

Health Care Administration — M.B.A.

Program director

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Description

The School of Public Health offers a Master of Business Administration (M.B.A.) degree in health-care administration. The degree provides students with a broad understanding of health-care management in line with appropriate and relevant industry-leading competencies. In addition, students will engage in practical experience to apply the principles learned through an 800-hour practicum in the health sector. Graduates are prepared for administrative careers in health service organizations—including medical centers, health plans, physician groups and dental practices, and long-term and managed-care settings, among others.

This degree program provides students with knowledge, skills, and practice necessary to further their administrative careers in the health-care sector.

Health professionals who are currently employed and have at least five years professional work experience in health-care administration are eligible to apply for a waiver of up to 9 units, and a portion of practicum hours, as specified, of the M.B.A. program.

Learner outcomes

Upon completion of this degree, the student should be able to

- Apply concepts of economic analysis to health-care policy.
- Analyze organizational structure and evaluate management practices through analyzing case studies related to these topics.
- Create a strategic plan that incorporates financial management, marketing, and general management concepts.
- Produce a performance improvement plan around a case issue and present it in a poster format.

Vision statement

M.B.A. degree program in the School of Public Health aims to be globally recognized as a provider of excellent, quality health-care management education with an emphasis on service, using a values-based approach to confront health-care issues. Students will be prepared to confront and solve complex problems in health-care delivery using evidence-based analytics, theory, and practice.

Mission statement

The mission of the M.B.A. degree program in the School of Public Health is to provide quality education to new and midcareer professionals locally, nationally, and globally who are interested in health-care management. The program fully integrates a health-care perspective in all course work, which is guided by theoretical frameworks, scholarship, and informed practice. Faculty practice holistic Christian principles and serve to develop students into conscientious and ethical leaders who will integrate innovative solutions to health-care challenges.

Values

In addition to the seven values held by Loma Linda University, the M.B.A. degree program also upholds the following:

Professionalism—The demonstration of ethics, sound professional practice, social accountability, and community stewardship. The desire to act in a way that is consistent with one's values and what one says is important.

Initiative—Identifying a problem, obstacle, or opportunity; and taking action in light of this identification to address current or future problems or opportunities. Initiative should be seen in the context of proactively doing things and not simply thinking about future actions.

Collaboration—The ability to work cooperatively with others, to be part of a team. Collaboration applies when a person is a member of a group of people functioning as a team.

Accountability—The ability to hold people accountable to standards of performance or to ensure compliance using the power of one's position or force of personality appropriately and effectively, with the long-term good of the organization in mind.

Educational effectiveness

Educational effectiveness will be determined by papers, presentations, experiential exercises, tests, field practicum projects/papers, and an exit interview. There will also be a competency inventory survey conducted two times during the student's time at Loma Linda University—upon starting the M.B.A. degree program and at the end upon completion of all classes and the HCAP experience.

Educational effectiveness indicators

Program learner outcomes as evidenced by:

- Signature assignments linked to course and noncourse requirements
- Field practicum report
- Culminating experience

Prerequisites

The following are strongly recommended but not required:

- Micro-economics (one course)
- Accounting (one course)

Health-care administration practicum (HCAP)

The health-care administration practicum (HCAP) provides practical training for M.B.A. degree students. It affords students an experiential learning opportunity to develop critical career skills. After a student is accepted into the M.B.A. degree program, the program director and practicum coordinator consult with the student to determine the most suitable health-care facility for the HCAP placement. Suitability is determined by the student's skill sets and interests, and the host organization's resources and requirements.

The completion of the HCAP series (cumulative total of 800 hours) is required for the M.B.A. degree and will be integrated with course work throughout the student's program.

The practicum coordinator will work closely with students and their mentors in monitoring student progress. Students will present their HCAP experiences to the program faculty and students in final papers and oral presentations.

The HCAP experience may not be required of students who have five years of health-care administration experience. Students with five years or more experience will complete a competency inventory assessment to demonstrate their experience to potentially reduce or waive the HCAP hours. Students enrolled in a professional clinical program who are also enrolled in the M.B.A. degree program are required to complete 400 hours in their HCAP as their clinical education is counted as exposure to practical and professional development.

Individuals who may benefit from the program

Individuals interested in administrative careers in health service organizations—including hospitals, health plans, physician groups and dental practices, and long-term and managed-care settings, among others.

