



UNIVERSITY OF KENTUCKY

**Division of Health
Services Management**

*College of Allied
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December 15, 2003

To: Thomas W. Samuel JD, MBA
Interim Director, School of Public Health

From: Health Services management Faculty

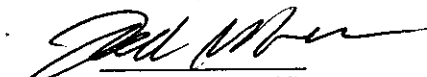
Re: Proposed Relocation of Division of Health Services Management and the Creation of a
College of Public Health

The issue of the transfer of the Division of Health Services Management from the College of Health Sciences to the School of Public Health has been an issue on the table since the initial discussion of the formation of a School of Public Health. In fact, a school of public health, and certainly a College of Public Health, at the University of Kentucky is not really possible without this transfer. Members of the faculty of the Division of Health Services Management with leadership positions in the Kentucky School of Public Health include: Joel Lee, Associate Director for Academic Affairs, Tom Tucker, Acting Chair of Epidemiology, William Pfeifle, Co-Chair of the Accreditation Committee and Tom Samuel, Interim Director for the School of Public Health.


In addition to leadership roles, the faculty lines are essential to the education, research and service mission of the School. The Health Services Management track is a heavily subscribed track by students, thus faculty are necessary to teach a substantial course load. Research supported by Health Services Management research track faculty have been transferred from Center for Health Services Management and Research to academic Health Services Management unit of the School and will be essential to the research agenda of the School. Services to the public health community by the Health Service Management faculty will be substantial, as it already has been for this faculty in the College of Health Sciences.

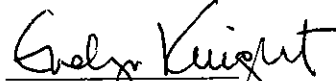
The relocation of the Division of Health Services Management to the School of Public Health reflects the reality that already exists in the leadership and faculty roles of the members of the Division. It is in the best interest of the faculty and the University to not just permit this relocation, but to support, encourage and applaud the move.


The Health Services Management Faculty fully supports the transfer of the Division of Health Services Management from the College of Health Sciences and the establishment of a College of Public Health to permit accreditation of the School and the full development of UK contribution to public health in the University and the Commonwealth



Joel Lee, Dr.P.H.


William Pfeiffer, EdD

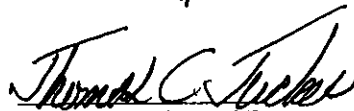

Julia Costich, PhD, JD


Evelyn Knight, PhD



Lyle Snider, PhD

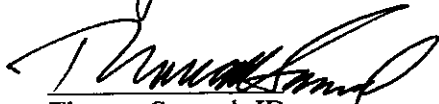

Anne Pittman, MD


Steve Fleming, PhD


Thomas Tucker, PhD


George Graham, PhD


Carol Ireson, PhD


Thomas Samuel, JD

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November 26, 2003

MEMORANDUM

To: Thomas S. Samuel, J.D.
Interim Director
School of Public Health

✓ David S. Watt, Ph.D.
Vice Provost of Academic Affairs & Research
College of Medicine

From: Thomas C. Robinson, Ph.D. 
Dean

RE: CHS vote regarding the proposed move of Department of Health Sciences to
School of Public Health

On November 24, 2003, at a special meeting of the faculty, the faculty of the College of Health Sciences unanimously approved the transfer of the Department of Health Sciences to the School of Public Health.

CHS SPECIAL FACULTY MEETING
MONDAY, November 24, 2003
CTW BLDG – RM 216
NOON – 1:00 P.M.

MINUTES

In attendance: Sharon Stewart, Sue Queen, Bob Hadley, Jane Chapman, Max Chapman, Lori Gonzalez, Ralph Christensen, Terry Malone, Geza Bruckner, Tom Robinson, Tony English, Gerry Gairola, Bettye Hollins, Tom Samuel, Steve Fisher, Doris Baker, Pat Kitzman, Gilson Capilouto, Beth Schulman, Julia Costich, Donna Morris, Judy Page, Steve Fleming, Bill Pfeifle, Gerald Graham, Kim Blair, Janet Felts, Linda Allen, Charlotte Wood, Deedie Lutz, Mattie Brooks, Evelyn Knight, Lyle Snider, Sue Effgen, Joel Lee, Tom Tucker, Joan Darbee, Linda Gorman, Carl Mattacola, Karen Skaff, Eileen Van Dyke, Bob Marshall, Gil Boissonneault, Maria Boosalis, Anne Harrison.

