Health Management and Policy

Head
- Keith J. Mueller

Graduate degrees: M.H.A.; M.S. in health policy; Ph.D. in health services and policy
Faculty: http://www.public-health.uiowa.edu/hmp-faculty-list/
Web site: http://www.public-health.uiowa.edu/hmp/

The Department of Health Management and Policy educates health care professionals for leadership roles in an increasingly complex and dynamic health care system. Graduates hold key executive, academic, research, government, and consulting positions in all areas of health management and policy, both in the United States and abroad.

Graduate Programs of Study
- Master of Health Administration
- Master of Science in health policy
- Doctor of Philosophy in health services and policy

The department offers the M.H.A. in a traditional program and an executive program. It also offers joint M.H.A./graduate and professional degree programs with the Tippie College of Business, the College of Law, and the Graduate College's School of Urban and Regional Planning. In addition, the M.S. in health policy and the policy subprogram for the Master of Public Health (M.P.H.) are offered.

The department's degree programs rank among the foremost in the field. The M.H.A. is accredited by the Commission on Accreditation of Healthcare Management Education. The Ph.D. program, established in 1950, was the nation's first doctoral program in health care management.

Master of Health Administration

The Master of Health Administration requires 60 s.h. of graduate credit earned in two academic years of full-time study. The program prepares students for a wide variety of positions in health care management. It is designed to provide a comprehensive understanding of issues encountered by health care delivery organizations, and strong business skills. Graduates are well prepared to advance to senior executive roles in a variety of health care organizations.

Students work with their advisors to create a plan of study that incorporates required and elective course work that supports their career goals in areas such as operations management, managed care, or financial management. Required courses in management, economics, law, managerial finance, and financial accounting focus on health care applications. Students also may take course work in other University of Iowa departments and programs, such as business, urban and regional planning, and aging studies.

During the first year, students are introduced to the social, political, economic, and financial environments of health care organizations. The concepts, tools, and techniques necessary for effective management also are presented. During the second year, courses focus on in-depth health care applications of management concepts that integrate prior course work and develop skills in areas relating to students' special interests and career objectives.

Transfer credit and course waivers may be accepted, but all students are expected to complete a minimum of 54 s.h. at the University of Iowa during their course of study.

The Master of Health Administration requires the following course work.

CORE COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>HMP:5000</td>
<td>Professional Development Seminar (taken four times for 1 s.h. each)</td>
<td>4 s.h.</td>
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<tr>
<td>HMP:5005</td>
<td>Introduction to Health Care Organization and Policy</td>
<td>3 s.h.</td>
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<tr>
<td>HMP:5200</td>
<td>Health Care Management</td>
<td>3 s.h.</td>
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<tr>
<td>HMP:5291</td>
<td>Lean Sigma Principles: Applications in Health Care</td>
<td>1 s.h.</td>
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<tr>
<td>HMP:5310</td>
<td>Quantitative Management in Health Care</td>
<td>2 s.h.</td>
</tr>
<tr>
<td>HMP:5315</td>
<td>Health Services Information Systems</td>
<td>2 s.h.</td>
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<tr>
<td>HMP:5320</td>
<td>Analytics for Health Care Management</td>
<td>3 s.h.</td>
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<tr>
<td>HMP:5410</td>
<td>Health Economics I</td>
<td>3 s.h.</td>
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<tr>
<td>HMP:5610</td>
<td>Health Policy</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6055</td>
<td>Topics in Health Administration</td>
<td>1-3 s.h.</td>
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<tr>
<td>HMP:6110</td>
<td>Strategic Planning and Marketing</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6150</td>
<td>Issues in Health Management and Policy</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6310</td>
<td>Human Resources for Health Organizations</td>
<td>2 s.h.</td>
</tr>
<tr>
<td>HMP:6315</td>
<td>Seminar in Health Care Ethics</td>
<td>1 s.h.</td>
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<tr>
<td>HMP:6410</td>
<td>Financial Management of Health Institutions</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6610</td>
<td>Legal Aspects of Health and Medical Care</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>MBA:8140</td>
<td>Corporate Financial Reporting</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>MBA:8180</td>
<td>Managerial Finance</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>MPH:6100</td>
<td>Essentials of Public Health</td>
<td>1 s.h.</td>
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ELECTIVES

Students choose 13 s.h. of elective course work; they may count a maximum of 6 s.h. of elective credit earned outside the Department of Health Management and Policy toward the M.H.A. degree.

