

HEALTH MANAGEMENT AND POLICY (HMP)

HMP 1300 - Contemporary Challenges in Health Care

3 Credits

This course is an introduction to the US health care system and its many challenges. Students will gain a basic understanding of private insurance operations, public financing for health care including Medicare and Medicaid, the operations of hospitals and clinics, as well as health care professionals' roles in the health care system. Students will be encouraged to discover creative solutions to these challenges both from domestic programs and other countries' health care systems. (Offered every Fall and Spring)

Attributes: Public Health Minor Elective

HMP 1930 - Special Topics

1-3 Credits (Repeatable for credit)

Special topics offered occasionally.

HMP 2300 - Population Health Management

3 Credits

The course will cover the following topics: 1) Population health, strategies to assure the health of your catchment area and how social determinants of health are related to health care delivery, management, organizational structures and leadership; 2) An overview of value-based care (VBC) strategies and the IHI quadruple aim; 3) Patient engagement/measuring patient reported outcomes; 4) How to evaluate population health management programs; 5) Risk Adjustment and Audience Segmentation techniques as used in Population Health Management including machine learning and the use of risk stratification methods through which care providers can improve both clinical and financial outcomes. (Offered every Fall and Spring)

Prerequisite(s): HMP 1300

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 2500 - Management of Health Care Organizations

3 Credits

This course provides students with an introductory overview of the major functional areas of health care management and shows their relevance to the delivery of health care services in a turbulent and very complex environment. Health care organizations are broadly clustered into: strategy and marketing, financial management, human resources management and data and systems. (Offered Fall and Spring)

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

Attributes: Public Health Major Elective

HMP 2930 - Special Topics

3 Credits (Repeatable for credit)

HMP 2980 - Independent Study

1 or 3 Credits (Repeatable for credit)

HMP 3000 - Millionaire for Good: From Graduation to Generosity by 35

3 Credits

This course provides students with a comprehensive understanding of personal finance, focusing on long-term wealth-building strategies and the integration of charitable giving. Students will learn essential financial concepts such as budgeting, credit management, investing, and retirement planning, with an emphasis on low-cost index funds and IRAs. Drawing on Ignatian values, the course encourages students to reflect on how financial success can be leveraged for social good, empowering them to become responsible stewards of their wealth and active contributors to their communities. By the end of the course, students will be equipped with the tools to manage their finances, invest wisely, and establish a plan for lifelong charitable giving, all while embracing the Jesuit principles of cura personalis, magis, and solidarity.

Prerequisite(s): CORE 1900; CORE 1500; CORE 1200*; CORE 2500*; CORE 1000

* Concurrent enrollment allowed.

Attributes: UUC:Self in the World

HMP 3200 - Health Care Economics & Policy

3 Credits

The main purpose of this course is to enable students to apply economic theory and analysis to health issues and problems, by emphasizing how markets work and why they fail in the production of health and delivery of health care services. Topics covered include an overview of the US health economy; the production of health and the demand for health care; market structure; the market for health insurance, managed care, and hospital services; and the role of public policy in producing healthy populations.

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 3400 - Health Care Marketing

3 Credits

The purpose of this course is to train future health services management professionals marketing and management of health services. The course is intended to present concepts and tools used in developing, implementing, and managing successful marketing strategy. The marketing processes, consumer behavior, marketing mix, controlling and monitoring marketing processes are studies relative to the unique and changing aspects of the health services industry.

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 3500 - Health Care Human Resources Management

3 Credits

The focus of this course is on functions and concepts required for managing human resources in health care organizations. It integrates traditional human resource management (HRM) with ideas from other organizational behavior. Course content includes recruitment, training and development, compensation, performance appraisal, motivation, union activity, and conflict resolution.

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 3600 - Role of Technology in Health Care Delivery

3 Credits

This course examines the many current and emerging technologies utilized in health care settings and their impact on care delivery. This course covers electronic health records, telemedicine, artificial intelligence, and wearable devices, among other innovations. Students will explore how these technologies influence organizational operations, provider behavior, and patient outcomes. Students will gain insights into the challenges and opportunities associated with integrating technology into health care. The course aims to equip future healthcare professionals with the knowledge to effectively leverage technology in improving patient care.

