



School of Public Health

MHA and CEMHA Degree

Student Handbook

2014-2015

Revised August 2014

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ACADEMIC CALENDAR

For the current academic calendar, please visit the UIC School of Public Health website: <http://publichealth.uic.edu/academics/academiccalendar/>.

PROGRAM OVERVIEW

The Master of Healthcare Administration (MHA) degree is offered by the School of Public Health's Health Policy and Administration Division and the College of Business Administration.

The MHA program consists of three components (Minimum of 60 SH):

1. Program Requirements (54 SH)
2. Culminating Experience
 - HPA 495 – MHA Preceptorship (5 SH)
 - HPA 496 – MHA Capstone (1 SH)
3. Required Non-Credit Training
 - HIPAA Research Training
 - Investigator Training 101

The Clinical Executive Master of Healthcare Administration (CEMHA) produces clinician executives who have been educated to make essential contributions to the health care organization's leadership team in the current and future American health care system. The program admits individuals who have extensive experience as practicing clinicians and prepares them with substantial management expertise to facilitate the key integrative role between practicing clinicians and the administrative structure of the health care delivery organization.

ADMISSIONS

Please see the [Admissions](#) section of the SPH website for information.

Conditional Admission Policy Statement

Under special circumstances, an applicant may be recommended by a Division for admission on a conditional basis (e.g., completion of preparatory course work). The conditions under which a student is admitted to the School are to be stipulated in writing by the director of the Division recommending admission of the student. Conditionally admitted students must satisfy the conditions prior to graduation (or earlier if so specified by the Division).

Deadline for Completing Degree Requirements

MHA students must complete all degree requirements within five calendar years after their initial registration as a degree student within the SPH. In extraordinary circumstances an extension of time may be granted if the petition for an extension is filed before meeting the 5-year deadline. Time spent on an approved leave of absence is not counted toward the degree time limit (see the Leave of Absence section of the [Academic Policies and Procedures Handbook](#)).

CULMINATING EXPERIENCE

All MHA students must complete the following culminating experience to comply with degree requirements:

- HPA 495 - MHA Preceptorship (5 SH)
- HPA 496 – MHA Capstone (1 SH)

MHA PRECEPTORSHIP (HPA 495)

The MHA preceptorship begins in the second semester of study (for fulltime students) and continues throughout every semester, including the summer. You will work with successful

executives in healthcare institutions, getting firsthand exposure to management, leadership, and governance. Preceptorships will be organized to serve the general educational objectives of the program with placements that offer opportunities for the student to participate in a sector of healthcare that is related to his or her professional career goals.

The student will spend at least 3–6 hours per week at the preceptor’s workplace while taking classes on campus engaging in both structured learning experiences and completing project(s). In the first summer, the preceptorship experience consists of at least 300 hours on-site at the preceptor’s workplace. During that time, learning about executive and leadership responsibilities and roles will be pursued in direct discussions with the preceptor and completion of assigned experiences and projects. During this time, the student will identify and research topics that will be pursued in completion of the MHA Capstone.

In the following Fall and Spring semesters, the student will again be involved for at least 3–6 hours per week in structured learning and project completion at the preceptor’s workplace while taking classes on campus.

MHA CAPSTONE (HPA 496)

The preceptorship experience culminates in a Capstone Paper and Presentation required for completion of the degree. It must be performed at a level that demonstrates the ability to address an actual strategic management issue in an actual health service organization.

CEMHA CAPSTONE (HPA 496)

Group based course The capstone leads students to identify and select an important organizational challenge or opportunity to be “worked-up” within the framework of the CEMHA problem-solving process. As the students progress through the curriculum, they apply the skills and concepts they have acquired to their final project report and presentation. Usually the project will be selected for its relevance to a problem in the healthcare delivery organization in which the student works. The Capstone Course will continue throughout the two years of the CEMHA program.

