

# HCAD - HEALTHCARE ADMIN (HCAD)

---

## HCAD 6002 Res Methods and Stat Analysis (3 Credits)

This course reviews and applies research study design methodologies (quantitative, qualitative and mixed), as well as statistics for healthcare professionals and practitioners. Topics include descriptive and inferential statistics, issues in sampling and hypothesis testing, analysis of variance, and regression. Students use hands-on applications essential to developing, analyzing, and interpreting healthcare studies. Computer software is used for statistical analysis.

## HCAD 6005 Financial-Managerial Acct-Cost (3 Credits)

Provides a hands-on introduction to basic financial reports and financial analysis for planning and decision-making. Emphasizes tools for analyzing financial statements, determining profitability, cost and pricing models and budgeting critical for managerial decision making. Comprehensive understanding of the application of financial information to support managerial planning, control, and resource allocation functions will be emphasized by exploring the interaction of financial, strategic, organizational policy and the external environment information on decisions.

## HCAD 7511 Intro to Healthcare System (3 Credits)

### HCAD 7513 Healthcare Management (3 Credits)

This course studies the role of the contemporary healthcare manager with emphasis on identifying basic managerial skills and knowledge that contribute to effective healthcare administration. Course materials focus on contemporary knowledge, skills and real-world applications for management of diverse healthcare organizations.

### HCAD 7514 Healthcare Fin Mgmt-Acct (3 Credits)

Designed to enhance both analytical and decision-making skills, this course covers financial accounting as applied to healthcare organizations. Emphasizes tools for analyzing financial statements as well as key management issues (profitability and liquidity) and explores the use of debt as part of financial structure. Prepares students to apply financial management theory and concepts as real-world managers in the health services industry. Prerequisite: HCAD 6005 or permission of instructor.

### HCAD 7515 Global Health Management (3 Credits)

This course is designed to provide health professionals with an essential global health systems skill set. The approach, organization and outcomes of global health systems provides invaluable lessons for health system delivery that can be applied across the continuum of healthcare service and delivery. With the assistance of the instructor, students will complete weekly assignments building on the six components of global health systems and the Sustainable Development Goals (SDG). The intended result of the course is for the students to complete projects that integrate an understanding of global health systems approaches appropriate for making strategic choices in healthcare organization, management, delivery, and outcomes.

**Prerequisites:** HCAD 7521 with a minimum grade of C

### HCAD 7517 Health Finance (2 Credits)

Designed to enhance analytical and managerial decision-making skills; this course builds on the concepts presented in HCAD 6005 and covers financial analysis applications such as: working capital needs assessment, risk and return, capital planning, the use of debt and equity in organizational financing structures and the cost of capital as applied to health sector organizations. By focusing on the proper application of financial analysis into the managerial decision-making process this course will enable students to become better stewards of scarce resources. This course has been designed to ensure that students understand, think through and correctly apply key financial concepts and processes to better manage health sector organizations.

**Prerequisites:** HCAD 6005 with a minimum grade of C

### HCAD 7518 Managing Comm Health Systems (3 Credits)

Designed to examine the manager's role, responsibilities and involvement in developing, implementing, and evaluating strategies for community health initiatives. Topics covered include community health assessment techniques, collaboration strategies, and the application of population management models for health promotion. Emphasis on managerial epidemiology (study of distribution and determinants of diseases) and its integration with health systems planning to meet local community needs. Prerequisite: HCAD 7521 or permission of instructor.

### HCAD 7519 Population Health Management (3 Credits)

Population Health Management provides a comprehensive review of population health approaches, strategies, and programs designed to improve consumers' access and quality of care while managing costs. Course content covers policy implications and delivery of population health best practices within the health sector, their impact on consumers and providers, and consumer engagement programs throughout the continuum of care. The course also integrates social determinant identification, basic managerial epidemiological concepts, and highlights the potential use of data analytics for decision-making.

