

Army-Baylor Program

From the Program Director: LTC M. Nicholas Coppola, PhD, MHA, MSA, FACHE (Baylor Class of 1997)

The *GO BEARS* News from the Army-Baylor Program:
1 May 2008



Greetings Fellow Bears!

This will be my last message to you all as the Army-Baylor Program Director as I begin terminal leave at the end of June. It has been my pleasure to serve the Army-Baylor program for the last five years -- the last three as the Director. I am extremely proud of all the many accomplishments that the faculty and students have been able to achieve over this period of time. Several of our previous news letters have outlined these accomplishments; however, in summary, some of them include:

Program Process Improvements:

- **A top 20 ranking in U.S. News and World Reports:** This was the sixth time US News and World Report has ranked Army-Baylor the 20th most prestigious healthcare program in the country. Although we did not increase in the rankings last year (surveys are done every 2 to 3 years), our likert scale quality index score did increase -- suggesting we may jump into the top 15 programs in the country during the next survey -- which will occur in the fall of 2009. Army-Baylor continues to be recognized nationally for high quality graduate education!

- **Board Certification in Healthcare Management Becomes Part of Army-Baylor's Mission:** In 2005, 2006 and 2007, Army-Baylor was recognized as having a nationally recognized program in Board Certification that has become the envy of other healthcare programs in the country. In fact, the Class of 2008 (after taking the exam in June 2007) had a phenomenal 91% first time pass rate on the exam -- an outcome that exceeds the national average. Furthermore, in 2007 ACHE reported that 376 affiliates passed the BoG exam. Of that number, 8% were members of the Army-Baylor Class of 2008! *Sic-em Bears!!!* In accomplishing this exceptional outcome, CPT Nathan Rauch (pictured below with ACHE President and CEO, Dr Tom Dolan), and the Class of 2008 put together a very creditable study guide that was an important tool in passing the BoG exam. If you or someone you know would like a copy of this very important study tool, please e-mail me for a complimentary copy.

Nick.coppola@us.army.mil Finally, I have recently been appointed to the ACHE Examination Committee. During our recent committee meeting in Chicago, I was intimidated myself when they rolled in several dozen books that contain potential information for ACHE Board of Governor's Exam questions for prospective test-takers. I will be publishing more information about the new exam format in my Army-Regent's news letter next month.



- ACHE Board of Governor's Exam - Class of 2009: Thirty-seven Bears of the thirty-nine member Class of 2009 (37/39, 95%) have joined ACHE this year. These 37 students are now full fledged "members" of ACHE. This outcome is our most successful recruiting year on record. Additionally, we owe it all to the good work of this year's ACHE Class President, USAF CPT Mike Hamilton! Furthermore, all thirty-seven Bears have submitted applications to challenge the Board of Governor's exam on 14 June 2008. Some of the ACHE applications are still processing;

however, we are hoping that all thirty-seven students will be cleared to take the exam prior to entering the residency. It remains the program's goal that as many students as possible enter their residency as Board Certified Healthcare Executives. We feel this adds legitimacy and creditability to the resident themselves, as well as the quality of the Baylor experience.

- Joint MHA/MBA program: Fifty-nine of one-hundred and nineteen officers (59/119) – or - 49% of the last three Army-Baylor classes, have had the opportunity to be enrolled in the joint MHA/MBA program. This valuable opportunity to provide both business and healthcare skills to the next generation of federal sector healthcare executives has been a remarkable Army-Baylor achievement. In developing the MHA/MBA joint degree, our primary goal was to provide more cost effective and higher quality business focused skills to the comptrollers in the Military Health System (MHS). The secondary benefit is that officers who are not comptrollers can receive and benefit through getting an additional degree and additional skills as well. As the healthcare environment continues to become ever more complex, we hope that our MHA/MBA graduates will be more than equipped to handle the business of healthcare while simultaneously understanding the complexities of a dynamic healthcare system. Our Joint MBA/MHA degree saves the Army over \$500,000 annually by avoiding costly MBA schools of choice in the civilian sector.

