

MASTER OF MEDICAL MANAGEMENT

Carnegie Mellon University

Master of Medical Management Degree

A new and rapidly changing environment challenges today's health care managers, presenting opportunities to those who understand change and who have the skills to lead others. The Master of Medical Management (MMM) program at Carnegie Mellon University teaches these skills to physician executives, arming them to lead today's health care organizations and to shape the future of tomorrow's health care industry.

Preparing Physicians for Health Care Leadership

The Heinz College's MMM program concentrates on three distinctive but related competencies which physician executives need in order to build and manage successful health care organizations. These core competencies address **leadership, strategy, and the management of information.**

The MMM program is exclusively for physicians, and nearly all specialties have been represented since the program began in 1998. Although previous management experience is not required, most MMM students have some experience in large health care organizations, insurance companies, rural clinics, and private practices.

MMM Curriculum*

Session One

On Campus (4.5 days) September 2021

Health Finance (1.0 day)
Project Management (1.5 days)
Health Economics (1.0 day)
Essence of Strategy (1.0 day)

Distance Learning Modules (12 weeks)

Executive Leadership (4 weeks)
Advanced Project Management (4 weeks)
Organizational Ethics (4 weeks)

Session Three

On Campus (4.5 days) September 2022

Entrepreneurial Plan Presentation (.5 day)
Process and Variation Control (1.0 day)
Influence (1.0 day)
Digital Transformation (2.0 days)

Distance Learning Modules (12 weeks)

Enterprise Data Analytics (4 weeks)
Health Policy (4 weeks)
Health Law (4 weeks)

Session Two

On Campus (4.5 days) February 2022

Negotiations and Conflict Resolution (1.5 days)
Entrepreneurial Approach to Healthcare (1.0 day)
Organizational Management: Culture (1.0 days)
Evidence Based Management (1.0 day)

Distance Learning Modules (12 weeks)

Health Care Quality (4 weeks)
Entrepreneurial Plan Development (4 weeks)
Operations Management (4 weeks)

Session Four

On Campus (4.5 days) February 2023

Mergers, Alliances and Divestitures (1.5 days)
Self-Aware Leadership (1.5 days)
Professional Development/Career Planning (1.5 days)

Final Distance Module

Distance Learning Modules (4 weeks)

Leadership Identity (4 weeks)

*reflects planned curriculum; subject to change



Admission Requirements

Classes begin each September. Candidates are encouraged to submit their application and all required supporting materials as soon as possible (applications are reviewed on a rolling basis), and no later than April 1 of the expected year of enrollment. We will continue to accept applications if space remains in the class after April 1. Admission is based on a complete application file including the online application form and:

1. Essay and Resume: professional competence, leadership potential and demonstrated ability to benefit from the MMM program. Successful candidates will have a **minimum of 5 years post residency experience**
2. Official transcripts: from MD or DO degree from an accredited School of Medicine or School of Osteopathy (in addition to a bachelor's degree)
3. Two recommendation forms: from faculty, supervisors or other professionals
4. MMM students are required to complete prerequisite courses prior to starting classes in September. A number of options are detailed below. Students may contact the Program Director for approval of other coursework to satisfy prerequisites. At a minimum, the Admissions Committee requires evidence of completed coursework in finance *and* communication/organizational behavior. (Note: a \$2,500 tuition discount is offered to physicians who have completed 125 hours of prerequisite coursework through the American Association for Physician Leadership.)

Finance:

- The American Association for Physician Leadership: Financial Skills for Executive Decision Making
- The Healthcare Financial Management Association: Business of Health Care
- The Society of Hospital Medicine: Strategic Essentials

Communication/Organizational Behavior:

- The American Association for Physician Leadership: Fundamentals: Influence *and* Communication (2 separate courses)
- The Society of Hospital Medicine: Influential Management *or* Mastering Teamwork

Estimated Cost of Attendance - Cohort beginning September 2021

Cohort 29	Fall 2021	Spring 2022	Summer 2022	Fall 2022	Spring 2023	Total
Charged to CMU Student Account						
Tuition *	\$12,880	\$12,880	\$1,880	\$11,280	\$7,520	\$46,440
Fees	339	235	0	240	240	1,054
Total	\$13,219	\$13,115	\$1,880	\$11,280	\$7,760	\$47,494
Estimated Travel Expenses						
Room & Board	1,220	1,220	0	1,220	1,220	4,880
Transportation	800	800	0	800	800	3,200
Total	\$2,020	\$2,020	0	\$2,020	\$2,020	\$8,080
TOTAL ESTIMATED COST	\$15,239	\$15,135	\$1,880	\$13,300	\$9,780	\$55,344

*Tuition is charged on a per class basis and is reflective of expected tuition and fee increase.

**One-time Credential Verification Fee.

Key Dates for Cohort 29

Cohort 29	
On Campus in Pittsburgh -Session I	**September 29 - October 3, 2021**
Distance Learning - 3 online courses	October 9, 2021 - February 5, 2022
On Campus in Pittsburgh - Session II	February 9 - 13, 2022
Distance Learning - 3 online courses	February 26 - June 4, 2022
On Campus in Pittsburgh -Session III	September 14 - 18, 2022
Distance Learning - 3 online courses	September 24, 2022 - February 4, 2023
On Campus in Pittsburgh - Session IV	February 8 - 12, 2023
Distance Learning	February/March 2023
** Health Finance course material mailed July 1st with the expectation that physicians will begin coursework in July.	

