

Nomination for the CAHME/Ascension Award for Excellence in Healthcare Leadership Development

Master of Health Services Administration Department of Health Management and Policy University of Michigan School of Public Health

The mission of the University of Michigan's Master of Health Services Administration (MHSA) program is to provide a well-rounded, high-quality education to dedicated men and women who aspire to leading positions in the management and delivery of healthcare services. We take pride in cultivating healthcare leaders who create and apply evidence-based knowledge to serve and enhance the health of individuals and communities. We strive to integrate leadership development in all spheres of learning in the MHSA Program. Our approach to leadership development aligns with public health values, which include personal and professional integrity, excellence, inclusiveness, collaboration, and equity. These values underlie the concept of servant leadership and permeate curriculum contents, professional activities, admission process, faculty selection, alumni engagement, and our interactions with local communities. We hold strong to the belief that the healthcare system exists to improve the lives of individuals and the health of populations. Thus, we focus on training leaders who are passionate about the service they and their organizations provide and who believe that a thriving healthcare organization cannot be measured solely by financial performance.

The design of our curriculum follows a set of 28 competencies in 5 domains: leadership, communication, measurement and analysis, law and ethics, and professional development. Together, these competencies define leadership excellence in healthcare management and guide the design of courses that provide students an in-depth education necessary for healthcare leaders. In addition to courses, students have ready access to numerous mentors and multiple opportunities to assume leadership roles while they are in the programs. Alumni stay engaged and we continue to address their leadership development needs across career stages primarily through programs and activities organized by the Griffith Leadership Center.

MHSA students enroll in either the residential or executive format. The latter is a hybrid model that incorporates distance learning and on-campus workshops and professional networking for students working full-time and with 5 or more years of professional experience.

The Leadership Core: The Professional Development Course

The year-long core professional development course, HMP620, is required of all first-year residential master's students and is designed to foster professional and leadership development. The course begins by introducing the concept of self reflection and asks students to keep a journal throughout the year to track their personal growth and cultivate new insights about themselves. The fall semester is focused on the foundations of professional development. Topics include professional attire and business etiquette, developing a personal brand and elevator pitch, networking skills, effective resumes and cover letters, interview skills, emotional intelligence, assessment of personal strengths and values, and decision

making. The winter semester emphasizes leadership development and covers topics such as presentation skills, personal communication styles, 360 degree assessment, difficult conversations, negotiation skills, and executive presence. Students draw upon the reflections in their personal journal, along with various assessments and a framework, to craft a personal leadership development plan, a living document that can be updated over time to guide them on their leadership journey in the second year of graduate studies, and beyond.

Leadership-Centered Elective Coursework

Besides the required HMP620, the program offers several electives that are leadership-centered. HMP643, Managing People in Healthcare Organizations, is designed to provide students essential knowledge, skills and tools to effectively manage oneself, interpersonal relationships and teams in the workplace. The other electives - HPM646 (Leadership for Changing American Healthcare) and HMP680 (Transformational Leadership and Leadership in Public and Private Markets) - are taught by alumni and former executives with decades of C-suite healthcare leadership experience. These are 1 or 1.5-credit courses, typically run for three to six weeks in duration. Enrollment in each course is limited to about 25-30 to ensure high levels of engagement. These classes are understandably very popular with students.

Leadership Development Beyond the Classroom

Internship

The internship is a major requirement in the MHA curriculum. The design is driven by our competency model to help students develop a keen understanding of the issues and problems in day-to-day operations, recognize the relationship between the academic curriculum and professional work, and enhance their professional and leadership skills through practice. For residential MHA students, the internship is full-time, spanning approximately three to four months during the first summer. In collaboration with the preceptor, students develop an internship plan at the outset; the preceptor evaluates the student's performance, and shares the evaluation with the student throughout the summer. In recent years, nearly all students feel satisfied or very satisfied with their internship experience. The internship requirement is waived in the executive format because all executive MHA students have 5 or more years of work experience and work full-time while pursuing the degree.

