

Excellence in Healthcare Leadership Development

Program Overview: The University of Memphis Master of Health Administration (MHA) program is a two-year nationally-ranked program with an emphasis on leadership and professional development. We are preparing to graduate our 25th class and have been continuously CAHME-accredited since 1995. Our vision is to be one of the country's top MHA programs and to be the program of choice in the Mid-South region for developing healthcare leaders. We invest heavily in developing our students' leadership competencies throughout our curriculum, providing extended two-year internships, professional development seminars, and leadership development retreats to ensure our students are among the best trained and most leader-ready graduates in the country. We share our model broadly through presentations at national conferences, publications, and consultations to local healthcare organizations and other healthcare management programs nationally.

Innovative Leadership-Development Approach: Our program's unique and innovative approach to competency-based leadership development begins before our students commence their courses. After orientation, we take our students to a leadership-development and team-building immersion retreat at the Team Trek Learning Center in Arkansas. Here, our students experience the same leadership development program used by some of the world's leading companies, including FedEx, Nestle, Southwest Airlines, L'Oreal, and International Paper. This three-day experience has been a hallmark of our program for over a decade and is the first component in our "Day One" Professional Development seminar series. This monthly half-day course (HADM 7100/7101) throughout the first year of study targets specific leader competencies, including: executive presence, public speaking, etiquette, dressing for success, professional networking, and resume writing. Building off the innovative equity of Team Trek and Day One, we are now piloting a "Day Two" leadership development series for our second year students, which will address additional leadership topics such as servant leadership, ethics, conflict management, and negotiation. Driven by stakeholder input, we revised our Leadership course to incorporate organizational change topics and are preparing an interprofessional poverty simulation with the College of Nursing.

And for the sixth consecutive year, our students are involved in a university-wide interprofessional case competition developed and led by our MHA faculty. In addition to addressing local community health problems, this experience also trains our students in collaborative, interdisciplinary leadership. Our approach to leadership development is not only innovative, but also ever-evolving to assure our students receive the most current and comprehensive leadership training we can provide.

Leadership Integrated Throughout the Curriculum: Leadership is one of our program's core competency domains and leadership development is integrated throughout the curriculum (see Table 1, below). We have three required leadership courses: the Day One professional development seminar series (HADM 7100/7101 - one course each over two semesters) and a course in Leadership and Organizational Change in Healthcare (HADM 7110). Our students can also take an elective course in Crisis Leadership (PUBH 7603). Further, leadership competencies are integrated into additional courses, including Administration of Health Services Organization (HADM 7116), Human Resources Administration (HADM 7605), Quality and Outcomes Management (HADM 7204), Strategic Planning (HADM 7103), Population Health Management (HADM 7140), and our team-based Capstone course (HADM 7210), ensuring that at least two courses per semester directly addresses leadership competencies. The Summer Internship (HADM 7190) specifically, and Extended Internships generally, also targets leadership competencies. Leadership development during the internship(s) is facilitated and evaluated by our preceptors who are experienced healthcare leaders. To this we are now adding the Day Two leadership development seminar series throughout the entire second year of study in the MHA program. All of these courses feature local executive practitioners either as adjunct faculty or as guest lecturers. The majority of our courses also use team-based and/or case based learning methodologies. Finally, our stakeholders, including our nationally representative MHA Advisory Board (which includes senior executives from United Healthcare, Kaiser Permanente, Tenet Healthcare, and HCA among others), help inform course and curriculum enhancement to provide for continuous quality improvement and a leading-edge approach to leadership development.

Table 1. Memphis MHA Program Leadership Courses by Semester

Semester	Fall 1	Spr 1	Sum 1	Fall 2	Spr. 2
Primary Leadership Courses					
HADM 7100/7101 - Day One	X	X			
HADM 7190 - Internship			X		
HADM 7110 - Leadership & Org. Change					X
Elective Leadership Course					
PUBH 7603 - Crisis Leadership				X	
Leadership Supportive Courses					
HADM 7116 - Admin. Of Health Svs. Orgs.	X				
HADM 7605 - HR Administration	X				
HADM 7204 - Quality & Outcomes Mgmt		X			
HADM 7103 - Strategic Planning				X	
HADM 7140 - Population Health Mgmt				X	
HADM 7210 - Capstone Experience					X