An earlier resolution requesting the transfer of the Department of Health Services to the School of Public Health did not produce Minutes reflecting the outcome. Therefore, today's meeting will produce the necessary written documentation. Tom Samuel put forward the resolution asking permission from the CHS faculty to move the Department of Health Service/Division of Health Services Management from the College of Health Sciences to the School of Public Health. Ralph Christensen seconded the motion. A vote was taken with none opposed, all unanimous.

Respectfully submitted,

Regi Clayton

A Proposal to Relocate the Department of Health Services from the College of Allied Health Professions to the Kentucky School/College of Public Health at the University of Kentucky

Background and Rationale:

The purpose of this document is to describe the rationale and process utilized in requesting relocation of the Department of Health Services from the College of Allied Health Professions to the Kentucky School of Public Health. The Kentucky School of Public Health is currently in applicant status for Council on Education in Public Health accreditation. In order to achieve accreditation, the School of Public Health must be established as a College of public health with approximately 25 full time equivalent faculty. In addition accreditation criteria require curricula in at least the five areas of knowledge basic to public health, (Biostatistics, Epidemiology, Occupational and Environmental Health Sciences, Health Services Management, and Behavioral Sciences).

This document is part of an overall package. The other parts of the package include a request to create the College of Public Health from the School of Public Health in the College of Medicine, and to administratively move the Department of Preventive Medicine and Environmental Health from the College of Medicine to the emerging College of Public Health.

This proposal follows the Guidelines for Proposals to Create an Educational Unit or Alter its status. We recognize and appreciate the historical significance of what is being proposed and its uniqueness in the history of the University of Kentucky. This proposed change will require strict adherence to guidelines, rules, and regulations that apply whenever such an initiative is involved.

The Department of Health Services is currently a unit of the College of Allied Health Professions focusing upon education, research and service in health services management. The Department consists of one Division, The Division of Health Services Management, The Department and Division has an identical faculty and staff. Originally, known as the Department of Community Health, in 1967 the unit was relocated from the College of Arts and Sciences to the College of Allied Health Professions. The Department awarded the Master of Science in Public Health (MSPH) degree. The Department of Community Health offered concentrations in health administration, health education, and environmental health. Based upon market demand, the MSPH was discontinued in 1973 and the Bachelor of Health Science degree was initiated in 1980. The Department discontinued the health education, and environmental health concentrations in 1983 to focus exclusively on Health Administration, now referred to as Health Services Management. In 1984, the unit began to participate in the Master of Public Administration (MPA) concentration, and subsequently the Master of Health Administration (MHA) degree in the Martin School of Public Policy and Administration. In addition, the Unit has offered service courses for a variety of Medical Center degree programs.

In 1998, complementing existing masters degree education in public health, the University Senate and University Board of Trustees approved establishment of the Kentucky School of Public Health, and the Doctor of Public Health (Dr.P.H.) degrees. Accreditation requires five areas of concentration; faculty from the Department were identified in all planning activities to fulfill the health services management and epidemiology teaching obligations of the degrees and accreditation. Presently Department of Health Services faculty are conducting the majority of their teaching in support of degrees in the Kentucky School of Public Health.

The proposed relocation of the Department of Health Services is consistent with strategic plans of the University of Kentucky, the A.B. Chandler Medical Center, and the Department of Health Services faculty and staff, and is essential to the accreditation of the proposed College of Public Health. The proposal for relocation follows evaluation of the public health needs of the Commonwealth, meetings of an external advisory committee, MPH and Dr.P.H. degree approval by the University Senate and Board of Trustees, the Council on Postsecondary Education, and accreditation consultation visits by the Council on Education in Public Health. Additional details concerning the College of Public Health may be found in the Proposal to Relocate the Kentucky School of Public Health from the College of Medicine and establish the College of Public Health.

To summarize, faculty discussions on this matter, enrollment in the baccalaureate program in Health Services Management has been declining, from an average of 25 students per year over an 18 year period to 19 students last year, and 12 this year. Concurrently, The Department's commitment to teaching Health Services Management courses in the Master of Public Health and Doctor of Public Health degrees in the Kentucky School/College of Public Health programs has grown to meet the needs of the Kentucky School/College of Public Health (currently 72 MPH and 24 Dr.P.H. students). These events are occurring within the context of a transition to graduate degree education in the profession, the College of Allied Health Professions and the Medical Center, and the inability to upgrade the current baccalaureate degree to a graduate degree in Health Services Management. An additional consideration is the best use of our resources to meet student demand and the needs of the Commonwealth.

