

# Health Administration

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|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Degree Offered:                        | M.S.H.A.                                                                                                                                     |
| M.S.H.A. Director (Residential Track): | J'Aime C. Jennings, PhD                                                                                                                      |
| M.S.H.A Director (Executive Track):    | Steven Howard, PhD                                                                                                                           |
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| E-mail:                                | Residential <a href="mailto:jcjennings@uab.edu">jcjennings@uab.edu</a> ;<br>Executive <a href="mailto:showard3@uab.edu">showard3@uab.edu</a> |
| Website:                               | <a href="http://www.uab.edu/msha">www.uab.edu/msha</a>                                                                                       |

## Master of Science in Health Administration Program Information

The Master of Science in Health Administration (MSHA) Program, accredited by the Commission on Accreditation of Healthcare Management Education, trains executives for health services organizations. The program has graduated more than 1,400 persons since 1965.

Students must complete 23 graduate courses and a 12-month administrative residency in a health care organization. A capstone core course is completed during the last on-campus semester. Twenty-one core courses and two elective courses are required as well as a summer internship or international experience for single-degree MSHA students. All students begin in the fall term and complete coursework in 21 months followed by the administrative residency.

Complete applications for fall entry are due no later than the preceding December 1. Since admission to the MSHA program is very competitive, early application is encouraged.

- **Master of Science in Health Administration-Master of Business Administration**
- **Master of Science in Health Administration-Master of Science in Health Informatics**
- **Master of Science in Health Administration-Master of Public Health**

Students wishing to pursue simultaneously the Master of Science in Health Administration (MSHA) and the Master of Business Administration (MBA) degrees must complete 29 graduate courses, including 1 elective. Students seeking to complete the Master of Science in Health Administration (MSHA) and the Master of Science in Health Informatics (MSHI) must complete 30 graduate courses including a summer internship. Students seeking to complete the Master of Science in Health Administration (MSHA) and the Master of Public Health must complete 27 graduate courses, including a summer internship. MSHA-MPH students will complete 13 hours of public health coursework in the summer term prior to MSHA program entry.

A 12-month administrative residency in a health services organization is required for completion of the MSHA degree. A student who enters a coordinated program, but subsequently decides to pursue only one of the degrees, must satisfy all the requirements for the degree sought.

## Application Information

Applicants to the MSHA, MSHA-MBA, MSHA-MSHI, or MSHA-MPH programs must have completed or anticipate completion of at least a baccalaureate degree from a regionally accredited college or university

or from a recognized university abroad before entry into the program. Application for the MSHA program should be made by visiting the UAB Graduate School website ([uab.edu/graduate](http://uab.edu/graduate)) and click the 'Apply Now' button.

## Additional Information

|                                                                             |                                                                                                        |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Deadline for Entry Term(s):                                                 | Fall                                                                                                   |
| Deadline for All Application Materials to be in the Graduate School Office: | December 1 for first priority and June 1 if space is still available                                   |
| Number of Evaluation Forms Required:                                        | Three                                                                                                  |
| Entrance Tests:                                                             | TOEFL and TWE are also required for all international applicants whose native language is not English. |
| Comments:                                                                   | Additional application for admission is required by program                                            |

## Contact Information

For detailed information, contact Admissions Coordinator, Department of Health Services Administration:

UAB School of Health Professions, SHPB 567  
1716 9th Avenue South, Birmingham, AL 35294  
Telephone: 205-934-1583  
E-mail: [parmstrong@uab.edu](mailto:parmstrong@uab.edu)  
Web: [www.uab.edu/msha](http://www.uab.edu/msha)

## Executive Master of Science in Health Administration Program Information

Qualified students can earn the Master of Science in Health Administration (MSHA) by completing the Executive format. This program is open to individuals with at least 5 years of experience in health care organizations, either as managers or as clinical professionals. Participants in the MSHA program (Executive format) complete both on-campus and distance-learning activities, and a brief field experience, within 2 years of study.

## Executive Health Administration and Master of Science in Healthcare Quality and Safety Coordinated Degree

Students wishing to pursue simultaneously the executive format of the Master of Science in Health Administration and the Master of Science in Healthcare Quality and Safety degrees must be accepted into both programs and complete twenty-eight (28) courses, including an interactive capstone experience course. A student who enters a coordinated program, but subsequently decides to pursue only one of the degrees, must satisfy all the requirements of the degree sought.

