

Master of Healthcare Administration Mission, Vision, and Values Statements Course Descriptions & Student Learning Outcomes

University of Providence Master of Healthcare Administration Program Mission Statement

Our mission is to partner with and support healthcare professionals who are seeking to advance their careers. Our curriculum and practitioner faculty translate theory to workplace application with a focus on knowledge and competency building, along with leadership development. Assignments and Capstone Projects reflect development of competencies required for healthcare leadership.

The curriculum was designed to nurture accountable leaders who approach challenges analytically, reviewing data and evidence, while integrating ethical, compassionate, cultural, regulatory, and legal considerations in decision-making. The program highlights intrapersonal understanding and self-development to support cultivating collaboration and leading teams to execute change. The central focus of the program is leadership development, with courses and concepts woven through the program to complement didactic learning about the healthcare system.

Our program tracks serve two distinct segments of healthcare professionals. The Master of Healthcare Administration track supports early to mid-careerists who are interested in broadening their understanding of the healthcare system, financial and managerial approaches, and developing skills in analyzing data and evidence in decision-making. The Executive Master of Healthcare Administration track supports healthcare professionals who have advanced their careers and now seek to refine leadership competencies in aspects of anticipating, managing, and responding to industry changes. Both tracks are offered online to better accommodate the responsibilities of working healthcare professionals.

Master of Healthcare Administration Program Vision Statement

Through an emphasis on workplace application focused on the development of character, competence and commitment, we will develop professionals well equipped to handle current and future healthcare needs and become the program of choice for working healthcare professionals who wish to prepare for the next steps in leadership.

Master of Healthcare Administration Program Values Statement

The Master of Healthcare Administration program values reflect the university's focus on character, competence, and commitment along with the university core themes of seeking to understand, living in community and searching together. We believe healthcare leaders must exemplify character, competence, and commitment to serve and lead. Together we seek to understand the healthcare environment, the inherent challenges of delivering quality care, and the diverse needs of stakeholders. We live in community with stakeholders - patients, their loved ones, and provider/caregivers from all specialties and settings. Together, we search daily for the best approaches to delivering quality care and for developing healthier communities.

MHA 510 - Leadership Theory

Course Description: Enhanced leadership skills are essential in constantly changing healthcare environments. This course focuses on theories of leadership, and their relevance to different workplace situations. Learners will create a professional values statement and complete a series of leadership assessments. Through this process the learner will identify focus areas and specific steps to affect personal growth in preparation for the challenges of healthcare leadership.

Student Learning Outcomes

1. Analyze the major theories of leadership.
2. Synthesize theoretical and empirical knowledge of leadership to inform decisions and improve outcomes.
3. Assess one's own professional values and leadership capabilities to develop a personal leadership development plan and lay the foundation for growth as a leader.

MSL 514- Communication in Healthcare Organizations

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.

MHA 518 - Evidence Based Management for Healthcare Leaders

Course Description: While the clinical role of evidence-based practice in healthcare is widely recognized, healthcare leaders' use of the evidence to affect outcomes in decision-making may be less well-known. This course offers an exploration of evidence-based management through the analysis and application of credible research, evidence, and best practice guidelines. Learners will apply concepts and develop foundational skills to affect management decisions.

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. Synthesize the evidence to support an approach to a healthcare organizational manager/leadership problem and the problem's resolution.
4. Apply the steps necessary for IRB approval of research.

MHA 512- Applied Leadership

Course Description: This course will examine the impacts and consequences of leadership decisions upon various stakeholders within healthcare organizations. Building upon the foundational theories of leadership, learners will explore moral and ethical decision-making, fiscal responsibility, strategic planning, conflict resolution, and complex initiative implementation.

Student Learning Outcomes

1. Summarize the characteristics of change leadership as it applies to complex project implementation
2. Deliberate alternative choices making complex healthcare decisions based on moral/value preferences, fiscal responsibilities, or limited information.

3. Create an implementation plan and timeline based on a complex strategic initiative
4. Reflect on the personal cost of leadership.
5. Develop an awareness of conflict management at an interpersonal and organizational level and apply interpersonal conflict management techniques to case scenarios
6. Assess and reflect on leadership abilities in adaptive/change leadership, ethical leadership and conflict management to produce a personal leadership development plan.

MHA 502 Health Care Systems

Course Description: 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.

Student Learning Outcomes:

1. Identify current mechanisms for financing of health care in the United States.
2. Differentiate the roles of accrediting, licensing, and regulatory agencies and their impact on the delivery of health care services.
3. Describe and analyze the current organization
4. Recognize key challenges and opportunities facing healthcare organization in the next three to five years. Develop strategies and create a plan to maintain or enhance healthcare organizations in the current market place.

MHA 505- Healthcare Informatics

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 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 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 Law and Ethics

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. 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.

MHA 562 - People and 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, 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, apply these concepts to inter-related impacts such as change management or productivity.
4. Examine best practice related to compensation and salary structure.
5. Describe and apply the human resources management implications of current issues in health care.

MHA 565- Healthcare Budgeting & 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 698/699 Capstone Project (6 credits total. Two 3-credit hour courses)

Course Description: This capstone project experience will focus on applying the knowledge learned in healthcare administration courses. Using the appropriate systems, informatics, ethical, leadership approaches, people and/or financial theories and principles, the student may assess, create, implement, and evaluate a program and/or project for an organization.

Student Learning Outcomes:

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 the assessment, development, implementation, and/or evaluation of a plan to improve an organization's strategic and quality outcomes.
3. Submit the appropriate scholarly graduate level assignments that clearly demonstrate achievement of project specific learning outcomes.