

# Master of Science in Health Services Leadership

Ms. Dawn Edmiston, Director

The program leading to the Master of Science in Health Services Leadership is a 36 credit, cohort-based program that 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. The program is designed on a cohort basis and may be completed over two calendar years by taking two courses per semester, including the summer. Courses will utilize a mixture of classroom instruction supplemented by on-line course material.

## Program Goals

- To prepare qualified health care practitioners to become effective supervisors and leaders in a health care setting.
- 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 health care 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 recognize one's own role and activity in the context of these factors;
- Design and supervise strategies of professional development 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.

## Admission

For acceptance into the Master of Science in Health Services Leadership graduate program, students must possess an earned Bachelor's degree from an accredited institution with a minimum undergraduate grade point average of a 3.0. Students with an undergraduate grade point average below a 3.0 must complete the Graduate Management Aptitude Test with a minimum score of 500 and a minimum analytical writing assessment score of 4.0.

Students should have foundational coursework in mathematics (sufficient to begin a course in statistics and research methods) and prior introduction to key concepts in economics and accounting.

Applicants should submit a curriculum vitae or resume and two recommendations from people who are familiar with the professional and academic background of the candidate. Applicants should also submit a short (500 words or less) statement that describes their professional experience and why they wish to pursue the Master of Science in Health Services Leadership. A person who wishes to pursue graduate studies at Saint Vincent College without becoming a candidate for a master's degree may take up to 9 credits as a Graduate non-degree student. Non-degree students must complete and return the graduate non-degree application for admission and send official transcripts to the Office of Graduate & Continuing Education in order to register for classes. The non-degree student must follow the same policies and procedures as a degree-seeking graduate student. Non-degree students are ineligible for financial aid. If a non-degree student wishes to become a candidate for the graduate program the applicant must officially apply to the graduate program and must follow the graduate application guidelines for that particular program. A TOEFL score of 550 or higher is required for applicants for whom English is not their native language.

## 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 | Statistics and Research Methods for Health Care        | 3 |
| HSL 580 | Financial Administration for Health Care Organizations | 3 |
| HSL 590 | Human Resource Management in Health Care System        | 3 |
| HSL 600 | Strategic Management of Health Care Organization       | 3 |
| HSL 605 | Quality Improvement in Health Care Operations          | 3 |
| HSL 610 | Biomedical and Health Care Ethics                      | 3 |
| HSL 650 | Directed Research                                      | 3 |
|         | Approved elective courses                              | 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, personnel, 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. 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. Emphasis on how the individual, work group and organization interact to affect the accomplishment of both individual and organizational goals. This course will utilize case studies and provide opportunities to develop effective communications skills.

### HSL 565 Economics of Health Care

An introduction to economic ideas, particularly drawing on micro-economic theory, which 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. Prerequisite: One semester introduction to microeconomics and HSL 550. Three credits.

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

Legal analysis of health care exploring the role of law in: (1) promoting quality health care - i.e., generally, malpractice; (2) organizing health care delivery - through hospitals, clinics, networks, HMOs and other managed care organizations, and public health agencies; (3) controlling cost of health care - managed care, government regulation of reimbursement; (4) promoting access to health care, e.g., Medicare, Medicaid and the Americans with Disabilities Act, etc.; and (5) protecting human rights of those who are provided health care, e.g., informed consent, the right to refuse treatment, the regulation of experimentation, etc. Examines questions such as the Internet and health care, HIPAA and Patient Bill of Rights. Prerequisite: HSL 550. Three credits.

#### **HSL 575 Statistics and Quantitative Methods for Health Care Management**

Introduction to strategies for gathering and organizing data and undertaking statistical data analysis. Introduction to research design, statistical reasoning and interpretation, lean methods including Six Sigma, and data analysis using SPSS or a comparable package. Course assists students in becoming intelligent consumers of health care research. Prerequisite: One semester introduction to statistics and HSL 550. 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. Examples and case studies from both profit and non-profit sectors will be examined. Prerequisite: Familiarity with accounting concepts. Three credits.

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

Major topics in human resource management focusing on health care organizations 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. This course will incorporate a variety of applied exercises to develop skills needed in supervising employees and in applying organization personnel policies. Prerequisite: HSL 560. Three credits.

#### **HSL 595 Managerial Communication (Elective)**

This course will examine the process of organizational communication in health care environments; how public opinions shape and influence the course of an organization; how the organization interacts with stakeholders to affect decisions made internally toward the achievement of organization goals; enhance communication abilities to improve managerial decision-making; and enhancement of public and community relations to benefit the organization. Prerequisite: HSL 560. Three credits.

#### **HSL 600 Strategic Management of Health Care Organizations**

Strategies for envisioning, developing, and managing change within the health care organization. Special attention given to environmental factors influencing health care including third party payers, technology, and governmental policies. Critical course

concepts include environmental scanning, translation of data into knowledge, and the development of a business case that advances larger organizational strategy. May be taken only after completing 24 credits in the program. Three credits.

#### **HSL 605 Quality Improvement in Health Care Operations**

An in-depth study of quality improvement 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. Three credits.

#### **HSL 610 Biomedical and Health Care Ethics**

Overview of ethical issues arising out of health care; introduction to major ethical theories that may structure decision-making in concrete situations. Application of ethical theory to key issues in medical ethics such as informed consent, confidentiality, justice and access to health care services, questions of death and dying, abortion, cloning and medical research. Three credits.

#### **HSL 615 Catholic Ethics and Theology for Health Care (Elective)**

The Roman Catholic tradition contains extensive reflection on health care based on both philosophical and theological foundations. This seminar introduces students to key themes and guides reading from foundational sources and from contemporary commentary. Three credits.

#### **HSL 620 Leadership in Advanced Nursing Management (Elective)**

Current topics in the design and operation of nursing units in health care organizations, including non-hospital environments. Current technical care issues are combined with leadership research and theory as it applies to health institutions. Seminar format with selected case studies. Three credits.

#### **HSL 625 Medical Informatics (Elective)**

Application of information technology in health care settings. Focus on managerial analysis of data on health care with the goal of improving the scientific foundation of patient care and organizational operation. Three credits.

#### **GCBA 630 Management Accounting**

This course focuses on managing the accounting function within a health care organization. The topics covered encompass costing, break-even analysis, activity-based costing, total quality management, bench-marking, performance evaluation, and other applications of management control techniques. Three credits.

#### **HSL 640 Topics in Health Leadership (Elective)**

Special topics of interest to students of health care management. Offered on demand. 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. All required courses in the program must be completed prior to enrollment in this capstone course. Three credits.