Leadership Development Through Griffith Leadership Center

The Griffith Leadership Center (GLC) was established ten years ago with the mission of developing transformational leaders through strengthening the interactions among students, alumni, and faculty. Although the center serves all three groups of stakeholders, the majority of its current initiatives are geared towards students. GLC Leadership Fellows and Speakers and the Virtual Alumni Series are examples of such initiatives. The former initiative invites top healthcare practitioners and policy leaders from across the U.S. to be Fellows in Residence for several days to several weeks, to interact with MHA and other program students through talks, workshops, courses, and one-on-one mentoring. Fellows and speakers collaborate with students organizations on a wide variety of current topics, generating over 400 student

connections just last year alone. The Virtual Alumni Series is a 10-week, online seminar for residential and executive MHA students. Alumni in the U.S. and around the world present outstanding leadership issues and engage in dialogue in relation to strategy, advocacy, policy, innovation, information technology, virtual care, and entrepreneurship.

Beginning in 2015, the center runs the Gail Warden Leadership Scholars Program, which provides a selective, non-credit enrichment opportunity for second-year MHA students. Students apply for and are selected to meet for four 3-hour sessions with Gail L. Warden - President Emeritus of the Henry Ford Health System and elected member of the Institute of Medicine of the National Academy of Sciences - and other distinguished healthcare executives for highly engaged discussions. The goal of this innovative program is to develop MHA students with impact in mind. Students participating in the program feel they are gifted with a deep reservoir of resources, including core fundamentals of leadership, life-long mentors, and a professional network that spans the globe.

Leadership Opportunities

MHA students can take advantage of an enormous range of leadership activities locally, regionally, and nationally. Below are prominent examples:

- H-Net Alumni Mentoring Program: connecting HMP students and alumni to enrich student professional development, foster alumni engagement, and strengthen student-alumni relations.
- Michigan Healthcare Executive Student Association: cultivating skills and providing programming to help members be the Leaders and Best in their future endeavors.
- Health Policy Student Association: striving to cultivate spaces for students to critically engage with health policy, foster interdisciplinary collaboration across health sciences disciplines, and foster dedicated stewards of health policy with strong professional, research, and advocacy skills.
- HMP Health Equity Leadership Pipeline Collaborative: providing innovative and scholarly research on health professions and health education to increase the impact of healthcare leadership addressing health equity issues.
- Michigan Public Health Connect: an online mentoring and leadership development platform (via PeopleGrove) to help students and alumni from the School of Public Health to succeed before and after graduating from their programs.
- School of Public Health leadership opportunities: Public Health Student Association, La Salud Student Association, Public Health Students of African Descent, Public Health Genetics Society, Health Law Society, Asian American Public Health Student Association, Sexual and Gender Diversity in Public Health, Public Health Sustainability Initiative, Students Engaged in Global Health.
- IHI Open School: providing multi-disciplinary and hands-on leadership experience to students interested in patient safety and healthcare quality improvement.
- Healthcare and Life Science Club (Ross School of Business): committed to preparing the next generation of industry executives through educational sessions, resume reviews, interview prep, access to interdisciplinary projects, and events.

- Sanger Leadership Center (Ross School of Business): immersing students in a simulated business and media crisis to practice the ability to strategize through extreme turbulence, ‘think on your feet’, and demonstrate poise under pressure.
- University of Michigan Women in Health Leadership Organization: promoting the professional success of women entering the public health and healthcare fields through mentorship, networking, skill advancement, and community service.
- American College of Healthcare Executives (ACHE): providing a wide range of local and national leadership development opportunities.
- National Association of Health Services Executives (NAHSE): promoting the advancement and development of Black health care leaders, and elevating the quality of health care services rendered to minority and underserved communities.

HMP Alumni Participation

Our program is fortunate to have access to significant resources available to students, faculty, and staff. In terms of human capital, we have an alumni base of approximately 4,000 living alumni, many of whom provide support in the form of mentoring, internships, job opportunities, guest speaking, and financial donations. Our alumni teach the leadership-centered elective courses and serve as Executives or Fellows in Residence for on-campus and hands-on mentorships.

Local Community Involvement

We have robust relationships with community organizations and institutions, including the University of Michigan Health System, other health care providers/health systems in Michigan and beyond, health insurance plans in Michigan and other states, healthcare consulting firms in Michigan and elsewhere, the Michigan Department of Community Health, city/county health departments, and local community health centers. Many of the leaders in these organizations are connected to our program by serving as mentors to our students, being guest speakers, offering and advising students on experiential learning projects, and providing internships and jobs.