



GRADUATE PROGRAM IN HEALTH SERVICES ADMINISTRATION

UNIVERSITY of WASHINGTON

Department of Health Services

November 12, 2020

Anthony Stanowski, DHA, FACHE
President and CEO, CAHME
PO Box 911
Spring House, PA 19477

Dear Anthony:

On behalf of the University of Washington Programs in Health Management & Informatics, I am pleased to submit this application for the **CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice**. Our Master of Health Administration Program is an interdisciplinary program within the UW's School of Public Health, currently ranked 4th in the world by the Academic Ranking of World Universities. Our MHA has been accredited by CAMHE since 1972.

As you know, the UW MHA program has not previously received this award and we would be honored to have a representative "attend" the 2021 ACHE annual Congress in March 2021 to receive it. We look forward to creating a video that highlights our success in working toward a sustainable future within the healthcare system and our broader communities.

Our University, School, and MHA Program value and incorporate sustainability, diversity, equity and inclusion in our teaching, research, and community engagement. We believe that diverse backgrounds and experiences are essential to a successful graduate education. The UW School of Public Health expects students to meet several standards aimed at respecting individual differences such as age, cultural background, disability, ethnicity, family status, gender, immigration status, national origin, race, religion, sex, sexual orientation, socioeconomic status and veteran status. Our entire community is committed to these values, which inform every aspect of our teaching, research, admissions process and faculty and staff hiring.

The programmatic efforts we describe in our application have been made in partnership with our students who, in fact, often lead our attempts to work toward a sustainable future. We are proud of the next generation of healthcare leaders we are training and what we continue to accomplish together.

Thank you for considering this application and for your leadership of the health education management community.

Sincerely,

Sarah H. Cave, MHA
Sr. Director & Associate Teaching Professor
Programs in Health Management & Informatics
University of Washington

THE UNIVERSITY OF WASHINGTON MASTERS IN HEALTH ADMINISTRATION
APPLICATION FOR
CAHME/ CANON SOLUTIONS AMERICA AWARD FOR SUSTAINABILITY IN HEALTHCARE
MANAGEMENT EDUCATION AND PRACTICE

INTRODUCTION

The University of Washington was founded 20 years before Washington became a state and this pioneering spirit continues to guide our work toward building a sustainable future that honors the native people and traditions of the Pacific Northwest. Washingtonians take pride in being stewards of the environment and this is embodied in our School's logo – the Soul Catcher, a Coast Salish Indian symbol for physical and spiritual well-being. The Soul Catcher symbolizes our mission to educate and prepare innovative and diverse public health leaders and scientists, conduct research to advance public health science and policies, and promote the well-being of communities locally, nationally, and globally.

The UW's Sustainability Office provides details about our institution's work to address sustainability in a letter that accompanies this application, and this commitment extends to all aspects of the UW's mission. This commitment begins with our leader, UW President Ana Mari Cauce, who fled Cuba with her family in the 1960s and who—as one of her first actions as president, launched a Race and Equity Initiative that challenged the entire university community to take personal responsibility for addressing our own biases and improving our culture to combat the racism and inequities that persist throughout our society.

OUR PROGRAM

The University of Washington Master of Health Administration program has been training health care leaders with full CAMHE accreditation since 1972 and is the highest ranked program in the Pacific Region. Our program's values are fully aligned with those of CAMHE, a sample of which directly apply to sustainability:

- Balancing community health improvement and organizational priorities to improve community, family, and individual health within evolving cultural, demographic, and public health policy contexts
- Valuing diversity
- Practicing lifelong learning that incorporates didactic and experiential learning

- Demonstrating integrity

To ensure that we live these values we developed our own competency model informed by best practices and created a dynamic process to continually evaluate how each students' experience – in the classroom, through internships, capstones, interactions with faculty and community leaders – creates the skill set and confidence to be a leader in American health care.