Program Requirements

Public health core

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| HADM 505 | Managerial Statistics and Epidemiology for Healthcare | 4 |
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| PHCJ 605 | Overview of Public Health | 1 |
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Major

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|----------|-----------------------------------|---|
| HADM 506 | Principles of Health-Care Finance | 3 |
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| HADM 507 | Principles of Accounting in Health Care | 3 |
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| HADM 514 | Health-Care Economics | 3 |
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| HADM 528 | Organizational Behavior in Health Care | 3 |
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| HADM 529 | Health-Care Negotiations and Conflict Resolution | 3 |
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| HADM 534 | Health-Care Law | 3 |
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| HADM 542 | Managerial Accounting for Health-Care Organizations | 3 |
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| HADM 555 | Health-Care Delivery Systems | 4 |
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| HADM 559 | Health-Care Marketing | 3 |
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| HADM 564 | Health-Care Finance | 3 |
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| HADM 574 | Managing Human Resources in Health-Care Organizations | 3 |
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| HADM 575 | Management Information Systems in Health Care | 3 |
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| HADM 601 | Health Systems-Operations Management | 3 |
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| HADM 604 | Health Systems Strategic Planning | 3 |
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| HADM 605 | Health-Care Quality Management | 3 |
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| HADM 690 | Health-Care Management Capstone | 3 |
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Religion

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| RELE 535 | Ethical Issues in Health-Care Management | 3 |
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| Electives ¹ | | 3 |
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Practicum

Practicum units are in addition to the minimum didactic units required for the degree.

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| HADM 724A | Health-Care Administration Practicum (Total of 16 units/800 hours) |
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or HADM 724B Health-Care Administration Practicum

or HADM 724C Health-Care Administration Practicum

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| or HADM 724D Health-Care Administration Practicum |
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Total Units

60

¹ Choose a course in consultation with advisor

Non-course requirements

Culminating experience. The M.B.A. degree student is required to produce a final report at the end of the HCAP experience and to present the findings at a formal presentation arranged as part of the grade for the practicum course. They will also complete a final project and portfolio as part of the Integrated Capstone (HADM 690 Health-Care Management Capstone).

Professional membership. During their first quarter, students are required to secure and maintain membership in the American College of Healthcare Executives (ACHE) for the duration of the M.B.A. degree program.

Colloquia. Participation in ten hours of noncredit colloquia designed to acquaint students with various aspects of the health-care industry is required of all students.

Exit interview and survey. Students are required to fill out an exit survey and attend an exit interview with the M.B.A. degree program director or faculty representative at the conclusion of the program. They will also complete a competency inventory survey at the conclusion of the program.

Normal time to complete the program

2 years (7 academic quarters) based on full-time enrollment; part time permitted

Courses

HADM 501. Health Policy and Leadership Seminar. 1 Unit.

An orientation seminar designed for the first or second quarter of the M.P.H. degree in health policy and leadership. Identifies the expectations of the degree, raises awareness and understanding of academic standards, and promotes cohort and professional loyalty.

HADM 505. Managerial Statistics and Epidemiology for Healthcare. 4 Units.

Overview of basic statistical and epidemiological concepts and tools, with the objective of showing how they can be used to improve management decisions in the health sector. Includes interpretation and analysis of statistical associations, and distribution and understanding and applying determinants of health events and disease outcomes in human populations.

HADM 506. Principles of Health-Care Finance. 3 Units.

Covers different forms of business organizations and their impact on taxes and cash flows. Focuses particularly on third-party payer system, time value of money, financial risk and return, debt and equity financing, securities valuation, market efficiency, debt refunding, lease financing, and cost of capital.

HADM 507. Principles of Accounting in Health Care. 3 Units.

Overview of the accounting cycle, balance sheets, income statements, basic accounting principles, ethics, internal controls, accounting for assets, current liabilities, and stockholder's equity. Course can be waived by students who have taken an upper division accounting course prior to enrolling at this University from an accredited four-year university.

HADM 509. Principles of Health Policy and Management. 3 Units.

Introduces concepts of the health policy process and factors that impact health and access to health care, including but not limited to organizing, financing, and delivering health services. Familiarizes students with concepts of the health policy process, emphasizing the leadership and management skills necessary to navigate the necessary changes in the current health system and to demonstrate understanding of the policy development process.

HADM 510. Health Policy Analysis and Synthesis. 3 Units.

Integrates skills and concepts from previous courses taken in managerial problem-solving. May be repeated for additional credit.

HADM 514. Health-Care Economics. 3 Units.

