2: the Program has not directly linked the learning outcomes and preceptor assessment of competency attainment for the required practicum to the instrument(s) used to evaluate student performance.

Criterion Related Recommendations:

Criterion Related Recommendation 1: the Program must finish implementation of their plan to comprehensively assess competency attainment and ensure that this includes objective assessment by Program faculty.

Criterion Related Recommendation 2: the Program must insure that the assessment of student performance for the required practicum is directly linked to the Program's (sub-concentration in Healthcare Management) set of competencies.

Consultative Recommendations

I.A.1 THE PROGRAM WILL HAVE STATEMENTS OF MISSION, VISION, AND VALUES THAT GUIDE THE PROGRAM'S DESIGN, EVALUATION AND QUALITY IMPROVEMENT EFFORTS.

Consultative Recommendation:

The Program should reevaluate its Vision statement to assure that it is aspirational.

II.A.1 THE PROGRAM WILL MAKE AVAILABLE FULL AND ACCURATE INFORMATION REGARDING ITS APPLICATION PROCESS; THE COMPETENCIES THAT FORM THE BASIS FOR ITS CURRICULUM; THE CURRICULUM; TEACHING, LEARNING AND ASSESSMENT METHODS; AND STUDENT ACHIEVEMENT.

Consultative Recommendation:

The Program should make the Healthcare Management sub-concentration's competencies readily visible on the program website so prospective students and the public may easily find them.