

HEALTH SYSTEMS MANAGEMENT (HSM)

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HSM 110 Healthcare in America (3 Credit Hours)

This course introduces the U.S. healthcare system and compares it to systems in other developed nations. Emphasis is given to the government's dominant role in health care delivery, payment and regulation, as well as the differences between public health and health care systems. The social justice implications of cost, quality and access are highlighted.

Interdisciplinary Option: Bioethics

This course satisfies the Engaged Learning requirement.

Outcomes:

Describe the evolution of health care in America and the influence of history on the current health care system; Demonstrate knowledge of the structure and functions of the US health care system; Identify at an introductory level the political, economic and social factors that shape the US health care system; Describe the inter-relationships among healthcare stakeholders including providers, suppliers, payers' workforce, and consumers; Recognize the issues of health care disparities, access to care and social justice present in the current US health care system; Identify criteria for evaluating the evolving and changing US health care system; Compare the US health care system to those of other developed nations

HSM 120 Essentials of Medical Terminology for Health Professionals (1 Credit Hour)

This course introduces students to the language of the health professions. Word structure, prefixes and suffixes, and rules of building and analyzing medical words are introduced. Students explore terms relating to anatomy, pathology, diagnostic and clinical procedures, and select medical specialties. Emphasis is given to defining, interpreting and pronouncing medical terminology.

Outcomes:

Identify structure of medical vocabulary including prefixes, suffixes and root words; Apply the rules of building medical terms; Recognize and define medical terms relating to anatomical structure and function, pathology, diagnostic and clinical procedures, and medical specialties; Use medical terminology accurately in context

HSM 200 Careers in Healthcare Administration (2 Credit Hours)

This course provides an introduction to healthcare administration careers. Students explore the various sectors and supporting industries making up the larger healthcare enterprise. Administrative career options and industry growth patterns are presented. Students are introduced to working professionals and professional organizations representing various sectors of the healthcare industry. Class discussions integrate healthcare industry vocabulary and jargon.

Outcomes:

Upon successful completion of this course, the student will be able to: 1) Distinguish healthcare sectors and supporting industries; 2) Describe a variety of roles and functions within healthcare administration; 3) Identify various entry points into a healthcare administration career; and 4) Explore areas of interest for career consideration

HSM 210 Introduction to Global Healthcare Delivery (3 Credit Hours)

Social determinants of health, comparative health systems, global health initiatives and their effects on health outcomes are addressed. Students examine current issues impacting global population health and improvements in care locally and worldwide. Roles of governmental, institutional and corporate organizations in financing, governing and delivering worldwide healthcare are studied.

Interdisciplinary Option: Bioethics, Global Studies, Bioethics, Global Studies

This course satisfies the Engaged Learning requirement.

Course equivalencies: X-HSM210/PUBH314/ENVS385

Outcomes:

At the successful completion of the course, the student will be able to: 1) Identify major global health care strengths and challenges; 2) Develop a broad worldview of communities and countries with different lifestyles, economics, and geopolitical systems and how these differences impact health care; 3) Explain the characteristics and roles of governments, non-governmental organizations (NGO's) and public/private partnerships as relates to health and health care around the world; 4) Analyze the impact of globalization on health and healthcare systems; 5) Assess the ethical and social justice issues associated with health inequities around the world; 6) Address a global health care issue, analyze the issue using relevant theoretical concepts and recommend a course of action

HSM 220 Post-Acute & Long-Term Care Management (3 Credit Hours)

This course examines healthcare delivery models designed to meet the needs of older adults and those with disabilities and chronic health conditions. It explores the experience of the patients and caregivers receiving these services as well as the professional workforce who provides them. It also examines the methodologies used to make decisions that impact internal and external customers.

Interdisciplinary Option: Bioethics

This course satisfies the Engaged Learning requirement.