Our faculty and staff play active roles in the scientific and professional organizations devoted to improving our health care system. Professor Suzanne Wood, who teaches strategic management and directs our MHA capstone program is the chair-elect of the Association of University Programs in Health Administration (AUPHA) Board of Directors and we are a member of the Graduate Education in Health Management Leadership of the National Center for Healthcare Leadership (GEHM-LENS).

Our program consists of a required curriculum without electives, whose structure from course sequencing internships, capstones, engagement with faculty and interaction with community leaders is designed to ensure that our values are integral to each students' experience. Entering students are assigned a community mentor that supports their personal and professional growth, a continuing student that serves as guide from orientation through the program's first year and a faculty/advocate. Students work in teams to develop the skills necessary for a successful career in a world that values cooperation and collaboration, an approach CAMHE identified as a strength (from the 2013 CAMHE Re-Accreditation Report):

The Program has developed and implemented an outstanding team-based learning model that incorporates individual and team-based assessments within many of the courses and across the program of study.

Several courses highlight the way we build a commitment to sustainability in our program:

Health Management Program Seminar (HSMGMT 592) is a six-quarter seminar sequence, half of which is devoted to issues of diversity, equity, and inclusion (DEI). Students take at least three of the Project Implicit Bias tests and consider what their results suggest for them and their role in a diverse work environment. At least two guest speakers from local organizations come to class to discuss what practical steps their organizations are taking to address DEI issues and how they are responding to community needs. Each student reads a book on what we call

“other experiences of America” – a memoir, study, novel, book of short stories, or other work that presents a perspective on life in America that’s different from the student’s own.

Introduction to Health Services & Public Health (HSERV 511) includes a module entitled “The Environmental Challenges We Face and Your Role to Play as Health Care Leaders,” which brings together content, resources (Practice Green Health) and guest speakers that are leading change in their own organizations - including John Leigh, the Sustainability Director at Virginia Mason, who has written a letter accompanying this application. In addition to making the case for change, the class content focuses on specific actions health care leaders should take to affect change leading to a healthy and sustainable world environment.

Group Dynamics & Team Leadership (HSMGMT 507) is a two-course sequence that focuses on theories and observations of team behaviors and techniques, with an emphasis on the individual as a team member. Students are introduced to team management/leadership models, theories, and skills, and develop self-awareness, knowledge, and skills for building interpersonal relationships.

Health Economics (HSMGMT 514) presents evidence on how income inequality and the lack of access to education and community resources leads to health disparities. This includes an analysis of the ways in which social determinants of health lead to greater health care cost and significantly poorer outcomes among persons from under-represented minority groups.

Health Policy Development HSERV 552 allows student teams to work on policy projects on behalf of local/regional non-profit organizations developing their policy agenda for the upcoming legislative session. Examples of organizations students work with include the Washington State Hospital Association, the Doctor Robert Bree Collaborative, the Washington Patient Safety Coalition, and the Washington Chapter of the American Academy of Pediatrics. The projects involve research, development of policy alternatives, recommendations about effective policy solutions, and an annotated bibliography reflecting their research.

Health Administration & Business Law (HSMGMT 552) provides the legal foundation for community benefit, community health needs assessment, and the responsibility of tax-exempt health care organizations to partner with and respond to community organizations working on health and health care issues.

Ethical Issues in Health Services (HSMGMT 518) assigns teams to investigate a recent health care transaction (for example, a merger among organizations or a change in market coverage) and measures what the organizations did

against what they said in their IRS Form 990, the information return for exempt organizations, and their Community Health Needs Assessment and corresponding community benefits reports.

Internships and Capstones highlight the experiential component of our program. Our internship program includes close cooperation between the student's faculty advisor and on-site preceptor to ensure the experience creates the best learning opportunity and the capstone - typically done in groups of three or four students – provides meaningful hands-on experience in solving real-world health administration problems. This team-based approach allows students to tackle projects submitted by health care provider organizations in the Seattle area and present recommendations to the participating organizations.

