

Master of Healthcare Administration

Course Descriptions & Student Learning Outcomes

MSL 511- Organizational Leadership

Course Description: Leadership skills are essential for organizational leaders who might serve in multiple roles in constantly changing organizational environments. This course focuses on the theory, research and practice dimensions of leadership and resource stewardship to effectively lead and manage human and material resources in an organization. The course analyzes change theories, cost containment models, ethical and legal aspects of leadership, budgeting and productivity, staffing and staff development in a complex organizational system.

Student Learning Outcomes:

1. Analyze current issues to include sociocultural, psychological, political, and environmental influences on organizations and delivery services faced by leaders in a changing business environment.
2. Utilize business principles and key concepts that are relevant to the delivery of services in relation to finance and economics, with an emphasis on financial and human resource management.
3. Examine the impact of strategic planning (including environmental issues) on resource management.
4. Evaluate the current literature regarding organizations, leadership, and change processes.
5. Develop a proposal for change within an organization to improve service delivery.

MSL 514- Organizational Communication

Course Description: Workplace communication is a key and fundamental part of any organization. The various approaches, verbal, written, formal and informal, involves every level and area of an organization. How the various components of communications are addressed and applied can potentially change the outcome of a decision. In this course, students will learn the theory and prevalent factors as they apply skills in interpersonal organizational communication.

Student Learning Outcomes:

1. Apply communication strategies and tools to improve communication throughout the organization
2. Evaluate the integration of communication theories to affect change in professional communications.
3. Examine the role social media plays for your organization.
4. Judge the effectiveness and outcomes of poor communication within an organization.
5. Identify and synthesize principles associated with emotional intelligence, reflective personal growth, and compassionate leadership.

6. Identify strategies to address industry issues, trends, and stakeholder's attitudes that can affect the organizations performance through a documented communication plan.
7. Design one approach to measure the effectiveness of a communication strategy within the organization.

MSL 518- Evidence Based Practice

Course Description: Exploration of evidence-based management and leadership principles through the analysis and application of credible research, evidence, best practice guidelines and outcomes management reports.

Student Learning Outcomes:

1. Comprehend aspects of research design and methodology as they pertain to generating evidence through research and critically appraise existing organizational literature.
2. Evaluate paradigms that guide quantitative and qualitative research designs and methodologies.
3. Discuss selected national benchmarks and evaluate the evidence used for their establishment.
4. Synthesize the evidence to support an organizational manager/leadership problem and its resolution.

MSL 521- Organizational Finance

Course Description: The course is designed to impart a working knowledge of introductory accounting principles as applied to the management of organizations. The course will provide the skills to understand the financial communications provided by firms and for the student to convey complex financial concepts to laypersons and/or professionals. Students are expected to develop the working vocabulary to clearly communicate with others in the field.

Student Learning Outcomes:

1. Define, explain and correctly use the terms accounting and financial analysis.
2. Read basic financial reports and evaluate both the official statements and their accompanying disclosures.
3. Perform and interpret trend, common size and ratio analysis using Microsoft Excel.
4. Perform evaluations of financial information present in public sources, including media and management reports, for organizational finance.
5. Analyze the impact of information on stock prices at an introductory level.
6. Apply ethical judgment in the area of organizational finance.

MHA 502- Healthcare Systems

Course Description: Health care systems are evolving rapidly based on input from consumers, payers, federal government, regulatory bodies, and clinicians. This course will examine the evolution and structure in the current health care system, discussing the issues that impact social justice, healthcare reform, and equitable health care for all. Students will apply systems and leadership theories to affect change within the healthcare system at both a macro and micro levels. Part of the class will focus on the

dynamic relationships between patients, healthcare providers, hospitals, insurers, employers, state/federal government policies, and communities.

Student Learning Outcomes:

1. Identify and synthesize principles associated with Healthcare Reform (e.g. Affordable Care Act) to include how reform impacts quality of care and the complexity of healthcare environments.
2. State current mechanisms for financing of health care in the US.
3. Outline the role of accrediting, licensing, and regulatory agencies and their impact on the delivery of health care services.
4. Describe and analyze the current organization and leadership structure.
5. Assess the readiness for change within the health care organization.
6. Categorize key challenges and opportunities facing healthcare organizations in the next three to five years. Compare and contrast recommended strategies to maintain or enhance healthcare organizations in the current market place.

MHA 505- Healthcare Informatics & Data Management

Course Description: More than ever, today's healthcare professionals are called upon to provide personalized patient care safely and efficiently with measurable outcomes and an emphasis on prevention. The field of Health Informatics offers tools and strategies that leaders can use to influence the use of technology, data, and information to improve healthcare safety, quality, efficiency, and the healthcare consumer/patient experience. This course will highlight these approaches and topics will include key concepts, theories, tools, and technologies in the fields of health informatics and data management.

Student Learning Outcomes

1. Evaluate clinical, ethical, regulatory and technological considerations related to design, development and use of information systems to improve clinical care and advance the science of health care.
2. Apply selected theoretical models to acquire, process, and generate knowledge from data for evidence based practice.
3. Evaluate contributions of various types of information technologies and tools to health science research, clinical practice, education and administration.
4. Synthesize, reflect and present evidence of learning related to the use of information technology, including data extraction from practice information systems and databases.

