



Massachusetts League of Community Health Centers  
&  
Suffolk University/Sawyer Business School  
Moakley Center for Public Management

*2016 – 2017*

Certificate Program in  
Community Health and Community  
Health Center Management

*Raise Performance*

*Retain Talent*

*Recruit the Competition*

For more information, contact:  
MLCHC Admissions Committee  
40 Court Street, 10<sup>th</sup> Floor  
Boston, MA 02108

## CERTIFICATE PROGRAM IN COMMUNITY HEALTH AND COMMUNITY HEALTH CENTER MANAGEMENT

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### *Background*

As the nation grapples with a shortage of primary care professionals, Massachusetts health centers are playing a direct role in strengthening the state's health care workforce. Because of their longstanding economic and human service missions, many health centers provide education and job training programs for both their employees and community residents.

However, like other community-based organizations, health centers are in need of savvy managers who can step into leadership roles as their organizations grow and diversify. In response, the Massachusetts League of Community Health Centers (the League) joined together with Suffolk University in 2001 to create a graduate level certificate program tailored to the education needs of health center managers.

In order to develop a program that would both attract and retain students, the League first worked to identify barriers to participation for health center managers. These included lack of financial resources, inadequate release time from work responsibilities and a perception that management programs are not designed to meet the specific needs of health center managers. For example, it is not uncommon for a graduate level course to exceed \$3,500. In addition, many study programs take place after regular working hours or on Saturdays, requiring an additional sacrifice for middle managers who in many cases are raising families. Finally, most training programs address the needs and concerns of managers in large not-for-profit organizations, such as hospitals, making the coursework less relevant to managers in small and mid-sized community-based organizations.

Aiming to address these barriers and provide a useful program of formal training, the League and Suffolk University developed a one-year, integrated learning and working **Certificate in Community Health and Community Health Center Management (“community health management program”)**. This program targets the scarcity of qualified not-for-profit middle managers, provides career growth opportunities and introduces mid-managers to others in similar positions, as well as mentors, who can provide counseling and support.

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### *The Program*

The community health management program consists of five, 5-week Training Blocks making it a 25 week program. As indicated in the following chart, each of the Blocks has two modules except for Block 5. The module topics were selected after garnering input from League staff, health center senior managers, our executive and education committees and Suffolk University/Sawyer Business School/Moakley Center for Public Management Department professors Sandy Matava and Clarence Cooper. The experiences of the last 15 classes of 375 graduates were also taken into consideration.

**The Curriculum and 2016 – 2017 Program Schedule**

The specific content of the modules will be adjusted to the level of experience and knowledge base of the participants; coursework will reflect familiar situations and challenges for community health middle managers.

Block 1	<ul style="list-style-type: none"> <li>◆ Intro to Community Health Service Management I</li> <li>◆ Human Resources I</li> </ul>	5 Fridays Sept 9 - Oct 7 <i>2 weeks off</i>
Block 2	<ul style="list-style-type: none"> <li>◆ Community Health Service Management II</li> <li>◆ Human Resources II</li> </ul>	5 Fridays Oct 28 – Dec 9 No class Nov 11 & 25 <i>4 weeks off</i>
Block 3	<ul style="list-style-type: none"> <li>◆ Management Information Systems</li> <li>◆ Ethical Issues in Health Care</li> </ul>	5 Fridays Jan 13 – Feb 10 Snow day - Feb 17 <i>If no snow day, 1 week off</i>
Block 4	<ul style="list-style-type: none"> <li>◆ Federal Grant Writing and Reporting</li> <li>◆ Marketing Health Services to the Community</li> </ul>	5 Fridays Feb 24 – Mar 24 Snow day – Mar 31 <i>If no snow day, 3 weeks off</i>
Block 5	<ul style="list-style-type: none"> <li>◆ Nonprofit Healthcare Financial Management I &amp; II</li> </ul> <p style="text-align: center;">This block concludes the traditional MLCHC &amp; Suffolk University/Sawyer Business School/Moakley Center for Public Management Certificate Program in Community Health and Community Health Center Management</p>	5 Fridays <i>April 21 – May 26</i> <i>No class May 5</i> <i>League Conference</i>

Each Training Block will take place on **five consecutive Fridays** and participants will be released from their duties in order to attend. All classes are held from 9:00 a.m. – 4:00 p.m. Directors and supervisors of program participants will agree to facilitate the fullest participation of their middle managers. There will be a **1 – 4 week break** between Training Blocks to prevent backlogs in the execution of responsibilities and tasks by participating managers.

