

School of Health Professions

**Master of Healthcare Delivery Science
(MHDS) Program**

Student Handbook

2019-2020

NOTE: This handbook reflects current institutional and program information, including admissions criteria and curricula. Information is subject to change.

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MASTER OF HEALTHCARE DELIVERY SCIENCE (MHDS) PROGRAM

Purpose

The purpose of the MHDS program is to prepare students to enter the workforce with skills and knowledge that will enable them to develop and promote better healthcare delivery and practice.

Mission

The MHDS program is designed to prepare students to enter the healthcare workforce with skills and knowledge that will enable them to develop and promote better healthcare delivery and practice. The program is committed to the core values of healthcare delivery – that is, to better serve the population in terms of healthcare quality, accessibility, financing, and information technology.

Values

- Academic integrity is the foundation of higher education.
- The student-teacher relationship is based on mutual respect, trust, and a desire for shared learning experiences.
- Diversity in many forms will strengthen the learning environment.
- We are accountable and responsive to our constituents.

Goals

1. Prepare healthcare leaders with professional communication, leadership, change management, and financial strategies (PG1)
2. Equip professionals with sound understanding of the American healthcare systems, population health, and other health outcomes (PG2)
3. Develop professional capacity to make data-driven decisions and utilize research data to solve cost impact and therapeutic efficiency problems (PG3)

Student Learning Outcomes

Graduates of this program are healthcare professionals who:

- Model best practices in healthcare delivery leadership (aligns with PG1)
- Communicate professionally and strategically with current communication tools (aligns with PG1)

- Are capable of managing individuals, groups or organizations efficiently (aligns with PG1)
- Are equipped with financial management skills and the ability to analyze business operations (aligns with PG1)
- Strategize solutions to current challenges facing the healthcare industry and adapt to changes (aligns with PG1)
- Understand healthcare systems and how to optimize delivery of care (aligns with PG2)
- Focus on improving healthcare quality at all levels of a healthcare system (aligns with PG2)
- Are able to identify population-based approaches aimed at health improvement (aligns with PG2)
- Participate in the process of health policy development for continued improvement of healthcare systems (aligns with PG2)
- Utilize information technology to enhance health outcomes (aligns with PG3)
- Apply research evidence to assist in the understanding, development, and validation of health data (aligns with PG3)
- Apply statistical reasoning principles to extract information and make evidence-based decisions (aligns with PG3)
- Are equipped with tactical and strategic problem-solving skills (aligns with PG3)

ACCREDITATION

Eastern Virginia Medical School is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award the Doctor of Medicine degree, master's degrees, doctoral degrees, and certificates. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097 or call 404-679-4500 for questions about the accreditation of Eastern Virginia Medical School.

KEY PROGRAM CONTACT INFORMATION

Administration of the MHDS program is according to the policies established in the program handbook. Administrative oversight is provided by the Program Director, the Chairs of the Curriculum and Admissions Committee, the Dean for the School of Health Professions, and the program's Administrative Support Coordinator.

NAME	ADDRESS	PHONE	E-MAIL
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PROGRAM FACULTY

Program faculty are certified in accordance with institutional policies and procedures.

MHDS Faculty	
Tina Cunningham, PhD	Director - Healthcare Delivery Science Program Director-Healthcare Analytics Program Associate Professor
C. Donald Combs, PhD	Vice President & Dean - School of Health Professions
Brian Martin, PhD, MBA	Professor Associate Dean - School of Health Professions Director - Doctor of Health Sciences Program Director- Master of Public Health Program
Cynthia Cadieux, PhD, RDN, FAND	Assistant Dean - Institutional Effectiveness & Program Review Director - Medical and Health Professions Education Associate Professor
Rajan Lamichhane, PhD	Assistant Professor

MHDS Faculty	
Hadiza Galadima, PhD	Assistant Professor
Brian Martin, PhD, MBA	Assistant Dean - Admissions & Enrollment Director - Graduate Program in Public Health Associate Professor

TECHNICAL STANDARDS

The essential abilities and skills that candidates and students must possess in order to complete the education and training associated with the MHDS program are referred to as Technical Standards.

