

**(NEW GRADUATE INITIATIVES)****PROPOSAL PROCEDURES CHECKLIST**

Academic units should adhere to the following procedures when requesting new curricular initiatives (degrees, concentrations or certificates).

**Obtain the required approval from the Office of the Provost to move the initiative forward for internal ASU governance reviews/approvals.**

- Establishment of new curricular initiative requests; degrees, concentrations, or certificates
- Rename requests; existing degrees, concentrations or certificates
- Disestablishment requests; existing degrees, concentrations or certificates

**Submit any new courses that will be required for the new curricular program to the Curriculum ChangeMaker online course approval system for review and approval.**

- Additional information can be found at the Provost's Office Curriculum Development website: [Courses link](#)
- For questions regarding proposing new courses, send an email to: [courses@asu.edu](mailto:courses@asu.edu)

**Prepare the applicable proposal template and operational appendix for the proposed initiative.**

- New degree, concentration and certificate templates (contain proposal template and operational appendix) can be found at the Provost's Office Curriculum Development website: [Academic Programs link](#)

**Obtain letters or memos of support or collaboration. (if applicable)**

- When resources (faculty or courses) from another academic unit will be utilized
- When other academic units may be impacted by the proposed program request

**Obtain the internal reviews/approvals of the academic unit.**

- Internal faculty governance review committee(s)
- Academic unit head (e.g. Department Chair or School Director)
- Academic unit Dean (will submit approved proposal to the [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu) email account for further ASU internal governance reviews (as applicable, University Graduate Council, CAPC and Senate)

**Additional Recommendations** - All new graduate programs require specific processes and procedures to maintain a successful degree program. Below are items that Graduate Education strongly recommends that academic units establish after the program is approved for implementation.

**Set-up a Graduate Faculty Roster for new PhD Programs** – This roster will include the faculty eligible to mentor, co-chair or chair dissertations. For more information, please go to [http://graduate.asu.edu/graduate\\_faculty\\_initiative](http://graduate.asu.edu/graduate_faculty_initiative).

**Establish Satisfactory Academic Progress Policies, Processes and Guidelines** – Check within the proposing academic unit and/or college to see if there are existing academic progress policies and processes in place. If none have been established, please go to [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies) and scroll down to the **academic progress review and remediation processes** (for faculty and staff) section to locate the reference tool and samples for establishing these procedures.

**Establish a Graduate Student Handbook for the New Degree Program** – Students need to know the specific requirements and milestones they must meet throughout their degree program. A Graduate Student Handbook provided to students when they are admitted to the degree program and published on the website for the new degree gives students this information. Include in the handbook the unit/college satisfactory academic progress policies, current degree program requirements (outlined in the approved proposal) and provide a link to the Graduate Policies and Procedures website. Please go to [http://graduate.asu.edu/faculty\\_staff/policies](http://graduate.asu.edu/faculty_staff/policies) to access Graduate Policies and Procedures.

**Check Box Directions** – To place an “X” in the check box, place the cursor on the left-side of the box, right click to open the drop down menu, select **Properties**, under **Default value**, select **Checked** and then select **Ok**.



ARIZONA STATE UNIVERSITY  
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE

This template is to be used only by programs that have received specific written approval from the University Provost's Office to proceed with internal proposal development and review. A separate proposal must be submitted for each individual new degree program.

DEGREE PROGRAM

College/School(s) offering this degree: College of Health Solutions

Unit(s) within college/school responsible for program: College of Health Solutions, Dean's Office

If this is for an official joint degree program, list all units and colleges/schools that will be involved in offering the degree program and providing the necessary resources: N/A

Proposed Degree Name: Master of Integrated Health Care

Master's Degree Type: Other

If Degree Type is "Other", provide proposed degree type: Master of Integrated Health Care and proposed abbreviation: MIHC

Proposed title of major: Integrated Health Care

Is a program fee required? Yes  No

Is the unit willing and able to implement the program if the fee is denied? Yes  No

Requested effective term: Fall and year: 2016

(The first semester and year for which students may begin applying to the program)

PROPOSAL CONTACT INFORMATION  
(Person to contact regarding this proposal)

Name: Ronald R. O'Donnell, Ph.D.

Title: Clinical Professor

Phone: 602-496-1352

email: ronald.odonnell@asu.edu

DEAN APPROVAL

This proposal has been approved by all necessary unit and College/School levels of review, and the College/School(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program. (Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.)

College Dean name: Julie Liss

College Dean Signature  Date: 1/15/16

College Dean name:  
(if more than one college involved)

College Dean Signature \_\_\_\_\_ Date: \_\_\_\_\_

**ARIZONA STATE UNIVERSITY  
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE**

This proposal template should be completed in full and submitted to the University Provost's Office [mail to: [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu)]. It must undergo all internal university review and approval steps including those at the unit, college, and university levels. A program **may not** be implemented until the Provost's Office notifies the academic unit that the program may be offered.

---

**DEGREE PROGRAM INFORMATION**

**Master's Type:** MIHC

**(E.g. MS, MA, MAS, PSM, or other) If Degree Type is "Other", provide proposed degree type:**

Master of Integrated Health Care

**Provide proposed abbreviation:** MIHC

**Proposed title of major:** Integrated Health Care

---

**1. PURPOSE AND NATURE OF PROGRAM:**

**A. Brief program description –**

The Master of Integrated Health Care (MIHC) is designed to meet the growing market demand for professionals with the ability to design, implement, evaluate and sustain integrated health care programs. Integrated health care is the coordinated treatment of medical and behavioral conditions such as diabetes and depression, including lifestyle behavior change to address poor nutrition and physical inactivity. Behavioral interventions also include strategies and techniques to enhance patient engagement, motivation, and adherence with treatment.

Integrated health care programs have emerged as a key component of the Affordable Care Act (ACA) and are ideally suited to the emerging Patient-Centered Primary Care Medical Home (PCPCMH) and Accountable Care Organization (ACO) models of primary care. In addition, integrated health care is becoming a critical component of insurance health plan and managed care organization prevention and disease management programs, of employee wellness and employee assistance programs (EAP) and as a component of specialty mental health and substance abuse programs that are piloting "reverse integration" of medical health services. Integrated health care programs are new and proliferating with a lack of trained and experienced leaders to manage and provide care.