SUMMER INTERNSHIPS, FELLOWSHIPS, RESIDENCIES

The department facilitates placement of M.H.A. students in required summer internships between the first and second years of study. Internships offer opportunities for practical experience interacting with executives in a health care setting. Internships are full-time positions that usually last 10-12 weeks and may carry up to 3 s.h. of credit. Students normally receive a salary or stipend, and in some cases, assistance with living arrangements.

Most M.H.A. students complement their academic training with a postgraduate fellowship or residency. Such experiences provide opportunities to observe, develop,
and demonstrate management skills and to develop connections with colleagues. The department takes an active role in helping students identify and secure fellowship and residency positions.

**Executive M.H.A.**

The Executive Master of Health Administration program requires 45 s.h. of graduate credit and typically is completed in two years. The program is designed for working professionals who wish to advance their knowledge and skills in order to become effective health care administrators. The program's objectives are to:

- provide working professionals with advanced knowledge and skills in health care management;
- position experienced professionals to become effective health care administrators; and
- meet the need for leadership in transforming health care financing and delivery in dynamic environments.

The program's curricular emphases are basic administrative skills, administrative skills specific to health care, population health administration, and interprofessional health care administration.

Students in the program complete three courses each fall and spring semester and one course in each of two summer sessions. Courses are taught on campus by experienced faculty members and are supplemented with online resources. Instruction focuses on cases and teams.

For more information, visit EMHA Curriculum on the College of Public Health web site and contact the Department of Health Management and Policy.

**Joint Degrees**

The Department of Health Management and Policy offers joint degree programs with the Tippie College of Business, the College of Law, and the Graduate College's School of Urban and Regional Planning. Students interested in combining an M.H.A. with a master's or professional degree in another field should discuss their plans with both academic units and indicate their interest when they apply to the M.H.A. program.

**Joint M.H.A./M.B.A.**

The joint Master of Health Administration/Master of Business Administration requires a minimum of 75 s.h. of graduate credit. The program combines the traditional strengths of health management and policy with additional course work in management. Separate application to each degree program is required; applicants must be admitted to both programs before they may be admitted to the joint degree program. For information about the M.B.A., see Master of Business Administration Program (Tippie College of Business) in the Catalog.

**Joint M.H.A./J.D.**

The joint Master of Health Administration/Juris Doctor requires 123 s.h. of postbaccalaureate credit. The program is highly individualized, allowing students to gain training in both health care management and law. Students usually complete the program in four years; they enroll only in law courses during the first year. Separate application to each degree program is required; applicants must be admitted to both programs before they may be admitted to the joint degree program. For information about the J.D., see College of Law in the Catalog.

**Joint M.H.A./M.A. or M.S. in Urban and Regional Planning**

The joint Master of Health Administration/Master of Arts or Master of Science in urban and regional planning requires a minimum of 76 s.h. of graduate credit. The program gives students the opportunity to acquire expertise in community and health planning and prepares them to develop public policy alternatives that help improve the quality of life in cities and throughout regions. Students usually complete the program in three years. Separate application to each degree program is required; applicants must be admitted to both programs before they may be admitted to the joint degree program. For information about the graduate programs in planning, see Urban and Regional Planning (Graduate College) in the Catalog.

**Master of Science**

The Master of Science in health policy requires 48 s.h. of graduate credit. Students learn how to quickly identify, evaluate, and formulate policies, and conduct quantitative and qualitative health policy research. These skills are developed through a combination of course work and applied learning opportunities, including special lectures and conferences. Students who complete the M.S. in health policy will have acquired the subject matter expertise and methodological skills sought by academic institutions, government agencies, and private and nonprofit organizations engaged in health policy analysis, development, and implementation. Additionally, students will be prepared to pursue doctoral studies in health policy, health services research, and other closely related fields.

