Health Policy and Management

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The Department of Health Policy and Management offers graduate and undergraduate studies leading to Bachelor’s and Master’s degrees in Health Services Administration. The Graduate Degree in Health Services Administration is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). Accreditation by this agency ensures the student that the program has been reviewed and meets the national standards for graduate studies in the field.

The management of health services occurs in an environment of organizational and technological change. Administrators charged with executive responsibilities must be grounded in a high degree of formal professional training followed by lifelong learning which fosters their continuous professional growth. Many of the same skills needed for executive management are now also required to provide leadership in staffing, directing, coordinating, and controlling the operational resources of administrative and clinical units in such organizations.

The Master of Health Services Administration (MHSA) program has been reviewed and meets the national standards for graduate studies in the field. The same curriculum can be completed by part-time students within three years. Formal studies stress a basic foundation of professional knowledge, skills and competencies in management, planning, analytic and policy functions of health services administration.

Since these studies provide a professional emphasis, the Program utilizes a variety of local hospitals, long-term care facilities, mental health programs, multi-institution corporations, emergency medical systems, health maintenance organizations, community health centers, and related public health and private agencies to give students supervised field experiences and a ‘practical laboratory’ for operational research in health policy and management.

The goal of the program in Health Policy and Management is to create an academic center in which the University can respond to the educational needs of the field of health services administration. The Program’s mission, therefore, is dedicated to the following educational objectives:

1. To provide professional studies in the theories, methods and practices of health care management, planning, analysis, applied research, and policy development in health services organizations.
2. To offer an educational program that is available to part-time and working adult students with the aid of web-assisted courses.
3. To extend consultation and technical assistance to appropriate organizational settings and practitioners in health services and administrative practice.
4. To conduct scholarly and applied research on various management problems and issues of significance to improve the delivery of health services.
5. To review and revise program curricula and objectives from time to time in order to keep current with the changing educational and professional needs of the field.

Master of Health Services Administration

Admission Requirements

Students seeking admission to the graduate program must meet the following minimum requirements:

1. Satisfactorily meet the general University requirements for admission to graduate programs.
2. Hold a Bachelor’s degree from a regionally accredited university or college.
3. Show promise of success in graduate studies as determined by the faculty. Admission to the program will be based upon a combination of the Graduate Record Examination (GRE) and the upper-division (last 60 hours) grade point average. Students who have taken the Graduate Management Admissions Test (GMAT) may submit that score in place of the GRE. Each applicant must have a composite score on the verbal and quantitative sections of the GRE of at least 1000 (for the GMAT at least 500) and a GPA for the last 60 hours of 3.0 or higher on a 4.0 scale. All applicants are required to submit a GRE or GMAT score.
4. International graduate student applicants whose native language is not English are required to submit a score for the Test of English as a Foreign Language (TOEFL) or for the International English Language Testing System (IELTS). A total score of 80 on the iBT TOEFL or 6.3 overall on the IELTS is required.
5. Entering students are expected to possess basic computer skills including word processing, Internet, and spreadsheet applications. Students who do not have these skills or prerequisites may complete these requirements in their first semester of study.

Meeting the minimum requirements does not guarantee admission to the program. Admission will be based on additional factors including compatibility of the applicant’s career goals with the programs objectives, relevance of work experience, etc. The Program Admissions Committee may require a personal interview as a part of the application process.

All applications for admissions should be received by the Program no later than two months preceding the semester in which the student wishes to commence the program. A minimum of 12 semester hours taken as an affiliated student can be used toward the degree. Affiliated status does not guarantee admission to the degree program.

Admissions Procedures

A student wishing to enroll in the graduate program must complete the following:

1. Complete the online graduate admissions application available at [http://gradschool.fiu.edu](http://gradschool.fiu.edu).
To be eligible for a Master’s degree, a student must:

1. Satisfy all University requirements for the Master of Health Services Administration Program.
2. Complete a minimum of 48 semester hours of graduate level course work in the approved program.
3. Earn a minimum overall GPA of 3.0 in all work completed at the University as a graduate student.
4. Complete a residency plan, be approved and be placed in an organizational preceptor in the agency during this period, and the experience is also supervised by a faculty preceptor.
5. A maximum of six semester-hour credits of graduate course work not included in another degree that meet university requirements, may be transferred from an accredited university by petition at the time of admission.