The MIHC curriculum is uniquely designed to benefit the careers of both clinicians and managers interested in mastering the skills necessary to meet the "Triple Aim" of the ACA: 1) Improved patient experience of care; 2) Improved population health management, and, 3) Improved cost of care. This is an applied, professional degree focused on preparing the graduate to enter the emerging integrated health care market successfully. The curriculum prepares the graduate to design, implement, evaluate and customize integrated health programs for the Patient-Centered Primary Care Medical Home and too many other settings where integrated health care is in demand.

The curriculum is based on multiple interrelated domains specific to integrated health care:

- The Patient-Centered, Primary Care Medical Home and other **integrated health care** systems and models
- **Leadership, Team-building** and care coordination
- **Big data** and business intelligence
- **Population management**-based interventions

- **Customer-centered** care
- Process improvement tools to improve **efficiency, reliability** and **standardization**
- **Financing** based on fee-for-service alternatives, incentives and medical cost-offset

**B. Will concentrations be established under this degree program?**  Yes  No  
 (Please provide additional concentration information in the operational appendix – number 5A.)

**2. PROGRAM NEED** - Explain why the university should offer this program (include data and discussion of the target audience and market).

The MIHC is based upon several market factors. First, the College of Health Solutions (CHS) Doctor of Behavioral Health degree program has demonstrated the demand for graduate education on integrated health care by both clinicians and management professionals in health care. Second, national support for integrated health care in the form of new programs in the private and public sector and major funding initiatives has resulted in new positions available in this emerging field. There are relatively few professionals trained and experienced in integrated health care to fill the current and projected demand. Third, professional organizations and existing academic programs are developing education and training programs on integrated health care. However, to date these programs are relatively narrow in focus (e.g., exclusive clinical focus, traditional master of health management without focus on integrated care) and do not combine the management, clinical, quality and cost of care focus of the MIHC degree. Fourth, the program is designed to attract both clinicians and managers in health care, pulling from both behavioral settings that lack the medical skills, and from medical settings where behavioral health skills are often lacking. Fifth, the program is designed to complement other College of Health Solutions degree programs, such as those in the School of Nutrition and Health Promotion. The program will include elective courses that may be taken from other related degree programs in order to promote trans-disciplinary education and allow students to better tailor the curriculum to their professional development needs. In addition, the program may serve as a bridge for students who graduate from ASU Bachelor's degree health-related programs. Similarly, graduates of the MIHC program may continue to pursue ASU Doctoral education, such as the Doctor of Behavioral Health degree program.

**Mission of the MIHC:**

To prepare the healthcare workforce of the future to design sustainable integrated health care programs that will achieve the Triple Aim: Improved patient experience of care; improved population health, and reduced cost of care.

**Strengths compared to other schools of its kind:**

- Proliferation of traditional “Clinical” integrated behavioral health certificate programs has resulted in saturated marketplace for that market segment.
- The nearest comparison program is the Master’s in Health Management degree, targeted at health executives and focused on health care in general. In contrast, the MIHC degree is designed to educate a broader spectrum of health care professionals with a specific focus on integrated health care, attracting:
  - Behavioral health clinicians interested in management skills in emerging Patient Centered, Primary Care Medical Home (PCPCMH)/Accountable Care Organization (ACO) settings
  - Early career clinical (e.g., medical/nursing/pharmacy/physical therapy/occupational therapy, physician assistants) students interested in integrated care
  - Seasoned professionals (currently in healthcare industry, but variety of backgrounds) interested in acquiring the degree to enhance career status

**3. IMPACT ON OTHER PROGRAMS** - Attach any letters of collaboration/support from impacted programs. (see Checklist coversheet)

Letters to be obtained from:

- School for the Science of HealthCare Delivery
- College of Nursing and Health Innovation
- School of Nutrition and Health Promotion
- W. P. Carey School of Business, Department of Management
- College of Public Service and Community Solutions, School of Social Work

**Differentiation from existing CHS degrees**

- Narrow focus on integrated health (medicine, behavioral health and lifestyle medicine) compared to the MS in the Science of Health Care Delivery and Master of Healthcare Innovation’s broad focus on health care management and innovation
- Applied professional degree for clinicians and managers based on strategies and techniques rather than academic/research based curriculum
- Combines behavioral health (depression, anxiety, serious mental illness, and substance abuse) with lifestyle behavior change distinct from Nutrition and Exercise and Wellness programs.
- Combines key components of health care management specific to developing, implementing, customizing and sustaining integrated health programs.

**4. PROJECTED ENROLLMENT** - How many new students do you anticipate enrolling in this program each year for the next five years? Please note, The Arizona Board of Regents (ABOR) requires nine masters and six doctoral degrees be awarded every three years. Thus, the projected enrollment numbers must account for this ABOR requirement.

<b>5-YEAR PROJECTED ANNUAL ENROLLMENT</b>					
<b>Please utilize the following tabular format.</b>	<b>1<sup>st</sup> Year</b>	<b>2<sup>nd</sup> Year</b> (Yr 1 continuing + new entering)	<b>3<sup>rd</sup> Year</b> (Yr 1 & 2 continuing + new entering)	<b>4<sup>th</sup> Year</b> (Yrs 1, 2, 3 continuing + new entering)	<b>5<sup>th</sup> Year</b> (Yrs 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	30	35	40	40	40

The MIHC is designed to be cohort-based and students may complete the curriculum within one school year in the program. Therefore we estimate each year in the table above represents a completely new cohort with little or no continuing students. The Graduate Education policy for time limits for masters programs is 6 years.

**5. STUDENT LEARNING OUTCOMES AND ASSESMENT:**

**A. List the knowledge, competencies, and skills** students should have attained by graduation from the proposed degree program. (You can find examples of program Learning Outcomes at <http://www.asu.edu/oue/assessment.html>).

