



# **Master of Healthcare Administration (MHA) Student Handbook**





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## **INTRODUCTION**

This handbook has been compiled as a source of information for Master of Healthcare Administration students (prospective and current) and Master of Healthcare Administration faculty advisors and mentors. The handbook contains a description of the MHA program policies, procedures and guidelines.

The UWM Master of Healthcare Administration program provides evidence-based inter professional training in micro and macro theory and practice to advance the health of individuals and communities, local, national, and international. The curriculum addresses four broad competency domains as defined by the Commission on Accreditation Healthcare Management Education (CAHME).

The increasingly complex healthcare milieu requires healthcare managers who can manage people and organizations in a rapidly changing world of interdisciplinary care, inter professional practice and education, translational research and practice, and technological advances in systems that are products of bioengineering and bio-medical informatics. Healthcare managers must somehow hold these fabulous strands of progress together and make them work for the good of individual patients. The corner office must be transformed from a citadel of management's traditional and expanding importance into the multilingual, multivalued, multifaceted, multicultural nerve center of the increasingly complex systems science that healthcare has become. Genomic medicine, family medicine, community nursing, blood supply management, outbreak control and species jumping diseases are but a few aspects of healthcare that must be within the healthcare manager's conceptual reach, if not his or her grasp. The MHA program will train students to take up this challenge.

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## GUIDE TO THE MASTERS OF HEALTH ADMINISTRATION APPLICATION PROCESS

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To be considered for admission and funding, the UWM Graduate School and Department of Health Informatics and Administration must receive all materials by the following deadlines, some exceptions may be granted:

**Fall application materials deadline: April 1**

**Spring application materials deadline: Dec. 1**

Applications are accepted by the MHA program on a rolling basis.

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### Items to be submitted to the Graduate School:

- Application** Complete the UWM Graduate School application form on-line at: <https://graduateschool-apply.uwm.edu>
  - Transcripts** Request that the transcripts for all colleges, universities (except UWM), technical schools, and diploma programs you have attended be sent to the Graduate School. A bachelor's degree from an accredited program, with a minimum undergraduate grade point average of at least 2.75 on a 4.0 scale is required for admission to the Graduate School.
  - Narrative Statement** The Narrative Statement requested by the Graduate School must include:
    - A rationale for graduate study and pursuit of an MHA degree
    - Initial selection of primary focus area
    - Long-range career goals
    - Professional, academic, and/or research activities performed during your undergraduate career and/or since receiving your bachelor's degree
    - Strengths you bring to graduate study in MHA at UWM
  - Application Fee** Information on the current graduate application fee is available on the Graduate School application form.
  - Graduate Record Exam/GMAT** Make arrangements to have your Graduate Records Exam (GRE) results sent to the UWM Graduate School (Graduate Institution code: 1473). The GRE must have been taken within the past 5 years. Target minimum scores are 50<sup>th</sup> percentile in verbal/quantitative sections. Visit the GRE website for more information about registration and preparation: [www.gre.org](http://www.gre.org). According to the GRE website, allow 10-15 days from the test date for UWM to receive the scores (so plan accordingly). GMAT scores will also be accepted.
  - International Students only** There are additional requirements for international applicants. Please see the current Center for International Education (<http://www4.uwm.edu/cie/futurestudents/69/>) for detailed information on application procedures and requirements or contact the Center at (414) 229-4846.
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### Items to be submitted to the Department of Health Informatics and Administration:

- Two Letters of Recommendation** Letters of recommendation from two persons familiar with the applicant's academic and professional strengths, and knowledgeable about the applicant's potential for successful graduate study, should be sent directly to the MHA Graduate Program Director. A minimum of one individual should be an academic reference.
  - Funding Application** The MHA Graduate Student Funding Application should be completed if you are interested in a graduate assistantship position (teaching, research or program assistantship) or a Chancellor's Graduate Student Award
  - Personal Interview (Optional)** A faculty member may request a personal interview for consideration of admission and/or funding.
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**UWM Graduate School Contact:**  
 Mitchell Hall Room 261  
 Email: [gradschool@uwm.edu](mailto:gradschool@uwm.edu) Phone: (414) 229-6569

**Department of Health Informatics and Administration Contact:**  
 Barbara Zabawa, JD, MPH, MHA Program Director  
 NWQ Building B, Suite #6473  
 Email: [zabawa@uwm.edu](mailto:zabawa@uwm.edu) Phone: (414) 229-7220

## Graduate School Requirements for Master's Students

The following is required to apply for admission:

- A baccalaureate degree, or its equivalent as determined by the UWM Center on International Education, from a regionally accredited institution, completed before the first term of enrollment in the Graduate School. Students applying to approved integrated bachelor's/master's programs are exempt from this requirement.
- A GRE, GMAT, or other standardized college entrance exam is required except in cases of exceptional past experience and academic performance.
- Proficiency in the English language.
- A minimum cumulative undergraduate grade point average (GPA) of 2.75 on a 4.0 scale, or an equivalent measure on a grading system that does not use a 4.0 scale.
- Official Transcripts.
- Reasons Statement which will be used to determine the appropriateness of your educational and professional goals and serves as an example of your ability to express yourself in writing.
- Fee/s: \$75 base application fee is required along with an additional \$40 evaluation fee that is required for applicants with college-level work from non-U.S. colleges, both non-refundable.
- Program Requirements: Contact your specific program representative for additional requirements for your program.
- Submission of two letters of recommendation .

