

# HCLM: HEALTHCARE LEADERSHIP & MANAGEMENT

## **HCLM 3998 Individualized Studies in Healthcare Leadership and Management (HCLM) (1-8 Credits)**

Students have the opportunity to develop individualized studies with their mentor in Healthcare Leadership and Management (HCLM). Registration for this class must be approved by the student's mentor.

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## **HCLM 6005 Mastering Leadership in Healthcare Organizations (3 Credits)**

The healthcare system is in a state of substantial change and the need for transformational and transactional skills to meet the challenges for effective organizational transitions is explored in this course. But what is the right balance between management and leadership? The Competing Values Framework (CVF) is employed as the theoretical model for explaining and identifying how tensions between transactional and transformational leadership may be reconciled. The concept of 'exceptional leader' represents an integration of the roles and functions associated with preserving order, stability, and control on the one hand, and constructing a vision, directing change, and inspiring a work force on the other. Exceptional leaders possess the capability, flexibility, and dexterity to implement a broad range of communication options to achieve organizational goals. This course provides an extensive review of the landscape of change confronting healthcare leaders and the implications for leadership roles. It identifies communication orientations and message construction strategies associated with the responsibilities of the exceptional leader in healthcare organizations.

## **HCLM 6010 Analysis of Healthcare Markets & Health Policy (3 Credits)**

This course examines the historical development and current implementation of the United States healthcare market with emphasis on existing federal and state government policies. Emphasis will be placed on understanding the complex policy dynamics and challenges of an industry in a constant state of flux. Through readings, discussions, and written analysis assignments, students will analyze the healthcare industry from a variety of perspectives including but not limited to the development and implementation of Medicare and Medicaid, the Affordable Care Act, Health Management Organizations, and emerging population health models. The course will also allow students to evaluate the influences of private and public stakeholder interest groups on the health care market, the need for change in health care organizations, and changing societal health needs as a whole. Students will gain an understanding of and apply terminology and language essential to effective communication with stakeholders internal and external to the healthcare organization such as employees, health services administrators, and policymakers.

## **HCLM 6015 Health Information Management and Informatics (3 Credits)**

As health care costs continue to spiral upward, healthcare institutions are under enormous pressure to create cost efficient systems without risking quality of care. Health informatics technologies provide considerable promises for achieving this multifaceted goal through managing information, reducing costs/enhancing revenue, and facilitating total quality management, continuous quality improvement programs, optimal clinical patient care and improved patient outcomes. In this course students will be introduced to the concepts and practices of health informatics. Topics include: a) an introduction to information systems and specifically to the health informatics field; b) major applications and commercial vendors; c) decision support methods and technologies; d) systems analysis, design, implementation, and evaluation of healthcare information systems; and, e) new opportunities and emerging trends.

## **HCLM 6020 Healthcare Economics (3 Credits)**

This course is designed to provide an applied approach of economic theoretical concepts to the complex economic forces, dynamics and challenges of healthcare, an industry in a continuous state of flux. Specifically, this course applies microeconomic theory to analyze the healthcare market from the perspectives of those who demand and supply healthcare. The course will analyze the market for physicians and hospital services, as well as the pharmaceutical industry and other related industries. Analysis will focus on key principles related to supply and demand, forecasting, market incentives, pricing, asymmetry, and government intervention and regulation. From an economic perspective, the students will also have the opportunity to evaluate the structure and performance of the United States healthcare system as it compares to that of other countries globally. Discussion of empirical studies, current policy debates, and the relevance and limits of the economic approach will be emphasized.

## **HCLM 6023 Health Care Delivery & Reimbursement Systems (3 Credits)**

This course examines the complex financial systems within today's healthcare environment and provides an understanding of the basics of health insurance and public funding programs, managed care contracting, and how services are paid. This course introduces the student to methods of healthcare reimbursement. An initiation of the student into the language of healthcare reimbursement is also included. Students will explore principles of reimbursement as it applies to various types of health care settings. This course is also designed to familiarize students with the most important principles and applications of healthcare finance, with roughly equal coverage of accounting and financial management, which will provide the student with an understanding of the health system. This perspective will enable students to understand the complex nature of health system organization and to evaluate the financial performance of healthcare firms.

