APPROVED

The University Of Toledo

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MAY 1 2012

New Graduate Program Proposal

COLLEGE OF
GRADUATE STUDIES

* denotes required fields

College*:   Coll Business and Innovation   **Dept/Academic**
Unit*:   --Select a Department--

Contact Person***: Dr. Mark Vonderembse   Phone: 530-4319   (xxx - xxxx)   Email:
Mark.Vonderembse@utoledo-edu

Program Code***: CERTIFICATE
Program Name***: Physician & Healthcare Executive Development

Degree to be granted (if applicable): Certificate

Minimum number of credit hours for completion***: 9

Proposed effective term: 201240   (e.g. 201140 for 2011 Fall)

List all courses which comprise the certificate or degree and identify term offered (summer/fall/spring):

See Attached: Courses are recently developed with tentative schedule in attachment

Identify delivery method (Online/in class/off campus):

Blended on-line & in class maybe offered off campus

Attach the OBOR new program proposal: [Browse...]
Additional Attachment   [Browse...]

Program Approval:

		Date
Department Curriculum Authority:	N/A	
School Director ~~Department Chairperson:~~	Mark Vonderembse	4/27/12
College Curriculum Authority or Chair:	Truong Le	4/30/2012
College Dean:	Ronald S Lah	4/30/2012
Graduate Council:	Nick Piazza	7-16-12
		Date

Dean of Graduate Studies:

Office of the Provost :

07/16/12

Date

Submit New Program Proposal

Administrative Use Only

Effective Date: (YYYY/MM/DD)

CIP Code:

Subsidy Taxonomy:

Program Code:

Instructional Level:

Certificate: Physician and Healthcare Executive Development

Background: ProMedica approach the School of Healthcare Business Innovation and Excellence (SHBIE) to provide executive education for experienced physicians and healthcare managers who are interested in leading healthcare organizations. Currently, ProMedica has a relationship with the American College of Physician Executive (ACPE), which provides education and provides the designation Certified Physician Executive (CPE). ProMedica, using ACPE as a provider, is currently offering a cohort of physicians the education that would take them part of the way towards qualifying to sit for the CPE examination. ProMedica is interested in partnering with COBI and SHBIE to offer at least part of this education at the graduate level for academic credit. The course content and rigor would be equivalent to the 6000 level courses in the MBA. These courses could be considered as electives in the MBA program and could become part of a specialization in healthcare. This proposal has also be made to Dr. Jeff Gold, and there is interest in UTMC participating in this.

Target Market: The target market includes MDs with many years, 10-20, of practice who are interested in becoming Physician Executives, pursuing the CPE and/or earning an MBA or EMBA.

Additional Market Opportunities: This program is appropriate for other healthcare profession so it could be taken by Physical Therapists, Occupational Therapist, and others. There is also a similar certification offered by the American College of Healthcare Executives that is called a Fellow of the American College of Healthcare Executives. This certification is earned by non-physicians. ProMedica encourages participation from other healthcare providers including UTMC and Mercy Health Partners. Thus, this market includes healthcare managers interested in career growth into executive management with an aim towards an MBA or EMBA, as well as a possible American College of Healthcare Executives Fellowship.

Pedagogy: The pedagogy is most likely to be primarily DL with some face-to-face instruction. The offering will be in line with ProMedica's schedule as well as those of the physician.

Summary: The certificate has the following three three-credit hour courses.
1. SHBE 6010: *Foundation for Executive Education in Health Care Leadership* Course (Fall)
2. SHBE 6020: Creating Effective Operations   (Fall)
3. SHBE 6030: Healthcare Financial Management   (Spring)

Proposal for

SHBE 6010: Foundation for Executive Education in Health Care Leadership Course

Course Description:

This course examines contemporary trends in leadership and leadership development applied to the health care setting, and provides opportunities to improve leadership capabilities for individual and organizational development.

Learning Objectives:

Able to do the following in the context of healthcare:
1. Understand the basic principles and practices of effective leadership in health care organizations
2. Apply leadership concepts to current issues faced by health care leaders
3. Assess individual leadership strengths and areas for development
4. Increase the commitment and engagement of others
5. Leverage leadership to impact organizational outcomes

Topics:

1. Models of Leadership
2. Leadership Vision
3. Motivation and Empowerment
4. Leading with Emotional Intelligence
5. Leadership Styles
6. Strategic Communication & Conflict Management
7. Leading Teams
8. Power and Influence
9. Leading Change
10. Leadership Development

Proposal for
SHBE 6020: Creating Effective Operations

Course Description:

The course examines critical issues in improving the efficiency and effectiveness of healthcare delivery process. The unique role of a physician in healthcare delivery affords multiple opportunities to improve performance of the healthcare system. This course will enable physicians to design and implement initiatives that improve the quality of care, via the application of quality principles such as six sigma. Additionally, the course will also help physicians to hone your skills in improving care delivery by streamlining processes, reducing process inefficiencies, errors, and delays, and increasing process reliability and safety.

Learning Objectives:

Able to do the following in the context of healthcare:
1. Learn performance improvement tools that you can use to deliver high quality healthcare
2. Understand how you can develop a culture of quality consciousness in your organization
3. Understand the tools that can help you analyze and design efficient processes
4. Be able to analyze complex systems and suggest ways of improving patient safety
5. Design and outline a plan for improving quality of care at your home institution

Topics:

1. The Three Faces of Quality
    a. Define, Measure, Analyze, Improve and Control (DMAIC) cycle for improving quality
    b. Initiating and implementing quality improvement programs
    c. Managing for change
2. Science of Reliability
    a. Process analysis for identification of inefficiencies, waste and delays
    b. Value stream mapping
    c. Analyzing complex systems for reducing errors, mistake proofing and improving patient safety
3. High Reliability 2.0
    a. This module requires the application of some of the concepts and ideas learnt in the two previous modules (The three faces of quality and Science of reliability) to the participant's healthcare setting.

Proposal for
SHBE 6030: Healthcare Financial Management

Course Description:

This course provides a foundation for the knowledge of financial management theory as well as the principles and concepts required by executive for decision-making. Course is design to provide executive with the ability to understand and interpret reports created by financial experts.

Learning Objectives:

Able to do the following in the context of healthcare:
1. Prepare a capital budget and make budgeting decisions
2. Explain capital structure and leverage
3. Analyze financial statements thoroughly and perform financial statement analysis including ratio analysis
4. Plan long term financing for the organization
5. Develop a healthcare business plan
6. Work with financial experts to understand the key elements of how the healthcare organization is financed

Topics:

1. Capital budgeting
2. Capital structure
3. Leverage
4. Short-term financial management
   a. Working capital management
   b. Managing cash flows with delays in payment
   c. Government reimbursement for healthcare services
   d. Collections in a healthcare
5. Advanced financial statement analysis
   a. Sources and uses of financing in healthcare
   b. Cash Budgets
6. Business planning
7. Financial management for non-profit firms
8. Leasing
9. Corporate governance