Deep Alumni Engagement. Alumni engagement is vital to the success of our MHA program. While we currently have alumni in 32 states and 5 countries, nearly half (49%) of our alumni are still in the Memphis metropolitan area, allowing for deep and consistent involvement in the MHA program. One of our full-time faculty is a program alumna and two alumni currently serve as Adjunct Faculty. These alumni adjuncts teach a required course in Managerial Epidemiology (HADM 7206) and a highly popular elective course in Quality Tools (HADM 7130) which leads to Six Sigma Green Belt certification. Many of the guest speakers in our courses are alumni, and alumni help facilitate our Day One professional development seminars. 7 of our 18 MHA Advisory Board members (39%) are alumni. Importantly, our alumni serve a critical mentoring function to our students. Currently, over 90% of our students receive a two-year, paid extended internships with a local hospital or healthcare organization; and the vast majority of these internships are precepted by our own alumni. Alumni also build relationships for and/or provide summer internships and post-graduate fellowships.

Professional Development Opportunities: To advance leadership development among our students and to stimulate lifelong learning among our alumni and local practitioners, the Memphis MHA program provides a number of professional development opportunities. In addition to two years of professional and leadership development seminars provided to our

students, we also annually send teams of students to at least two national case competitions. The university provides funding to help our students annually attend a national conference such as the ACHE Congress on Healthcare Leadership and/or the NAHSE Annual Educational Conference. Additionally, our program partners with the local ACHE (Midsouth Health Care Executives or MHCE) and NAHSE (NAHSE Memphis) chapters to offer continuing education and networking events. For example, in September 2017, our MHA program partnered with MHCE to provide an innovative “mini-cluster” event that afforded 4.5 face-to-face credits to participants from Tennessee, Kentucky, Mississippi, and Arkansas. In December 2017, we are partnering with MHCE to provide our annual CEO Roundtable - a panel discussion with some of the country’s leading healthcare CEOs. Thanks to our local partnerships, our students are able attend these events where they receive invaluable lifelong learning and benefit from professional networking opportunities. Finally, members of MHCE and NAHSE Memphis (including many of our alumni) provide mock interviews and resume reviews as our student prepare to apply for post-graduate fellowships and other employment.

Experiential Opportunities: *Extended Administrative Internships.* Memphis is home to an incredibly robust healthcare industry including some of the nation’s largest multihospital systems in Baptist Memorial Health Care and Methodist Le Bonheur Healthcare, medical device manufacturers such as Medtronic and Smith+Nephew, and of course St. Jude Children’s Research Hospital. Through our partnerships with these and many other local healthcare organizations, the vast majority of our students (68 of 73 students - 93% over the past three years, with the other five currently waiting to finalize positions) receive paid 20-hour per week extended administrative internships during their MHA studies. ***Summer Internships.*** All students also complete a 300-hour summer internship, often where they are placed for their extended administrative internships. Our students are consistently chosen for Tennessee Hospital Association’s highly competitive Agenda 21 Summer Internship program for minority students. For Summer 2017, Memphis MHA students received 4 of 8 positions in this program, which also included students from the University of North Carolina - Chapel Hill, the University of Tennessee, and Meharry Medical College. ***Post-Graduate Fellowships.*** Given the large amount of jobs available in the Memphis market, and due to the extended

internships our students receive, our program has often seen most of our students employed full-time local before graduation. However, in recent years, our students have increasingly sought and received fellowships. Over the past three years, 85% of our students who applied for post-graduate fellowships received them and we expect a similar outcome this year.

Servant Leadership: Servant leadership is integral to our leadership development approach. Beginning with Team Trek, students learn to serve and lift each other to success. The principles of servant leadership along with our core values of Respect, Commitment, Diversity, and Excellence are reinforced throughout the curriculum. Day One (HADM 7110/7101) and Day Two emphasize the importance of serving others and building community. In the Leadership & Organizational Change course (HADM 7110), students study Servant Leadership in depth and, as a culminating experience to their degree program, develop a personal leadership philosophy based on these principles. This personal philosophy has been so well received that we have shared it as a model at ACHE Congress and at local professional events. And to further enhance our students' cultural sensitivity and desire to serve, we have engaged our College of Nursing in a joint poverty simulation so that students better understand and empathize with those they serve.