**HCLM 6025 Healthcare Financial Management (3 Credits)**

Students taking this course will be able to make sound decisions that promote the financial well-being of a health care organization. The course covers essential concepts underlying the preparation and measurement of financial data, measurement of business operations, business valuation, financial reporting, forecasting, cost allocation and pricing, and service and product cost. It also includes examination of special reports for executive review and decisions including financial ratio management and financial condition analysis. It then progresses to the evaluation of principles governing the healthcare industry and rules and regulations in collecting, preparing and presenting financial data for healthcare providers. As students learn to use the accounting and financial reporting aspects of healthcare organizations, they also learn about the financial decisions relevant for operating budgets, capital budgets and working capital management. Issues involving long-term financing and investment as well as risk and return analysis and management, debt and equity financing, managing capital structure and cost of capital, cash flow analysis and capital projects appraisal are also covered in this course.

**HCLM 6026 Comparative Health Care Systems (3 Credits)**

This course provides a framework for analyzing and comparing the philosophical, policy, and economic foundations of selected health care systems around the world. The history, societal values, financing, and organization of those systems – including those from the highly industrialized sector as well as developing nations – will be examined and compared to that of the U.S. health care system. Students will explore the advantages and disadvantages of the various health care systems, focusing on the role of government; the broad landscape involving the systems' relationships among cost, access, and quality; sociological implications that influence the role of the provider and consumer; effectiveness at serving their populations' health and wellness needs; and their ability to identify determinants of health and strive for continuous improvement in outcomes. Public and social policy implications that have relevance to the U.S. model will be examined.

**HCLM 6030 Quantitative Methods & Healthcare Operations Management (3 Credits)**

Healthcare organizations are immeasurably complex systems and there is mounting industry-wide pressure to address the challenges of and opportunities for instituting significant operational improvements. Within the healthcare sector, operations management has several goals including reducing costs, increasing patient safety, improving clinical outcomes and quality of patient care, and improving financial performance of the organization. This course is designed to focus on the approaches and strategies for achieving these operational goals to increase the efficiency and effectiveness of healthcare systems. It provides an integrated approach and set of contemporary tools that can be used to improve the management and delivery of healthcare services and the financial performance of a healthcare organization. Topics include challenges and opportunities related to operations management in healthcare, project management, quality management tools with a focus on six sigma and lean thinking, process improvement and patient flow, capacity management, scheduling, forecasting, and supply chain management.

**HCLM 6035 Healthcare Accounting (3 Credits)**

This course is aimed at providing healthcare industry leaders and executives with the essential tools for setting performance goals and measurement metrics to recuperate and grow in a vast competitive industry that is sustained by high productivity and cost containment strategies. The main focus is on designing and conducting cost-effectiveness analysis in medicine and healthcare fields. It provides students with the opportunity to learn accounting principles applied in healthcare industry with all of its sectors to prepare useful information for financial and operational decision-making. Among topics covered are various healthcare payment systems and measurement, pricing models, operating and capital investments, assets management, facility programming and space management, risk-based contracting with third party payers, recognition of revenues related to various services, strategic decision and opportunity for growth, healthcare services integration versus independence, advanced cost management techniques such as total quality management (TQM); just-in-time (JIT); activity-based-costing (ABC) and process re-engineering (PR). This course was previously MGT-653511.

**HCLM 6040 Competencies for Healthcare Ethics (3 Credits)**

Healthcare leaders understand that their facility is often judged by how they respond ethically to the issues and conflicts that regularly occur in the delivery of healthcare services. A healthcare facility's mission and values are an integral component of its commitment to provide patient-centered care. Every institution that wishes to thrive in today's highly competitive healthcare market must find a way to incorporate ethical principles into its operation and management. Successful healthcare leaders recognize that the surest way to ensure stability and growth of their organization is to integrate ethical principles into the culture and climate of their organization. This course is designed to provide students with the knowledge, tools, and skills to more effectively address and manage the ethical aspects of healthcare management. The course explores, through real-life case studies, the key role that ethics plays in every area of the healthcare system.

**HCLM 6045 Case Studies in Bioethics (3 Credits)**

Bioethical conflicts in patient care present some of the most complex and challenging issues for healthcare managers and clinicians. The topics included in the course are cutting-edge issues, such as how to allocate limited healthcare resources, and whether to perform certain tests, procedures, and treatments at the beginning and at the end of life, which often involve emotional and heart-wrenching decisions. Successful healthcare leaders and organizations must be adept at identifying these ethical issues and deftly navigating through often conflicting principles and viewpoints in order to attempt to reach an appropriate and, where possible, consensus-based decision. This course is designed to provide students with a solid understanding of core bioethical principles, and to enable them to utilize their knowledge and skill in applying these ethical principles to real-life situations that arise in healthcare. This course was previously MGT-653514.

