

# 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  
2020-2021**

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

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## **Mission**

The mission of the Master of Health Administration program is to develop health care sector leaders, innovators and managers who are dedicated to advancing the health of our local, national and global communities.

## **Overview**

The 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. 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 behavior, finance and 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.

## **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, communication and relationship management, business skills and professionalism, as well as 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, 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 projectmanagement. Related courses: HSML 6203, 6204, 6213, 6218, and 6231.
  - 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, 6235, 6237, and 6238.
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, population health, and assessment to optimize the delivery of services. Related courses: HSML 6202, 6203, 6204, 6211, 6212, 6215, 6218, 6231, 6236.

### **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 an option 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) Government Services; and (e) Health Information Technology.

**Please see curriculum sheets that follow.**

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

### Master of Health Administration

#### Program-at-a-Glance 2020-2021

#### Core Courses

All 31 credits are required

Course	Title	Credits	Semesters offered	Grade
HSML 6202	Introduction to the US Health Services Delivery	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	Fall	
HSML 6213	Health Services Marketing and Planning	2	Spring	
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	
HSML 6254	Ethics in Health Services Management	2	Fall	
PUBH 6080	Pathways to Public Health	0	Fall, Spring, Summer	
<b>Total</b>	<b>Core Credits</b>	<b>31</b>		

#### HEALTH POLICY SELECTIVE

2 credits Required

**MHA students must take one of the following Health Policy courses**

Course	Title (*Note: HSML 6202 can be substituted for PUBH 6305/6012 prerequisite)	Credit	Semesters offered	Grade
PUBH 6325	Federal Policymaking and Policy Advocacy	2	Fall, Spring,	

			Summer	
PUBH 6367	Population Health and Public Health Care Reform	2	Fall	
PUBH 6399	Substance Use Disorder Policy	2	Spring	
PUBH 6356	State Health Policy	2	Fall	
PUBH 6399	Cost-Benefit Analysis in Health Care	2	Spring	
PUBH 6399	Maternal and Child Health Policy	2	Spring	
PUBH 6370	Medicare/Medicaid Law and Policy	2	Spring	
PUBH 6374	Pharmaceutical Policy	2	Fall	
PUBH 6378	HIV Policy in the U.S.	2	Alternate Summers	
<b>Electives</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	
HSML 6238	Ambulatory Care Management	2	Spring *	
HSML 6244	Supply Chain Management in Health Services	2	Spring*	
HSML 6245	Disaster Management for Healthcare Organizations	2	Spring	
HSML 6246	Service Line and Project Management	2	Spring*	
HSML 6247	Consulting in Health Care	2	Fall	
HSML 6263	Advanced Financial Management	2	Spring	
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 (vary by semester and instructor)	1-3	Fall, Spring, Summer	
<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	
OR				
HSML 6271	Residency	3	Summer, Fall, Spring after completion of HSML 6218	
<b>Total</b>	<b>Credits</b>	<b>50</b>		

\*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 MPH 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
HSML 6231 or HSML 6238	HSML 6231: Management of the Acute Care Hospital and/or HSML 6238: Ambulatory Care Management	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: Certain elective courses can be taken during the summer semester between year 1 and year 2 of the program.**