OUR STUDENTS

We take pride in how our program prepares students for leadership roles in healthcare and our application for this award rests in large part on the work of our students – who have and excelled as leaders in sustainability. Among our MHA Student Association-led groups are: the Community Engagement Committee, which coordinates student work with community partners including volunteering at local food banks and homeless shelters, and staffing philanthropic events at groups typically affiliated with our health care providers; the Diversity & Inclusion Committee serves as the bridge between our program's efforts to improve equity in our teaching, admissions and hiring processes and those at the department, school and university; and the Curriculum Advocacy Team that works with faculty to create a more inclusive curriculum, shape the culture of our classrooms with equity and justice in mind, and provide advice on how best to incorporate sustainability into each class.

The newest student-led group is the Planetary Health Committee, which highlights our efforts to support a sustainable future. Two of our students – Kaitlin Schoewe and Zayna Salveter – motivated in part by their classroom experiences – formed this committee to facilitate advocacy and action by students on behalf of the health of the planet. Our students felt the disconnect between a health care system committed to improving the health and well-being of Americans and yet contributing to the environmental degradation that leads to poor health outcomes, in particular among people of color. US health care is responsible for 10% of our country's carbon emissions and has not broadly adopted practices to lower resource use and reduce. Our students recognized that health care leaders must first be made aware and then trained to lead sustainability efforts and yet very few MHA programs include these skills in their curricula. Following a national outreach program to more than 100 MHA programs throughout

the county, the Planetary Health Committee created and now leads the National Health Administration Climate Collaboration to advocate for and direct efforts to make sustainability a core competency within programs in health administration. The team is also working with student groups from other disciplines within the health sciences to support the development of leaders that can achieve a sustainable future.

CONCLUSION

The truest measure of an academic program's success is how its students apply their educational experiences to their chosen field and the most successful programs are those where students push beyond the boundaries of what they have been taught and create new knowledge and practice. This is what our students have done – and we take pride in that our approach has supported students that incorporate our experience and guidance and work to identify and remedy the challenges they face. We apply for the CAHME/Canon Solutions America for Sustainability in Healthcare Management Education award as a program that fosters independence and leadership that is working toward a sustainable future for our industry and the communities we serve.

SUPPORTING MATERIALS

In support of our application we provide the following required elements:

Letter from University Sustainability Office

Claudia Frere-Anderson, Director, University of Washington Office of Sustainability, UW Facilities

Letters from Students

Zayna Salveter, MHA Class of 2021

Kaitlin Schoewe, MHA Class of 2021

Jay Potvien, MHA Class of 2021

Letters from Alumni

Ben Chao, Director, Technology Advisory Services MultiCare Health System
University of Washington MHA, 2017

Tammara Gibbons, Executive Director at NetworxHealth, A Virginia Mason Medical Center Company, University of Washington MHA 2012. John Leigh, Sustainability Director at Virginia Mason is a co-signer. Mr. Leigh is a frequent guest speaker in our program and has worked closely with our students to support their work in sustainability.

Liana Bode, Business Operations Manager, Population Health, Seattle Children's Hospital, MHA 2018

November 8, 2020

Anthony Stanowski, DHA FACHE
President & CEO, CAHME
PO Box 911
Spring House, PA 19477

Dear CAHME/Canon Solutions America Award Selection Committee:

I am pleased to describe the University of Washington's commitment to sustainability in support of our Master of Health Administration (MHA) program's application for the CAHME/ Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice. The MHA is an interdisciplinary degree program within the University's School of Public Health.

The University of Washington is a globally recognized leader in sustainability and has earned a Gold rating from the Association for the Advancement of Sustainability in Higher Education's (AAHSE) Sustainability Tracking, Assessment & Rating System (STARS) since 2012, while also being near the top of The Princeton Review's Green Schools ratings annually. The UW is a consistent leader in the AASHE's annual Sustainable Campus Index, ranking in the top 10th percentile among institutions of higher education in the US in areas such as transportation, wellness, and food and dining. Our athletics program won the inaugural Sustainability Award from the National Association of Collegiate Directors of Athletics (NACDA) in 2015, and our Medical Centers have consistently been named in the Practice Greenhealth top 25 Environmental Excellence Awards.