**HCLM 6050 Healthcare Legal & Regulatory Affairs (3 Credits)**

The law permeates every aspect of healthcare. A strong healthcare leader recognizes that he or she must feel competent in understanding how law affects the management and operation of a healthcare facility. Successful leaders in healthcare acknowledge that the surest way to ensure the stability and growth of their organization is not only to comply with legal requirements, but to also proactively identify potential legal problems and risks and undertake timely and appropriate interventions. This course utilizes real-life problems in order to provide students with a firm understanding of the nature of the legal process and the legal issues that are most likely to arise in managing a healthcare facility or department, or in supervising and engaging in clinical care. The topics included in the course cover some of the most interesting and challenging areas that arise in healthcare; however, students do not need to have any background in law to take and appreciate this course.

**HCLM 6055 Healthcare Marketing Services (3 Credits)**

Healthcare managers must have an understanding of various marketing concepts and tools to successfully accomplish organizational goals. Decisions involving marketing must be based on a manager's ability to link marketing strategy to the organization's products, services, and overall direction and work with managers throughout the organization in a highly coordinated manner. This course is designed to provide an understanding of the complex processes involved in Marketing Strategy. Through readings, lectures, discussions, projects and case analysis, students will learn fundamental principles of marketing planning and how to better utilize planning tools in their own organizations. We will review and analyze branding, consumer behavior, customer loyalty, and marketing segmentation strategies involving the targeting of populations and aligning products and services to meet their needs. This course provides methods to evaluate marketing performance and productivity, analyze internal and external resources, and perform a SWOT analysis; various models and methods for the promotion and positioning of health care services and products are presented. We will then focus on the importance of controlling and monitoring the strategic marketing process to ensure success. The course will also review the importance of marketing research and the analytical tools required to be successful. Students will also learn how to create a marketing plan.

**HCLM 6060 Healthcare Quality Control & Compliance Risk Management (3 Credits)**

This course introduces students to the unique theoretical, practical and regulatory concepts of quality control and compliance management in the healthcare industry. It focuses on tools and techniques used for quality improvement and patient safety in compliance with external quality mandates. The course explores various quality assessment measures and tools for improving healthcare services with practical real-life cases and recorded episodes for improving and sustaining a quality control system. Among various topics covered are managing the use of healthcare resources and quality management environments, performance improvement tools, quality project teams, measuring and improving patient safety, measuring and evaluating quality performance and continuous improvement.

**HCLM 6065 High Performance Leadership (3 Credits)**

The rapid change in healthcare and the increasing complexity and size of healthcare organizations require high performance leaders. This course will examine important current issues that will affect healthcare for years to come. Particular areas of focus include (1) leading an organization in the setting of strong tradition and tumultuous change; (2) using data and evidence as bases of managerial decision-making; and (3) using quality as the critical parameter of institutional effectiveness. This course also covers evidence-based and cost-efficiency guidelines and solutions to managing and leading value-based accountable care organizations. The course includes readings, discussion of specific topics related to these broad leadership problems, and preparation of a project that could be implemented in the student's own organization. This course was previously MGT-653513.

**HCLM 6070 Human Resources Competencies in Healthcare (3 Credits)**

The strategic role of HR is important in complex healthcare organizations in light of the need for improved healthcare delivery models. This course stresses the principles and techniques used in the attraction, retention and evaluation of employees in healthcare organizations. It focuses on the technical, legislative, and strategic issues associated with the effective management of human resources. Using the SHRM Competency Model, the course facilitates the knowledge of concepts, theories and practices of human resources management and provides insights into practices used by various healthcare organizations to deal with challenges in the workplace. Students will learn how HR practices are deployed in an industry characterized by: uncertainty and flux; a highly diverse labor market; realignment of organizational systems; technological advancements which influence the management of information, human capital, and clinical activity; shifts toward systemic integration; and the adoption of best practice models which place an increasing emphasis on quality of outcomes. Major discussion will include strategic human resources management and emerging issues in health care human resources management. Through readings, research, analysis, discussion and assignments, students will acquire skills and develop an in-depth understanding of HR practices and strategic roles in healthcare organizations. This course was previously MGT-653503.