- Critically develop, implement, evaluate and sustain innovative and effective integrated health care programs designed to improve quality, outcomes and cost of care.
- Evaluate trends in medical and behavioral utilization and costs for health care systems management and develop programs designed to maximize cost-effectiveness.
- Apply health entrepreneurship strategies and techniques to develop effective strategic business plans for developing sustainable integrated health programs designed to meet the needs of health care reform.

- Develop performance management systems designed to improve the quality of care by applying value-based methods.
  - Apply population-based health prevention and disease management programs based on evidence-based interventions to improve the clinical and cost outcomes of target patient populations.
  - Apply quality and process improvement strategies and techniques designed to streamline health care delivery, reduce waste and improve efficiencies, and reduce health care disparities.
- B. Describe the plans and methods to assess** whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes. (You can find examples of assessment methods at (<http://www.asu.edu/oue/assessment.html>)).

Outcome 1: Complete a quality assurance or quality improvement project proposal that incorporates the National Committee on Quality Assurance (NCQA) Patient Centered Medical Home (PCMH) Standards and Guidelines for Integrated Health Care and the triple aim of achieving improved patient experience of care, improved population health, and reduced health care costs.

Measure: 80% of the students will receive 85% or better on the assignment “NCQA PCMH Standards and Guidelines Analysis: Integrated Health Care and the Triple Aim” in IBC 520 Integrated Health: The Patient Centered Medical Home.

Outcome 2: Complete a presentation on the topic of population health evidence-based integrated care treatment that is designed to meet the Triple Aim of achieving improved patient experience of care, improved population health, and reduced health care costs.

Measure: 80% of students will receive 85% or better on the assignment to complete a presentation “Population Specific Evidence Based Integrated Care Treatment Meeting the Triple Aim” in IBC 530 Evidence Based Integrated Health Care.

Outcome 3: Complete a Lean current state analysis and value stream map of an integrated health care process that identifies activities that value added, non-value added, and waste in the process.

Measure: 80% of students will receive 85% or better on the assignment to complete a Lean current state analysis and value stream map in the assignment “Complete a values stream analysis” in IBC 540 Integrated Health Care Process Improvement.

Outcome 4: Analyze and apply operational strategies to problem solve specific integrated health care management case scenarios related to the triple aim and integrated health care design.

Measure: 80% of students will receive 85% or better on Group Assignment Number Two “Operational Strategies Applied to Integrated Care Problem Solving and the Triple Aim” in IBC 550 Integrated Care Business Operations.

Outcome 5: Describe analytical tools for leveraging health informatics to inform strategic decision making in integrated care.

Measure: 80% of students will receive 85% or better on Group Assignment Number Three “Developing and Using Effective Indicators” in IBC 560 Strategic Business Planning and Big Data.

Outcome 6: Identify and apply fiscal management techniques of reporting and analysis to integrated health care.

Measure: 80% of students will receive an 85% or better on Group Assignment Number Four “Reporting Results in Integrated Care” in IBC 570 Financial Management.

Outcome 6: Develop a leadership and teamwork strategic plan to address challenging collaborators in a health care organization designed to promote integrated health care.

Measure: 80% of students will receive 85% or better on Group Assignment Three “Leading with Challenging Collaborators” in IBC 585 Inter-professional Consultation, Leadership, and Teamwork in Integrated Health Care.

**Outcome 7:** Complete an applied project on a focused area of integrated health care that is designed to address a key area of practice management and operations, continuous quality improvement and/or business analytics and return on investment.

**Measure:** 80% of students will receive 85% or better on the Final Applied Project in IBC 593 Applied Project.

**6. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable):** Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

None

**7. FACULTY, STAFF, AND RESOURCE REQUIREMENTS:**

**A. Faculty**

**i. Current Faculty** - List the name, rank, highest degree, area of specialization/expertise and estimate of the level of involvement of all current faculty members who will teach in the program.

Name	Title	Level of involvement	Specialization/Expertise
Colleen Clemency Cordes, Ph.D.	Director, Clinical Associate Professor	5% Administrative oversight as Director	Integrated primary care, behavioral health consultation, evidence-based practices
Ronald R. O'Donnell, Ph.D.	Clinical Professor	20%	Healthcare management, Health outcomes, population-based health. Cost-effectiveness analysis
Lesley Manson, Psy.D.	Clinical Associate Professor	15%	Integrated primary care behavioral health, motivational interviewing, evidence-based practices
CR Macchi, Ph.D.	Internship Coordinator, Clinical Assistant Professor	15%	Medical family therapy, evidence-based interventions
Sue Dahl Popolizio, DBH, OTR/L, CHT	Clinical Assistant Professor	5%	Integrated healthcare for allied health professionals, Occupational health, evidence-based interventions
Rodger Kessler, Ph.D.	Assistant Professor (.25 FTE)	10%	Integrated primary care, evidence-based practices, research design and analysis, healthcare policy

**ii. New Faculty** - Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty members.

Current faculty from the College of Health Solutions Doctor of Behavioral Health program will be utilized in the design and implementation phases (e.g. curriculum development, course syllabi, budget, marketing and admissions). A new full-time director position and an administrative

assistant will be added in year one. A full-time clinical assistant professor and a student support specialist will be added at the start of year two for the second cohort. Another full-time clinical assistant professor will be added at the start of year 3. New faculty associates will be hired as instructors for the majority of the courses beginning in year one.

The financing support for these positions will be based on tuition and program fees and is anticipated to be sufficient for these full-time positions based on meeting enrollment targets.

- iii. **Administration of the program** - Explain how the program will be administered for the purposes of admissions, advising, course offerings, etc. Discuss the available staff support.

The proposed degree will be administered under the College of Health Solutions Dean's office. The Doctor of Behavioral Health (DBH) Program Faculty members will develop the curriculum. These DBH faculty members will utilize their content knowledge of the DBH program to develop new courses for the MIHC curriculum. The DBH faculty associates (FA's) will serve as instructors for the majority of courses in the curriculum. The admissions process for this degree will similarly be maintained as consistent with CHS organization structure, utilizing specific admission criteria appropriate for this degree. Support staff for the degree will be a combination of shared administrative support staff in the CHS as well as new hires as needed based on program admissions and enrollment. It is anticipated that an Administrative Assistant, a Student Support Services Assistant responsible for admissions and internship programming, and an Academic Success Analyst for all student iPOS concerns, course planning, etc., will be required when the program reaches steady state enrollment.

