Planned HCA major courses and required electives (pre-requisites and core courses not included) July 2020

Course Name	Description, Learning Objectives
HCA 120 Introduction to the U.S. Healthcare System	This course provides an overview of the history, structure, resources, and future of the U.S. healthcare system. This overview includes legislation, policy, and governmental initiatives, as well as, reimbursement mechanisms and continuum of care components. The course highlights disparities and access, with a focus on vulnerable populations. Student Learning Objectives 1. Explain the historical development, systems framework and the foundations of the US Healthcare industry. 2. Differentiate reimbursement mechanisms and continuum of care (acute and post-acute) components. 3. Investigate care options and issues of access for vulnerable populations.
HCA 130 Organizational Behavior in Healthcare	This course highlights aspects of organizational theory and its practical application within healthcare organizations to facilitate change and pursue goals. The material explores the relationship between individuals, teams or groups, and the organization's structure, along with skills and techniques to impact day-to-day operations management. Student Learning Objectives 1. Describe organizational and management theory and their relevance to healthcare managers. 2. Recognize and assess the value of specific interpersonal skills and competencies in healthcare management. 3. Evaluate individual and workgroup effectiveness and identify actions to improve performance. 4. Identify potential workplace barriers and resistance and develop strategies for change management initiatives.
HCA 140 Healthcare Management	This course provides an introduction to principles, concepts and theories within management of healthcare organizations. It includes a focus on the functions of managers (i.e., planning, organizing, staffing, leading, and controlling performance) in organizational and quality improvement. Student Learning Objectives 1. Describe principles, concepts, theories and the functions of managers 2. Understanding and managing organizational ethics and culture 3. Apply principles, concepts, and theories to assess operational challenges, and develop solutions for improvement 4. Explain approaches and barriers to decision making, and apply approaches in case scenarios 5. Discuss aspects of change and apply approaches to change initiatives within healthcare organizations

HCA 150 Leadership in Healthcare	This course emphasizes the need for not simply leadership, but skilled leadership in healthcare. Course materials provide an introduction to leadership theory, styles, essential skills, and diverse approaches necessary to meet the challenges of a dynamic and changing healthcare industry. Student Learning Objectives 1. Identify leadership principles and concepts 2. Describe the industry changes that have influenced the skills required of healthcare leaders 3. Analyze leadership skills required by different workplace scenarios 4. Reflect on individual strengths and areas of leadership development 5. Assess departmental culture and needs; design strategies for leadership development
HCA 160 Human Resource Management in Healthcare	The course highlights the basics of workforce management including legal issues surrounding employment, organized labor, diversity and inclusion, job analysis and design, compensation and benefits, recruitment and retention, and performance management. The material positions the human resource function as an integral component of operational improvement, while emphasizing human resource practices as a reflection of organizational planning and strategies. Student Learning Objectives 1.Explain the basic principles of human resource management and how they apply in the healthcare workplace 2.Examine diversity and inclusion, design approaches to recruit, nurture and celebrate a diverse team 3. Identify how human resource functions support organizational initiatives and operational improvements. 4. Investigate aspects of person-job and person-organization fit initiatives 5. Develop performance management approaches for coaching conversations, feedback, training, and appraisal systems.
HCA 170 Professionalism, Ethics, and Values in Healthcare Management	Many professional membership organizations have Codes of Ethics which shape the occupation's professionalization. Clinicians rely on their profession's code of ethics, but benefit from additional tools as they advance to managerial roles. This course material expands awareness of ethical practices beyond direct patient care to research, information management, human resources, and strategic planning across acute and post-acute care settings. Student Learning Objectives 1. Recognize ethical theories and concepts and their application across healthcare. 2. Reflectively examine one's own values, ethical strengths, and areas of opportunity. 3. Analyze clinical and healthcare management codes of ethics. 4. Compare and contrast mission statements.

HCA 180 Legal Issues in Healthcare	This course provides an overview of legal issues in healthcare. Patient care issues include torts, negligence, and malpractice as well as, informed consent and providing, refusing or terminating care. Topics include regulatory issues (including governance, providers, services, payment mechanisms, compliance, privacy, fraud and abuse). Student Learning Objectives 1. Recognize legal terms and definitions 2. Synthesize legislation and recognize possible legal issues within delivery of patient care 3. Understand how laws and governmental regulatory changes affect healthcare delivery and reimbursement 4. Examine current issues in cost containment and healthcare insurance coverage. 5. Analyze compliance programs as guidelines for regulatory adherence and ethical conduct as well as, to affect quality of care.
HCA 200 Informatics in Healthcare	From clinical decision support to e-health and population health applications, this course highlights tools and strategies to influence the use of technology, data, and information for improving safety, quality, efficiency, and patient-centered care. Topics include managing, protecting, and harnessing the power of information. Student Learning Objectives 1. Explain principles and concepts related to informatics 2. Explore how data and technology are used to improve patient care 3. Investigate and describe challenges of managing, protecting and harnessing information 4. Define and evaluate e-health applications 5. Analyze the intersections of people (patients and professionals) and information in patient-centered care and develop improvement strategies
HCA 220 Introduction to Healthcare Financial Management	Foundational concepts within accounting and financial management, along with types of insurers and payers, are introduced and applied across acute and post-acute settings in healthcare. The course includes budgeting, variances, cost structures, profit analysis, along with revenue cycle and supply chain management. The fundamental focus on clinical and operations management can benefit entry-level and early career managers. Student Learning Objectives 1. Define terms and concepts in accounting and financial management 2. Understand and interpret financial reports 3. Describe challenges within supply chain management 4. Apply metrics and key performance indicators to monitor operations and apply concepts to enhance performance
SOC 366 Poverty and Inequality	Poverty is often thought of as a lack of resources such as food, shelter, clothing, and financial assets. It can also be understood as a diminished capacity to engage in society (through social relationships, cultural

