

**School of Public Health and Health Services  
Department of Health Services Management and Leadership**

**Master of Health Services Administration  
2009-2010**

Note: All curriculum revisions will be updated immediately on the website <http://www.gwumc.edu/sphhs/>

Department Chair  
Dr. Robert E Burke  
2175 K Street, NW, Suite 320  
Phone: 202.994.5560  
Email: [bobburke@gwu.edu](mailto:bobburke@gwu.edu)  
Department fax: 202.994.5577

Advising Support (last name A-M)  
Professor Doug Anderson  
2175 K Street, NW, Suite 320  
Phone: 202.994.5569  
Email: [dander04@gwu.edu](mailto:dander04@gwu.edu)

Program Director  
Dr. Leonard Friedman  
2175 K Street, NW, Suite 320  
Phone: 202.994.5561  
Email: [friedmal@gwu.edu](mailto:friedmal@gwu.edu)

Advising Support (last name N-Z)  
Dr. Kurt Darr  
2175 K Street, NW, Suite 320  
Phone: 202.994.5567  
Email: [hsmkj@gwumc.edu](mailto:hsmkj@gwumc.edu)

### **Mission**

The Health Services Administration program will develop leaders who possess the values, knowledge, and skills to achieve optimal delivery of healthcare.

### **Goals**

Graduates of the program will be expected to:

- ◆ Structure and position health services organizations to achieve optimum performance
- ◆ Manage health services organizations under alternative financing mechanisms
- ◆ Lead and manage human resources in diverse organizational environments.
- ◆ Manage information resources to assist in effective decision making and clinical management
- ◆ Use statistical, quantitative, and economic analyses in decision making
- ◆ Apply legal and ethical analysis to business and clinical decision making
- ◆ Formulate and implement organizational and governmental health policy
- ◆ Assess and understand health status of populations, determinants of health and illness, and the management of health risks and behaviors in diverse populations
- ◆ Evaluate the performance of health services organizations and systems
- ◆ Have the skills to improve both business and clinical outcomes of health services organizations

### **Course Requirements**

All Department of Health Services Management and Leadership MHSA students enroll in 50 total credits: Core Courses (31 credits), Electives (10-16 credits), and Field Experience (3-9 credits). There are two MHSA focus areas that require the field experience of a Residency (9 credits): 1. Acute and Ambulatory Care Management; 2. Post-acute Care Management (includes Long Term care). There are three focus areas that require the field experience of an Internship (3 credits): 1. Information Systems and Financial Management; 2. Operations Management; 3. Strategic Management and Policy.

**Prerequisites for admission include an undergraduate course in introductory accounting and an introductory course in statistics.**

**Please see curriculum sheets that follow.**

**School of Public Health and Health Services  
Department of Health Services Management and Leadership  
Master of Health Services Administration**

**Program-at-a-Glance**

**2009-2010**

**Core Courses**

All 31 credits are required

Course	Title	Credits	Semesters offered	Grade
HSML 202	Introduction to the US Health Care System	2	Fall	
HSML 203	Introduction to Health Management	2	Fall	
HSML 204	Quality and Performance Improvement	2	Spring	
HSML 206	Quantitative Methods and Epidemiology in Health Services	3	Fall and Spring	
HSML 207	Health Services Information Applications	2	Fall	
HSML 208	Medical Informatics	2	Spring	
HSML 209	Health Services Finance	2	Fall	
HSML 210	Health Services Financial Applications	2	Fall and Spring	
HSML 211	Health Economics	2	Fall	
HSML 212	Community Health Management Advocacy	2	Spring	
HSML 213	Health Services Marketing and Planning	2	Fall	
HSML 215	Health Law for Managers	2	Spring	
HSML 216	Human Resources Management and Organizational Behavior	2	Fall	
HSML 218	Seminar in Health Services Management and Leadership (taken final semester of course work)	2	Spring	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Summer 1, Fall, Spring	
Total	Core Credits	31		