Prerequisite(s): HMP 1300

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 3800 - Health Systems and Human Dignity

3 Credits

This course builds on students' knowledge about the social, political, and economic environment of health care, and examines the impact of these forces on the organizations that deliver care. It explores the organizational structures and values of the medical and public health systems, examines the roles and functions of health professionals in these systems, and analyzes the interactions within and across various organizations that deliver care. The course examines the requirements for delivering quality care in various settings and analyzes models for improving quality in a variety of settings across the care continuum.

Prerequisite(s): CORE 1000; Minimum Earned Credits of 60; CORE 1500*

* Concurrent enrollment allowed.

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective, UUC:Collaborative Inquiry

HMP 3910 - Internship

1-3 Credits (Repeatable up to 6 credits)

Prerequisite(s): CORE 1000; CORE 1500*

* Concurrent enrollment allowed.

Attributes: UUC:Reflection-in-Action

HMP 3930 - Special Topics

3 Credits (Repeatable for credit)

HMP 3980 - Independent Study

1 or 3 Credits (Repeatable for credit)

HMP 4000 - Leadership, Law, and Ethics in Health Management

3 Credits

This course covers topics such organizational and professional ethics, health law and regulation, and leadership theories. Students apply these concepts to case studies and other real-world scenarios, noting the complex nature of leading in today's health care environment. The aim is to equip future health professionals with the knowledge and self-knowledge to make legally and ethically responsible choices in dynamic health care settings.

Prerequisite(s): HMP 2500*

* Concurrent enrollment allowed.

HMP 4100 - Health Care Organizations from Governance to Patient Care

3 Credits

This course provides students with a comprehensive overview of how health care organizations are structured to achieve their core goals. It reviews the operational divisions in health care, how organizations are structured, and how that influences organizational behavior. The course focuses on traditional health care delivery settings, but also addresses other types of organizations including payers and medical device companies.

Prerequisite(s): HMP 2500*

* Concurrent enrollment allowed.

HMP 4200 - Health Care Financial Management

3 Credits

Corporate finance concepts and techniques are applied to health care organization decision making using relevant case studies. In addition to basic finance concepts, topics include capital acquisition, cost of capital, capital investment decisions, tools of risk analysis, and financial and operating analysis. Analyses are applied to for-profit and not-for-profit health care organizations. The course employs extensive use of spreadsheets. (Offered Fall and Spring)

Prerequisite(s): HMP 3200* and ACCT 2200 with a grade of C- or higher

* Concurrent enrollment allowed.

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 4500 - Health Operations Management

3 Credits

Course examines operational issues in health care management. Topics include systems analysis, continuous quality improvement and re-engineering, demand forecasting, facility location and design models, decision analysis techniques, linear programming, queuing and waiting models, inventory control models, and statistical quality control. The goal is to instill an understanding of the language, applications, and limitations of quantitative models with regard to decision-making and problem solving in health service organizations.

Prerequisite(s): (MATH 1300, OPM 2070, DSCI 2070, STAT 1300, PSY 2050, or BST 3100); HMP 1300

Restrictions:

Enrollment limited to students with a classification of Senior.

Enrollment is limited to students with a program in Health Management, Health Sciences, Magnetic Resonance Imaging, Nuclear Medicine Tech or Radiation Therapy.

Attributes: Health Management Major Electi, Health Management Minor Electi, Public Health Major Elective

HMP 4600 - Strategic Management in Health Care

3 Credits

This is the capstone course in the health administration undergraduate curriculum and is open to advanced BSHM students or others with the permission of the instructor. The purpose of this course is to assist the student in integrating strategic thinking and strategic management of health care organizations. Integration is facilitated by individual and team analysis of complex cases, including simulations.

Prerequisite(s): ACCT 2200 with a grade of C- or higher and HMP 2500; Minimum Earned Credits of 90

Restrictions:

Enrollment is limited to students with a major in Health Management.

HMP 4930 - Special Topics

1-3 Credits (Repeatable for credit)

Topics course, content varies.

HMP 4970 - Advanced Independent Research in Health Management

3-6 Credits (Repeatable for credit)

The course provides students with an opportunity to work closely with faculty on research in health management.

HMP 4971 - Directed Research in Health Management

3-6 Credits (Repeatable for credit)

The course provides students with an opportunity to work closely with faculty on research in health management.