Outcomes:

Analyze the challenges and opportunities faced by the US healthcare system related to changing demographics; Apply theories of aging and disability to the management of post-acute and long-term care services; Compare healthcare delivery models used in post-acute and long-term care services; Articulate the roles, responsibilities, and challenges faced by post-acute and long-term care professionals; Articulate the social justice and ethical issues associated with aging and disability in the context of post-acute and long-term care environments

HSM 230 Fundamentals of Health Equity (3 Credit Hours)

Pre-requisites: HSM 110 (Can also be taken as a corequisite)

This course introduces the concept of health equity and provides an overview of health disparities in the U.S. Students examine the root causes of and explore populations most affected by health inequities. The course explores system approaches and strategies aimed at improving health equity.

Interdisciplinary Option: Bioethics

Outcomes:

Analyze pathways of causality leading to health inequities; Differentiate between disease causation and disparity causation; Compare and contrast strategies to improve health equity in the US; Identify roles and responsibilities of healthcare professionals as agents of change; Explain the relationship between community, social justice and health status; Describe philosophical principles that underlie social justice priorities; Generate ideas for programs and policies that promote health equity

HSM 240 Healthcare Workforce Management and Professionalism (3 Credit Hours)*Co-requisites:* HSM 110

This course offers a comprehensive examination of human resources management (HRM) in healthcare, emphasizing its strategic application. It addresses the technical and legal facets of HRM while also fostering the development of professionalism and equipping students to thrive in the ever-evolving healthcare environment.

Outcomes:

Examine the impact of human resources management (HRM) and organizational development principles on healthcare administration practices; Describe how internal and external environments impact the healthcare workforce environment; Identify the key elements of professionalism in healthcare administration, including ethical standards, communication, and teamwork; Analyze scenarios to assess the impact of HRM decisions on healthcare organizations, including their financial and operational outcomes; Evaluate the impact of professionalism on healthcare administration practices; Demonstrate engagement in HRM activities, including negotiation and communication

HSM 280 Healthcare Ethics in Practice (3 Credit Hours)*Pre-requisites:* PHIL 130 or equivalent

This course provides an in-depth exploration of ethical leadership within healthcare management. Students will examine historical and contemporary ethical issues that impact the management of healthcare organizations, gaining a comprehensive understanding of the challenges and responsibilities faced by healthcare leaders. The course emphasizes the importance of personal moral perspectives, encouraging students to compare their views with those of their peers and the dominant positions of the day to foster a nuanced appreciation of diverse ethical opinions.

Outcomes:

Describe historical and contemporary ethical issues affecting management of healthcare organizations; Analyze key characteristics of healthcare administrators that contribute to ethical and effective leadership; Apply critical thinking to decision-making models when managing differing opinions and justifying ethical decisions; Reflect on personal values to gain insight into one's vocation and career path in the health sciences, integrating self-awareness with future professional responsibilities

HSM 310 Healthcare Project Management (3 Credit Hours)*Pre-requisites:* HSM 110; Course is restricted to Healthcare Administration and Public Health majors

This course introduces the fundamental principles of project management in healthcare organizations, emphasizing the processes, tools, and methodologies necessary for successful project execution. Students will learn how to initiate, plan, execute, monitor, and close projects in healthcare settings, with a focus on strategic alignment, risk management, and stakeholder communication. The course also emphasizes the development of teamwork, leadership, and managerial skills required to effectively manage diverse teams and navigate challenges in dynamic healthcare environments. Through practical applications, students will gain hands-on experience in creating project plans, managing resources, and ensuring successful project outcomes.

Outcomes:

Explain key project management principles, tools, methodologies, and frameworks, with a focus on healthcare projects; Distinguish between the roles and responsibilities of functional managers and project managers; Develop comprehensive healthcare project plans that address scope, goals, timelines, budgets, and stakeholder communication; Identify potential risks for healthcare projects and risk mitigation strategies; Apply leadership and collaboration skills to lead teams and achieve project goals and objectives

HSM 315 Healthcare Quality & Performance Improvement (3 Credit Hours)*Pre-requisites:* HSM 240 and HSM 368

This course examines the role of management in measuring performance and achieving quality in healthcare organizations. Emphasis is on the historical evolution, current concepts and future trends associated with measuring and evaluating health care quality. Students explore fundamental concepts of quality improvement design, planning, and methodology.

