

The CAHME/George and Regi Herzlinger Innovation Education Award *for the Development of Educational Skills Focusing on Invention, Evaluation, and Adoption of Innovation in Healthcare*

This national award recognizes George and Regi Herzlinger's breakthrough contributions in creating and inspiring medical innovations that changed patients' lives and helped entrepreneurs globally. It recognizes the significant impact that CAHME Accredited programs can have in providing the foundation in the principles of innovation for future leaders to be the change needed in healthcare.

CAHME Accredited or Certified programs are eligible to receive the award.

By completing this form you agree and consent to CAHME's use of personal data for administering this award or for other CAHME activities. See our disclaimer [terms](#) and CAHME [privacy policy](#).

Email *

jennigudapati@boisestate.edu

CAHME Accredited or Certified Program Confirmation

Applications must be submitted by the Program Director, or a faculty member on behalf of the Program Director, of the CAHME Accredited or Certified program.

Select one of the options below. *

- I am the Program Director of a CAHME Accredited or Certified Program.
- I am a faculty member of a CAHME Accredited or Certified Program who received permission from the Program Director to fill out this application on their behalf.
- I am not a Program Director or faculty member of a CAHME Accredited or Certified program.

Nominator Contact - *Faculty Member*

As a faculty member of a CAHME Accredited or Certified Program, I understand that this application is to be filled out on behalf of my University's Program Director. By completing this application, I give CAHME consent to contact myself and the Program Director regarding any questions or concerns from this application.

Please fill out both you, and your Program Director's, contact information below.

First Name *

.....

Last Name *

.....

Suffix

.....

Email *

Phone Number *

Program Director First Name *

Program Director Last Name *

Program Director Email *

Nominator Contact - Program Director

As Program Director of a CAHME Accredited or Certified Program, I give CAHME consent to contact me regarding any questions or concerns from this application.

Please fill out your information below.

First Name *

Jenni

Last Name *

Gudapati

Suffix

Email *

jennigudapati@boisestate.edu

Phone Number *

2084071454

Non-CAHME Accredited or Certified Program

Programs that are not CAHME Accredited or Certified are ineligible for this award. To learn more about CAHME Accredited and Certified programs visit CAHME's website [here](#).

University Information

Fill out your University Program's information below.

University *

Boise State University

University Address *

1910 University Dr. Boise, ID. 83725

Program Name *

Master in Population & Health Systems Management

Select Curriculum *

- Healthcare Management
- Healthcare Quality and Safety
- Population Health Management
- Other: _____

In what year did your program receive initial CAHME Accreditation or Certification? *

2022

Nomination Essays

The application consists of five short essays. **We recommend typing your essay responses in a saved document outside of the form in case of technical difficulties. You may copy and paste from your personal document to the form when you are ready.**

1. In no more than 250 words (limit to 1,250 characters) provide a short overview of your program, including how it meets the mission of [CAHME](#). *(If you are applying to multiple awards, you can copy this response.)*
2. In no more than 250 words (limit to 1,250 characters) describe how innovation is defined in your program. Include how your program documents, communicates, uses best practices in innovation, teaching, scholarship, and service.
3. In no more than 500 words (limit to 2,500 characters), describe how your program enables your students to lead innovation, using: required and elective courses; interdisciplinary learning, alumni sharing their knowledge and practical experiences with current students; and experiential opportunities like internships, fellowships, or residencies.
4. In no more than 150 words (limit to 600 characters) explain how your program is committed to supporting opportunities for life-long learning on innovation.
5. In no more than 150 words (limit to 600 character) explain how your program will utilize the grant to further support innovation initiatives.

In no more than 250 words (limit to 1,250 characters) provide a short overview of your Program, * including how it meets the mission of CAHME.

The Master in Population & Health Systems Management (MPHSM) degree, is a one-of-a-kind collaboration co-created by Boise State University & the Healthcare Financial Management Association. This partnership is an industry game-changing opportunity & provides the modern needs in healthcare education through the lens of population health, risk mitigation, & finance. It explores the relationship between epidemiology & actuarial science in the context of population health & then operationalizes the theory & brings to practice the business intelligence & management skills necessary to be successful in the changing healthcare landscape. The MPHSM program aims to deliver quality, practicality based, education that builds transformation leaders. The program delivers content that bridges the gaps between the clinical, operational, & financial fields & optimizes best health outcomes while overcoming constraints and mitigating risk to find real solutions. Our goal is to create an interactive learning community dedicated to building healthcare innovators trained in synthetic thought, to transform the current system to better the health of the communities & patients that we serve, & advance healthcare management principles & education.

In no more than 250 words (limit to 1,250 characters) describe how innovation is defined in your * program. Include how your program documents, communicates, uses best practices in innovation, teaching, scholarship, and service.