## Healthcare Quality and Safety Certificate for Executive Master of Science in Health Administration

Students enrolled in the Executive Master of Science in Health Administration program, may pursue a graduate certificate in Healthcare Quality and Safety. To obtain the certificate, Executive MSHA students may add an online HQS certificate course in each fall and spring term,

increasing their credits hours from 9 to 13. For more information, please contact the HQS or MSHA programs.

## Contact Information

For detailed information, contact Admissions Coordinator, Department of Health Services Administration:

UAB School of Health Professions, SHPB 564

1716 9th Avenue South, Birmingham, Alabama 35294

Telephone: 205-996-6593

E-mail: [hjlee@uab.edu](mailto:hjlee@uab.edu) ([sarap@uab.edu](mailto:sarap@uab.edu))

Web: [www.uab.edu/msha](http://www.uab.edu/msha)

## Graduate Certificate in Healthcare Financial Management

Any student who receives three "C"s or one "F" in any graduate level course while in the MSHA program will be dismissed from the program.

| Requirements                                         | Hours     |
|------------------------------------------------------|-----------|
| HA 620 Healthcare Financial Management I             | 3         |
| HA 621 Healthcare Financial Management II            | 3         |
| HA 623 Application of Health Care Finance Principles | 3         |
| HA 624 Revenue Cycle Management                      | 3         |
| <b>Select one elective from the list below:</b>      |           |
| MBA 621 Topics in Corporate Finance                  |           |
| MBA 622 Portfolio Theory and Construction            |           |
| MBA 627 Financial Risk Analysis and Management       |           |
| MBA 629 Short-Term Financial Management              |           |
| <b>Total Hours</b>                                   | <b>15</b> |

## Executive Master of Science in Health Administration

The Executive MSHA Program requires a minimum of 57 semester hours for the MSHA degree. Any student who receives three "C"s or one "F" in any graduate level course while in the MSHA Program will be dismissed from the program.

| Requirements                                                                        | Hours |
|-------------------------------------------------------------------------------------|-------|
| HA 602 Introduction to Health Care Systems                                          | 3     |
| HA 605 Health Policy and Politics in the U.S.                                       | 3     |
| HA 612 Essentials of Health and Human Disease                                       | 3     |
| HA 607 Operation Management for Health Services                                     | 3     |
| HA 613 Health Law                                                                   | 3     |
| HA 614 Process Improvement                                                          | 3     |
| HA 620 Healthcare Financial Management I                                            | 3     |
| HA 621 Healthcare Financial Management II                                           | 3     |
| HA 625 Strategic Planning and Management                                            | 3     |
| HA 631 Organization Theory and Behavior                                             | 3     |
| HA 632 Quantitative Methods in Health Services Admin                                | 3     |
| HA 635 Human Resources Management in Health Services Administration                 | 3     |
| HA 637 Leadership                                                                   | 3     |
| HA 640 Information Systems and Management Science in Health Services Administration | 3     |
| HA 645 Health Economics                                                             | 3     |
| HA 655 Seminar: Synthesis of Health Services Administration                         | 3     |
| HA 671 Health Care Marketing                                                        | 3     |
| HA 674 Health Care Innovation                                                       | 3     |

|                    |                   |           |
|--------------------|-------------------|-----------|
| HA 695             | Independent Study | 3         |
| <b>Total Hours</b> |                   | <b>57</b> |

## Residential Master of Science in Health Administration

Any student who receives three C's or one F in any graduate level program will be dismissed from the program.