Following extensive discussions concerning the best use of resources at a faculty meeting February 9, 2000, all faculty in attendance voted to suspend admissions to the Bachelor of Health Science degree program. This recommendation was supported by Senior Vice President and Medical Center Chancellor Holsinger, and implemented by Dean Robinson.

Offering an academic concentration in health administration is a requirement for Council on Education in Public Health (CEPH) accreditation of the Kentucky School/College of Public Health. This change will not affect the Department's commitment to offer specific undergraduate courses required by other programs, or to participate in the Master of Health Administration degree in the Martin School of Public Policy and Administration.

Based upon our discussions, the Department will continue to offer three courses (HSM 241, 250, and 354) to undergraduate Nursing and Business students.

Current Status:

A. Programmatic Considerations

1. Is the proposal consistent with University, Sector, or College strategic plans?

All activity related to establishment of the Kentucky School of Public Health has identified establishment of an accredited College of Public Health. The new public health initiative has been identified as an important component of the Medical Center's strategy of becoming a "Top 20" academic health science center. With its creation, the Chandler Medical Center becomes one of only 10 academic health centers with all six health science colleges (allied health, dentistry, medicine, nursing, pharmacy, and public health). Relocation of the Department of Health Services is essential to development of an accredited School/College of Public Health and is consistent with that strategy. The mission of the Kentucky School of Public Health is: The Kentucky School of Public Health, as part of a Comprehensive Land Grant University forwards the Mission of the University through promoting, improving, and advocating for the advancement of the public's health in the Commonwealth and beyond, through excellent education research and service in partnership with communities.

The Department of Health Services mission is:

To successfully prepare students for careers in health services management in order to meet the needs of the people of the Commonwealth of Kentucky and neighboring states for excellence in health care management with a commitment to education, service, and research.

The Faculty of the Department of Health Services have clearly defined their future as public health. This is linked to their teaching, research, and service activities. The proposed relocation is consistent with all Department activities over the past two years and has been supported by faculty as attached letters note.

At the time of approval of the Kentucky School of Public Health, it was recognized that CEPH accreditation would require that health services management would need to be offered as a discipline in the School/College. Letters from Dean Thomas Robinson of the College of Allied Health Professions, and F. Douglas Scutchfield, Director of the Kentucky School of Public Health supporting the proposed relocation of the Department of Health Services to achieve that objective are attached as Appendix A.

2. What will be the impact on other programs?

The proposed change will have a positive effect upon offerings for other programs. The primary instructional activities of the Department will be courses in the School/College

of Public Health and the Martin School of Public Administration. Department faculty hold secondary appointments in the Martin School and will continue to offer courses and serve on Masters Project Committees. In addition, all SPH prefix courses will be open to Martin School MHA students. Similarly, other programs in the Medical Center will have access to Health Services Management courses in the School/College of Public Health. The only required course the Department offers to students in another Department in the College of Allied Health Professions is cross listed as HSM 601/SPH 602/HA 601/PA 671: Overview of the Health Care Delivery System. This course is a requirement for the Master of Science in Physician Assistant Studies degree, and the Department will continue to offer this course for the PAS Program as well as other degree programs.

Research opportunities are enhanced around the topic of public health. The College of Public Health will create a core group of public health researchers in an environment where research funding will be enhanced by CEPH accreditation and funding exclusively available to accredited schools/colleges of public health. The nature of a school/college of public health will also promote service activities, such as the collaborative effort with the College of Agriculture.

3. Does the new organization or structure meet accreditation standards?

It is an explicit expectation that the School/College of Public Health be accreditable. The Council on Education in Public Health voted to move the University of Kentucky School of Public Health to "Applicant Status" in October 2001. The School is currently proceeding with consultation, and self-study leading to a site visit and accreditation. Council on Education in Public Health accreditation requires core and concentration courses in the discipline of Health Services Management. If Health Services Management does not relocate, it would need to be duplicated in an accredited School/College of Public Health.

4. What are the advantages and disadvantages of the change?

a. Academic - Are there other good universities with such a structure or program?

There are 31 accredited Colleges and Schools of Public Health in the United States, eight of the Medical Center benchmark institutions currently have Colleges or Schools of Public Health, and Colleges and Schools of Public Health are under development at one other benchmark (Table 1).

Consistent with the "Top 20" goals of the University of Kentucky, a second set of benchmarks are the National Science Foundation Research Institution rankings. Seven of the NSF "Top Ten" Universities are UK benchmark institutions, and six of the ten offer accredited Colleges and Schools of Public Health (Table 2).