The Master of Science in health policy requires the following course work.

**CORE COURSES**

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<tr>
<td>HMP:5005</td>
<td>Introduction to Health Care Organization and Policy</td>
<td>3 s.h.</td>
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<tr>
<td>HMP:5410</td>
<td>Health Economics I</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:5610</td>
<td>Health Policy</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:5611</td>
<td>Contemporary Issues in Health Policy</td>
<td>1 s.h.</td>
</tr>
<tr>
<td>HMP:5650</td>
<td>Health Policy Analysis</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6610</td>
<td>Legal Aspects of Health and Medical Care</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6710</td>
<td>Federalism and Health Policy</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:6750</td>
<td>Seminar in Health Policy</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:7550</td>
<td>Cost Effectiveness and Decision Analysis</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>HMP:7950</td>
<td>Design Issues in Health Service Research</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>BIOS:5110</td>
<td>Introduction to Biostatistics</td>
<td>3 s.h.</td>
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<tr>
<td>BIOS:5120</td>
<td>Design and Analysis of Biomedical Studies</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>EPID:4400</td>
<td>Epidemiology I: Principles</td>
<td>3 s.h.</td>
</tr>
<tr>
<td>MPH:6100</td>
<td>Essentials of Public Health</td>
<td>1 s.h.</td>
</tr>
</tbody>
</table>

**ELECTIVES**

Students choose 7 s.h. of elective course work.
THESIS
Students complete 3 s.h. of thesis work in addition to the required courses.

M.P.H. Subprogram
The Department of Health Management and Policy offers the policy subprogram for the Master of Public Health. The subprogram prepares individuals for careers in health policy analysis, system and organizational planning, and program evaluation. Graduates find positions in federal, state, and local government as well as in professional associations and private agencies. See Master of Public Health Program in the Catalog.

Doctor of Philosophy
The Doctor of Philosophy program in health services and policy requires a minimum of 77 s.h. of graduate credit, which may include up to 30 s.h. of credit from a master’s degree. The program prepares students for careers in health services research, education, and policy leadership in universities, government agencies, and health organizations.

The Ph.D. program is oriented toward applied, interdisciplinary research and scholarly inquiry. Students develop mastery of theories and research methodologies necessary to study the complex American health system. They work closely with faculty mentors on research projects and develop research design and methodology skills through course work and an apprenticeship model of training.

Individual plans of study allow students to prepare for specific careers, and small class size encourages frequent student-faculty interaction, including participation in research projects as well as scholarly publications.

Prospective Ph.D. students apply to one of three focus areas: health economics, health management and organization, or health policy. Admitted students may not change focus areas unless they are formally reviewed and accepted to the new area. Students work with a faculty advisor and a mentorship team of faculty members from their focus area; the advisor and mentorship team participate in initial planning with a student during orientation and in annual professional development reviews. Students conduct required independent study and thesis research in their focus area; their comprehensive exam and dissertation committees include faculty members from their focus area.

FOCUS AREAS
The health economics focus area provides students with in-depth training in economic theory and its applications to health and health care. Students in this area acquire advanced theoretical knowledge and state-of-the-art analytical and econometric skills that enable them to build careers as health economists in academic departments, research organizations, and health care industries. The health economics focus area provides comprehensive course work covering all main areas in health and health care economics, including demand for health and health care, economic determinants and consequences of health behaviors, health insurance, economic organization of health care markets, impact of government policy and regulation, econometric methods, and economic evaluation methods.

The health management and organization focus area prepares students to conduct research on organizational, strategic, and operational issues that confront health institutions and systems. Emphasis is placed on health care applications of theories, concepts, and models from the fields of organizational theory (macro), organizational behavior (micro), strategic management, and operations management. Students in this area may conduct research on topics such as effectiveness of health care organizations; improving the organization and management of health delivery processes; measuring performance and productivity of health care organizations; examining the relative influence of mission, culture, and financial incentives in hospitals and health organizations; and management of professional groups. Graduates of the health management and organization focus area should find employment in academic and research organizations, integrated delivery systems, and governmental units that are interested in the impact of organizational structures and managerial practices on performance.

