UNIVERSITY OF SAINT MARY
NEW INITATIVE PROPOSAL
BUSINESS PLAN

Executive Summary of Business Plan

Department	**Information Systems and Technology**
Name Project	**Major in Healthcare Information Management**
Summary/Goal of Project	**Establish a new major**
Date Business Plan Submitted to President's Office	**October 1, 2011**
Capital Requested: **Budgeted/Unbudgeted:** **Fiscal year:**	**$130,000.00** **Unbudgeted** **2011-2012**
Aligns with Mission and Strategic Goals:	**Aligns with the Mission to serve and the Strategic Goals for Allied Health**

Business Plan

I. PROJECT OVERVIEW

A. Introduction – Describe the proposed project and how it relates to the Strategic Plan.

The purpose of this proposal is to submit the curricula proposal for a Bachelor of Science in Healthcare Information Management (HIM), effective October 2011. The current Vision Statement presented by Sr. Diane Steele, University President, to the staff and faculty at the Fall Institute stated, in part, that USM will develop a new focus on Health Services, resulting from the Strategic Planning process undertaken by the university.

Healthcare Information Management is an integral part of this vision. In addition to preparing students for a burgeoning career field within healthcare, this major will assist students in developing value centered lives and a desire for service. The tenants of this major fall directly in line with the current departmental missions and goals as stated in the catalog. Many of the courses are currently being offered as part of other majors and there are four students pursing the Healthcare Informatics (HCI) degree and three new students expected to enroll for the Healthcare Information Management degree in the Spring 2012 semester. Within the health care field, the certification programs are more closely tied to HIM degrees and to keep USM in focus with the industry, we need to do the same.

What is Healthcare Information Management? Well, in the Healthcare System, many different forms of data (lab results directly from the instrumentation, diagnostic images, insurance information, medications, medical history, financial transactions, treatment plans, charts and so on) need to be linked so that appropriate personnel have access to the same information while maintaining security and privacy. Technologist must, by the

very nature of their work, be adaptable to work in any industry. The storage and retrieval of sensitive information is a daily task we currently teach, but the additional courses for this major will focus the graduates on a specific industrial segment. Proof that our current program is a solid base to build on is evidenced by nine of our current alums who are very successfully working for Healthcare providers and insurance companies.

B. Background – Summarize and highlight the pertinent background information on the project.

Over the past four years, discussions have been held with the President, Academic Vice President, members of the Business and Nursing Departments, and the Allied Health subcommittee of the Strategic Planning Committee concerning healthcare management. As a result of these discussions and the current vision, a major in Healthcare Information Management was further investigated and is now being proposed. Due to the similarity of HIM, Nursing and Information Technology skills, the majority of the proposed major is already part of the current USM curriculum. An internet search of schools in Kansas and Missouri currently lists only the University of Kansas Medical School and Washburn University as offering a similar degree. The government publications on job needs for the US listed Allied Health and Information Technology as the two top disciplines needed over the next ten years projection. Therefore, our proposal fits with current and future needs for the marketplace. An increase in aging Baby Boomers makes it unlikely this will fluctuate significantly in the foreseeable future. A quick search of the internet listing shows over 70 hospitals within a 40 mile radius of the campus.

The concept is to develop a major in Healthcare Information Management with a three pronged plan. First, to design a major that makes maximum use of current course offerings in all departments, and defining those courses in the General Education curriculum that most fit. Also, design flexibility in the initial design in order to facilitate future changes as required. Secondly, the goal is to develop the program to achieve accreditation and regional recognition. And thirdly, to investigate on-line and master's level formats for both traditional and accelerated populations.

A consideration that makes this such a viable option for USM is that it can be implemented with minimal change since the current USM offerings are similar to the core programs shown in accreditation documents posted by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) on their web site. Additionally, through coordination with the SCL Health Services, we can locate adjunct faculty and develop internship opportunities. A second source for adjunct faculty and potential internships are the alums we have currently working in the industry. The alums work for KU Medical Center, DSI, Cerner Corporation, and KC Carelink. Additionally, our current IT faculty has experience working with healthcare technologies

C. Capital – Indicate the amount of capital being requested, whether it's budgeted or unbudgeted, and fiscal year funds would be allocated. List any caveats or contingencies that might apply.

No monies are currently budgeted for this endeavor. It is anticipated that approximately $130,000 would be sufficient for the current fiscal year to cover operating expenses. Future requests would be directly related to the enrollment figures. It will be necessary to hire a Registered Healthcare Information Administrator immediately to begin the development process. Due to the specialized nature of this major, it is anticipated that some adjunct faculty may need to be paid at a higher rate.

D. Recommendation – Attach an approval form documenting appropriate internal review and recommendations.

See attached Healthcare Information Management proposal submitted to the Faculty Senate for vote and results outlined on the cover sheet.

II. ADVANCEMENT OF MISSION

A. Summarize how the project supports the mission of USM.

Our mission states we are to serve, and a part of that service is through health care and caring for the needy. As the educational arm, we will provide the training necessary to prepare those who choose to serve in the allied health industry. The Bachelor of Science in Healthcare Information Management curriculum is in keeping with the goals of the University of Saint Mary, in that it will strive to prepare graduates who are competent in self-expression, communication, critical thinking, and adaptability in an ever-changing, diverse world. Areas of investigation to be explored, analyzed, and engaged are those listed in the USM Catalog, 2011- 2012, p.43. Program goals specific to the academic discipline of Healthcare Information Management are in keeping with those currently used for the Information Technology major as listed in the USM Catalog, 2011- 2012, p. 124. The Bachelor of Science in Healthcare Information Management will prepare graduates to demonstrate an ability to achieve the following learning outcomes shown in the USM Catalog, 2011- 2012, p.43.