Table 1: UK Benchmark Universities with Schools/Colleges of Public Health

Benchmark Universities	Medical Center	School/College of Public Health
University of Arizona	Yes	Under Development
University of California- Los Angeles	Yes	Yes
University of Florida	Yes	No
University of Georgia	No	No
University of Illinois at Champaign-Urbana	No	No
Purdue University–Main Campus	No	No
University of Iowa	Yes	Yes
University of Maryland-College Park	No	No
University of Michigan-Ann Arbor	Yes	Yes
North Carolina State University at Raleigh	No	No
University of North Carolina at Chapel Hill	Yes	Yes
Pennsylvania State University-Main Campus	No	No
Texas A&M University	Yes	Yes
The University of Texas at Austin	No	No
University of Washington	Yes	Yes
University of Wisconsin-Madison	Yes	No
University of Minnesota-Twin Cities	Yes	Yes
Ohio State University-Main Campus	Yes	Yes
Universities of Virginia-Main Campus	Yes	MPH Only

Table 2: National Science Foundation Top 10 Public Universities

Top 10 NSF Public Universities	Accredited School/College of Public Health
1. University of Michigan *	Yes
2. University of Wisconsin *	No
3. University of Washington *	Yes
4. University of California, San Diego	No **
5. University of California, Los Angeles *	Yes
6. Texas A&M University *	Yes
7. University of Minnesota *	Yes
8. University of California, Berkeley	Yes
9. Pennsylvania State University *	No
10. University of California, San Francisco	No **

* University of Kentucky Benchmark

** School/College Of Public Health located at another campus

b. Financial - For example, what is the scale of savings or expense?

As this proposal is to relocate the Department of Health Services from one College to another College with the same faculty and staff resources, University funding is budget neutral. Potential for research funding is enhanced.

B. Individual Considerations

1. Faculty

a. Does it respect academic freedom both in form and substance?

There has been extensive discussion and multiple faculty votes on the proposed relocation. A letter from the Department Chair was addressed to all faculty in the Department summarizing the conclusions of these activities (Appendix B). All faculty responded to the request, 10 responded supporting the proposed relocation, one faculty member responded opposing the relocation. Over the period of discussions, concerns for this issue were not voiced. Academic freedom currently enjoyed by the faculty will not be altered in any way by the relocation.

To summarize faculty responses presented in e-mails and letters (Appendix B), the supportive responses use the phrases "enthusiastic support" (2), "whole heartedly in favor," "fully support, support, encourage and applaud", "strong support and commitment", "support" (2), "appropriate," "being totally behind the move."

These faculty respondents speak to "significant benefits without consequences for faculty, students and the external community," "logical," "favorably reflect on trends,"

"need for a college clearly focused on public health," "need for population-based decision making," "Reflects reality that already exists," "benefit to students," "Opportunities to link teaching, research and service," "enhances academic freedom of faculty and students," "no effect on existing responsibilities," "reflects needs," "results in efficient use of resources," and "bridge the design of the current health care system with the health care needs of our people."

The one letter opposing relocation addresses two issues, impact on the 13 students enrolled in the undergraduate program in 2002-2003, and the untenured faculty member's concern in regard to risk related to promotion and tenure and the impact upon her tenure that will distance her from cooperative and collaborative colleagues.

Note: Issues related to current students are addressed in Part B.2 of this proposal. Based upon the schedule for review of this proposal, a final decision in regard to tenure and promotion of the faculty member will precede the administrative change (Part B.1.b.)

b. How does it affect the interests of untenured faculty? Are prospects for Tenure decreased?

The number of faculty lines and tenure track lines will remain constant in the relocated Department. Presently, the Department has two untenured faculty members, one pending fourth year review who supported the proposed relocation, and one in the seventh year who did not. Each holds a degree in public health, while neither holds a degree in an allied health discipline. Criteria for review will be identical, tenured faculty participating in Department tenure review will be the same, and College review will be by faculty with a common interest in public health. Due to the nature of the health services management discipline, and the University Administrative Regulations criteria, for promotion and tenure will be identical for a Regular Title Series faculty member. As is the case in the College of Allied Health Professions, a position description of a Special Title Series faculty member could change. To assure equity, two and four year reviews completed prior to the relocation would have standing in all tenure decisions following relocation.

c. Are the credentials of affected faculty consistent with their newly constituted unit and adequate to its mission?