<b>Electives</b>				
Residency students select 10 credits				
Internship students select 16 credits				
Course	Title	Credits	Semesters offered	Grade
HSML 221	Transformational Leadership in Health Services Delivery	2	Spring	
HSML 222	Group Leadership and Team Facilitation (ISCOPEs)	2	Fall	
HSML 223	Studies in Performance and Improvement Services Delivery	2	Fall	
HSML 225	Health Services Strategic Management	2	Spring	
HSML 226	Studies in Health Services Advocacy	2	Fall	
HSML 231	Management of the Acute Care Hospital	2	Spring	
HSML 232	Institutional and Systems Management Applications	2	TBA	
HSML 233	Delivery of Behavioral Health Services	2	TBA	
HSML 234	Physician Practice Management	2	Spring*	
HSML 235	Delivery of Post-acute Care Services	2	TBA*	
HSML 236	Aging and Disability: Needs and Services	3	Fall	
HSML 237	Managing the Skilled Nursing Facility	3	Fall	
HSML 238	Ambulatory Care Management	2	Spring *	
PubH 239	Managed Care	2	Fall	
HSML 241	Compliance and Risk Management in Health Services Delivery	2	Fall	
HSML 244	Supply Chain Management in Health Services	2	Spring*	
HSML 246	Service Line and Project Management	2	Spring*	
HSML 247	Consulting in Health Care	2	Fall	
HSML 254	Seminar: Ethics in Health Services Administration	2	Fall	
HSML 257	Advanced Health Resources Management	2	TBA	
HSML 263	Health Economics and Finance	2	Fall	
HSML 270	Research in Health Services Management (Independent Study)	2-3	Fall, Spring	
HSML 285-286	Readings in Health Services Administration	3	Fall, Spring	
HSML 290	Special Topics	2-3	Fall, Spring, Summer	

<b>Field Experience</b> 3-9 Credits				
Course	Title	Credits	Semesters offered	Grade
HSML 273-275	Residency 1 Focus Areas: <ul style="list-style-type: none"> <li>• Acute and Ambulatory Care Management</li> <li>• Post-acute Care Management (including Long Term Care)</li> </ul>	9	Fall, Spring, Summer	
HSML 271	Internship Focus Areas: <ul style="list-style-type: none"> <li>• Information Systems and Financial Management</li> <li>• Operations Management</li> <li>• Strategic Management and Policy</li> </ul>	3	Fall, Spring, Summer	
Total	Credits	50		

**\* Courses alternate every year.**

School of Public Health and Health Services

Master of Health Services Administration  
2009-2010

Management and Leadership

Note: All curriculum revisions will be updated immediately on the website <http://www.gwumc.edu>

**Graduation Requirements  
MHSA**

1. **Graduate Credit Requirement.** 50 graduate credits are required.
2. **Course Requirements.** Successful completion of the core courses and the specific courses are required.
3. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required.
4. **Time Limit Requirement.** The degree must be completed within five years.
5. **Transfer Credit Policy.** Up to 12 graduate credits that have not been applied to a previous graduate degree may be transferred to the MHSA. Credits must have been earned from an accredited institution in the last 3 years with a grade point average of 3.0 or better. Up to 18 credits may be transferred to the MHSA from the Health Services Graduate Certificate.
6. **Residency or Internship Requirement.** Successful completion of a nine-credit residency or three-credit internship.
7. **Prerequisites.** Undergraduate course in introductory accounting and introductory statistics with a grade of B or better.

**Completion Requirements  
Health Services**

**Graduate Certificate Program**

1. **Graduate Credit Requirement.** 18 graduate credits are required
2. **Course Requirements.** At least 9 credits must be taken from the specific courses.
3. **Program of Study.** The exact courses and course substitutions from other programs in the University require the approval of the academic advisor.
4. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required.
5. **Time Limit Requirement.** The Certificate must be completed within two years.
6. **Transfer Credit Policy.** Up to 6 graduate credits that have not been applied to a previous graduate degree may be transferred to the Certificate. Credits must have been earned from an accredited institution in the last 3 years with a grade point average of 3.0 or better.
7. **Transferring to the MHSA Program.** Upon successful completion of the Graduate Certificate Program students may apply for the MHSA program. Up to 18 credits may transfer to the MHSA.