MHA 525- Transformational Leadership

Course Description: Transformational leadership savviness is one leadership style that multiple organizations in business and healthcare have advocated for in the leaders they hire. How to inspire, motivate, challenge and develop loyal employees has been found by research to be a key component for successful, effective, and high quality-oriented service organizational outcomes. This course focuses on the theory, research and practice dimensions of transformational leadership – how to lead from the heart to transform complex organizational systems.

Student Learning Outcomes:

1. Evaluate the relationships, roles, responsibilities, and results of transformational leadership.

2. Differentiate leadership from management while valuing both roles.
3. Design, develop and begin to implement a plan for continuing professional development as a transformational leader.
4. Identify collaborative and community collegial networks to engage in your transformational vision.
5. Identify essential distinctions about leadership, teams, change, communication, vision and strategy that can lead to powerful new outcomes within an organization.
6. Reflectively analyze your present capacity (strengths and limitations) to provide transformational leadership in a variety of settings.

MHA 535- Healthcare Ethics & Law

Course Description: This course provides healthcare leaders with an overview of the legal and ethical issues presented in complex, challenging and quickly changing healthcare arenas. Students will be introduced to the legal aspects of healthcare at the local, state and federal levels. Healthcare leaders will be equipped to research and apply legal, ethical and regulatory principles to current issues facing the healthcare industry. Topics include criminal and civil healthcare claims, malpractice, fraud and liability for individuals and corporations. Students will apply leadership and ethics principles in decision-making on course topics that also include labor and employment fundamentals.

Student Learning Outcomes:

1. Differentiate the functions and interactions between courts, legislatures, state and federal agencies and the various stakeholders in the health care industry.
2. Identify legal and ethical issues and analyze solutions to help ensure the safety and quality of care in healthcare settings.
3. Apply leadership principles in decision-making to include ethics, legal, and regulatory considerations.
4. Analyze ethical and legal issues related to health care delivery systems, community resource allocations, and boundaries and constraints on current health care systems.

MHA 562- People & Experience

Course Description: This course is an introduction to providing strategy and best practice principles for healthcare leaders on the topic of people and experience. Students will be exposed to practical situations and problem solving approaches based on innovative practices and legal compliance to enhance the overall employee experience in an organization. Course topics include staffing and workforce planning, organizational strategy and design, compensation, employee engagement, change management, reducing lateral violence, and employee relations.

Student Learning Outcomes:

1. Evaluate practical, regulatory and legal principles, and management skills needed to mitigate risk, increase employee engagement, retention, and effectively manage employee relations.
2. Apply standards of workforce planning to (e.g. analyze, measure, and apply metrics) workforce analytics to inform decisions about Human Resource Management.
3. Synthesize components of organizational strategy and design, and connect these concepts to inter-related impacts such as change management or productivity.
4. Examine best practice related to compensation and salary structure.

5. Describe the human resources management implications of current issues in health care through active participation in class discussion forums.

MHA 565- Healthcare Budget & Financial Planning

Course Description: The course is designed to impart a working knowledge of introductory accounting and financial management concepts, techniques, and vocabulary as they apply to health care organizations. The student will first focus on understanding the principles and practices of financial accounting, and the methods for analyzing and using financial accounting information for decision making. Then the student will explore managerial accounting concepts, and apply these concepts to organizational planning and control. Finally, the student will develop skills in the valuation of cash flows, and discuss ways that health care organizations use financial markets to raise funds and invest in projects.

Student Learning Outcomes:

1. Define, explain and correctly use financial management terms and concepts as they relate to health care organizations.
2. Read and construct financial reports for health care organizations.
3. Perform and interpret standard financial analyses in financial planning, decision making, and control through Microsoft EXCEL.
4. Evaluate management problems using financial management concepts and analytic techniques to evaluate and make recommendations.
5. Appraise the financial management implications of current issues in health care and effectively communicate conclusions.

MHA 695- Internship/Capstone Project (6 credits total)

Course Description: This internship/capstone project experience will focus on applying the knowledge learned in one or more of the following healthcare administration concentration courses to an organization depending on the student's choice of internship/capstone project model:

- Healthcare systems
- Informatics and data management
- Transformational leadership
- Ethics and law
- People and experience
- Healthcare finance and budget

Choice of internship/capstone project model includes:

- a. Each of the six topics above is more thoroughly explored in a one credit internship or 60 hours over an 8-week course.
- b. Choose two of the topics above to more thoroughly explore over 180 hours or 24 weeks each. This translates to one credit every 8 weeks.

Using the appropriate systems, informatics, ethical, people and/or financial theories and principles, the student may assess, create, implement and evaluate a program and/or project depending upon the internship/capstone project model. Within the 60 hours of each internship/capstone period, the

student and faculty member will discuss and decide on agreed upon specific learning outcomes and assignments to demonstrate skills and competencies for the appropriate topic at the graduate level.

Student Learning Outcomes:

Upon the completion of this internship/capstone project course, students will be able to:

1. Evaluate and synthesize research-based evidence related to theories and principles of organizational leadership.
2. Consider informatics, policy, interprofessional, financial and other factors pertinent to an assessment, development, implementation and/or evaluation of a plan to improve an organizations strategic and quality outcomes.
3. Submit the appropriate scholarly graduate level assignments that clearly demonstrates achievement of all learning outcomes.