

# CAHME

Commission on Accreditation  
of Healthcare Management Education

May 22, 2014

Dept. of Health Policy & Management  
University of Kansas Medical Center  
Robert H. Lee, PhD, Director  
5001 Student Center, Mailstop 3044  
3901 Rainbow Boulevard, KU Medical Center  
Kansas City, KS 66160

Dear Dr. Lee:

At the recent meeting of the Commission on Accreditation of Healthcare Management Education, the Council voted to accept the 1<sup>st</sup> Year Progress Report you submitted.

As you were informed, in accordance with the Policies and Procedures Manual, all criteria must be fully met within two (2) years of the accreditation decision. The Program is required to submit a Year Two Progress Report detailing documented progress toward meeting those criteria not yet judged by the Commission to be “completed.” If all criteria are not completed, the Accreditation Council must take action immediately to determine if the Program will remain accredited. Any other significant changes that have taken place in the Program since the last Progress Report submission should also be outlined and documented. The Year Two Report is due February 1, 2015.

The following assessments or comments were made with regard to criteria related recommendations:

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**Criterion I.A.1:** The Program will have statements of mission, vision, and values that will influence the Program’s design and guide the Program’s evaluation and quality improvement efforts.

**RECOMMENDATION #1:** (I.A.1) The criterion-related recommendation is that the Program must develop a mission statement that more specifically reflects the student target audience as well as the strength of the competency based curriculum.

**Rating:** Completed.

**Comment:** The Program has now developed a mission statement that communicates its purpose, its audience, its intended product, and the manner in which it presents its competency-based curriculum.

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**Criterion I.A.2:** The Program will establish goals, objectives and performance outcomes that are action-based, observable, and measurable.

**RECOMMENDATION #2:** (I.A.2) The criterion-related recommendation is that the Program must develop goals for driving improvement. Objectives must be clearly linked to these goals and have periodically updated metrics to drive action-oriented continuous improvement.

**Rating:** Completed.

**Comment:** The Program has been thoughtful about developing goals and objectives, benchmarks, and assessment methods that will allow the program to effectively measure its progress and take any necessary actions to enable it to move in its chosen direction.

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**Criterion I.B.1:** The Program will have sufficient financial and administrative support to ensure that its mission, goals and objectives can be achieved.

**RECOMMENDATION #3:** (I.B.1) The criterion-related recommendation is that the Program must provide additional administrative support.

**Rating:** Completed

**Comment:** The Program is well on its way to completing this recommendation. It obtained funding for the new position, developed recruitment plans and a new job description, posted the position, and is currently reviewing applications. The Program anticipates that a selection will be made imminently. We are confident that the Program is making every effort to complete this task as soon as possible.

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**Criterion II.A.4:** The Program will involve students, alumni, and practitioners in appropriate areas of program decision-making and evaluation.

**RECOMMENDATION #4:** (II.A.4) The criterion-related recommendation is that the Program must establish a process to allow alumni to serve as a resource for providing input for strategic direction as well as continuous improvement.

**Rating:** Not Completed.

**Comment:** The Program has now included new mechanisms to gain input and support from alumni such as adding alumni to the Curriculum Committee and adding more alumni to the Advisory Board. They have documented more carefully alumni feedback into the minutes of an Advisory Board meeting and they have held a series of alumni focus groups and gained input on potential curricular changes. CAHME

would like to see, in the second year progress report, additional evidence of documented minutes regarding alumni input and a discussion of potential changes the Program may make as a result of the alumni input.

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**Criterion II.A.5:** The Program will ensure that graduates' career preparedness is monitored, documented, and used for continuous improvement.

**RECOMMENDATION #5:** (II.A.5) The criterion-related recommendation is that the Program must develop some formal mechanisms e.g., health administration alumni association, regular newsletters to enable regular interaction and the administration of alumni surveys to gain alumni input and facilitate the tracking of their career progression. The Program must document input gained from alumni to drive continuous improvement within the Program. As previously noted this may require additional administrative support.

**Rating:** Completed.

**Comment:** The Program has done an excellent job establishing a framework for meeting this criterion and gaining alumni support. It is using LinkedIn Group and its Alumni database to keep up with alumni and track career progression. It has revised an alumni survey and now includes a question about alumni satisfaction with the program.

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**Criterion III.C.3:** The Program will have a process that regularly evaluates the extent to which students attain the competencies and use the evaluation for continuous improvement.

**RECOMMENDATION #6:** (III.C.3) The criterion-related recommendation is the Program must develop and implement effective assessment methods to track students' attainment of the Program's competencies.

**Rating:** Not Completed.

**Comment:** The Program has established a plan to enhance its measurement of students' attainment of program competencies. In the past, it has relied on measurements from grades, internship assessments, and alumni self-assessments. More recently it has begun using teams of alumni, faculty, and practitioners to evaluate students' attainment of competencies in major field projects such as the Operations Consulting Project, the Regional Case Competition, the Human Resources Consulting Project, and the Capstone Project. The program presented in its progress report a discussion of its results on assessments done on three of its competencies (Critical Thinking, Strategic Analysis, and Presentation Skills). These assessments were made in the case competition and were based on the Dreyfus and Dreyfus Model of Skill Acquisition (Novice, Advanced Beginner, Competent, Proficient, and

Expert). The example demonstrated that the program is making good progress on this criterion and is encouraged to continue making progress on this measurement journey. CAHME would like to see in the next progress report a discussion of the assessment of all the competencies and how the program is using, and will use, that information for continuous improvement.

The Commission thanks the Program for its timely submission.

Sincerely,

Margaret F. Schulte, DBA, FACHE, CPHIMS  
President & CEO, CAHME