- B. Resource requirements needed to launch and sustain the program:** Describe any new resources required for this program's success such as new staff, new facilities, new library resources, new technology resources, etc.

While all seven core courses for the MIHC are new courses, it is important to note that syllabi have already been developed, reviewed by potentially impacted departments, and submitted to Changemaker. In anticipation of offering the MIHC program for Fall 2016, the academic unit has developed project plan to continue to complete curriculum development, and this is accounted for in the unit's faculty workload distributions. Similar project plans have been developed for establishing admissions and advising workflows. The academic faculty has high confidence on all components of the new degree program being in place for fall, 2016.

Given that the MIHC is administered under the College of Health Solutions Dean's office, and was developed and will be managed by faculty from the existing Doctor of Behavioral Health Program, and is consistent with the current vision for the department, resource implications are limited. Given that this is a residential program, classroom space will be needed. Existing library and technology support services for students will be available. Personnel, particularly additional clinical faculty, may be required in the long-term to accommodate growth in the program. See 7. A. ii "New Faculty" above

## 8. COURSES:

- A. Course Prefix(es):** Provide the following information for the proposed graduate program.

- i. Will a new course prefix(es) be required for this degree program?  
Yes  No
- ii. If yes, complete the [Course Prefixes / Subjects Form](#) for each new prefix and submit it as part of this proposal submission.

- B. New Courses Required for Proposed Degree Program:** Provide course prefix, number, title, and credit hours and description for any new courses required for this degree program.



<b>Core Curriculum Master of Science in Integrated Health Care (MIHC)</b>			
<b>Prefix/#</b>	<b>Title</b>	<b>Hours</b>	<b>Description</b>
IBC 520	Integrated Health Care: The Patient-Centered Medical Home (PCMH)	3	The PCMH model; Defining behavioral health (medical DM, lifestyle, behavioral conditions); The Behavioral Health Provider; Achieving the Triple Aim; Evidence-based behavioral health interventions, PHM overview
IBC 530	Evidence-based Integrated Health Care	3	Comparative effectiveness research; Evidence based health vs. evidence-based medicine; Current guidelines; Population health management; cost-savings and return on investment; protocols, E-health tools
IBC 540	Integrated Health Care Process Improvement	3	Key national performance metrics: NCQA/HEDIS, UDS, CMS, URAC, etc Process improvement based on quality improvement, Lean and Six Sigma. Value stream mapping standardization and reliability; customization; PDSA, RE-AIM. Run Charts and Control Charts. Rapid Improvement Events; A3 Report. Translating scientific evidence to applied clinical settings.
IBC 550	Integrated Care Business Operations	3	Operations: Readiness, HR, performance evaluation, productivity, workflow, the importance of building trusting relationships; engagement ingredients; caring for the complex patient; community-based programs;
IBC 560	Strategic Business Planning and Big Data	3	Data mining for outliers; learning from everyday experiments; infodemiology; geographic data mining; using data analytics to set benchmarks,
IBC 570	Financial Management	3	Contracting Beyond Fee for Service: Negotiating Shared-Risk, Incentive-Based, Capitated Contracts for Integrated Health Programs. Capitation, pay for performance incentive models that work; defining win-win process and outcome metrics; value-based negotiation strategies; Ensuring revenue and profitability through productivity and efficiencies
IBC 585	Interprofessional Consultation, Leadership and Teamwork in Integrated Health Care	3	Leadership in integrated health care. Team-based culture; Importance of proximity; Operating at top of license; collaborative care model; clinical teamwork; the team scorecard. Customer-centered care
IBC 593	Applied Project	3	A practical project conducted by students that explores a problem in integrated health care delivery and how it is addressed by health care organizations. The project will be identified early in the program in conjunction with and overseen by an academic mentor. These projects will be worked on through the year with final written and verbal reports due in the final semester.

**APPENDIX I  
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS**

(This information is used to populate the [Graduate Programs Search](#)/catalog website.)

**1. Provide a brief (catalog type - no more than 150 words) program description.**

The Master of Integrated Health Care (MIHC) is designed to prepare graduates to develop, implement, evaluate and sustain integrated care programs in health care settings. Integrated behavioral care is the delivery of coordinated, integrated care for medical and behavioral conditions, and the lifestyle behavior changes necessary for improved disease prevention and management. The MIHC curriculum is designed to provide students a foundation in models of integrated care, evidence-based interventions, and quality and performance management necessary to meet the “Triple Aim” of health care reform: improved patient experience of care, population health management, and cost-savings. The degree is expected to prepare graduates to meet the demand for integrated care programs in the emerging market that includes the Patient-Centered, Primary Care Medical Home and the Accountable Care Organization. This degree is designed to benefit both health care clinicians with management responsibilities and managers or executives in health care settings.

Breakdown of requirements for the academic catalog:

Core (21)

IBC 520 Integrated Health Care: The Patient-Centered Medical Home (PCMH) (3)

IBC 530 Evidence-based Integrated Health Care (3)

IBC 540 Integrated Health Care Process Improvement (3)

IBC 550 Integrated Care Business Operations (3)

IBC 560 Strategic Business Planning and Big Data (3)

IBC 570 Financial Management (3)

IBC 585 Interprofessional Consultation, Leadership and Teamwork in Integrated Health Care (3)

Elective or Research (6)\*

Culminating Experience (3)

IBC 593 Applied Project (3)

\*Students select HCI 500-level courses with approval from the academic unit

**2. Campus(es) where program will be offered:**

*(Please note that Office of the Provost approval is needed for ASU Online campus options.)*

**ASU Online only** (all courses online)

**All other campus options (please select all that apply):**

Downtown  Polytechnic

Tempe  West

**Both** on-campus **and**  ASU Online (\*) - (Check applicable campus from options listed.)

**3. Admission Requirements:**

**Degree:** Minimum of bachelor's degree in social or behavioral sciences, health, business, public health, management or related field from a regionally accredited College or University.