- Establishing Army-Baylor's first MHA concentration track in Human Resources (MHA/HR): In a similar philosophy to implementing the joint MHA/MBA degree, we implemented a new MHA concentration in Human Resources. As we reviewed the performance - and looked at the future of the Military Health System entering its fifth year of the War on Terror - we saw that our human resource and personnel system was also becoming more complex and dynamic. As a result, we developed a special concentration track in Human Resources so the professional personnel officers in the Federal Sector could come to Baylor to learn sound fundamental healthcare – as well as – critical HR skills to maintain effectiveness in the personnel environment. The HR Concentration track will begin this Fall 2008 under the leadership of LTC Bewley. The Architect of the HR Program was USN Lt Suzanne Wood. It is our goal in the years to come that all military personnel officers will seek Army-Baylor as the school of choice in pursuing advanced education in Human Resources.

- Honor Societies: in 2007, Army-Baylor established two new honor societies in both health (Upsilon Phi Delta for the MHA) and business (Beta Gamma Sigma for the MBA) administration. On May 30, 2008 we will induct select members of the Class of 2009: In this inaugural year we are still inducting previous alumni of the Army-Baylor program. If you graduated from Baylor with a 3.5 GPA - and remain in good standing with the program - please visit our program's website and fill out an alumni application. Upon successful review of your GPA, I will be pleased to enroll you into UPD as a distinguished alumnus of our program, send you a letter of recognition, and provide a certificate of membership.

<http://www.baylor.edu/graduate/mha/index.php?id=44631>

Upsilon Phi Delta National Honor Society in Health Administration



This is to certify that

Joel Bales

Has this day been inducted as a member of the Army-Baylor University Graduate Program in Health & Business Administration's Chapter of the Upsilon Phi Delta Society and is duly enrolled in this honorary health care management society.

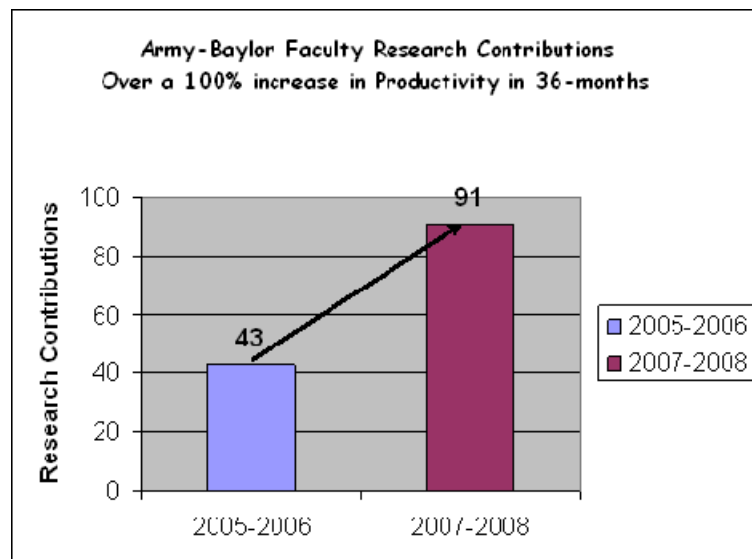
Jody Rogers, MHA, PhD, FACHE
President, Army-Baylor EAB