**Master of Health Services Administration  
Core Course Requirements**

HSML	202	Introduction to the US Health Care System	2	Introduction to the systems that define and shape delivery of health services in the United States. Case studies and presentations on major issues develop an appreciation of dilemmas confronting policymakers, providers, and patients: balancing cost, quality and access. Access and disparity, health care professions, facilities, managed care organizations and government health care programs. Policy changes that have had major impact on American health care in the past century. Fall
HSML	203	Introduction to Health Management	2	Introduction to management theory essential for those seeking mid- and senior-level management positions in organizations that provide healthcare or public health services. Application of the problem-solving method; extensive use of cases. Fall
HSML	204	Quality and Performance Improvement	2	Theory of quality and performance improvement in health services organizations and systems. Emphasis on the Deming method of continuous quality improvement (CQI); Six Sigma; International Organization for Standardization (ISO) standards; Baldrige criteria; accreditation programs. Prerequisites: HSML 203. Spring

HSML	206	Quantitative Methods and Epidemiology in Health Services Operations	3	Application of epidemiology and analytical methods to improve population health, enhance decision-making, and introduce operations management. The concepts and procedures complement HSML courses for information management and finance. Prerequisites: 2 or 3 semester hours in introductory statistics. Fall
HSML	207	Health Services Information Applications	2	Organization and management of information technology in modern healthcare organizations with an emphasis on the acute care hospital. Use of information technology in hospital clinical, support, and administrative departments. Fall
HSML	208	Medical Informatics	2	Comprehensive study of the role and impact of IT in health services organizations. Specific emphasis on the role IT plays from managerial and clinical perspectives. Topics include ROI, privacy, error reduction, change management, and decision support systems. Prerequisite: HSML 207. Spring
HSML	209	Health Services Finance	2	Introduction to health resource management and funds administration for health services organizations. Budgets, financial statements, and reports. Financial analysis. Management of plant and equipment. Regulation and containment of costs. Safeguarding assets. Prerequisite: 2-3 semester hours of introductory accounting. Fall
HSML	210	Health Services Financial Applications	2	Application of health finance theory to health services organizations and systems. Budgeting process, understanding profit and loss, managing resources including accounts receivable, labor and supplies. The budget as a tool for analyzing operational changes. Prerequisites: HSML 209. Spring
HSML	211	Health Economics	2	Economics of the health care sector. An economic analysis of public policy alternatives in the health industry. Roles of the physician, hospital, insurance, and other health care markets are examined. Fall
HSML	212	Community Health Management and Advocacy	2	Concepts and techniques to planning, managing, and advocating for community health programs and services. Focus on social contract, the Precede-Proceed Model and principles of community-oriented primary care. Students will study or conduct a community health promotion project. Prerequisites: HSML 202 and 203. Spring
HSML	213	Health Services Marketing and Planning	2	Concepts of planning and marketing as they apply to health services organizations. Particular emphasis on uses of planning and marketing techniques in managing departments and individual health services programs. Prerequisites: HSML 204 and 212. Fall
HSML	215	Health Law for Managers	2	Sources of law and legal processes affecting health services. Administrative law and agency processes. Legal aspects of torts and contracts for physicians, staff, patients, and health services organizations and systems. Trends in health services law. Prerequisites: HSML 202 and 203. Spring
HSML	216	Human Resources Management and Organizational Behavior	2	Theory and application of human behavior, human resource management, and labor relations policies, concepts and practices as they affect health services organizations. Primary focus is on managing people at work and developing management skills. Prerequisites: HSML 202 and 203. Fall
HSML	218	Seminar in Health Services Management and Leadership	2	Intensive qualitative and quantitative analyses of major problem areas in health system administration and planning using the case study method. Cases cover the broad spectrum of health policy, planning and management of the health services system. Serves as the capstone course for health services students. Taken in the last semester on campus. Spring