1.0 Observation Skills Technical Standard

1.01 Demonstrate sufficient attention and accuracy in observation skills (visual, auditory, and tactile) in the lecture hall, laboratory, and/or online settings. Indicators include but are not limited to accurate visualization and discrimination of text, numbers, patterns, graphic illustrations, and other imaging texts.

2.0 Communication Skills Technical Standard

2.01 Demonstrate effective communication skills with professionals of varying cultures, ethnicities, and personalities.

2.02 Indicators include, but are not limited to, these examples:

1. Clear, efficient, and intelligible articulation of spoken English language.
2. Legible, efficient, and intelligible written English language.
3. Accurate and efficient English language reading skills.
4. Accurate and efficient, expressive and receptive communication skills.
5. Ability to accurately follow directions (oral and written).

3.0 Critical Reasoning Skills Technical Standard

3.01 Demonstrate critical reasoning skills, including, but not limited to intellectual, conceptual, integrative and quantitative abilities.

3.02 Indicators include, but are not limited to, these examples:

1. Demonstrate ability to measure, calculate, reason, analyze, integrate, and synthesize information.

2. Demonstrate ability to acquire, retain, and apply new and learned information.

4.0 Motor and Sensory Function Technical Standard

4.01 Demonstrate sufficient motor and sensory function.

4.02 Indicators include, but are not limited to, these examples:

1. Execute motor movements that demonstrate safety and efficiency in the various learning settings (i.e., classroom, online).
2. Physical stamina sufficient to complete the online didactic study, which will include prolonged periods of sitting.

5.0 Behavioral and Social Attributes Technical Standard

5.01 Demonstrate the behavioral and social attributes vital to participation in a graduate-level academic program.

5.02 Indicators include, but are not limited to, these examples:

1. Possess the emotional health required for full utilization of mental faculties (judgment, orientation, affect, and cognition).
2. Ability to develop mature and effective professional relationships with faculty and other members of the educational and healthcare team.
3. Possess personal qualities that facilitate effective therapeutic interactions (compassion, empathy, integrity, honesty, benevolence, and confidentiality).
4. Demonstrate impartial motives, attitudes, and values in roles, functions, and relationships.
5. Ability to monitor and react appropriately to one's own emotional needs and responses.
6. Display appropriate flexibility and adaptability in the face of stress or uncertainty in teaching and learning environments.
7. Compliance with standards, policies, and practices set forth in the Program Handbook.

STUDENT IDENTIFICATION POLICY

Due to the fact that the MHDS program is offered entirely online through Internet access, there is no need for distance learners to obtain a photo identification badge. However, students enrolled in the program who live near the EVMS campus have the option to

obtain a photo identification badge in case they wish to visit the program office, library, etc. If students living in the Norfolk area wish to obtain a student ID badge, they must visit the Human Resources Department, located in Smith Rogers Hall between the hours of 8AM - 4PM Monday through Friday. While on campus, this badge must be worn prominently at all times for access to EVMS facilities.

REGISTRATION

Course Registration

Students will register for courses six weeks prior to the start of a new semester. This registration process will take place in the [myEVMS portal](#) by clicking on the VZ Registration link. Once the student has logged into the portal and clicks on the link, a registration page will display. Click all of the course boxes listed for the semester and press submit. A confirmation email will be sent to the student's EVMS email account. The registration will follow with an invoice that will be sent by mail to the student.

STUDENT FINANCES

The EVMS Financial Services office will mail an invoice one month prior to the start of each semester. Your first invoice will include tuition and student fees less your acceptance deposit.

Payments

Tuition payments for the MHDS program must be paid by the first day of each semester, based on the total number of credit hours for which a student has enrolled, and is subject to change at any time. Please contact the Financial Office at 757-446-6063 or by email at AR@EVMS.EDU if you do not receive a tuition invoice.

