

Health Systems Administration (HESY)

HESY 5001 US Health Systems 2 Credits

This intensive survey course provides an introduction to health care organization, financing and delivery in the United States, to include the role of public policy and regulation. Key health systems features and policy issues for discussion include national health expenditures and cost containment strategies, health care quality and performance improvement, patient access and health disparities, and health worker labor projections and workforce policy. Health care reform, industry and consumer perspectives, future directions and trends, and potential innovations and transformative ideas will be introduced for further discussion.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 5002 Organization Leadership Mgmt 2 Credits

This course presents a comprehensive, integrative, and practical focus on leadership and management. It is based on a framework that analyzes leadership and management at the individual, team, and organizational levels, emphasizing the importance to organizational success of self-awareness, team dynamics, and the understanding of organizational culture and change. This course explores how leadership theories are best put into practice in various health system models and provides opportunities to apply these theories through case analysis and experiential learning. Also included in the course are perspectives on stakeholder management, coaching, diversity, learning organizations, and strategic planning. The course examines moral/ethical dimensions of leadership with the assumption that effective leadership includes service to others as well as personal qualities such as authenticity and integrity.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 5003 Financial Management I 2 Credits

Financial accountability is a critical responsibility of health services administrators. This course presents basic concepts and techniques for effective decision-making and stewardship, including financial statement analysis; strategic financial planning; capital formation; responsibility and cost accounting; operational, capital and cash budgeting; capital project analysis; and working capital management. It aims to impart an understanding of how finance theory and practice can inform the decision-making of the health care firm. It will integrate corporate finance and accounting theories, institutional knowledge of health care finance, and applications to specific problems.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: HESY 630

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 5004 Quality and Performance 2 Credits

This course will prepare students to use quality measures, tools, and processes to achieve and enhance the desired outcomes for a health care organization. Students will become familiar with the history of quality in health care and influential government and private organizations. Students will become conversant with key theoretical and conceptual aspects of quality and performance measurement and improvement and will analyze their effectiveness in practice. Finally, students will explore the internal and external factors that affect an organization's ability to assess and provide quality health care.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

HESY 5005 Strategic Management 2 Credits

This course will explore the key principles that guide management and leadership in a modern health care environment. Whether working in a single hospital or a large, complex, integrated system, the singular goal of leadership is to ensure the health of the system as a predicate to ensuring optimal outcomes for patients, caregivers, and communities. The content will span strategic visioning, operational implementation, and metrics that are the foundation of a value-driven, learning health care system.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 5006 Operations Management 2 Credits

This course explores the broad strategic context and resulting implications of the changing health care landscape and the critical success factors that will be required to lead health care operations in organizations that are focused on value – highest quality and service at the lowest cost. It will emphasize the importance of tools and approaches that drive higher efficiency and effectiveness and will provide practical personal reflections on the critical skills and competencies that will differentiate health care executives who are in operational leadership roles. Following an examination of the five pillars of health are operations – people, quality, service, finance and growth – the course will provide real-world insight into performance improvement and operations management approaches that have been successful in addressing waste and inefficiency in health care settings.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

HESY 5007 Quantitative Methods 2 Credits

Modern healthcare systems are increasingly run “by the numbers.” This reflects expectations that services delivered to patients as well as delivery system changes be based on the best available evidence. And in addition to making use of existing evidence, learning health systems are using health service research methods and “delivery system science” to identify effective innovations and spread them to other provider organizations. Similarly, “dashboards” and performance measures for individual providers, hospitals, and defined populations are publicly reported and used to manage delivery systems and improve quality. To prepare executives to lead and manage a learning health system, this course draws on quantitative methods from statistics, epidemiology, and health services research. The goals are to enable students to identify and use evidence to guide practice and policy, and to introduce the basic analytical tools needed to support performance measurement for healthcare quality improvement efforts.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

HESY 5008 Health Politics Policy 2 Credits

This course seeks to examine core contemporary challenges facing the U.S. Health Care System through a lens that examines why these issues have proven so “hard” to address. The lens or analytical framework to be developed through collaborative discussion in this class seeks to integrate questions of health politics and policy. In turn, this course likewise seeks to unpack what we mean by these terms “health politics” and “policy” with a focus on integrating across several inter-related areas involving questions of: - Politics to include governmental structure and stakeholder considerations - Process with a focus on how process impacts decisions and outcomes - Substance with an interdisciplinary focus on underlying policy issues - Financing and cost questions of how resources are raised, obtained, and allocated The structure of the course is designed to blend these considerations with a study of some of the more significant challenges facing the U.S. (and in many ways global) health care system today and looking forward over time.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 5009 Managerial Ethics Law 2 Credits

This intensive course will expose students to the influence of the legal system on health care management. General concepts such as sources of laws and regulations, the court system, and legal procedure will be covered. Students will gain an appreciation of the intricacies of law, including both statutory and regulatory requirements, from both payer and provider perspectives. They will explore the use and abuse of law in contemporary management decisions, as well as complex issues such as patients' rights, confidentiality, credentialing, contracts, health care fraud and abuse, antitrust, negligence, and other malpractice actions.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

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Enrollment is limited to Graduate level students.