PubH	204	Environmental and Occupational Health in a Sustainable World	2	Examines the connection between population health and exposures to chemical, physical, and biological agents in the environment. Through the use of problem-solving frameworks, students will become familiar with data sources, methodologies and policy approaches being used to address the public health impacts of environmental and occupational health hazards, including the consequences of climate change, natural resource degradation, and industrial chemicals. The course will integrate key concepts of environmental health with principles of sustainability to illustrate how public policies and practices on the local, national and global level affect population health. Fall, Spring, Summer 1
<b>Master of Health Services Administration</b>				
<b>Electives</b>				
Residency students select 10 credits of electives. Intern students select 16 credits of electives				
HSML	221	Transformational Leadership in Health Services Delivery	2	Current leadership thought and competencies focusing on leadership styles, motivation, change management, innovation, creativity, emotional intelligence, organizational learning, and corporate culture. Prerequisite: HSML 203. Spring
HSML	222	Group Leadership & Team Facilitation (ISCOPEs)	2	Applies management and leadership theory to small groups, e.g. committees, patient care teams, process improvement groups, task forces, etc. Methods to establish, organize, develop, and manage teams for problem-solving. Students are assigned to interdisciplinary teams as facilitators and receive feedback on their performance. Part of medical Center's service learning program—ISCOPEs (Interdisciplinary Student Community-Oriented Prevention Enhancement Service). Prerequisites: HSML 204, 212 or equivalent. Fall
HSML	223	Studies in Performance Improvement in Health Services Delivery	2	Application of quality and performance improvement concepts and techniques in health services organizations. Emphases on establishing and maintaining organization-wide efforts to improve quality. Applications of failure mode and effect analysis, Baldrige Quality Award Criteria, and Six Sigma. Prerequisites: HSML 204 or equivalent. Fall
HSML	225	Health Services Strategic Management	2	Application of strategic planning concepts to health services. Study of the strategic planning process as a series of interrelated analyses, decisions and management actions, including representative analytic methods. Discussion of the relationships among strategic planning, project/facility planning, marketing, financial planning, and quality improvement. Prerequisite: HSML 213. Spring
HSML	226	Studies in Health Services Advocacy	2	Application of concepts and techniques of advocating for and influencing change on behalf of organizations, the community, and the health services industry. Legislative process, lobbying, role of governance, selection and use of media, coalition building, and community relations, outreach, and needs assessment. Prerequisite: HSML 212, or equivalent. Fall
HSML	231	Management of the Acute Care Hospital	2	Organizing and managing acute care hospitals. Relationships and procedures of clinical, support, and administrative departments. Process analyses and applications of the Deming method of continuous quality improvement. Requirements of the Joint Commission on Accreditation of Healthcare Organizations. Prerequisite: HSML 202, 204, and 209 or instructor's permission. Spring
HSML	232	Institutional and Systems Management Applications	2	Readings and guest speakers. Focus on management theory applied in freestanding and multi-institutional health services units. Lessons learned by health services executives are shown through vignettes and presentation of experiences. Seminar Format. Prerequisites: HSML 202 and 203, or instructor's permission.

HSML	233	Delivery of Behavioral Health Services	2	Study of the organizations and systems to deliver behavioral health services; emphasis on organizing, managing, and financing treatment and rehabilitation facilities. Prerequisites: HSML 202, 204, and 209. Fall
HSML	234	Physician Practice Management	2	Theory and principles of practice management. Emphasis on the fundamentals of organizing, staffing, and controlling a physician practice. Financial applications and resource consumption. Prerequisites: HSML 202, 204, and 209. Spring
HSML	235	Delivery of Post-Acute Care Services	2	Organization and management of non-nursing home post-acute care programs and facilities. Management of both institutional and non-institutional post-acute care settings including assisted living, home health care, adult day care, continuing care retirement communities, and other facilities for persons needing long-term specialty care. Emphasis on personal and professional skills necessary to provide a wide range of services and quality care in these settings. Prerequisites: HSML 202 and 204
HSML	236	Aging and Disability: Needs and Services	3	Problems of aging and disabilities including social, psychological, biological, economic and health services needs. Theory and research explore attitudes and behaviors based on contact with older and/or disabled persons. Delivery of informal and social services to aged and disabled persons. Fall
HSML	237	Managing the Skilled Nursing Facility	3	Organizing, financing, and managing the skilled nursing facility. Determining residents' needs and developing appropriate services. Accreditation Standards. Government regulations and licensing requirements. Prerequisites: HSML 202, 204, 209, and 236. Fall
HSML	238	Ambulatory Care Management	2	Organizing and managing ambulatory care. Models, financing, institutional affiliations, estimating and planning for ambulatory care, and using medical group practice as part of comprehensive services delivery. Prerequisites: HSML 202, 204, and 209
HSML	239	Managed Care	2	Health maintenance organizations (HMOs), preferred provider organizations (PPOs), and utilization management (UM) in fee-for-service plans. Formation, organization, contractual arrangements, and medical management of managed care regarding costs, utilization, quality, and access are analyzed from the perspectives of managed care organizations, employers, providers, and public policy. Role of government in managed care, competition and marketing of managed care plans, and relationships between plans and providers. Efficacy of managed care in public and private sectors is explored. Prerequisites: HSML 202, 204, and 209. Fall
HSML	241	Compliance and Risk Management in Health Services Delivery	2	Application of concepts and techniques for organizing and implementing compliance, risk management, and patient safety programs within the context of quality and performance improvement. Emphasis on organizational values as a condition to success. Recent compliance requirements will be addressed (e.g., HIPAA). Prerequisites: HSML 202 and 203, or equivalent. Fall
HSML	244	Supply Chain Management in Health Services	2	Theory and application of distribution management of materials, services, and information in health services organizations. Suppliers, inventory control, negotiating and managing contracts, joint and shared purchasing. Prerequisites: HSML 204 and 206. Spring
HSML	246	Service Line and Project Management	2	Theory and application of management science techniques to manage and improve effectiveness of service lines, programs, and projects in health services. Business case development, planning, project management tools, and program evaluation. Prerequisite: HSML 204. Spring
HSML	247	Consulting in Health Services	2	Theory and practice of healthcare consulting – what it is, how it is practiced, how it operates as a business, and concepts of “best practices.” Prerequisites: HSML 202 and 203, or instructor’s permission Fall