As previously noted, Health Services Management is one of five required disciplines of an accredited College or School of Public Health. All current faculty members have academic credentials, teaching, and research activities relevant to health services management and public health. Most faculty are currently teaching courses in the School of Public Health, and many are collaborating in research with faculty in other units of the School of Public Health. Most of the faculty in their letters of support indicate that they consider a College of Public Health a more appropriate setting for their activities.

d. How does the proposal affect resources and opportunities for research, teaching, and service activities? For example, will teaching loads be altered, laboratory space be changed, support staff curtailed?

Faculty discussions did not suggest that administrative relocation of the Department of Health Services would have an adverse effect upon the research endeavors of the Department faculty. Discussion did focus upon enhanced research opportunities associated with relocation. The normal teaching load for a faculty member in the Department is four, three semester hour courses per academic year, with 20 to 40% of Distribution of Effort (DOE) directed to research. Faculty may replace teaching activities in their DOEs with externally funded research. The same policy will continue in the relocated department. DOEs will not change due to the relocation. Due to the nature of the discipline, laboratory space is not an issue.

The proposed relocation does not disqualify the Department from any research funding sources while the potential for enhanced research opportunities is significant. Annually, more than \$60 million in federal funding is restricted to accredited Colleges or Schools of Public Health. Colleges or Schools of Public Health also have an advantage in competing for a variety of other federal and private research funds. Additional potential for extramural funds is presented by federal and state efforts addressing management of bioterrorism. Many of these research projects will be restricted to accredited Colleges or Schools of Public Health. In addition, the opportunity to collaborate more closely with faculty in the other disciplines of public health has the potential to expand research opportunities.

2. Students

a. Will the proposal properly honor commitments to students in the affected programs?

The final class admitted to the Bachelor of Health Science degree will complete the curriculum at the conclusion of Spring semester 2003. To meet the needs of this class, three required courses will be offered in the next academic year: HSM 844, Fall semester 2002, and HSM 450 and 452 Spring semester 2003. In addition, HSM 241, HSM 250, and HSM 354 will continue to be offered annually as service courses. The Department faculty currently offer HSM 601/SPH HA 601/PA 671, and HA 656, and elective courses as part of the Master of Health Administration degree. These courses will continue to be offered, and faculty will continue to serve on masters degree project committees. In addition, elective options will be enhanced, as all department courses in the College of Public Health will be open to MHA students. The critical mass of faculty assembled in the College of Public Health will enhance course offerings and mentoring opportunities for all students.

b. How will instructional resources be affected? For example will class size increase?

The relocation of the Department will not diminish instructional resources, and federal funding associated with an accredited College of Public Health will enhance resources. While the enrollment in graduate classes will not be affected by the Department relocation, enrollment can be affected by admissions to the College of Public Health.

3. Staff

a. How will reductions and/or relocations be handled? Will the University's rules affect them fairly, or should some dispensation be made?

There are currently three staff members employed in the Department of Health Services, two state funded Administrative Support Associates, and one Research Associate employed in an externally funded project. There will not be a reduction in state lines associated with this relocation. Administrative Support Associates will continue to report to the Department Chair. The research assistant is associated with an externally funded project, and reports to the faculty member/project director, the position is contingent upon continued external funding, this relationship will remain unchanged. The Administrative Support Associates have attended all meetings addressing relocation and all three staff members were advised of this proposal and were invited to submit letter addressing the proposal. The Staff Associates stated "support" and "excitement" concerning the proposed relocation; the Research Associate indicated that she does not consider her position affected by the concerns or remedies presented in the proposal." (Appendix C).

Conclusions

Dr. James W. Holsinger, Senior Vice President and Medical Center Chancellor states "our vision is to become a top 20 academic health center recognized nationally and internationally for excellence in teaching, research, and patient care." The Chandler Medical Center home page (<http://www.mc.uky.edu/academics.asp>) describes "the University of Kentucky Chandler Medical Center as one of the finest academic health centers in the United States. Established in 1957 on the campus of Kentucky's flagship university, the Medical Center encompasses the Colleges of Allied Health Professions, Dentistry, Medicine, Nursing, and Pharmacy. With the establishment of the Kentucky School/College of Public Health, the Medical Center also is one of only 10 academic health centers nationwide composed of all six schools of the health professions."

Establishment of a Department of Health Services Management in a College of Public Health is a requisite for accreditation. Approval of the relocation of the Department of Health Services from the College of Allied Health Professions to the College of Public Health is necessary to achieve the Mission of the School/College of Public Health as well as the Missions of the University and the Medical Center.