



# Universities of Distinction Proposal

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BOG Budget and Finance  
Committee Workshop

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## Improving 21<sup>st</sup> Century Health & Wellness

Public Health      Health Care Administration

# Proposal Alignment with Key Goals

Key Goals of Universities of Distinction	Alignment of FAMU's Proposal for Improving 21 <sup>st</sup> Century Health and Wellness
<p>Focuses on a core competency unique to the State University System and one that achieves excellence at the national or state level</p>	<p>Focuses on Health programs (core competency for SUS and FAMU)</p> <p>Targets goals to achieve excellence at state and national levels via rankings and recognitions for program quality, diversity, and affordability</p>
<p>Meet state workforce needs now and into the future, including needs that may further diversify Florida's economy</p>	<p>Addresses critical workforce needs in the healthcare industry</p> <ul style="list-style-type: none"> <li>• Servicing Florida's aging population</li> <li>• Servicing underserved populations</li> <li>• Producing highly-trained workforce</li> </ul>
<p>Fosters an innovation economy that focuses on areas such as health, security and STEM</p>	<p>Contributes to diversification of Florida's Health economy via production of highly-trained graduates equipped to address emerging need to offer healthcare services in both institutional and non-hospital homecare settings</p>

# Proven Record of Success

- Program-Level National Rankings
  - Master of Public Health Recognized by MPH Online as one of the best MPH Programs in Florida for 2019 and 2018
  - Master of Health Administration included in rankings for Best Health Administration Colleges/Programs in Florida: Ranked 9 out of 169
- Established Record of Research and Funding
- Successful innovative broad-based community partnerships and collaborations



# Meeting Workforce Demand in Public Health

- Florida ranks as one of the top 5 states with the highest employment level of health educators and community health workers
- 11% growth expected nationally for public health professionals 2018-2028
- 5 - 15% growth in Florida for public health professionals 2016 – 2026

FAMU MPH and DrPH Graduates' Salaries (State of Florida)			
	2014-15	2015-16	2016-17
MPH	\$37,432	\$43,800	\$39,388
DRPH	\$68,488	\$69,716	\$55,628

## Public Health Educators

STATE	EMPLOYMENT	EMPLOYMENT PER THOUSAND JOBS	HOURLY MEAN WAGE	ANNUAL MEAN WAGE
NEW YORK	6,590	0.70	\$21.32	\$44,340
CALIFORNIA	6,160	0.36	\$23.68	\$49,260
MASSACHUSETTS	3,660	1.03	\$21.39	\$44,500
FLORIDA	2,880	0.33	\$19.20	\$39,930
TEXAS	2,820	0.23	\$20.02	\$41,640

## Community Health Professionals

STATE	EMPLOYMENT	EMPLOYMENT PER THOUSAND JOBS	HOURLY MEAN WAGE	ANNUAL MEAN WAGE
CALIFORNIA	7,830	0.46	\$31.25	\$65,000
NEW YORK	4,640	0.49	\$27.41	\$57,010
FLORIDA	3,559	0.41	\$26.21	\$54,520
GEORGIA	2,650	0.60	\$41.08	\$85,440
TEXAS	2,470	0.20	\$26.24	\$54,580

# Meeting Workforce Demand in Health Management and Services

- One of the fastest growing sectors
- 18% growth expected nationally between 2018-2028
- 26% growth expected in Florida between 2016-2026
- African-Americans made up 12% of Medical and Health Services Managers in 2018

**75-80% FAMU Graduates Remain in Florida**

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<b>Hospital/Health System</b>	25%
<b>Veteran's Administration</b>	11%
<b>Health Insurance</b>	18%
<b>Public Health</b>	18%
<b>University or Research Institution</b>	25%
<b>Non-Profit</b>	4%

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# Measures of Success

Increased number of graduates trained in Public Health to meet the demand of high-quality public health professionals

Increased number of graduates trained in Health Management and Services

Increased partnerships and collaborations tailored towards disease awareness, prevention and intervention

Increased job placements for individuals employed in the State of Florida in the Public Health Sector

Increased job placements for individuals employed in the State of Florida within Health Management and Services

Upward mobility in state/national rankings for MPH, DrPH and MHA

Established Executive Residency Program for Non-profit organizations within the MHA

Increased job placement outcomes in non-profit agencies

## **\$6M to Improve 21<sup>st</sup> Century Health and Wellness**

**Faculty and Staff Hires**

**Talented Pipeline Scholars**

**Research Associates and Graduate Fellowships**

**Community Engagement and Partnerships**

**Technology Enhancements**

# FAMU

FLORIDA  
AGRICULTURAL AND  
MECHANICAL  
UNIVERSITY



## Improving 21<sup>st</sup> Century Health & Wellness

Public Health

Health Care Administration

**State University System  
Education and General  
2020-2021 Legislative Budget Request  
Form I**

University(s):	<b>Florida A&amp;M University</b>
Issue Title:	<b>Improving 21<sup>st</sup> Century Health and Wellness</b>
Date Issue Approved by University Board of Trustees:	
Recurring Funds Requested:	<b>\$6M</b>
Non-Recurring Funds Requested:	
Total Funds Requested:	<b>\$6M</b>
Please check the issue type below:	
Shared Services/System-Wide Issue for Fiscal Year 2020-2021	<input type="checkbox"/>
Unique Issue for Fiscal Year 2020-2021	<input checked="" type="checkbox"/>

- I. Description – 1. Describe the service or program to be provided and how this issue aligns with the goals and objectives of the strategic priorities and the 2019 University Accountability Plan established by your institution (include whether this is a new or expanded service/program). If expanded, what has been accomplished with the current service/program? 2. Describe any projected impact on academic programs, student enrollments, and student services.