Focuses on the allocation of resources in the health-care industry in terms of how the interaction between consumers, providers, and third-party payers impacts the cost and the level of health care. Looks at the role and impact of the government in this sector, as well as those of the pharmaceutical industry. Examines various health systems around the globe. Prerequisite: Principles of Micro-Economics or consent of instructor.

HADM 525. Special Topics. 1-4 Units.

Lecture and discussion on a current topic in health policy and management or leadership. May be repeated for a maximum of 8 units applicable to degree program.

HADM 528. Organizational Behavior in Health Care. 3 Units.

Focuses on understanding, predicting, and influencing human behavior in an organization. Students gain experience using practical individual and group case studies and reading/researching organizational behavior books and topics that facilitate thinking through problems/issues and finding solutions as leaders, managers, and employees in organizations.

HADM 529. Health-Care Negotiations and Conflict Resolution. 3 Units.

Diagnoses the complex, competing issues among different social, political, and economic initiatives promoted by both liberals and conservatives. Focuses on and emphasizes shared interests and fears of individuals and entities promoting competing policies, which leads to a more productive negotiation process and makes conflict resolution more attainable.

HADM 534. Health-Care Law. 3 Units.

Examines health care as a highly regulated industry, providing students with an understanding of the vast range of legal issues facing health-care practitioners and administrators. Gives particular attention to topics in regulatory compliance, medical malpractice, health-care contracting, and employment law.

HADM 536. Health Policy Communications. 3 Units.

Helps students communicate effectively with the mass media and current stakeholders in the current health system. Explores aspects of effective listening, response strategies, conflict management, negotiations, leadership styles, interpersonal agendas, and group dynamics. Focuses on oral and written communication, as well as critical-thinking messages.

HADM 542. Managerial Accounting for Health-Care Organizations. 3 Units.

Financial data used in decision making. Cost behavior, activity-based costing, cost allocation, product costing and pricing, operational budgets, capital budgeting, and behavioral aspects of control. Prerequisite: HADM 507; One course in financial accounting, or consent of instructor.

HADM 545. Government Policy and Health Disparities. 3 Units.

Examines the federal government's use of funding and regulation to influence health care delivery in the United States. Reviews the role of state and local governments in developing and implementing health policy. Explores the issue of health disparities in framing health policy discussions.

HADM 546. Attaining Philanthropic Support: Fundamentals of Fundraising. 2 Units.

Provides an overview of working in the nonprofit sector postgraduation, and the essentials of how to fund raise--especially from private sources such as individuals, foundations and corporations, and other entities. Addresses the technical, methodological, relational, and ethical principles that undergird fund-raising.

HADM 555. Health-Care Delivery Systems. 4 Units.

Reviews current trends in health-care financing; integrated delivery systems; managed care, as well as some focus on health-care operations, including: billing, coding, pricing, utilization review, case management, and systems. Reviews and discusses current events and research relating to the health-care system structure throughout the world and relative to U.S. health-care policy.

HADM 559. Health-Care Marketing. 3 Units.

Applies marketing concepts to health care delivery systems. Emphasizes a strategic market-management approach for developing or evaluating strategies and programs for a health care organization.

HADM 564. Health-Care Finance. 3 Units.

Covers capital structure decisions, capital budgeting, financial analysis and forecasting, project risk analysis, working capital management, business valuation, mergers and acquisitions, reimbursement methods, and financial risk management. Prerequisite: HADM 506.

HADM 574. Managing Human Resources in Health-Care Organizations. 3 Units.

Purposefully explores how the strategic management of human resources creates value and delivers results in health care. Addresses an emerging human-resource paradigm, in addition to focusing on the traditional perspectives of human resources that center around the personnel function.

HADM 575. Management Information Systems in Health Care. 3 Units.

Systems theory and application in the design and operation of integrated management information systems in a health-care setting. Examines hardware, software, and human interfaces.

HADM 577. Governance for Non-Profit Excellence. 3 Units.

Individuals who plan their careers for the non-profit world and their entities require knowledge on how to provide excellent leadership in their organizational settings. Topics included in this course include the differential roles of volunteer board members and agency executives and their staffs, nominating and recruiting board members, legal and other policies affecting board members, agendas, minutes and board manuals, crisis and conflict management, managing volunteers, visioning and long range planning, non-profit accountabilities, meetings and consensus building. Learning outcomes will derive from this content.

HADM 578. Foundations of Fund Development. 3 Units.