**GPA:** Minimum of a 3.00 cumulative GPA (scale is 4.0=A) in the last 60 hours of a student's first bachelor's degree program. Minimum of 3.00 cumulative GPA (scale is 4.0 = A) in an applicable Master's degree.

**English Proficiency Requirement for International Applicants:** The English proficiency requirements are the same as the Graduate Education requirement. (see Graduate Education requirement [http://graduate.asu.edu/admissions/international/english\\_proficiency](http://graduate.asu.edu/admissions/international/english_proficiency)):  **Yes**  **No**  
If applicable, list any English proficiency requirements that are supplementary to the Graduate Education requirement.

**Foreign Language Exam:**

Foreign Language Examination(s) required?  Yes  No

If yes, list all foreign languages required:

**Required Admission Examinations:**  GRE  GMAT  Millers Analogies  None required  
(Select all that apply.)

**Letters of Recommendation:**  Yes  No

**4. Application Review Terms (if applicable Session):** Indicate all terms for which applications for Admissions are accepted:

- Fall (regular) Year: 2016
- Spring (regular) Year:
- Summer I Year:
- Summer II Year:

**5. Curricular Requirements:**

(Please expand tables as needed. Right click in white space of last cell. Select "Insert Rows Below")

**5A. Will concentrations be established under this degree program?**  Yes  No

**5B. Curricular Structure:**

Required Core Courses for the Degree			Credit Hours
(Prefix & Number)	(Course Title)	(New Course?) Yes or No?	(Insert Section Sub-total) 21
IBC 520	Integrated Health Care: The Patient-Centered Medical Home (PCMH)	Y	3
IBC 530	Evidence-based Integrated Health Care	Y	3
IBC 540	Integrated Health Care Process Improvement	Y	3
IBC 550	Integrated Care Business Operations	Y	3

IBC 560	Strategic Business Planning and Big Data	Y	3
IBC 570	Financial Management	Y	3
IBC 585	Interprofessional Consultation, Leadership and Teamwork in Integrated Health Care	Y	3
<b>Elective or Research Courses</b> <i>(as deemed necessary by supervisory committee)</i>			<b>Credit Hours</b>
<b>(Prefix &amp; Number)</b>	<b>(Course Title)</b>	<b>(New Course?) Yes or No?</b>	<b>(Insert Section Sub-total)</b>  6
HCI 500-level courses	Select courses with approval from the academic unit	N	Variable
<b>Culminating Experience</b> <i>E.g. - Capstone course, applied project, <u>thesis (masters only – 6 credit hours)</u> or <u>dissertation (doctoral only – 12 credit hours)</u> as applicable</i>			<b>Credit Hours</b> <b>(Insert Section Sub-total)</b>
IBC 593	Applied Project		3
<b>Other Requirements</b> <i>E.g. - Internships, clinical requirements, field studies as applicable</i>			<b>Credit Hours</b> <b>(Insert Section Sub-total)</b>
N/A			
<b>Total required credit hours</b>			<b>30</b>

- List all required core courses and total credit hours for the core (required courses other than internships, thesis, dissertation, capstone course, etc.).
- Omnibus numbered courses cannot be used as core courses.
- Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval. Courses that are new, but do not yet have a new number can be designated with the prefix, level of the course and X's (e.g. ENG 5XX or ENG 6XX).

**6. Comprehensive Exams:**

**Master's Comprehensive Exam (when applicable), please select the appropriate box.**

**(Written comprehensive exam is not required)**

- Oral comprehensive exam is required – in addition to written exam
- No oral comprehensive exam required - only written exam is required

**7. Allow 400-level courses:**  Yes  No

**8. Committee:** Required Number of Thesis or Dissertation Committee Members):

1 faculty member.

**9. Keywords** (List all keywords that could be used to search for this program. Keywords should be specific to the proposed program.)

Integrated care, integrated health care, integrated behavioral health, patient-centered, primary care, medical home

**10. Area(s) of Interest**

A. Select **one (1)** primary area of interest from the list below that applies to this program.

- |   |   |
|---|---|
| <input type="checkbox"/> <a href="#">Architecture &amp; Construction</a>  | <input type="checkbox"/> <a href="#">Interdisciplinary Studies</a>      |
| <input type="checkbox"/> <a href="#">Arts</a>                             | <input type="checkbox"/> <a href="#">Law &amp; Justice</a>              |
| <input type="checkbox"/> <a href="#">Business</a>                         | <input type="checkbox"/> <a href="#">Mathematics</a>                    |
| <input type="checkbox"/> <a href="#">Communication &amp; Media</a>        | <input type="checkbox"/> <a href="#">Psychology</a>                     |
| <input type="checkbox"/> <a href="#">Education &amp; Teaching</a>         | <input type="checkbox"/> <a href="#">STEM</a>                           |
| <input type="checkbox"/> <a href="#">Engineering &amp; Technology</a>     | <input type="checkbox"/> <a href="#">Science</a>                        |
| <input type="checkbox"/> <a href="#">Entrepreneurship</a>                 | <input type="checkbox"/> <a href="#">Social and Behavioral Sciences</a> |
| <input checked="" type="checkbox"/> <a href="#">Health &amp; Wellness</a> | <input type="checkbox"/> <a href="#">Sustainability</a>                 |
| <input type="checkbox"/> <a href="#">Humanities</a>                       |   |