**SUMMARY**

Florida A&M University is requesting **\$6M** in recurring funding via the Universities of Distinction program to support strategic investments in the areas of Public Health and Health Administration. The graduate programs are areas of strength for the University and are poised to achieve sustained excellence at the state and national levels with an infusion of Universities of Distinction funding. As outlined below, these investments will facilitate FAMU’s focus on **Improving 21<sup>st</sup> Century Health and Wellness** and lead to increased: 1) program rankings; 2) production of high-quality graduates to meet Florida’s critical workforce needs; 3) research productivity and scholarly output; and 4) community collaborations and partnerships to build healthy sustainable communities through disease awareness, prevention, and intervention. These program enhancements in turn will provide a significant return on investment, by enhancing Florida’s capacity to provide high quality healthcare and services to its diverse and aging citizenry.



## Section I:

### FAMU's Universities of Distinction Project Framework and Rationale

The modern healthcare system has become one in which interdisciplinary teams represent complex entities who are increasingly asked to innovate, lead change, maximize work quality and efficiency to address challenges to public health, the healthcare service arena, and the health profession. To help address these challenges, Florida A&M University (FAMU) has identified a unique area of strength where it will focus on **Improving 21<sup>st</sup> Century Health and Wellness** by leveraging its high-level graduate programs in Public Health and Health Administration as a University of Distinction. Three specific academic programs have been identified that will work synergistically towards Improving 21<sup>st</sup> Century Health and Wellness in the State of Florida.

1. Doctor of Public Health (DrPH)
2. Master of Public Health (MPH)
3. Master of Health Administration (MHA)

FAMU's approach to Improving 21<sup>st</sup> Century Health and Wellness is guided by the goals and priorities outlined in FAMU's 2019 Accountability Plan and 2017-2022 Strategic Plan (*FAMU Rising*), which are aligned with the State University System's Strategic Plan. Outcomes from this initiative will result in the production of a more highly qualified workforce to meet the demands of today's public sector and healthcare industry. Specific to the State of Florida, foci of the initiative will be geared towards:

- Enhancing methods of disease prevention, health promotion, awareness, intervention, and community-participatory research (Public Health);
- Increasing efficiency and effectiveness in the management of health services (Health Administration); and
- Developing enhanced inter-professional collaboration and training initiatives with integrated practical and simulated experiences designed to improve overall health outcomes in the 21st century (Integration of Public Health and Health Administration)

Inter-professional collaborations allow public health professionals and healthcare managers to engage in protecting and improving the health of people and the communities in which they live; promoting healthy lifestyles, researching disease and injury prevention; and detecting, preventing and responding to critical health issues. Essential components to inter-professional collaboration include educational training that incorporates practical experiences for faculty and students, either through authentic on-site encounters in a face-to-face environment or through multi-disciplinary simulations that enhance skill proficiency and promote teamwork in the delivery of health care. Through this initiative, FAMU will increase opportunities for students to be actively immersed and engaged as developing professionals groomed in a multifunctional and interdisciplinary environment that exemplifies the scholarship of teaching and learning, allowing faculty and students from both public health and health administration to engage in learning and evaluation simultaneously.

*Table 1 – Alignment of Proposal with Key Goals of Universities of Distinction*

Key Goals of Universities of Distinction	Alignment of FAMU’s Proposal for Improving 21 <sup>st</sup> Century Health and Wellness
Focuses on a core competency unique to the State University System and one that achieves excellence at the national or state level	<ul style="list-style-type: none"> <li>• Focuses on Health programs (core competency for SUS and FAMU)</li> <li>• Targets goals to achieve excellence at state and national levels via rankings and recognitions for program quality, diversity, and affordability</li> </ul>
Meet state workforce needs now and into the future, including needs that may further diversify Florida’s economy	<ul style="list-style-type: none"> <li>• Addresses critical workforce needs in the healthcare industry               <ul style="list-style-type: none"> <li>○ Servicing Florida’s aging population</li> <li>○ Servicing underserved populations</li> <li>○ Producing highly trained workforce</li> </ul> </li> </ul>
Fosters an innovation economy that focuses on areas such as health, security and STEM	<ul style="list-style-type: none"> <li>• Contributes to diversification of Florida’s Health economy via production of highly trained graduates equipped to address emerging need to offer healthcare services in both institutional and non-hospital homecare settings.</li> </ul>

**Section II:  
Overview of FAMU’s Public Health Programs**

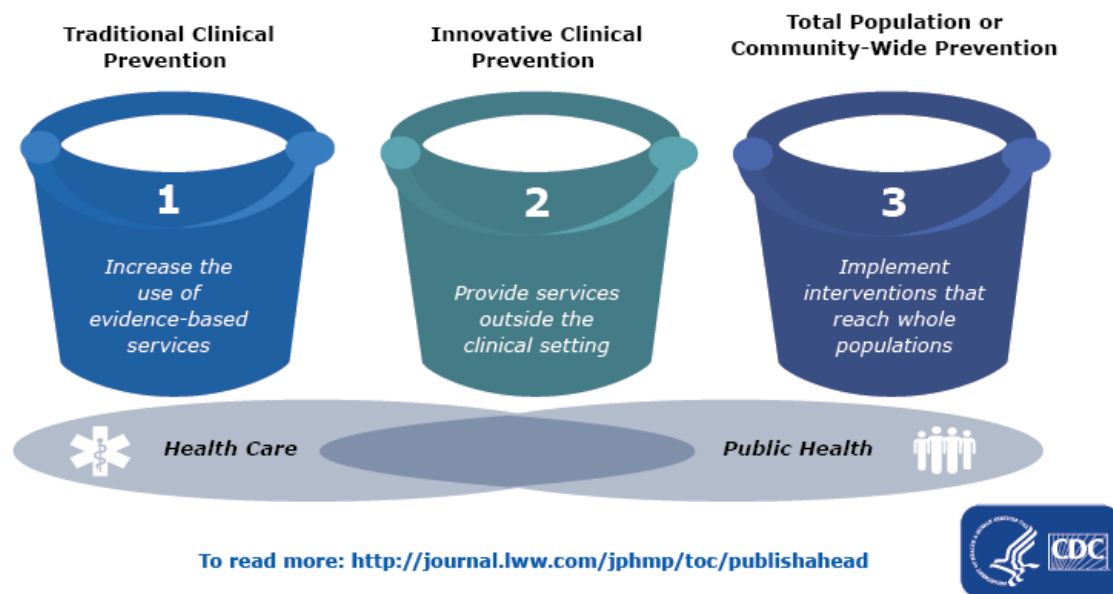
The field of Public Health focuses on improving and protecting community health and well-being, with an emphasis on prevention among large groups of people. Significant progress has been made in the past century in improving health and longevity through public health interventions and advances towards high-quality healthcare. However, fundamental challenges still exist as key factors that significantly influence overall health and well-being for many members of society; particularly outcomes related to racial and ethnic disparities. (Public Health 3.0: A Call to Action for Public Health to Meet the Challenges of the 21<sup>st</sup> Century, 2019)