Innovation is showcased through the uniqueness of design in the MPHSM degree which does not fall into a typical curriculum model due to its healthcare transformation & industry led focus. It is the innovative partnership with HFMA that creates a valuable & forward thinking learning opportunity to provide future healthcare leaders with the knowledge needed to lead in the current tumultuous landscape of healthcare. The topics taught throughout the program range from epidemiology, actuary science, population health, data analytics, system management, & business finance, that provide a true blend of skillsets with a multi-disciplinary view of the healthcare lens. Our graduates also receive four industry-recognized certifications from HFMA that are incorporated into the degree to add additional value and knowledge recognition for our students. Another "new best practice" used in this program, is the instructors are current industry experts, not traditional faculty, that provide relevant teachings and bring real-world experience and real-time examples into their live, highly interactive, weekly zoom classrooms. We have today's healthcare leaders preparing and training the future healthcare transformationalists!



In no more than 500 words (limit to 2,500 characters), describe how your program enables your students to lead innovation, using: required and elective courses; interdisciplinary learning, alumni sharing their knowledge and practical experiences with current students; and experiential opportunities like internships, fellowships, or residencies.

Throughout the entire degree, we promote creative engineering, robust collaboration, & design thinking from our students. Students participate in discussion boards, group projects, & assignments aimed at examining & interpreting current & past healthcare delivery, payment, research, & practice. They are exposed to multiple software platforms for analytic analysis, insurance & risk prediction, & taught to do medical grade 3-D printing. For the 3-D printing assignment, students identify a symbol to represent one or more of the following: greatest patient risk, patient population(s) served, or the health need they want to address in their career. Once the symbol is identified, they work one-on-one with a Boise state University MakerLab consultant to learn medical-grade 3-D printing and create a personalized crest that will serve as a tangible reminder of their passion that led them to become a healthcare transformationalist.

In their last semester, Capstone project, students under faculty direction design a unique healthcare delivery & payment model. Areas to be addressed are: chosen area of practice, patient population(s), risk & analytic measures, financial metrics & analysis, regulatory/compliance issues, comparative CMMI models, & summarize benefits & anticipated complications. The model must demonstrate synthesis & utilization of knowledge, values, & skills acquired throughout the program learnings. The paper will also assess students' ability to innovate & advocate healthcare transformation & must present the relatedness of population health methods, care delivery, cost-effectiveness, health policy, human behavior, social determinants, & creation of best patient outcomes. The Capstone should demonstrate application & inclusion of professional ethics and values, human & cultural diversity, social & economic justice, & populations at-risk, in beginning & in advanced practice.

Every week contains additional recorded guest lecturers, that are considered national experts for the given topic, to expand the knowledge base and provide further real-world applicability. We truly believe in the creation of a new healthcare community dedicated to healthcare transformation & population health management. On-campus opportunities, for both students & faculty, are provided twice during the program to deepen the sense of community & allow for in-person networking, other cohort introductions, capstone presentation, convocation ceremony, & commencement participation.



In no more than 150 words (limit to 600 characters) explain how your program is committed to supporting opportunities for life-long learning on innovation.

We teach in every lesson the need for innovation, continued development, & pursuit of better patient-centered care & population health management.

This is clearly articulated in our Program Values:

- * We entrust the next generation of learners with our resources for the common good for future generations
 - * We seek to uphold the dignity and respect of all learners through fair treatment, honest interactions, and respect.
 - * In order to advance our mission, we learn in an environment of collegiality, service, and curiosity with honor of the whole person – learner within our community.
-



In no more than 150 words (limit to 600 character) explain how your program will utilize the grant to further support innovation initiatives.

For a program built to provide the highest quality, ground-breaking education at a lower cost, this grant will provide much needed support to expand our efforts to raise awareness and need for innovative healthcare programs and alternative payment models. An example would be our recent co-hosting, sponsorship, & planning of The Idaho Association of Community Health Centers 2-day Value-Based Healthcare Summit. It will also be used to help supplement & allow for travel expenses for program faculty to present, attend, & have booth participation at multiple health association events conferences.

Letters of Recommendation

1. Alumni Letter(s) (at least 1, no more than 3): Discuss the role of the program's education in their professional development around innovation on the letterhead or from the email address of their organization.
2. Student Letter(s) (at least 1, no more than 3): Discuss how your program's commitment to sustainability influenced their attitudes and behaviors.

Required Alumni Letter #1: Upload your alumni's letter of recommendation that discusses how your programs education influenced their professional development around innovation. *



Rocky's Program...

Optional Alumni Letter #2: Upload your alumni's letter of recommendation that discusses how your programs education influenced their professional development around innovation.

Optional Alumni Letter #3: Upload your alumni's letter of recommendation that discusses how your programs education influenced their professional development around innovation.