B. Select **one (1)** secondary area of interest from the list below that applies to this program.

- |  |   |
|--|---|
| <input type="checkbox"/> <a href="#">Architecture &amp; Construction</a> | <input type="checkbox"/> <a href="#">Interdisciplinary Studies</a>      |
| <input type="checkbox"/> <a href="#">Arts</a>                            | <input type="checkbox"/> <a href="#">Law &amp; Justice</a>              |
| <input checked="" type="checkbox"/> <a href="#">Business</a>             | <input type="checkbox"/> <a href="#">Mathematics</a>                    |
| <input type="checkbox"/> <a href="#">Communications &amp; Media</a>      | <input type="checkbox"/> <a href="#">Psychology</a>                     |
| <input type="checkbox"/> <a href="#">Education &amp; Teaching</a>        | <input type="checkbox"/> <a href="#">STEM</a>                           |
| <input type="checkbox"/> <a href="#">Engineering &amp; Technology</a>    | <input type="checkbox"/> <a href="#">Science</a>                        |
| <input type="checkbox"/> <a href="#">Entrepreneurship</a>                | <input type="checkbox"/> <a href="#">Social and Behavioral Sciences</a> |
| <input type="checkbox"/> <a href="#">Health &amp; Wellness</a>           | <input type="checkbox"/> <a href="#">Sustainability</a>                 |
| <input type="checkbox"/> <a href="#">Humanities</a>                      |   |

**11. Contact and Support Information:**

Office Location (Building & Room):	NHI-1 Suite 315
Campus Telephone Number:	602-496-1354
Program email address:	<a href="mailto:mihc@asu.edu">mihc@asu.edu</a>
Program website address:	<a href="https://chs.asu.edu/dbh">https://chs.asu.edu/dbh</a>
Program Director (Name):	Colleen Cordes
Program Director (ASU ID):	ceclemen
Program Support Staff (Name):	Brenda Madison
Program Support Staff (ASU ID):	bdmadiso
Admissions Contact (Name):	Jessie Helmes
Admissions Contact (ASU ID):	jpewitt

**12. Application and iPOS Recommendations:** List the Faculty and Staff who will input admission/POS recommendations to Gportal **and** indicate their approval for Admissions and/or POS:

Name	ADMSN	POS
Jessie Helmes	X	
Rachel Joles		X

## APPENDIX II

### Support Statements

#### College of Health Solutions – Official Submission

**From:** Kate Lehman  
**Sent:** Friday, January 15, 2016 9:12 AM  
**To:** Curriculum Planning  
**Cc:** Amanda Morales-Calderon  
**Subject:** RE: Attached Image - Master of Integrated Health Care

Hello:

Here are the requested changes to the Master of Integrated Health Care you requested from the unit.

**Kate Lehman**

Senior Director, Academic Initiatives  
550 North 3rd Street, Ste. 511 | Phoenix, AZ 85004-9020  
Work: 602.496.0241 | Fax: 602.496.0544 | [Kate.Lehman@asu.edu](mailto:Kate.Lehman@asu.edu)  
<https://chs.asu.edu>

**From:** Curriculum Planning  
**Sent:** Monday, January 04, 2016 1:46 PM  
**To:** Kate Lehman <[KATE.LEHMAN@asu.edu](mailto:KATE.LEHMAN@asu.edu)>; Curriculum Planning <[CurriculumPlanning@exchange.asu.edu](mailto:CurriculumPlanning@exchange.asu.edu)>  
**Cc:** Amanda Morales-Calderon <[AMANDA.MORALES-CALDERON@asu.edu](mailto:AMANDA.MORALES-CALDERON@asu.edu)>  
**Subject:** RE: Attached Image - Master of Integrated Health Care

Dear Kate,

The proposal, which I believe is referenced in the attachments, was submitted and approved on the academic plan as a new degree type, the MIHC – Master of Integrated Health Care.

Please revise the attached proposal to reflect the approved degree type and major.

Also, “Doctor of Behavioral Health” is not an approved department in the university so we cannot tie a program to this in PeopleSoft for reporting and display. (See the attached email from Sergio Quiros.) A new department was not requested on the academic plan – would you like this to be housed at the college level like the DBH? If so, it would be wonderful if this could be indicated on the proposal.

Thank you!

**Katie Jensen**

*Assistant Director, Curriculum Development*

Office of the University Provost  
Arizona State University

**From:** Kate Lehman  
**Sent:** Friday, August 28, 2015 1:55 PM  
**To:** Curriculum Planning  
**Subject:** FW: Attached Image

**From:** [HealthSolutions@asu.edu](mailto:HealthSolutions@asu.edu) [<mailto:HealthSolutions@asu.edu>]  
**Sent:** Friday, August 28, 2015 1:48 PM  
**To:** Kate Lehman <[KATE.LEHMAN@asu.edu](mailto:KATE.LEHMAN@asu.edu)>  
**Subject:** Attached Image

## College of Nursing and Health Innovation – Support Letter (Lalley)

**Subject:** Re: Request for review and approval for Proposal to Establish a New Graduate Degree: The Master of Science of Integrated Health Care

**Date:** Wednesday, June 24, 2015 at 10:14:35 AM Eastern Daylight Time

**From:** Cathy Lalley

**To:** Ronald O'Donnell

Hi Ron.

I have reviewed the proposal you sent for the MIHC new degree program. Of course we welcome students to take MHI courses as electives as they work through the MIHC degree. I approve/support the advancement of this program.

I look forward to receiving the course syllabi to review also.

Respectfully,

Cathy Lalley, PhD, MHI, RN  
Interim Director, Healthcare Innovation programs  
College of Nursing & Health Innovation  
602-496-1805

On Thu, Jun 18, 2015 at 3:30 PM, Ronald O'Donnell <[Ronald.ODonnell@asu.edu](mailto:Ronald.ODonnell@asu.edu)> wrote:

Dear Cathy,

I am writing to you as the Interim Director of Health Care Innovation programs as an impacted program for our proposal to establish a new master's degree, the Master of Science of Integrated Health Care. The proposal is attached. Please review and let me know if you have questions or suggestions. I would like you to write a brief email stating your approval of the MIHC as part of our review process in the Graduate College for this new degree. I also plan to send you the course syllabi for review and approval next week. Thanks for your support!