Fortunately, many programs, such as FAMU’s DrPH and MPH are working to influence these determinants both by producing more graduates (especially minorities) trained to effect change and bring added value in disciplines that address workforce shortages. FAMU’s public health professionals are uniquely qualified to conduct research and build collaborative partnerships with local communities that focus on effective methods for increasing awareness and implementation of primary prevention and disease intervention measures.

Leveraging the competencies of FAMU’s Public Health programs increases opportunities to more directly impact healthcare by integrating the three distinct areas of prevention as provided in the Center for Disease Control and Preventions’ framework Public Health 3.0. The CDC developed this framework in response to a transforming system of healthcare that typically focused on episodic, non-integrated care towards one that integrates healthcare and public health to effect substantial change in lasting health for individuals, communities, and populations. The integration is conceptualized using three “buckets” of prevention – traditional clinical prevention interventions, interventions, and extend care outside the care setting, and total population or community-wide interventions. (Healthy People 2020, U.S. Department of Health and Human Services)

FAMU’s public health programs work in concert with this model as graduates are trained to develop non-clinical, community approaches using evidence-based research to help build sustainable, healthy communities outside of the clinical setting and that affect total populations.

Figure 1 – Center for Disease Control Public Health Framework



Source: <https://nam.edu/public-health-3-0-call-action-public-health-meet-challenges-21st-century/>

### A. Public Health (DrPh, MPH) Program Profile

The FAMU Institute of Public Health (IPH) was founded in 1995 and is housed within the College of Pharmacy and Pharmaceutical Sciences & Institute of Public Health. IPH was established to address disproportionately affected populations, experiencing adverse health outcomes such as heart disease, stroke, cancer, diabetes, infant mortality, HIV/AIDS and environmentally related conditions. Its mission is to develop and produce culturally competent public health practitioners and leaders through graduate training, research and service. Focus areas of the

program are: (1) Disease Intervention, Prevention and Awareness; and (2) Community-Based Participatory Research (CBPR).

The FAMU Public Health programs, through the expertise of its faculty, have collectively over 236 years of experience in teaching, research, and service and are continuously contributing substantially to the state of health in Florida through local and state-wide community partnerships. The program is the first DrPH degree program to be offered by a Florida institution of higher learning. Since its founding, the program has grown and distinguished itself as one of FAMU's signature and most impactful health programs. Since the graduation of the first DrPh student in 2008, 39 students have been conferred with the DrPh. The MPH program has graduated 364 students since 2004. Since its inception, the FAMU IPH has garnered over \$15 million in total extramural funds (includes committed funds for outlying years) through the success of the faculty in obtaining federal and state contracts and grants.

### **B. Strengths of FAMU's Master of Science in Public Health (MPH) and Doctor of Public Health (DrPH) Programs**

FAMU's academic programs in the Institute of Public Health (IPH) are highly productive and successful and are major strengths for the University. As noted below, these programs play a critical role in helping the University fulfill its mission, which includes a dedication to the "empowerment of citizens and communities."

- IPH supports FAMU's long-standing focus and commitment to conducting research and producing graduates to address health disparities and issues that disproportionately impact minority populations.
- IPH aligns with the Strategic Priorities of the State University System to increase the production of highly qualified graduates in STEM and health disciplines to meet Florida's workforce needs. More than 90% of IPH graduates are African American, which demonstrates the ability of the programs to address diversity needs in the workforce and produce graduates who are committed to providing health services to underserved populations.

### **C. Program-Specific Rankings**

FAMU's master's level program in Public Health is currently ranked within Florida and nationally, and program faculty are striving to reach a designation of excellence in this program by increasing its existing rankings.

- Master of Public Health recognized by MPH Online as one of the best MPH Programs in Florida for 2019 (Source: <https://www.mphonline.org/best-mph-programs-florida/>)
- MPH ranked in the top 30 nationally for most affordable online MPH programs in 2018 (Source: <https://www.bestvalueschools.com/cheap/online/mph-degree-programs/>)

- IPH ranked 113<sup>th</sup> nationally (tie with FSU) in the 2019 U.S. News Rankings of “Best Public Health Schools.” This ranking placed IPH above two other SUS institutions (UNF and UWF), and below three others (USF, UF, and FIU).

Universities of Distinction funding will assist in elevating FAMU’s Public Health programs to excellence at the state and national levels, as reflected below:

- Become a top 75 program nationally
- Become a top 3 program in Florida
- Become a top 20 program nationally for affordability

Universities of Distinction funding will also enhance FAMU’s ability to increase community partnerships that target disease prevention and awareness.

Specifically, the programs in Public Health are seeking to contribute to the overall health and wellness in the State of Florida through:

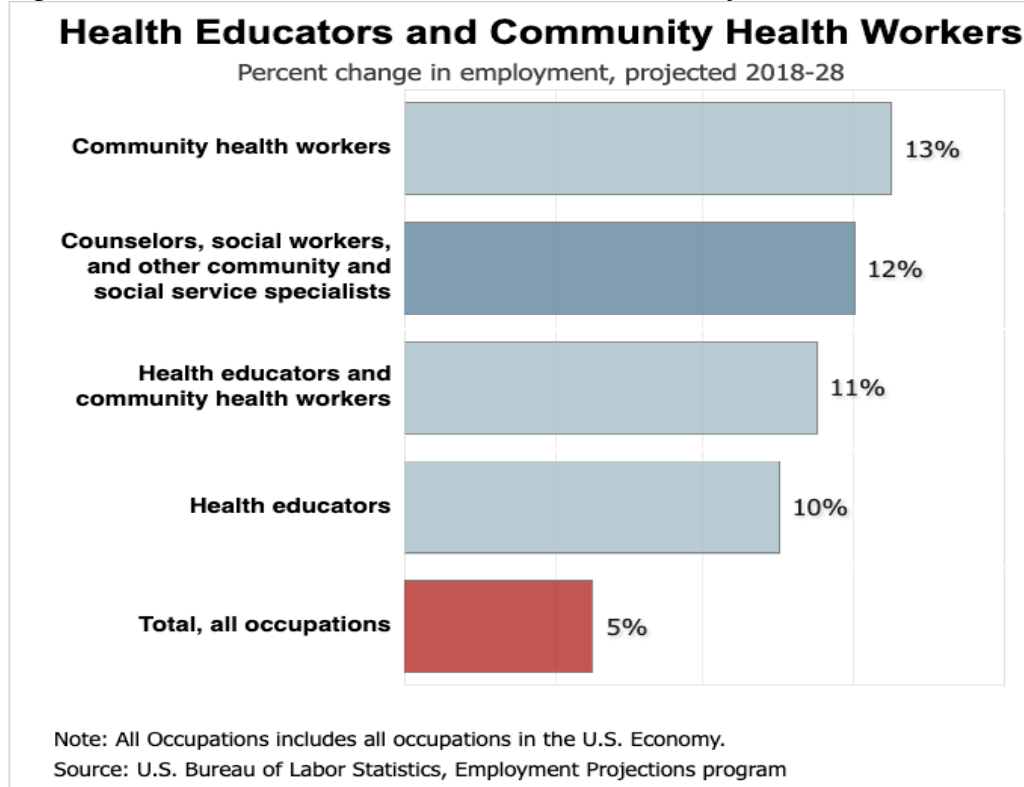
- Expanding current initiatives of conducting community-wide assessments in Leon and Gadsden counties to determine gaps in community public health needs (Year One);
- Increased collaborations with agencies to address the problem of childhood obesity (Year One);
- Expanding partnerships with counties in Florida to address environmental health concerns (Year One); and
- Increased collaborations to provide disaster management and emergency preparedness outreach (Improvement Over Time).

#### **D. Workforce Demand for Public Health Professionals**

Job outlook for public health professionals overall is growing nationally and in the State of Florida, particularly as governments and health agencies try to reduce cost and favor practices that focus more on preventive care and teaching communities how to sustain good health. Bureau of Labor Statistics (2018) data reports that employment for health educators and community workers is projected to grow by 11% between 2018 and 2028, much faster than the average for all occupations.



Figure 2 - BLS Data - Health Educators and Community Workers



The job outlook for Public Health professionals in the State of Florida is also impressive. Information from O\*NET shows data for some of the top occupations in public health with a bright outlook. A review of the top five occupations, which are listed below, reveals that the projected growth for the State of Florida ranges from an average of 5% to 15% from 2016-2026.

1. Occupational Health and Safety Specialists
2. Health Educators
3. Medical and Health Services Managers
4. Community Health Workers
5. Health Specialties, Teachers, Postsecondary

Source: <https://www.onetonline.org/find/quick?s=public+health>

BLS data (2018) also shows Florida ranked as one of the top five states with the highest employment level of health educators and community health workers.

Table 2 – Employment of Health Educators, by state, May 2018 (BLS)

STATE	EMPLOYMENT	EMPLOYMENT PER THOUSAND JOBS	HOURLY MEAN WAGE	ANNUAL MEAN WAGE
CALIFORNIA	7,830	0.46	\$31.25	\$65,000
NEW YORK	4,640	0.49	\$27.41	\$57,010
FLORIDA	3,559	0.41	\$26.21	\$54,520
GEORGIA	2,650	0.60	\$41.08	\$85,440
TEXAS	2,470	0.20	\$26.24	\$54,580

Source: <https://www.bls.gov/oes/current/oes211091.htm#st>

Table 3 - Employment of community health workers, by state, May 2018 (BLS)

STATE	EMPLOYMENT	EMPLOYMENT PER THOUSAND JOBS	HOURLY MEAN WAGE	ANNUAL MEAN WAGE
NEW YORK	6,590	0.70	\$21.32	\$44,340
CALIFORNIA	6,160	0.36	\$23.68	\$49,260
MASSACHUSETTS	3,660	1.03	\$21.39	\$44,500
FLORIDA	2,880	0.33	\$19.20	\$39,930
TEXAS	2,820	0.23	\$20.02	\$41,640

Source: <https://www.bls.gov/oes/current/oes211094.htm#st>

Because of the versatility in the public health sector, MPH and DrPH graduates can work in a variety of fields within public health with median salary ranges from \$33,000 - \$162,000 annually.

Table 4 – Median Salaries of Public Health Occupations (BLS)

OCCUPATION	MEDIAN SALARY	% GROWTH BY 2022
EPIDEMIOLOGIST	\$74,120	10.2%
COMMUNITY HEALTH WORKERS	\$38,180	25.1%
ENVIRONMENTAL SCIENTISTS AND SPECIALISTS	\$72,050	14.6%
HEALTH EDUCATORS	\$55,260	19%
HEALTHCARE SOCIAL WORKERS	\$53,590	26.8%

Source: <https://www.publichealthdegrees.org/highest-paid-public-health-jobs>

FAMU’s graduate programs in Public Health train graduates for each of the above occupations. Specifically, the MPH and DrPH have areas of specialties as listed below.

- Behavioral Science (MPH, DrPH)
- Health Education (MPH, DrPH)
- Epidemiology and Biostatistics (MPH, DrPH)
- Environmental Occupational Health (MPH)
- Health Policy Management (MPH)

Salaries for FAMU graduates of Public Health fall near or within the range of occupational salaries shown above and the mean range (\$39,930 - \$54,520) for community and health workers in the State of Florida for 2018. Graduates with doctoral degrees are employed at higher rates. Data from the Florida Education and Training Placement Information Program (FETPIP) reports salaries on FAMU graduates employed in the State shows the following.