We are proud of these and other awards that reflect our nation and world's acceptance of the need to create a sustainable future but at the University of Washington we have been working toward this goal since our founding when Washington was still a territory. Our School of Environmental and Forest Sciences was first established in 1897 within the Department of Natural Sciences and reflects the UW's commitment to creating and disseminating the knowledge necessary to protect our environment. This commitment to sustainability is not limited to any School or Department as the University offers at least 371 courses that focus on sustainability and another 380 courses where sustainability is included within the course curriculum across 81 Schools, Departments or inter-disciplinary programs. The School of Public Health offers 58 of these courses through the Departments of Occupational and Environmental Health and Epidemiology.

A sustainable future is central to the University's mission, codified in the University's Executive Order No. 13, adopted in 2012, which states that:

The University of Washington will strive to be a model of environmental stewardship and sustainability by identifying and supporting efficient, cost-

effective, sustainable practices in all its operations. These efforts will include reducing the University's use of energy, shifting to renewable energy sources, and decreasing its emission of greenhouse gases and other harmful materials. The University will reduce its consumption of materials, shift to renewably produced materials, and increase the reuse, recycling, and composting of these materials, including food waste. The University will use the power of its research and teaching to develop solutions to environmental challenges and promote ecological knowledge and awareness. The University will be a leader in implementing best practices and will demonstrate flexibility in adapting to new information, changing approaches, and emerging technologies. The scope of these efforts will encompass all University operations, including: the planning, design, construction, and performance monitoring of facilities; user behaviors and activities in areas such as commuting, travel, land use, and information technology; and the overall cycle of procurement, consumption, and disposal of commodities.

Some of our newest buildings on campus provide examples of how this policy is put into practice. The West Campus Utility Plant (WCUP), was the first higher education project in the United States to be rated in the Envision certification system for infrastructure and achieved a rating of Envision Gold. The Life Sciences Building utilized a partnership between students, the Biology Department and the building's design team to implement a unique solar energy installation. Vertical glass fins along the south side of the building include embedded photovoltaic cells, which will shade the windows to keep the building cool while also generating renewable energy.

In 2020, the University of Washington committed to furthering our sustainability efforts by adopting a Sustainability Action Plan. This plan, which covers all three UW campuses, sets 10 measurable targets the UW will work toward over the next five years, as well as a process to determine annual actions which will move us toward these goals. Among the targets is a 45% reduction in greenhouse gas emissions from our 2005 levels by 2030.

The efforts that our MHA program is leading to require a sustainability competency for all health administration programs carries on the University's leadership in this area and we are proud to support their effort.

Sincerely,

A handwritten signature in cursive script that reads "Claudia Frere-Anderson".

Claudia Frere-Anderson
Director, UW Sustainability
UW Facilities



SCHOOL OF PUBLIC HEALTH
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November 10, 2020

Anthony Stanowski, DHA FACHE
President & CEO, CAHME
PO Box 911
Spring House, PA 19477

Dear CAHME/ Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice Selection Committee Members,

It is with eagerness that I write in support of the University of Washington Master in Health Administration's application for the 2021 CAHME/Canon Solutions America Award. As a second-year MHA student, and Co-Founder of the UW MHA Student Association's Planetary Health Committee, I am honored to bolster a program that provides a platform for its students to learn, practice and employ tools that not only work toward creating efficient systems, but sustainable ones. Through the UW MHA's group-based structure which embeds projects facing health care organizations in the Seattle community into our curriculum, we are exposed to real-time tribulations and challenged to think innovatively for solutions. Looking forward to my post-graduation plans as Northwestern Medicine's 2021-2023 Administrative Fellow, my program has crafted an intricate blend of the fundamental health care administration principles but has additionally brought to light our greater duties to the planet in which we occupy.