The health policy focus area prepares students to undertake health services and policy research aimed at improving care and management of illness and disability and enhancing individual and community health outcomes. Students develop the skills necessary to conduct health services and policy research. They take courses in the basic disciplines that contribute to the fields of public and social policy (e.g., law, political science, public affairs) as well as courses that focus on the structure and organization of health policy making in the United States. They study the formation and implementation of health policies; the effect of health policies on the organization, financing, and delivery of health services; the effect of health policies on access to, use of, and costs of health services; and approaches to improve access and effectiveness of care for vulnerable populations. Students who complete the health policy focus area are prepared for employment in academic research institutions, policy organizations, and governmental agencies and departments.

COURSE WORK
Ph.D. students take course work in core content areas covering health care systems, health economics, health management and organizations, and health policy as well as courses in research design and statistical analysis. Credit may be awarded for guided and independent research project work. Students may waive specific courses, depending on their background. For more detailed information about Ph.D. and focus area curricula, visit Ph.D. in Health Services and Policy on the Department of Health Management and Policy web site.

EXAMINATIONS
All Ph.D. students must pass a preliminary examination that tests a student’s mastery of core material covered during the first year in the department, including American health systems, health services research methods, and foundation courses in their focus area.

Students take the comprehensive examination at or near the end of their formal course work. The comprehensive exam focuses on a student’s specific area of research and theoretical interest.

DISSERTATION
Doctoral candidates prepare dissertations based on original research that tests, extends, or applies concepts
Admission

Applicants to the M.H.A. program must apply through the Schools of Public Health Application Service (SOPHAS) or the Healthcare Administration, Management & Policy Centralized Application Service (HAMPAS). Applicants to the Executive M.H.A., M.S., and Ph.D. programs must apply through SOPHAS. All applicants also must apply for admission to the Graduate College through the University of Iowa Office of Admissions. For detailed application information, visit HMP Degree Programs page on the Department of Health Management and Policy web site.

Ph.D. applicants must apply to one of the program's three focus areas: health economics, health management and organization, or health policy. Applicants are reviewed by the admissions committee; if they meet department expectations, they are reviewed by focus area faculty; if they are accepted by the focus area, they are interviewed by the admissions committee and the focus area faculty. Admission decisions are made after the interview.

Applicants to the M.H.A. program must hold a bachelor's degree from an accredited institution. No specific undergraduate major is required, but prospective applicants are strongly advised to complete introductory courses in accounting, economics, and statistics and to gain facility in using spreadsheet and presentation software. Applicants must have a cumulative g.p.a. of at least 3.00. Preference is given to applicants with a verbal score of at least 151 and a quantitative score of at least 151 on the revised Graduate Record Examination (GRE) General Test (or a verbal score of at least 470 and a quantitative score of at least 151 on the revised Graduate Record Examination (GRE) General Test). Applicants who have taken the GMAT (preferred score of at least 600), the MCAT, or the LSAT may submit their scores on those tests instead of GRE scores. Relevant work and volunteer experience are considered.

Applicants to the Ph.D. program must have a bachelor's or master's degree. Health care and research experience is desirable. A master's degree in health administration, public health, policy analysis, social science, management, economics, or law is considered excellent preparation for the program. Applicants should have a cumulative g.p.a. of at least 3.25 and should score above the 50th percentile on the Graduate Record Examination (GRE) General Test.

Applicants whose first language is not English and who do not hold a bachelor's or more advanced degree from an accredited institution in the United States, Canada (except Quebec), Australia, New Zealand, or the United Kingdom or who are not permanent residents of the United States must score at least 100 (Internet-based) on the Test of English as a Foreign Language (TOEFL). Applicants who score 81-99 (Internet-based) are required to take English fluency courses. Applicants who score below 81 are not considered for admission.

Applicants must meet the admission requirements of the Graduate College; see the Manual of Rules and Regulations of the Graduate College.

Students begin the program in fall semester. Campus visits are encouraged, and personal interviews are required before admission. The admissions committee conducts telephone interviews with applicants unable to interview on campus.