| Requirements                                                                        | Hours     |
|-------------------------------------------------------------------------------------|-----------|
| HA 602 Introduction to Health Care Systems                                          | 4         |
| HA 605 Health Policy and Politics in the U.S.                                       | 3         |
| HA 606 Operations Management & Process Improvement in Health Care Organizations     | 4         |
| HA 612 Essentials of Health and Human Disease                                       | 3         |
| HA 613 Health Law                                                                   | 3         |
| HA 620 Healthcare Financial Management I                                            | 3         |
| HA 621 Healthcare Financial Management II                                           | 3         |
| HA 625 Strategic Planning and Management                                            | 3         |
| HA 628 Leadership Development                                                       | 3         |
| HA 631 Organization Theory and Behavior                                             | 3         |
| HA 632 Quantitative Methods in Health Services Admin                                | 3         |
| HA 635 Human Resources Management in Health Services Administration                 | 3         |
| HA 640 Information Systems and Management Science in Health Services Administration | 3         |
| HA 645 Health Economics                                                             | 3         |
| HA 671 Health Care Marketing                                                        | 3         |
| HA 675 Health Administration Internship                                             | 3         |
| HA 680 Health Administration Capstone                                               | 2         |
| HA 690 Administrative Residency <sup>Administrative Residency (take twice)</sup>    | 10        |
| MBA 601 Accounting and Finance for Managers                                         | 3         |
| <b>Two Electives <sup>1</sup></b>                                                   | <b>6</b>  |
| <b>Total Hours</b>                                                                  | <b>71</b> |

## Dual Master of Science in Health Administration and Master of Science in Health Informatics

Any student who receives three C's or one F in any graduate level course while enrolled in the MSHA program will be dismissed from the program.

| Requirements                                                                    | Hours |
|---------------------------------------------------------------------------------|-------|
| HA 602 Introduction to Health Care Systems                                      | 4     |
| HA 605 Health Policy and Politics in the U.S.                                   | 3     |
| HA 606 Operations Management & Process Improvement in Health Care Organizations | 3-4   |
| HA 612 Essentials of Health and Human Disease                                   | 3     |
| HA 613 Health Law                                                               | 3     |
| HA 620 Healthcare Financial Management I                                        | 3     |
| HA 621 Healthcare Financial Management II                                       | 3     |
| HA 625 Strategic Planning and Management                                        | 3     |
| HA 628 Leadership Development                                                   | 3     |
| HA 631 Organization Theory and Behavior                                         | 3     |
| HA 632 Quantitative Methods in Health Services Admin                            | 3     |
| HA 635 Human Resources Management in Health Services Administration             | 3     |
| HA 645 Health Economics                                                         | 3     |
| HA 671 Health Care Marketing                                                    | 3     |

|                           |                                                                           |              |
|---------------------------|---------------------------------------------------------------------------|--------------|
| HA 680                    | Health Administration Capstone                                            | 2            |
| HA 690                    | Administrative Residency <sup>Administrative Residency (take twice)</sup> | 10           |
| One Elective <sup>1</sup> |                                                                           | 3            |
| <b>Total Hours</b>        |                                                                           | <b>58-59</b> |

## Dual Master of Science in Health Administration and Master of Business Administration

Any student who receives three C's or one F in any graduate level course while enrolled in the MSHA program will be dismissed from the program.

| Requirements |                                                                               | Hours |
|--------------|-------------------------------------------------------------------------------|-------|
| HA 602       | Introduction to Health Care Systems                                           | 4     |
| HA 605       | Health Policy and Politics in the U.S.                                        | 3     |
| HA 606       | Operations Management & Process Improvement in Health Care Organizations      | 3-4   |
| HA 612       | Essentials of Health and Human Disease                                        | 3     |
| HA 613       | Health Law                                                                    | 3     |
| HA 620       | Healthcare Financial Management I                                             | 3     |
| HA 621       | Healthcare Financial Management II                                            | 3     |
| HA 625       | Strategic Planning and Management                                             | 3     |
| HA 628       | Leadership Development                                                        | 3     |
| HA 631       | Organization Theory and Behavior                                              | 3     |
| HA 632       | Quantitative Methods in Health Services Admin                                 | 3     |
| HA 635       | Human Resources Management in Health Services Administration                  | 3     |
| HA 645       | Health Economics                                                              | 3     |
| HA 671       | Health Care Marketing                                                         | 3     |
| HA 680       | Health Administration Capstone                                                | 2     |
| HA 690       | Administrative Residency <small>Administrative Residency (take twice)</small> | 10    |
| HA 640       | Information Systems and Management Science in Health Services Administration  | 3     |
| Total Hours  |                                                                               | 58-59 |

<sup>1</sup> Pre-approved Electives: HA 623, HA 644, HA 624, HA 675, HQS 600, HQS 625, HQS 635

## Courses

### HA 599. Professional Development. 0 Hours.

Professional development experiences associated with the MSHA degree program.