HESY 5940 Global Health Law Intensive 2 Credits

In this intensive course, students will work with faculty and fellows at the O'Neill Institute for National and Global Health Law to gain an indepth understanding of global health law through intensive examination and role play of one or more major problems in global health. Potential problems could include a naturally occurring infectious disease epidemic such as extensively drug resistant tuberculosis; a future epidemic such as pandemic Influenza (A) H5N1; an intentional introduction of a lethal pathogen such as anthrax; and/or major chronic diseases caused by obesity or tobacco use. Students should come to this course with a basic level of understanding of global health law, including the major international health treaties and governing structures. When studying and role playing these kinds of problems, students will be asked to construct innovative methods of global health governance, drawing upon existing international health law and institutions, along with a vision for more ideal models. The course will also capitalize on materials developed in collaboration with faculty from the School of Nursing and Health Studies for use in the "health care situation room".

Full attendance and participation is required at all sessions. Class sessions will consist of a combination of lecture, case simulations, and discussion. Grades are based on student participation, a daily journal to be kept by students, and a final paper.

Level: Graduate, Undergraduate

Course attribute:

Grading: Main Campus (UGrad, Grad)

HESY 6001 Qual Perf Improv Methods 2 or 3 Credits

This course addresses both theory and applications of quality and performance improvement (QI/PI) in health care organizations. The course revolves around the key concepts of continuous quality improvement (CQI), patient safety, Baldrige quality criteria, and the Joint Commission standards. In addition, students will analyze current case studies in medical error, leadership approaches in performance improvement, recent methodologies to improve patient care, resources and web-sites for continual learning, and speakers who have successfully implemented QI/PI in their organizations.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6002 Financial Management II 2 Credits

The focus of this course is to present the basic concepts and tools of corporate finance within the framework of health care organizations. The primary content areas of corporate finance as applied to health service care organizations include: time value of money, capital budgeting techniques, cash flow analysis, cost of capital analysis, capital structure planning and debt financing.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6003 Health Economics 2 Credits

This course uses the principles of economics to study the allocation of resources used to provide health and long-term care. Market inadequacies and market failures that have affected the financing, organization, and delivery of care are examined. The impact of private and public insurance programs on the organization and delivery of health care are analyzed, and the relationships between politics, policies, and health care markets are explored. Basic economics principles are taught and applied to the study of health care.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 6004 Business Innovations 2 Credits

This advanced seminar explores current ideas and potential innovations for dramatically improving the U.S. health care system. A disruptive innovation, a term coined by Clayton Christensen, is an innovation that improves a product or service in ways that the market does not expect. Sustaining innovations improve performance in ways that mainstream customers value, while disruptive innovations often have characteristics that traditional customer segments may not want but that have the potential to dramatically change market demand and to overtake market leaders. This course looks at potential disruptive innovations in the health care industry, ranging from new organizational models to technological and scientific advances to the convergence of data systems and measurement research. Utilizing the Oxford tutorial method, the course will feature experienced faculty/practitioners that challenge students to develop sound and critical analyses of new concepts and ideas.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6005 Healthcare Strat Plan Market 2 Credits

In the wake of health reform – including consumerism, transparency, greater access to quality ratings, and other forms of publicly available data, strategic marketing is critical for well-managed healthcare organizations. This course will examine fundamental and advanced principles of marketing? Particularly within the context of evolving healthcare trends and emerging digital platforms. Supported by lectures, webinars, case studies, guest presentations, and practice assignments, students will demonstrate the capacity to construct and present a comprehensive marketing plan for a health provider. Key components include but are not limited to: conducting market research, identifying a product or service to market, reaching a target market, evaluating performance, and determining return on investment (ROI).

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6006 Payment Policy Impacts Medical Care 2 Credits

This course examines the effects of third-party coverage on the organization and delivery of medical care. It is presumed that the student already has a basic understanding of the financing of medical care, including a basic understanding of medical care reimbursement. This course undertakes a deeper understanding of the consequences associated with the manner in which financial risk is pooled and implications of the approaches taken to reimburse and pay health care providers. This course will trace the origins and examine the limits of emerging approaches in "pay for performance," value-based purchasing," "shared savings," "bundled payments," "medical homes," "Accountable Care Organizations," as well as various forms of managed care. This course will also examine how reimbursement or payment policies have been used to affect the organization and delivery of health care in general, improve the quality of care, and attempt to ensure that resources are expended efficiently and effectively. Students who take this course should be in a stronger position to help develop reimbursement methods for payers, negotiate or lobby for changes in existing reimbursement methods on behalf of providers, or advocate for the use of coverage and reimbursement policies to help alter the organization and delivery of medical care.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6007 Managing Healthcare Orgs 2 Credits

