

## MASTER OF HEALTH ADMINISTRATION (MHA)

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### Preparing Leaders and Managers for Tomorrow's Health Care Industry

The Master of Health Administration (MHA) is recommended for individuals who want to establish and strengthen their future in the health services industry. The program is designed for mid-career professionals whose responsibilities have expanded into management areas, as well as for recent college graduates planning to pursue a career in health care. The MHA degree program provides a solid core of current, relevant health services administration courses. The program is grounded on best practices research and feedback from alumni and practitioners in the field. The knowledge and skills needed to excel as a leader and manager in today's health administration workplace are the cornerstones of the Program Learning Outcomes for the MHA degree program.

**Mission:** To provide dynamic education that focuses on inquiry and innovative practice relevant to an ever-changing health care system.

### MHA Program Learning Outcomes

The curriculum is designed to integrate theory and practice, combining both technical and communication skills and abilities to effectively lead and manage integrated health services delivery systems. The MHA Program Learning Outcomes are:

- **Administration:** Apply health administration strategies, principles and policies to health care situations.
- **Economics:** Evaluate the impact of economics on health services administration.
- **Finance:** Integrate the principles of health care management finance.
- **Communication/Informatics:** Evaluate communication and informatics applications in the health care industry.
- **Legal/Ethical:** Apply ethical decision-making frameworks and legal principles to health care issues.
- **Quality Management:** Integrate quality management strategies to improve outcomes at health care organizations.
- **Application:** Create and disseminate comprehensive health systems administration portfolio.
- **Planning:** Design a strategic plan for a health care organization.

### Career Opportunities

The MHA degree is appropriate for individuals who are working in the health care industry or health-related fields and for those who are considering career changes. While the emphasis of the program is on developing leaders who can manage in a variety of health care settings, graduates may also secure positions in related areas such as consulting, insurance, education, and government.

### Course Delivery

Courses are taken in a full time or part-time format, one or two courses each eight-week term. The courses are delivered using a blended format. The face-to-face time is conducted during two required immersion sessions a year from 3–4 days each held at the beginning of the program, and at the end of the program for students completing the program full time in one calendar year.

### Admission to the Program

Admission into the MHA is twice a year in August (Fall 1) and May (Summer 1).

Application Deadline:

- Priority Application Deadline for Fall 1, 2010 Admission is May 14, 2010.
- The Final Admission Deadline for Fall 1, 2010 is August 15, 2010.
- Priority Application Deadline for Spring 1, 2011 Admission is February 15, 2011.
- The Final Admission Deadline for Spring 1, 2011 Admission is April 15, 2011.

Admission to the program may be achieved by the completion of each of the following requirements:

1. Satisfactorily fulfill graduate admission requirements for Brandman University as stated in the catalog. (See the Graduate Admissions section.)
2. If the student uses Option Two of the Brandman graduate admission requirements, submit passing scores from one of the following standard admission tests:

**Graduate Record Examination (GRE):** Achieve the required minimum scores on two out of three of the subsections of the GRE or score at or above the 60th percentile on any one of the Graduate Subject Tests. (Minimum score for quantitative or verbal sections is 450. Minimum score for analytic writing is 4.5.)

**Graduate Management Admissions Test (GMAT):** fulfill the formula  $GMAT + (GPA \times 200) > 1000$ .

**Miller Analogies Test (MAT):** achieve a minimum scaled score of 400.

3. Students choosing to apply for admission under Option Four will submit a portfolio of evidence that shows adequate preparation for graduate study in lieu of scores on the GRE, GMAT, or MAT. Specific criteria for Option Four are discussed in the Graduate Admission section of this catalog.
4. Complete a School of Nursing & Health Professions application package including references and self evaluation.

The MHA program does not require specific prior course work. In fact, students come from a variety of professional backgrounds, including medicine, nursing, dentistry, public health, laboratory sciences, insurance and many others. Enrolling students, however, should have some basic knowledge of elementary accounting, college algebra, statistics and microeconomics. Applicants without this knowledge should consider enrolling in appropriate college courses or self-study programs.

### Transfer of Coursework

A maximum of 9 semester credits may be transferred into the MHA degree program. (See Academic Policies and Procedures section.)

In addition to university policies concerning transfer of coursework, the health administration program will accept transfer of military coursework that meet the following requirements:

1. Course requested for transfer must include an official transcript or copy of ACE evaluation, which verifies graduate-level work;
2. Coursework must be letter graded or provide verification of completion at a grade of "B" or higher;
3. Coursework must be comparable to program requirements (if marginal comparability, a written statement of rationale must be provided); and
4. Military coursework will be accepted in transfer as fulfilling elective requirements only.