Outcomes:

1) Articulate the historical evolution and current forces driving changes in healthcare quality; 2) Describe major quality improvement models that provide a framework for change; 3) Differentiate the use of structural, process and outcome indicators for measuring quality; 4) Apply quantitative and qualitative performance measurement approaches to healthcare processes; 5) Apply quality improvement tools and techniques to healthcare processes; 6) Explain operational and clinical quality improvement data; and 7) Apply a systematic quality improvement approach to healthcare processes

HSM 320 Healthcare Program Planning and Evaluation (3 Credit Hours)*Pre-requisites:* (ISSCM 241 or PSYC 304) and HSM 358

This course introduces students to the process of health program planning, including development of program objectives, methods, needs assessment, budget, timelines, contracting and marketing. Health program evaluation will emphasize design of a program evaluation including measurement and analysis of program outcomes, costs, and impact on community health concerns. Psychometric, economic, political and ethical issues related to health program planning and evaluation are explored.

Outcomes:

1) Understand concepts and principles of program planning and evaluation in healthcare; 2) Identify models for the planning and evaluation of health programs; 3) Understand ethical, political, economic and psychometric issues related to health program planning and evaluation; 4) Identify data sources for planning and evaluation of health programs; 5) Develop a plan for evaluation of a local healthcare program; 6) Recognize the importance of needs assessment to program planning; 7) Describe selected methods for evaluating need, process, impact (outcome), and efficiency; 8) Identify the components of an evaluation report; 9) Evaluate a local community's healthcare program; and 10) Explain the role and responsibilities of the healthcare manager in healthcare program planning and evaluation

HSM 325 Healthcare Fiscal Management (3 Credit Hours)

Pre-requisites: HSM 110 and FINC 301

This course introduces fundamental concepts related to financial management of healthcare organizations. Students explore financial-decision tools and the role of financial decision-making in managing delivery of care. How the U.S. health system impacts an organization's financial health and management is considered. Major concepts include cost-accounting, budgeting, cost/benefit analysis, and reimbursement mechanisms.

Outcomes:

At the successful completion of the course, students will be able to: 1) Describe the impact of political, social, and economic factors on the cost of patient care delivery; 2) Analyze the impact of US healthcare payment system on the organization and delivery of healthcare; 3) Evaluate financial health of a healthcare organization; 4) Apply principles of accounting to organizational decision-making; 5) Explain revenue cycle and budgeting in a healthcare organization; 6) Explain the legal, ethical, and social justice issues surrounding fiscal management in the health care setting; 7) Describe non-profit's role in providing uncompensated care and impact on financial decision-making

HSM 330 Healthcare Legal & Regulatory Environment (3 Credit Hours)

Pre-requisites: HSM 240 and either HSM 280 or PHIL 284

This course explores the foundations of healthcare law. Key topics include informed consent, joint ventures, medical staff issues, credentialing, liability, and bioethical concerns such as end-of-life decision-making. Additionally, the course explores risk management strategies, fraud and abuse regulations, and other critical healthcare laws. Students will gain insight into the law-making process, the role of regulatory bodies, and their impact on healthcare operations. Emphasis is placed on understanding and applying these concepts to case studies and real-world healthcare management scenarios.

Outcomes:

Examine the structure of the US legal system and its application to healthcare regulations and judicial processes; Describe the principles of liability as they pertain to healthcare organizations, medical staff, and joint ventures; Identify key government regulations impacting healthcare services, professionals, and organizational compliance; Analyze bioethical issues in healthcare regulations, including end-of-life decision-making, negligence, malpractice, informed consent, and the use of human research subjects and their connection to healthcare regulation; Discuss risk management practices and strategies to prevent healthcare fraud, abuse, and regulatory violations

HSM 338 Healthcare Strategy and Marketing (3 Credit Hours)

Pre-requisites: HSM 110, HSM 230, and HSM 310

This course offers an overview of healthcare strategy and marketing, focused on strategic management and marketing fundamentals and tools. Students work individually and in groups to apply strategies specific to healthcare consumers, markets, products and services; developing and presenting the marketing component of a healthcare business plan at the end of the semester.

