

# Milken Institute School of Public Health

THE GEORGE WASHINGTON UNIVERSITY

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

Program in Health Administration

Master of Health  
Administration  
2021-2022

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

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## Overview

The Master of Health Administration (MHA) Program was founded in 1959, and since that time The George Washington University 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. and the vicinity. Active alumni and student associations foster mentoring, networking and other professional development opportunities.

The curriculum focuses on building general healthcare knowledge, leadership and strategic management trends, quality and performance improvement, leadership skills, community health planning and advocacy, organizational behavior, finance, healthcare ethics, human resources management, economics, information systems, quantitative methods, marketing and planning as well as health law. The Program also offers fellowship and residency 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.

### Mission

Our mission is to prepare early healthcare careerists and those early in other careers who may wish to transition to healthcare leadership and to competently assume those roles in leadership. We transform our students to prepare for these roles through didactic knowledge transfer, building skills via the classroom and wide-ranging experiential learning opportunities to assure their success in the healthcare field.

We emphasize career planning, professional development, and experiential learning models driven by adult learning methods and focus learning in specific areas of interest to prepare our graduates to effectively transition into entry or mid-level 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 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.

### Program Values

The Program in Health Services Administration provides a dynamic, student-focused community stimulated by multicultural diversity in all of its forms and is built upon a foundation of:

- Equity
- Integrity
- Creativity
- Courageous Innovation

### 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 administrative decision making and clinical management
- ◆ Use statistical, quantitative, and economic analysis tools
- ◆ Utilize leadership skills to improve both business and clinical outcomes of health services organizations

## **Course Requirements**

All MHA students must achieve 50 credits: Core Courses (31 credits), Electives (13-16 credits), and Field Experience (3-6 credits). Students are required to complete a two-credit course in Health Policy as a component of the elective courses. As the course elective listing reveals, PUBH electives are acceptable for MHA students, but do require prior approval of an advisor.

The MHA degree includes completion of an experiential component following the completion of HSML 6218, Seminar in Health Services Management. Students in fellowship complete six credits of field experience, with a focus on management and leadership through a health services delivery organization. In certain circumstances, and with approval of the Program Director, students completing HSML 6218 can complete a residency (3 credits) which focuses on other aspects of the health services sector.

Students without a prior Masters of Public Health degree from an accredited school of public health will be required to successfully pass the free, zero-credit, online course PUBH 6080- Pathways to Public Health within one year of matriculation.

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

**Program-Specific Competencies**

Broadly defined, the goal of health services management and leadership 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 in the four (4) CAHME identified Domains of (1) Management and Leadership; (2) Communication and Interpersonal Effectiveness; (3) Critical Thinking, Analysis and Problem Solving; and (4) Professionalism and Ethics. Within these four Domains are 29 specific competencies. The list below reflects each Domain, the specific competencies, and the series of courses in which these competencies are taught.

**Domain: Management and Leadership**

<b>COMPETENCY NAME AND DESCRIPTION</b>	<b>COURSES IN WHICH THESE COMPETENCIES TAUGHT</b>
Leadership-leading and managing others	6208, 6212, 6216, 6218, 6271, 6274, 6275
Change and Innovation-Planning and implementing change	6207, 6208, 6212, 6216, 6218, 6271, 6274, 6275
Individual Behavior-Ability for honest self-assessment	6203, 6212, 6216, 6271, 6274, 6275
Healthcare Issues-Healthcare issues and trends	6202, 6206, 6207, 6208, 6209, 6210, 6211, 6212, 6213, 6215, 6271, 6274, 6275
Healthcare issues-Healthcare issues, personnel	6202, 6203, 6218, 6271, 6274, 6275
Human Resources Mgt-human resources	6216, 6218, 6274, 6275
Organizational Dynamics & Governance-Org behavior	6203, 6213, 6215, 6216, 6218

