



KING'S COLLEGE

TRANSFORMATION. COMMUNITY. HOLY CROSS.

William G. McGowan School of Business
Master of Science in Healthcare Administration
Fall 2023 Course Schedule

Accelerated Fall Online Session I (23/A1)
August 19, 2023 - October 7, 2023

Course Number	Course Description	Instructor
HCA 531	Understanding Organizational Ethics	TBD
*HCA 570	Essentials of Population Health Management	Dr. Justin Beaupre

Accelerated Fall Online Session 2 (23/A2)
October 14, 2023 - December 9, 2023

Course Number	Course Description	Instructor
*HCA 505	Epidemiology for Health Care Managers	Dr. Justin Beaupre
HCA 504	Healthcare Economics	Dr. Michele McGowan
HCA 595	Leadership & Executive Skills for Health Care Managers	Dr. Justin Beaupre

Full Fall Online Session (23/FA) August 21, 2023 - December 8, 2023

Course Number	Course Description	Instructor
HCA 500	Introduction to Health Services Systems	Dr. Justin Beaupre
*HCA 571	Healthcare Marketing and Branding	Dr. Michele McGowan
HCA 598	Capstone Project (Faculty Directed Study)	Drs. Beaupre, Evans, Marchese, & McGowan
HCA 599	HCA Internship (with permission only)	Mrs. Korie Munley

*Graduate Certificate in Population Health Management Courses



HEALTHCARE ADMINISTRATION COURSE DESCRIPTIONS

HCA 500 – Introduction to Health Services Systems: This course is designed as a comprehensive introduction to the organization of the U.S. health care “system.” It examines the major institutions, professions, and political forces that influence the provision of health care services in the United States. Students explore the development of each major component of the medical care system from an historical perspective by examining the changes in their organization and role over time. They also consider the major problems presently confronting each aspect of health care and discuss alternative means of resolving these issues for the future. A secondary, but important objective of this course is to provide students with a broad understanding of the concepts and language requisite for many of the subsequent courses in the HCA program, including health policy, healthcare financial management, and healthcare economics. **(3 credits)**

HCA 501 – Health Policy: This course introduces the student to current major issues in health policy. This course discusses the politics of health policy in terms of legislation at both the state and federal level. Key forces such as power development, special interest groups, economics and cost benefit analysis are discussed. Major policy issues that are reviewed include managed care, public health, Medicare and Medicaid, technology assessment, and population-based medicine. **(3 credits)**

HCA 502 – Human Resources Management: This course surveys the activities and decision-making functions of the human resources manager, including personnel planning, recruitment, interviewing, training and development, compensation practices, benefits administration, maintaining personnel records, employee communication, labor relations and succession planning, with an emphasis on the legal dimensions of these various activities. Attention is also drawn to the professional and legal responsibilities of the individual manager or team leader in matters such as employee rights, privacy, sexual harassment, discrimination in the workplace, employee evaluations, workers’ compensation and recruitment of personnel. This comprehensive review occurs from the unique perspective of the health services organization. **(3 credits)**

HCA 504 - Healthcare Economics: This course is designed as an in-depth study of the major topics in health care economics. We will study the production, cost, and financing of health care services, delivery mechanisms and their effects, health labor markets and professional training, and use of economic evaluation tools (cost-effectiveness and cost-benefit analyses) in making decisions about allocation of scarce resources. The overall goal of HCA 504 is to teach the students to understand how the framework of economics can be applied to health care markets. **(3 credits)**

HCA 507 - Healthcare Financial Management: This course is designed as a comprehensive introduction to the financial management function in the context of health care organizations. In addition to basic finance and accounting concepts, topics covered include the concepts of health insurance and third-party reimbursement, cost concepts and decision analysis, budgeting requirements, long-term financing, capital budgeting and risk, and financial and operating analyses. The course will integrate corporate finance and accounting theories, institutional knowledge of health care finance, and applications to specific real-world problems. The primary goal of this course is to increase analytical and decision-making skills using finance theories, principles, concepts, and techniques most important to managers in the health care industry. **(3 credits)**