Tuition Statements

You can access your financial statements at any time online using the [myEVMS portal](#). If you have any questions or do not receive an invoice, please contact the Finance Office at 757-446-6063 or by email at AR@EVMS.EDU.

Financial Aid

To qualify and maintain eligibility for Federal Student Aid programs, an applicant must be accepted for admission to EVMS, be enrolled in good standing at least half time, be a U.S. citizen or permanent resident, be registered with the Selective Service if a male, at least 18 years old, under 26 years old, and not currently a member of the Armed Forces,

not be in default on a previous student loan or owe a refund on any Title IV funds received at another educational institution, maintain satisfactory academic progress and be credit worthy (for credit based loans). To be considered enrolled at least half time, students must be registered and attending at least (6) credit hours per semester. Failure to maintain enrollment in (6) credits per term could result in loan funds being returned to the Title IV granting agency and could result in a balance due to EVMS. Sources of financial aid can be confirmed by the EVMS Office of Financial Aid at 757-446-5804 or email at finaid@EVMS.EDU.

Financial Aid and Academic Probation

In order to continue to receive federal, state, and institutional financial aid, you must maintain satisfactory academic progress according to your program's guidelines, but you must also meet the pace and completion requirements of the federal regulations. More information on the [Satisfactory Academic Progress requirements](#) is located online.

ATTENDANCE

Once the semester begins, the students are notified of new course openings. It is a requirement for all MHDS students to log into their new course(s) the first day of the course. Information about the course schedule, such as start and stop dates, is available in this handbook (see [Program Schedule](#)), the MHDS Orientation Course, and the MHDS Class Calendar. Failure to log in to a course and missing important deadlines may lead to withdrawal from a course. Students should expect to commit 15-20 hours per week to each course. Attendance is evaluated by student participation in online discussions, required interaction with the faculty as well as other classmates, and the timely submission of class assignments. Completion of Day One activities is the means by which the Program verifies your presence and participation in each course. This information is reported to Financial Services to initiate Financial Aid disbursements.

ONLINE COURSE PROCEDURES

This section includes the Course Policies and Procedures that explain how different aspects of online courses are handled.

Examination Procedures

All examinations and quizzes are taken online, either within the Blackboard environment or using other software specified by the instructors. Students will be given detailed instructions at the time an exam is released about resources they may use during an exam. Written work will be checked for plagiarism electronically through the Blackboard environment using the Safe Assign feature.

Reviewing Secure Exams

Because of the secure nature of the exams you may take, they will not be released to you for review. Questions should be directed to the course instructor, and may require setting a time to meet in an Adobe Connect Meeting space.

Assignments

Deadlines for submitting assignments are included in each course syllabus. Due to the differing time zones, Eastern Standard Time (EST) will be used for exam postings or deadlines. Special circumstances should be approved by the course instructor at least a week in advance. Unless directed differently by the faculty, the assignments folder must be used for submission of all projects, reports, and papers—never email your assignments. Always submit your assignments in the format requested by the instructor. Always include your last name in the file name, and use a running footer that includes your name on every page.

Grades

Grades for assignments and exams are posted in the Blackboard course site within one week after the assessment or deadline. Also, within a one-week period after the end of a course and after the course survey or evaluation has been completed by all students, the course grades will be posted. If you have not received a grade for an assignment, exam or course within a one-week period, please contact the course director to report the problem. If you do not get a response, contact the Program Director.

Course Surveys and Evaluations

We require all students to fill out an evaluation or survey for each and every course. Students will receive a link to the course survey during the last week of the course and will receive a reminder email about the survey weekly until we receive the survey. As soon as the Course Evaluation Surveys are complete, your grades are released. Responses to questions related to the course and faculty are anonymous and not shared with faculty until after final grades are submitted.

Instructor Response Time

Program faculty are expected to check messages once per day and respond within 48 hours. Feedback on assignments is usually provided within one week of receipt. If there are any concerns about missed emails or no response, please contact the course instructor or the Program Director.