This four-credit course provides the student an opportunity to integrate theory and practice under the guidance of faculty and industry preceptors. Students spend 16 hours per week in the practice setting developing, refining and evaluating skills for effective management of healthcare organizations with a focus upon improving the quality of care delivered. The seminar topics are organized around healthcare criteria for performance excellence (Baldrige Criteria); topic areas include leadership systems, public responsibility, strategic planning and strategy, organizational effectiveness, patient/customer focus and satisfaction, staff and workforce systems, process management, and the design and management of support processes such as finance and technology.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 6008 Population Health Data Visualization 2 Credits

This As value-based models incentive efforts to reduce costs, improve the patient experience, and advance the health of populations, widespread efforts are underway to make real-time data available for analytics – leading to more informed decision-making and resource allocation. To facilitate these efforts, organizations are employing data visualization platforms (e.g. Tableau, Power BI) for operational and population health surveillance. Through a series of big data simulation exercises, this course will allow students to create, interpret, analyze, and critique data visualization methodologies for improved organizational performance and population health advancement. Students will build on their Institute for Healthcare Improvement (IHI) Certification in Quality & Safety™ and apply evidence based quality improvement tools to uncover root causes of variation, identify opportunities for standardization, and explore characteristics that warrant stratification and risk-adjustment. With a focus on prevention and cura personalis, the course prepares students to enter the workforce with skills in operationalizing clinical and public health data integration dashboards as a means of population health improvement.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6009 Digitization of Healthcare 2 Credits

This course provides foundational knowledge of Information Technology (IT) in healthcare - its history and long-term impacts on policy and operations at health systems, and the digital transformation it is inducing in the industry at large. It will provide a managerial perspective on the modernization of processes and departments at healthcare organizations that utilize technology to provide patient care, manage operations, enhance communication, assess and improve organizational performance, provide input for strategic planning, and ensure accountability. The course will also provide an understanding of the layered nature and history of the current digital healthcare landscape, allowing for a window into how organizational leadership and policymakers must consider technology's impact when making strategic decisions for the healthcare sector.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6020 Integrative Seminar 2 Credits

This course uses case analysis to integrate concepts and techniques introduced throughout the curriculum. This course builds on previous courses and requires students to use management models, concepts, and techniques to develop appropriate strategies and appropriate action plans. Students demonstrate learning from previous courses and apply this learning to developing management plans and strategies. The course provides a framework and the opportunity to integrate concepts and models learned in other courses and to apply them. Students must think and act like a senior manager and use the tools in the manager's repertoire to define and resolve problems and issues associated with the management of organized healthcare services.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment is limited to Graduate level students.

HESY 6021 Integrative Seminar II 2 Credits

This course uses case analysis to integrate concepts and techniques introduced throughout the curriculum. This course builds on previous courses and requires students to use management models, concepts, and techniques to develop appropriate strategies and appropriate action plans. Students demonstrate learning from previous courses and apply this learning to developing management plans and strategies. The course provides a framework and the opportunity to integrate concepts and models learned in other courses and to apply them. Students must think and act like a senior manager and use the tools in the manager's repertoire to define and resolve problems and issues associated with the management of organized healthcare services.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6022 Experiential Seminar 2 Credits

With a focus on leadership and communication skill building, the course ensures students have attained advanced knowledge in critical healthcare management domains and their interactions. Students will demonstrate mastery of basic, intermediate, and advanced skills in troubleshooting and resolving critical issues. Students will reflect on their experiential work and complete a final project that integrates theory and best practice.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6023 Integrative Seminar III 2 Credits

The purpose of the Integrative Series is to build competencies required to meet the challenges in leadership, project management, and other roles of accountability and responsibility in the professional world. Whereas the first two semesters of the integrative series focused on project and operations management, this course develops students as leaders. They will focus on planning for the scalability of their project for a larger roll-out and orally communicate broader policy implications. Students must demonstrate how to market and communicate it across a range of internal and external stakeholders, and consequently defend an approach for organizational or more systemic change.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 6670 Health Information Systems 2 Credits

This course provides a managerial perspective on the effective use of information technology to improve organizational performance. The use of databases and computer based decision models to structure information and analyze complex organizational problems will be examined. Current and future IT applications will be analyzed for their influence on cost, quality, and access to care for individuals and populations in integrated delivery systems; the legal, ethical, and regulatory ramifications of these technological advances will also be explored.

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Health Systems Administration, Health Systems Administration, Health Systems Administration or Health Systems Administration.

Enrollment limited to students in the DNP-NURS-O program.

Enrollment is limited to Graduate level students.

HESY 7949 Tutorial: Health Systems 0-3 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

HESY 9992 Continuous Registration

Level: Graduate

Grading: No Grade

Course registration restrictions:

Enrollment is limited to Graduate level students.