HMP 4980 - Advanced Independent Study in Health Management and Policy

1 or 3 Credits (Repeatable for credit)

HMP 5000 - Health Care Organization

3 Credits

This course provides an overview of and orientation to the US health care delivery system. Topics include the delivery, financing, regulation, and administration of health care services, and the economic, legal, political, and social factors which influence the health care system. Historical and contemporary issues are addressed. (Offered annually.) Cross-listed with PUBH 5050.

HMP 5010 - Health Systems and Policy

3 Credits

This course considers the current organization of the US health care system, with a particular focus on the role of policy in shaping how health care and public health is delivered. Students will consider the different types of organizations important to the health care system and their relationship to one another, along with the economic, legal, and social factors that affect those organizations and relationships. Students will explore the policy process both at the federal and state levels and will consider how health care organizations might better be able to influence the regulatory and legislative actions that affect their ability to deliver effective care in financially sustainable ways.

HMP 5030 - Introduction to Health Care Accounting

3 Credits

This course introduces students to the basics of financial and managerial accounting. The focus will be on the accounting concepts that are most critical to management decision making within a managed health care environment. Offered annually.

Attributes: MPH-Health Management & Policy, MPH-Public Health Practice

HMP 5040 - Fundamentals of Health Economics and Finance

3 Credits

This course explores the economic and financial dynamics of the health care industry. It examines market forces in health care, the role of public and private sectors, and key issues such as health insurance and provider reimbursement. Students will learn to apply economic theory and financial analysis to evaluate health care policies, resource allocation, and organizational decision-making. The course also covers fundamentals of health care financing, including cash flow, capital investment, and cost allocation.

HMP 5090 - Case Based Integration Seminar

2 Credits

This seminar challenges students to integrate knowledge from their first year of study in health care administration by analyzing real-world cases. Emphasizing critical thinking and strategic decision-making, students will work in teams to address complex issues in health care management, policy, finances, and operations. Through case analysis, they will synthesize theoretical concepts with practical applications. The course concludes with a final project where students present their recommendations, bridging the gap between academic learning and professional practice.

Prerequisite(s): HMP 5000; HMP 5300

HMP 5100 - Quality Improvement in Health Care Management

3 Credits

This course examines the historical development, current concepts and techniques and future trends related to the monitoring and evaluation of the quality of health care services. Cases will be used to present current issues surrounding attempts to integrate quality management and increased accountability in health care organization. (Offered annually)

Attributes: MPH-Health Management & Policy

HMP 5110 - Health Operations Management

3 Credits

Course examines operational issues in health care management. Topics include systems analysis, continuous quality improvement and re-engineering, demand forecasting, facility location and design models, decision analysis techniques, linear programming, queuing and waiting models, inventory control models, and statistical quality control. The goal is to instill an understanding of the language, applications, and limitations of quantitative models with regard to decision making and problem solving in health care organizations. (Offered annually.)

Attributes: MPH-Health Management & Policy

HMP 5130 - Health Information Systems

3 Credits

This course is designed to develop four areas of student knowledge, skills, and competencies in Health Information Management (HIM). It provides a broad overview of the theory and application of computers in the health setting, with emphasis on the health manager's role in relation to the information function. It introduces students to computer hardware, software and operating systems through hands-on experience with specific application programs such as word processing, spreadsheets, statistical packages, and data base managers. Students learn to identify the necessary resources, staff support and change management required to develop, implement, and evaluate a health information system. Finally, the course explores the potential and limits of information technology in improving community level health delivery via such resources as the Internet. (Offered annually.)

Prerequisite(s): HMP 5000; HMP 5110

Attributes: MPH-Health Management & Policy

HMP 5140 - Leveraging Technology in Health Care Organizations

3 Credits

This course provides students with the knowledge and skills to harness technology for optimizing organizational performance in health care settings. Students will explore the integration of various technologies, including electronic health records, telehealth platforms, remote patient monitoring, and analytic tools. Students will also explore regulatory challenges of new technology, the role of disruption in health care, the need for technology-literate workforce, and the role of sustainability in health care technology.