Ron

Ronald R. O'Donnell, Ph.D.  
Clinical Professor  
College of Health Solutions  
Doctor of Behavioral Health  
Arizona State University  
[ronald.odonnell@asu.edu](mailto:ronald.odonnell@asu.edu)  
Phone: [\(602\) 496-1352](tel:6024961352)  
Fax: [\(602\) 496-1597](tel:6024961597)  
<https://chs.asu.edu/dbh>  
[www.linkedin.com/in/ronodonnellasudbh](http://www.linkedin.com/in/ronodonnellasudbh)  
<http://twitter.com/drodonnellasu>  
Skype™: ronald.r.odonnell

--

Cathy Lalley, PhD, MHI, RN  
Interim Director of Health Care Innovation Programs  
College of Nursing & Health Innovation  
Arizona State University  
602-496-1805



**College of Nursing and Health Innovation – Support Letter (Krahe)**

**Subject:** RE: New Master's Degree - Input Appreciated  
**Date:** Thursday, January 29, 2015 at 10:41:34 AM Eastern Standard Time  
**From:** J.A. Eve Krahe  
**To:** Ronald O'Donnell, Natalia Wilson, Colleen Cordes  
**CC:** Lesley Manson, Brenda Madison

Hi everyone

Proposal attached.

Looks like a great idea--some specific feedback and suggestions provided as track change comments. Glad to dialogue further at our upcoming meeting.

Eve

**J.A. Eve Krahe, PhD**

*Director, Healthcare Innovation Programs  
Coordinator, Master of Healthcare Innovation China Initiative  
College of Nursing & Health Innovation  
Arizona State University  
602-496-1804 office | 814-580-6541 mobile  
[eve.krahe@asu.edu](mailto:eve.krahe@asu.edu)*

---

**From:** Colleen Cordes <[Colleen.Clemency@asu.edu](mailto:Colleen.Clemency@asu.edu)>  
**Date:** Friday, January 16, 2015 at 10:23 AM  
**To:** "J.A. Eve Krahe" <[eve.krahe@asu.edu](mailto:eve.krahe@asu.edu)>, Natalia Wilson <[Natalia.Wilson@asu.edu](mailto:Natalia.Wilson@asu.edu)>  
**Cc:** Ronald O'Donnell <[Ronald.ODonnell@asu.edu](mailto:Ronald.ODonnell@asu.edu)>, Lesley Manson <[LESLEY.MANSON@asu.edu](mailto:LESLEY.MANSON@asu.edu)>  
**Subject:** New Master's Degree - Input Appreciated

Eve and Natalia,

The DBH program is in the process of expanding some of our curricular offerings to other health integration and behavioral health programs. One of the degrees we are proposing is a Master's in Integrated Health Care. As the directors of two of the leading master's programs in CHS & CONHI, we'd love your initial feedback on the program, particularly as it is being differentiated from MHI and MSHCD.

I'm attaching our current draft of the master's proposal, and we (the sub-committee working on this degree is myself, Ron O'Donnell, and Lesley Manson; both cc'd on this email) would welcome a chance to sit down and talk to you each further about potential synergies with your curricula, particularly as they pertain to elective offerings.

Please let me know any questions/concerns about the attached, as well as your availability for a meeting in the upcoming weeks.

Thanks so much,

\*\*\*\*\*

Colleen Clemency Cordes, Ph.D.  
Director, Clinical Associate Professor  
Doctor of Behavioral Health Program  
College of Health Solutions  
Arizona State University  
(602) 496-1356  
[Colleen.clemency@asu.edu](mailto:Colleen.clemency@asu.edu)

## School of Social Work – Support Letter

**Subject:** Re: Request to review and approve proposal to establish a new graduate degree, the Master of Science of Integrated Health Care (MIHC)

**Date:** Wednesday, June 24, 2015 at 4:47:30 PM Eastern Daylight Time

**From:** Michelle Carney

**To:** Ronald O'Donnell

Hi Ron. Yes, I approve of the program. Let me know what else you need, and we look forward to seeing the syllabi.  
Michelle

Michelle Mohr Carney, Ph.D., MSSA  
Professor & Director  
School of Social Work  
Arizona State University

Sent from my iPhone

On Jun 18, 2015, at 3:38 PM, Ronald O'Donnell <[Ronald.ODonnell@asu.edu](mailto:Ronald.ODonnell@asu.edu)> wrote:

Dear Dr. Mohr Carney,

Greetings, I am a clinical professor in the ASU College of Health Solutions Doctor of Behavioral Health program. I am writing to ask your review and approval as Director of the School of Social Work, as part of our application process for the Graduate College (letter of support from impacted programs). Please let me know if you have any questions about the proposal. I also plan to send you the course syllabi for review and approval next week. I would like a brief email reply that you approve of the program. Thanks in advance for your support!

Ron

Ronald R. O'Donnell, Ph.D.  
Clinical Professor  
College of Health Solutions  
Doctor of Behavioral Health  
Arizona State University

## W.P. Carey School of Business, Department of Management – Support Letter

**Subject:** Re: Request to review and approve proposal to establish a new graduate degree, the Master of Science of Integrated Health Care

**Date:** Saturday, June 27, 2015 at 12:22:20 PM Mountain Standard Time

**From:** Trevis Certo

**To:** Ronald O'Donnell

I see no major conflicts with this degree plan.

Trevis

S. Trevis Certo  
Department Chair  
Jerry and Mary Anne Chapman Professor of Business  
Department of Management  
W.P. Carey School of Business  
Arizona State University  
Tempe, Arizona 85287-4006

On Jun 18, 2015, at 3:47 PM, Ronald O'Donnell <[Ronald.ODonnell@asu.edu](mailto:Ronald.ODonnell@asu.edu)> wrote:

Dear Dr. Certo,

Greetings, I am a clinical professor in the ASU College of Health Solutions Doctor of Behavioral Health program. I am writing to ask your review and approval as Chair of the W.P. Carey School of Business Management Department, as part of our application process for the Graduate College. Our proposal requires a formal letter of support from impacted programs, and since this new degree includes content on health care management I would like your review and approval. Please let me know if you have any questions about the proposal. I also plan to send you the course syllabi for review and approval next week. I would like a brief email reply that you approve of the program. Thanks in advance for your support!

