

TO: Randy Smith, Vice Provost for Academic Programs
FROM: Jennifer Schlueter, Faculty Fellow for Curriculum, Graduate School
DATE: 6 May 2017
RE: Proposal to revise the Master of Public Health Program for Experienced Professionals (MPH-PEP)

The College of Public Health is seeking to remove the option to choose between two areas of concentration in the MPH-PEP program and to offer a single area of concentration in Population Health Management and Leadership. The proposal will consolidate the competencies for the current two areas of concentration into a single set of MPH-PEP specialization and align the curriculum courses.

The proposal was received by the Graduate School on 23 March 2017. It was reviewed by the combined GS/CAA Curriculum subcommittee, chaired by the Faculty Fellow, on 17 April 2017, and revisions were requested on the same date. Revisions on the proposal were returned to the committee on 20 April 2017 and were deemed sufficient. The Faculty Fellow forwarded it on to the Graduate Council for their review on 20 April 2017. Because the Graduate Council had already held its final meeting of the academic year, the proposal was circulated for electronic review on 24 April 2017. The positive results of this electronic review were returned to the Faculty Fellow on 5 May 2017.



March 21, 2017 (Revised April 18, 2017)

W. Randy Smith, Vice Provost for Academic Affairs
Office of Academic Affairs
Columbus, OH 43210

RE: Revisions to the Master of Public Health – Program for Experienced Professionals (MPH-PEP)

Dear Dr. Smith:

On behalf of the College of Public Health, we are seeking approval by the Office of Academic Affairs via the Council on Academic Affairs (CAA) for proposed changes to the name of the area of concentration plus the competencies and related curriculum for the Master of Public Health Program for Experienced Professionals (MPH-PEP). The program goal is to *deliver a 45 credit curriculum consisting of core courses, specialization courses, selective courses, practicum experience and culminating project that addresses the integration and cooperation between and among professionals engaged in population health, that is, the interface between individual clinical care and population-based public health.* A summary of the changes, their rationale, and implications follows:

(1) What changes are proposed?

- Remove the option to choose between two areas of concentration in the MPH-PEP program. Instead, hybridize and offer a single area of concentration. Designate the program as the MPH-PEP with a single specialization in *Population Health Management and Leadership*.
- Consolidate the competencies for the current two areas of concentration into a single set of MPH-PEP specialization competencies and align the curricular courses.

(2) What is the rationale for the proposed changes?

The proposed changes will focus the competencies and the curriculum on both public health and health care systems and will be a more ideal academic experience for professionals from multiple sectors who are seeking and/or sustaining advanced careers influenced by or engaged in the evolving “population health” policies and practices.

- The MPH-PEP program curriculum was changed and final approvals received in April 2015 to create two areas of concentration: *Public Health Leadership and Organization* and *Population Health Management*. Conceptually this was justified, but leading into full implementation which began in January 2017, several practical ideas surfaced. Accordingly, upon further consideration and discussion with current and prospective students, faculty members, and external stakeholders, it was felt that students would prefer to choose courses from both areas via required core and specialization courses and pick from list of selectives for remaining emphasis. Students, in consultation with their faculty advisor, can register for a broader spectrum of selective courses relevant to the policies and practices of “population health”, that is, *the interface between individual clinical care and population-based public health*. This approach will improve efforts to bring professionals from multiple professions together with a more centralized focus on and specialization in *Population Health Management and Leadership*.
- Consolidating the original competencies will reduce the number of MPH-PEP specialization competencies from 25 to 12 and improve the efficiency and effectiveness of the program curriculum and delivery while simultaneously still meeting the needs and wants from various constituencies. The revised list of competencies and the aligned curriculum are attached.

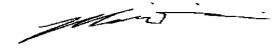
(3) What are the programmatic implications of the proposed changes? (e.g. program requirements to be added or removed, changes to be made in available resources, effect on other programs that use the course)

- None of our current students will be adversely affected by these changes. Indeed, they helped shape the proposed changes. The current students will have a broader list of designated selective courses which will seamlessly fit in the revised curriculum. New students matriculating in Au2017 will simply follow the revised curriculum.