Prerequisite(s): (HMP 5190, PUBH 5040, or BST 5020)

HMP 5150 - Artificial Intelligence in Health Care

3 Credits

Artificial Intelligence (AI) is revolutionizing health care by enhancing diagnostic precision, personalizing treatment, and improving management efficiency and there is a growing demand for healthcare professionals who can integrate AI to elevate care and management. This course is designed for students and professionals from non-technical backgrounds, offering a comprehensive overview of AI's transformative impact across various health care domains, including clinical diagnostics, patient empowerment, and public health. Students will explore foundational AI concepts through practical examples and activities, gaining understanding of how to effectively apply AI technologies. The course also emphasizes the social, ethical, and legal considerations of AI usage in health care, ensuring students are well-prepared to navigate these critical issues responsibly.

Prerequisite(s): (HMP 5190, PUBH 5040, or BST 5020)

Attributes: MPH-Health Management & Policy, MPH-Public Health Practice

HMP 5160 - Health Care Supply Chain Management

3 Credits

This course will provide students a comprehensive understanding for managing the health care supply chain with its unique challenges. Content is classified into: understanding external partners, traditional supply chain management functions, and critical departments that disproportionately account for health care supply costs. Students will conduct a supply-chain project in an organization.

HMP 5180 - Visualizing and Communicating with Health Data

3 Credits

In this course students will explore techniques for creating intelligible ways of visualizing data and for communicating the data verbally. Through projects and case studies, students will become proficient in interpreting data, choosing its most salient takeaways, and communicating that information to a variety of stakeholders. By improving their abilities in data storytelling, students will be better able to convey insights and drive informed decision-making in health care contexts.

Prerequisite(s): (HMP 5190, PUBH 5040, or BST 5020)

HMP 5190 - Analytical Methods for Health Management

3 Credits

This course presents basic epidemiological and statistical methods necessary for healthcare management, including disease and outbreaks, measuring outcomes and risks, and common statistical methods. For a specific management problem, students will apply methodological skills to understand, describe, analyze, and present a health problem.

Prerequisite(s): HMP 5000

Attributes: MPH-Health Management & Policy

HMP 5200 - Health Economics

3 Credits

This course provides students with a fundamental grounding in systematic economic analysis, emphasizing how markets work, why they fail, and how they can be improved in the production of health and the delivery of health care services.

Prerequisite(s): HMP 5000

Attributes: MPH-Health Management & Policy

HMP 5210 - Economic Evaluation

3 Credits

Economic evaluation is the comparison of different interventions (or a proposed intervention versus the status quo) to determine which is the best use of society's scarce resources. It includes cost-minimization, cost-benefit, cost-effectiveness, and cost-utility analysis. This course will cover the theoretical basis for economic evaluation, its use in health, and the mechanics of the 4 types of analysis. (Offered annually.)

HMP 5300 - Management of Health Care Organizations

3 Credits

This course focuses on the macro-organizational concepts of managing complex health care organizations. Health care organizations are complex systems transforming inputs (professional, supplies, etc.) into outputs (health services) for customers (patients). To perform well, these systems require appropriate environmental assessments, strategy, governance, organizational structure, work processes, distribution of power, innovation and change. These requirements for effective organizational performance form the core content of the course. Offered annually.

Restrictions:

Enrollment limited to students in the MPH Health Mgmt Policy, MPH Health Mgmt Pol (Dual JD) or MPH Health Mgmt Policy / Epi programs.

Enrollment limited to students in a Master Health Administration degree.

Attributes: Gero Post-Bac Contextual

HMP 5310 - Medical Practice Management

3 Credits

This course will focus on ambulatory health care delivery systems, comparing and contrasting them with other health care models. The managerial process, including financing, personnel, organizational structures, physical plant, and external relationships, will be explored. The relationship of demographic variables to the planning process for ambulatory care will be developed. (Offered annually.)

Prerequisite(s): HMP 5000; HMP 5300

Attributes: MPH-Health Management & Policy

HMP 5340 - Health Care Marketing

3 Credits

The purpose of this course is to train future health services professionals in managing and marketing health services from a strategic perspective. The course is intended to present principles, theories, methods, and tools used in developing, implementing, and managing successful marketing strategy, which creates and shapes the future. The marketing process, consumer behavior, the marketing mix, and controlling and monitoring marketing processes are examined in relationship to the unique and changing aspects of the health services industry. Offered annually.

Prerequisite(s): HMP 5000

Attributes: MPH-Health Management & Policy

HMP 5380 - Optimizing Human Resources for Health Care

3 Credits

This course provides students with an understanding of the essential role of human resources management within health care organizations, including human resources planning, development, and administration. Meeting the talent needs of the health care industry is of strategic importance and continues to become more so. This course will help develop actionable skills to recruit and retain the best professionals, construct attractive compensation and benefits packages, and resolve employee relations that affect teamwork and the employee experience.