**HCLM 6075 Managing Healthcare Systems (3 Credits)**

This course surveys the foundation, evolution, direction, and core characteristics of healthcare systems and organizations on the United States. The course examines the management of health systems and organizations. Through the use of active discussions and case study analysis, the course introduces students to key strategies used by healthcare organization to effectively and efficiently manage in a complex modern health system. Students will gain knowledge and skills that will help them to understand, evaluate, and manage decision-making processes in health care organizations. Given the critical importance of communication in leading and managing organizations, particular attention will be on competencies related to the nature of effective and timely communication, strategies for using informal and formal forms of communication, personnel performance management, and communicating with external stakeholders and communities of interest.

**HCLM 6080 Health Policy & Management (3 Credits)**

Policy and Management explores the complicated underpinnings and current develop of health policy in the United States. Policy as a concept in part is based on the premise of decisions that are made on how best to use valuable and often limited resources. This course evaluates how policy and policy decision- making are fundamentally rooted in layers of politics, overlapping spheres of influence, and cultural considerations. The course ground students with a review of political and cultural ideology in the United States and its historical and current impact on healthcare policy. Through readings, discussions and written assignments, students will develop an applied understanding of the health policy process, how best to improve healthcare quality and access to care, with the aim to improve health outcomes. Some of the topics covered in the course include unearthing the "why and why not" of what policies are working, best strategies to use in policy development, how analysis of determinates of health can guide strategic policy, and whether the U.S. really does spend more money than other countries on healthcare.

**HCLM 6085 Governance & Trusteeship (3 Credits)**

The governing board of a healthcare organization holds an extraordinary responsibility for establishing the organization's strategic direction and organizing a management structure designed to execute the strategy and align it with the community's healthcare needs. This course focuses on the purpose and key functions of a healthcare organization's governing body, including: establish mission, purpose, vision, and core values; develop a management structure and selection of executive staff; authorize strategic goals and strategies; ensure functional effectiveness of clinical care and quality management systems; establish and implement systems to monitor and evaluate all facets of organizational performance; maintain fiduciary responsibility; evaluate and authorize financial and budget plans; ensure compliance with legal, ethical, and regulatory standards. This course was previously MGT-653509.

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**HCLM 7005 Healthcare Strategic Communication (3 Credits)**

This course explores corporate communication as a strategic area of healthcare management. The effectiveness of corporate communication is largely determined by the development of an optimal balance between a coordinated, centralized perspective and a network of flexible, decentralized operations. This balance is vital for keeping communication programs and activities consistent across the continuum of care and aligning them with desired patient outcomes. Topics include inter-professional collaboration to improve the patient experience and overall quality of care, managing hospital reputation using effective communication strategies and social media tools, provider-patient communication and hospital ratings, communication with stakeholders, and identifying resilience strategies for disruption management.

**HCLM 7010 Evidence-based Decision Making in Healthcare Organizations (3 Credits)**

This course is the first in a two part capstone sequence. The field of healthcare is shifting rapidly to an evidence-based paradigm. As such, strategic decisions are increasingly grounded in models of provability. Emerging healthcare leaders are required to demonstrate the workability of their decisions in which they demonstrate an aptitude for forecasting outcomes and measuring results. In this course, students will develop competencies in framing and investigating healthcare management decisions as they initiate the development of a "Master Project" or strategic plan. Students will articulate issues of strategic value as they learn how to use critical evidence to map healthcare problems and develop solutions for their organizations (or an organization of their choice). In this first part of the capstone sequence, students will organize the framework for a final project which will integrate concepts, principles, and methodologies learned in coursework throughout the program.

**HCLM 7015 Strategic Executive Leadership for Healthcare Organizations (3 Credits)**

This course is the culminating experience for students seeking to earn the MBA in Healthcare Leadership. It is the second in a two-course sequence which provides students an opportunity to integrate knowledge and competency development in leadership, decision making, planning, and managerial skills through the development of a comprehensive strategic plan. The strategic plan will be based on students' (1) learning throughout the program; (2) application experiences; (3) integration of critical leadership prerogatives and management tools; (4) assessment of the healthcare organization in the broader economic and policy environment; (5) analysis of the value of the organization's resources as compared to the competition; (6) identification of alternatives that hold the potential for solving the strategic problem facing the organization; and (7) the selection of the alternative that will best leverage the healthcare organization's core competencies to ensure sustainability. Prerequisite (must complete before registering): HCLM-7010 (Evidence-based Decision Making)

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