To be considered for admission to the program applicants must satisfy all UWM Graduate School admission requirements. The UWM graduate School application and admission requirements are available at <https://graduateschool-apply.uwm.edu/>

## **Admission to the Executive Master of Healthcare Administration Program**

An applicant must meet the UWM Graduate School requirements and must hold a Master's degree and/ or 3-5 years of management experience in healthcare to be admitted. The GRE is not required for EMHA applicants.

## **Transfer Credits**

The maximum number of transfer credits allowable is the higher of (a) 12 semester credits or (b) 40% of the total number of credits required for graduation. To qualify, the work must meet the following criteria:

- Graduate level, from an accredited program or institution
- Taken within five years of admission to your UWM degree program
- Not have been used to meet previous degree requirements
- Grade of B or better (B- is not acceptable)
- Approved by your graduate program unit

To transfer credit, you must submit a Graduate Transfer Credit Evaluation Form to the Graduate School. This form must also be completed by students in the UW-Green Bay/UWM and UW-Parkside/UWM cooperative programs.

## **Transfer Credit Evaluation Form**

<https://uwm.edu/graduateschool/wp-content/themes/uwmwebid-graduateschool/media/transfer-credit-evaluation-form.pdf>

An official transcript of the coursework listed on the form must be sent directly from the transfer institution to the Graduate School. Unofficial transcripts are unacceptable.

To take coursework at another institution as part of your master's program, you must obtain permission from your advisor and from the Graduate School. Taking coursework at another institution during the semester you intend to graduate is not recommended and does not satisfy the minimum registration requirement at UWM for your final semester of studies.

Transfer credit will be posted on your official record after you have completed one semester in your degree program. Transfer work is not calculated into the UWM GPA; only UWM coursework is calculated into the GPA.

## **Admission with Probationary Status**

Applicants may be admitted with specific program-defined course deficiencies provided that the deficiencies amount to no more than two courses. The student is expected to satisfy deficiency requirements within three enrolled semesters. The individual graduate program unit. No course credits earned in making up deficiencies may be counted as program credits required for the degree. Applicants with undergraduate majors in areas other than those noted in this section may be admitted on a similar basis.

In some instances, students who have not met the above admission criteria may be admitted with probationary status. Students admitted with probationary status must earn a cumulative GPA of 3.0 or better at the end of 9 graduate credits or three semesters (whichever comes first) of graduate coursework. Students failing to remove their probationary status at the end of 9 graduate credits or three semesters will be academically dismissed from the program and The Graduate School.

## **UWM Email Account**

All graduate students are automatically assigned a UWM email account. Students should receive a letter from Information and Media Technologies (IM&T) informing them of their assigned email addresses and passwords. The IM&T helpline number is 229-4040. The Graduate School and the College of Health Sciences will periodically provide graduate students with information via email.

## Mission, Vision & Values

### Mission

The mission of the University of Wisconsin-Milwaukee MHA program is to prepare a diverse population in the Midwest and beyond, to lead in complex and dynamic health service environments. Through a comprehensive competency based academic course of study, we prepare, educate and develop early and mid-career professionals working in the health services arena for competent and progressive decision-making and for increasing managerial responsibilities.

*This mission is achieved by:*

- *Providing students the ability to attend classes face-to-face or online.*
- *Internships at outstanding healthcare organizations.*
- *Guidance of our advisory board consisting of current healthcare administrators and accomplished UWM faculty.*
- *Enabling students to understand the complex interrelationships between health organizations, societal and cultural contexts, and biological systems, and the well-being of the individuals and populations affected by these interrelationships.*

### Vision

*To be a transformational leader in creating the future of health care delivery as well as become the first choice of Wisconsin residents and employers seeking health administration education. Our Program will be recognized as one of the premier health administration graduate programs in the nation.*

### Values

In pursuit of this vision, the Masters of Health Care Administration (MHA) is guided by a commitment to the following values established by the College of Health Sciences at the University of Wisconsin - Milwaukee:

- ***Integrity*** in all that we do
- ***Collaboration*** to achieve ***Excellence***
- ***Diversity*** of thought, perspective and culture
- ***Accessibility*** to promote optimal engagement

*In addition, the Masters of Health Care Administration (MHA) program recognizes the importance of the following values:*

- ***Continuous improvement*** in the ***quality*** of work performed, and commitment to ***service***

- **Respect** for the dignity of each individual
- **Accountability** of individual faculty, staff, and students to each other and our constituencies
- **Fairness** in matters involving students, faculty and staff
- **Teamwork** among students, faculty, staff, and alumni and openness to **innovation** and change

## **Master of Healthcare Administration Program Student Learning Objectives**

The MHA is designed for accreditation by the Commission on Accreditation Healthcare Management Education (CAHME). The purpose of CAHME is “to serve the public interest by advancing the quality of healthcare management education by: [1] Setting measurable criteria for excellent healthcare management education; Supporting, assisting and advising programs which seek to meet or exceed the criteria and continuously improve; Accrediting graduate programs that meet or exceed the criteria; Making this information easily available to interested constituencies.”