Financial Support

A variety of financial assistance is available, including scholarships and awards, student loans, and research assistantships. Every effort is made to provide financial support to students who demonstrate need and maintain satisfactory academic standards. Some awards are offered in recognition of outstanding academic performance and experience, regardless of need.

Research assistantships generally are awarded on the basis of student merit and the department's need. Assistantships afford valuable experience in health services research and management projects. Research assistants work 10-20 hours per week and must apply for reappointment each year. Research assistantships provide a stipend and some tuition assistance and entitle students to resident tuition.

Opportunities also exist for part-time employment both on and off campus. For information and financial aid application forms, contact the University's Office of Student Financial Aid.

Resources

The Center for Health Policy and Research, the research arm of the Department of Health Management and Policy, is a University-wide interdisciplinary research facility. Faculty members from the Carver College of Medicine, the Tippie College of Business, and the Colleges of Dentistry, Liberal Arts and Sciences, Nursing, Pharmacy, and Public Health serve as investigators in a variety of studies at the center. Graduate students assist with ongoing research projects.

Primary project funding for the center comes from the National Institutes of Health, the State of Iowa, the Agency for Healthcare Research and Quality, and the Patient Centered Outcomes Research Initiative, as well as from foundations and private organizations.

The center also sponsors educational activities and promotes collaboration among health organizations through frequent exchanges with professional and provider associations, policy and planning groups, insurance organizations, health delivery institutions, and other members of the health services research community.

Alumni Relations

An active alumni association with more than 1,000 members supports the program in a number of ways including scholarships, consultation on curriculum, continuing education, research, and fund development. Alumni serve as visiting faculty, consultants, mentors, and preceptors for summer internships, residencies, and fellowships. The alumni association also provides a network for graduates entering the profession.

Graduates maintain their Iowa connection and learn about news of their classmates, the department, and faculty members and students through the web site and social media.

The Department of Health Management and Policy and its alumni association jointly sponsor the annual Iowa Healthcare Executive Symposium each fall. Renowned
speakers from across the country present a variety of symposium topics. Health care leaders, alumni, educators, students, and friends of the department attend the symposium, which offers students a high quality educational experience in addition to the opportunity to network with faculty and alumni.

Courses

**HMP:4000 Introduction to the U.S. Health Care System**
3 s.h.
The U.S. health care system; socioeconomic, political, and environmental forces that influence the organization, financing, and delivery of personal and public health services; health services, policy, concepts, terminology.

**HMP:5000 Professional Development Seminar**
0-1 s.h.
Development of critical foundational management skills: business writing, personal presentation, teamwork, providing feedback, self-assessment, engaging other professionals, and organizational ethics.

**HMP:5001 Interprofessional Health Care Administration I**
3 s.h.
Concepts and methods related to developing and leading interprofessional teams; emphasis on roles and responsibilities in health care teams, communication, and conflict management; team development.

**HMP:5005 Introduction to Health Care Organization and Policy**
3 s.h.
Organization of U.S. health care system, health policies that shape its development; historical, socioeconomic, political, environmental forces that influence the organization, financing, and delivery of personal and public health services; health services, policy concepts, and terminology, including health determinants, access to care, system integration, policy development, federalism.

**HMP:5200 Health Care Management**
3 s.h.
Application of basic management principles such as leadership, goal setting, decision making, human resource management, to health care organizations.

**HMP:5230 Managerial Epidemiology**
1 s.h.
Relationship between health care needs and utilization; emphasis on epidemiological concepts related to presence of disease and health care needs in a community; approaches to forecasting need and utilization of services.

**HMP:5291 Lean Sigma Principles: Applications in Health Care**
1.3 s.h.
General lean and six sigma principles; application to health care solutions; examples from University of Iowa Hospitals and Clinics, other institutions.

**HMP:5310 Quantitative Management in Health Care**
2-3 s.h.
Fundamentals of patient safety, quality improvement techniques, performance measurement approaches, and analytical tools including data collection methodologies used by managers in health care and public health settings.