M. Nicholas Coppola, MHA, PhD, FACHE
Program Director & Associate Professor

- Relevant Curriculum: From 2005 through 2006 we reengineering the entire MHA curriculum and developed over 20 new classes to produce more relevant, creditable and ready healthcare executives. Our goal was to provide the student – and future healthcare leader – more valued added training and education. I think we have been successful in meeting this objective. As a result, Army-Baylor is producing more creditable and legitimate healthcare executives. For example, we no longer teach statistics or research methods. These classes were replaced with new core classes called Quantitative Analysis I and II. Joint MBA/MHA students are required to take Quantitative Analysis III. This change in philosophy better enables our students to work with the large data bases for measurement and management currently used in the MHS. Concomminently, the finance track was also reengineered. Students now take nine credits in finance (Finance I, II and III) and are encouraged to take Finance IV as an elective. Additionally, because Army-Baylor graduates are recognized healthcare leaders, a new core class in Leadership was adopted into the curriculum to help hone the raw skills of our students. Furthermore, new material in Quality, Population Health, Organization Behavior and Theory, and contracting were introduced into the curriculum to provide increased skills necessary for our graduates to succeed. Moreover, two years ago we implemented new policy requiring all Army-Baylor students to receive M2 accounts and receive M2 database training. Lastly, throughout the course of the didactic year our students now receive special training in business case analysis (BCA), independent government estimates (IGE), Six-Sigma, contract development, the TRICARE Fundamentals Course, homeland defense, military medical readiness - and several other niche specific training opportunities. Thanks to the good work of MAJ Brad Beauvais, this year the Class of 2009 will all enter their residency's as *"Certified Six-Sigma Yellow Belts."* Our goal in providing all this extra training is to provide the student – and future healthcare leader – more value added training and education. I think we have been successful in meeting this objective. As a result, Army-Baylor is producing more creditable and legitimate healthcare executives for you – the working healthcare executive in the field – and for our customers – the wounded warriors and beneficiaries of our healthcare system.

- Faculty Research & Service: I am proud to report that research for our faculty has increased over 100% in the last 36-months when counting journal publications, conference presentations, book and book chapter contributions,

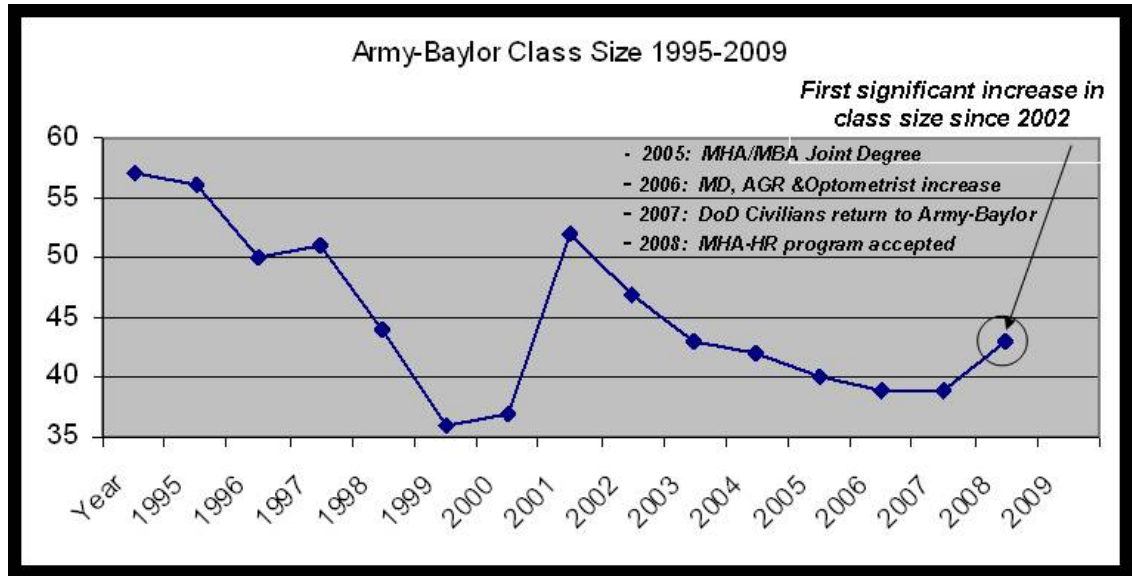
proceedings, and poster sessions. In the 2005-2006 academic year our faculty contributed 43 of these scholarly items into the professional community. However, after making research a faculty priority and establishing a faculty productivity and profiling system - research contributions more than doubled in thirty-six months. I am proud to report that by the end of this didactic year our faculty will have contributed nearly one-hundred scholarly items into the body of the greater healthcare community. This is a remarkable achievement considering the increased workload associated with the MBA degree. All faculty now consider research a necessary part of the Army-Baylor faculty experience and are consistently submitting presentations and papers to national conferences and peer reviewed journals. This year's 2007-2008 Researcher of the Year is Dr Karin Zucker.



