



Master of Healthcare Administration
Course Descriptions
2015-2016 (Revised)

HCAD 6002 Research Methods and Statistical Analysis for Healthcare

This course reviews and applies research study design methodologies (quantitative, qualitative and mixed), as well as statistics for healthcare professionals and practitioners. Topics include descriptive and inferential statistics, issues in sampling and hypothesis testing, analysis of variance, and regression. Students use hands-on applications essential to developing, analyzing, and interpreting healthcare studies. Computer software is used for statistical analysis. *3 credits*

HCAD 6005 Financial and Managerial Accounting and Costing in Healthcare

Provides a hands-on introduction to basic accounting and financial statements and their analysis for planning and decision –making. Emphasizes tools of analyzing financial statements as well as key management issues of profitability, liquidity, and costing and pricing decision. Recent changes in financial regulation of organizations as well as strategic management tools such as Logic Models and Balanced Scorecards are applied to support comprehensive understanding of financial planning, analysis and decision making. *3 credits*

HCAD 7513 Healthcare Management

This course studies the role of the contemporary healthcare manager with emphasis on identifying basic managerial skills and knowledge that contributes to effective healthcare administration. Course materials focus on contemporary knowledge, skills and real-world applications for management of diverse healthcare organizations. Prerequisite: HCAD 7521 or permission of instructor. *3 credits*

HCAD 7514 Healthcare Financial Management

Designed to enhance both analytical and decision-making skills, this course covers financial analysis such as time value, risk and return, capital structure and cost of capital as applied to healthcare organizations and explores the use of equity and debt as part of the financial structure. Understanding and application of financial analysis and related managerial decision-making concept, in turn will lead to the development of better stewards of scarce resources. This course has been designed to ensure that students understand, think through and correctly apply key financial concepts and processes to better manage healthcare organizations. Prerequisite: HCAD 6005 or permission of instructor. *3 credits*

HCAD 7518 Managing Community and Population Health Systems

Designed to examine the manager's role, responsibilities and involvement in developing, implementing, and evaluating strategies for community health initiatives. Topics covered include community health assessment techniques, collaboration strategies, and the application of population management models for health promotion. Emphasis on managerial epidemiology (study of distribution and determinants of diseases) and its integration with health systems planning to meet local community needs. Prerequisite: HCAD 7521 or permission of instructor. *3 credits*

HCAD 7521 21st Century Healthcare Systems

Provides a systematic overview of the structures and organizations in US healthcare delivery systems with emphasis on interactions of governmental policy, authorities, delivery systems, financing of health care, regulation, competition, organizational innovations in healthcare services and alternate delivery strategies. Also examines stakeholder interests. *2 credits*

HCAD 7522 Healthcare Policy

A major overview of current U.S. health policies and their implications with in-depth study of the policy process and analytical approaches to decision making. Special emphasis on the nature and role of healthcare policy studies in decision-making. Also includes an examination of comparative international systems. Prerequisite: HCAD 7521 or permission of instructor. *2 credits*

HCAD 8514 Healthcare Economics

The study and application of economic process and methods pertinent to healthcare managers and policy practitioners. Traditional economic models pertaining to supply and demand, competition, market power, production function and efficiency are applied to the healthcare industry. Case studies reflect recent economic conditions and their application to real world management decisions. Prerequisite: HCAD 7521 or permission of instructor. *3 credits*

HCAD 8517 Strategic Planning and Marketing in Healthcare Organizations

Study of the role, functions and application of strategic planning and marketing in healthcare organizations. Emphasis on the process of strategy assessment, development, and implementation and the unique aspects of healthcare services and service design/ performance as they interact with marketing plans. Students are required to have completed HCAD 6005, 7513, 7521, and 8514 or permission of instructor. *3 credits*

HCAD 8518 Legal Aspects of Healthcare Organizations

Overview of legal issues associated with the delivery of healthcare and the legal pitfalls surrounding everyday practice and administration. Additionally, explores legal aspects of human resource administration in health care, as well as issues of liability and corporate responsibility. Prerequisites: HCAD 7521, 7513 or permission of instructor. *3 credits*

HCAD 8521 Quality and Information Management Systems

This course provides an overview of quality improvement and information management systems for health care leaders. Quality performance management models, approaches, tools, and techniques are presented in the context of organizational culture and leadership. Management techniques applicable to the use of health information systems are discussed along with QI/QM applications and topics - computerized records, order entry systems, and electronic health care applications. Reviews current ethical, legal and policy implications and regulations. Prerequisite: HCAD 6002 or permission of instructor. *3 credits*

HCAD 8523 Ethics in Healthcare Administration

This course offers students a basis for analyzing medical and healthcare ethics involving clinical practice, legal dimensions, and public policy. Personal, professional, and organizational ethical dilemmas and decision-making responsibilities are discussed in the context of contemporary healthcare factors and environment. *2 credits*

HCAD 8531 Emergency Management and Health Security

As health professionals at all levels seek to understand the impact of natural and man-made disasters on health status, best practices for emergency management strategies are emerging. Using an all-hazards approach, this course provides an overview of emergency preparedness and its application to all aspects of a population's health. Focuses on issues such as bioterrorism, food security, pandemics, and other related topics. Skills necessary for performing risk vulnerability assessments and developing emergency management plans versus traditional operational processes will be covered. Prerequisite or permission of instructor: HCAD 7521. *3 credits*

HCAD 8711 Leadership Institute

This course provides an opportunity for intensive graduate study by examining the dynamic nature of leadership in the context of modern healthcare organizations. Students learn and apply leadership principles, theories, models and skills to enhance personal capabilities. Addresses ways of managing career decisions under conditions of accelerated change and focuses on the development of servant leadership skills. Students are required to have completed HCAD 7513, 7514, 7522, and 8518 or permission of instructor. *3 credits*

HCAD 7991 Internship

Designed for pre-service students or for those with fewer than two years of management experience, this course affords students an opportunity to learn management skills through onsite experience. The students must complete a minimum of 300 hours of managerial or administrative work under the tutelage of a healthcare administrator and complete all seminar assignments associated with the internship. Seminar discussions link student's real world experiences with common human resource management topics. Requires instructor approval. *3 credits*

HCAD 7992 Practicum

Consists of a 3-credit, group-consulting project related to an area of healthcare administration or management. The practicum typically requires the writing of a management report and the delivery of an oral presentation for the partner organization. All work is completed under faculty supervision. Requires instructor approval. *3 credits*

HCAD 7993 Research Seminar

Designed for students currently working full time on a supervisory or management level in the healthcare, this course gives each individual the opportunity to design and conduct a research project that focuses on a management or policy problem at his/her place of employment or in the public arena. The student presents methodology, results and recommendations both as a written capstone project and as an oral presentation. Requires instructor approval. *3 credits*

HCAD 7997 Project Completion

This course is an independent paper or project based on an aspect of healthcare delivery, administration or policy. With the assistance of the instructor, the topic is of the student's own choosing. The course provides an excellent opportunity for the student to delve more deeply into an area of healthcare that he or she has not previously studied or to relate the curriculum to their workplace. The intended result of the project is for the student to make a contribution to his or her organization or profession. Requires instructor approval. *3 credits*