

# HEALTHCARE ADMINISTRATION (MHA)

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## **MHA 405 U.S. Health Systems Management (3 Credit Hours)**

This course provides a foundation for understanding the contribution of formal US healthcare services to the nation's health. Content includes how the structure of healthcare in the US impacts operational management of provider systems focus on how care is organized, delivered, financed and regulated. Major challenges that impact healthcare cost, quality and access are examined with underpinnings of social justice and impact on communities served. Emphasis is placed on management of quality, patient safety and information technology as centerpieces of the modern health care environment.

### *Outcomes:*

Distinguish roles, functions and responsibilities of healthcare system components; Analyze the interaction of social, political and economic forces shaping healthcare delivery and impact on cost, quality and access

## **MHA 415 Culture of Quality & Safety in Health Care (3 Credit Hours)**

Developing, managing healthcare safety and quality programs by demonstrating strategic importance of concepts inside healthcare organizations and clients. Discussion of safety science, high reliability organizations, trends in patient safety, healthcare quality, practices in different healthcare environments, development of organizational cultures, safety & quality, tools for monitoring performance improvement will be examined.

### *Outcomes:*

Students will explain forces driving safety and quality in healthcare, evaluate strategies for improving safety/quality in healthcare, describe influence of systems on outcomes; Analyze role of various systems, factors in creating safe environments of care; Explain "just culture" thinking on safety, quality improvement; Develop plan for improvement of safety/quality

## **MHA 430 Managerial Epidemiology (3 Credit Hours)**

Introduces epidemiological principles, tools pertinent to population health management, delivery of healthcare services, fundamentals of epidemiologic inquiry, population health, community health needs assessment introduced. Methods to effective planning, monitoring, and evaluation of healthcare services. Emphasis given to practical applications, decision-making in healthcare administration, planning, management, financing, outcome evaluation, within healthcare organizations.

### *Outcomes:*

Students will distill the central role of population health management in healthcare administration, epidemiology in evidence-based management, basic principles/methods of descriptive epidemiology to healthcare, administration functions

## **MHA 440 Healthcare Management and Ethics (3 Credit Hours)**

This course deepens insights into profession of healthcare administration, presents key principles, practices of management within healthcare organizations. Emphasis given to knowledge, skills necessary to effectively manage healthcare organizations. The interplay between management and the larger environment of internal/external stakeholders explored, ethical issues common to healthcare management examined. Provides foundation for developing effective management.

### *Outcomes:*

Students will differentiate key principles of management, articulate the governance and management structure of healthcare organizations, synthesize core functions of healthcare manager; Identify/frame/evaluate healthcare management challenges, define strategies for addressing challenges

## **MHA 451 Healthcare Finance I (3 Credit Hours)**

This course provides a basic understanding of financial management principles with emphasis on the not-for-profit entity. Foundational accounting concepts are explored with a focus on risk, financial statements, capital investments, debt and equity financing.

### *Outcomes:*

Students will be able to recognize the three main corporate financial statements and explain in lay terms the information contained therein

## **MHA 452 Healthcare Finance II (3 Credit Hours)**

*Pre-requisites:* MHA 451

Building on the foundational learning from Healthcare Finance I, this course focuses on for-profit entities within the health care sector and reimbursement methods. Financial concepts, discounted cash flow analysis, risk, financial performance evaluation, capital investments, capital budgeting, debt, equity financing will be explored. Description, assessments of reimbursement methodologies, strategies will be explored.

### *Outcomes:*

Engage in long-term financial forecasting and planning; Differentiate various reimbursement strategies/ methodologies; Complete comprehensive financial forecast for a healthcare organization

## **MHA 460 Strategy and Leadership in Healthcare Organizations (3 Credit Hours)**

This course examines competitive strategy, leadership in current healthcare environment. Content emphasizes formulation, execution & management, critical evaluation of organizational strategy. Key challenges faced by U.S. healthcare organizations and strategic responses are introduced. The relationship between strategic outcomes and leadership is explored emphasizing values-based leadership and individual qualities that define effective leaders.

### *Outcomes:*

Analyze internal and external environments to which a strategy must respond; Evaluate strategic options and formulate a strategy for healthcare organizations; Manage execution of a strategy; Evaluate performance of a strategic plan; Compare theoretical concepts of leadership

**MHA 468 Topics in Healthcare Data Analytics and Business Intelligence (3 Credit Hours)**

*Pre-requisites:* MHA 405, MHA 415, MHA 430, MHA 451, MHA 452, MHA 491, and MHA 492

This course explores the use of data analytics, mining, visualization, tools to support data-driven decisions in healthcare organizations. Students develop a comprehensive view of data, use data to drive outcomes and efficiencies in healthcare. Commonly used methods/challenges in data analytics discussed. Multiple sources are explored including patient-generated data, electronic health records, administrative databases.

*Outcomes:*

Students will discuss the role of data analytics in health care organizations, demonstrate conceptual and practical knowledge, share structuring of health and healthcare data, retrieve data, perform descriptive analyses on healthcare datasets

**MHA 480 Topics in Post-Acute Care (3 Credit Hours)**

*Pre-requisites:* MHA 405, MHA 415, MHA 430, MHA 451, MHA 452, MHA 491, and MHA 492

This course acquaints students with services delivered following traditional acute-care episodes or stays, providing comprehensive overview of programs, policies, services specific to post-acute care providers, facilities. The operating environment is examined with emphasis on regulations, reimbursement, care delivery, alternative delivery systems. Timely issues, challenges, dilemmas confronting long term care management explored.