Outcomes:

Apply principles of strategic management in the context of a healthcare organization; Utilize basis healthcare market research approaches, techniques and tools; Identify ethical and legal issues related to strategy and marketing in healthcare organizations; Develop a strategic marketing campaign for a healthcare product, program or service; Demonstrate effective teamwork skills in producing and presenting multimedia-based strategy and marketing materials and plans

HSM 340 Health Care Policy (3 Credit Hours)

Pre-requisites: HSM 110 and HSM 230; HSM 230 may also be taken as a corequisite

This course explores government's role in organizing, financing and delivering healthcare. With an emphasis on policy formation, advocacy and change, students apply policy analysis tools to contemporary public health and healthcare problems. Using examples such as Medicare, Medicaid or mental health policy, the course highlights the role of leadership as a key component of successful policymaking.

Outcomes:

Explain how federal, state, and local health policy is formulated and implemented; Assess the balance between public good and individual rights in the policy process; Analyze the impact of specific healthcare policy on health outcomes and the delivery of healthcare; Identify future health policy directions that would improve the health status of Americans; Describe the role of individual and organizational leadership in influencing and improving policy outcomes

HSM 345 Healthcare Data Analytics (3 Credit Hours)

Pre-requisites: ACCT 201 and ISSCM 241/PSYC 304 This course explores the use of clinical and operational data to improve outcomes and achieve greater efficiencies in healthcare systems

The role of data analytics in supporting informed decision-making is emphasized. Topics include data manipulation, analysis, and visualization. Practical business intelligence tools, such as Microsoft Excel® or Tableau®, are used.

Outcomes:

Discuss the role of data analytics in clinical and operational improvement efforts; Apply analytic techniques to health and healthcare data using business intelligence tools or applications; Identify meaningful patterns and trends in data sets to inform business decisions; Understand and interpret business needs and extract appropriate data necessary to solve problems; Propose solutions to complex business problems that are supported by data analysis & visualizations

HSM 350 Healthcare Administration Capstone (3 Credit Hours)

Pre-requisites: HSM 200, 310, 315, 330, 338, 345, 358, 368, 386 and FINC 301

The capstone course is designed to demonstrate accumulated knowledge in healthcare administration. Skills and theories gained throughout the curriculum are integrated into an original team project. Students apply central concepts such as operations, strategy, quality, finance and project management to a specialized area of healthcare in a manner congruent with the Jesuit value of social justice.

Outcomes:

1) Apply healthcare administration knowledge, concepts and skills to an identified healthcare delivery project; 2) Synthesize relevant knowledge from pertinent data sources to meet complex project goals; 3) Synthesize mentor feedback into a reorganized project plan; 4) Demonstrate problem-solving skills in the context of a healthcare delivery project; 5) Manage a large-scale project; and 6) Demonstrate effective teamwork in working toward a common project goal

HSM 355 Special Topics (1-3 Credit Hours)

Pre-requisites: Variable, used as needed, Variable hours and topics.

HSM 358 Research Literacy for Health Decision-Makers (3 Credit Hours)*Pre-requisites:* ISSCM 241 or STAT 103

This course explores the research process and the regulatory requirements in health sciences research. It provides a foundation for application of evidence-based practices in healthcare services. The fundamentals of research design, methodology, interpretation, and critical appraisal are introduced. The course requires critical thinking to determine the relevance of novel research. Emphasis is given to practical applications to decision-making in healthcare administration. Students will present a critical analysis of multiple types of research studies.