Class Demeanor

Students are expected to interact in a professional manner with classmates, faculty, and staff, be prompt in attending Internet meetings, be patient in online interactions, and

follow through on their individual contributions to group assignments. Inappropriate language, dissension, or disruption will be removed from any web posting and disciplinary action may be taken.

Email

Only your EVMS email will be used for the duration of the program. Email may be sent from within Blackboard, but Blackboard will use your EVMS email account as the sending account. Information that you need to convey to the instructor or requests for an appointment are best sent via EVMS email.

Discussion Board

The Discussion Board, Wiki, Blogs, and Journal Postings in Blackboard are types of interactions where students and faculty who have access to the class can communicate with one another. Discussion board forums are read by everyone in the class. Wiki assignments are typically group projects to which all members of the class have access. Blogs are similar to discussion board forums where all class members will have access. Journal postings are only available to you and your instructor. You are responding to questions posted by the instructor, members of your group, or each member of the class. All of these types of assignments will typically have a grade associated with them. Please check to make sure you understand the timing of posts, how many posts, and the type and depth of the post being requested so that you may get full credit for the assignment.

Typically, each course has a general ungraded discussion board forum where you may ask for clarification of the course requirements. If you have a question related to something you read, chances are someone else in the class does also. If you post something and are not getting a reply, most likely no one is aware that you have posted a question. Please report this to the course director who will take appropriate action to notify others.

Please be aware of netiquette when making a post. Be respectful of each other and your faculty, avoid texting short hand or in all caps, and please behave in a professional manner.

Troubleshooting

If you cannot log into Blackboard (Bb) or access your email, contact the Network Information Center (ACC) by phone at 757-446-5871 or by email at comp@EVMS.EDU.

GRADING POLICIES

Make-up Policy

If you are unable to meet the deadline for submission of assignments, you must communicate with the course instructor or course director. Failure to do this will result in a zero grade for the assignment.

Late Assignments

Assignments must be submitted on or before their due date. Technology failures, such as an EVMS/Blackboard server problem, are not excuses for late submission of work. If you are unable to connect to the server, please contact the Network Information Center immediately to troubleshoot the issue and email the faculty to determine where to send a copy of the assignment.

Student Progress

Student progress in the MHDS program is monitored at the individual course and semester levels. The course director evaluates progress at the course level during and at the end of a course. If student performance falls below a level that is acceptable, the course director will issue a written warning, which is sent to the Program Director as well as the student. This warning should alert the student to problems to remedy immediately. Once a student is issued a warning, they must contact the Program Director to discuss ways to remedy the situation. Communication between the course director, Program Director, and the student is established to discuss options. The Program Director will meet in the middle and at the end of each semester with individual course directors as needed to evaluate student progress at the course level. At the end of the semester, the student GPA is evaluated by the Program Director. Since the students in the MHDS program will be required to achieve a cumulative GPA of 3.00 or better to obtain a graduate degree, this standard must be met each semester.

Academic Standing, Warning and Probation

1. Students are considered to be in good academic standing if their term and cumulative GPA is 3.00 or greater.
2. If a student's term or cumulative GPA falls below 3.00, a written warning is issued. Students who receive a warning must increase their cumulative GPA to 3.00 or higher by completion of the following semester or they will be placed on academic probation.
3. Students placed on academic probation must achieve a term GPA of 3.00 or higher by the completion of the following semester or they will be subject to dismissal. Students on probation who achieve a term GPA of 3.00 or higher, but whose cumulative GPA is below 3.00, may remain on probation for one additional semester.

4. No student may remain on probation for more than two consecutive semesters. Any student who fails to attain a cumulative GPA of 3.00 or higher after two semesters of probation will be subject to dismissal from the program.
5. Students receiving a grade of C- or below in any course may be asked to retake the course or part of the course based on a decision by the course and program directors. Most courses are taught only once a year, which may mean taking the course or a part of the course with the following cohort of students.
6. Any student receiving the grade of a C- in two courses is subject to dismissal from the program.
7. The Program will make every reasonable effort to notify students of their academic status. A letter is mailed to each student placed on academic warning, probation, or dismissal. However, it is the responsibility of every student to monitor their academic progress and to check with the Program Director if there are any questions about his or her academic status.