MHA CURRICULUM

The Master of Healthcare Administration (MHA) program requires a minimum of 60 semester hours (SH). This program is designed for completion in 2 years when enrolled full-time and includes the following course requirements:

I. Program Requirements (60 SH)

Course	Title	Credits
ACTG 500	Intro to Financial and Managerial Accounting	4 SH
BSTT 400	Biostatistics I	4 SH
EPID 400	Principles of Epidemiology	3 SH
FIN 500	Introduction to Corporate Finance	4 SH
MGMT 553	Human Resource Management	4 SH
HPA 403	U.S. Health Care System	3 SH
HPA 410	Health Organizational Leadership	3 SH
HPA 417	Quality Management in Health Services	3 SH
HPA 434	Law and the Health Care System	3 SH
HPA 441	Strategic Management of Health Care Organizations	4 SH
HPA 451	Health Care Finance	3 SH
HPA 463	Managerial Health Economics	3 SH
HPA 465	Health Information & Decision Support System	4 SH
HPA 470	Quantitative Methods for Healthcare Managers	2 SH
HPA 490	Topics in Healthcare Leadership (1 SH; take 2 semesters)	2 SH
HPA 495	MHA Preceptorship	5 SH
HPA 496	MHA Capstone	1 SH
HPA 525	Population Based Healthcare Services Planning	3 SH
HPA 551	Marketing Health Programs	3 SH
Required Non-Credit Training:		
http://tigger.uic.edu/depts/ovcr/research/protocolreview/irb/education/index.shtml		
HIPAA Research Training		Non-credit
Investigator Training 101		Non-credit

*For an example course sequence for full-time and part-time students, please see the MHA website:

<http://publichealth.uic.edu/departments/hpa/degrees/mha/>.

MHA DEGREE COMPETENCIES

The Master of Healthcare Administration (MHA) degree provides students the opportunity to develop the skills and resources needed to become a healthcare leader. The MHA Program is designed for:

- Managers, administrators and supervisors already working in healthcare or related fields
- who want to advance their skills to become executives and leaders;
- Healthcare professionals (doctors, nurses, therapists, technicians, other caregivers and researchers) who seek advancement into organizational leadership; and new graduates who want to enter the healthcare field as managers;

- Individuals wanting to work in healthcare.

MHA students will achieve the following competencies during completion of the MHA program:

1. **Mission and Community Orientation:**

Achieve mastery of how to plan and develop programs that respond to the healthcare needs of a community and also advance organizational mission as managers and executives in healthcare.

- Analyze the specific health needs of the community and respond with specific program development and implementation to effectively meet the needs.
- Understand the socio-cultural issues affecting the health of the target population and impact health policy to improve health status.
- Develop partnerships between public and private healthcare organizations to improve the accessibility and quality of community healthcare programs.
- Address core ethical precepts of their organization and the conflicts that may arise in the performance of their job. They will further be able to create a strategy for addressing those potential conflicts in an open, constructive and honest way.

2. **Leadership:** Demonstrate the ability to organize, manage, and continuously improve healthcare organizations as managers and executives; in compliance with professional organization standards, direction from a Board of Directors, and meeting the requirements of various levels of governmental agencies.

- Identify and act on the strengths and weaknesses of an organization to create continuous momentum for improvement.

- Take initiative in creating effective solutions to organizational and community problems.
- Relate to the variety of healthcare professionals in various community organizations in order to build collaboration.
- Communicate clearly with community leaders and constituents to bring about desired changes.
- Develop effective working relationships with medical staff, board members and other organizational leaders to improve patient care throughout the organization.
- Develop effective working organizational relationships with colleagues, internal-staff and executives.

3. **Strategic Thinking:** Demonstrate command of current health policy issues, formal/informal influences that influence the organization, and ability to analyze concepts and use analytical, financial and marketing tools to develop health care delivery as managers and executives.