**Domain: Communications and Interpersonal Effectiveness**

<b>COMPETENCY NAME AND DESCRIPTION</b>	<b>COURSES IN WHICH THESE COMPETENCIES TAUGHT</b>
Communication-Interpersonal communication	6207, 6212, 6216, 6218, 6271, 6274
Communication-Writing skills	6202, 6208, 6207, 6208, 6212, 6213, 6215, 6216, 6218, 6254, 6271, 6274, 6275
Communication-Presentation skills	6202, 6203, 6207, 6208, 6210, 6212, 6218, 6254, 6271, 6274, 6275
Communication-Working in teams	6202, 6203, 6204, 6206, 6207, 6208, 6210, 6212, 6213, 6215, 6216, 6218, 6254, 6271, 6274 6275

**Domain: Critical Thinking, Analysis, and Problem Solving**

<b>COMPETENCY NAME AND DESCRIPTION</b>	<b>COURSES IN WHICH THESE COMPETENCIES TAUGHT</b>
Decision Making-Solving business problems and making decisions	6203, 6206, 6207, 6208, 6209, 6210, 6211, 6212, 6213, 6215, 6271, 6274, 6275
Project Mgt-Planning and Managing Projects	6206, 6207, 6208, 6210, 6212, 6218, 6271, 6274, 6275
Systems Thinking	6202, 6204, 6207, 6208, 6254, 6271, 6274, 6275
Financial Mgt	6209, 6210, 6218, 6271, 6274, 6275
Quantitative Analysis-Quantitative skills	6204, 6206, 6207, 6208, 6210, 6218, 6271, 6274, 6275
Information Mgt-Information and technology management	6207, 6208, 6271, 6274, 6275
Legal Principles	6207, 6208, 6215, 6216, 6274, 6275
Clinical Performance Improvement, Risk mgt	6215, 6218
Strategic Planning	6207, 6208, 6213, 6274, 6275
Public and Media Relations-Marketing	6213, 6218, 6274, 6275
Quality Mgt-Quality & performance improvement	6204, 6207, 6208, 6218
Financial Mgt-Economic analysis	6211, 6274, 6275
Regulations-Standards and regulations	6202, 6207, 6208, 6209, 6212, 6216, 6254, 6271, 6274, 6275
Epi Methods-Pop health and status assessment	6206, 6212, 6080
Health Policy-Policy formulation, implementation, & eval	6202, 6212, 6215, 6271, 6274, 6275, 6080

**Domain: Professionalism and Ethics**


<b>COMPETENCY NAME AND DESCRIPTION</b>	<b>COURSES IN WHICH THESE COMPETENCIES TAUGHT</b>
Personal & Professional Ethics-Professional and managerial ethics	6203, 6254, 6271, 6274, 6275
Self Development-Continuing education and life-long learning	6202, 6208, 6209, 6210, 6216
Improving Community Health-Community Contribution	6212, 6215, 6218, 6274, 6275, 6080

**Areas of Interest**

The GWSPH and residential MHA program faculty strive to provide our students with choices that will guide them to a productive career of consequence in any number of health care related fields. To that end there are areas of interest in the field that are potential options to pursue by taking particular electives, typically in the third and fourth semesters. These areas include (a) Post Acute-Care and Aging Services; (b) Health Care Consultancy; (c) Acute Care, Hospitals, Health Systems and Ambulatory Care Services; (d) Health Policy and Government Services; and (e) Health Information Technology.



