

Milken Institute School of Public Health

THE GEORGE WASHINGTON UNIVERSITY

Department of Health Policy & Management Online Master of Health Administration MHA@GW

2023-2024

Note: All curriculum revisions will be updated immediately on the website <https://publichealth.gwu.edu/>

Program Director

Leonard Friedman, PhD, FACHE
950 New Hampshire Ave. NW
Phone: 202-994-5561
Email: friedmal@gwu.edu

Mission

The mission of the MHA@GW is to prepare experienced learners who are currently working full-time in the health sector to assume roles in healthcare leadership. We prepare our students for these roles through didactic knowledge transfer, building skills via the online and in-person classroom education along with wide-ranging experiential learning opportunities to assure their success in the healthcare field. Our curriculum is centered on the application of reflective learning in the practice of healthcare management and leadership.

We emphasize career planning, professional development, and experiential models driven by adult learning methods to prepare our graduates to effectively transition into mid-level and senior management and leadership positions. Our focus is on our core competencies, and we continue to maintain close contact with alumni so that they may provide meaningful input to the Program.

To assure the highest quality of instruction, we invest in all our faculty to help them be the best they can be, focusing on strengths and pursuing opportunities for improvement and collaboration amongst leadership and faculty in order to build a well-functioning collegial group, and create an environment and culture where all faculty feel free and safe each day and to lift up the very best in all of us.

Overview

Since its founding in 1959, the Master of Health Administration Program offers training in health services administration to help meet the growing need for skilled leaders to manage health-related organizations and programs. Because it recognizes and responds to the fast-paced, dynamic changes occurring in the industry today, the Program is well-positioned to prepare not only health care managers, but the health care leaders of tomorrow. An MHA degree from the Department of Health Policy and Management incorporates business and medical informatics training, knowledge of health care systems, law and policy, critical values in decision making, and much more. The Department's special strengths include an emphasis on experiential learning and community service, distinguished faculty, research collaborations and relationships with policymaking and health care organizations in Washington, DC. Active alumni and student associations foster mentoring, networking and other professional development opportunities. Building on our 60 years of experience preparing health care leaders and our recent success in e-learning, the online MHA degree (MHA@GW) is designed for adult learners who possess either clinical or

administrative experience in healthcare delivery. The MHA@GW is designed to be completed in two years but can be completed in five years. Classes are taught in a hybrid model combining online modules (ten weeks in length) and, face-to face intensive classes. The MHA@GW curriculum focuses on developing the skills and values needed for persons who seek to create highly effective healthcare organizations. Leadership and ethics are taught during the two of the four on-campus session and is integrated into the various online modules. Ten week long online modules concentrate on the eight core content areas required by healthcare leaders. These include management and strategy, finance and quantitative methods, quality improvement, informatics and decision science, community health and quantitative methods, law and policy and systems thinking and learning. The culminating activities for MHA@GW students include a major field-based research project and a portfolio that demonstrates the achievement of program competencies and presentation of a leadership portfolio.

Goals

Graduates of the program will be expected to:

- ◆ Manage organizational change and promote organizational and clinical excellence.
- ◆ Manage health services organizations under alternative financing mechanisms.
- ◆ Lead and manage human resources in diverse organizational environments.
- ◆ Manage information resources to assist in effective decision making and clinical management.
- ◆ Use statistical, quantitative, and economic analyses in decision-making.
- ◆ Identify ways to improve both business and clinical outcomes of health services organizations.
- ◆ Implement and enforce ethical decision-making practices.

Course Requirements

All MHA@GW students enroll in 50 total credits. MHA@GW students must complete all eight online modules, four face-to-face immersions along with two organizational research project classes. Prerequisites for admission into the MHA@GW include an undergraduate course in introductory financial accounting and an introductory course in statistics with grades of B or higher. All MHA@GW students must have a minimum of two years of full-time clinical or administrative experience and be currently employed by a healthcare related organization.