- Identify, develop and apply alternative strategies to effectively respond to changing incentives in order to achieve organizational goals.
- Identify, develop and apply successful and ethical marketing and sales strategies.
- Apply working knowledge of health care financing, cost accounting methodologies and reimbursement policy and practice.
- Apply working knowledge of current health policy issues and utilize this knowledge to create future scenarios for strategy.
- Effectively organize collaborations in health care delivery and management to create an environment of continuous improvement.

4. **Management:** Master the ability to identify, analyze, create, and apply appropriate tools in relationship to the governing body, the current role as manager or executive, and the expectations of ethically advancing the organization's mission.
 - i. Demonstrate and apply working knowledge of health care financing, cost accounting methodologies and reimbursement practice; and to analyze and apply working knowledge of financial reporting, operating budgets, capital budgets and treasury functions in health care delivery settings.
 - ii. Identify, analyze and apply human resource policy and practice in health care delivery.
 - iii. Demonstrate and apply working knowledge of the roles of executives as managers and leaders in the complex environment of health care delivery organizations.
 - iv. Apply working knowledge of the key roles of quality and effectiveness continuous improvement.
 - v. Identify, analyze and apply working knowledge of information systems in contemporary health care delivery.
5. **Critical Thinking:** Capacity as managers and executives to apply analytical skills to make critical decisions, manage programs, and assess their effectiveness in health care delivery.
 - i. Demonstrate working knowledge of how the concepts and tools of statistics, epidemiology and marketing fit together to provide a basis for effective decision-making and strategy development.
 - ii. Synthesize and apply knowledge areas acquired to the "real-life" setting of a preceptorship and a capstone project.
 - iii. Comprehensively analyze complex problems and design and implement workable solutions.
 - iv. Create and apply alternate solutions to a problem in response to current and future social trends.

CEMHA CURRICULUM

The Clinical Executive Master of Healthcare Administration (CEMHA) program requires a minimum of 48 semester hours (SH). This program is designed for completion in two years when enrolled full-time and includes the following course requirements:

Program Requirements (48 SH)

Course	Title	Credits
HPA 403	U.S. Healthcare System	3 SH
HPA 437	Health Policy and Politics	3 SH
HPA 494	Healthcare Human Resources Management	3 SH

HPA 404	Ethical Issues in Healthcare System	3 SH
HPA 434	Law and the Healthcare System	3 SH
HPA 417	Quality Management in Health Services	3 SH
HPA 451	Healthcare Finance	3 SH
HPA 463	Managerial Health Economics	3 SH
HPA 470	Quantitative Methods for Healthcare Managers	2 SH
EPID 400	Epidemiology	3 SH
HPA 465	Health Information and Decision Support Systems	4 SH
HPA 441	Strategic Management of Healthcare Organizations	3 SH
HPA 551	Marketing Health Programs	3 SH
HPA 496	Capstone Project- Individual or group-based projects	3 SH
HPA 494	<p>Special Topics Course: Independent Study Course (each group selects two special issue topic, which include, but not limited to, the following)</p> <ul style="list-style-type: none"> ◦ Long-term care ◦ Managed care ◦ Practice Management ◦ Pharmaceutical and medical device industries ◦ Healthcare entrepreneurship ◦ Healthcare Innovation ◦ Environmental health sciences ◦ Global Health 	3 SH

Additional Enrichment Experiences

- Orientation—Team Building Activity
- HPA 490 Lecture Series
- Inter-professional education day

Thesis, Project, or Course-Work-Only Options A team-based capstone which addresses an inter-professional issue in an organization is required. No other options are available.

Other Requirements Each student must maintain an overall GPA of 3.0 in the program, in accordance with the Graduate School requirements. Each student must complete a capstone project (HPA) and present it to HPA faculty and representatives from the organization. Credit will be granted for completion of the tasks in the published capstone syllabus, and submission of an acceptable paper, presentation, and set of deliverables that is the primary academic product of the CEMHA Capstone.