## Curriculum

 THE GEORGE WASHINGTON UNIVERSITY		Milken Institute School of Public Health Department of Health Policy and Management  Master of Health Administration  Program-at-a-Glance 2021-2022		
Core Courses All 31 credits are required				
Course	Title	Credits	Semesters offered	Grade
HSML 6202	Introduction to the US Health Services Delivery	2	Fall	letter
HSML 6203	Introduction to Health Management	2	Fall	letter
HSML 6204	Quality and Performance Improvement	2	Spring	letter
HSML 6206	Quantitative Methods and Epidemiology in Health Services	3	Fall and Spring	letter
HSML 6207	Health Services Information Applications	2	Fall	letter
HSML 6208	Medical Informatics	2	Spring	letter
HSML 6209	Health Services Finance	2	Fall	letter
HSML 6210	Health Services Financial Applications	2	Fall and Spring	letter
HSML 6211	Health Economics	2	Fall	letter
HSML 6212	Community Health Management Advocacy	2	Fall	letter
HSML 6213	Health Services Marketing and Planning	2	Spring	letter
HSML 6215	Health Law for Managers	2	Spring	letter
HSML 6216	Human Resources Management and Organizational Behavior	2	Fall	letter
HSML 6218	Seminar in Health Services Management and Leadership (taken final semester of course work)	2	Spring	letter
HSML 6254	Ethics in Health Services Management	2	Fall	letter
PUBH 6080	Pathways to Public Health	0	Fall, Spring, Summer	letter
<b>Total</b>	<b>Core Credits</b>	<b>31</b>		

<b>HEALTH POLICY SELECTIVE</b> 2 credits Required				
<b>MHA students must take one of the following Health Policy courses</b>				
<b>Course</b>	<b>Title</b> <i>(*Note: HSML 6202 can be substituted for PUBH 6305/6012 prerequisite)</i>	<b>Credit</b>	<b>Semester s offered</b>	<b>Grade</b>
PUBH 6012	Fundamentals of Healthcare Policy	2	Fall, Spring, Summer	letter
PUBH 6325	Federal Policymaking and Policy Advocacy	2	Fall, Spring, Summer	letter
PUBH 6367	Population Health and Public Health Care Reform	2	Fall	letter
PUBH 6399	Substance Use Disorder Policy	2	Spring	letter
PUBH 6356	State Health Policy	2	Fall	letter
PUBH 6399	Cost-Benefit Analysis in Health Care	2	Spring	letter
PUBH 6399	Maternal and Child Health Policy	2	Spring	letter
PUBH 6370	Medicare/Medicaid Law and Policy	2	Spring	letter
PUBH 6374	Pharmaceutical Policy	2	Fall	letter
PUBH 6378	HIV Policy in the U.S.	2	Alternate Summers	letter
<b>Electives</b> <b>(Selected from pre-approved list below)</b> Fellowship students select 11 credits Residency students select 14 credits				
<b>Course</b>	<b>Title</b>	<b>Credit</b>	<b>Semesters offered</b>	<b>Grade</b>
HSML 6231	Management of the Acute Care Hospital	2	Spring	letter
HSML 6236	Aging, Disability and Post Acute-Care	2	Fall	letter
HSML 6238	Ambulatory Care Management	2	Spring *	letter
HSML 6244	Supply Chain Management in Health Services	2	Spring*	letter
HSML 6245	Disaster Management for Healthcare Organizations	2	Spring	letter
HSML 6246	Service Line and Project Management	2	Spring*	letter
HSML 6247	Consulting in Health Care	2	Fall	letter
HSML 6263	Advanced Financial Management	2	Spring	letter
HSML 6270	Research in Health Services Management (Independent Study)	2-3	Fall, Spring	letter
HSML 6285- 6286	Readings in Health Services Administration	3	Fall, Spring	letter
HSML 6299	Special Topics (vary by semester and instructor)	1-3	Fall, Spring, Summer	letter
<b>Field Experience</b> 3-6 Credits				
<b>Course</b>	<b>Title</b>	<b>Credit</b>	<b>Semesters offered</b>	<b>Grade</b>
HSML 6274- 6275	Fellowship	6	Fall, Spring, after completion of HSML 6218	CR or NC
OR				
HSML 6271	Residency	3	Summer, Fall, Spring after completion of HSML 6218	CR or NC
<b>Total</b>	<b>Credits</b>	<b>50</b>		

**\*Note:** Courses alternate every year. Course descriptions and registration information can be found on the website: <http://publichealth.gwu.edu/academics/>. Elective offerings may vary from semester to semester.