### Specific Requirements for the MHA Degree

Thirty-six semester credits in health administration and related courses must be completed. HAUU 601 Health Care Policy, Organization, and Delivery must be taken as the first course in the degree or certificate.

#### Required Core Courses (24 credits):

HAUU 601	Health Care Policy, Organization, and Delivery	3
HAUU 602	Innovations in Technology and Information Access	3
HAUU 621	Innovations in Health Care Administration	3
HAUU 631	Health Care Finance	3
HAUU 641	Law, Ethics, and Health Services	3
HAUU 645	Health Care Economics	3
HAUU 651	Quality Management in Health Care	3
HAUU 696	Health Services Strategic Planning Capstone	3

#### Elective Courses (12 credits):

Twelve credits from 500/600-level courses in various disciplines including: health administration, human resource management, organizational leadership, health risk and crisis communication, and/or business administration courses. Students may personalize and strengthen their program of study by using elective credits to pursue one or more graduate certificates.

#### Total Credits

**36**

### Health Administration Portfolio

Successful completion of a comprehensive portfolio showing evidence of mastery of all course objectives for each of the MHA core classes is required. Portfolio development begins upon enrollment in the first core class and continues as additional core courses are taken throughout the program of study.

MHA student advisement emphasis begins with an explanation of portfolio development strategies and best practices. During the program of study, student advisement focuses on the relationship of all core course objectives to each other and to the overall MHA Program Learning Outcomes. In the capstone course, advisement centers on the application of knowledge and skills documented in the portfolio as students create a strategic plan or an innovations project for a health care organization.

Upon graduation, the completed portfolio becomes a powerful reference guide to assist students in their work as health care professionals.

### Health Administration Certificate

The School of Nursing and Health Professions offers graduate certificate programs in health administration and gerontology. These certificate programs allow students to obtain specialized knowledge and expertise in these fields.

Health professionals with at least a baccalaureate degree from a regionally accredited college or university may opt to pursue a non-degree curriculum in either health administration or gerontology and receive a graduate certificate. Admission to the certificate program is granted to individuals who meet the standards for admission to a graduate program.

No transfer credit may be used for either certificate program. The required GPA for either certificate is 3.0.

**Required Courses (12 credits):**

HAUU 601	Health Care Policy, Organization and Delivery	3
HAUU 621	Innovations in Health Care Administration	3
HAUU 631	Health Care Finance	3
HAUU 641	Law, Ethics, and Health Services	3

Students who wish to pursue the Master of Health Administration degree program may use all of the above credits if the following requirements are met:

1. All certificate coursework applied to the master's program must be completed with a grade of "B" or higher.
2. All master's degree requirements must be completed within a seven-year period.

### Gerontology Certificate

Health professionals with at least a baccalaureate degree from a regionally accredited college or university may opt to pursue a non-degree curriculum in either health administration or gerontology and receive a graduate certificate. Admission to the certificate program is granted to individuals who meet the standards for admission to a graduate program.

No transfer credit may be used for either certificate program. The required GPA for either certificate is 3.0.

**Required Core Courses (9 credits)**

HAUU 670	Health Care and Aging	3
HAUU 672	Geriatric Health Care and Public Policy	3
HAUU 674	Understanding Death and Dying	3

**Electives. Choose one of the following (3 credits):**

HAUU 671	Issues in Aging	3
HAUU 675	Geriatric Mental Health	3

**Total Credits 12**

Students who wish to pursue the Master of Health Administration degree program may use all of the above credits if the following requirements are met:

1. All certificate coursework applied to the master's program must be completed with a grade of "B" or higher.
2. All master's degree requirements must be completed within a seven-year period.

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## HEALTH ADMINISTRATION

### **HAUU 601 Health Care Policy, Organization and Delivery**

(Same as DNPU 700) This course comprehensively reviews the U. S. health care delivery system in the following areas: history, policy, population characteristics, trends in health services access and utilization, structure, financing, organization and delivery of services, civility in health care services, advancing medical technology, and the changing policy environment. Students will explore current medical issues such as increased competition, major organizational restructuring and consolidation, a rapidly changing science base, and increased government regulation. This course must be taken as the first course in the degree or certificate. 3 credits.

### **HAUU 602 Innovations in Technology and Information Access**

(Same as DNPU 702) *Prerequisite: HAUU 601.* This course will examine the principles of effective information and communication systems with a focus on evaluating and using emerging technologies in innovative health care management and clinical practice. 3 credits.