III. ALIGNMENT WITH STRATEGIC PLAN

A. Demonstrate how plan aligns and advances the strategic plan.

One of the major tenets of our strategic plan is to develop a focus on allied health. The Healthcare Information Management major will complement our nursing program by providing graduates that understand the intricate nature of the managing health care information today and in the future.

IV. ENVIRONMENTAL ASSESSMENT

A. Internal Assessment – Summarize key assumptions and implications.

The Bachelor of Science in Healthcare Information Management will able to work within much of the established framework for the Bachelor of Science in Information Technology. As such, the need for full time faculty is for the program director and one

additional full-time faculty for the program. In keeping with the goal to become accredited, this program director must be certified by an accredited institution. As we currently do for the IT major, we will hire adjunct instructors that are subject matter experts for specialized courses. For Phase One, some equipment will need to be purchased in the form of support software packages. Some of the medical databases are already purchased for the nursing program and can be used by HIM students.

B. Market Assessment – Summarize data gathered, key assumptions and implications. Answers to the following questions would be helpful in completing this assessment:

1. What do we intend to offer students?

   A degree in Healthcare Information Management leading to industry accreditation.

2. Have we talked to prospective students and do they want this program?

   Only in general terms, stating it is possible in the near future. Comments have been positive.

3. Does the program include skills that employers or graduate schools want?

   General discussions with potential employers and research of government documents show it is not only desired, but necessary.

4. Who is our competition?

   Our only competitors in the immediate area are Kansas University and Washburn University.

5. What do they charge for courses or for a comparable program?

   By internet research, all indications are that those schools offering this type of program charge their standard tuition rates.

6. How do they structure the program

   Most programs are structured with the current or future intent of accreditation and therefore in compliance with the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM) as outlined on their web site.

7. How do they deliver instructional services?

   Courses are offered in traditional, evening/weekend, and online formats.

8. How do they advertise their program?

Mass mailings, eMails, web advertising and print media. To date, I have not seen or heard any radio or TV ads. This was confirmed in discussions with both program directors at a conference this past July.

9. How will our program be different?

   We will be on the ground floor with this offering and poised to growth with the industry centered more on management skills rather than coding.

V. FINANCIAL STEWARDSHIP

A. Summarize in a narrative key financial and operating assumptions.

   There is a need for any some additional equipment and a major salary expense to start this program. It will integrate with and share physical resources with the current IST department. Funds to cover administrative expenses are anticipated, as well as the potential for higher salaries for the program director and some adjunct faculty.

B. Detail any start up costs or capital investment requirements by answering the following questions:

   1. What is the cost of the investment? (e.g. initial marketing, personnel, remodeling, furniture, IT needs, office needs, travel, accreditation site costs, licensure costs)

      See attached Business Plan for details.

   2. How will we finance the investment?

      Through current methods for any class taught by fulltime and adjunct faculty and appropriate minimums established for a class to make.

   3. Do we expect the program to generate sufficient income to finance the investment?

      With the cost referenced above, it is anticipated that the major will generate enough income to be self sufficient.

C. Detail ongoing operating costs

   1. Compensation

      In accordance with standards set for hiring faculty.

   2. Supplies and materials

      There are administrative expenses as listed in the attached spreadsheet.

3. Maintenance

   Since physical resources are shared with the current IT major, no additional maintenance funds are anticipated.

4. Space

   Since physical resources are shared with the current IT major, no additional space is anticipated. Courses offered at OPC will also share the current classrooms available.

5. Advertising and other marketing expenses

   A marketing plan is not defined at this time, but previous reviews have indicated a plan that would require approximately $25,000 the first year and $25,000 per year thereafter.

6. Other expenses

   No additional expenses are anticipated at this time.

D. Detail income projections (enrollment in the case of an academic program)

1. What are the total operational expenses?

   See attached Business Plan.

2. What is net tuition?

   Five students at $2030 per student minus faculty pay of $2500 per course shows a net of $7650 per course offered; ten students is $15300 per course, and so on.

3. Determine breakeven figure using net tuition. (i.e. tuition less institutional scholarships)

   This is in alignment with current figures. No additional scholarships or discounts are anticipated.

E. Summarize in a draft five year budget that demonstrates ROI

1. What does the enrollment need to be to:

   a. Payback the investment within a reasonable period?

      Five students per class offered the first year and ten students per class offered within the first three years.

b. Payback the investment and generate a reasonable return on the investment?

Sustaining ten or more students per class offered will exceed any incurred expenses.

VI. RISK ANALYSIS

A. Summarize the risk factors and demonstrate impact of proceeding and not proceeding.

The risk of proceeding is negligible, given the low investment. However, the risk of not proceeding could be substantial if one of our major competitors initiates a similar program.

VII. CONTINGENCY PLAN

A. Summarize your exit strategy (plan if project fails to meet goals). Give dates and measures.

If this major does not generate 10 graduates annually after five years of implementation, it should be reviewed based on current circumstances to determine if it should be enhanced or eliminated.

VIII. BUSINESS PLAN MONITORING

A. Summarize the measurements for success that have been established to monitor the success and progress of the project (including enrollment goals, if academic, and ROI goals).

The goal is to have 10 students per class offering within three years, and ten graduates per year within five years. The success of the program will be evaluated using current program review techniques and administrative guidelines for continuing operation.