All students completing the Master’s program are subject to graduate student regulations and degree requirements governed by the policies of the College of Health and Urban Affairs and the University.

Courses are sequenced to enhance the development of competencies as students progress through the curriculum. Students need to pay attention to course prerequisites and adhere to course sequencing.

### Program Total: (48)
### Core Courses required of all students: (45)

<table>
<thead>
<tr>
<th>Group 1</th>
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<tbody>
<tr>
<td>HSA 5125</td>
<td>Introduction to Health Services</td>
</tr>
<tr>
<td>HSA 6415</td>
<td>Managerial Applications of Social Determinates of Health</td>
</tr>
<tr>
<td>PHC 6539</td>
<td>Health Demography</td>
</tr>
<tr>
<td>IHS 6508</td>
<td>Public Health Statistics</td>
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<tr>
<td>HSA 6185</td>
<td>Management and Organization in Health Care</td>
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<tr>
<th>Group 2</th>
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<tbody>
<tr>
<td>HSA 6155</td>
<td>Health Policy and Economics</td>
</tr>
<tr>
<td>(Prereq: IHS 6508)</td>
<td>(Prereq: IHS 6508)</td>
</tr>
<tr>
<td>HSA 6176</td>
<td>Financing and Reimbursement of Health Delivery Systems</td>
</tr>
<tr>
<td>(Prereq: HSA 5125)</td>
<td>(Prereq: HSA 5125)</td>
</tr>
<tr>
<td>HSA 6186</td>
<td>Leadership and Organization in HC Systems</td>
</tr>
<tr>
<td>(Prereq: HSA 6185)</td>
<td>(Prereq: HSA 6185)</td>
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</tbody>
</table>

| HSA 6175            | Financial Management of Health Services       |
| (Prereq: HSA 6176 & IHS 6508) | (Prereq: HSA 6176 & IHS 6508) |

### Group 3

| HSA 6187            | Managing Human Resources and Health Professionals |
| (Prereq: HSA 6185)  | (Prereq: HSA 6185)                             |
| HSA 6426            | Health Law and Legal Aspects of Management      |
| HSA 6197            | Design and Management of Health Information Systems |
| (Prereq: IHS 6508)  | (Prereq: IHS 6508)                             |
| HSA 6756            | Evaluation and Outcome Measures in Health Care  |

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<th>Group 4</th>
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<tr>
<td>PHC 6500</td>
<td>Foundations of Public Health</td>
</tr>
<tr>
<td>HSA 6930</td>
<td>Professional Seminar</td>
</tr>
<tr>
<td>HSA 6149</td>
<td>Strategic Planning and Marketing of Health Care Services</td>
</tr>
<tr>
<td>(Prereq: HSA 6176)</td>
<td>(Prereq: HSA 6176)</td>
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<tr>
<td>HSA 6717</td>
<td>Advanced Health Services Management and Research Seminar</td>
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</tbody>
</table>

### Integrative Elective:

**Select one (3-6 credits)**

| HSA 6875            | Administrative Residency                      |
| (Prereq: HSA 6930 and Permission of Instructor) | (Prereq: HSA 6930 and Permission of Instructor) |
| HSA 6977            | Master’s Research Project                     |

### Administrative Residency

An administrative residency in a health care organization is offered to all students. Students lacking health services administrative experience are encouraged to complete an administrative residency.

The residency is considered an integral part of the educational process. It is designed to provide practical experience with the theories, concepts, and administrative skills the students acquired academic study. The residency is normally arranged in an agency or institution compatible with the student’s area of interest. The student works with an organizational preceptor in the health agency during this period, and the experience is also supervised by a faculty preceptor.

Students must apply for the administrative residency, complete a residency plan, be approved and be placed in an agency by the Program the semester before the residency begins.

### MPH Specialization Areas

The School offers a Master’s degree in Public Health with a specialization in Health Policy and Management.

**MPH in Health Policy and Management** courses prepare students with professional education for management careers in health services organization. This program of study is concerned with the understanding of the context, management and financial issues for health care organizations by addressing the theories and issues of managing complex organizations in the public sector. See also Graduate Certificate in Health Policy and Management.