A critical aspect of health care is the need for managing communication among diverse cultural communities, both professional and more traditional ethno-social communities. Students will be taught the importance of properly managing inter-professional communication as well as patient - professional communication. These topics will be approached as threads running through the entire curriculum, but also as topics of specific courses in ethics and communication, addressed via case studies and discussion.

**Upon successful completion of the Master of Healthcare Administration program, students will be able to develop the following five domains:**

1. Communications and interpersonal effectiveness.
2. Leadership
3. Professionalism
4. Knowledge of HealthCare Environment
5. Business Skills and Knowledge

The Master of Healthcare Administration program addresses these four CAHME competency domains through a competency model based on the HLA Competency Model.

## **MHA Competency Model**

The MHA program utilizes the ACHE Healthcare Leadership Alliance (HLA) domains and competencies. Through a thorough assessment and input process from key stakeholders, the program faculty have adopted twenty-four (24) core competencies covering 5 domains (Communication and Relationship Management; Leadership; Professionalism; Knowledge of the Healthcare Environment; Business Skills and Knowledge). These competencies are developed throughout the programs. Various assessment measures are used throughout the program to assess competencies, skills, knowledge and abilities.

### **Five Competency Domains of the HLA Competency Model**

#### **UW-Milwaukee MHA Competency Model**

##### **Domain 1: Communication and Relationship Management**

1. Interpersonal Skills and Communication (builds and utilizes collaborative relationships and develops negotiation skills)
2. Use factual data to produce and deliver credible and understandable results
3. Facilitate group dynamics, process, meetings, and discussions
4. Demonstrates and reinforces respect for diversity and inclusion
5. Presents effective business communication through writing skills and effective oral communication through presentation skills

##### **Domain 2: Leadership**

1. Leading and managing others (hold self and others accountable for organizational goal attainment)
2. Collaboration and Interpersonal Skills (builds and utilizes collaborative relationships, develops negotiation skills, and demonstrates commitment and encouragement when collaborating with others as part of a team or group)
3. Systems thinking (be able to assess the potential impacts and consequences of decisions in a broad variety of situation)
4. Change management (promote and manage change)
5. Demonstrate critical thinking, analysis, and problem solving

##### **Domain 3: Professionalism**

1. Understands professional codes of ethical behavior and acts upon ethical and professional standards
2. Capable of navigating through uncertainty of change
3. Establish, build, and sustain a network for professional development and engage in continued professional development including reflection and self-directed learning
4. Professional & Community Contribution (participate in community service; balance professional and personal pursuits)

#### **Domain 4: Knowledge of the Healthcare Environment**

1. Healthcare Issues and Trends (explain and discuss important issues in healthcare, including circumstances causing major changes and reform in U.S. health care delivery)
2. Assess the interrelationships among access, quality, cost, resource allocation, accountability, and community
3. Acquires data from multiple and diverse sources when solving problems
4. Analyze and apply funding and payment mechanisms of the healthcare system
5. Population Health and Status Assessment (understand and explain the major factors in population health status)
6. Healthcare Legal Principles (discuss and critically analyze health-related legal principles, including standards, regulations in health policies, and risk management)

#### **Domain 5: Business Skills and Knowledge**

1. Strategic Planning (ability to perform environmental analysis and develop strategic alternatives; discern competitive strategy; formulate business strategy based on evidence)
2. Quality Improvement/Performance Improvement (identify relevant problems and apply concepts of process improvement, root-cause analysis, and problem-solving techniques)
3. Organizational Dynamics and Governance (articulate and explain the roles, responsibilities, structures, and influence governing bodies hold in health care organizations)
4. Financial Management (ability to compile and analyze financial information and apply principles of operating, project, and capital budgeting)
5. Human Resources (apply methods and techniques related to the management of health care organizations, employees, and professional staff)

#### **Department of Health Informatics & Administration Faculty and Staff**

(Updated information can be found at: <https://uwm.edu/healthsciences/academics/health-informatics-administration/>)

<b>Name</b>	<b>MHA Program Disciplinary Area</b>	<b>Office</b>	<b>Office Phone</b>	<b>E-mail</b>
Tom Best, PhD <i>Assistant Professor</i>	Healthcare Administration	NWQ B6459	414-229-7104	<a href="mailto:tjbest@uwm.edu">tjbest@uwm.edu</a>
Jennifer Fink, PhD, MS <i>Assistant Professor, Co- Director of MHA Program</i>	Healthcare Administration	NWQ B6455	414-229-1533	<a href="mailto:jtfink@uwm.edu">jtfink@uwm.edu</a>
Jake Luo, PhD <i>Associate Professor, Informatics Graduate Program Director</i>	Health Informatics	NWQ B6469	414-229-7333	<a href="mailto:jakeluo@uwm.edu">jakeluo@uwm.edu</a>
Priya Nambisan, PhD <i>Associate Professor</i>	Healthcare Administration & Informatics	NWQ B6410	414-229-7136	<a href="mailto:nambisap@uwm.edu">nambisap@uwm.edu</a>
Kathleen Olewinski, MS, RHIA, NHA, FACHE, PhD (ABD) <i>Clinical Associate Professor, Director of Health Care Administration Studies, Educational Coordinator</i>	Healthcare Administration (undergrad)	NWQ B6432	414-229-7110	<a href="mailto:kmo@uwm.edu">kmo@uwm.edu</a>
Hanh Trinh, PhD <i>Associate Professor, HIA Co-Chair</i>	Healthcare Administration (undergrad)	NWQ B6428	414-229-6051	<a href="mailto:hanht@uwm.edu">hanht@uwm.edu</a>
Min Wu, PhD <i>Associate Professor, HIA Co-Chair</i>	Health Informatics	NWQ B6438	414-229-4778	<a href="mailto:wu@uwm.edu">wu@uwm.edu</a>
Barbara Zabawa, JD, MPH <i>Clinical Assistant Professor, Co-Director of MHA Program</i>	Healthcare Administration	NWQ B6473	414-229-7220	<a href="mailto:zabawa@uwm.edu">zabawa@uwm.edu</a>