- **Student Quality of Life Initiatives:** We recognize that officers have a choice in the selection of a school for their master's degree – and – that we are competing with civilian schools for the next generation of Army-Baylor Bears. In an effort to make our program more attractive, several new quality of life initiatives have been introduced over the last three years. For example, Army-Baylor no longer has class on Friday's (except 3rd semester b/c it's too short). Students appreciate this quality of life initiative and feel it helps promote scholarship. Secondly, we introduced a "Spirit Shirt" into our daily dress. Students enjoy wearing their Army-Baylor Spirit Shirts to class weekly. The wearing of the Spirit Shirt has had a secondary effect on marketing our program within the AMEDDC&S and AMEDD as well. As a result, we will start to offer Spirit Shirts for sale to our alumni in the near future. Finally – and on their own initiative – the Class of 2009 opted to have their class photo taken in the Class Spirit Shirt last fall. Although we have worn Spirit Shirts for the last three years, the Class of 2009 was the first to want to immortalize their class in the Army-Baylor Green Spirit Shirt. In Baylor we have tried to emphasize a new sense of Army-Baylor pride and family. I think we have accomplished this. *Sic-em Bears!*



- **Enrolment:** Enrolment is up in the program for the first time in seven years. The entering class this fall 2008 may be one of the most eclectic in several years with a mixed group of officers and federal sector employees pursuing our MHA-HR concentration, the joint MHA/MBA program, and the stand alone MHA degree. However, we are returning to a healthy class size again and no one in the AMEDD leadership is talking about eliminating the Baylor program anymore. Additionally, if not for our recent initiatives in increasing the number of physician slots in the program, and allowing DoD civilians, optometrists and AGR officers back into the program, Army-Baylor would currently have a class size less than our contract mission of 35 students. It has taken about 36-months for our new marketing, process improvement and quality of life initiatives to take effect into the enrolment life-cycle model of the Army-Baylor program; however, I am happy to report that Army-Baylor enrolment is on the rise again!



- **New Mission of the Army-Baylor Program:** As I have stated in several Alumni newsletters, the “new” mission of the Army-Baylor Program is, “The Education of Federal Healthcare Executives.” We are no longer “just” a program for 70As. Our current Vision is to, “Be the graduate program of choice in Health and Business Administration for the Federal Sector.” Over the last three years we have worked very hard to reengineer our program to achieve the spirit and intent of both our motto and vision. I believe we have succeeded!

- **Healthcare Executive Short Course:** We are very proud that the Army-Baylor program helped establish – and continues to sponsor – the first through fourth iterations of the annual ACHE Healthcare Executive Short Courses (HCESC). This year’s HCESC was chaired by LTC Ivan Speights (Army-Baylor Class of 1997), pictured below; and co-chaired by LTC Lee Bewley (Army- Baylor Class of 1999). Without exception, this was the most exceptional HCESC on record with conference speakers that included Secretary of Veteran’s Affairs James Peke, MG Granger, MG Rubenstein, LTG Schoomaker, BG Tucker, BG Baxter and COL Martin. I am proud that the Army-Baylor program has been a sponsor – and had faculty on the committee – of each HCESC since the new paradigm was established a few years ago. LTC Ivan Speights and the members of the 2008 HCESC Committee exceeded expectations once again! Thank you to all the members of the 2008 HCESC for your great work on putting on this conference together for all of us! Lastly, thanks to the good work of MAJ Eric McClung, you can now view all the HCESC presentations on the 70A AKO webpage. Thank you very much Eric!