Eligibility to receive financial aid may be affected if a student is placed on academic probation.

Student Disability Service Statement

EVMS is dedicated to providing reasonable accommodations to qualified students with a documented disability. The student must self-identify with the Office of Student Disability Services as having a disability to begin the accommodation process. It is in the best interest of the student to begin the accommodation process as soon as you are aware that you may need them, as accommodations are not retroactive. All students must be able to fulfill the academic and technical standards of their academic program with or without reasonable accommodations; however accommodations are made available to aid in fulfilling those standards, not to waive them. If you have, or believe you have, a disability for which you wish to request accommodations under the Americans with Disabilities Act or Section 504 of the Rehabilitation Act, you must contact the EVMS Disability Officer— StudentDisability@EVMS.EDU . For more information about the disability accommodations process, please visit: [disability guide for students](#).

PROFESSIONALISM AND SCHOLARLY REQUIREMENTS

Writing Style

The MHDS program uses the 6th edition of the American Psychological Association (APA) Manual of style formatting and citation for all assignments. If you have a question about formatting that you need help with that is not covered elsewhere, please consult the [APA Style Guide](#), 6th Edition.

The EVMS Honor System

The students, faculty, and administration of EVMS join together in support of the [EVMS Honor Code](#) for the purposes of (a) providing an atmosphere of mutual trust, concern, and respect; (b) fostering honorable and ethical behavior; and (c) cultivating lifelong professional conduct.

Any action indicating lack of integrity or dishonesty in academic matters is considered a violation of academic ethics and the Honor Code. Such offenses include, but are not limited to, lying, stealing, engaging in or attempting to engage in cheating, plagiarism, sabotage, falsifying or manipulating data, or knowingly passing off work of another as one's own. Any student who fails to abide by the Honor Code or live up to its principles is subject to disciplinary action by the Honor Court. All students are obligated to support the Honor Code and report any violation thereof to the Honor Council. Each student subscribes to the Honor Code by signing in writing his/her support at the time of matriculation.

Plagiarism Policy

Plagiarism can best be defined as stealing and passing off the ideas and/or exact words of another as your own. Unintentional plagiarism, where the plagiarism is the result of ignorance, poor writing skills, or mistakes in writing up citations in early drafts, is forgivable.

Basically, if you submit a final draft to an instructor or to a journal for publication with the words or ideas of another person consciously copied with or without citation, then you are guilty of plagiarism.

Thus, students in this program are trained to:

- Understand proper ways to cite and use material from others' work
- Know the differences between citation, quotation, and plagiarism

Written work will be reviewed to detect plagiarism using the Safe Assign feature in Blackboard and other methods as necessary.

GRADUATION REQUIREMENTS

Length of Time to Complete the Master's Degree

It is expected that students in the MHDS program will complete their requirements in two (2) calendar years. If the student has not completed the degree requirements at the end of the second year period and they anticipate non-completion by the 90-day post-graduation cutoff, the student must submit a written plan for completion of the outstanding requirements which is due by the third week in May of their graduation year and the Program Director must approve this petition. Financial aid could be impacted by failure to complete the degree in a timely manner. Students must pass all courses and achieve a cumulative GPA of 3.00 or higher to graduate.

Graduation

EVMS confers formal academic degrees at an annual graduation ceremony to students in degree granting programs. All candidates for academic degrees, who qualify during a given academic year, will be graduated at this ceremony regardless of the actual completion date of the degree requirements. Students may participate in commencements while still completing requirements; however, they will be presented with an empty diploma folder during the ceremony. The diploma will be sent after all degree requirements are completed. In order to participate in graduation, all degree requirements must be completed within 90 days after the date of graduation. The program director, practicum advisor, and/or Student Progress Committee must see that all requirements have been completed or that adequate progress has been made (including the Practicum project) one month prior to graduation or the student will not be approved to attend commencement ([complete Certification for Graduation](#)). The student must petition for approval to attend graduation one month prior if all requirements have not been met ([complete Requirements Have Not Been Met Form](#)).