*Table 5 - FAMU MPH and DrPH Graduates' Salaries (State of Florida)*

	2014-15	2015-16	2016-17
<b>MPH</b>	\$37,432	\$43,800	\$39,388
<b>DRPH</b>	\$68,488	\$69,716	\$55,628

Source: FETPIP, 2014-2017, <http://www.fl DOE.org/accountability/fl-edu-training-placement-info-program/state-university-reports.stml>

### **Section III:**

#### **Overview of FAMU’s Health Administration (MHA) Program**

##### **A. Master’s in Health Administration (MHA) Program Profile**

The Master of Science in Health Administration (MHA) degree program was established at FAMU in 2000 with the first class in 2001. The program is designed to provide the necessary skills for those seeking leadership management careers in a variety of public, private nonprofit, and for-profit health care organizations, including, but not limited to, hospitals, long-term care organizations, integrated delivery systems, insurance firms, medical group practice, ambulatory care organizations, mental health agencies, public health, managed care, and health care consulting. The program seeks to improve the quality of health services by providing a competency-based, comprehensive graduate education in health administration through excellence in teaching, research, and service to the community.

FAMU MHA faculty have over 95 years of collective experience in teaching,

research, and service, which adds depth and breadth to the quality of training for our graduates. The program has graduated 148 students since inception.

**B. Strengths of FAMU’s Master’s in Health Administration (MHA) Programs**

Changes in a diverse nation and growing economy are having a direct impact on the healthcare industry. With these changes come a number of challenges. As more individuals become qualified to lead in the healthcare field, a greater impact can be made to address the challenges of the 21<sup>st</sup> century. By the year 2030, the number of people over 60 years of age will increase by 56 percent. To accommodate this drastic change, organizations will need to continuously update their practices and have qualified health care leaders to manage operations and services. FAMU’s Master’s in Health Administration contributes to meeting this growing demand by producing qualified graduates each year trained in health management and services. The MHA program also helps to diversify Florida’s economy for health management and services occupation. Data from the U.S. Department of Health and Human Services (2018) shows that only 12% of managers in medical and health services in 2018 were Black/ African American.

*Table 6 - Medical and Health Services Managers by Race, 2018 (BLS)*

White	Black or African American	Asian	Hispanic or Latino
80.9%	11.5%	5.0%	9.0%

Source: <https://www.bls.gov/cps/cpsaat11.htm>

Through this initiative, FAMU will also help to address a specific need as it relates to the management of nonprofit long-term care facilities, which will be in dire need as the U.S. and Florida work to resolve healthcare challenges stemming from the baby boomers’ era. As part of its current offerings, the MHA program will enhance opportunities for enrolled students by providing unique experiences tailored to nonprofit healthcare facilities through the establishment of an Executive Residency Program for Nonprofit Organizations. A review of peer institutions with MHA programs reveals that none currently offer an Executive Residency Program specific to nonprofits.

Further evidence towards FAMU’s distinct capacity for the design and delivery of relevant disease awareness, prevention and communication strategies are shown through the faculty’s established record of excellence as it relates to research and collaboration. Such accomplishments include:

- Partnership with ACHE (American College of Healthcare Executives): The Division is a member of the ACHE Higher Education Network (HEN), which provides several benefits to the students. The HEN is designed to assist health care management programs in mentoring the next generations of healthcare managers through an expanded support for

student organizations. Through this partnership, FAMU faculty will continue to work with ACHE to plan and host local continuing education programs.

- Partnership with NAHSE (National Association of Health Services Executives): The Division has partnered with the NAHSE South Florida Chapter to create experiences for healthcare management students to gain an understanding of, and to interact with a variety of health care professionals, and to increase NAHSE visibility in Tallahassee by forming a leadership team, increasing memberships and hosting annual educational programs.
- The Director of the MHA program, Dr. Juliet Weaver, is the co-editor for a special issue of the Journal of Health Administration Education focused on post-acute care.
- One of the largest healthcare systems in the U.S., Hospital Corporation of America (HCA), recruits FAMU MHA graduates for its Executive Residency Program. This program fast tracks students for executive positions in one of their many locations throughout the state of Florida. FAMU MHA graduates are highly sought after for the quality of their education and contribution to diversifying the health management and services industry.

### **C. Program-Specific Rankings**

FAMU's master's program in Health Administration is currently ranked amongst the top 10 programs in the State of Florida.

- Best Health Administration Colleges in Florida, 2019: Ranked 9 out of 169 (Source: <https://www.universities.com/find/florida/best/healthcare/health-administration>)