Community Leadership: Consistent with servant leadership's focus on building community, faculty and students play an active role in local community improvement efforts. MHA students have board-level positions on the local ACHE, NAHSE, and MGMA chapters (faculty also have board positions with the ACHE and NAHSE chapters). Importantly, our student organization - the MHA Student Association (MHASA; an ACHE Student Chapter for the past 25 years) provides students with several leadership roles and opportunities to serve the community. MHASA takes an active leadership role in the community, coordinating volunteer activities with Ronald McDonald House, Memphis Zoo, March of Dimes, and Youth Villages. Finally, for the past three years, at least one (and usually more) of our students have served in an officer-level position with the university Graduate Student Association. Thus, our students are consistently and broadly integrated into leadership experiences throughout our program, university, and community - putting into practice our program's leadership model.



November 20, 2017

Dear Members of the CAHME / Ascension Award's Judging Panel:

I am delighted to write this letter of support for the University of Memphis's MHA Program. As a past student of this program and a proud alumni I believe that it embodies some of the best principles of leadership development. The University of Memphis MHA program provides students with an immersive experience that instills confidence and provides the cross-functional skills needed to solve the challenges of tomorrow. The unique Day One and graduate assistantship modules combine both team-based training and real-life corporate experiences to help students refine their career vision. The programs stress energy, creativity, and shared commitment to solve the prevalent challenges of healthcare through innovative solutions.

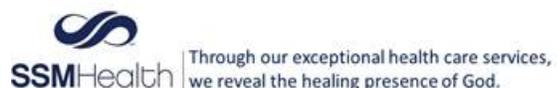
The University of Memphis MHA program deepens students' confidence to lead high-performing teams by refining their soft skills and giving them a clear understanding of how well functioning teams are formed and motivated. I feel the emphasis placed on learning how to collaborate, negotiate and ultimately manage conflict sets them apart from their peers. The focus on maintaining resiliency while handling uncertainty, solving problems and dealing with complex systems builds a foundation of leadership in the graduating cohorts like no other contemporary.

I hope that you will recognize the contributions this program makes in the lives of its student's by awarding it the CAHME-Ascension Award for Excellence in Leadership Development.

Sincerely,

Mansoor Shahid

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November 17, 2017

Commission of Accreditation of Healthcare Management Education (CAHME)
Attention: Mr. Joe Morris, Program Specialist
6110 Executive Blvd, Suite 614
Rockville, MD 20852

To CAHME/Ascension Award Judging Panel,

The University of Memphis Masters of Health Administration program is more than deserving of the CAHME/Ascension Award for Excellence in Leadership Development because of the tremendous efforts of all faculty and staff to go above and beyond for each student within the program. There are numerous reasons that this program embodies a level of excellence that is representative of this award. As a recent alumnus, I am a direct by product of the excellent leadership initiatives that provided for the MHA students. Two examples of the leadership development opportunities provided during the program were “Team Trek” and “Day One” programs. These hands-on leadership development opportunities fostered team building and personal growth. The Team Trek experience was a life-changing event because it brought our cohort together as a true family, and allowed us to learn about our strengths and weaknesses. Because of this opportunity, our cohort developed relationships that help improve the academic experience, and promoted a team oriented learning environment. The Day One leadership program, challenged each student to focus on our own personal leadership styles. Through an excellent discussion facilitated by Dr. Erik Carlton, and various group activities we left this program feeling inspired to better harness our individual approaches and perspectives of leadership.

Another great feature of the MHA program is the external graduate assistantships. The partnerships between the MHA program and local organizations was unique and fostered a culture of collaboration. Many of the preceptors at various organizations were Memphis MHA alumni, and understood the importance of the integration of theoretical knowledge with practical real world application. I served as a Graduate Assistant at two organizations, which were Regional One Health (year 1) and Methodist Le Bonheur Healthcare (year 2). Under the direction of the CEO and COO at the respective organizations, I completed facility wide initiatives focused on performance and operational improvements for quality and support services departments. In addition, I helped spearhead a \$10 million construction renovation project of an emergency department that had over 75,000 visits annually. These experiences were invaluable and as a result, they improved my quantitative and critical thinking skills through the application of concepts learned in the didactic coursework.

Because such great relationships exist between the MHA program and community organizations, we had many guest speakers come to give lectures and provide real world perspectives of how healthcare executives address issues within their respective organizations. This created excellent opportunities to network and build relationships with healthcare executives, in addition with the National Association for Healthcare Executives and the American College of Healthcare Executives. Through these forums, I was fortunate to compete as a representative of the university in two of the Everett V. Fox Case Competitions for the National Association of Health Service Executives. These experiences far exceeded any expectation I could have imagined, and became a catalyst in my leadership development. Dr. Page Powell coached, mentored, and encouraged our team in preparation for the competitions. The case competition team received



tremendous support from all of the faculty and staff and local healthcare executives that attended our practice sessions. Because of the program's support, we advanced to the semifinal and final rounds in both years. The MHA program's participation in the NAHSE Case Competition and UAB Case Competition created great opportunities for students to display the excellent teaching received in the program, as well as demonstrate the professional development skills that were learned within the Day One program.