Prerequisite(s): HMP 5300**Attributes:** MPH-Health Management & Policy**HMP 5390 - Ethical Leadership in Health Management and Policy**

3 Credits

This applied course examines leadership through case studies in a variety of contexts and cultures. The purpose is to expand students' point of view by considering the theoretical foundations and historical perspectives of leadership, contemporary views of leadership, and student's personal exploration of ethics-based leadership in the healthcare setting.

Prerequisite(s): HMP 5300**HMP 5400 - Legal Aspects of Health Services Management**

3 Credits

This course is designed to familiarize students with legal issues in the health care field. It is also designed to provide students with insight into how the legal system functions, how lawyers analyze legal problems, and how health care administrators may interact with the legal system and lawyers. (Offered annually.)

Prerequisite(s): HMP 5000; HMP 5300**HMP 5410 - Centering Health Care Leadership in Ethics and Law**

3 Credits

This course combines a study of both the legal and ethical aspects of health care administration and positions students to better understand the transformative nature of values-based leaders. The course concepts will prepare students to be effective administrators equipped with the knowledge and skills needed to ground their organizations in values and to maintain compliance with the law. Legal and ethical issues addressed in this course include the rights of patients, organizational obligations to communities, the responsibilities of providers, staff, and other parties involved in health care delivery.

Prerequisite(s): HMP 5300**HMP 5420 - Growing as a Leader in Health Care**

3 Credits

This course is designed for professionals in health care organizations seeking to refine their leadership skills and maximize their professional potential. Through personalized coaching sessions, group exercises, and case studies, students will enhance their self-awareness and communication skills. The course empowers future health care leaders to navigate complex organizational challenges with confidence, inspiring transformative change, and fostering a culture of excellence within their organization. (This course is restricted to students in the MSHA program or in the Health Care Leadership and Workforce Excellence certificate).

Prerequisite(s): HMP 5300; HMP 5380**HMP 5500 - Health Policy**

3 Credits

A course in health policy for advanced graduate students. The purposes of the course are to orient the students to the policy process, to increase the student's understanding of the nature of health policy making and health politics and to provide the student with an opportunity to develop an in-depth understanding of current health care policy issues. (Offered every other year.)

Prerequisite(s): HMP 5000*

* Concurrent enrollment allowed.

HMP 5620 - Crisis Leadership

3 Credits

Today's organizations, communities, and social systems are faced with unprecedented, increasingly complex, and more devastating and recurrent crisis events. This course provides students with an overview of crisis leadership and emergency management, the continuum between traditional and crisis leadership, and a framework for a systematic approach to related theory, models and methods.

HMP 5700 - Health Care Financial Management

3 Credits

Corporate finance techniques for financial decision-making are applied to health care organizations using 'real world' case studies. In addition to basic finance concepts, topics include capital acquisition, cost of capital, capital investment decisions, tools of risk analysis, and financial and operating analysis. Both for-profit and not-for-profit health care organizations are studied. The course employs extensive use of Excel spreadsheets. (Offered annually.)

Prerequisite(s): HMP 5030**Attributes:** MPH-Health Management & Policy**HMP 5710 - Financial Aspects of Health Care**

3 Credits

Managed health care integrates health insurance functions with delivery of medical care. This course introduces students to financial issues faced by health care managers in a managed care environment. Topics include fundamentals of insurance, capitation rate development, risk analysis in managed care systems, cost accounting and management, and Medicare and Medicaid managed care. The course employs case analysis and team projects with local health-related organizations. (Offered annually.)

Prerequisite(s): HMP 5700**Attributes:** MPH-Health Management & Policy**HMP 5720 - Government Financing of Health Care**

3 Credits

This course introduces the students to the economic theory of public goods and relates it to the role of government in providing for the maintenance and improvement of community health. The efficiency and effectiveness of current government financing strategies are analyzed. Topics include the theories of public goods and public choice, public budgeting processes, cost-benefit/cost effectiveness analysis of public investment, structure of Medicare, Medicaid and public health funding, and the economic effects of public financing of health-related services (Offered annually.)