The ceremony is conducted on the third Saturday in May. Caps and gowns for distance learning students are distributed on the day of graduation at Scope Auditorium in Norfolk, Virginia. A line-up sheet will also be given to inform graduates of the order of procession. Assistance will be provided for any questions or concerns.

Commencement exercises are part of a larger academic tradition. Commercial activity is incompatible with these exercises. Such activities are appropriately conducted during the rehearsal or at class banquets. Any public displays of graduation information and events must be approved by both the Chief Marshal and the Office of Institutional Advancement.

EVMS Student Publishing Policy

Authorization for publishing any or all of your practicum project as a meeting abstract, meeting poster, book chapter, or article in a scientific journal must be sought from your advisor(s) and the Program Director. All scholarly work done as part of the requirements of completing the MHDS program must be attributed to EVMS, your advisor, the Program Director, and your local institution.

CURRICULUM

The 30-credit hour distance-learning program is designed to be completed in five consecutive semesters. Courses are expected to be offered in either a 16-week or 8-week format.

Core Courses

MHDS 500: Strategic Communication

MHDS 501: Management of Organizational Change

MHDS 502: Healthcare Delivery Systems

MHDS 503: Effective Information Technology for Healthcare Organizations

MHDS 504: Introduction to Healthcare Analytics

MHDS 505: Leadership and Professionalism

MHDS 600: Essentials of Financial Management

MHDS 601: Leveraging Data for Evidence-Based Decision Making

MHDS 602: Population Health and Preventive Care

MHDS 603: Leading Innovation

Students complete coursework and interact with instructors and classmates through a distance education format utilizing the Blackboard (Bb) Learning Management System. Upon successful completion of the program, students are awarded the MHDS degree.

COURSE DESCRIPTIONS

Strategic Communication

Communication skills have never been more important than in the 21st century where professionals must balance verbal and written interactions. Strategic communication must align the message, the medium, and the audience to help organizations achieve their goals. This course will explore those concepts and help students improve their communication skills, including topics such as professional writing, developing effective PowerPoint presentations, the importance of active listening, and evolving use of social media.

Management of Organizational Change

A study of organizational management theory and organizational models in a variety of settings as related to culture, mission, performance and change management with an emphasis on the application of management theory and research. This course provides an opportunity to explore conceptual frameworks addressing organizational development, leadership, decision-making, and the stages of change management.

Healthcare Delivery Systems

This course focuses on the identification and analysis of factors and interrelationships which influence the operation of health services organizations with specific attention to local health departments, hospitals, multi-institutional systems, integrated health systems and strategic alliances. These organizations will be viewed and discussed comparatively with other types of health service agencies.

Effective Information Technology for Healthcare Organizations

This course provides the key concepts related to information technology within healthcare organizations. Students will learn how information technology is used as a tool to improve performance within healthcare organizations for positive health outcomes. Topic areas include the electronic health record, HIPAA and security requirements, ethics and legal rules for retrieving and managing clinical data, computerized provider order entry, and the use of administrative and registry data for standard reports, scorecards, and dashboards.

Introduction to Healthcare Analytics

This course introduces basic concepts in healthcare analytics. Students will develop data analysis skills with an emphasis on statistical reasoning. The course is designed to teach students how to use data to make informed decisions. This process includes reviewing the data, exploring all the underlying assumptions, summarizing and analyzing the data, and finally translating the results. Discussions and assignments will focus on honing data interpretation and the ability to strategically apply analysis results to improve health outcomes.

Leadership and Professionalism

This course exposes learners to effective leadership approaches and skill sets. Topics will include fundamentals of leadership, leadership and professionalism self-assessment, leadership philosophy, professionalism, essential leadership and professionalism skills, modeling best leadership practices and behaviors, ethics in leadership, institutional and

program accreditation, handling conflict, and emerging issues. Learners will apply this learning to their professional life through a series of practical exercises.