**General Core Courses:** (15 credits)

<table>
<thead>
<tr>
<th>IHS 6508</th>
<th>Health Statistics</th>
</tr>
</thead>
</table>
PHC 6000 Introduction to Public Health Epidemiology 3
PHC 6315 Public Health and Environmental Management 3
PHC 6410 Health Behavior and Public Health 3
PHC 6157 Public Health Policy and Management 3

Specialization in Health Policy and Management (15 credits)
HSA 5125 Introduction to Health Services 3
HSA 6185 Management and Organizational Theory 3
HSA 6176 Financing and Reimbursement 3
HSA 6155 Health Policy and Economics 3
HSA 6426 Health Law and Legal Aspects of Management 3

Master of Health Services Administration/ Master of Public Administration Joint Degree Program
Professionals in Public Administration and in Health Services Administration have expressed a substantial need to better understand both fields. Health services account for the largest category of expenditures in local and state governments, resulting in the need for public administrators who also are familiar with Health Services Administration. The vast majority of health services are provided by non-profit or government owned entities, resulting in the need for health services administrators who understand government administration. The Joint MHSA/MPA Degree responds to these needs.

This degree is the result of a joint effort by the Graduate Program in Health Services Administration in the School of Public Health and the Graduate Program in Public Administration in the School of Policy and Management. Both programs are fully accredited.

The Graduate Program in Health Services Administration is accredited by the Accrediting Commission on Education for Health Services Administration (ACEHSA). The Graduate Program in Public Administration is accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). Accreditation by these agencies ensures the student that the programs have been reviewed and meet the national standards for graduate studies in these fields.

The Joint MHSA/MPA degree prepares students for careers in public service and non-profit organizations, including management careers in health services organizations. It also prepares students for private sector positions having significant contact with public organizations. The degree addresses the theories and issues of managing complex organizations in both public and private settings.

The program is organized to meet the needs of the working student. Many individuals enrolled are already employed in administrative roles in government and health services delivery. While enhancing their career, they bring the value of their experience to the classroom.

Listed below are the courses and credits required for the joint degrees:

<table>
<thead>
<tr>
<th>Health Services Administration Core MHSA Courses</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Total MHSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSA 5125 Intro to Health Service</td>
<td>3</td>
<td>HS 6155 Health Policy and Economics</td>
<td>3</td>
<td>37</td>
</tr>
<tr>
<td>HSA 6415 Managerial Applications of the Social Determinants of Health</td>
<td>3</td>
<td>URS 6654** Applied Organizations Theory and Behavior</td>
<td>3</td>
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<tr>
<td><strong>Total Courses for Joint Degree (67 credits).</strong></td>
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*HSA 6977 or HSA 6875 – one of these courses must be taken.

**Total Courses for Joint Degree (67 credits).**

Juris Doctor/Master of Health Services Administration Joint Degree Program
The faculties of the College of Law and the School of Public Health at Florida International University have approved a joint degree program culminating in both a Juris Doctor degree (J.D.), awarded by the College of Law, and Master of Health Services Administration degree (M.H.S.A.), awarded by the School of Public Health. Under the joint degree program, a student can obtain both degrees in significantly less time than it would take to...
obtain both degrees if pursued consecutively. Essential
criteria relating to the joint degree program are as follows:
1. Candidates for the program must meet the entrance
requirements for and be accepted by both programs. Both
programs must be informed by the student at the time of
application to the second program that the student intends
to pursue the joint degree.
2. The joint degree program is not open to students who
have already earned one degree.
3. For law students, enrollment in the M.H.S.A. program
is required no later than the completion of 63 credit hours
in the J.D. program. For M.H.S.A. students enrollment in
the J.D. program is required no later than the third
semester after beginning the M.H.S.A. program.
4. A student must satisfy the curriculum requirements for
each degree before either degree is awarded. The School
of Public Health will allow 12 credit hours of College of Law
courses, as approved by the Director of the School of
Public Health, to be credited toward both the M.H.S.A. and
J.D. degrees. Reciprocally, law students may receive 9
hours of credit toward the satisfaction of the J.D. degree
for courses taken in the M.H.S.A. curriculum upon
completion of the M.H.S.A. degree with a grade point
average of 3.0 or higher.
5. A student accepted by both degree programs may
begin studies in either the College of Law or the School of
Public Health, but full-time law students must take the first
two semesters of law study consecutively and part-time
law students must take the first three semesters of law
study consecutively. Students electing to begin study in
one school under the joint degree program may enter the
second school thereafter without once again qualifying for
admission so long as they have notified the second school
before the end of the first week of the first semester in the
second school and are in good academic standing when
studies commence in the second school.
6. A student enrolled in the joint degree program will not
receive either degree until the student has satisfied all of
the requirements for both degrees, or until the student has
satisfied the requirements of one of the degrees as if the
student had not been a joint degree candidate.
7. Students in the joint degree program will be eligible for
the graduate teaching assistantships and research
assistantships in the School of Public Health on the same
basis as other M.H.S.A. students, subject to the guidelines
and restrictions set by the School of Public Health.
8. The joint degree program began with the 2002-2003
academic year.