Prerequisite(s): HMP 5300; HMP 5500

HMP 5725 - Health Insurance and Managed Care

3 Credits (Repeatable for credit)

Affordable Care Act implementation and consolidation within the health care industry have led to dramatic changes to the health insurance and managed care system in the United States. This course covers the fundamentals of health insurance and managed care, as well as recent changes and where the industry is headed in the future. The course will focus on the following topics: the basics of health insurance theory, an overview of the public and private health insurance system in the United States, impact of the ACA and other governmental regulations on the health system, and key components of managed care. Offered in spring. Must be enrolled in the MHA program, must not be enrolled in undergraduate level courses.

Prerequisite(s): HMP 5000**Restrictions:**

Enrollment limited to students in a Master Health Administration degree.

HMP 5750 - Strategy and Planning in Health Care

3 Credits

This course provides students with a comprehensive understanding of strategic management principles as applied to the health care section. Through industry-specific case studies and collaborative projects, students will learn how to formulate, implement, and evaluate strategic plans for health care organizations. By focusing on topics such as competitive positioning, resource allocation, and organizational alignment, students will emerge ready to address complex challenges facing modern health care organizations with informed, future-oriented strategies.

HMP 5760 - Financial Planning for Health Care Strategies

3 Credits

Students in this course gain a deep understanding of the essential techniques and processes involved in effectively identifying and categorizing various sources and applications of funds. This knowledge is essential for ensuring accurate and relevant information is available to assess the current and future states of an organization's finances as they relate to short- and long-term strategies. The health care environment is often described as volatile, uncertain, and ambiguous, requiring leaders to equip themselves with the tools they need to make impactful financial decisions to solve real-world challenges.

Prerequisite(s): HMP 5750 with a grade of C or higher**HMP 5770 - Solution-Oriented Business Plans in Health Care**

3 Credits

In an industry that is characterized by uncertainty and disruption, this course equips students with the skills to craft business plans that deliver viable solutions for health care organizations. Real-world case examples will require students to align market trends, financial viability, marketing strategies, operational plans, and more. Students will emerge proficient in developing actionable business strategies that optimize organizational performance and are grounded in organizational mission and values.

Prerequisite(s): (HMP 5700 with a grade of C or higher or HMP 5760 with a grade of C or higher)**HMP 5780 - Persuasive Communication and Advocacy for Health Care**

3 Credits

This course focuses on the principles of persuasive communication in both written and verbal form in the context of health care advocacy. Persuasive communication is essential for health care managers and leaders as they sell their ideas to important stakeholders, both internal to their organization and in the external environment. The course focuses on developing skills with various kinds of communication media (presentations, executive summaries, group discussions, iconographs, social media, etc.); developing evidence and arguments for persuasion; and anticipating and preparing for counterarguments.

Prerequisite(s): (HMP 5000 with a grade of C or higher or HMP 5750 with a grade of C or higher)**HMP 5800 - Strategic Management in Health Care Organizations**

3 Credits

This is the capstone course in the SLU Health Management and Policy MHA curriculum. It is open to MHA students (or others with the permission of the instructor). The purpose of this course is to assist the student in integrating the knowledge and skills developed during their course of study in the MHA program in the context of strategic thinking and strategic management of health care organizations. Integration is supported by individual and team analysis of complex health management cases.

Attributes: MPH-Health Management & Policy**HMP 5810 - Six Sigma Green Belt**

3 Credits

This course covers the basic green belt 6-sigma material as defined by the more stream training program, which is used by ASQ. It is a second year elective that provides green belt certification when combined with a project completed in the Spring semester. This project may be the project for the Operations Management class.

Prerequisite(s): HMP 5000**Attributes:** MPH-Health Management & Policy**HMP 5820 - Health Care Project Management**

3 Credits

Projects are the vehicles to introduce change into complex organizational systems. This course focuses on developing basic health care project management skills and competencies related to initiating, planning, executing, monitoring, controlling and closing projects. Additional emphasis is placed on the interpersonal understanding of the success and failure of projects.

Attributes: MPH-Global Health, MPH-Health Management & Policy**HMP 5850 - Creating High Reliability Organizations**

3 Credits

This course examines the foundational strategies for building health care organizations that operate with the goal of high reliability and foster a culture of safety. Students will learn the core principles of high reliability organizations and apply them to team culture and communication. Six Sigma, Lean, PDCA, and other process improvement methodologies will be explored. Through practical exercises and discussions, students will learn how to implement and sustain physical safety, psychological safety, quality, and resilience in health care organizations.