(4) Transition Plan: Refer to item 3 above. The only plan needed will be to release and formally implement the revised list of competencies and the aligned curriculum.

The College of Public Health Graduate Studies Committee (GSC) unanimously approved the proposed revisions on March 10th. The College will greatly appreciate favorable University-level review and approval.

Sincerely,



Michael S. Bisesi

Senior Associate Dean for Academic Affairs College of Public Health

MPH-PEP Program Change Request

Program Goal: Deliver a 45-credit curriculum in population health management and leadership consisting of core courses, specialization courses, selective courses, practicum experience and culminating project that addresses the intersection between individuals, environments and systems through the integration of clinical care and public health.

- *What change is being proposed? (If more than one, what changes are being proposed?)*
 - 1: Remove the requirement to choose between the two areas of concentration in the MPH-PEP program.
 - 2: Consolidate the competencies for the current two areas of concentration into a single set of MPH-PEP specialization competencies.
 - 3: Designate the program as the MPH-PEP with specialization in *Population Health Management and Leadership*.
- *What is the rationale for the proposed change(s)?*

The MPH-PEP program curriculum was changed in April 2015 to create two areas of concentration, *Public Health Leadership and Organization* and *Population Health Management*. Upon further consideration and discussion with current and prospective students, faculty, and external stakeholders, it was felt that students would prefer to choose courses from both areas via required core and specialization courses and pick from list of selectives for remaining emphasis. The change means the six courses designated in one of the two current concentrations would be considered selectives, with MPH-PEP students choosing a total of nine credits from those six courses.

Consolidating will reduce the number of MPH-PEP specialization competencies from 25 to 12 and improve the efficiency and effectiveness of the program curriculum and delivery while simultaneously still meeting the needs and wants from various constituencies. This will be needed to allow for instructors and the program director to identify the competencies students are required to meet when choosing from a menu of courses, rather than a predetermined set of specialization-specific courses. The list of proposed competencies and the original PHLO and PHM sets are on the following page.

The proposed changes will allow for the continued evolution of the MPH-PEP into a streamlined program focusing on population health management and leadership, integrating the new “selective” courses into core content and focusing the curriculum on both public health and health system professionals seeking advanced career in population health from multiple sectors.

- *What are the programmatic implications of the proposed change(s)? (e.g. program requirements to be added or removed, changes to be made in available resources, effect on other programs that use the course)*

Current students will still be able to designate a specific specialization, but will also have the opportunity to choose a general specialization if choosing course from both PHLO and PHM. Once approved, new students will be entering the PEP program will not specialize but access to the same courses and a single set of PEP specialization competencies.

List of proposed modified MPH-PEP specialization competencies (original competency included in parentheses):

MPH-PEP Population Health Management and Leadership Specialization Competencies

1. Apply concepts of population health science to describe roles of public health, healthcare and community partners in improving population health outcomes.
2. (PHLO 8): Perform environmental, market, and community needs analyses, develop strategic alternatives, formulate strategic goals, and develop programs, business plans, and implementation strategies to support goal achievement.
3. (PHLO 7): Use systems-thinking and analytic methods to assess operations performance and improve organizational processes.
4. (PHLO 5): Assess opportunities to improve health care and public health services and organizations through application of organizational theories and organization development principles.
5. (PHLO 1): Develop effective leadership approaches to communicate a vision, motivate stakeholders, build consensus, and lead organizational change efforts.
6. (PHM 2): Assess the influence of social determinants on population health and apply population health concepts to address health disparities.
7. (PHM 3): Examine methods of community engagement to inform and address population health interventions.
8. (PHLO 13): Use multiple methods and sources to seek comprehensive information and apply evidence-based decision-making techniques to understand population health concerns and plan population health programs.
9. (PHLO 11): Design, plan, implement, and assess projects and develop appropriate timelines related to performance, structure and outcomes.
10. (PHM 5): Design PHM programs and interventions based on appropriate methods of risk stratification and on relevant financial models.
11. (PHM 11): Compare design strategies (eg. case mix adjustment) to assess the impact of PHM programs and interventions.
12. (PHM 12): Assess the economic impact of PHM and public health programs and interventions using economic analyses (return on investment, cost-effectiveness analysis, cost-benefit analysis).
13. (PHM 7): Apply quality improvement methods to create and sustain PHM and public health program improvements.