Army-Baylor's Self-Study Accreditation Year:

Over the past twelve months our program has been going through its one year self study accreditation year. Our professional accrediting organization is the Commission on Accreditation of Healthcare Management Education (CAHME). CAHME is (essentially) our graduate program's equivalent of JCAHO. The way our accreditation process works is that for one year we document everything we do in all four semesters, and how we manage the residency year. It's an arduous process of documenting who does what, why they do it, when they do it and are they "qualified" to do it. The end product usually results in the production of two or three binders containing several hundreds of pages of information. After successfully documenting all policies and procedures over a one-year period, the CAHME team shows up for one week and reviews the program. Our accreditation visit will occur this Fall 2008. This Fall's accreditation visit will be particularly challenging due to the fact that CAHME is actually a new "hybrid" organization. Prior to 2004, the main accrediting body in healthcare administration was ACEHSA (Accrediting Commission on Graduate Education for Hospital Administration). However, there was also an organization called the National Center for Healthcare Leadership (NCHL), which also produced standards for healthcare programs, but was not an accrediting body. Additionally, the Association of University Programs in Health Administration (AUPHA) also produced some standards and policies for graduate programs. To make things more complicated, the American College of Healthcare Executives (ACHE), the American Public Health Association (APHA), and the American Hospital Association (AHA), also produced healthcare competencies and metrics. As a result, in 2004, ACEHSA completely reengineered itself and reemerged as CHAME. CAHME seeks to partner – not compete – with all other professional organizations in healthcare. As a result of this reengineering effort, the accreditation standards significantly changed – and the *NEW* CAHME standards will be used for all healthcare programs going through accreditation this Fall 2008. Army-Baylor will be one of three programs to be surveyed under the new system this Fall. This is a tremendous challenge for our faculty; however, an excellent opportunity for us to demonstrate leadership within the healthcare field. LTC Lee Bewley has been our accreditation project officer over the last year – and is also a CAHME Fellow. Lee has worked tremendously hard over the last 12-months to ensure we will be successful. I have no doubt he will lead the program through another successful accreditation visit this year. You can read more about CAHME and view our own program's accreditation information by visiting: <http://www.cahme.org/>

2008-2011 New Army-Baylor Program Director: I am very happy to report that after a competitive selection process that involved both the AMEDD leadership and the leadership of the AMEDDC&S, that recently promoted LTC Lee Bewley, Army-Baylor Class of 1999, was selected as the next Army-Baylor Program Director. Lee will take over as the next program director this 27 June 2008 during the Opening and Closing Ceremonies. I think Lee was the most qualified person of all those considered for the job and I wish him very well. Congratulations Lee! We are all very proud and happy about your selection! Additional congratulations are offered to Lee

for his recent 1 May Promotion to Lieutenant Colonel. Lee is pictured here with his Wife Vicky at the promotion luncheon at the Tower of America's in San Antonio. Congratulations Lee! *Go Bears!*



Alumni Achievement and thank you!

COL Julie Martin (Class of 1987): Thank you to COL Martin for your leadership and guidance as the 70A Consultant over the last three years. As you transition out of this important consultancy position you leave behind a stronger and more creditable 70A community and Army-Baylor program. Thank you for all that you have done for the 70A community during your time as our senior healthcare executive consultant to the Surgeon General!



MG Gale Pollock (Class of 1987): MG Pollock is the first woman and Army-Baylor Alumnus to become the Acting Surgeon General (TSG) of the Army. In her tenure, she effortlessly managed a military and civilian workforce of nearly 60,000 personnel and a budget of over eight-billion dollars. She will retire from the service this summer after nearly thirty-two years of service. By overachieving throughout her life in areas of professional development, leadership and service, she has broken barriers that have existed in the Army since the first male Surgeon General was selected in 1775. MG Pollock, thank you for your leadership of the Military Health System and AMEDD during a very challenging transformational time of turbidity. You emulated all the finest qualities of leadership. The Army-Baylor program and AMEDD will miss you upon your retirement. To read more about MG Pollock, please visit: <http://www.armymedicine.army.mil/leaders/pollock.html>