### **HAUU 621 Innovations in Health Care Administration**

*Prerequisite: HAUU 601.* This course examines the key concepts and principles used in the administration of health systems organizations. The course uses topic-oriented case studies and current literature to focus on best practices in health systems administration in the following areas: health care organization development and change, diversity, information systems, organization design, and emerging trends in health care organization management. 3 credits.

### **HAUU 631 Health Care Finance**

*Prerequisite: HAUU 601.* This course will provide a framework and foundation for health care financial management with a comprehensive review of health care financial environment, and a basic understanding of accounting principles, tools and techniques to analyze health care financial performance. It will emphasize the development and practice of health care financial analysis skills that challenge health care management on a daily basis; discuss the range of issues in health care financing relative to health policy, quality of care and health services management. 3 credits.

### **HAUU 641 Law, Ethics, and Health Services**

*Prerequisite: HAUU 601.* This course provides an in-depth study of the philosophy and application of legal and ethical aspects of health care administration and delivery with a focus on compliance, handling abuse cases and other current legal/ethical issues in health care. 3 credits.

### **HAUU 645 Health Care Economics**

*Prerequisite: HAUU 601.* This course introduces the principles of economics as applied to the U.S. health care sector to support decisions about the organization and distribution of health care services. Economic concepts (supply and demand, cost, scarce resources, utility, and others) will be applied to health care. The economic behaviors of consumers and suppliers will be examined as they affect allocation of health resources. Special attention is placed on health insurance, regulation, government financing, economic incentives and health reform. 3 credits.

### **HAUU 651 Quality Management in Health Care**

*Prerequisite: HAUU 601.* This course provides students with an understanding of the concepts of health care quality efforts, including measurement, process improvement and the application of information technology to optimize reimbursement and to support best practices. The primary focus is on the practical application of systems change techniques to improve patient safety and outcomes. 3 credits.

### **HAUU 670 Health Care and Aging**

This course provides an overview and foundation of both normal and abnormal changes in the aging process. Students focus on physiological and psychosocial changes, cognitive functioning, common pathological conditions and health and wellness strategies. 3 credits.

### **HAUU 671 Issues in Aging**

This course examines the non-physical aspects of aging and reviews demographics trends, psychological theories and sociological concerns. It addresses specific issues including historical perspectives, myths and stereotypes, personality, coping with life's transitions, social adjustment to retirement, impact on the family, and available community resources. 3 credits.

### **HAUU 672 Geriatric Health Care and Public Policy**

This course provides an in-depth analysis of current health care policies that affect the elderly population in general and specialized populations such as the elderly in correctional institutions. This course will address topics such as historical policy events, basic health needs, Social Security, Medicare/Medicaid, seamless continuum of care, legislative initiatives (federal and state), special interest advisory groups, research, competitive medical plans and future implications. 3 credits.

### **HAUU 674 Understanding Death and Dying**

This course is designed to provide students with an opportunity to explore and examine issues our culture traditionally avoids; however, most must deal with in a very personal way. Issues involving coping with death and grief will be discussed as well as theoretical and philosophical considerations. Topics to be addressed are: death defined, stages of dying, the health care system and death, Hospice, euthanasia, organ donation, the grieving process, funerals burial, cremation and experiences and questions in the weekly discussions. 3 credits.

### **HAUU 675 Geriatric Mental Health**

This course will focus on the systematic study of the clinical mental health issues of aging. An emphasis will be placed on the multidimensional and multicultural aspects of the elderly mental health client that will increase the student's awareness of the complexity of social and cultural factors that influence psychological, spiritual, and the physical well being of the older adult. 3 credits.

**HAUU 690 Field Project**

*Prerequisite:* HAUU 601. May be taken as an internship or research project. This course can be repeated. 1 to 3 credits.

**HAUU 696 Health Services Strategic Planning Capstone**

*Prerequisite:* Completion of all core courses, HAUU 601, 602, 621, 631, 641, 645, and 651. In this final Capstone course, students will apply new course content and integrate previous learning to design a strategic plan for a health care organization. This Capstone experience will partner students with health care leaders to develop a component of a strategic plan, model leadership techniques, and obtain career mentoring. Students will complete a health administration portfolio that builds on program learning by including “artifacts” from all required MHA courses and incorporating the culminating strategic plan. Graded on a Pass/No Pass basis. 3 credits.

**HAUU 699 Special Topics**

*Prerequisite:* admission to *graduate studies*. A course of study not currently encompassed in the curriculum and relevant to evolving topics of growing importance in the health care industry. 1 to 3 credits.