Original PHLO and PHM competencies:

PHLO

1. Develop effective leadership approaches to communicate a vision, motivate stakeholders, build consensus, and lead organizational change efforts.
2. Communicate clearly and persuasively one's own position to various audiences, in part by understanding their needs and interests and identifying points of consensus and conflict.
3. Work cooperatively with others, create, participate on, and lead teams, including inter-professional. MPH 10
4. Adhere to ethical public health principles and exhibit ethical behaviors; fulfill one's commitments. MPH 9
5. Assess opportunities to improve public health services and organizations through application of organizational theories and organization development principles.

6. Apply methods and techniques for organizational, employee, and professional staff development that ensure a diverse and high performing work force.
7. Use systems-thinking and analytic methods to assess operations performance and improve organizational processes.
8. Perform environmental, market, and community needs analyses, develop strategic alternatives, formulate strategic goals, and develop programs, business plans, and implementation strategies to support goal achievement.
9. Use financial and economic information for decision making. PHM 5, 12
10. Analyze data and interpret quantitative information for organization decision making. PHLO 7
11. Design, plan, implement, and assess projects and develop appropriate timelines related to performance, structure and outcomes.
12. Identify and use data within organizations to drive change and improve performance. PHLO 10
13. Use multiple methods and sources to seek comprehensive information and apply evidence-based decision-making techniques to health-related questions.

PHM

1. Apply core theories of public health to inform the development of population health management (PHM) programs and interventions.
2. Assess the influence of social determinants on population health.
3. Examine methods of community engagement to manage population health.
4. Evaluate theories of organizational behavior, strategy and change to improve the design and implementation of PHM programs. PHLO
5. Design PHM programs and interventions, based on appropriate methods of risk stratification and on relevant financial models.
6. Plan PHM programs and interventions that address behavioral health problems in the population. MPH 4
7. Apply quality improvement methods to create and sustain PHM program improvements.
8. Assess the use of information technology for PHM program design and operation. PHLO 13
9. Evaluate the evidence base underlying PHM programs through use of critical appraisal methods. PHLO 13
10. Discuss the application of case mix adjustment methods to assess PHM program outcomes. PHM 11
11. Compare design strategies to assess the impact of PHM programs and interventions.
12. Assess the economic impact of PHM programs and interventions using economic analyses (return on investment [ROI], cost-effectiveness analysis [CEA], cost-benefit analysis [CBA]).



2017-2018 Curriculum Guide for Master of Public Health degree program PROGRAM FOR EXPERIENCED PROFESSIONALS

The Master of Public Health Program for Experienced Professionals (PEP) is designed to provide professionals with critical knowledge to advance their career in population health management and leadership. The program consisting of core public health courses, specialization courses, selective courses, a practicum experience and a culminating project structured to address the intersection between individuals, environments and systems through the integration of clinical care and public health.

Students are assigned a faculty advisor who will provide guidance throughout the program. This document serves as a resource to be used by the student and the advisor in planning, but is not inclusive of all important degree, college, and university requirements. All students are expected to be familiar with the College of Public Health (CPH) *Graduate Student Handbook* (available at <http://cph.osu.edu/students/graduate/handbooks> and with the *Graduate School Handbook* (available at <http://www.gradsch.ohio-state.edu/>).

PROGRAM OF STUDY

The required courses will focus on education and training in strategic and operations management, with selective courses in organizational leadership and behavior, project management, health care economic evaluation, health analytics, and critical appraisal of population health interventions.

