

THE DEPARTMENT OF HEALTH CARE SERVICES

Rebecca Anglin, Chairperson

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Mission

The mission of the Master of Health Administration Program is to provide the knowledge and skills required for leaders in health services management and administration with a focus on rural-frontier healthcare delivery. Primarily designed for working professionals, the MHA is appropriate for clinicians, mid-level managers, and others who desire to enter and advance in this growing field.

Student Learning Outcomes

The Master of Health Administration Program curriculum develops students' competencies in:

- Communications and interpersonal effectiveness
- Critical thinking, analysis, and problem solving
- Management and leadership
- Professionalism and ethics


Admission Requirements

Admission to the Master of Health Administration program is based on the following criteria:

1. Two copies of official transcripts from all previous undergraduate and graduate institutions to verify:
 - a. Graduation from an accredited institution,
 - b. Undergraduate GPA of at least 3.0 in the last 64 semester (96 quarter) hours (based on a 4 point scale),
 - c. Graduate GPA of at least 3.00.
2. Completion of the GMAT or the GRE with scores submitted to the Office of Graduate Studies.
3. A professional resume.
4. A letter of application which introduces the applicant, outlines the applicant's educational and career goals, and articulates how completion of the MHA will contribute to those goals.
5. Three written professional recommendations (Recommendation Form and letter) from individuals who provide an evaluation of the applicant's potential as a graduate student, professional abilities, potential for success in a health administration career, commitment to service, and motivation to excel.

Transfer Credits

Transfer credits for the Master of Health Administration program are accepted from regionally accredited institutions of higher education on a case-by-case basis in consultation with the student's advisor. No course credit may be transferred unless the grade received was a "B" or better. Copies of syllabi from transfer courses may be required to accurately judge the equivalency of courses.

- Health Administration Master of Health Administration (<https://catalog.msubillings.edu/graduate/college-allied-health-professions/department-health-care-services/mha-health-administration>)  Offered Online

HADM 582 Women, Media & Health. 3 Credits
Analyzes gaps in basic health care needs for women, both domestically and abroad, emphasizing the role of mass media both in promoting and hindering basic reproductive health. A special emphasis will be placed on women's reproductive rights and the ways in which political movements have limited and advanced needs in this area.

Lecture Hours 3
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HADM 593 Workshop. 1 Credit
Lecture Hours 1
Department: Health Care Services