Best,

Ron

Ronald R. O'Donnell, Ph.D.  
Clinical Professor  
College of Health Solutions  
Doctor of Behavioral Health  
Arizona State University

## W.P. Carey School of Business – Support Letter

**Subject:** RE: Request for email/memo of support: ASU College of Health Solutions Master of Integrated Health Care

**Date:** Tuesday, February 9, 2016 at 3:11:56 PM Eastern Standard Time

**From:** Joan Brett

**To:** Ronald O'Donnell

**CC:** Melissa Stark

Hi Ronald,

This email indicates the support of Graduate Programs Office at W.P. Carey for your proposed Master of Integrated Health Care and the five course syllabi that you attached in the original email below. The MIHC is an exciting program and does not impact or conflict with the programs offered by the W.P. Carey School of Business.

Best wishes for the success of the new degree,

Joan

---

**From:** Ronald O'Donnell

**Sent:** Tuesday, February 09, 2016 12:31 PM

**To:** Joan Brett

**Subject:** Request for email/memo of support: ASU College of Health Solutions Master of Integrated Health Care

Dear Professor Brett,

I am a clinical professor in the College of Health Solutions, Doctor of Behavioral Health program, and I was directed to you by Graduate Education to review our Proposal to Develop a New Degree: Master of Integrated Health Care (MIHC). I originally reviewed this last year and received approval from Professor S. Trevis Certo, but upon further review the Graduate College requests your review and approval given your scope of responsibility for graduate certificate and master in Health Sector Management.

The MIHC is based on our Doctor of Behavioral Health program designed to prepare the healthcare workforce of the future to design sustainable integrated health care programs to achieve the Triple Aim of improved patient experience of care, improved population health and reduced cost. The MIHC is narrowly focused on integrated behavioral health (prevention, disease management, quality improvement, outcomes management, practice management, etc.) in primary care settings with an emphasis on the Patient Centered Medical Home and Accountable Care Organization models of primary care practice.

I ask that you please review the attached Proposal to Establish a New Degree, MIHC, and the related course syllabi. If you can reply to me with a brief email in support of this degree proposal it will be greatly appreciated. Of course, do not hesitate to contact me for any questions you may have or specific feedback on the program. Thanks in advance for your review and support.

## School for the Science of Health Care Delivery – Support Letter

Hi Colleen,

I like the proposed program. IHC 570 and 580 have similarities to our HCD 598. Bill Riley is teaching the course this semester. I have attached the most recent syllabus I have.

Natalia Wilson, MD, MPH  
Research Assistant Professor  
Associate Director, School for the Science of Health Care Delivery  
Academic Program Director, [Medical Studies](#)  
College of Health Solutions  
Arizona State University  
C: 602-526-0014  
[Natalia.wilson@asu.edu](mailto:Natalia.wilson@asu.edu)

---

**From:** Colleen Cordes <[Colleen.Clemency@asu.edu](mailto:Colleen.Clemency@asu.edu)>  
**Date:** Friday, January 16, 2015 at 10:23 AM  
**To:** "J.A. Eve Krahe" <[eve.krahe@asu.edu](mailto:eve.krahe@asu.edu)>, Natalia Wilson <[Natalia.Wilson@asu.edu](mailto:Natalia.Wilson@asu.edu)>  
**Cc:** Ronald O'Donnell <[Ronald.ODonnell@asu.edu](mailto:Ronald.ODonnell@asu.edu)>, Lesley Manson <[LESLEY.MANSON@asu.edu](mailto:LESLEY.MANSON@asu.edu)>  
**Subject:** New Master's Degree - Input Appreciated

Eve and Natalia,

The DBH program is in the process of expanding some of our curricular offerings to other health integration and behavioral health programs. One of the degrees we are proposing is a Master's in Integrated Health Care. As the directors of two of the leading master's programs in CHS & CONHI, we'd love your initial feedback on the program, particularly as it is being differentiated from MHI and MSHCD.

I'm attaching our current draft of the master's proposal, and we (the sub-committee working on this degree is myself, Ron O'Donnell, and Lesley Manson; both cc'd on this email) would welcome a chance to sit down and talk to you each further about potential synergies with your curricula, particularly as they pertain to elective offerings.

Please let me know any questions/concerns about the attached, as well as your availability for a meeting in the upcoming weeks.

Thanks so much,

\*\*\*\*\*  
Colleen Clemency Cordes, Ph.D.  
Director, Clinical Associate Professor  
Doctor of Behavioral Health Program  
College of Health Solutions  
Arizona State University  
(602) 496-1356  
[Colleen.clemency@asu.edu](mailto:Colleen.clemency@asu.edu)

## School of Nutrition and Health Promotion – Support Letter

**Subject:** RE: Request for review and approval: Proposal to Establish new degree Master Science of Integrated Health Care

**Date:** Tuesday, June 23, 2015 at 10:46:47 AM Eastern Daylight Time

**From:** Linda Vaughan

**To:** Ronald O'Donnell

I have reviewed your proposal and have no concerns. Good luck with your new degree!

---

**From:** Ronald O'Donnell

**Sent:** Tuesday, June 23, 2015 5:53 AM

**To:** Linda Vaughan

**Subject:** Request for review and approval: Proposal to Establish new degree Master Science of Integrated Health Care

Hi Linda,

I am writing to you as director of the School of Nutrition and Health Promotion in the College of Health Solutions as an impacted program for our proposal to establish a new master's degree, the Master of Science of Integrated Health Care. The proposal is attached. Please review and let me know if you have questions or suggestions. I would like you to write a brief email stating your approval of the MIHC as part of our review process in the Graduate College for this new degree. I also plan to send you the course syllabi for review and approval next week. Thanks for your support!

Ron

Ronald R. O'Donnell, Ph.D.

Clinical Professor

College of Health Solutions

Doctor of Behavioral Health

Arizona State University

[ronald.odonnell@asu.edu](mailto:ronald.odonnell@asu.edu)

Phone: (602) 496-1352

Fax: (602) 496-1597

<https://chs.asu.edu/dbh>

[www.linkedin.com/in/ronodonnellasudbh](http://www.linkedin.com/in/ronodonnellasudbh)

<http://twitter.com/drodonnellasu>

Skype™: ronald.r.odonnell