**HMP:5315 Health Services Information Systems**
2-3 s.h.
Conceptual, practical aspects of analysis, development, and use of computer-based information systems; emphasis on application to the health sciences environment.

**HMP:5320 Analytics for Health Care Management**
3 s.h.
Introduction to analytical techniques for making business decisions with emphasis on health care; using Excel and associated tools in practical problem solving; probability and statistical concepts and applications in strategic settings.

**HMP:5342 Operations Research for Health Services Managers**
2-3 s.h.
Functions and issues associated with health care management decision making using quantitative analysis and methodology; emphasis on operations research techniques (i.e., linear programming); resource management and optimization issues.

**HMP:5350 Hospital Organization and Management**
2-3 s.h.
Role of hospitals, governance, organizational structure, medical staff organization, departmental operations. Prerequisites: HMP:5005 and HMP:5200.

**HMP:5370 Health Informatics I**
3 s.h.
Technological tools that support health care administration, management, and decision making. Requirements: graduate standing. Same as MED:5300, SLIS:5900, RSNM:3195, IE:5860, IGPI:5200.

**HMP:5402 Corporate Financial Reporting**
arr.
Introduction to accounting concepts, principles, and analyses; contemporary financial reporting practices with emphasis on preparation, analysis, and use of financial statement information for management decisions; fundamentals of accounting measurement and disclosure.

**HMP:5410 Health Economics I**
3 s.h.
Microeconomic principles applied to health care, health insurance, information and uncertainty, models of physician and hospital behavior, theory of the firm, market structure, regulation, competitive reform, managed care.

**HMP:5450 Health Insurance and Managed Care**
3 s.h.
History and theory of insurance, comparative health systems, health systems and networks, HMOs, public health insurance, care for uninsured; emphasis on public policy. Prerequisites: HMP:5005. Corequisites: PHAR:6330 or HMP:5410. Same as GHS:5455.

**HMP:5610 Health Policy**
1-3 s.h.
Policy process, policies and programs that shape provision of health care in the United States; health policies such as Medicare, Medicaid, Older Americans Act.

**HMP:5611 Contemporary Issues in Health Policy**
0-1 s.h.
Current content, ethical perspectives, empirical research, and professional development in health policy; evaluation of health policy issues from a variety of theoretical perspectives; students assist with identification and recruitment of individual experts. Prerequisites: HMP:5610 and HMP:5650.

HMP:5650 Health Policy Analysis 3 s.h.
Introduction to analysis of contemporary health policy issues; frameworks for conducting analysis of health policy process and content; qualitative and quantitative methods for policy analysis; how to present policy-relevant information effectively. Prerequisites: HMP:5005 and HMP:5610.

HMP:5750 Medicare and Medicaid Policy 3 s.h.
Health policies most pertinent to Americans over age of 65. Same as ASP:5750.

HMP:5810 Administrative Internship 3 s.h.

HMP:6055 Topics in Health Administration 1-3 s.h.
Topics related to contemporary problems that concern health care students, administrators.

HMP:6110 Strategic Planning and Marketing 3-4 s.h.
Strategy in health care including role of mission, vision, values, environmental analysis, strategic alternatives, organizational design, and evaluation of strategic decisions. Prerequisites: HMP:5200.

HMP:6150 Issues in Health Management and Policy 3 s.h.
Integration and application of theories, concepts, principles; case studies. Prerequisites: HMP:5200 and HMP:6110.

HMP:6255 History and Health Policy in the U.S. 3 s.h.
Books, articles, other readings on history of the medical and nursing professions, evolution of the hospital and other key sectors of the health economy; health policy issues and their implications.

HMP:6310 Human Resources for Health Organizations 2-3 s.h.
Overview of human resource management theories and practices for health care organizations; strategic human resource management, equal employment, staffing, training and development, appraisal, compensation. Prerequisites: HMP:5200.

HMP:6315 Seminar in Health Care Ethics 1-2 s.h.
Biomedical and organization ethics in the contemporary health care environment; ethical concepts and principles, ethical issues that confront executive, clinical, and governance leaders in context of complex health organizations.