HCA 511 — Quantitative Business Methods for Healthcare (Required): This course will provide a comprehensive overview of selected research and quantitative methods used in conducting health services research. The course will address all phases of the research process, from generating research questions and hypotheses, to study design, sampling, measurement, data collection, and data analyses. Proper use of statistical methods and computer applications for secondary data analysis will also be covered. **(3 credits)**

HCA 531 – Understanding Organizational Ethics: This course is designed to expose graduate students to the kinds of moral problems they will encounter as professionals in their functional areas. The focus of the course is policy formulation and implementation, with emphasis placed on the ethical dimensions and ramifications of that process. A series of current corporate case problems is reviewed and discussed in order to raise some of the major ethical issues involved in managing the organization's relationships with its many publics. **(3 credits)**

HCA 570 - Essentials of Population Health Management: The course provides students a foundation in population health management, including addressing how health access, health disparities, social determinants of health, and cultural competency contribute to beneficial and adverse effects on population, community, and family and individual health. Students will explore the principles of population health management that guide health care professionals and policymakers to analyze current healthcare challenges and design possible solutions to improving and/or managing the health of the populations they serve. **(3 Credits)**

HCA 571 – Healthcare Marketing and Branding: This course provides a survey of marketing concepts as applied to health services organizations. An examination of marketing strategies useful in the delivery of health care services is provided to students. Special attention will be focused on market research, pricing, targeting a market, new product development, innovation, and the development of a marketing plan. **(3 credits)**

HCA 576 - Operations Management in Healthcare: This course is an introduction to the application of operations research/management science and industrial engineering techniques to health care organizations, hence the title Operations Management in Health Care. The course focuses on the use of quantitative methods to address complex operational issues and realistic problems, with the ultimate goal of ensuring improved organizational effectiveness and efficiency. Health care applications of operations analysis considered in the course include forecasting, demand & decision analysis, reengineering, productivity, supply chain management, quality control, and project management. The course presents these topics from a managerial perspective with emphasis on effective use of quantitative analysis in management decisions. The main goal of this course is to improve problem-solving and decision-making skills using essential concepts, tools, and strategies in operations research most important to managers in the health care industry. The quantitative approach to decision making is balanced with discussions of qualitative issues in decision making such as the role of values, beliefs, power, and other aspects of decision-making. **(3 credits)**

HCA 595 – Leadership and Executive Skills for Health Care Managers: This course focuses on a value-added and process-centered method of goal attachment. Topics include leadership theories, culture, human resources management, contingency and transformational theories, communication skills, mentorship and team building and change theories. **(3 credits)**

HCA 596 - Leadership for Quality Management in Healthcare: This course integrates all of the major components covered in the core courses. Students will take the various competencies they have acquired and learn how to apply them to real-life cases involving applications of leadership and quality total management in health care delivery systems. Topics include: leadership theories, culture building, relationship management, contingency and transformational theories, communication skills, change management, conflict management, mentorship, and team building. **(3 credits)**

HCA 598 - Capstone Project: Taken near the end of the program, this course is designed to assist students in the transition from theory to practice. Emphasis on sharpening analytical and intuitive leadership practices through the use of interactive case studies, team building exercises and field projects. **(1 credit)**



Graduate Certificate in Healthcare Executive Leadership

Course Descriptions

9 credits of this graduate certificate may be transferred to the 37-credit MHA program

HCA 502 - Human Resources Management: This course surveys the activities and decision-making functions of the human resources manager, including personnel planning, recruitment, interviewing, training and development, compensation practices, benefits administration, maintaining personnel records, employee communication, labor relations and succession planning, with an emphasis on the legal dimensions of these various activities. Attention is also drawn to the professional and legal responsibilities of the individual manager or team leader in matters such as employee rights, privacy, sexual harassment, discrimination in the workplace, employee evaluations, workers' compensation, and recruitment of personnel. This comprehensive review occurs from the unique perspective of the health services organization. **(3 credits)**