### HA 602. Introduction to Health Care Systems. 3-4 Hours.

U.S. health care system. Historical context; systems theory; analysis of organizational components; health services personnel; national, state, and local government roles; financing mechanisms; demography; mortality and morbidity; quality assurance; political issues; and trends in progress. Individual and group projects and field trips.

### HA 605. Health Policy and Politics in the U.S.. 3 Hours.

Policy-making process in U.S. Review of forces influencing policy-making, legislative process, and evolution of U.S. health policy.

### HA 606. Operations Management & Process Improvement in Health Care Organizations. 3-4 Hours.

Presents an overview of operational management and processes from the administrative perspective. Provides students with knowledge, skills, and tools including lean/six sigma, to implement, facilitate, and coordinate continuous quality improvement activities in health care environments.

### HA 607. Operation Management for Health Services. 3 Hours.

Day-to-day operational aspects of health services administration through use of required readings, case studies, class discussions, and class assignments.

**Prerequisites:** HA 602 [Min Grade: C]

### HA 610. Health Systems and Policy for Leaders. 1-4 Hour.

Overview of the United States health care system in terms of historical, current, political, organizational, human resources, financial, access-related, and quality dimensions; comparisons of the US health system to other health systems; overview of the US health policy, policy-making, and analysis.

### HA 612. Essentials of Health and Human Disease. 3 Hours.

Reviews medical terminology, diseases, and diagnostic and therapeutic procedures for key body systems and the fundamentals of epidemiology.

### HA 613. Health Law. 3 Hours.

Selected legal principles and their application to health field. Legal aspects of corporate liability, medical malpractice, admission and discharge processes, medical staff bylaws, informed consent, nursing, patients' rights, medical records, and governmental regulation of personnel and health facilities.

### HA 614. Process Improvement. 3 Hours.

Customer driven process involving team and process thinking and application of statistical tools to way in which work is accomplished. Provides students with knowledge, skills, and tools necessary to implement, facilitate, and coordinate continuous quality improvement activities in health care environments.

### HA 616. Biomedical Ethics. 3 Hours.

Focuses on the examination of various faith traditions, theories, principles and methods that influence reasoning, analysis and argument in contemporary health care ethics. Investigation of notable cases, the application of Modern Moral Theory, and in depth discourse on current issues in health care ethics (including media) is the cornerstone of the course.

### HA 620. Healthcare Financial Management I. 3 Hours.

Application of financial management techniques to decision making for health care providers. Financial management functions and organizations, financial statement analysis, working capital management, present value analysis, capital budgeting, cost of capital, variance analysis, financing techniques, and financial analysis case studies.

### HA 621. Healthcare Financial Management II. 3 Hours.

Analytical and synthetic aspects of financial management tools. Project method and case studies used to supplement theory.

### HA 622. Financial Management for Health Professionals. 3 Hours.

Financial statements, cost allocation, capital budgeting, time value analysis, reimbursement, financial risk and return, long-term debt financing, capital structure, cost of capital, and analysis of financial performance.

### HA 623. Application of Health Care Finance Principles. 3 Hours.

This course gives students opportunities to work on finance related projects in a health care setting. It is intended for Master of Science in Health Administration students who are pursuing the Health Care Financial Management Certificate. The students will apply knowledge they have acquired in previous courses in Health Care Financial Management.

**HA 624. Revenue Cycle Management. 3 Hours.**

The purpose of this course is to expose generalist administrators to information directly related to a modern healthcare revenue cycle and the impact that this process has on the financial viability for all healthcare organizations.

**HA 625. Strategic Planning and Management. 3 Hours.**

Methods for strategic planning and management of health services organizations. Techniques for determining strategies for unique services, integration of strategy, structure, and administrative systems.

**HA 628. Leadership Development. 3 Hours.**

Provide tools for the students' professional development and leadership; assist students' research for an administrative residency.

**HA 631. Organization Theory and Behavior. 3 Hours.**

Introduction to organization theory and behavior with applications to health services organizations. Topics include organizational structure, organization/ environment relationships, organizational performance, power and leadership, perception, attitudes, motivation, communication, and group dynamics.