As a recent graduate, I can speak personally about the sincere and genuine care each faculty member has for all students. The commitment to leadership through Day One and Team Trek, External Graduate Assistantships, development of critical thinking skills through case competitions, and local relationships with professional organizations all make the Masters of Health Administration program at the University of Memphis unique. Therefore, I strongly recommend that the Masters of Health Administration program at the University of Memphis be the recipient of the CAHME/Ascension Award for Excellence in Leadership Development.

Cordially,

John E. Baldwin III

Administrative Fellow
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To Whom It May Concern:

As Master of Health Administration student at The University of Memphis School of Public Health, it is my distinct and sincerest pleasure to offer this letter of recommendation in support of the university's application for the CAHME-Ascension Award for Excellence in Leadership Development.

I was initially drawn to the University of Memphis primarily because I was highly impressed with the faculty's willingness to help students develop, both professionally and personally. The MHA program ensures that students have the necessary competencies— knowledge, skills, and abilities—to achieve success. Prior to the first day of class, each new cohort embarks on a three-day experience with Team Trek, a world-class provider of leadership training and team building programs. Over the course of three days, our cohort participated in classroom and experiential learning, workshops, assessments, and coaching. Together, we overcame many obstacles and learned valuable information about our personal strengths and weaknesses. Personally, it also helped me overcome a deathly fear of heights! This unique leadership and team building experience helped set the tone for our next two years together. It allowed us to not only build a relationship with one another; but also taught us the value of trust, responsibility, and the importance of working with people from various backgrounds.

Much like many other students in the program, prior to starting at the University of Memphis, I had minimal healthcare experience. The University of Memphis understands that hands-on experience is just as valuable as the materials we learn in the classroom. With the help of my advisor, I was able to interview and then later accepted a position as the Graduate Assistant at The Baptist Memorial Hospital for Women, arguably one of the best free-standing Women's and Children's Hospitals in the country. While there, I have had the opportunity to apply the skills I have learned in the classroom to responsibilities such as coordinating our Patient and Family Advisory Council and leading a hospital-wide initiative to improve our disaster preparedness efforts. My experience as a graduate assistant provided me with the necessary exposure to better understand the healthcare system and my future career goals.

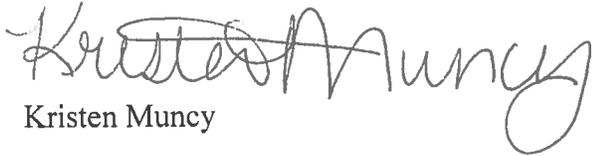
In addition to the Team Trek experience and my tenure as a Graduate Assistant, we also partake in a "Day One" Course. This course is comprised of a series of professional and leadership development seminars designed to develop multiple competencies to better prepare students for a professional career. Day One covered a range of topics such as: personal & leadership development, dinner etiquette, interviewing and resume writing, and communication.

Over the last 18 months at the University of Memphis, faculty and staff have worked relentlessly to ensure each and every student has the tools necessary to be successful. The Team Trek experience provided me with the confidence to overcome any obstacle, whether it be careening down a mountainside or attaining a fellowship position. Reflecting back on my numerous

fellowship applications, I was able to utilize the lessons I learned in regards to leadership and teamwork at the University of Memphis for my personal statements and essays. I also applied the skills I learned on dinner etiquette, interviewing and resume writing during my application process.

My work experience, coupled with the competencies I learned during the didactic portion of the MHA program, provided me with a terrific foundation of knowledge to leverage during the fellowship application process. I credit much of my success thus far to this unique MHA program, and to the outstanding faculty and staff at the University of Memphis. My experiences made me very well poised for a fellowship and I am extremely pleased to say I have recently accepted a position as an Administrative Fellow at the Vanderbilt University Medical Center. I could not be more humbled, grateful, or excited to embark on a new journey at a system I had previously only dreamed of working at. I truly believe no other MHA program could have better prepared me for my professional career than the University of Memphis.

Very Best,

A handwritten signature in cursive script that reads "Kristen Muncy". The signature is written in black ink and is positioned to the right of the typed name.

Kristen Muncy