HADM 601 Professional Seminar 1. 1 Credit
Term Typically Offered: Fall
Prerequisite(s): Admission to the MHA program or approval of the MHA advisor.
Provides an introduction to and experience of interdisciplinary and interprofessional learning, in both theoretical and practical aspects. Competency will be acquired in the four major domains identified by Interprofessional Education: values/ethics for interprofessional practice, roles/responsibilities, interprofessional communication, and teams and teamwork. Case studies and role playing will be used to promote learning. Seminars will be held on campus and will be highly interactive learning experiences involving students, faculty, alumni, and industry and content experts. Students will also learn values of respect for other cultures and embracing cultural diversity, especially American Indian tribal culture.
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HADM 602 Professional Seminar 2. 1 Credit
Term Typically Offered: Spring
Prerequisite(s): Admission to the MHA program or approval of the MHA advisor.
Provides an opportunity for students to develop professional skills such as time management; planning and running effective meetings; working and managing project teams; and written and verbal communication, including email and executive memo etiquette. Teaching techniques will include helpful hints from experts, in-class exercises, and case studies. Students will gain confidence in interviewing, having crucial conversations, networking, and job search strategies. Seminars will be held on campus and will be highly interactive learning experiences involving students, faculty, alumni, and industry and content experts.
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HADM 603 Professional Seminar 3. 1 Credit
Term Typically Offered: Fall
Prerequisite(s): Admission to the MHA program, HADM 601, HADM 602, or approval of MHA advisor.
Introduces students to clinical terminology and how patient care happens in the healthcare setting. Concepts that are related to disease, health, healing, wellness, health professions, and patient experience and assessment are reviewed and discussed. Evolving approaches to patient care in the inpatient and ambulatory environments are explored, as well as concepts of patient-centeredness and population health. Seminars will be held on campus and will be highly interactive learning experiences involving students, faculty, alumni, and industry and content experts.
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<p>HADM 604 Professional Seminar 4. 1 Credit Term Typically Offered: Spring Prerequisite(s): Admission to the MHA program, HADM 601, HADM 602, HADM 603, or approval of MHA advisor. Designed to increase the students' knowledge and competencies in the inter-related areas of leadership and governance. Students will enhance their self-awareness concerning leadership strengths and areas of self-improvement through multi-source feedback, personality inventory, and reflective learning exercises. Students will also develop their understanding and appreciation of the role of boards and board management in organizational governance, particularly as these relate to the health care industry. Seminars will be held on campus and will be highly interactive learning experiences involving students, faculty, alumni, and industry and content experts. Department: Health Care Services</p>	<p>HADM 610 Health Care Systems. 2 Credits Term Typically Offered: Fall Prerequisite(s): Admission to the MHA program or approval of MHA advisor. Provides an overview of the U.S. healthcare system and examines the historical evolution, structure, financing mechanisms, major provider components, overall performance, and future directions of the system. Students gain an understanding of the major issues facing the healthcare system including the unique aspects of rural-frontier healthcare. The course provides students with a framework to organize knowledge of the healthcare system to support further study in health administration. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>
<p>HADM 605 Evidnc Bsd Mgt, Rsrch, Eval Mth. 3 Credits Term Typically Offered: Fall Prerequisite(s): Admission to MHA Program or approval of MHA advisor. Provides a systematic introduction to evidence based management in healthcare, health services research, and research literature appraisal in order to apply research evidence in healthcare organizations. Focuses on key concepts and methods of applied organizational research and program evaluation in health administration, including designs and techniques for gathering and using data about processes, quality, and effectiveness to study health organization problems in order to guide effective practice. Students will develop the ability to frame and analyze questions and issues related to health services management. Offered ONLY Online. Department: Health Care Services</p>	<p>HADM 612 Health Policy. 3 Credits Term Typically Offered: Spring Prerequisite(s): Admission to the MHA program or approval of MHA advisor. Presents an overview of the health care policy-making process in the United States with specific examples from government institutions and ongoing efforts aimed at healthcare reform. Emphasis is placed on the critical role of healthcare managers in the policy-making arena and how policies affect cost, quality, and access to health care. This course will prepare students to analyze healthcare policy, participate in public dialogue on policy issues, and advocate solutions that will improve health status and promote quality healthcare. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>
<p>HADM 607 Hlth Informatics & Info Systms. 3 Credits Term Typically Offered: Fall Prerequisite(s): Admission to MHA Program or approval of MHA advisor. Provides students with knowledge, skills, and abilities related to how information technology can be used to improve decision-making and problem-solving in the healthcare enterprise. Introduces the role that information technology and systems play in finance, strategic planning, operations, quality, and human resources management. Includes the acquisition, implementation, and ongoing management of information resources in health care. Focuses on health information systems, including the electronic medical record, pharmacy systems, billing systems, business intelligence, and data warehousing systems. Students will understand how to use data from these informatics systems to measure the quality and costs of care. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>	<p>HADM 615 Managerial Acct & Budgeting. 3 Credits Prerequisite(s): Admission to the MHA program or approval of MHA advisor. (F, second half semester) Reviews basic accounting principles/terminology and provides an overview of financial management and managerial accounting, including basic financial statements and asset accounts, budgeting for managerial control, planning, cost accounting, managerial accounting, rate setting, budgeting preparation, managing the account cycle, basics of capital budgeting, project risk analysis, break-even analysis, contribution margin, overhead allocation, operating costing, and financing health programs. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>
<p>HADM 608 Statistics for Hlth Care Admin. 2 Credits Term Typically Offered: Fall Prerequisite(s): Admission to the MHA program or approval of MHA advisor. Explores the appropriate use of statistics in healthcare administration with a focus on intermediate statistical principles that healthcare managers use for achieving optimal organizational performance, promoting evidence-based practice, pursuing organizational transformation, and conducting research. Topics include descriptive statistics, normality, probability and non-probability sampling, parametric and nonparametric hypothesis testing, and regression. Learners will apply theory and current research to practical applications in healthcare administration. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>	<p>HADM 620 Health Operations Methods. 2 Credits Prerequisite(s): Admission to MHA program or approval of MHA advisor. (Sp second half semester) Provides an overview of systems processes and analytical techniques in healthcare settings. Topics include process and productivity measures and analyses, forecasting, tools and techniques for data analysis, service design, bottleneck and layout analysis, capacity management, task sequencing, patient and smooth workflow, and quality control management. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>
	<p>HADM 622 Health Quality Techniques. 2 Credits Term Typically Offered: Summer Prerequisite(s): Admission to MHA program or approval of MHA advisor. Provides an overview of the origins, concepts, strategies, quality improvement methods, and techniques for managing and improving health care clinical and managerial service quality. Topics include current state of quality management systems, strategies for assessing and improving quality of care, tools and techniques for organizational continuous quality improvement and customer-driven health care. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>