### **Graduation Requirements for MHA**

1. **Graduate Credit Requirement.** 50 graduate credits are required.
2. **Pathways to Public Health.** This zero credit online course (PUBH 6080) must be completed prior to beginning the field experience. This requirement is waived for students who already possess a public health degree from a CEPH accredited school or program of public health.
3. **Course Requirements.** Successful completion of the core courses and the specific courses are required.
4. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required. (Please refer to departmental policy for academic performance/probation information.)
5. **Time Limit Requirement.** The degree must be completed within five years.
6. **Transfer Credit Policy:** Up to 12 graduate credits that have not been applied to a previous graduate degree may be transferred to the Master of Health Administration program. External credits must have been earned from an accredited institution in the last 3 years with a grade of 3.0 (B) or better. SPH Graduate Certificate students can transfer as many credits as meet program requirements, up to 18 credits, to the MHA. Graduate Certificate students wishing to transfer to a degree program may apply to do so via the online change of concentration petition after completion of 3 or more courses and a cumulative GPA of 3.0 or better. A grade of B or better is required for a course to be eligible for transfer.
7. **Fellowship or Residency Requirement.** Successful completion of a six-credit fellowship or three- credit residency.



<b>Sample Outline for Completing MHA Coursework</b>		
<b>1st Semester</b>		
<b>Course #</b>	<b>Title</b>	<b>Credits</b>
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 Theory	2
PUBH 6080	Pathways to Public Health	0
	<b>Total Credits</b>	<b>11</b>
<b>2nd Semester</b>		
<b>Course #</b>	<b>Title</b>	<b>Credits</b>
HSML 6204	Quality and Performance Improvement	2
HSML 6208	Medical Informatics	2
HSML 6210	Health Services Financial Applications*	2
HSML 6213	Health Services Marketing and Planning	2
HSML 6215	Health Law for Managers	2
	<b>Total Credits</b>	<b>10</b>
<b>3rd Semester</b>		
<b>Course #</b>	<b>Title</b>	<b>Credits</b>
HSML 6211	Health Economics	2
HSML 6216	HR Management and Organizational Behavior	2
HSML 6254	Ethics in Health Services Management	2
HSML 6212	Community Health and Advocacy	2
	Elective	2
	Elective	2
	<b>Total Credits</b>	<b>12</b>
<b>4th Semester</b>		
<b>Course #</b>	<b>Title</b>	<b>Credits</b>
HSML 6218	Seminar in HSML	2
	<b>Health Policy Selective</b>	2
	Elective	2

	Elective	2
	Elective	2
	Elective	1
	<b>Total Credits</b>	<b>11</b>
	<b>Field Experience</b>	
HSML 6274- HSML 6275	Fellowship	6
	<b>MHA Curriculum Total Credits:</b>	<b>50</b>

**\*Note:** There is a cap of 20 students in HSML 6206 (Quantitative Methods in Health Services) due to the nature of the didactic material in this three-credit course. If the course is already full when you register, then register yourself for HSML 6210 (Health Services Financial Applications). It is acceptable to be enrolled in both HSML 6209 and HSML 6210 at the same time, then enroll for HSML 6206 in the second semester. You will remain on schedule toward your MHA degree.