Course Descriptions
Definition of Prefixes
HSA - Health Services Administration
IHS - Interdisciplinary Health Sciences
PHC - Public Health
URS-Urban and Regional Studies

HSA 5125 Introduction to Health Services (3). The
American health care system is broadly analyzed in social,
economic, and political terms, including examination of its
major operational and programmatic components as they
have evolved in their changing patterns and trends of
organizational development.

HSA 5177 Financing and Reimbursement for Long
Term Care Facilities (3). This course introduces the
theory and practice of government regulations as they
pertain to long term care facilities. The program seeks to
identify the critical elements for securing payments for
service and study relevant capital investment procedures
and policies. Prerequisite: HSA 5225. Corequisite: HSA
5227.

HSA 5225 Long Term Care Management I (3). Long
term care facility organization and management are
studied. Management implications of the social, economic,
financial, and regulatory environment of nursing homes are
examined. Prerequisite: HSA 6185.

HSA 5226 Management of Long Term Care Systems
(3). Organizational, financial, and policy issues in the
management of long term care systems in the U.S. with
special emphasis on the State of Florida.

HSA 5227 Long Term Care Management II (3). Survey
of theories of gerontic care for understanding the aging
process. Focus is on the application of knowledge of the
aging process to management and care given in nursing
homes. Corequisite: HSA 5816.

HSA 5455 Ethical Decisions in Health Services
Administration (3). This course will study ethical
principles as they apply to areas of management,
supervision and clinical practice in the delivery of health
care. Emphasis is on managerial decision-making.
Prerequisites: HSA 5125, HSA 6185.

HSA 5816 Practicum in Applied Management in Long
Term Care (3). Students will spend 180 hours in
supervised practice in a selected nursing home to gain
experience in organization and management within the
nursing environment. Prerequisites: HSA 5125, HSA
5225, HSA 5226, HSA 5227.

HSA 5876L Administrative Residency in Nursing Home
Setting (3-6). Students will spend 480 hours of supervised
practice in a selected nursing home to gain experience in
organization and management within the nursing
environment. Prerequisites: HSA 5816, HSA 5225, HSA
5226, HSA 5227.

HSA 6149 Strategic Planning and Marketing of Health
Care Services (3). Principles, techniques, and case study
applications of strategic planning and marketing in the
context of changing environmental, policy, and competitive
forces in the health services industry. Prerequisite: HSA
6175.

HSA 6155 Health Policy and Economics (3). The impact
of government, private sector, and various interest groups
on health care policy determination is analyzed through
the application of basic economic principles. Prerequisite:
IHS 6508.

HSA 6175 Financial Management of Health Systems
(3). Aspects of modern hospital and health care
organization financial management are covered to prepare
students for executive roles in policy planning and control
responsibilities involving budgeting, auditing, investing,
capital financing, etc. Prerequisite: HSA 6176 and IHS
6508.

HSA 6176 Financing & Reimbursement of Health
Systems (3). Introduction to principles and applications of
health care finance based on financial and managerial
accounting. Financing models and reimbursement
strategies are analyzed. Prerequisite: HSA 5125.
HSA 6185 Management and Organizational Theory in Health Care (3). Fundamentals of management and organizational theory with focus on roles and functions of managers, and the influences of organizational structure and design in the dynamic environment of health care systems.

HSA 6186 Leadership and Organization Behavior in Health Care Systems (3). Examine leadership and organizational behavior in health care settings. Personal and profession growth are encouraged through integrative study of individual, group and organizations issues. Prerequisite: HSA 6185.

HSA 6187 Managing Human Resources and Health Professions (3). Study of human resource functions and activities necessary to enhance knowledge, competencies, skills, attitudes and behavior and to improve individual and organizational performance in health care organizations. Prerequisite: HSA 6185.

