

Milken Institute School of Public Health

THE GEORGE WASHINGTON UNIVERSITY

Milken Institute School of Public Health Department of Health Policy & Management

Program in Health Administration

Master of Health Administration 2015-2016

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

Program Director

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Mission

The Health Administration Program will develop leaders who possess the values, knowledge, and skills to achieve optimal delivery of healthcare.

Overview

Since its founding in 1959, the Department of Health Policy and Management has offered education in health administration to help meet the growing need for skilled executives 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, management theory, ethics, law, and policy, critical values in decision making, and much more.

The Program'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.

The curriculum focuses on leadership and strategic management trends, quality and performance improvement, leadership skills, community health planning and advocacy, organizational theory, finance and health law. The Program also offers residency and internship opportunities that allow students to apply their classroom knowledge in healthcare settings. Numerous seminar, conference, and networking opportunities are made possible through relationships with professional organizations and associations.

Goals

Graduates of the program will be able to:

- ◆ Effectively 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
- ◆ Have the skills to improve both business and clinical outcomes of health services organizations

Course Requirements

All MHA students enroll in 50 credits: Core Courses (31 credits), Electives (10-16 credits), and Field Experience (3-9 credits). There are two MHA focus areas that require the field experience of a Residency (9 credits): 1. Acute and Ambulatory Care

Management; 2. Post-acute Care Management (includes Long Term care). There are three focus areas that require the field experience of an Internship (3 credits): 1. Information Systems and Financial Management; 2. Operations Management; 3. Strategic Management and Policy.

Prerequisites for admission into the MHA Program include an undergraduate course in introductory accounting and an introductory course in statistics earning a grade of a B or better.

Program-Specific Competencies

Broadly defined, the goal of health policy and management is to provide health care delivery organizations with talented graduates who possess the knowledge, skills, and attitudes to deliver health services in the most effective and efficient manner possible. The 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 health care delivery organizations. Upon completion of the Master of Health Administration graduates will be competent to:

1. Lead and manage others, plan and implement change and engage in honest self-assessment. Related courses: HSML 6203, 6213, 6216, 6218, 6221, 6231, 6233, 6234, 6235, 6237, and 6238.
2. Enhance and improve communication and relationship management within interpersonal communication, verbal and written communication, and team- based processes. Related courses: HSML 6202, 6203, 6204, 6212, 6213, 6216, 6218, 6221, 6225, 6231, 6235, and 6237.
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: HSML 6203, 6204, 6213, 6218, 6231 and 6246
 - Quantitative skills, financial management, economic analysis and information and technology management. Related courses: HSML 6206, 6207, 6208, 6209, 6210, and 6211
 - Legal principles, marketing, quality improvement, organizational dynamics, and governance. Related courses: HSML 6203, 6204, 6213, 6215, 6231, 6234, 6235, 6237, 6238, and 6241.
4. Apply the core elements of ethics and professionalism to improve management practice within health care delivery organizations. Related courses: HSML 6202, 6203, 6212, 6218, and 6254.
5. Apply appropriate knowledge of healthcare issues and trends, healthcare personnel, standards and regulations and population health, and assessment to optimize the delivery of services. Related courses: HSML 6202, 6203, 6204, 6211, 6212, 6215, 6226, 6231, 6236, 6241 and PubH 6004.

Please see curriculum sheets that follow.

Core Courses
All 31 credits are required

Course	Title	Credits	Semesters offered	Grade
HSML 6202	Introduction to the US Health Care System	2	Fall	
HSML 6203	Introduction to Health Management	2	Fall	
HSML 6204	Quality and Performance Improvement	2	Spring	
HSML 6206	Quantitative Methods and Epidemiology in Health Services	3	Fall and Spring	
HSML 6207	Health Services Information Applications	2	Fall	
HSML 6208	Medical Informatics	2	Spring	
HSML 6209	Health Services Finance	2	Fall	
HSML 6210	Health Services Financial Applications	2	Fall and Spring	
HSML 6211	Health Economics	2	Fall	
HSML 6212	Community Health Management Advocacy	2	Spring	
HSML 6213	Health Services Marketing and Planning	2	Fall	
HSML 6215	Health Law for Managers	2	Spring	
HSML 6216	Human Resources Management and Organizational Behavior	2	Fall	
HSML 6218	Seminar in Health Services Management and Leadership (taken final semester of course work)	2	Spring	
PubH 6004	Environmental and Occupational Health in a Sustainable World	2	Summer 1, Fall, Spring	
Total	Core Credits	31		