BG Keith W. Gallagher (Class of 1989): Congratulations Sir on your promotion to the general officer ranks! We look forward to your helping to lead the next generation of healthcare executives into the next decade! To read more about BG Gallagher, please visit: <http://www.healthcare.hqusareur.army.mil/ERMC-AboutERMC/Biographies/MCEU-CG.pdf>



MG David A. Rubenstein (Class of 1989): Congratulations to MG Rubenstein for becoming our first Baylor Graduate to become the Chair, ACHE and also the MSC's first two star general. MG Rubenstein is the first Army Medical Service Corps officer to be selected for a second general officer star. He is simultaneously the first MSC/AMEDD officer and BU Alumnus to be elected by his peers as the Chair, ACHE. In this senior level healthcare position, MG Rubenstein helps guide the strategy and policy of one of America's largest and most distinguished health professional organizations. Few of our BU Alumni have ever been honored with this level of national recognition from peers. This achievement represents a significant level of approbation from both civilian and federal healthcare executives alike. Chairman Rubenstein is pictured below with "Bruiser-Bear" wearing his ACHE Chairman's medal during the Army-Baylor Alumni Dinner in Chicago this past March 2008. *Sic-em Bears* Sir! To read more about MG Rubenstein, please visit:

<http://www.armymedicine.army.mil/leaders/rubenstein.html> -
-and -- <http://www.ache.org/ldrship/chairoff.cfm>



ACHE Army Regent News: Thank you to those Active Duty Army Bears for electing me your 2008 ACHE Regent for the Army. I am humbled to have been elected. Pictured below are myself and Chairman Rubenstein at the 2008 ACHE Convocation. Although I will retire this June 2008, I will remain the Army-Regent through my transition leave ending on 28 August. In this short span as the Army-Regent, we have managed to set up/start up several new Army-ACHE initiatives to get Army-ACHE back on track. For example, we now have monthly Army-ACHE RAC teleconferences to help strategize our Army ACHE Vision and Mission. Additionally, we are working on setting up an on-line Army ACHE BoG exam study tutorial. MAJ Scott Kruse has done a tremendous amount of work on this and we should be ready to introduce it to the greater community in a few weeks. Furthermore, we are establishing an ACHE mentoring program, and are working towards Army-ACHE professional development events at AUSA, AMSUS and the MHS conferences. In fact, we will host our first mini-ACHE seminar this June at AUSA where we will present some marketing and recruiting information during some of the AOC tracks. LTC Dawn Erckenbrack is my Acting Deputy Army-Regent and she will be the officer I nominate as my replacement to become the Interim Army-Regent subsequent to new elections next year. It will be a short tenure as your elected Army-Regent; however, we are slowly getting Army ACHE back on track. Also pictured here is our nominated ACHE District 6 Regent-at-large, COL Kyle Campbell. COL Kyle Campbell, became the District 6, Regent-at-Large for the federal sector at the 2008 Congress. Kyle was also elected our Chapter President of the European/Overseas Healthcare Executives Chapter during this past March Congress. Congratulations Kyle!



In Closing: It has been my greatest honor to have been able to serve the U.S. Army over the past 26 years. Additionally, I have been privileged to have served the last five years of my career as a professor in the Army-Baylor program. Furthermore, I feel very blessed to have been the first Director to have been asked to stay on for a third year as the Army-Baylor Program Director since the early 1980's. I appreciate the trust and confidence that our senior leaders have placed in me. In closing, let me say thank you for all you do to support our nation at war. Many of you have deployed overseas, been placed in harms way, and left your families for periods of months to over a year. The sacrifices you have made and the long hours you all have worked for nothing but the pride in serving and service itself is truly amazing. Thank you all - and God Bless you for all you do to make our country safe! I will be transitioning to a new leadership role in a large Academic Medical Center this summer. My US Army/AKO e-mail will remain valid. If I can do anything to support or help any member of our alumni association, please do not hesitate to contact me personally.

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It's been a great ride! Thank you again!

Warm regards from the Baylor program!
Go Bears!

Nick

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BU Class of 1997
Army-Baylor Program Director 2005-2008