CEMHA DEGREE COMPETENCIES

CEMHA students will achieve the following competencies during completion of the CEMHA program:

Clinical Leadership in the Community: Achieve mastery of how to plan and develop programs that respond to the healthcare needs of a community and also advance organizational mission as clinicians and executives in healthcare.

- Analyze the specific clinical health needs of the community and respond with specific program development and implementation to effectively meet the needs.
- Understand the socio-cultural issues affecting the health of the target population and impact health policy to improve health status.
- Develop partnerships between public and private healthcare organizations to improve the accessibility and quality of community healthcare programs.
- Address core ethical precepts of their organization and the conflicts that may arise and create a strategy for addressing those potential conflicts in an open, constructive and honest way.

- **Clinical Leadership in the Healthcare Organization:**

- Demonstrate the ability to organize, manage, and continuously improve requirements of various levels of clinical delivery systems.
 - ▣ Identify and act on the strengths and weaknesses of an organization in its delivery of clinical services to create continuous momentum for improvement.
- Take initiative in creating effective solutions to the interface of clinical services of the healthcare organization and community needs.
- Relate to the variety of clinical healthcare professionals in various healthcare organizations in order to build collaboration.
- Communicate clearly with community leaders and constituents to bring about desired changes in clinical services.
- Develop effective working relationships with medical staff, board members and other organizational leaders and translate the varying perspectives of clinicians, non-clinician administrators, and board members to enhance collaboration on improving patient care throughout the organization.

Strategic Thinking from a Clinical Perspective: Demonstrate command of current health policy issues as they affect clinical services, formal/informal influences that influence the organization, and ability to analyze concepts and use analytical, financial and marketing tools to develop optimal approaches to delivering clinical services.

- Identify, develop and apply alternative strategies to effectively respond to changing incentives for compensation of clinical services in order to achieve organizational goals.
 - Identify, develop and apply successful and ethical marketing and sales strategies that are understandable to patients and purchasers of services.
 - Apply working knowledge of health care financing, cost accounting methodologies and reimbursement policy and practices and convey information in a manner that is

sensitive to the perspectives of patients and clinicians.

- Apply working knowledge of current health policy issues and utilize this knowledge to create future scenarios for strategy.
- Effectively organize collaborations among clinicians and administrators in health care delivery and management to create an environment of continuous improvement.

Management of Clinical Operations: Master the ability to identify, analyze, create, and apply appropriate tools in relationship to the governing body, the clinician providers, and executives that respond effectively to the expectations of ethically advancing the organization's mission.

- Demonstrate and apply working knowledge of health care financing, cost accounting methodologies, reimbursement practice, financial reporting, operating budgets, capital budgets, and treasury functions in health care delivery settings; translate this knowledge to clinicians in the organization in a manner that is understandable from the clinician's perspective.
- Identify, analyze and apply human resource policy and practice in health care delivery.
- Demonstrate and apply working knowledge of the roles of executives as managers and leaders in the complex environment of health care delivery and the interface between executive and clinicians
- Apply working knowledge of the key roles of quality and effectiveness in continuous improvement of clinical services to patients.
- Identify, analyze and apply working knowledge of information systems in contemporary health care delivery with particular expertise in electronic medical records and effective utilization by clinicians.

Critical Thinking: Capacity to apply analytical skills to make critical decisions, manage programs, and assess their effectiveness in provision of direct clinical services

- Demonstrate working knowledge of how the concepts and tools of statistics, epidemiology, and marketing fit together to provide a basis for decision making in support of effective delivery of clinical services
- Apply knowledge areas acquired to the "real-life" setting of problems faced by clinicians in collaboration with executives and support staff in delivery of clinical services
- Comprehensively analyze complex clinical delivery problems and design and implement workable solutions.
- Create and apply alternate solutions to a problem in response to current and future social trends affective provision of clinical services.