

School of Public Health Student Handbook 2005-2006

Masters of Healthcare Administration Degree Requirements

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Learning objectives for the MHA (Master of Healthcare Administration)

A. Knowledge

Students will be able to demonstrate a professional manager's working knowledge of current health policy issues.

Students will be able to demonstrate a professional manager's working knowledge of currently applicable law to their chosen area of health care delivery.

Students will be able to demonstrate a professional manager's working knowledge of ethical guidelines of the American College of Health Care Executives, the American Hospital Association, and the various professional societies representing leadership in clinical health care delivery.

Students will be able to demonstrate a professional manager's working knowledge of the structure and organization of American health care and the formal and informal forces that influence its actions.

Students will be able to demonstrate a working knowledge of the functions of the component parts of the American health care system and how the economic and political forces at work between the various components affect the delivery of health care.

Students will be able to demonstrate a professional manager's working knowledge of the responsibilities of management, and governing bodies; and the relationships between the two.

Students will be able to demonstrate a professional manager's working knowledge of the roles of executives as managers and leaders in the complex environment of health care delivery organizations.

Students will be able to demonstrate a professional manager's working knowledge of health care financing, cost accounting methodologies, and reimbursement theory and practice.

Students will be able to demonstrate a professional manager's working knowledge of financial reporting, operating budgets, capital budgets, and treasury functions in health care delivery settings.

Students will be able to demonstrate a professional manager's working knowledge of the responsibilities of executives and specifically of finance officers to a Board of Directors, and to the various levels of government agencies.

Students will be able to demonstrate a professional manager's working knowledge of how the concepts and tools of statistics, epidemiology, and marketing fit together to provide a basis for strategy development.

Students will be able to demonstrate a professional manager's working knowledge of the key roles of quality and effectiveness evaluation.

Students will be able to demonstrate a professional manager's working knowledge of human resource theory and tools, and the importance of human resources in health care delivery.

Students will be able to demonstrate a professional manager's working knowledge of the role and significance of information systems in contemporary health care delivery.

Students will be able to demonstrate their ability to synthesize and apply these knowledge areas in the "real-life" setting of their program-long preceptorship, and in the development and presentation of their capstone project.

B. Skills

Students will be able to demonstrate their ability to apply analytical skills to manage programs and assess their effectiveness.

Students will be able to demonstrate their ability to organize a planning process and develop effective comprehensive plans.

Students will be able to demonstrate their ability to assess community health status and address program development and divestment needs in response to forecast demand. Program planning and program termination will be critical competencies.

Students will be able to demonstrate their ability to develop a marketing analysis and strategy that incorporates demography, health status and competing service provision capabilities.

Students will be able to demonstrate their ability to develop alternative strategies to effectively respond to changing incentives in order to organizational goals.

Students will be able to demonstrate their ability to develop marketing and sales strategies to introduce programs.

Students will be able to demonstrate their ability to assess and develop statistical profiles and complete a health program evaluation.

Students will be able to demonstrate their ability to develop presentations, facilitate meetings, and develop reporting mechanisms to monitor adherence to established goals. The use of focus groups and development of listening skills will be key areas of focus.

Students will be able to demonstrate their ability to develop a program budget, to forecast budget projections, to analyze income statements for budget variances, and develop strategies to address program deficits or surpluses.

Students will be able to demonstrate their ability to assess financial questions such as lease-buy financing strategies to support capital expansion and equipment needs.

Students will be able to demonstrate their ability to analyze specific reimbursement approaches for organizational strengths and weaknesses.

Students will be able to demonstrate their ability to determine the best strategies to optimize the effect of Information Systems (IS) on the operations of health care delivery organizations. The ability to interface with IS Managers and to use available systems and data bases, as well

as the Internet to retrieve health information for planning purposes will be specific skills that the manager will apply in the work setting.

Students will be able to demonstrate their ability to develop and conduct employee performance appraisals.

Students will be able to demonstrate their ability to identify proper contract terms and negotiate agreements.

Students will be able to create and lead a self evaluation of management teams, and of the Board of Directors.

Students will be able to identify core ethical precepts of their organization and the conflicts that may arise in the performance of their job. They will further be able to create a strategy for addressing those potential conflicts in an open, constructive, and honest way.