### **D. Workforce Demand for Health Administration and Services Professionals**

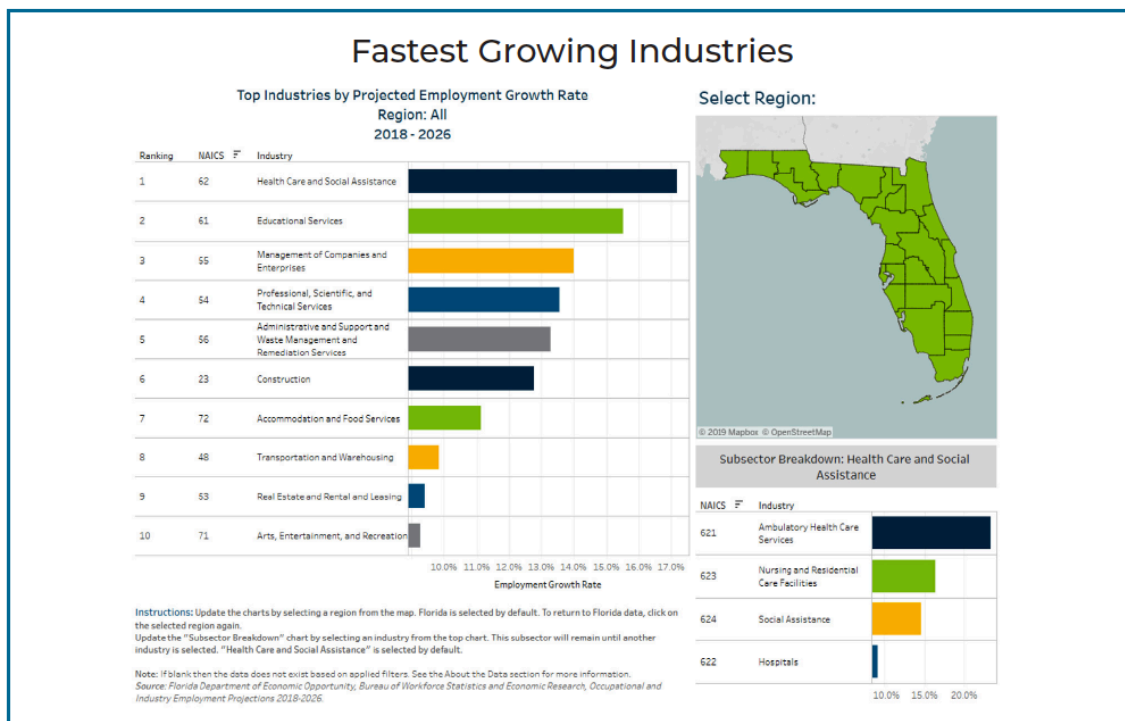
According to the Bureau of Labor Statistics (BLS), health administration is one of the fastest-growing sectors, with a projected growth rate of 18%, much faster than average, between 2018 and 2028. This growth is heavily impacted by the large baby-boomer population and people who remain active later in life. Prospective administrators usually have experience in an administrative or clinical role in a hospital or other healthcare facility, which is also the case for MHA students at FAMU. A master's degree in healthcare administration (MHA), along with related experience puts one at the top of the career ladder in healthcare facility leadership in positions such as hospital administrators, HMO managers, chief medical officers in prestigious surgical practices. These positions command top dollar and demand the highest credentials. BLS reports that the median annual salary for health services managers was \$99,730 in May 2018.



Other important roles in public health services include reputable agencies, such as the CDC (Centers for Disease Control), of which FAMU students have completed internships.

Florida Department of Economic Opportunity, Bureau of Workforce Statistic and Economic Research (Occupational and Industry Employment Projections 2018-2026) also shows that Healthcare and Social Assistance is ranked number one as the fastest growing industry in this region, which includes occupations in hospitals, nursing and residential care facilities, and social assistance, where graduates of public health and health administration would seek employment.

Figure 3 – Fastest Growing Industries in Florida



Source: Florida Department of Economic Opportunity, Bureau of Workforce Statistics and Economic Research, Occupational and Industry Employment Projections, 2018-2026.

Specifically, the demand for hospitals will grow by 9% (n= 29,362), 16.5% for nursing and residential care facilities (n=32,335), and 14.6% (n=19,976) for social assistance between 2018-2026. Source: <http://www.floridajobs.org/workforce-statistics/data-center/statistical-programs/employment-projections>

O\*NET reports projected growth with a bright outlook noting a 26% change between 2016 and 2026.

Table 7 - Projected Employment for Medical and Health Services Managers in Florida

STATE	EMPLOYMENT		PERCENT CHANGE	PROJECTED ANNUAL JOB OPENINGS*
	2016	2026		
FLORIDA	12,910	16,220	+26%	1,440

Data from FAMU graduates indicates that between 75-80% remain in Florida after graduation and are employed in positions directly related to their discipline in occupations as noted below.

Table 8 - Employment Sectors of FAMU MHA Graduates

EMPLOYMENT SECTOR	%FAMU GRADUATES
HOSPITAL/HEALTH SYSTEM	25%
VETERAN'S ADMINISTRATION	11%
HEALTH INSURANCE	18%
PUBLIC HEALTH	18%
UNIVERSITY OR RESEARCH INSTITUTION	25%
NON-PROFIT	4%

Source: FAMU Alumni Surveys

#### **Section IV: Economic Impact and Innovation**

Florida continues to have an increasingly aging population, which correlates directly with the prevalence of chronic diseases. Effective methods for increasing awareness and implementation of primary prevention and disease intervention (secondary prevention) options are crucial in reducing and/or mitigating these adverse health outcomes. Data from the Florida Department of Health (2018) suggests that demand for more graduates trained in Public Health will help to address concerns related to challenges of a modern-day healthcare system.

- Succession planning - FLDOH reports that 49% of Florida's workforce is over the age of 50. Developing a succession plan that ensures continuity of operations during transition is essential.
- Training for the existing public health workforce, particularly in areas that relate to community health assessment or community health improvement plans.
- Assessment of how policies, programs, and services address social determinants of health.
- Advocating for population health services and programs.

Source: Florida Health Community Health Assessment Resource Tool Set, Florida Health Charts, 2018.

Graduates from FAMU's programs in Public Health and Health Administration contribute greatly to improving the quality of life and healthy communities in the State of Florida. Many of the traditional occupations for MHA graduates typically are in hospital-related settings. However, the growing demand for graduates trained in diverse care delivery settings, such as nursing home administrators, hospice administrators, home-healthcare administrators, etc., can be distinctively served by FAMU's MHA program, which has the capability to produce more graduates through this initiative on Improving 21<sup>st</sup> Century Health and Wellness.

Opportunities for innovation and greater impact abound as graduates are also prepared to not only become managers, but also to lead and impact change as entrepreneurs and owners of their own agencies or in consulting roles for healthcare organizations. FAMU's programs provide a solid foundation in business management. As a result, graduates are prepared to develop, implement, and improve upon programs that will impact the economic climate within a community or particular population. FAMU's programs have already shown impact through both partnerships and developing new programs within the Leon County area and statewide. A few are noted here.

- Development and implementation of a focused, county-wide community health need assessment (utilizing asset mapping – Gadsden County), resulting in a blueprint and community health strategic plan for addressing these concerns.
- Galvanization of over 70 organizations/agencies, within Leon County, to address the problem of childhood obesity (Tallahassee Childhood Obesity and Prevention Education (COPE) (funded by the Florida Blue Foundation)- resulting in a myriad of initiatives promoting the consumption of healthy foods, access to healthy foods, increased physical activity, decreased screen time, increased sleep hours (9) and no tobacco use.
- Progress has been made in addressing environmental health concerns from community exposure to lead contaminated ash from a former incinerator in Jacksonville and the development of a worker exposure survey for former workers potentially exposed to heavy metals from a former wood treatment facility.