**Note:** Certain elective courses can be taken during the summer semester between year 1 and year 2.

## PROGRAM COMPETENCIES EXPLAINED

### Domain: Management and Leadership

Comp #	Knowledge or Skill	Detailed Competency Description
1	Leading and Managing Others	Displays the ability to effectively manage individuals and teams towards achieving the goals associated with organizational excellence
2	Planning and Implementing Change	Uses appropriate techniques that will shape the future of the health care management organization through change and innovation.
3	Ability for honest self assessment	Exhibits the ability to assess their own strengths and weaknesses with the objective of continuously capitalizing on strengths and improving weaknesses
27	Healthcare issues and trends	Assesses and evaluates the local, regional and national healthcare issues and trends that impact both payment and delivery of health services
28	Healthcare personnel	Demonstrate an understanding of the breadth of healthcare personnel along with demographic employment and salary implications
15	Human resources management	Demonstrate and apply human resources principles and methodologies in the areas of staffing, management, and personnel retention
22	Organizational dynamics and governance	Describes the key elements of governing board structure and function in addition to how organizational and environmental factors influence the structural design of healthcare organizations, including the distribution of authority and relationships among organizational subunits

### Domain: Communication and Interpersonal Effectiveness

4	Interpersonal communication	Builds effective collaborative relationships with multiple stakeholder groups using verbal and non-verbal communication techniques
5	Writing skills	Prepares clearly written business communications in multiple formats (e.g., all electronic formats, letters, memos, etc.)
7	Presentation skills	Demonstrates the ability to organize and deliver a professional presentation using the appropriate media in a convincing and persuasive manner
8	Working in teams	Demonstrates the ability as an individual to contribute ideas and interact with other team members to develop a shared work product and/or problem solution

### Domain: Critical Thinking, Analysis and Problem Solving

9	Solving business problems and making decisions	Possesses the ability to utilize decision making processes that lead to the selection of the most optimal course of action from a group of alternatives
10	Planning and managing projects	Demonstrate the ability to plan, organize, and manage resources to bring about the successful completion of specific project goals and objectives
11	Systems thinking	Demonstrate the ability to employ a systems perspective to envision new directions and approaches and formulate solutions that are both creative and pragmatic

12	Financial management	Can effectively use standard methods of financial analysis to assure that adequate resources are available to meet the goals and objectives of the organization
13	Quantitative skills	Demonstrates the ability to effectively use quantitative tools and methods to collect, organize, arrange, analyze, interpret and evaluate data for decision-making
14	Information and technology management	Can effectively use information management and technology principles methods and techniques for collecting, analyzing and delivering information to support business processes and decision-making
16	Legal principles	Demonstrate an understanding of the basic concepts of health law and compliance requirements as they affect decision-making in healthcare organizations
17	Risk management	Pursues opportunities for constant improvement and ongoing assessment of patient care, customer feedback, risk management, provider qualifications
18	Strategic planning	Effectively utilizes the methods of strategic planning and management in order to evaluate the internal and external organizational environments, determine strategic direction and choose the most appropriate strategic alternative(s) in support of mission requirements
19	Marketing	Ability to utilize marketing principles to promote the organization to internal and external customers in support of the strategic goals and objectives
20	Quality and Performance Improvement	Demonstrates the ability to use processes that emphasize continuous performance improvement including customer satisfaction, statistical processes and analytical tools designed to organize and interpret data
21	Economic analysis	Apply principles of health economics to analyze and interpret organizational and payment issues
29	Standards and regulations	Demonstrate the ability to understand and apply healthcare regulations including those from governmental and non-governmental agencies and organizations
30	Population health and status assessment	Displays the ability to use epidemiological methods to understand the prevalence and incidence of disease in a population
31	Health policy formulation, implementation, evaluation	Explain the structure of the U.S. healthcare system and the processes through which health policies are formulated and implemented at the state and federal levels

**Domain: Professionalism and Ethics**

23	Professional and managerial ethics	Ability to determine the ethical implications of managerial decisions and evaluate the professional codes of ethics from various professional associations or societies and how they articulate with managerial practice
24	Continuing education and life-long learning	Pursues long-term professional development and proactively seeks out meaningful personal development
25	Professional and community contribution	Addresses population wellness by evaluating and implementing activities designed to improve the health and wellness of both individuals and populations