When I entered the program a little over a year ago, I sat down with Clinical Associate Professor and Practitioner-in-Residence, Robert Malte, and he asked me where my passions in health care lie. As I expressed my personal interests in sustainability and the health industry's unique role in climate action, Professor Malte immediately connected me with leaders from Practice Greenhealth and Health Care Without Harm.

In addition to putting me in contact with industry trailblazers, Professor Malte took it upon himself during his course HSERV 511: Introduction to Health Services and Public Health, to discuss our role as leaders in creating environmental and ecological responsibility. It was in this course that I saw the deep and integral connection between our population's health and climate health. More striking, I learned how climate change is and will, adversely affect low-income populations, the elderly, minorities, women and children and those with preexisting conditions. Climate change is incorporated into all aspects of our patients and our own livelihoods, and UW's MHA program has demonstrated the importance of its relevance in my education.

Professor Malte, and my first term in the MHA program was only the launchpad for what has since proceeded. Encouraging me and a five of my classmates to attend Virginia Mason's Climate Change Symposium, we realized that as we enter a field with a "do no harm" policy, the health industry needs to lead the way in sustainable operations, requiring administrators to not

only show up to the conversations, but lead them. Throughout the last month, my colleague and I have reached out to the top forty MHA programs across the country to engage in conversations around climate health and its inclusion into the two-year curriculum. We are currently in the process of establishing the National Health Administration Climate Collaboration that will engage MHA students in climate action-based initiatives in the health care space. I am honored to represent a program that pushes us to see gaps within the system and think creatively to fill them.

Taking HSERV 511 the first term in my first year within the program, I was curious to see how social responsibility would emerge in other courses or experiences. However, in my next term and through my HSMGMT 592: Professional Identity and Responsibility course, I was presented with the opportunity to lobby for health equity bills through the Health Equity Circle in Washington's State Capitol, Olympia. Paired with students from around the region, ranging from medical to dental to nursing, we experienced that even though our areas of discipline differed, it is critical to find common ground to achieve collective goals. In addition to the Interprofessional Education Experiences that we participate in once a term, the UW MHA program puts emphasis on how health solutions stem from a multi-disciplinary approach.

Through our team dynamics and professional identity courses, I am learning how to utilize my unique voice and my health care lens into the community to invoke change. These experiences fueled my desire to become a larger presence within the Seattle community around climate action, where I proceeded to join the national organizations, 350 Seattle and Citizens Climate Lobby.

Lastly, the UW MHA's commitment to training the next wave of leaders is apparent through our equity, diversity and inclusion initiatives, and the formation of a student task force known as the Curriculum Advocacy Team (CAT). As an active member of CAT we are beginning to look at how climate-based curriculum is not siloed, but interdisciplinary and multifaceted. Through these teams, in addition to the invaluable skills surrounding budget analysis, Lean and Six Sigma methodologies, and policy formation, I am pushed to reframe my thinking from what has been done, to what can be.

It is an honor to not only write this letter to support The UW MHA program's CAHME/Canon Solutions America Award application, but to be a part of a movement that is altering how we view, adapt and deliver wholistic health in the communities in which we inhabit. I am grateful for your time and consideration.

Sincerely,



Zayna Salveter,
University of Washington Master of Health Administration Candidate 2021
Co-Founder, Planetary Health Committee
Co-Founder National Health Administration Climate Collaboration



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November 12, 2020
Anthony Stanowski, DHA, FACHE
President and CEO
CAHME
PO Box 911
Spring House, PA 19477

Dear CAHME/ Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice Selection Committee Members:

I am honored to write this letter in support of the University of Washington Master of Health Administration program's selection for the CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice. As a second year student with a deep commitment to sustainability and its intersection with healthcare, I can say with certainty that this program has facilitated the development of my peers and myself into leaders who are driven to prioritize sustainability and social responsibility in our capacity as health administrators.