*Outcomes:*

Demonstrate understanding of the basic operations of the continuum of post-acute care services, including delivery systems, consumers, providers, competitors; Discuss legal, regulatory environment surrounding post-acute care; Delineate role of financing/reimbursement

**MHA 484 Healthcare Decision Support (3 Credit Hours)**

The course focuses on understanding decision support systems and how they are used to inform leadership decision-making across healthcare organizations

*Outcomes:*

Identify and describe current uses of decision supports; Use various decision and analytic models for interactive decision-making and problem solving; Explain the differences between knowledge-based, data-based, and model-based DSS, distinguish among their basic features, benefits, and limitations of intelligent decision support methods; Compare traditional decision support with organizational and group decision support methods

**MHA 490 Research and Innovation in Healthcare Administration (3 Credit Hours)**

This course explores the research process and the regulatory requirements in drug, device, and biological product development. The fundamentals of research design, methodology, interpretation, and critical appraisal are introduced. The course requires critical thinking and analysis to determine the relevance of novel research. Emphasis is given to practical applications to decision-making in healthcare administration including planning, management, assessment, and outcome evaluation, within healthcare organizations.

*Outcomes:*

1) Outline the research and drug, device, and biologic development processes; 2) Discuss regulatory and policy factors that impact health-related research; 3) Critically evaluate health-related research; 4) Evaluate academic and industry contributions to innovation; 5) Evaluate the relevance and implementation challenges of novel research; 6) Determine how ethical healthcare leaders impact innovation and research

**MHA 491 Systems Thinking for Healthcare Leaders (1 Credit Hour)**

This two-day immersion will serve as an introductory course for the MHA program. Students will explore the concepts of systems thinking and develop practical skills for its application in healthcare settings. Students will be provided with supplemental reading materials and participate in simulations and exercises to hone their skills in this critical leadership competency.

*Outcomes:*

Students will define systems thinking as a leadership model and Apply relevant components of systems thinking in real-world healthcare setting

**MHA 492 Governance of Healthcare Systems (1 Credit Hour)**

*Pre-requisites:* MHA 491

Two-day immersive course provides an overview of how health systems are governed focusing on the structure and operations of boards of directors, as well as external regulatory oversight agencies. Students will explore the relationship of healthcare organizations with governing bodies and identify strategies for effective communication and engagement.

*Outcomes:*

1) Define various health system governance models and how they are implemented to support operations; 2) Demonstrate knowledge of the relationship between health system leadership and various governing and regulatory bodies

**MHA 493 Performance Management in Healthcare (1 Credit Hour)**

*Pre-requisites:* MHA 491

This two-day immersion helps students build practical skills for ongoing performance management and monitoring of strategically aligned key performance indicators. Students will explore use of scorecards, dashboards as tool for ongoing outcomes monitoring, management within health systems. Students will be provided with supplemental reading, guest lecturers, participate in simulations, exercises.

*Outcomes:*

Students will build outcome monitoring scorecards and dashboards, effectively communicate outcomes and performance metrics

**MHA 494 Multi-Disciplinary Teams in Healthcare (1 Credit Hour)**

*Pre-requisites:* MHA 491, MHA 492, MHA 493

Two-day immersion provides students with practical lessons, recognizing and optimizing the multi-disciplinary nature of healthcare workforces. Focus on building cross-functional teams, recognizing potential strengths/weaknesses of team members from different educational/practice backgrounds. Team building exercises, small group theories will be incorporated to demonstrate practical value of multi-disciplinary teams. Course includes supplemental reading materials, guest lecturers, simulations, exercises to hone skills in critical leadership competency.

*Outcomes:*

Students will identify opportunities, challenges facing healthcare workforce; will effectively build multi-disciplinary teams of health care workers from a variety of specialties and fields

**MHA 495 Specialty Capstone (3 Credit Hours)**

This course provides students with the direction and support to complete an independent capstone project relative to their specialty track or area of professional interest. Specialty track students must complete the capstone project in the field of their specialty. Generalist students may choose a focus of study. Students identify a community-based partner of interest and secure commitment from the organization and individual preceptor willing to facilitate the project onsite. Students develop a precise and targeted literature review on a topic of interest and propose an interventional capstone project to address the identified need/problem. A written plan of execution is submitted in the form of the Capstone Project Plan.

*Outcomes:*

Examine a relevant healthcare problem or knowledge gap by executing and synthesizing professional research and literature review;  
Demonstrate analytic, critical thinking and problem-solving capabilities by proposing an administrative solution to a healthcare problem;  
Formulate a precise problem statement defining the current state, impact, and desired state for identified issue; Delineate relevant data required to analyze the problem and propose intervention; Design a feasible and evidence-based course of action for implementation

**MHA 499 Independent Study in Healthcare Administration (1-3 Credit Hours)**

*Pre-requisites:* Course open to MHA students; Permission of the Program Director

This is a directed study course in healthcare administration for approved students, supervised by a member of the MHA faculty. Students must have assigned professor, written objectives, planned outcomes and timelines.

*Outcomes:*

Students will be able to articulate a general understanding of the selected topic