# **MASTER OF HEALTHCARE ADMINISTRATION CURRICULUM**

*All courses are 3 credits unless noted differently*

## **Core Courses- 30 credits required**

HCA 866- Leading Change and Innovation in Systems  
HCA 801- Design of Health and Human Service Systems  
HCA 813- Health Regulatory Policy and Politics  
HCA 867- Leading Strategic Innovation in a Competitive Global Marketplace  
HCA 865- Financial Management for Health Care Organizations  
HCA 821- Operations Management in Healthcare Organizations  
HCA 822- Human Resources Management in Health Care Organizations  
HCA 843- Quantitative Methods for HCA  
    Or KIN 702- Statistical Analysis in Health Sciences  
HCA 868- Health Law  
HCA 823- Strategic Planning in Health Care Organizations

## **Required Internship & Capstone- 3 credits required**

HCA 870- Internship in Health Management 2 Credits  
HCA 871- Capstone 1 Credit

## **Elective Courses- 6 credits required**

### Emphasis Area: Health Informatics

HCA 723- Health Care Systems Applications 3 Credits  
HCA 743- Predictive Analytics in Healthcare 3 Credits

### Emphasis Area: Finance

BUSADM- 703 Financial Accounting 3 Credits  
BUSADM- 775 Financial Strategy 3 Credits

### Emphasis Area: Global Health

NURS 620- Global Food Security and Systems 3 Credits  
NURS 708- Global Maternal and Child Health 3 Credits

### Approved General Electives:

HCA 590- Epidemiology for the Health Sciences II 3 Credits  
HCA 590- Entrepreneurship for HC Professionals 3 Credits  
HCA 830- Social Media and Healthcare 3 Credits  
HCA 835- Patient-Provider Communication: Strategies and Practices 3 Credits  
HCA 869- Healthcare Compliance 3 Credits  
HCA 917- Seminar in Health Outcomes Assessment 3 Credits

***Total Credits for Degree: 39***

## Master of Healthcare Administration Program Outline

<u>Year 1</u>	<u>Credits</u>
<b>Fall Semester</b>	
HCA 866: Leading Change and Innovation in Systems	3
HCA 801: Design of Health and Human Services Systems	3
HCA 813: Health Regulatory Policy and Politics	3
	9
<b>Spring Semester</b>	
HCA 867: Leading Strategic Innovation in a Competitive Global Marketplace	3
HCA 865: Financial Management for Health Care Organizations	3
**ELECTIVE***	3
	9
<b>Summer Semester</b>	
HCA 870: Internship in Health Management	2
<b>Year 2</b>	
<b>Fall Semester</b>	
HCA 821: Operations Management in Healthcare Organizations	3
HCA 822: Human Resources Management in Healthcare Organizations	3
HCA 843: Quantitative Methods for HCA	3
OR KIN 702: Statistical Analysis in the Health Sciences (Online)	3
	9
<b>Spring Semester</b>	
HCA 868: Health Law	3
HCA 823: Strategic Planning in Healthcare Organizations	3
KIN 702: Statistical Analysis in the Health Sciences (Face to face)	3
OR ***ELECTIVE***	3
	9
** HCA 871 Capstone (last semester)	1
<b>Total Credits</b>	<b>39</b>

\*Note:

Section 001 is for online courses

Section 002 is for face-to-face courses for in-state residents

Section 003 is for face-to-face courses for out-of-state & Pharmacy Students

## Healthcare Administration Course Descriptions

### Credits

#### **HCA 590 Quantitative Methods for Healthcare Administrators**

**3**

This course is an overview of basic and intermediate methods that healthcare administrators and their teams use to analyze quantifiable data. It combines individual and group exploration into the terminology, application, selection, evaluation, and communication of these methods and their results to generate foundational knowledge for leading today's healthcare delivery enterprises.

#### **HCA 801 Design of Health and Human Service Systems**

**3**

This course studies managerial epidemiology, access to care, health services, health providers, workforce, technology, financing, insurance, health policy, health planning, and the evolution and structure of the U.S. health care system. Exposure to conceptual foundations will come from systems theory, epidemiology, sociology, political science, and economics as students assume health care administrator roles. This course will develop students' competencies in business skills and knowledge.