HCA 507 - Healthcare Financial Management: This course is designed as a comprehensive introduction to the financial management function in the context of healthcare organizations. In addition to basic finance and accounting concepts, topics covered include the concepts of health insurance and third-party reimbursement, cost concepts and decision analysis, budgeting requirements, long-term financing, capital budgeting and risk, and financial and operating analyses. The course will integrate corporate finance and accounting theories, institutional knowledge of healthcare finance, and applications to specific real-world problems. The primary goal of this course is to increase analytical and decision-making skills using finance theories, principles, concepts, and techniques most important to managers in the healthcare industry. **(3 credits)**

HCA 571 - Health Marketing and Promotion: This course provides a survey of marketing concepts as applied to health services organizations. An examination of marketing strategies useful in the delivery of healthcare services is provided to students. Special attention will be focused on market research, pricing, targeting a market, new product development, innovation, and the development of a marketing plan. **(3 credits)**

HCA 595 - Leadership and Executive Skills for Health Care Managers: This course focuses on a value-added and process-centered method of goal attainment. Topics include leadership theories, culture, human resources management, contingency and transformational theories, communication skills, mentorship, and team building and change theories. **(3 credits)**



Graduate Certificate in Population Health Management

Course Descriptions

9 credits of this graduate certificate may be transferred to the 37-credit MHA program

This Certificate Program will be delivered 100% online and in a modular structure focused on the time capabilities of working professionals. The courses will be completed in sequence to ensure students develop appropriate skills to use evidence-based guidelines that can translate into a system or community-level change in health and health outcomes for their organizations.

HCA 570: Essentials in Population Health (1st Accelerated Fall Session): This course provides students with an introduction to theories, concepts, and frameworks in population health. Students will be exposed to the types of data available to identify population health issues; develop an understanding of value-based care models and complete a case study using a non-profit health system's current Community Health Needs Assessment to address the population health needs of the chosen health system's service region. **(3 credits)**

Learning Objective: Students will develop an evidence-based approach to identify health determinants that impact population health outcomes.

HCA 505: Epidemiology (2nd Accelerated Fall Session): This course provides students with the foundational knowledge to interpret epidemiological data related to health and disease. Students will learn appropriate terminology to assess the impact of diseases and chronic health conditions on the communities they serve. Additionally, students will review epidemiological studies and literature related to common chronic health conditions to inform critical thinking and implementation of population-level interventions that are designed to decrease the distribution of diseases and illness. Students will also review concepts of social epidemiology to identify the social and structural factors that influence the causes and distribution of disease. **(3 credits)**

Learning Objective: Students will interpret epidemiologic data to make inferences about health patterns, outcomes, and causes of disease and illness in communities and develop solutions to address the issues identified.

HCA 501 – Health Policy (1st Accelerated Spring Session): This course introduces the student to current major issues in health policy. This course discusses the politics of health policy in terms of legislation at both the state and federal levels. Key forces such as power development, special interest groups, economics and cost-benefit analysis are discussed. Major policy issues that are reviewed include managed care, public health, Medicare, and Medicaid, disparate healthcare issues, global health issues, and population-based medicine. **(3 credits)**

Learning Objective: *Students will analyze policies and laws' role in improving access to health care, controlling health care costs, and regulating quality care.*

HCA 596: Leadership for Quality Management in Healthcare (2nd Accelerated Spring Session): This course provides a high-level introduction to healthcare quality tools and concepts. Students will review the current population health tools, measures, and applications to assess healthcare quality and improvement. This course will provide students with foundational tools and knowledge to assess quality measures, interpret quality improvement data, lead quality improvement processes, and understand the impact of quality measurements and indicator settings on areas such as safety, patient experience, and accreditation. **(3 credits)**

Learning Objective: *Students will analyze and interpret healthcare quality measures used in healthcare systems to identify areas for improvement and reduce risk.*

HCA 571 - Health Marketing and Promotion (14-week Fall Session): This course provides a survey of marketing concepts as applied to health services organizations and explores the various methods of delivering messages related to good health habits. The development, implementation, and evaluation of health messages will be discussed. Health education and promotional strategies will be outlined, in addition to the evaluation of various case studies of successful health communication programs, leading to the development of a social marketing plan. **(3 credits)**

Learning Objective: *Students will apply the strategic marketing process to create a social marketing plan focused on changing the behavior of a target segment of consumers on a critical issue in the public interest.*