Electives				
Residency students select 10 credits				
Internship students select 16 credits				
Course	Title	Credits	Semesters offered	Grade
HSML 6221	Transformational Leadership in Health Services Delivery	2	Spring	
HSML 6222	Group Leadership and Team Facilitation (ISCOPEs)	2	Fall	
HSML 6223	Studies in Performance and Improvement Services Delivery	2	Fall	
HSML 6225	Health Services Strategic Management	2	Spring	
HSML 6226	Studies in Health Services Advocacy	2	Fall	
HSML 6231	Management of the Acute Care Hospital	2	Spring	
HSML 6232	Institutional and Systems Management Applications	2	TBA	
HSML 6233	Delivery of Behavioral Health Services	2	TBA	
HSML 6234	Physician Practice Management	2	Spring*	
HSML 6235	Delivery of Post-acute Care Services	2	TBA*	
HSML 6236	Aging and Disability: Needs and Services	3	Fall	
HSML 6237	Managing the Skilled Nursing Facility	3	Fall	
HSML 6238	Ambulatory Care Management	2	Spring *	
HSML 6239	Managed Care	2	Fall	
HSML 6241	Compliance and Risk Management in Health Services Delivery	2	Fall	
HSML 6244	Supply Chain Management in Health Services	2	Spring*	
HSML 6246	Service Line and Project Management	2	Spring*	
HSML 6247	Consulting in Health Care	2	Fall	
HSML 6254	Seminar: Ethics in Health Services Administration	2	Spring	
HSML 6257	Advanced Health Resources Management	2	TBA	
HSML 6263	Health Economics and Finance	2	Fall	
HSML 6270	Research in Health Services Management (Independent Study)	2-3	Fall, Spring	
HSML 6285-6286	Readings in Health Services Administration	3	Fall, Spring	
HSML 6299	Special Topics	2-3	Fall, Spring, Summer	

Field Experience 3-9 Credits				
Course	Title	Credits	Semesters offered	Grade
HSML 6273-6275	Residency 1 Focus Areas: <ul style="list-style-type: none"> • Acute and Ambulatory Care Management • Post-acute Care Management (including Long Term Care) 	9	Fall, Spring, Summer	
HSML 6271	Internship Focus Areas: <ul style="list-style-type: none"> • Information Systems and Financial Management • Operations Management • Strategic Management and Policy 	3	Fall, Spring, Summer	
Total	Credits	50		

*** Courses alternate every year.**

Course Descriptions and Registration information can be found on the website:
<http://publichealth.gwu.edu/academics/>.

Graduation Requirements MHA

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. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required.
4. **Time Limit Requirement.** The degree must be completed within five years.
5. **Transfer Credit Policy.** Up to 12 graduate credits that have not been applied to a previous graduate degree may be transferred to the MHA. Credits must have been earned from an accredited institution in the last 3 years with a grade point average of 3.0 or better. Up to 18 credits may be transferred to the MHA from the Health Services Graduate Certificate.
6. **Residency or Internship Requirement.** Successful completion of a nine- credit residency or three-credit internship.
7. **Prerequisites.** Undergraduate course in introductory accounting and introductory statistics with a grade of B or better.

Completion Requirements Health Administration Graduate Certificate Program

1. **Graduate Credit Requirement.** 18 graduate credits are required.
2. **Course Requirements.** At least 9 credits must be taken from the specific courses.
3. **Program of Study.** The exact courses and course substitutions from other programs in the University require the approval of the academic advisor.
4. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required.
5. **Time Limit Requirement.** The Certificate must be completed within two years.
6. **Transfer Credit Policy.** Up to 6 graduate credits that have not been applied to a previous graduate degree may be transferred to the Certificate. Credits must have been earned from an accredited institution in the last 3 years with a grade point average of 3.0 or better.

Transferring to the MHA Program. Upon successful completion of the Graduate Certificate Program students may apply for the MHA program. Up to 18 credits may transfer to the MHA.

Additional Certificate information including Federal Disclosures can be found on the Milken Institute SPH website: <http://publichealth.gwu.edu/academics/graduate/certificates>.

Outline for Completing MHA Coursework

1st Semester

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 6202	Intro to the US Healthcare System	2
HSML 6203	Intro to Health Management	2
HSML 6206	Quantitative Methods in Health Services	3
HSML 6207	Health Services Information Applications	2
HSML 6209	Health Services Financial Applications	2
	Total Credits	11

2nd Semester

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 6204	Quality and Performance Improvement	2
HSML 6208	Medical Informatics	2
HSML 6210	Health Services Financial Applications	2
HSML 6212	Community Health Management/Advocacy	2
	Elective	2
	Total Credits	10

3rd Semester

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 6211	Health Economics	2
HSML 6213	Health Services Marketing and Planning	2
HSML 6216	HR Management and Organizational Behavior	2
PUBH 6004	EOH	2
	Elective	2
	Total Credits	10

4th Semester

HSML 6215	Health Law for Managers	2
HSML 6218	Seminar in HSML	2
HSML 6231	Management of the Acute Care Hospital required for students planning a residency in an acute care hospital	2
	Elective	2
	Elective	2
	Total Credits	10
	Residency	9

Total Credits

50