#### **HCA 813 Health Regulatory Policy and Politics**

**3**

The study of the social and political foundations upon which healthcare regulations are based. This course will cover the impact of legal factors affecting patient/client care, operations, and the administration of healthcare facilities and systems. The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement. This course will develop students' competencies in professionalism as well as business skills and knowledge.

#### **HCA 821 Operations Management in Healthcare Organizations**

**3**

This course studies fundamental principles, concepts, and approaches regarding health care operations management, quality management, and process improvement. The systemic approach to quality includes patient safety, clinical process improvement, and credentialing. To provide patient/client satisfaction techniques for business plan development, implementation and assessment will be incorporated. This course will develop students' competencies in knowledge of the healthcare environment as well as professionalism.

#### **HCA 822 Human Resources Management in Health Care Organizations**

**3**

This course will introduce human relations concepts as it applies to the health care organizations with emphasis on the application of management responsibilities. Examine human resources management functions, processes and systems within health care organizations including recruitment, selection, training of personnel and the legal and regulatory environment affecting human resource management operations. Managing and developing human resources within and between system/organizations will be studied along with organizational performance and creativity. This

course will develop students' competencies in communication relationship management, leadership, and knowledge of the healthcare environment.

**HCA 823 Strategic Planning in Health Care Organizations 3**

This course will focus on the application of decision support for strategic planning in health care organizations. Topics include strategy, goals, technology, size, design, adaptation, decision making, control, culture processes, conflict, learning, and inter-organizational relations. This course will develop students' competencies in leadership, professionalism, and business skills and knowledge.

**HCA 865 Financial Management for Health Care Organizations 3**

This course develops skills in analysis, synthesis and evaluation of advanced financial management theories, principles, concepts and techniques important to health management. This course integrates and applies financial management concepts and techniques relevant to health care settings. Topics include: quantitative analysis in financial management; cost and utilization rates; advanced accounting concepts; private and public healthcare reimbursement systems under managed care; analyze financial reward versus risk; financial planning methodologies; financial statements; preparing and managing budgets. This course will develop students' competencies in business skills and knowledge.

**HCA 866 Leading Change and Innovation in Systems 3**

Management of innovation business projects, including multi-tire contracting, virtual manufacturing, quality targeting and pursuit, and global operations. Incorporate and apply management techniques and theories into leadership activities in the process of communication, value analysis, problem solving and decision making. The imperative for healthcare leaders to understand and manage change will be emphasized, along with critically analyzing the various models of leadership. This course will develop students' competencies in leadership.

**HCA 867 Leading Strategic Innovation in a competitive Global Marketplace 3**

This course studies the purpose, function and application of planning and marketing in a competitive global marketplace in health care. Content includes strategic planning, situational analysis, strategy formulation, action planning, buyer behavior, segmentation, market research, and market control. This will provide a foundation for comparing and analyzing cultural, historical, geographic, environmental, economic and political factors that influence health. Examines determinants of health and illness, public health, health policy and global healthcare management. This course will develop students' competencies in leadership.

**HCA 868 Health Law 3**

The law is a critical component in managing health care organizations. Health care providers (both individual and institutional), payers and purchasers (such as patients and employers) must interact in a highly regulated environment. This survey course will provide MHA students with a foundation of the American legal system, which will help students understand specific health law topics covered throughout the course. These topics include the role of medicine in the American health care system, health care reform, access to care, health care contract rights, medical malpractice issues, health care organizations, liability of health care organizations, medical staff privileges and peer review, health information privacy and management, emergency care, consent to treatment and taxation of health care organizations. At the end of the course, students will have a basic understanding of the legal challenges and requirements involved in delivering American health care.

**KIN 702 Statistical Analysis in the Health Sciences** **3**  
A substantial amount of the published scientific research informing the health and health-related professions is quantitative. As such, study findings and conclusions are most often based on statistical analyses. This course is designed to enable students in the health care profession to understand fundamental descriptive and inferential statistics reported in such published studies. This course will develop students' competencies in business skills and knowledge as well as professionalism.

## **Electives**

**BUS ADM 775 Financial Strategy** **3**  
Application of financial theory to corporate strategic planning. Working capital management, capital budgeting, capital structure, dividend policy, global finance, and mergers and acquisitions.

**BUSMGMT 705 Corporate Finance** **3**  
Analysis of corporate financial decision-making including security valuation, cash flow estimation, capital budgeting, financial planning, capital structure, dividend policy, and international financial management.

**HCA 590 Entrepreneurship for HC Professionals** **3**  
Entrepreneurship for Healthcare Professionals teaches entrepreneurial thinking skills that are necessary for healthcare managers while receiving hands-on experiences through developing business ideas into marketable products.

**HCA 590 Epidemiology for the Health Sciences II** **3**  
The course covers a comprehensive introduction to the concepts and principles of epidemiologic methods and an application of those principles to healthcare management. Epidemiologic methods for the control of conditions such as infectious and chronic diseases, mental disorders, community and environmental health hazards, and unintentional injuries are discussed. Other topics include quantitative aspects of epidemiology, for example, data sources, measures of morbidity and mortality, evaluation of association and causality, and study design.

**HCA 723 Health Care Systems Applications – Administrative and Clinical** **3**  
A study of the administrative and clinical applications of health information systems with emphasis on content, functional and technical requirements.