### HCAD 7520 Healthcare Data Analytics (3 Credits)

This course is designed to provide health professionals with an essential data analytics skill set that can be applied across the continuum of healthcare service and delivery. With the assistance of the instructor, students will complete weekly assignments building on the core functions of data analysis, visualization and presentation, data mining strategies, database management, modelling of trends and population-health management applications. The intended result of the course is for the students to complete projects that integrate an understanding of health data and analytic strategies that are appropriate for making strategic choices in health policy and general healthcare delivery research and management within the Triple Aim framework.

### HCAD 7521 21st Cent Healthcare System (2 Credits)

Provides a systematic overview of the structures and organizations in U.S. healthcare delivery systems with emphasis on interactions of governmental policy, authorities, delivery systems, financing of health care, regulation, competition, organizational innovations in healthcare services and alternate delivery strategies. Also examines stakeholder interests.

### HCAD 7522 Healthcare Policy (2 Credits)

A major overview of current U.S. health policies and their implications with in-depth study of the policy process and analytical approaches to decision making. Special emphasis on the nature and role of healthcare policy studies in decision-making. Also includes an examination of comparative international systems

**HCAD 7525 Practice Mgmt for Healthcare (3 Credits)**

This course is designed to provide a comprehensive overview of medical practice management, the issues, tools and techniques to resolve administrative issues. Practice Management will provide the learner with insights into contemporary financial models and regulatory issues that influence today's practice environment. Specific attention is focused on culture dynamics, human resource applications, and governance issues that make medical practices unique among healthcare organizations.

**HCAD 7530 Change Mgmt - Innovation Hlth (2 Credits)**

**Prerequisites:** HCAD 7521 with a minimum grade of C and HCAD 7513 with a minimum grade of C

**HCAD 7991 Internship (3 Credits)**

Designed for pre-service students or for those with fewer than two years of management experience, this course affords students an opportunity to learn management skills through onsite experience. The students must complete a minimum of 300 hours of managerial or administrative work under the tutelage of a healthcare administrator and complete all assignments associated with the internship. Seminar discussions link students' real-world experience with common human resource management topics. Requires instructor approval. Students may be required to complete and pay for site-specific testing requirements.

**HCAD 7992 Practicum (3 Credits)**

Consists of a 3-credit, group-consulting project related to an area of healthcare administration or management. The practicum typically requires the writing of a management report and the delivery of an oral presentation for the partner organization. All work is completed under faculty supervision. May require transportation to practicum site. Requires instructor approval.

**HCAD 7993 Research Seminar (3 Credits)**

Designed for students currently working full time on a supervisory or management level in healthcare, this course gives theeach individual anthe opportunity to design and conduct a research project that focuses on a management or policy problem at his/her place of employment or in the public arena. The student presents methodology, results and recommendations both as a written capstone project and as an oral presentation. Requires instructor approval.

**HCAD 7997 Project Completion (3 Credits)**

This course is an independent project based on an aspect of healthcare delivery, administration or policy. With the assistance of the instructor, the topic is of the student's own choosing. The course provides an excellent opportunity for the student to delve more deeply into an area of healthcare which he or she has not previously studied, or to relate the curriculum to their workplace. The intended result of the project is for the student to make a contribution to his or her organization or profession. Requires instructor approval.

**HCAD 8514 Healthcare Economics (3 Credits)**

The study and application of economic process and methods pertinent to healthcare managers and policy practitioners. Traditional economic models pertaining to supply and demand, competition, market power, production function and efficiency are applied to the healthcare industry. Case studies reflect recent economic conditions and their application to real world management decisions. Prerequisite: HCAD 7521 or permission of instructor.

**HCAD 8515 Health Economics (2 Credits)**

The study and application of economic process and methods pertinent to healthcare managers and policy practitioners. Traditional economic models of supply and demand, competition, market power, labor choices, production functions and efficiency are applied to the health sector. Primary focus is on the application of economic principles to facilitate real world management decisions.

**Prerequisites:** HCAD 7521 with a minimum grade of C

**HCAD 8517 Strat Plan Mktng Hlthcare Org (3 Credits)**

Study of the role, functions and application of strategic planning and marketing in healthcare organizations. Emphasis on the process of strategy assessment, development, and implementation and the unique aspects of healthcare services and service design/performance as they interact with marketing plans. Prerequisites: HCAD 6005, 7513, 7521, and 8515 or permission of instructor.