My commitment to looking at healthcare through a sustainability lens began in our Introduction to Health Services class offered in the first quarter of UW's MHA program. The professor took the initiative, out of his own personal interest, to include a dynamic discussion of environmental health and sustainability into multiple class periods. Furthermore, he invited his students to attend a day-long healthcare sustainability symposium at a local organization, Virginia Mason, where we were able to learn outside of the classroom, network with leaders, and brainstorm ideas for how we would like sustainability to be incorporated into our program. I can honestly say that without the agency of faculty like him, my peer's and my sustainability initiatives might not have begun.

I am also very lucky to be surrounded by bright students who are driven and committed to continuous improvement, leadership development, and social justice in the University of Washington's MHA program. Following the symposium, the six students who attended put our learning into action to create the "Planetary Health Committee" as a part of our student association. This committee passed unanimously, which speaks to the importance that students in the UW MHA program place on this topic. This committee became one of our six committees, alongside others such as the Community Engagement Committee and Equity, Diversity, and Inclusion Committee.

For the inaugural event, our committee hosted a sustainability challenge. With enthusiastic participation of students and faculty, we were able to save 1.9 thousand pounds of CO₂, 3.1 thousand gallons of water, and divert 85 pounds of waste over the course of a week.

Additionally, we hosted our first “Planetary Health Talk” this fall. We invited students and faculty from MHA programs across the country to listen to four inspiring experts on how to start the sustainability conversation in health care delivery and make meaningful changes. Students showed up with eager interest and absorbed the sobering importance of addressing climate health, especially in the field of healthcare.

This summer, my peer and I received an email from a professor who had heard about our passion for environmental health. He reached out to see how he could best tailor his course to facilitate our learning in this space. Through his support and guidance, we wrote policy letters to leaders advocating for the adoption of policies to support human and climate health. It is educational experiences like that which drive innovation, action, and progress starting in the classroom, but lasting into the industry.

We believe that healthcare should be a leader in sustainability, but many healthcare organizations have not even begun to address it. Our intention is to create a curriculum that centralizes climate and health as an integral part of healthcare administration through our new organization, the National Health Administration Climate Collaboration. We know that environmentally conscious behaviors and operations are vital in living up to the Hippocratic Oath. The healthcare industry needs to be held accountable for their footprint, because, ultimately, we will be responsible for caring for patients who are burdened by health conditions from pollution and climate change. Therefore, if healthcare organizations truly care about health, it is essential they address the climate crisis.

Health administration programs have the responsibility to step up and create the next generation of leaders that are equipped with tools and the motivation to do something about this crisis. A lot of programs simply do not know where to start. This void led my colleague and myself to expand upon the ideas, directly influenced by our Introduction to Health Services class and the Virginia Mason symposium, that formed our Planetary Health Committee. With the support of CAHME, we are acting to add sustainability to program competency models across the board.

As we strive to extend our reach beyond the UW MHA program, professors have supported us along the way. Beyond supporting us in a curriculum-specific setting, professors have taken personal time to listen and give feedback on our pitch, guide us in strategy, and push us to challenge ourselves even further through writing journal articles, doing interviews, and brainstorming our own curriculum models. More than just supporting our environmental sustainability initiatives, our professors have also enthusiastically collaborated with other student-led initiatives, such as our newly developed Curriculum Advocacy Team. This team has worked hard alongside professors to include issues surrounding social justice and equity, diversity, & inclusion into the classroom setting. These receptive professors in our program have exemplified excellence in leadership and their upmost commitment to sustainable healthcare solutions.

This program has catalyzed my dedication to sustainability, and I am ecstatic to recommend the University of Washington Master of Health Administration program for the CAHME/ Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice. I have no doubt that they will continue to be a committed leader in this space.

Sincerely,

A handwritten signature in black ink, appearing to read "Kaitlin", with a large, sweeping flourish extending to the right.

Kaitlin Schoewe
Master of Health Administration Candidate 2021
Chair and Co-Founder, Planetary Health Committee
Co-Founder National Health Administration Climate Collaboration



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November 11, 2020

Anthony Stanowski, DHA, FACHE
President and CEO, CAHME
PO Box 911
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Dear. Dr. Stanowski,

It is with immense pride that I support the University of Washington's School of Public Health in its' application for the CAHME/Canon Solutions America Award. As a second-year graduate student in the Master of Health Administration program, I am continually reminded of my potential to influence health care for the better. The program has provided me and my classmates with the resources and tools to not only succeed within health care, but to expect and influence a better, more sustainable future for it.