HSML	254	Seminar: Ethics in Health Services Administration	2	Managerial implications of ethical issues in health services delivery: administrative and institutional ethics; professional codes; conflicts of interest, impaired professionals, end-of-life decisions, experimentation, and new technology; resource allocation. Fall
HSML	257	Advanced Health Resources Management	2	Theory and methods of advanced health resource management. Prospective payment systems; capital financing, investment, and decision making; buy-lease analyses; financial feasibility studies; cost accounting; strategic financial planning. Prerequisite: HSML 211
HSML	263	Health Economics and Finance	2	Economic concepts and the role of government and public health programs. Areas of focus include health services financing, reimbursement, and current issues related to changes in the health care system. Fall
HSML	270	Research in Health Services Administration	2-3	Field research. Primarily for advanced students; open to others with consent of instructor. May be repeated for credit. Fall, Spring
HSML	285 286	Readings in Health Services Administration	3 3	Supervised readings in special areas of health services management. Primarily for advanced students; open to others by arrangement. May be repeated for credit. Fall, Spring, Summer
HSML	290	Special Topics	2-3	Experimental offering; new course topics and teaching methods. May be repeated for credit. Fall, Spring, Summer
<b>Health Services Management and Leadership</b> <b>Residency Required for Acute and Ambulatory Care Management and Post-acute Care Management (including Long Term Care Internship Required for Information Systems and Financial Management, Operations Management, and Strategic Management and Policy)</b>				
HSML	273 274 275	Residency	3 3 3	Work experience guided by a qualified preceptor; periodic written progress reports and a written major report or selected field projects as required. Fall, Spring, Summer
HSML	271	Field Problem Studies/Internship	3	Work experience guided by a qualified preceptor on selected management and planning issues and problems occurring in health services facilities, programs, and agencies. Primarily for advanced master's and doctoral students; open to other students by arrangement. May be repeated for credit. Fall, Spring, Summer

### Outline for Completing MHSA Coursework

#### 1st Semester

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 202	Intro to the US Healthcare System	2
HSML 203	Intro to Health Management	2
HSML 206	Quantitative Methods in Health Services	3
HSML 207	Health Services Information Applications	2
HSML 209	Health Services Financial Applications	2
	<b>Total Credits</b>	<b>11</b>

**2nd Semester**

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 204	Quality and Performance Improvement	2
HSML 208	Medical Informatics	2
HSML 210	Health Services Financial Applications	2
HSML 212	Community Health Management/Advocacy	2
	Elective	2
	<b>Total Credits</b>	<b>10</b>

**3rd Semester**

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 211	Health Economics	2
HSML 213	Health Services Marketing and Planning	2
HSML 216	HR Management and Organizational Behavior	2
PUBH 204	EOH	2
	Elective	2
	<b>Total Credits</b>	<b>10</b>

**4th Semester**

<i>Course #</i>	<i>Title</i>	<i>Credits</i>
HSML 215	Health Law for Managers	2
HSML 218	Seminar in HSML	2
HSML 231	Management of the Acute Care Hospital required for students planning a residency in an acute care hospital	2
	Elective	2
	Elective	2
	<b>Total Credits</b>	<b>10</b>
	Residency	9
	<b>Total Credits</b>	<b>50</b>