**HCAD 8518 Legal - HR Issue in Healthcare (3 Credits)**

Overview of legal issues associated with the delivery of healthcare and the legal pitfalls surrounding everyday practice and administration. Additionally, explores legal aspects of human resource administration in health care, as well as issues of liability and corporate responsibility.

**HCAD 8521 Quality - Risk Mgmt Healthcare (3 Credits)**

This course provides an overview of quality improvement and information management systems for health care leaders. Quality performance management models, approaches, tools, and techniques are presented in the context of organizational culture and leadership. Management techniques applicable to the use of health information systems are discussed along with QI/QM applications and topics - computerized records, order entry systems, and electronic health care applications. Reviews current ethical, legal and policy implications and regulations.

**HCAD 8522 Topics in HealthCare Managemnt (3 Credits)****HCAD 8523 Ethics in Healthcare Admin (2 Credits)**

This course offers students a basis for analyzing medical and healthcare ethics involving clinical practice, legal dimensions, and public policy. Personal, professional, and organizational ethical dilemmas and decision-making responsibilities are discussed in the context of contemporary healthcare factors and environment.

**HCAD 8530 Emerg Mgmt for HC Profess (2 Credits)**

As health professionals at all levels seek to understand the impact of natural and man-made disasters on health status, best practices for emergency management strategies are emerging. Using an all-hazards approach, this course provides an overview of emergency preparedness and its application to all aspects of a population's health. Focuses on issues such as bioterrorism, food security, pandemics, and other related topics. Skills necessary for performing risk vulnerability assessments, developing emergency management plans, and crisis versus traditional operational processes will be covered.

**HCAD 8531 Emerg Mgmt and Health Security (3 Credits)**

As health professionals at all levels seek to understand the impact of natural and man-made disasters on health status, best practices for emergency management strategies are emerging. Using an all-hazards approach, this course provides an overview of emergency preparedness and its application to all aspects of a population's health. Focuses on issues such as bioterrorism, food security, pandemics, and other related topics. Skills necessary for performing risk vulnerability assessments, developing emergency management plans, and crisis versus traditional operational processes will be covered. Prerequisite: HCAD 7521 or permission of instructor.

**HCAD 8711 Leadership Institute (3 Credits)**

This course provides an opportunity for intensive graduate study by examining the dynamic nature of leadership in the context of modern healthcare organizations. Students learn and apply leadership principles, theories, models and skills to enhance personal capabilities. Addresses ways of managing career decisions under conditions of accelerated change and focuses on the development of servant leadership skills. Prerequisites: HCAD 7513, 7514, 7522, and 8518 or permission of instructor.

**HCAD 8720 Professionalism - Leadership I (1 Credit)**

In this first of three courses in Professionalism and Leadership, students will explore the dynamic nature of leadership in the context of modern healthcare organizations. Various theories and models concerning leadership styles will be considered and students will utilize instruments to consider their preferences regarding leadership styles. Additionally, to assist students in their professional development the course will focus on several introductory elements of the MHA Program's Professionalism Module.

**HCAD 8721 Professionalism - Leadership II (1 Credit)**

In this second of three courses in Professionalism and Leadership, students will explore the dynamic nature of leadership in the context of modern healthcare organizations. Various concepts related to leadership, including but not limited to power, motivation, talent management, emotional intelligence...etc. will be considered. Additionally, to assist students in their professional development the course will focus on several mid-program elements of the MHA Program's Professionalism Module.

**HCAD 8722 Professionalism-Leadership III (1 Credit)**

In this third of three courses in Professionalism and Leadership, students will focus on synthesizing prior MHA course learning and applying it to case studies of modern healthcare organizations facing transformational challenges and to career planning. Students will also reconsider leadership styles, but in the context of leadership teams. Additionally, to assist students in their professional development the course will focus on several noted last year elements of the MHA Program's Professionalism Module.

**HCAD 8999 Independent Study II (1 Credit)****HCAD 9991 Independent Study (1 Credit)****HCAD 9992 Independent Study (2 Credits)****HCAD 9993 Independent Study (3 Credits)**