	traditions, politics, labor and consumer markets) which can lead to social dislocation, exclusion, and alienation. This course will explore issues of poverty and inequality at the national, state, and local level and will challenge students to propose solutions through hands-on projects.
HCA 240 Health Policy and Economics	Course description This course examines health policy through a lens of economics. Reimbursement topics include Medicare, Medicaid, managed care and healthcare legislation. The course highlights how supply and demand affect the cost of healthcare. Course content raises ethical questions regarding payment for healthcare, as well as, issues surrounding competition, cost shifting, profits, and the roles of government and health associations in health policy. Student Learning Objectives 1. Identify legislative changes that have affected the healthcare financing and delivery of services. 2. Compare and contrast issues of healthcare supply and demand and the effect on cost. 3. Weigh ethical issues inherent in intersections of health policy and economics. 4. Evaluate proposed healthcare legislation and formulate a response from the viewpoint of different healthcare stakeholders.
HCA 260 Communication in Healthcare	This course focuses on developing healthcare leaders' communication skills with specific emphasis on, assertiveness, conflict management, and using communication techniques to facilitate organizational results. Student Learning Objectives 1.Discuss factors driving the emphasis on communication in healthcare 2. Reflectively assess communication skills strengths and areas for enhancement. 3. Recognize and use techniques to build "soft skills" of communication (professional assertiveness, conflict resolution, and leadership) necessary to improve patient-centered care.
HCA 300 Population Health for Healthcare Managers	A study of population health shifts the focus from the individual patient to health outcomes within groups of individuals. This course explores population health approaches, as well as principles of epidemiology and the application of principles and concepts to affect health outcomes within communities. The course includes a focus on information seeking to access data and research, as well as, understanding descriptive and statistical analysis for managerial decision making. Student Learning Objectives 1. Define terms and concepts related to population health and epidemiology 2. Apply social determinants of health and equity frameworks concepts

	3. Evaluate and utilize reputable sources of information, data and statistical analysis to investigate factors affecting population health within communities. 4. Understand the skill sets required in the leadership of population health initiatives and reflectively assess skills to be developed
PSY 220 Sociocultural and International Awareness	An opportunity for students to increase awareness of their own cultural and international values and beliefs while gaining an understanding of the cultural and international values and beliefs held by other people
HCA 320 Introduction to Healthcare Marketing	This course frames payers, physicians, patients, and the public as targets of a healthcare organization's marketing efforts. Payers direct patients; physicians make referrals; patients may be referred or seek services; and while members of the public may not need services today, they or someone in their family or social circles may need services in the future. Each of these groups need to be educated regarding services available to make informed decisions. Everyone in a healthcare organization is in effect, a marketer. This course focuses on the research, considerations, planning and actions, to create strategic initiatives as well as, the leadership and communication skills needed in marketing. Student Learning Objectives 1. Explain the history of healthcare marketing and marketing concepts 2. Consider ethical issues in healthcare marketing 3. Examine the concept of every employee functions as a marker and how touch points between employees and patients, physicians, payers, and the public shape the experience with and perceptions of the healthcare organization. 4. Apply relationship marketing concepts to healthcare departments and strategic business units to create a marketing plan.
HCA 330 Quality Management in Healthcare	Course description From a focus on safety and quality of care within an organization to best practice and transition strategies to impact the patient journey and population health, quality management is part of every department or strategic business unit. Course content highlights the fundamentals of measuring, assessing and improving quality along with application of different tools in quality management processes. Student Learning Objectives 1. Define terms and concepts related to quality management. 2. Apply the fundamentals of measuring, assessing and improving quality. 3. Examine quantitative and qualitative analytic tools used in quality management. 4. Utilize various tools to analyze, measure, create and implement quality improvement processes.

SCS 312 Social Research Methods and Applied Statistics Full Semester 16 weeks	Students will learn to conduct social science research. Students will advance through: (1) framing the research question; (2) conducting a relevant literature review; (3) formulating hypotheses; (4) examining various modes of data collection; (5) specifying a methodology; (6) considering ethical issues; and (7) detailing various data analysis techniques. Different types of qualitative and quantitative research designs and methodologies will be presented. There will be emphasis on writing a research proposal and on selecting the appropriate design and methods for a given research problem. In addition, this course will provide a thorough grounding in statistical practices. Concepts, principles, and methods of statistics from two perspectives, descriptive and inferential, will be presented. Statistical topics include describing and displaying data, measures of central tendency and dispersion, standard scores and distributions, correlation, simple-linear regression, mean comparisons, analysis of variance, and chi-square
HCA 494 Capstone	As the final course in the sequence, Capstone provides opportunities to apply concepts from across the curriculum. It is a culmination of curricular work, designed to apply and demonstrate multiple healthcare leadership competencies.

Student Learning Objectives
1.Demonstrate skills and knowledge gained throughout the program
2.Create an operational improvement project, or analyze and enhance an existing operational improvement project
3. Appraise the project preceptor(s) style in preparation for leading others
4. Reflectively assess the leadership growth that facilitated the project and areas that are continuing to develop. |
| **HCA 495 Internship I**

HCA 496 Internship II | This two-part course includes a 120-hour managerial experience internship across a 16-week semester. One credit will be earned for successful completion of the first 8-week term. Two credits will be earned for successful completion of the second 8-week term.

Student Learning Objectives
1. Relate theory to practice by applying concepts in the workplace
2. Assume responsibility for a project or project component under the direction of a preceptor. This may include creation, implementation, improvement or evaluation of a process, project or project component(s).
3. Develop leadership and communication skills
4. Reflectively examine participation, process, and outcomes |