Partnerships have been developed with state-wide universities (e.g., University of Florida, Florida State University) and institutions on research and/or training (e.g. UF Agricultural Center, UF College of Pharmacy, DOH Office of Minority Health, Moffett Cancer Center, Florida Alliance Scholars Program (FSU)). The Program continues to also partner with Harvard University regarding research and pipeline programs.

## Section V:

### Measures of Success

*Table 9 – Metrics Used to Determine Success*

<b>Goal</b>	<b>Assessment Outcome</b>	<b>Timeline</b>
Increased number of graduates trained in Public Health to meet the demand of high-quality public health professionals	# Graduates annually	Year One
Increased number of graduates trained in Health Management and Services	# Graduates annually	Year One
Increased partnerships and collaborations tailored towards disease awareness, prevention and intervention	#MOUs developed and trainings in community-based sectors	Year One
Increased job placements for individuals employed in the State of Florida in the public health sector	# Graduates employed in the State of Florida	Return on Investment
Increased job placements for individuals employed in the State of Florida within healthcare management and services	# Graduates employed in the State of Florida	Return on Investment
Upward mobility in national rankings for MPH and DrPH	Positive change in rankings by at least two levels Increased evidenced-based research	Excellence and Prominence
Established Executive Residency Program for Non-profit organizations within the MHA	Creation and implementation of Executive Residence Program	Improvement Over Time
Increased job placement outcomes in non-profit agencies	# students completing Executive Residence Program # Graduates employed in nonprofit agencies related to healthcare management and services	Return on Investment

II. *Return on Investment - Describe the outcome(s) anticipated, dashboard indicator(s) to be improved, or return on investment. Be specific. For example, if this issue focuses on improving retention rates, indicate the current retention rate and the expected increase in the retention rate. Similarly, if the issue focuses on expanding access to academic programs or student services, indicate the current and expected outcomes.*

FAMU has a unique distinction in its ability to **Improve 21<sup>st</sup> Century Health and Wellness**. Building on the strengths of FAMU's graduate programs in Health Administration and Public Health adds greater opportunities to not only work towards improving health outcomes, but also to provide high-quality managers to oversee healthcare facilities, including hospitals, emergent and long-term care entities. Utilizing a collaborative approach between the programs, FAMU can significantly impact and Improve 21<sup>st</sup> Century Health and Wellness, while at the same time meeting the workforce demands of a growing healthcare industry in the State of Florida. Specifically, an investment of \$6M in FAMU will help via:

- Increased opportunities to attract high-level students for competitive opportunities;
- Increased number of graduates contributing to the talent pipeline in the State;
- Increased state-wide community-based collaborations and partnerships to address awareness, prevention, and intervention of diseases impacting the public sector, particularly communities impacted by health disparities, a component of FAMU's Public Health programs' mission;
- Increased evidenced-based research resulting from faculty hires and research associates;
- Expanded outreach and participation in Culturally Competency Module to help overcome racial and health disparities, a strength of FAMU's programs in Public Health designed to address HIV/AIDS for all county health departments; and
- Enhanced training and delivery of programs offered through the Region IV Public Health Training Center. The FAMU Public Health program currently serves as the Florida Public Health Training Center.

An investment in FAMU via Universities of Distinction will elevate the targeted academic programs toward state and national excellence as leaders in **Improving 21<sup>st</sup> Century Health and Wellness**, and help to meet Florida's 2030 Blueprint for Success to "Improve Florida's Talent Pipeline for a Better Workforce" and for "Creating Good Jobs by Diversifying Florida's Economy."



## **Section VI:**

### **Budget**

Five DrPH/MPH @ \$105,000; four MHA@ \$90,000 faculty for a total of \$885,000 plus fringe (\$1,239,000). The hired faculty will be at a tenure track level. Faculty will enhance the research capacity and rigor, attract new funding, and train graduate students.

Research Associates for PH (4 A&P) and MHA (4 A&P) @ \$52,000 including fringe (\$420,000). Research associates will assist newly hired faculty by enhancing the depth and rigor of Public Health and Masters' of Health Administration programs.

Three Staff hires @ 50,000 plus fringe (\$220,000). A staff member is needed for the support of the 3 programs: Public Health (MPH, DrPH) and Master of Health Administration.

Graduate Fellowships to fund graduate students in the three programs (\$1,200,000). Fellowship will include competitive stipends, tuition, health insurance, and support for travel to a conference for 45 graduate students (30 PH, 15 MHA) annually.

Talented Pipeline Scholars for attracting and engaging high-achieving students into the public health and health services administration fields (\$1,200,000).

Enhance Community Engagement (\$1,165,000). The requested funds will provide cost for educational programs, seminars, workshops, and media focusing on community health needs.

Technology Enhancements (\$556,000). Funds are needed to purchase computers and technology equipment for all three programs.

**2020-2021 Legislative Budget Request  
Education and General  
Position and Fiscal Summary  
Operating Budget Form II**

University: **Florida A&M University**  
Issue Title: **IMPROVING 21<sup>ST</sup> CENTURY HEALTH AND WELLNESS**

	RECURRING	NON- RECURRING	TOTAL
<b>Positions</b>			
Faculty	9.00	0.00	9.00
Other (A&P/USPS)	11.00	0.00	11.00
	-----	-----	-----
<b>Total</b>	<b>20.00</b>	<b>0.00</b>	<b>20.00</b>
	=====	=====	=====
<b>Salary Rate</b>			
Faculty	\$885,000	\$0	\$885,000
Other (A&P/USPS)	\$416,240	\$0	\$416,240
	-----	-----	-----
<b>Total</b>	<b>\$1,301,240</b>	<b>\$0</b>	<b>\$1,301,240</b>
	=====	=====	=====
Salaries and Benefits	\$1,879,000	\$0	\$1,879,000
Electronic Data Processing	\$556,000	\$0	\$556,000
Graduate Fellowships and	\$1,200,000	\$0	\$1,200,000
Enhance Community Engagement	\$1,165,000	\$0	\$1,165,000
Talent Pipeline Scholars	\$1,200,000	\$0	\$1,200,000
	-----	-----	-----
<b>Total All Categories</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$6,000,000</b>
	=====	=====	=====



Bond Community  
Health Center, Inc.