Required Student Letter #1: Upload your student's letter of recommendation that discusses how your program's education curriculum has helped them to think differently about the importance and incorporation of innovation. *



Cara Letter of Re...

Optional Student Letter #2: Upload your student's letter of recommendation that discusses how your program's education curriculum has helped them to think differently about the importance and incorporation of innovation.

Optional Student Letter #3: Upload your student's letter of recommendation that discusses how your program's education curriculum has helped them to think differently about the importance and incorporation of innovation.

Award Recipient Protocol

If you are are recipient of the CAHME/George and Regi Herzlinger Innovation Education Award, you agree to the following:

1. You will have at least one representative present at the 2023 CAHME Awards at ACHE Annual Congress on March 19, 2023.
2. You will agree to make a short video about your success to be presented at the Award Ceremony and featured on the CAHME website. Videos are due no later than February 17, 2023. To see an example to prior award winner's video here (insert youtube video).
3. Participate in future white paper research efforts around innovation education in healthcare management in partnership with Dr. Regi Herzlinger from Harvard Business School.

Use the check boxes below to confirm.

By selecting yes, I agree to have at least one representative at the 2023 CAHME Awards ACHE Annual Congress on March 19, 2023.

Yes

No

Other:

By selecting yes, I agree to make a short video about our programs success to be presented at the Award Ceremony and featured on the CAHME website. Videos are due no later than February 17, 2023.

Yes

No

Other:

By selecting yes, I agree to participate in future white paper research efforts around innovation education in healthcare management in partnership with Dr. Regi Herzlinger from Harvard Business School.

Yes

No

Other:

Selection Process

Nominations will be reviewed by a blue-ribbon panel. Applicants will be notified in January 2023.

To nominate students to additional CAHME Awards, visit CAHME's website [here](#).

If you have any questions or concerns, contact Dana Alexander, CAHME Communications and Engagement Manager, at dalexander@cahme.org.

This form was created inside of CAHME .

Google Forms



November 15, 2022

The George and Regi Herzlinger's Innovation in Education Award Committee

Dear Distinguished Committee Members:

I am writing this letter of support for the Boise State University Masters in Population Health and Systems Management as a paradigm of innovation.

Jenni Gudapati and her team have put together a very unique and much needed offering of secondary education today that combines the disciplines of actuarial sciences, epidemiology and biostatistics, account and managerial sciences that are focused upon the management of populations of people from a wholistic point of view. This combination of disciplines is essential to the accurate management of a population's health to target outcomes and is a rare combination of skills and talents we do not see today in graduates from any other program.

Not only is this offering quite unique and timely, but it is also a welcome and much needed addition to the field, and it is notably trail blazing.

Most Sincerely,

A handwritten signature in black ink, appearing to read "J. McEachern", with a horizontal line at the end.

J. Edward McEachern, MD
EVP and Chief Medical Officer
PacificSource Health Plans
408 E Parkcenter Blvd, Suite 100
Boise, Idaho 83706

George and Regi Herzlinger Innovation Education Award

CAHME
PO Box 911
Spring House, PA 19477

Nov 15, 2022

My name is Mike Larned. I'm a current student in Boise State's Master of Population and Health Systems Management (PHSM) and Director of Technology at Inflight Health. Over the past ten years, I've worked with Idaho healthcare startups building interoperability platforms and population health tools to help connect patients and their care providers. I'm writing to highlight how PHSM has shaped my thoughts on innovation in the healthcare space.

I'll start with the broader challenge in healthcare. The US healthcare system optimizes financial incentives for treatment, not health. Ted Epperly noted in his book *Fractured* that despite spending over twice per capita on healthcare over the second wealthiest country, the US ranks 37th in outcomes. As we've learned in PHSM, that gap is a significant driver of population health innovation aimed at improving patient experience, improving health, and reducing cost. From my standpoint, there certainly feels to be an increase in momentum for population health initiatives to improve on the triple aim. However, we must still realize meaningful results by connecting theory to practical implementation.

You hear the term innovation frequently in the context of startups. My favorite definition defines innovation as "the process of creating value by applying novel solutions to meaningful problems." The changing landscape of financial models in healthcare, with a focus on quality and outcomes, certainly feels novel and to be addressing a significant problem compared to fee for service. However, one of my challenges is practically innovating within such a broad and complex problem. What steps can we take to impact our local and national community, help shape policy and facilitate this innovation? For me, Boise State's PHSM program, curriculum, and leadership have been vital in how we answer these questions.

First, the program has been instrumental in mapping the healthcare space and understanding the complex relationships between patients, epidemiology, public health, policy, and actuarial science. It feels critical to have a broad understanding of the landscape and where to focus our innovation efforts. While understanding the landscape is essential, we must translate theory into practice. The PHSM curriculum has practically impacted my work, and I credit this to the professors and guest lecturers being both academically educated and working in the industry.