Master of Healthcare Administration

The Master of Healthcare Administration Program provides the opportunity to develop the skills and resources needed to become a healthcare leader. The program is designed for:

managers, administrators and supervisors already working in healthcare or related fields who want to advance their skills to become executives and leaders;

healthcare professionals (doctors, nurses, therapists, technicians, other caregivers and researchers) who seek advancement into organizational leadership; and

new graduates who want to enter the healthcare field as managers.

Requirements for Admission

The MHA Program encourages applications from students with previous degrees in any of the health-related professions, as well as students with any baccalaureate degree whose experience has led them to pursue a professional career in healthcare management.

Candidates for the MHA degree program must have a BA or BS degree.

Work experience in a health services organization is preferred but not required.

The MHA Program provides options for both full-time and part-time enrollment and offers a modified curriculum for the working student.

The "credit-non-degree" (CND) option is also available.

Deadline for Completing Degree Requirements

MHA students must complete all degree requirements within five calendar years after their initial registration as a degree student within the SPH. In extraordinary circumstances an extension of time may be granted if the petition for an extension is filed before meeting the 5-year deadline. Time spent on an approved leave of absence is not counted toward the degree time limit (see Leave of Absence).

Program of Study

The MHA program is a 60 semester hour program of study. Full-time students may complete the program in two years; while part-time students will complete it in four years.

Full-time Student Course Sequence

Semester #1 - 13 Credit Hours

Acct 500 – Intro to Financial and Managerial Accting (4 sh)
BSTT 400 – Intro to Biostatistics (3 sh)
HPA 460 – Intro to the Econ of Hlth & Hlth Care (2 sh)
HPA 494 - Health Organizational Leadership (3 sh)
HPA 495 – MHA Preceptorship (1 sh)

Semester #2 - 15 Credit Hours

EPI 400 - Principles of Epidemiology (3 sh)
Finance 500 - Introduction to Corporate Finance (4 sh)
HPA 403 - U.S. Health Care System (3 sh)
MGMT 553 - Human Resource Management (4 sh)
HPA 495 – MHA Preceptorship (1 sh)

Summer - 3 Credit Hours

HPA 495 - MHA Preceptorship (3 sh)

Semester #3 - 14 Credit Hours

HPA 464 - Managerial Health Economics (3 sh)
HPA 465 - Hlth Info. & Decision Support Systems (4 sh)
HPA 551 - Health Care Marketing (3 sh)
HPA 451 - Health Care Finance (3 sh)
HPA 495 – MHA Preceptorship (1 sh)

Semester #4 - 15 Credit Hours

HPA 417 - Quality Management (3 sh)
HPA 494 - Management of Health Risks (3 sh)
HPA 441 - Strategic Mgmt of Health Care Organ (4 sh)
HPA 434 - Law and the Health Care System (3 sh)
HPA 496 - Capstone Project (2 sh)

Part-Time Student Course Sequence

Semester #1 - 7 Credit Hours

ACCT 500 – Intro to Financial and Managerial Accting (4 sh)
HPA 494 - Health Organizational Leadership (3 sh)

Semester #2 - 7 Credit Hours

HPA 403 - U.S. Health Care System (3 sh)
MGMT 553 - Human Resource Management (4 sh)

Summer - 2 Credit Hours

HPA 495 – MHA Preceptorship (2 sh)

Semester #3 - 5 Credit Hours

BSTT 400 – Intro to Biostatistics (3 sh)
HPA 460 – Intro to the Econ of Hlth & Hlth Care (2 sh)

Semester #4 - 7 Credit Hours

EPI 400 - Principles of Epidemiology (3 sh)
Finance 500 – Intro to Corporate Finance (4 sh)

Summer - 2 Credit Hours

HPA 495 - MHA Preceptorship (2 sh)

Semester #5 - 6 Credit Hours

HPA 464 - Managerial Health Economics (3 sh)
HPA 451 - Health Care Finance (3 sh)

Semester #6 - 6 Credit Hours

HPA 417 - Quality Management (3 sh)
HPA 494 - Management of Health Risks (3 sh)

Summer - 2 Credit Hours

HPA 495 – MHA Preceptorship (2 sh)

Semester #7 - 7 Credit Hours

HPA 465 - Health Info. & Decision Support Systems (4 sh)
HPA 551 - Health Care Marketing (3 sh)

Semester #8 - 9 Credit Hours

HPA 441 - Strategic Mgmt of Health Care Organ. (4 sh)
HPA 434 - Law and the Health Care System (3 sh)
HPA 496 - Capstone Project (2 sh)

Course Descriptions

[SPH Course Descriptions](#)

[Business Course Descriptions](#)