

### **GCEE 648 Environmental Law and Ethics**

This course will first examine the legislative and regulatory process, discussing the bases, guidelines, and proceedings involved in the creation, implementation, oversight and enforcement of environmental laws, rules and regulations. To this end, a brief review of the legislative process will be covered, followed by an explanation and examination of the Administrative Procedures Act (APA), which is the foundation for all actions and proceedings by and before regulatory agencies. Students will engage in discussions about the Clean Air Act and the differences between legal and ethical decision-making. Three credits.

### **GCEE 658 Social Issues and the Environment**

This course investigates a wide range of social issues and their relation to the environment. Homelessness, famine, world population, violence, and environmental protection are some areas considered. The course examines the link between the social and global environment through case studies, philosophies, theories, environmental models, and research. Students will explore current, emerging, and controversial local and global social problems, and learn how to implement these sensitive environmental and social issues in instruction. Three credits.

### **GCEE 668 Field Institute for Environmental Learning**

This course is designed to offer field-based experiences in environmental science on fresh water ecosystems. Participants are required to conduct field monitoring and data analysis as well as develop a five-day field and classroom unit plan meeting standards in the area of fresh water ecosystems. May be repeated. One credit

# **Master of Science in Health Services Leadership**

*Dawn Edmiston, Director*

*A. Mark Abramovic, William J. Hisker, Richard F. Kunkle, Daniel P. Mertens, Carla Zema*

*Adjunct Faculty: Carol Bucci, David Hunter, Matthew Masiello, Linda Stumpf*

The program leading to the Master of Science in Health Services Leadership seeks to prepare qualified health care professionals for positions of 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 two to four calendar years by taking courses during the fall, spring and/or summer semesters.

### **Program Goals**

- To prepare experienced 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 and global best practices.
- 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 organizations.
- To provide students with a solid foundation for further study or advancement to senior leadership.

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

- Conduct research and evaluate professional literature in order to develop evidence based practice procedures and policies;
- Assume a leadership role in collaboration with other health care professionals 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 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 leadership 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 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 should have basic Microsoft Word and Excel skills.

Applicants must submit a curriculum vitae/resume and two recommendations. It is preferred that recommenders are supervisors, instructors, or individuals in similar roles that can attest to the academic and leadership potential of the applicant. All reference letters should clearly state the relationship between the individual providing the reference and the applicant. Applicants must also submit a personal statement of no more than 500 words describing applicant's professional experience and why they wish to pursue the Master of Science in Health Services Leadership.

A person may register for up to nine (9) credits of graduate study as a non-degree student by completing a non-degree student application and submitting official transcripts to the Office of Graduate & Continuing Education. The non-degree student must follow the same policies as the 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 program following all application procedures outlined above.

See Saint Vincent College Rules for Graduate Study for additional information on special student status and rules for the transfer of credits. International students are required to meet the college standards set forth in the Admission Requirements for International Students. Contact the Office of Graduate & Continuing Education for International Admissions requirements.

## 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.

# Master of Science in Health Sciences

## Nurse Anesthetist Program

*Bettie A. Davis, Ph.D., Coordinator*

*James Barnett, Bettie A. Davis, Michael Rhodes, Michael Sierk  
Adjunct Faculty: Howard Armour, Mike DeBroeck, Daniel Stairs*

This program is designed to prepare practitioners in the area of anesthesia, to prepare nurse anesthetists to serve as leaders, educators and role models in anesthesia and health care teams, to prepare specialists who are able to facilitate managerial improvement in the delivery of anesthesia service.

Upon completion of the master's level nurse anesthetist program, the students will be able to demonstrate in-depth knowledge of the fundamental sciences to insure greater competence in anesthesia practice, engage in collateral reading in anatomy, physiology, chemistry, pharmacology and clinical subjects related to the field of anesthesia. The program will help the student to assume a leadership role in collaboration with health care team members, function as a resource person in the training of paramedical personnel and in nursing care of the acutely ill. The student will be able to apply principles of research to the clinical anesthesia setting, design, evaluate and implement an anesthetic care plan for a patient, utilize appropriate scientific principles related to asepsis, anesthesia and respiratory technique, apply knowledge of nursing theories and modes in advanced nursing and specialty areas of nurse anesthesia.

The program requires 57 credits of courses taken in the following sequence:

#### *Fall: Year One*

HSC 001	Professional Aspects of Anesthesia Practice
HSC 500	Pharmacology I
HSC 503	Organic and Medicinal Chemistry
HSC 505	Introduction to Principles of Anesthesia
HSC 515	Physical Assessment
HSC 521	Anatomy, Physiology and Pathophysiology I

#### *Spring: Year One*

HSC 501	Pharmacology II
HSC 504	Biochemistry
HSC 522	Anatomy, Physiology and Pathophysiology II
HSC 530	Didactics I

#### *Summer: Year One*

HSC 510	Nursing Research I (first six weeks)
HSC 512	Medical Physics (second six weeks)

#### *Fall: Year Two*

HSC 612	Nursing Research II
HSC 630	Didactics II

#### *Spring: Year Two*

HSC 655	Advanced Theory and Practice of Anesthesia
HSC 700	Leadership and Management for the Nurse Anesthetist