**HA 632. Quantitative Methods in Health Services Admin. 3 Hours.**

Selected mathematical, statistical, and computer applications and statistical techniques applied to decision making in hospitals and health care organizations.

**HA 635. Human Resources Management in Health Services Administration. 3 Hours.**

Human resources management issues, including strategic role of employee selection, appraisal, rewards, and development, applications to health care sector, labor relations, and unique aspects of labor law relevant to health care organizations.

**HA 636. High Performing Healthcare Organizations. 3 Hours.**

This course is designed for future managers and leaders of hospitals and health systems and those who expect to have extensive involvement in them from the perspective of buyers, insurers, or policy makers. The course provides students with knowledge about how the best hospitals and health systems respond to their environment, and how they reach and implement decisions about future activities.

**HA 637. Leadership. 3 Hours.**

Individual leadership talents in handling various organizational challenges, such as leading organization change, building strong culture, developing effective teams, resolving conflicts, implementing effective motivational systems, and nurturing a learning organization.

**HA 640. Information Systems and Management Science in Health Services Administration. 3 Hours.**

Introductory course that provides basic vocabulary and principles of modern information architectures. Computer networking and communication technologies needed to support modern information infrastructures. Emphasis on management and use of information to support management decision making.

**HA 643. Long-Term Care Administration. 3 Hours.**

Seminar analysis of effect of chronic conditions and aging on delivery of health services, nursing homes and alternatives, mental health facilities and agencies, and rehabilitation facilities and services. Field trips and individual research projects.

**HA 644. Seminar Issues in Ambulatory Care and Medical Group Management. 3 Hours.**

This course provides an overview to the field of ambulatory care and physician practice management. With the emphasis on outpatient care, these areas offer tremendous career potential for graduate students. Many aspects are similar between the acute care setting and the ambulatory care environment; however, this course will highlight areas that differ and how those differences impact doing business. This course builds on many of the Masters-level introductory courses.

**HA 645. Health Economics. 3 Hours.**

Economic analysis applied to health services sector; concept of efficiency applied to production and distribution of health services, health insurance, government programs, health care personnel, and health services organizations; current public policy issues; emphasis on student application of economic principles to health care issues.

**HA 650. Management and Leadership Skills for Clinical Professionals. 1-3 Hour.**

Leadership concepts and management principles as employed by clinical professionals in health care organizations. Focus on effective approaches to communication, change and conflict management, performance and financial management, and cultural competence.

**HA 655. Seminar: Synthesis of Health Services Administration. 3-4 Hours.**

Case method and problem-solving applications. Integration of materials presented during previous academic coursework. Course offered via Internet for Executive HA students. 2-3 hours each term of residency.

**HA 671. Health Care Marketing. 3 Hours.**

Introductory survey of marketing concepts as applied to health services organizations. Consumer behavior, market segmentation, target marketing, marketing research, management, and control of marketing mix variables.

**HA 672. Health Care Entrepreneurship. 3 Hours.**

This course provides a overview of the principle components of health care entrepreneurship, including business planning, raising funds, and the entrepreneurial activity and promoting innovation in existing healthcare organizations (intrapreneurial ventures).

**HA 674. Health Care Innovation. 3 Hours.**

Introduction to innovation management concepts, theories of idea generation, methods to select strategically innovative services, service delivery models, and project management concepts.

**HA 675. Health Administration Internship. 3 Hours.**

Provides an experience for MSHA students to become more familiar with a health care organization or the delivery/administration of health care in a different country; provides an opportunity for students to apply and integrate knowledge and skills; interactions with health care managers and executives in a "real world" health care setting; enables students to explore and clarify their own career goals and to begin the process of professional development.

**HA 678. Special Topics in Health Administration. 1-4 Hour.**

Exploration of current issues in Health Administration.

**HA 680. Health Administration Capstone. 2 Hours.**

Helps facilitate the students' transition from the academic learning environment to the "real world".

**HA 690. Administrative Residency. 2-6 Hours.**

Structured field experience providing mentoring relationship with preceptor, observation of management processes within health services organization, and application of administrative theory and techniques. 2-6 hours each term of residency.

HA 695. Independent Study. 1-6 Hour.

HA 697. Independent Study. 3 Hours.