Outcomes:

Outline research processes; Discuss the strengths and weaknesses of specific levels of evidence; Describe ethical doctrine and regulations impacting human participant protection; Assess study design, measures, and data collection techniques; Critically evaluate health-related research, including analysis and conclusions; Evaluate the relevance of novel research

HSM 360 Healthcare Administration Field Internship (6 Credit Hours)*Pre-requisites:* HSM 200, 310, 315, 330, 338, 345, 358, 368, 386 and FINC 301

This professional experience provides exposure to and experience in the healthcare environment. Under the supervision of a field preceptor and faculty advisor, students work with a healthcare organization integrating content gained through prior HCA coursework. Students develop and refine skills and practical knowledge by conducting a goal-based project(s) of value to the internship site. Project objectives are developed in concert between student, faculty, and preceptor. The experience involves three on-campus seminars, preparation of seminar deliverables plus a minimum of 196 on-site hours fulfilled on a weekly basis as mutually agreed between student and preceptor. The field experience as facilitated by Loyola University Chicago and the HCA Program concludes at the close of the semester and may or may not be compensated.

This course satisfies the Engaged Learning requirement.

Outcomes:

1) Apply healthcare administration theoretical knowledge, concepts, and skills to the practice setting; 2) Solve project challenges through the use of analytical and reflective tools; 3) Function as a collaborative team member; 4) Demonstrate critical thinking and refine communication skills; 5) Apply strategies of ethical reasoning to arrive at principled decisions in the Jesuit tradition; 6) Integrate supervisory, and faculty feedback to improve personal skills, knowledge, and effectiveness; and 7) Demonstrate the ability to work independently, thoughtfully, and resourcefully

HSM 365 Health Innovation and Entrepreneurship (3 Credit Hours)

This course introduces basic concepts and methods of design thinking and entrepreneurial training through lecture, discussion and experiential activities. Students will form collaborative teams to develop innovative healthcare products, processes or services especially relevant to promoting health equity and reducing health disparities - by practicing customer discovery, problem identification, ideation, prototyping, testing and pitching. Course is open to Juniors and Seniors at the Parkinson School as well as students in the LUC Interdisciplinary Honors Program.

Outcomes:

Students will be able to define basic principles of design thinking and entrepreneurial business model generation, and explain how they can be applied in a variety of healthcare settings as tools for innovation especially related to promoting health equity and reducing health disparities

HSM 368 Management of Healthcare Organizations (3 Credit Hours)*Pre-requisites:* HSM 110

This course familiarizes students with the profession of healthcare administration by providing an overview to leadership, management, organizational development and change. Reflecting the uniqueness of the healthcare sector, students are introduced to key principles, practices and theories that support the socially just and ethical management of healthcare organizations.

Outcomes:

1) Differentiate between the roles of healthcare manager and healthcare leader; 2) Describe how management principles are applied in healthcare organizations; 3) Articulate organizational development challenges faced by healthcare entities; 4) Formulate strategies to manage a change intervention; and 5) Explain ethical and social justice responsibilities in healthcare management

HSM 386 Health Information Systems Management (3 Credit Hours)*Pre-requisites:* HSM 110 (Can also be taken as a corequisite)

This course explores the management and leadership of health information systems in the healthcare industry. Students will examine the types, purposes, and attributes of clinical and administrative systems used in healthcare organizations. Topics include the value of health information systems in enhancing organizational performance, the systems development lifecycle, and the role of management and leadership in system implementation. Additional focus is placed on addressing privacy, security, and ethical challenges, as well as evaluating the impact of emerging trends on healthcare delivery.

Outcomes:

Describe the major types, purposes, and attributes of clinical and administrative information systems used in health care organizations; Explain the value of health information systems, including their role in supporting organizational performance, strategy, and effective management; Evaluate risks related to privacy, security, and ethical considerations in the use and management of health information systems; Explain how the systems development lifecycle supports the effective management of health information systems; Evaluate the potential impact of emerging trends in health information systems

HSM 399 Independent Study in Healthcare Administration (1-4 Credit Hours)*Pre-requisites:* Permission of the Program Director

This is a directed study course in public health for approved students, supervised by a member of the faculty. Students must have an assigned professor, written objectives, planned outcomes and timelines. Must be enrolled in the undergraduate Healthcare Administration program.

Outcomes:

Upon successful completion of this course, the student will be able to articulate a general understanding of the selected topic