1. Public Health Core Courses (15 credits)
2. Required courses (16 credits)
3. Practicum (2 credits)
4. Culminating Project Seminar and Culminating Project (3 credits)

Public Health Core Courses (15 credits)

Every student in the program must take the following courses in areas of knowledge basic to public health:

			Term Offered
Biostatistics PUBHBIO 6210	Design and Analysis of Studies in the Health Sciences	3 credits	AU, SP, SU
Environmental Health Sciences PUBHEHS 6310	Principles of Environmental Health Science	3 credits	AU, SP
Epidemiology PUBHEPI 6410	Principles of Epidemiology	3 credits	AU, SP
Social and Behavioral Sciences PUBHHBP 6510	Preventing Disease and Promoting Health through Behavioral Science	3 credits	AU, SP
Health Services Administration PUBHHMP 6609	Health Care Organization for Experienced Professionals	3 credits	SU

Required courses (16 credits)

PUBHLTH 7040	Public Health Organization	3 credits	SU
PUBHHBP 7532	Program Evaluation in Public Health	3 credits	AU
PUBHHMP 7624	Health Economics for Experienced Professionals	3 credits	SP
PUBHHMP 7632	Strategic Change for Public Health and Population Health Management	3 credits	SU
PUBHHMP 7683	Operations Management and System Design	3 credits	AU
PUBHLTH 7350.02	Topics in Applied Public Health Practice: Leadership	1 credit	SU

****Questions regarding the student's program of study should be directed to the advisor****

Selectives (Select 3 of the following 6 courses (9 credits):

PUBHHMP 6615	Public Health Leadership and Organizational Behavior	3 credits	SP
PUBHHLTH 6035	Community Engagement and Collaborative Community Problem-Solving	3 credits	SU
PUBHHMP 6630	Project Management for Health Care and Public Health	3 credits	SP
PUBHHMP 7603	Economic Evaluation of population health programs	3 credits	SP
PUBHHMP 6625	Leveraging Healthcare Data for Practice and Policy Change	3 credits	SP
PUBHHMP 6620	Critical Appraisal of Population Health Evidence	3 credits	SU

Practicum

PUBHHLTH 7189	Practicum in Public Health	2 credits
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Culminating Project

PUBHHLTH 7998	Culminating Project Preparation and Culminating Project in Public Health	3 credits
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Sample Curriculum Plan for the MPH Program for Experienced Professionals

(THIS IS ONE OPTION, STUDENTS ARE ADVISED TO CONSULT WITH THEIR ADVISOR FOR OTHER OPTIONS)

Year 1 Summer	PUBHHLTH 7040 PUBHHMP 6609	Public Health Organization Health Care Organizations for Experienced Professionals	3 credits 3 credits
Year 1 Autumn	PUBHHBP 6510 PUBHBIO 6210	Preventing Disease & Promoting Health Behavioral Science Design and Analysis of Studies in the Health Sciences I	3 credits 3 credits
Year 1 Spring	PUBHEPI 6410 PUBHHMP 7624	Principles of Epidemiology Health Economics for Experienced Professionals	3 credits 3 credits
Year 2 Summer	PUBHHLTH 7189 PUBHHMP 7632 PUBHHLTH 7350.02	Practicum in Public Health Strategic Change for Public Health and Pop Hlth Management Topics in Applied Public Health Practice: Leadership	2 credits 3 credits 1 credit
Year 2 Autumn	PUBHHBP 7532 PUBHHMP 7683	Program Evaluation in Public Health Operations Management and Systems Design	3 credits 3 credits

Year 2 Spring		Selective Selective	3 credits 3 credits
Year 2 Summer	PUBHHLTH 7998	Selective Culminating Project Preparation	3 credits 1 credit
Year 3 Autumn	PUBHEHS 6310 PUBHHLTH 7998	Principles of Environmental Health Culminating Project in Public Health	3 credits 2 credits

Grade Policy:

In addition to the general Graduate School requirements of a cumulative grade point average of 3.0 or higher, students must meet specific college policies regarding grades in Core and specialization courses. Students should familiarize themselves with Section 11 of the College of Public Health Graduate Student Handbook.

Office of Academic Programs and Student Services (OAPSS)

OAPSS staff are available to provide assistance with College, Graduate School and University policies and procedures. Students can make an appointment with a staff member in OAPSS by calling (614) 292-8350. 100 Cunz Hall/1841 Neil Ave/cph.osu.edu

*****Questions regarding the student's program of study should be directed to the advisor*****