HSA 6195 Quantitative Managerial and Applied Research Methods (3). Surveys the operation’s research tools and techniques used in health care organizations to solve operational and control problems that impact on efficiency, effectiveness, productivity, technological change, innovation, retrofitting. Prerequisite: Permission of the instructor.

HSA 6197 Design and Management of Health Information Systems (3). The development and management of health information systems to support managerial decision-making. Emphasis is on the integration of clinical, personnel, and financial data. Prerequisite: IHS 6508.

HSA 6205 Hospital and Health Facilities Organization (3). Administrative theory and management principles are examined in their application to the organizational analysis of hospitals and health care facilities. Prerequisites: HSA 5125, HSA 6185 or permission of the instructor.

HSA 6215 HMO and Ambulatory Care Administration (3). Overview of the management process employed in health maintenance organizations (HMO’s) and other group medical practices operating under various financial arrangements, including prepayment. Prerequisites: HSA 5125, HSA 6185, or permission of the instructor.

HSA 6415 Managerial Applications of the Social Determinants of Health (3). Social, psychological, and cultural determinants of health and their impact on health behavior and utilization are examined. Implications explored for managerial decision-making and health policy. Prerequisite: Computer Skills.

HSA 6426 Health Law and Legal Aspects of Management (3). The broad range of legal issues in health care and administrative aspects of law that concern health care managers are surveyed for implications concerning malpractice, patient rights, contracts, liability and immunity, taxation, surgical consent, etc. Prerequisites: HSA 6185 or permission of the instructor.

HSA 6717 Advanced Health Services Management and Research Seminar (2). Integrates the theoretical and practical knowledge of other courses and activities in the curriculum. Selected case studies and relevant research provide the substantives framework for seminar analysis of issues and policy questions. Prerequisites: Completion of all other course work or permission of the instructor.

HSA 6756 Evaluation and Outcome Measures in Health Care (3). Program evaluation as part of an assessment of effectiveness, outcomes and resource consumption (costs). Evaluation models and design are analyzed. Proposal writing is emphasized. Prerequisites: HSA 6176, HSA 6415, and IHS 6508.

HSA 6875 Administrative Residency (1-6). Off-campus placement in residency with health care organizations under supervision of a managing preceptor at the site. Prerequisites: HSA 6930 and approval of the coordinator.

HSA 6905 Graduate Independent Study (1-6). This course is designed to allow students an opportunity for in-depth literature research or an action-oriented project carried out under the supervision of their faculty advisor. Prerequisite: Permission of faculty advisor.

HSA 6930 Professional Seminar in Health Services Management (1). A professional seminar to provide career development skills in preparation for residency or master’s project. Prerequisite: Completed 36 credit hours in the program sequence.

HSA 6977 Masters Research Project (1-6). The student will be field afforded the opportunity to conduct a research project on a specific health care management problem in a community or institutional setting. A formal proposal will be prepared and approved by faculty. Students will be expected to demonstrate during the course of this research project that they can implement theoretical knowledge and skills learned earlier in courses on research methods and design. Prerequisites: HSA 6930 and permission of advisor.

IHS 6508 Health Statistics (3). An introduction to the basic principles of inferential statistics as applied to public health. The course includes those components of biometry routinely used in public health. Prerequisite: Undergraduate course in statistics. Open only to graduate students in Public Health. (F,S)

PHC 6000 Introduction to Public Health Epidemiology (3). Introduction to the study of the distribution, determinants, and measurement of health and disease in populations, including study methods and their application to specific diseases and conditions. (F,S)

PHC 6157 Introduction to Public Health Policy and Management (3). This course introduces students to the underlying principles of public health policy and management. Emphasis is on the philosophy, and extent of public health structure, organization and administration of public health law and regulations will be analyzed.

PHC 6315 Public Health and Environmental Management (3). An overview of public health philosophy and government organization in the provision of official agency, environmental, and preventive medicine services, with particular emphasis on the regulatory and surveillance responsibilities authorized in the public sector. (F,S)

PHC 6410 Health Behavior and Public Health (3). The overall goal of this course is to introduce the student to the learning and behavioral science theories that provide the framework for the practice of health promotion and public
health. Prerequisites: Public Health major or permission of the instructor. (F,S)

**PHC 6500 Foundations of Public Health Practice (3).**
Philosophy, nature, and scope of public health; organization and administration; principles of disease prevention and health promotion; current issues and trends; socioeconomic and political forces. Prerequisites: Public Health major or permission of the instructor. (F,S,SS)