<p>HADM 625 Hlthcare Fin & Reimbursement. 3 Credits Prerequisite(s): Admission to MHA Program or approval of MHA advisor. (Sp first half semester) Provides an overview of health care financing arrangements in the United States, focusing on the current financial environment, including both public and private components of the third-party-payer system, payment mechanisms, fiscal incentives, and cost behavior. Examines financial management concepts and techniques in health management decisions. Topics include financial statement and operating analysis, cost determination and allocation, prices of services, financial forecasting, working capital management, time value analysis, capital investment decisions, cost of capital, capital structure, variance analysis, financial risk and return, sources of funding and capital rationing, rate setting, and methods of improving profitability. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>	<p>HADM 675 Healthcare Human Resources. 2 Credits Prerequisite(s): Admission to MHA program or approval of MHA advisor. (F second half semester) Examines the strategic role of human resources in health organizations, principles and concepts of human resources planning and management in health organizations, including strategic use of staffing, development, appraisal, compensations, and labor relations; health professions human resources issues. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>
<p>HADM 632 Healthcare Economics. 2 Credits Prerequisite(s): Admission to MHA Program or approval of MHA advisor. (Sp second half semester) Applies health economics principles and concepts to examine issues and problems in delivery of health care services, including supply and demand of medical care and health insurance, production of health services, expenditure of growth, markets for hospital and physician services, medical liability costs, and alternative delivery systems in health care markets. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>	<p>HADM 685 Research & Evaluation Methods. 3 Credits Prerequisite(s): Admission to CAHP graduate program. (first half semester) Provides an overview of key concepts and methods of applied organizational research and program evaluation in health administration, including designs and techniques for gathering and using data about processes, quality, and effectiveness to study health organization problems in order to guide effective practice. Students will develop the ability to frame and analyze questions and issues related to health services management. Department: Health Care Services</p>
<p>HADM 635 Health Law. 3 Credits Prerequisite(s): Admission to MHA program or approval of MHA advisor. (Sp second half semester) Serves as an introduction to the law for health administrators. Analyzes the law, legal system, and current legal problems as they relate to the financing and delivery of health care services. Topics include regulatory law, fraud and abuse, employment, and tort and business law. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>	<p>HADM 687 Healthcare Mkt & Strategy. 3 Credits Term Typically Offered: Summer Prerequisite(s): Admission to MHA program or approval of MHA advisor. Provides an introduction to marketing and competitively positioning health organizations. Examines the principles, concepts, and methods of strategic marketing planning in health services organizations, including consumer segmentation, target marketing, marketing research, and marketing mix. Examines strategy formulation and implementation in healthcare organizations, aligning external relationships and internal structures, decision-making, and change. Topics include internal and external environmental assessment, competitor analysis, and evaluating strategic alternatives; the development, implementation, and evaluation of strategic and operational plans in relation to the healthcare environment. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>
<p>HADM 640 Mangrl Epidemiology & Pop Hlth. 3 Credits Prerequisite(s): Admission to MHA program or approval of MHA advisor. (Sp second half semester) Examines principles and methods of epidemiology used to make healthcare management decisions, including definitions of health, measurements of health, disease frequency, measures of effect, causal inferences, and descriptive epidemiology. Emphasizes population health; the health outcomes of a group of individuals, including the distribution of such outcomes within the group; and the role that healthcare organizations may play in improving the health of populations. Offered ONLY Online. Lecture Hours 3 Department: Health Care Services</p>	<p>HADM 690 Internship. 3 Credits Prerequisite(s): Admission to MHA program or approval of MHA advisor. Provides students with a supervised experience in a responsible appointment as an assistant administrator. Placements are arranged through the Health Administration office. Department: Health Care Services</p>
<p>HADM 645 Rural-Frontier Hlthcare Mgt. 2 Credits Term Typically Offered: Summer Prerequisite(s): Admission to MHA program or approval of MHA advisor. Explores the management of healthcare organizations in a rural-frontier environment. Students will be introduced to management theories and principles with emphasis on the strategies and methods for creating a productive work environment. Topics include leadership styles, managerial roles and techniques, supervision of professional staff, evaluation of program effectiveness, and fiscal accountability. Offered ONLY Online. Lecture Hours 2 Department: Health Care Services</p>	<p>HADM 691 Independent Study. 1-6 Credits Prerequisite(s): Admission to MHA program and consent of instructor. Provides an opportunity for students of superior academic standing to explore material not covered by regular graduate courses in the Health Administration Program. Department: Health Care Services</p>
	<p>HADM 692 Seminar. 1-6 Credits Prerequisite(s): Admission to the MHA program. Provides an opportunity to investigate topics at the advanced level pertinent to the area of Health Administration. Department: Health Care Services</p>
	<p>HADM 696 Cooperative Educ/Internship HA. 3 Credits Prerequisite(s): Approval of MHA advisor. (repeatable once) Integrate MHA coursework to demonstrate application and synthesis of knowledge and skills in a health management setting. Internship is supervised by a health professional in collaboration with faculty. Learning agreement must be completed prior to registration. Lecture Hours 3 Department: Health Care Services</p>

HADM 697 Capstone.

1-9 Credits

Term Typically Offered: Fall

Prerequisite(s): Admission to MHA program, HADM 605, HADM 608, or approval of MHA advisor.

Provides an opportunity for students to integrate the skills and knowledge acquired in previous coursework to address a problem that is important to health care delivery, management, or policy. Students design and conduct an applied research project or other project that results in a high quality, compelling report and oral presentation.

Offered ONLY Online.

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