



# SAINT VINCENT COLLEGE

## Master of Science in Health Services Leadership

The program leading to the Master of Science in Health Services Leadership seeks to prepare experienced health care professionals for positions of administrative leadership in health care organizations. The program is administered by the public policy program of the Alex G. McKenna School of Business, Economics, and Government. All courses will involve active learning and will systematically develop intellectual skills in writing, speaking, critical analysis, project planning and information literacy. The 36 credit curriculum can be completed over three calendar years by taking two courses per fall and spring semesters.

### **Program Goals:**

- To prepare qualified health care practitioners to become effective leaders in complex health care environments.
- To develop individuals with a strong understanding of the organizational and social context of American health care.
- To enhance understanding of health care operations in order to assure ethical, responsible, and effective care for patients.
- To prepare leaders who will be innovators, educators, and role models in health care teams.
- To provide students with a solid foundation for further study or advancement to senior management.

### **Objectives addressed within the curriculum and measured through the program for student learning assessment include the ability to:**

- Conduct research and evaluate current professional literature in order to develop evidence based practice procedures and policies;
- Assume a leadership role in collaboration with health care team members and serve as a role model for future health care providers;
- Understand the health care system including organizational dynamics, financial and legal characteristics and one's own role and activity in the context of these factors;
- Design and supervise professional development strategies to increase the performance of individual staff as well as the larger organization;
- Understand standards of professional behavior and ethical conduct appropriate to health care and apply these standards in ways consistent with social justice and respect for human dignity;
- Demonstrate information literacy and the capacity to design and execute research in an appropriate health care area;
- Understand and apply performance improvement techniques to determine optimal care by linking relevant measures of patient characteristics, processes, and outcomes;
- Apply knowledge of theories and models in advanced health care management areas;
- Demonstrate higher level skills in communication, critical thinking, and creative problem-solving appropriate to senior management in a health care organization;
- Show a commitment to continuing learning and professional development.

## Courses Required (36 Credits) \*

HSL 550 U.S. Health Care Systems	3
HSL 560 Organization and Administrative Theory	3
HSL 565 Economics of Health Care	3
HSL 570 Health Care Law, Policy, and Regulation	3
HSL 575 Quantitative Analysis	3
HSL 580 Financial Administration for Health Care Organizations	3
HSL 590 Human Resource Management: Principles and Practice	3
HSL 600 Leadership and Ethics	3
HSL 605 Quality Improvement in Health Care and Service Industries	3
HSL 610 Strategic Management of Complex Organizations	3
HSL 650 Directed Research	3
Approved Elective Course	3

\*In addition, the student must submit information required for the assessment of learning and program outcomes. This may include submission of materials for a portfolio, examinations, and questionnaires.

### **HSL 550 U.S. Health Care Systems**

A comprehensive overview of the U.S. health care system covering structure, finance, governance, history, and cultural values. Examination of key problems and interactions with economic, technological, political, and social forces within the larger society to include the health care system's response to these influences. *Must be one of the first four courses completed in the program.* Three credits.

### **HSL 560 Organization and Administrative Theory**

Survey of organization theory as it relates to health services administration. Introduces key ideas in leadership, motivation, communication, human relations, decision-making, and policy formation. Special attention to how the individual, work group and organization interact to affect the accomplishment of both individual and organizational goals. *Must be one of the first four courses completed in the program.* Three credits.

### **HSL 565 Health Care Economics and Public Policy**

An introduction to economic and public policy ideas that affect the health care system. Provides a review of relevant economic concepts and covers topics such as demand for health services, health care provider behavior, implications of insurance and payment strategies, cost containment, unhealthy behavior and social regulation, and health technology and regulation. Pre-requisite: Basic knowledge of Microsoft Excel. Three credits.

### **HSL 570 Health Care Law and Regulation**

Legal analysis of health care exploring the role of law in promoting quality health care and organizing health care delivery. Special topics will include controlling costs of health care, promoting access to health care, and protecting human rights of those who are provided health care. Three credits.

### **HSL 575 Research Methods**

An examination of strategies for gathering and organizing data and performing quantitative analysis. Topics include research design, statistical reasoning and interpretation, operational excellence methods and data analysis using Microsoft Excel. Pre-requisite: Basic knowledge of Microsoft Excel. Three credits.

### **HSL 580 Financial Administration for Health Care Organizations**

Introduction to key concepts of financial management as applied to health care institutions. Examines practical financial issues that are faced in the operation of a health care organization. Sources of funds, budget creation and implementation, interpretation of financial information, and the use of financial analysis in organizational decision-making. Three credits.

### **HSL 590 Human Resource Management in Health Care**

Major topics in human resource management including theories of motivation, analysis of positions, recruitment and employee selection, assessment of employee performance, compensation and benefit strategies, collective bargaining, employment and non-discrimination law, and employee development. Three credits.

### **HSL 600 Leadership and Ethics**

This course presents a theoretical and applied treatment of a pervasive and challenging task of leading in the new global economy—continuously and successfully dealing with the issues of constant improvement within a framework of ethical leadership. Students will learn the leadership theories, concepts, and applications that will allow them to successfully initiate, analyze, and implement various types of organizational changes. Specifically, through a series of case studies, students will demonstrate their capacity to isolate key ethical issues as they are related to operational excellence decisions. Seven core ethical standards will be emphasized in the analysis of the case studies: The Common Good, Human Dignity, Care, Hospitality, Stewardship, Solidarity, and Subsidiarity. Three credits.

### **HSL 605 Quality Improvement in Health Care and Service Industries**

An in-depth study of the operational excellence philosophy, methodologies, tools, and issues related to quality improvement. Introduction to main approaches to operational improvement with an emphasis on quality standard setting, system design and organizational change strategies, reporting mechanisms, and effectiveness assessment. The relationship between quality improvement programs, risk management, and utilization review will be emphasized. In particular, this course will examine challenges facing the health care service industry to include waste and quality in the health care environment, application of the Toyota Way to the health care industry, and building the health care industry of the future. Three credits.

### **HSL 610 Strategic Management of Complex Organizations**

Strategic management involves utilizing the tools and techniques of strategic analysis to craft, implement, and execute organizational strategies. An organization's chances for sustained success are greatly improved when managers (1) develop an astute, timely strategic "game plan" for running the organization and, then (2) implement and execute the strategic plan with great proficiency. The pedagogical objectives of this course are to sharpen students' abilities to "think strategically" in a lean environment, to evaluate an organization's situation from the perspective of its competitiveness and performance prospects, and to draw sound conclusions about what actions an organization's management needs to take in light of all the relevant circumstances. *May only be taken after completing 24 credits in the program.* Three credits.

### **HSL 615 Effective Marketing Communication (Elective)**

Successful leaders understand how to leverage internal communication, public relations, marketing, and communication strategy. This course will examine innovative communication methods to include the power of storytelling and internet marketing technologies as well as best practices from leading non-profit and for-profit organizations such as Disney. Three credits.

### **HSL 650 Directed Research**

Individual research project applying and integrating knowledge gained in the program. Emphasis on action research and the development of evidence based programs and practices in health care settings. *Must be taken as the final course in the program. Transfer credit cannot be earned for this course.* Three credits.

For further information about the MS-HSL program, contact the Office of Graduate & Continuing Education at [gradadmission@stvincent.edu](mailto:gradadmission@stvincent.edu) or 724-805-2933, or access information about the program online at: [http://www.stvincent.edu/graduate\\_programs/health\\_services\\_lead](http://www.stvincent.edu/graduate_programs/health_services_lead)