**HCA 743 Predictive Analytics in Healthcare** **3**  
Study of predictive analytics methods and their healthcare applications.

**HCA 830 Social Media and Healthcare** **3**  
Social Media is increasingly becoming an important part of healthcare provision and self-management of health. Patients consult with one another more than with health professionals and also disclose more in social media than in a physician's office. Social Media is being used for many

purposes in the healthcare arena – for disease surveillance, mood/depression detection, social support for patients with chronic diseases, and as platforms for collaboration. In this course, we will examine these and other avenues for employing social media in healthcare, learn about the different types of healthcare research that we can do in social media, the kind of data we can collect, how we can collect them and the type of analysis we can do.

**HCA 835 Patient-Provider Communication: Strategies and Practices 3**

Patient-Provider communication is an integral part of providing effective health care services and has been found to impact quality of care and health outcomes. Physicians are routinely trained to improve the communication skills as part of improving bedside manners during rounds as residents. However, today's communication is not limited to bedsides and it requires a wide array of skills – that includes technological skills, social media skills, inter-cultural skills and the ability to understand the new and evolving empowered patients.

**HCA 869 Health Care Compliance 3**

Fundamentals of health care compliance, following Health Care Compliance Association expectations. Partial preparation for Certification in Healthcare Compliance (CHC) exam offered by Compliance Certification Board.

**NURS 620 Global Food Security and Systems 3**

An in-depth investigation of global food systems and their impact on food security and development.

**NURS 708 Global Maternal and Child Health 3**

This course will focus on critical issues impacting the health of mothers, newborns, and children, using a global and a life course analytic approach.

## **Online Course Catalog**

A list of courses currently being offered can be found in the UWM timetable:

<http://www4.uwm.edu/schedule/>

A list of all courses offered by the Department of Health Administration can be found at:

<http://uwm.edu/graduateschool/healthcare-administration/>

## **Internship & Capstone**

### **HCA 870 – Internship in Health Management (2 credits)**

Students are required to complete a minimum eight-week summer administrative internship in partial fulfillment of the requirements for completion of the MHA degree. The administrative internship takes place during the summer between students' first and second academic years. The internship is designed to provide MHA students with an opportunity to apply classroom-acquired knowledge to the work environment under the supervision of healthcare professionals. A 120-hour fieldwork experience under the supervision of a preceptor. It is a significant educational capstone experience, which involves a supervised practical experience in a community agency or health services organization. A written report is required summarizing the fieldwork experience as well as the submission of weekly reports.

Selection of an internship experience should be purposeful, based on the student's current skills and interests, the skills and experiences the student wishes to acquire, and needs of the sponsoring organization. For this reason, it is important for graduate students and potential preceptors to plan thoughtfully about the type of experiences, projects, roles, and responsibilities that should be assigned in order to meet the educational needs of the student and the needs of the organization.

### **HCA 871 – Capstone (1 credit)**

This course serves a culminating experience in which students are expected to apply knowledge gained from their graduate experience. The course is designed to provide a final experience in which students demonstrate mastery of content and allow an opportunity for closure and connection between courses and Internship experience. The purpose of this capstone is to facilitate the integration and synthesis of content through critical thinking; it is also a turning point for the student from education to professional practice.

## **e-Portfolio**

Every Master of Health Care Administration (MHA) student is required to develop a portfolio that portrays the student's experiences and accomplishments while at the University of Wisconsin Milwaukee. The portfolio is intended to be relevant to the student's professional development, and to assess educational outcomes for students in the MHA Program. e-Portfolios will be reviewed by your Capstone advisor by the end of your last semester.

## Grade Definitions

From the Graduate School Policies (<https://uwm.edu/graduateschool/academic-policies-procedures/>)

A = Superior/Outstanding work  
A- = Excellent  
B+ = Very good  
B = Good  
B- = Fair  
C+ = Passing  
C = Minimal passing grade  
F = Failing

## Graduation

To be eligible for graduation with a Master of Healthcare Administration degree, students must earn a cumulative 3.0 grade point average in the courses outlined on their approved program of study.

## Time Limit

All degree requirements must be completed within seven years of the first enrollment semester as a degree student.

## Graduate Student Misconduct Policy

Students enrolled in the MHA program are expected to comply fully with UWM's policies regarding academic and non-academic integrity. Academic misconduct is defined as "...an act in which a student seeks to claim credit for the work or efforts of another without authorization or citation, uses unauthorized materials or fabricated data in any academic exercise, forges or falsifies academic documents or records, intentionally impedes or damages the academic work of others, engages in conduct aimed at making false representation of a student's academic performance, or assists other students in any of these acts." ([http://www4.uwm.edu/acad\\_aff/policy/academicmisconduct.cfm](http://www4.uwm.edu/acad_aff/policy/academicmisconduct.cfm))

The following text from UWM's Office of Student Life provides examples of Academic Misconduct. This text and more information on academic misconduct can be found at: <http://www4.uwm.edu/osl/dean/conduct.cfm>)

"UWM expects each student to be honest in academic performance. Failure to do so may result in discipline under rules published by the Board of Regents" (UWS 14). The most common forms of academic dishonesty are cheating and plagiarism.