For example, in 2021, I helped pilot an ACO program to stratify complex care patients for care management using the John Hopkins ACG system. The initial approach used clinical leadership input to identify patients appropriate for the program. As that program evolves, stakeholders need to understand if there have been improvements in quality, the total cost of care, or how to target more amenable members. To answer these questions, we must understand how the population's clinical needs overlap with actuarial and quality models for measuring outcomes.

Dr. McEachern and Mark Florian, both professors in the program, tied how care management programs clinically identify high and rising-risk patients and how to track and measure outcomes for those patients using different risk management economic models. Their curriculum provided a strong connection between theory and practice in the overlap of epidemiology and actuarial science. They were able to tie in how payers' models for experience and manual rating relate to the clinical risk of a population and how these concepts are applicable in understanding the economics of care management. What I've learned from the class directly impacts framing solutions for our care model.

Equally as important as the curriculum is the PHSM community. Our ability to drive healthcare innovation, both regionally and nationally, is directly impacted by the network we have. Boise State's program works directly with national healthcare leaders to teach and lecture while promoting connection with classmates and community members through discussion, class, and industry groups like HFMA. Beyond immediate education, these connections will drive innovation in our healthcare community and allow us to stay connected.

My long-term goal is to facilitate building healthcare solutions at the intersection of technology, data, and people with a focus of improving healthcare for Idaho and beyond. When I think about the impact of the PHSM program on innovation, what stands out is how important community and connections are to impact change and how we need the ability to translate broader policy and theory into measurable action. Through its leadership and curriculum, I believe the PHSM program at Boise State is uniquely positioned to train future leaders on innovation in healthcare.

Mike Larned

Director of Technology

7/29/2020

Jenni Gudapati
Boise State University
Boise, ID

Dear Jenni,

As you know, I currently oversee the Value-Based Care (VBC) initiatives for roughly 100 hospitals across the country. I also hold both a Bachelors and Masters from BSU. My journey from a staff nurse in Idaho, to an executive at the epicenter of for-profit healthcare has been interesting. I entered Value-Based Care at beginning of the transition away from Fee-for-Service (FFS) with a newly completed MBA from BSU, and idea to change how healthcare is delivered in this country. My only basis for starting my journey was many years of nursing experience and what I had learned at BSU.

When I started my journey there were no programs to educate on VBC, it was on the job training in a world of start-up companies. Today there remains very little opportunity for healthcare professionals to gain formal education on VBC. However, VBC is becoming an important element of care delivery and payment models. Private Payers, Medicare, and Medicaid are now offering an increasing number of VBC programs to providers and health systems. Providers entering the workforce are expecting practices and health systems to be involved in VBC programs. Therefore, future healthcare leaders must be educated and equipped in order to succeed as healthcare delivery and payments models shift from FFS to VBC.

I am excited at the prospect of BSU partnering with HFMA to educate and influence future healthcare leaders. BSU has a unique opportunity to lead the nation in educating healthcare leaders who will transform the future of healthcare.

Best Regards,
Rocky

Rocky E. Edmondson
Vice President, Payment Innovations
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November 15, 2022

Commission on Accreditation of Healthcare Management Education

Dear Award Committee,

As a student currently enrolled in the first cohort, I am honored to recommend the Master in Population and Health Systems Management program at Boise State University for the George and Regi Herzlinger Innovation Education Award. The education I have received in this program over the past year continually exposes the necessity that healthcare leaders change our approach to care delivery and the financing of healthcare in the United States. I have two specific examples of the instruction we receive.

- 1) A population health management course highlighted our nation's poor performance in access to care, equity, outcomes, and efficiency when compared to ten other high-income countries. We also learned that our healthcare spending, as a percentage of Gross Domestic Product, ranks the highest. We explored existing and proposed new care delivery models and incentives aimed to remedy these problems.
- 2) We analyzed and created action plans to improve the health of a distinct population in actuarial science and epidemiology courses. This included defining the population's obstacles to health, designing collaboration between healthcare providers and insurance companies to influence improvements, and modeling the impact of implementing these plans.

Our course instructors are innovative leaders in their areas of focus within healthcare including population health, actuarial science, epidemiology, and finance. We also have the privilege to hear from weekly guest lecturers on topics relevant to the course material. The instructors and lecturers alike are eager to build our knowledge and relentlessly challenge us to approach the shortcomings of healthcare with pioneering solutions. As a result of this program and the leaders within, I am determined to take actions that materially change the direction of health and healthcare in the United States. We need more healthcare leaders experiencing this education in order to realize our maximum potential together.

Sincerely,

Cara Marsh-Rhodes

Student, Master in Population and Health Systems Management at Boise State University
Director Financial Planning and Analysis at St. Charles Health System