Sustainability is embedded in the coursework of the UW MHA program and is tied closely with the principles of leadership. For example, in our first class, Introduction to Health Sciences, our instructor stated "among all the issues facing health care, if we do not get right with the environment and eliminate unnecessary waste all these issues will be exacerbated." This same instructor invited a guest speaker, John Leigh, who is the Director of Sustainability at Virginia Mason Medical Center. The opportunity to learn from the real world application of sustainability in health care inspired a handful of students to attend the Virginia Mason Climate Symposium, which ultimately led to the creation of the Planetary Health Committee – a student-led group within the program. Throughout the program, faculty has deliberately brought in guest speakers of all of backgrounds while encouraging and supporting student engagement and action.

The program's targeted focus on sustainability is illuminated by the principles of Lean Six Sigma and quality process improvement. The program regularly coordinates student projects with working professionals, such as the one my team completed with the Virginia Mason Endocrinology Department. The director asked us to come up with recommendations on how the department can optimize provider utilization at the same time aligning with their commitment to social responsibility (providers driving all over the Greater Seattle Area commuting to different sites). Aside from offering staffing efficiency strategies to optimize the provider and patient experience, our recommendations included subsidizing public transit costs for all employees to reduce emissions from their commute. We are regularly empowered to exercise such autonomy.

The University of Washington has provided us students with the tools, skillsets, and opportunities to contribute to sustainable, inclusive, and socially responsible healthcare organizations, which is why I emphatically endorse the MHA program for this award.

Best Regards,

A handwritten signature in black ink, appearing to read "Jay Potvien". The signature is fluid and cursive, with the first name "Jay" and last name "Potvien" clearly distinguishable.

Jay Potvien
MHA Student, 2021
jpotvien@uw.edu

November 9, 2020

Anthony Stanowski, DHA, FACHE
President and CEO, CAHME
PO Box 911
Spring House, PA 19477

Dear Award Selection Committee Members:

I am writing this letter in support of the University of Washington Master's in Health Administration Program's (UW MHA) application for the *CAHME & Canon Solutions America's Award for Sustainability in Healthcare Management Education and Practice*.

The UW MHA program has left a deep personal impact on me and my peers who have since graduated with respect to creating sustainable, inclusive, and socially responsible healthcare organizations. The faculty, staff, and students' commitment to social responsibility was always apparent with a specific intent to curate diverse matriculating classes with students from all walks of life. Faculty were always conscious of opportunities to create a business case for social responsibility and inclusion such that our projects always linked to the values that our consulting organizations stood for.

In the 3 years since my graduation, I am proud to observe that the UW MHA program has furthered its commitment to inclusion and social responsibility. In recent years, the program has sent teams to participate in the Everette V. Fox Student Case Competition as part of the annual NAHSE National Educational Conference in the interest of advancing Black students' careers. I have happily supported those teams every year as an informal coach-alum – providing feedback to their presentations and sharing key tactics in building a successful case.

The dynamic UW MHA program has always been incredibly sensitive to the evolving interests of its students. In recent years, the faculty and staff have responded to requests from students to learn more about the intersection of planetary health and healthcare organizations, with active or future conversations surrounding waste management and a reduced carbon footprint in an industry where clinical quality and antimicrobial stewardship comes first. Many of these talks are not just available to the current student body, but also to alumni and community stakeholders – creating an informal “continuing education service” at no charge to help the tide of sustainability rise among all of the healthcare organizations where our alumni have a presence in the Pacific Northwest and beyond.

I am unquestionably supportive of the UW MHA Program's commitment to sustainability and social responsibility and am confident that its continued research will bear fruit that benefits the industry and healthcare management at large.