Reviews the fundamental art and science of fund-raising approaches. Includes the psychology of fund raising, donor motivation, a comprehensive fund-raising plan, what research in fund-raising teaches, annual funds and direct mail, major gift development, grant development, role playing the "ask" process, planned giving and capital campaigns, selecting appropriate individuals to staff development offices, proposal and case statement development, gift stewardship, and software-driven accountabilities and reporting.

HADM 579. Legal Issues in Nonprofit Management and Policy. 3 Units.

Provides a review and understanding of legal issues that particularly pertain to nonprofit organizations, including: responsibilities assumed by boards of directors; accountabilities pertaining to the IRS and other local, state and federal government entities; the nature of financial accountability intrinsic to the nonprofit sector; and ethical constructs that apply to nonprofit organizations.

HADM 580. Foundations of Leadership. 3 Units.

Provides a general introduction to the literature of leadership and management, especially as they apply to managing nonprofit organizations. Focuses particularly on the competencies, skills, responsibilities, and expectations of managers and leaders (in their differentiated roles) as found within current theoretical and practice frameworks.

HADM 581. Orientation for Leadership I: Vision and Understanding. 4 Units.

The first in the series designed to provide an orientation for leadership. Student evaluates personal skills and understanding of leadership while creating a personal vision of his or her role in leadership for the future.

HADM 582. Orientation for Leadership II: Exploring the Nature of Leadership. 4 Units.

The second in the series designed to provide an orientation for leadership. Focuses on the definition and scope of leadership, the qualities of leadership, and various leadership styles. Explores the nature of leadership within both the individual and organizational context. May be taken concurrently with HADM 581 or HADM 583.

HADM 583. Orientation for Leadership III: Setting a New Direction. 4 Units.

Builds on the work completed in HADM 581. Under the guidance of an assigned advisor, students create either a personal development plan or an academic plan to be submitted as part of the admission requirement for the doctoral leadership degree. Prerequisite: HADM 581.

HADM 584. Current Topics in Health Policy and Leadership. 1 Unit.

Lectures and discussion on current issues in leadership. Specific content varies from quarter to quarter. May be repeated for additional credit.

HADM 585. Policy Development for a Twenty-First Century Health System. 3 Units.

Addresses the unique application of leadership theory and best practice to the field of public health, health care, and related areas.

HADM 586. Building Healthy Communities: Integrative Health Policy. 3 Units.

Examines the public health system, how health policy is developed, and the diverse stakeholders involved in the process. Examines effective partnerships with government agencies, the private sector, nongovernmental organizations, communities, and social entrepreneurs. Explores and analyzes in depth how these partnerships have worked together to make positive health improvements through effective policies will be explored.

HADM 587. Health Policy and Research. 3 Units.

Provides students with the skills needed to translate research into policy and practice. Examines how research impacts public health and health policies. Students explore the relationship between statistics, research, and public policy and understanding policy development and the politics that informs public health policy. Focuses on collaboration with government agencies and community groups in evaluating outcomes associated with changing policies at the institution, community, and state levels.

HADM 588. Leadership, Policy, and Environmental Change. 3 Units.

Examines public health approaches to improve health through environmental and policy change. Explores theoretical and practical applications of legislative advocacy in the area of health policy.

HADM 589. Advanced Practice in Leadership. 1-4 Units.

While working closely with leadership specialists, student observes, demonstrates, evaluates specific leadership styles, and explores alternative approaches. Permission of instructor required. May be repeated for a total of 8 units.

HADM 595. Leadership--Past, Present, and Future. 3 Units.

An in-depth study of the historical and theoretical foundations of leadership, exploring a wide range of sources across time and culture. Emphasizes major theories influencing the current understanding of leadership and its relationship to management. Prerequisite: HADM 582 or equivalent.

HADM 601. Health Systems-Operations Management. 3 Units.

Uses quantitative methods to analyze and improve business processes within an organization. Topics include decision-making models, forecasting, linear programming, inventory models, queuing theory, project management, simulation, facility layout, and quality control. Prerequisite: STAT 505, STAT 509 or STAT 521.

HADM 604. Health Systems Strategic Planning. 3 Units.

Describes the strategic planning process and examines the tools needed to analyze the external factors and internal capabilities as they relate to a particular organization. An overview on how to develop a vision, mission, goals, objectives and a control mechanism will be provided as well as insight on how best to implement developed strategy as it relates to human resource management, marketing and finance. The ability to consider the business, demographic, cultural, political and regulatory implication of decisions that improve long-term success and the viability of an organization will also be examined.

HADM 605. Health-Care Quality Management. 3 Units.