**Cost**

Although the actual cost of the program is over \$14,000 per student, the League has been fortunate to attract several sponsors who contribute financially, helping to subsidize the program (program subsidies are reviewed annually.) The tuition rate for MLCHC members is \$3,450 for the year and is usually paid for by the health center. The tuition rate for non-MLCHC members is \$4,700. There is a limit of 24 enrollees in the program. Students may incur up to \$100 in expenses for educational materials (as noted below), and each sponsoring agency is required to pay a non-refundable **\$50 agency application fee submitted with the registration form.**

**Participant Selection**

Applicants for the program must meet the following criteria:

1. Have management responsibilities, or be in line to assume them in the near future.
2. Have a written recommendation to participate by their direct supervisor and the approval by the community health center executive director. In the case of a community health agency, the director/supervisor and the CEO of that agency must make the recommendation.
3. Commit to completing the entire 25-week program and to remain in the employ of current employer for at least one year after graduation. Attendance, class participation and completion of all homework are crucial to obtaining the graduate credits.

**Please be aware of class schedule when planning vacations.**

4. Agree to invest a maximum of \$100 per year in educational materials, if required.
5. Agree to inclusion of program completion as an element of annual performance evaluation.

**Completion**

Participants who complete all ten modules within the five training blocks will receive a **Certificate in Community Health and Community Health Center Management**. This certificate is issued jointly by the Massachusetts League of Community Health Centers and Suffolk University/Sawyer Business School/Moakley Center for Public Management. **To obtain 12 graduate credits toward future graduate study at Suffolk University or elsewhere, students must complete all classwork with a “B” or better and complete all extra credit assignments.**

The League expects that this experience will motivate participants to continue their graduate-level studies. Graduates may apply credits (equivalent to over \$14,000 in tuition) toward one of the following programs at Suffolk University:

<b><u>Degree</u></b>	<b><u>Total credits needed</u></b>
Master of Public Administration	45
Master of Health Administration	45
MPA/Master of Science in Mental Health	60
MPA/Master Science in Criminal Justice	54
Certificate of Advanced Studies in Public Administration	15

**Sponsoring Agency Responsibilities**

Community health centers and agencies that wish to sponsor an employee(s) for enrollment in the program are responsible for a **\$50 Agency Registration Fee (\$50 maximum, regardless of the number of agency applicants)**, **\$3,450 in tuition costs for MLCHC members or \$4,700 tuition costs for non-MLCHC members and agree to give enrolled employees paid time-off in order to attend classes and to adjust their work requirements accordingly.**

In return, all community health management program enrollees will commit themselves to attend all 25-weeks of class and continue employment with their sponsoring agency for at least one year following their graduation.

**Application Process**

The application and recommendation forms should be filled out by the appropriate individuals and submitted with the \$50 application fee to the MLCHC Admissions Committee. If the application is not complete, it will be returned causing a delay in the review process.

**APPLICATION DUE DATE: JULY 22**

**ADMISSIONS DECISION: JULY 29**

**2016 – 2017 Sponsors**

This program is made possible with partial support from each of the following:

*U.S. Department of Health and Human Services, HRSA, BPHC  
Massachusetts Association of Community Health  
Neighborhood Health Plan  
University of Massachusetts Medical School*

**MASSACHUSETTS LEAGUE OF COMMUNITY HEALTH CENTERS &  
SUFFOLK UNIVERSITY/SAWYER BUSINESS SCHOOL/  
MOAKLEY CENTER FOR PUBLIC MANAGEMENT**

*2016 – 2017 Certificate Program in Community Health and Community Health Center Management*

**APPLICATION FORM**

Please attach the completed Supervisor's Recommendation/Agency Commitment Form with your application. Please feel free to use additional paper to answer any of these questions.