Program-Specific Competencies

The goal of the Master of Health Administration is to provide health care delivery organizations with talented graduates who possess the knowledge, skills and attitude to deliver health services in the most effective and efficient manner possible. The online Master of Health Administration degree is designed to provide students with the ability to develop and demonstrate leadership, communication and relationship management, business skills and knowledge, professionalism and healthcare knowledge applied across the widest possible spectrum of healthcare delivery organizations. Upon completion of the MHA@GW, students will demonstrate competence to:

1. Demonstrate leadership by leading and managing others, planning and implementing change and engaging in honest self-assessment. Related courses: Modules 1 and 8 and immersions 1, 2 and 4
2. Enhance and improve communication and relationship management within interpersonal communication, verbal and written communication, and team-based processes. Related courses: All modules, immersions, organizational research project and final portfolio
3. Demonstrate the breadth of core business skills and knowledge in the following areas: Solving business problems and decision making, and project management. Related courses: Modules 1, 6 and 8 and immersion 2 Quantitative skills, financial management, economic analysis and information and

technology management. Related courses: Modules 2, 3 and 5. Legal principles, marketing, quality improvement, organizational dynamics and governance. Related courses: Modules 1, 6, 7, 8 and immersion 3

4. Apply the core elements of ethics and professionalism to improve management practice within health care delivery organizations. Related courses: All modules and immersions

5. Apply appropriate knowledge of healthcare policy issues and trends, healthcare personnel, standards and regulations and population health and assessment to optimize the delivery of services. Related courses: Module 4 and immersion 3

A complete list of Program competencies is appended.

Graduation Requirements

1. **Graduate Credit Requirement.** 50 graduate credits are required.
2. **Course Requirements.** Successful completion of the core courses and the specific courses are required.
3. **Pathways to Public Health.** Must be completed prior to starting Module 4 (HSML 6267). Students who have previously earned an MPH degree from a CEPH accredited school/program of public health are exempt from this requirement.
4. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required.
5. **ePortfolio.** All MHA@GW students must complete a comprehensive leadership portfolio
6. **Successful completion of the required on-line CITI human subjects research training module.**
7. **Successful completion of 8 Professional Enhancement hours.**
8. **Successful completion of the Academic Integrity Quiz.**
9. **Time Limit Requirement.** The degree must be completed within five years.

Please see curriculum sheets that follow.

Milken Institute School of Public Health THE GEORGE WASHINGTON UNIVERSITY	Department of Health Policy & Management Online Master of Health Administration MHA@GW Program-at-a-Glance 2023-2024
--	---

Prerequisites. Undergraduate course in introductory accounting and introductory statistics with a grade of B or better.

Online MHA@GW Core Online Course Requirements			
Course Number		Course Title	Credits
HSML	6264-DE	Healthcare Management and Strategy (Module 1)	5
HSML	6265-DE	Medical Informatics and Decision Management (Module 2)	5
HSML	6266-DE	Healthcare Financial Management (Module 3)	5
HSML	6267-DE	Community Engagement (Module 4)	5
HSML	6268-DE	Economics and Quantitative Methods (Module 5)	5
HSML	6269-DE	Quality and Performance Improvement (Module 6)	5
HSML	6282-DE	Research Project 1 (<i>concurrent with HSML 6269</i>)	1
HSML	6280-DE	Healthcare Law and Policy (Module 7)	5
HSML	6283-DE	Research Project 2 (<i>concurrent with HSML 6280</i>)	1
HSML	6281-DE	Capstone – Systems Thinking and Learning (Module 8)	4
PUBH	6080	Pathways to Public Health	0
SubTotal			41
On-Campus Immersion Requirements			
Course Number		Course Title	Credits
HSML	6255	Leadership and Ethics - I (Immersion 1)	1.5
HSML	6256	Leadership and Ethics – II (Immersion 2)	3
HSML	6258	Health System Analysis (Immersion 3)	3
HSML	6259	Organization Research Project and Portfolio Presentation (Immersion 4)	1.5
SubTotal			9
TOTAL			50

* Must be completed prior to starting Module 4 (HSML 6267). Students who have previously earned an MPH degree from a CEPH accredited school/program of public health are exempt from this requirement.

Program Competencies

Communications and Interpersonal Effectiveness

Interpersonal Communication
Presentation Skills
Working in Teams
Writing Skills

Critical Thinking, Analysis, and Problem Solving

Economic Analysis
Financial Management
Health Policy Formulation, Implementation, and Evaluation
Information and Technology Management
Legal Principles
Marketing
Planning & Managing Projects
Population Health
Quality and Performance Improvement
Quantitative Skills
Risk Management
Solving Business Problems and Making Decisions
Standards and Regulations
Strategic Planning
Systems Thinking

Management and Leadership

Ability for Honest Self-Assessment
Healthcare Issues and Trends
Healthcare Personnel
Human Resource Management
Leading and Managing Others
Organization Behavior and Governance
Planning and Implementing Change

Professionalism and Ethics

Continuing Education and Life-Long Learning
Professional and Community Contribution
Professional and Managerial Ethics