September 9, 2019

Dear Florida Board of Governors:

I write on behalf of the Florida A&M University's Masters in Health Administration (MHA) program, in support of their request for funding as a University of Distinction program. We strongly support their quest to establish a university funded Executive Residency Program for Non-Governmental Organizations and a Long-Term Care Management concentration.

Bond Community Health Center (Bond) provides access to quality health care for nearly 10,000 patients annually. This would not be possible without our workforce of over 100 employees. During Bond's 35 years of service, we have come to fully understand the need for well-trained, effective, innovative, and compassionate health care managers. We believe in the mission and vision of the MHA program at Florida A&M University and are confident in their ability to carry it out. The additional funding will enable the faculty to successfully achieve this goal.

These initiatives singly and together will help prepare health care management professionals to meet the needs of the 21st century. It is critical that managers are willing and able to leave their silos to work with the community to structure the delivery of health care in an integrated, inter-professional, collaborative way.

As a member of the provider community in the State of Florida, we firmly believe that students who master the concepts and skills taught during the executive residency or in the long-term care concentration will be better prepared to secure employment upon graduation.

We look forward to partnering with the MHA program at FAMU!

Sincerely,

Temple O. Robinson, MD  
Chief Executive Officer



# CAPITAL REGIONAL MEDICAL CENTER

September 9, 2019

Dear Florida Board of Governors:

I am writing on behalf of the Florida A&M University's Masters in Health Administration (MHA) program, in support of their request for funding as a University of Distinction program. We strongly support their quest to establish a university funded Executive Residency Program for Non-Governmental Organizations and a Long-Term Care Management concentration.

As a fully accredited healthcare facility, Capital Regional Medical Center has been serving the Big Bend Community for more than 40 years. We fully understand the need for well-trained, effective, innovative, and compassionate health care managers. We believe in the mission and vision of the MHA program at Florida A&M University, and are confident in their ability to carry it out. The additional funding will enable the faculty to successfully achieve this goal.

These initiatives will help prepare healthcare management professionals to meet the needs of the 21st century. It is critical that managers are willing and able to leave their silos to work with the community to structure the delivery of healthcare in an integrated, inter-professional, collaborative way.

As a member of the provider community in the State of Florida, I firmly believe that students who master the concepts and skills taught during the executive residency or in the long-term care courses will be better prepared to secure employment upon graduation.

We look forward to partnering with the MHA program at FAMU!

Sincerely,



Alan Keesee, FACHE  
President and CEO

September 9, 2019

Dear Florida Board of Governors:

I write on behalf of the Florida A&M University's Masters in Health Administration (MHA) program, in support of their request for funding as a University of Distinction program. We strongly support their quest to establish a university funded Executive Residency Program for Non-Governmental Organizations and a Long-Term Care Management concentration.

As an organization, the Florida Department of Health focuses on: increasing access to care, improving health outcomes and neighborhood safety, and reducing population based disparities. This cannot be accomplished without the assistance of a diversified health care workforce. The Florida Department of Health fully understand the need for well-trained, effective, innovative, and compassionate health care managers. We believe in the mission and vision of the MHA program at Florida A&M University and are confident in their ability to carry it out. The additional funding will enable the faculty to successfully achieve this goal.

These initiatives singly and together will help prepare health care management professionals to meet the needs of the 21st century. It is critical that managers are willing and able to leave their silos to work with the community to structure the delivery of health care in an integrated, interprofessional, collaborative way.

As a member of the provider community in the State of Florida, we firmly believe that students who master the concepts and skills taught during the executive residency or in the long-term care courses will be better prepared to secure employment upon graduation.

We look forward to partnering with the MHA program at FAMU!

Sincerely,



**Marcus West, MHA, CSP**

Division Director, Community Health and Planning

Florida Department of Health in Leon County

1515 Old Bainbridge Road

Tallahassee, FL 32303

Phone: 850.404.6414

Cell Phone: 850.363.1564

Email: [Marcus.West@flhealth.gov](mailto:Marcus.West@flhealth.gov)

Mission: "To protect, promote & improve the health of all people in Florida through integrated state, county, & community efforts."





September 9, 2019

Department of  
Health Sciences  
Towson University  
8000 York Road  
Towson, MD  
21252-0001

Dear Florida Board of Governors:

I write on behalf of the Florida A&M University's Masters in Health Administration (MHA) program, in support of their request for funding as a University of Distinction program. I strongly support their quest to establish a university funded Executive Residency Program for Non-Governmental Organizations and a Long-Term Care Management concentration.

As a licensed nursing home administrator and academic that teaches in the long-term care field and has a well-known long-term care administration textbook (*Dimensions of Long-Term Care Management: An Introduction* published by Health Administration Press), I fully understand the need for well-trained, effective, innovative, and compassionate health care managers. I believe in the mission and vision of the MHA program at Florida A&M University and am confident in their ability to carry it out. The additional funding will enable the faculty to successfully achieve this goal.

These initiatives singly and together will help prepare health care management professionals to meet the needs of the 21st century. It is critical that managers are willing and able to leave their silos to work with the community to structure the delivery of health care in an integrated, inter-professional, collaborative way.

I firmly believe that students who master the concepts and skills taught during the executive residency or in the long-term care courses will be better prepared to secure employment upon graduation.

I look forward to partnering with the MHA program at FAMU to advance this important initiative. Please feel free to email me at [mmcsweeneyfeld@towson.edu](mailto:mmcsweeneyfeld@towson.edu) or telephone me at 410-704-3909 if you have any questions.

Sincerely,

Mary Helen McSweeney-Feld, Ph.D., LNHA, FACHCA  
Associate Professor, Health Care Management