HMP:6350 Medical Practice Administration 3 s.h.
Survey of medical practice culture, operations, governance, financials, role(s) in health care system, and future. Prerequisites: HMP:5005 and HMP:5200.

HMP:6355 Leadership in Healthcare Organizations 2-3 s.h.
Management and leadership concepts and their application in health care organizations. Prerequisites: HMP:5200.

HMP:6360 Nonprofit Organizational Effectiveness I 3 s.h.

HMP:6365 Nonprofit Organizational Effectiveness II 3 s.h.

HMP:6410 Financial Management of Health Institutions 3 s.h.
Issues in working capital management, capital financing, cost analysis and rate setting, budgeting, reimbursement, managed care contracting and health reform initiatives; emphasis on use of information from accounting, financial management systems.

HMP:6610 Legal Aspects of Health and Medical Care 3 s.h.
Statutory, common law frameworks applicable to health care system; court decisions that illustrate applications of general legal doctrines in hospital, health settings.

HMP:6610 Legal Aspects of Health and Medical Care 3 s.h.
Statutory, common law frameworks applicable to health care system; court decisions that illustrate applications of general legal doctrines in hospital, health settings.

HMP:6710 Federalism and Health Policy 3 s.h.
How American government’s organization shapes development and implementation of health policy, programs, services.

HMP:6750 Seminar in Health Policy 2-3 s.h.
Contemporary health policy issues; theoretical and applied perspectives; social justice and health care for vulnerable populations (e.g., mental health, nursing homes); readings, discussion. Prerequisites: HMP:5610.

HMP:6850 Independent Study and Research 3 s.h.
Supervised tutorial.

HMP:6855 Administrative Practicum 2-3 s.h.
Experience with operational and planning matters in a health care setting. Requirements: second-year standing and g.p.a. of at least 3.00 for two consecutive semesters.

HMP:6860 Administrative Residency/Fellowship 3 s.h.

HMP:7250 Organizational Behavior and Theory in Health Care 3 s.h.
Key concepts of organizational behavior and organizational theory and their application to health care organizations and health services; perspectives from theoretical writings and empirical studies. Requirements: Ph.D. standing and knowledge of human services organizations.

HMP:7550 Cost Effectiveness and Decision Analysis 3 s.h.
Methods of cost-effectiveness analysis and decision analysis; applications to resource allocation decisions in public health and medicine.

HMP:7910 Seminar in Contemporary Health Issues 0 s.h.
Review of relevant literature on methodological substantive issues in health care, presentations by researchers on health services and policy research.

HMP:7920 Ph.D. Guided Research 1-3 s.h.
Experience with empirical research, guided by a faculty mentor; structured and supervised research activities.

HMP:7930 Ph.D. Independent Research 1-3 s.h.
Experience in empirical research through one or more substantive research experiences, with faculty mentor; authorship or coauthorship of at least one manuscript suitable for publication in peer review journal. Requirements: Ph.D. in health services and policy and satisfactory completion of Ph.D. preliminary exams.

HMP:7940 Primary Data and Mixed Methods 3 s.h.
Overview of research design and methods used to address health services research questions; collection of primary data and use of qualitative and mixed methods approaches.

HMP:7950 Design Issues in Health Service Research 3 s.h.
Design and causal inference reliability and validity in measurement; rules of evidence; research design for randomized-control trials, observational studies, meta-analysis.

HMP:7960 Analytic Issues in Health Services Research I 3 s.h.
Analytic tools used in health services research; focus on applications in nonexperimental research settings, such as analyses using administrative claims data or preexisting public use data sets. Prerequisites: BIOS:5120. Same as PHAR:7330.

HMP:7965 Analytic Issues in Health Services Research II 3 s.h.
Continuation of HMP:7960; advanced applications, including panel data and qualitative response models. Prerequisites: HMP:7960. Same as PHAR:7331.

HMP:7970 Seminar in Health Research and Instruction 1-3 s.h.
Opportunity for Ph.D. students to develop research and teaching skills through presentations, readings, workshops. Requirements: satisfactory completion of Ph.D. preliminary exams.

Research for preparation of dissertation; seminar presentation.