Focuses on quality systems that include developing clear mission or vision, setting measurable strategic quality goals, deploying goals for action by identifying specific activities to be done, and controlling results. Analysis of quality process in health care historically, with emphasis on key strategies for success.

HADM 614. Research Design and Practice I. 3 Units.

Introduces research methods, including ethnography. Examines literature for information on processes, and provides field experience for participation observations, interviewing, and the discovery of theory. Includes ethical consideration and the development of a research proposal.

HADM 615. Research Design and Practice II. 3 Units.

Planning and conducting a research project. Advanced analysis of appropriate research design for research and development of a publishable research paper for a peer-review journal. Prerequisites: HADM 614.

HADM 620. Health Policy Theories and Concepts. 4 Units.

Introduces students to a selection of material on key theories, writers, and conceptual frameworks that influence contemporary health policy analysis and development. Discusses American political thought and reviews the evolution of health policy in the U.S., theories of justice, and implications for public health policy. Teaches students to explain the role of ethics and values in developing a framework for health policy.

HADM 625. Health Policy Advocacy and Civic Engagement. 4 Units.

Matches students with health or social service, health policy, and social justice agencies and coalitions to provide in-depth knowledge of agenda setting, power analysis, legislative research, and legislative advocacy in relation to specific health issues. Emphasizes the impact of the political process. Develops skills associated with community organizing and civic engagement for policy advocacy and communicating effectively using traditional and innovative strategies, including but not limited to mass and social media. Focuses on oral and written communication, such as policy briefs and op-eds.

HADM 685. Preliminary Research Experience. 3 Units.

Experience gained in various aspects of research under the guidance of a faculty member and by participation in an ongoing project. Must be completed prior to beginning the dissertation research project.

HADM 689. Graduate Seminar in Leadership. 2 Units.

While working under the direction of a department faculty member, student applies leadership theory to specific situations and evaluates the effectiveness of such interventions. Limited to doctoral students. Permission of instructor required. May be repeated for a total of 8 units.

HADM 690. Health-Care Management Capstone. 3,4 Units.

A capstone course that completes the M.B.A. degree program. Integrates the core and cross-cutting health care management competencies, resulting in a learning experience that combines health care perspectives, theories, skills, and tools in an applied format. Final products--derived through case studies, guest lectures, and literature review--include a comprehensive strategic plan that incorporates all the elements of a business plan designed specifically for a health care organization. Public Health core courses; Successful completion of at least 50 units towards degree.

HADM 697. Dissertation Proposal. 1-10 Units.

Doctoral student develops a dissertation proposal and works in collaboration with the research adviser on mutually agreed-upon objectives that will provide the basis for evaluation. Culminates in a dissertation proposal. Prerequisite: Successful completion of comprehensive exams.

HADM 698. Dissertation. 1-8 Units.

Doctoral student prepares dissertation manuscript presenting results of the research study. Prerequisite: HADM 697 and advancement to candidacy.

HADM 699. Applied Research. 1-4 Units.

Assignment to private, government, international, or voluntary health agency or other approved organization where practical application of the materials studied on campus is made under the guidance of the department faculty and the organization involved. Research project that includes substantial analysis of data and discussion of results. Written report and oral presentation required. Prerequisite: Consent of department advisor and of instructors responsible for supervision.

HADM 724A. Health-Care Administration Practicum. 2 Units.

Provides practical training for students in the M.B.A. degree program. Placement coordinator mentors students through a practical experience that develops critical career skills. Student placement based on skill sets, interests, and organizational needs. Requires 100 hours, as well as a final paper and an oral presentation.

HADM 724B. Health-Care Administration Practicum. 4 Units.

Provides practical training for students in the M.B.A. degree program. Placement coordinator mentors students through a practical experience that develops critical career skills. Student placement based on skill sets, interests, and organizational needs. Requires 200 hours, as well as a final paper and an oral presentation.

HADM 724C. Health-Care Administration Practicum. 6 Units.

Provides practical training for students in the M.B.A. degree program. Placement coordinator mentors students through a practical experience that develops critical career skills. Student placement based on skill sets, interests, and organizational needs. Requires 300 hours, as well as a final paper and an oral presentation.

HADM 724D. Health-Care Administration Practicum. 8 Units.

Provides practical training for students in the M.B.A. degree program. Placement coordinator mentors students through a practical experience that develops critical career skills. Student placement based on skill sets, interests, and organizational needs. Requires 400 hours, as well as a final paper and an oral presentation.