**If the application is not complete, it will be returned causing a delay in the review process.**

Name \_\_\_\_\_

Agency affiliation \_\_\_\_\_

Job title \_\_\_\_\_

Work address \_\_\_\_\_

Work phone \_\_\_\_\_ Cell Phone \_\_\_\_\_

Email \_\_\_\_\_ Alternate Email \_\_\_\_\_

Home address \_\_\_\_\_

Give a brief description of current job duties.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Supervisor name \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Years of professional experience \_\_\_\_\_ yrs Years of health center experience \_\_\_\_\_ yrs

How many years were you in supervisory/managerial positions? \_\_\_\_\_ yrs

Describe what you think will be your next job.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Educational Background**

High School \_\_\_\_\_ Year graduated: \_\_\_\_\_

College \_\_\_\_\_ Year graduated: \_\_\_\_\_

Graduated  No If no, number of college credits received \_\_\_\_\_

Are you interested in pursuing a graduate degree in management?  Yes  No, If no, why?

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What are the three main objectives/areas of expertise that you would like to be able to perform/gain from your participation in the community health management program?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**I understand that my enrollment in the community health management program requires my commitment to attend all classes (25 weeks), pay for class materials as required and to participate fully in the curriculum. And, in exchange for my agency's supporting my participation by providing me with paid time-off to attend classes, I agree to continue working for my current employer for one year after graduation from the program.**

**MISSING CLASSES AND INCOMPLETE HOMEWORK ASSIGNMENTS WILL JEOPARDIZE YOUR CHANCES OF RECEIVING GRADUATE CREDITS FOR THE PROGRAM.**

Applicant signature

\_\_\_\_\_ Date \_\_\_\_\_

Supervisor's signature

\_\_\_\_\_ Date \_\_\_\_\_

Executive Director's approval

\_\_\_\_\_ Date \_\_\_\_\_

**MASSACHUSETTS LEAGUE OF COMMUNITY HEALTH CENTERS &  
SUFFOLK UNIVERSITY/SAWYER BUSINESS SCHOOL/  
MOAKLEY CENTER FOR PUBLIC MANAGEMENT**

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**Supervisor's Recommendation / Agency Commitment Form**

**Applicant Name:** \_\_\_\_\_

Supervisor's Recommendation: Please complete the following or attach a signed recommendation letter.  
I have supervised the applicant for \_\_\_\_\_ years, and have known the applicant's work for \_\_\_\_\_ years.

The applicant is in the top  5%  25%  50%  other of all the people I have supervised. In five years, I expect the applicant to be able to assume a position as?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I recommend the applicant for participation in the community health center management program  
 Without reservation,  Highly,  With reservations.

I base my recommendation on the following factors:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Supervisor's Signature:

\_\_\_\_\_

As the applicant's **Sponsoring Agency** representative, I agree to pay a **\$50 Agency Registration Fee** (\$50 maximum, regardless of the number of agency applicants.) I agree to give enrolled employees paid time-off in order to attend classes and to adjust their work requirements accordingly. I understand that all community health management program enrollees will commit themselves to continue employment with their sponsoring agency for at least one year following their graduation.

**Sponsoring Agency CEO/Executive Director** \_\_\_\_\_

**PLEASE RETURN COMPLETED APPLICATION AND \$50.00 APPLICATION FEE TO:**

MLCHC Admissions Committee, Community Health Management Program,  
40 Court Street, 10<sup>th</sup> Floor, Boston, MA 02108

Additional applications may be found on our website,  
<http://www.massleague.org/SuffolkCertificateProgram/>