Prerequisite(s): HMP 5110

HMP 5860 - Project and Change Management

3 Credits

This course considers the principles behind and strategies for managing projects within health care organizations, particularly given the uncertainty and complexity of health care today. Students will learn to effectively plan, implement, and evaluate projects while navigating the influence of internal and external environments. Students will develop the skills needed to drive and sustain organizational improvements through change management and process optimization.

Prerequisite(s): HMP 5110**HMP 5900 - Health Management and Policy Rounds**

1 Credit (Repeatable up to 3 credits)

Career development lecture series designed to expose students to the philosophical approaches, leadership styles, policy processes and decision-making strategies used by successful health care management executives, health policy makers and health policy analysts across the spectrum of the health sector.

Restrictions:

Enrollment limited to students in the MPH Health Mgmt Policy, MPH Health Mgmt Pol (Dual JD) or MPH Health Mgmt Policy / Epi programs.

HMP 5901 - Health Administration Professional Development I

1 Credit

This course equips students with the essential skills and knowledge necessary for securing and excelling in internships. This course will also facilitate self-discovery and leadership development, enabling students to understand their strengths and how to leverage them effectively in professional settings.

Restrictions:

Enrollment limited to students in a Master Health Administration degree.

HMP 5902 - Health Administration Professional Development II

1 Credit

This course provides students with a comprehensive understanding of potential career paths within their field of study. Students will explore various industries, roles, and professional environments to make informed decisions about their future careers. Additionally, this course will finalize the preparation for internships and assist students in securing internship positions.

Prerequisite(s): HMP 5901**Restrictions:**

Enrollment limited to students in a Master Health Administration degree.

HMP 5903 - Health Administration Professional Development III

1 Credit

This course provides students with the practical skills and insights they need to successfully launch their careers and develop them over their lifetimes, ensuring they land with organizations that are a good "fit" for their professional and personal goals, interests, and values.

Restrictions:

Enrollment limited to students in a Master Health Administration degree.

HMP 5910 - HMP Internship

1 Credit (Repeatable for credit)

A required intensive 12-week, full-time (480 hour) field experience designed to provide students with an opportunity to employ skills and principles learned in the classroom while working in a health care organization. (Offered in Summer)

Restrictions:

Enrollment limited to students in the programs.

HMP 5930 - Special Topics

3 Credits (Repeatable for credit)

HMP 5950 - Special Study for Exams

0 Credits (Repeatable for credit)

HMP 5960 - Capstone Seminar in Health Management & Policy

3 Credits

As a capstone or culminating experience, the seminar integrates learning from all aspects of the curriculum through application of knowledge in individual and group exercises. The course also considers issues of current significance for health policy in the United States and internationally. Offered annually.

HMP 5970 - Research Topics in Health Management and Policy

1-3 Credits

HMP 5980 - Graduate Independent Study in Health Management and Policy

1-3 Credits

HMP 6070 - Advanced Health Policy Analysis

3 Credits

Prepare doctoral scholars to achieve advanced competency in health policy analysis by integrating theory, method, and application. The course cultivates expertise in selecting and applying analytic frameworks; designing and evaluating policy interventions (including causal and economic evaluation approaches); assessing political, ethical, and administrative feasibility; and translating evidence into decision-relevant products and persuasive strategies. It also explicitly provides the expertise and tools needed for policy development, advocacy, and evaluation. In doing so, the course offers a rigorous, systems-level examination of U.S. health care and policy architectures. It equips students with the conceptual foundations, technical toolkits, and strategic acumen necessary to navigate—and shape—the contemporary health policy landscape.

Attributes: Public Health Major Elective**HMP 6100 - Organizational Theory and Research**

3 Credits

This course covers the basics of health management and policy research methods. If students are to become not only researchers themselves, but also good consumers of others' research, the fundamentals of scientific inquiry must be understood. This means identifying problems that are appropriately addressed by research, selecting the most appropriate research design for the particular problem, and understanding the best sampling techniques and measures for the problem. By understanding these foundations, students can assess the validity of others' research, and therefore, the strength of evidence for management and policy decisions. This course does not cover in-depth data analysis.