*Cheating includes:*

- *Submitting material that is not yours as part of your course performance, such as copying from another student's exam, allowing a student to copy from your exam; or,*
- *Using information or devices that are not allowed by the faculty; such as using formulas or data from a computer program, or using unauthorized materials for a take-home exam; or,*

- *Obtaining and using unauthorized material, such as a copy of an examination before it is given; or,*
- *Fabricating information, such as data for a lab report; or,*
- *Violating procedures prescribed to protect the integrity of an assignment, test, or other evaluation; or,*
- *Collaborating with others on assignments without the faculty's consent; or;*
- *Cooperating with or helping another student to cheat; or,*
- *Other forms of dishonest behavior, such as having another person take an examination in your place; or, altering exam answers and requesting the exam be re-graded; or, communicating with any person during an exam, other than the exam proctor or faculty.*

*Plagiarism includes:*

- *Directly quoting the words of others without using quotation marks or indented format to identify them; or,*
- *Using sources of information (published or unpublished) without identifying them; or,*
- *Paraphrasing materials or ideas of others without identifying the sources.*

*Academic Integrity means honesty concerning all aspects of academic work. Students are encouraged to consult with faculty to develop:*

- *Correct procedures for citing sources of information, words and ideas.*
- *Ways to properly credit collaborative work with project team or study group members.*
- *Strategies for planning and preparing for exams, papers, projects and presentations.*
- *Alternative procedures for quiz/exam conditions in classroom environment where cheating has been observed.*

*If a student is charged with academic misconduct, there are specific procedures, including the right of appeal, which must be followed by UWM. Sanctions imposed by the university in response to academic misconduct range from reprimands to expulsion.”*

The UWM Academic Misconduct Procedures are outlined by the University and posted on the University website ([http://www4.uwm.edu/acad\\_aff/policy/academicmisconduct.cfm](http://www4.uwm.edu/acad_aff/policy/academicmisconduct.cfm)) will be followed if any academic misconduct is suspected.

The UWM Non-Academic Misconduct Procedures are outlined by the University and posted on the University website ([https://uwm.edu/deanofstudents/conduct/conduct\\_procedures/non-academic-misconduct/](https://uwm.edu/deanofstudents/conduct/conduct_procedures/non-academic-misconduct/)) will be followed if any academic misconduct is suspected.

Student enrolled in or admitted to the Health Administration Graduate MHA Program are expected to maintain the highest ethical standards. The Department will investigate any allegations of academic or non-academic misconduct according to UWM Academic Misconduct Procedures outlined by the University.

Student’s Right to Appeal – Any student suspended from the Health Administration Graduate Health Administration Program has the right to appeal. The Graduate School Scholastic Appeals Committee (SAC) serves as the academic misconduct appeals hearing committee for all graduate students. Please see <https://uwm.edu/graduateschool/appeals-exceptions/> for more information.

## Graduate Student Appeals Procedure

Graduate students who wish to appeal an academic decision must comply with the procedures listed in the current Graduate School Bulletin.

For purposes of appeals to the Department of Health Administration Graduate Faculty Committee, the following definitions apply to terms used in the Bulletin (<https://uwm.edu/graduateschool/academic-policies-procedures/>):

- “Graduate Student” is defined as any student enrolled for graduate credit in the Department and registered as a graduate student at the University of Wisconsin-Milwaukee.
- “Appropriate Authority within the Department Faculty Body” and “Graduate Faculty of the Program Concerned” are defined as the Department Graduate Faculty Committee members who are present at the meeting during which an appeal is heard; the Department does not have a separate standing appeals committee.
- Graduate programs include non-degree as well as degree, and non-certificate as well as certificate, courses of study.

In order that the Department Graduate Faculty Committee may make an informed and impartial ruling on Step 2 Appeals (see current Graduate Bulletin: “Standards, Regulations, and Requirements”), the following procedures will be followed:

1. Appeals must be made in writing and submitted to the Department Graduate Program Director (or to the Department Chair if the Program Director is directly involved) and must include the following:
  - a. A description of the action that prompted the appeal.
  - b. The rationale for claiming that the action was inappropriate.
  - c. The specific remedy sought.
  - d. A rationale explaining why the remedy sought is appropriate.
2. The appeals meeting will have both evidentiary and deliberation portions:
  - a. Students may be accompanied by individual of their choice for personal support or advice, but this individual may not be a witness in the matter and may not actively represent or participate in the appeal. Students may present witnesses and evidence in support of their appeals during the evidentiary portion.
  - b. The evidentiary portion can be closed where the provisions of Wisconsin Statutes 19.85 (1) (f) are met and an appropriate closed session motion is passed.
  - c. The deliberation portion of the meeting can be closed where the provisions of Wisconsin Statutes 19.85 (1) (a) or sec. 19.85(1) (f) are met and an appropriate closed session motion is passed.

3. The Graduate Faculty Committee's action will be determined by a majority vote of the members present and voting.
4. In most cases, student appeals will be placed on the agenda of the next regular Graduate Faculty Committee meeting. Special meetings to hear student appeals will be scheduled when a majority of those present and voting at a regular meeting of the Committee vote to do so.

## **Chancellor's Graduate Student Award (CGSA)**

The CGSA program is designed to give UWM a competitive edge in attracting and retaining high quality, talented graduate students. The CGSA for MHA students is competency-based and awarded only in the fall for distribution between the fall and spring semesters.