If I can be of any further assistance, please do not hesitate to call me at (425)-785-8166 or e-mail me at bchao@multicare.org.

My best regards,

Ben Chao
University of Washington MHA, 2017
Director, Technology Advisory Services
MultiCare Health System



November 10, 2020

Anthony Stanowski, DHA FACHE
President & CEO, CAHME
PO Box 911
Spring House, PA 19477

Dear CAHME/ Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice Selection Committee Members,

I am pleased to support the University of Washington's MHA program's application for the CAHME/ Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice Selection Committee Members. I am a 2018 graduate of the Executive program and am now a Business Operations Manager at Seattle Children's Hospital having previously worked in Population Health at Providence Health and Services.

Prior to enrolling in the MHA program my career in health care had primarily been in benefit design. As population and value-based products became more popular I realized that the experience and training I would have with an MHA would be a career asset and I felt fortunate that the UW has such an excellent program that allowed me to continue my career while earning my degree. Executive MHA classes meet over a weekend each month during the academic year and summer. The team-based approach on which the program depends fosters a strong and close working relationship with classmates, and I was able to create a network among my classmates on which I still rely.

I appreciated the program's establishing a connection between the environment and health and reinforcing the ways in which social factors impact health and well-being on a population basis. I was also grateful for the opportunity to interact with health care leaders in the community who impressed upon us the need for health care leaders to be community focused and to work together with all of the organizations that have a role in the health of the community.

I was born and raised in Seattle and take great pride in our program's commitment to sustainability. The work that student led groups are doing is consistent with my experience with the program empowering students to identify challenges and work toward a solution.

I am proud to have earned my degree from the UW MHA program and enthusiastically support this application.

Sincerely,

A handwritten signature in black ink, appearing to read "Lianna Bode".

Lianna Bode
Business Operations Manager, Population Health

3216 NE 45th Place, Suite 200, Seattle, WA 98105

website: www.seattleccn.org

email: scn@seattlechildrens.org

phone: 206-987-7007





11/12/2020

Anthony Stanowski, DHA, FACHE
President and CEO, CAHME
PO Box 911
Spring House, PA 19477

Dear Dr. Stanowski,

We are delighted to support the University of Washington's MHA Program's application for the **CAHME/Canon Solutions America Award for Sustainability in Healthcare Management Education and Practice**. In our roles at Virginia Mason Medical Center we have engaged students in the MHA program with our work in sustainability and are confident that the next generation of health care leaders will continue our work to advance healthcare's role in creating and maintaining a sustainable future.

Established in 1920, Virginia Mason began as an 80-bed hospital with six physician offices and is now a nonprofit health system caring for patients throughout the Pacific Northwest through a 500 physician multi-specialty group practice, two-hospitals and a network of outpatient clinics throughout the region. Virginia Mason is a leader in healthcare innovation and through the Virginia Mason Institute disseminates this knowledge throughout the nation and the world.

Among the ways that Virginia Mason is leading health care into the future is through our commitment to environmental sustainability. For us this means providing the highest quality care while reducing our impacts on the ecosystems we all rely upon for excellent health and well-being. This commitment has led to our award-winning environmental stewardship initiative, EnviroMason, which is fully supported — from senior leadership to our team members. The Virginia Mason Production System helps us identify and implement measures to reduce our waste, use less energy and water, serve healthier food, buy environmentally preferable products, and emit fewer greenhouse gases. Our Green Team, made up of members from around the organization, supports — and often inspires — these efforts.

Students in the MHA program that learned of our work during our guest lectures were motivated to lead a nationwide effort to advance sustainability training within MHA programs nationwide. These students tell their own stories in the letters included in this application and we are thrilled that they were motivated in part by the Virginia Mason experience.

We enthusiastically support the University of Washington's application for this award and look forward to continuing our work with the program and its students.

John Leigh

John Leigh
Sustainability Director

Tammara Gibbons

Tammara Gibbons (UW MHA Class of 2012)
Administrative Director
Health Resource Services

VirginiaMason.org