For more information on CGSA, please visit: <https://uwm.edu/graduateschool/chancellors-graduate-student-awards/>

## **College of Health Sciences Honor Code** (Adopted by College of Health Science on May 4, 2007)

### ***Preamble***

The Honor Code provides a framework for moral, ethical, and professional behavior for all members of the College of Health Sciences, including students, faculty, and staff. With all members of the College committed to upholding and promoting the tenets of the Honor Code, we will continue to work and learn in a supportive and stimulating environment. Commitment to this Honor Code supports the mission of the College of Health Sciences to prepare future health professionals, and conduct nationally recognized research in the health sciences.

### ***Honor Code***

As a member of the University of Wisconsin-Milwaukee, College of Health Sciences community of scholars and professionals, I will abide by the following tenets of this honor code:

#### **I will demonstrate respect for the dignity of others by:**

- Understanding and respecting that social and cultural differences exist among students, classmates, and colleagues.
- Respecting others expectations of confidentiality and privacy.
- Not engaging in intimidating, harassing, violent, or discriminating behavior or language.

#### **I will demonstrate respect for the rights and property of others by:**

- Actively working to promote a positive learning, work, and research environment.
- Allowing other individuals to express their opinions, even if they are different from my own.
- Not committing theft, vandalism, destruction, or desecration of another's physical or intellectual property.

#### **I will take responsibility for my learning, teaching, research, and service by:**

- Demonstrating enthusiasm and being prepared for classes, labs, meetings, and other activities.

- Being prompt in completing duties and assignments, and punctual in attending classes, labs, meetings, and other activities.
- Communicating promptly and making suitable arrangements if a scheduled conflict arises.
- Contributing equitably in discussion and group work.
- Providing fair and constructive feedback when asked to evaluate others.

**I will practice personal, professional and academic integrity by:**

- Being reliable, honest and ethical.
- Following through on commitments.
- Avoiding bias and conflicts of interest.
- Adhering to the policies and procedures of organizations with which I am involved.
- Not misrepresenting or falsifying information and/or actions, including acts of plagiarism.
- Not engaging in self-destructive behavior, such as misuse of alcohol, drugs, or tobacco, that would compromise my learning, teaching, research, and service.

**I will follow the Professional Codes of Ethics relevant to my profession by:**

- Knowing and upholding the Professional Codes of Ethics that is set forth by my professional governing body.
- Upholding the ethical standards set forth by the professional and governing bodies associated with the performance and dissemination of research.
- Knowing and upholding relevant local, state, and federal laws and regulations.

## **Administrative Policies**

The graduate program in Healthcare Administration strictly adheres to The Graduate School's "Administrative Policies" as described in the Graduate School Bulletin on the Graduate School website (<http://www.graduateschool.uwm.edu/students/policies/>). These policies pertain to affirmative action, student conduct, student rights, student responsibility, sexual harassment, policies and programs concerning illicit drugs and alcohol, and discriminatory conduct. Graduate students and faculty should familiarize themselves with this information.

## **Professionalism and Code of Conduct Statement for Internship**

Dress professionally at all times, and wear your intern ID badge and/or other ID badge provided by your site. Wear business attire unless your preceptor approves casual attire for a specific assignment as appropriate. Jeans are never appropriate to wear during your internship.

## **Writing Center Services**

The Writing Center focuses on helping students become better writers. Consultants will work one-on-one with students to discuss students' work and provide feedback at any stage of the writing process. Scheduling appointments early in the writing progress is encouraged. To meet with a writing consultant, stop by during the Writing Center's regular hours of operation, call (414) 229-4339 to schedule an appointment, or you can go to their website <http://www4.uwm.edu/writingcenter/> to schedule an appointment online.

## **American College of Healthcare Executives (ACHE)**

All MHA students are required to be active members of the American College of Healthcare Executives (ACHE) and the ACHE Wisconsin Chapter. Annual membership dues are \$75 for ACHE and \$30 for ACHE-WI. If you will require financial assistance to cover the membership dues, please contact the program director.

ACHE: [www.ache.org](http://www.ache.org)

ACHE-WI: <http://wisconsin.ache.org/>

## **Future Healthcare Executives (FHE)**

FHE is an active student organization recognized by the (ACHE) Higher Education Network. FHE is open to all undergraduate and graduate students. For more information, please contact [fhexecs@uwm.edu](mailto:fhexecs@uwm.edu)

## **Commission on Accreditation of Healthcare Management Education (CAHME)**

The Commission on Accreditation of Healthcare Management Education (CAHME) serves the public by advancing the quality of graduate healthcare management education globally. CAHME is an interdisciplinary group of educational, professional, clinical, and other health sector organizations devoted to quality improvement of education for health care management and administration professionals. For 50 years, CAHME accreditation has established the standard of measurement of graduate healthcare management education for the world community.

The UWM MHA program is currently in candidacy for CAHME accreditation. For more information about CAHME, please visit [www.cahme.org](http://www.cahme.org)

## **Social Media**

The Department of Health Informatics and Administration is on **Facebook!** Find us at **UWM HIA** to stay up-to-date with news and events from our department, the College of Health Sciences and UWM.

# **WELCOME TO UWM MHA!**