Essentials of Financial Management

This course covers financial management in health care organizations including, but not limited to, financial decision-making using accounting information, operation of business units, principles of economics and capital budgeting processes along with budgetary and financial controls. Financial performance will be analyzed along with revenue determination and profitability. General accounting foundations and terminology will be covered. Students will analyze “real-life” cases to apply cost allocation, marginal cost pricing, breakeven, budget variance, capital investment, and financial analysis skills. Students will also identify and explore a healthcare finance-related topic, and prepare a research paper.

Leveraging Data for Evidence-Based Decision Making

The utilization of data in decision-making is essential in healthcare delivery. Data can be used to evaluate the quality of care delivery, program effectiveness, health economics, and more. This course provides an introduction to the use of data and how to transform analysis results into evidence driven decisions. Students will also learn how to apply and integrate these concepts into health-related scenarios and gain fundamental skills in data-driven decision-making for healthcare leaders.

Population Health and Preventive Care

This course discusses the determinants of health, health behavior change, measuring health status, and influences on health status including health disparities and socioeconomic status. This includes discussion on how healthcare organizations utilize this information to improve health status among populations. Additionally, students will be able to identify and understand population-based approaches aimed at health improvement.

Leading Innovation

Increasingly complex environments require a commitment to develop innovative solutions to address changing systems and evolving needs. This course will examine concepts and case studies of innovation in a variety of organizations, along with the tools and strategies necessary to promote effective change through discovery and networking. Students will apply information learned throughout the program to develop an innovative proposal for their place of employment or for an organization for which they aspire to work.

CERTIFICATION FOR GRADUATION

Master of Healthcare Delivery Science (MHDS) Program

This form will be completed and submitted by the Program Administrator. After student evaluation and signature are obtained, the student will be allowed to graduate.

<i>To be completed by MHDS Office</i>		
Student Name: _____	_____	_____
Last Name	First Name	Middle Initial
Student ID #: _____	Entry Year: _____	

Please indicate the status of the following:

	Pending	Completed	Not Applicable
Presentation			
Final GPA			
Total credits needed (30)			

Please check all of the required courses that must be completed prior to graduation:

	<input checked="" type="checkbox"/>	Course No.	Course Name	Credit Hours
	<input type="checkbox"/>	MHDS 500	Strategic Communication	3
	<input type="checkbox"/>	MHDS 501	Management of Organizational Change	3
	<input type="checkbox"/>	MHDS 502	Healthcare Delivery Systems	3
	<input type="checkbox"/>	MHDS 503	Effective Information Technology for Healthcare Organizations	3
	<input type="checkbox"/>	MHDS 504	Introduction to Healthcare Analytics	3
	<input type="checkbox"/>	MHDS 505	Leadership & Professionalism	3
	<input type="checkbox"/>	MHDS 600	Essentials of Financial Management	3
	<input type="checkbox"/>	MHDS 601	Leveraging Data for Evidence-Based Decision Making	3
	<input type="checkbox"/>	MHDS 602	Population Health and Preventive Care	3
	<input type="checkbox"/>	MHDS 603	Leading Innovation	3

Upon completion of the above, this student will have completed all requirements for the Master's degree.

Program Director	Date
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REQUIREMENTS HAVE NOT BEEN MET FORM

**Petition to Attend Graduation or Graduate with Your Cohort
Master of Healthcare Delivery Science (MHDS) Program**

This form must be completed and returned one month prior to graduation (the third week in April). This form is required by students who have not completed all degree requirements but would like to attend graduation or would like to officially graduate in the academic year under which you entered the program (e.g. Class of 2020). Students must email the completed form for review by the Program Director. Any outstanding requirements must be completed within approximately 90 days from the date of the graduation ceremony.

Student Name		Student ID #	
Student Signature		Date	

List of Requirements Not Met

SIGNATURES		Date
Advisor		
Course Director		
Program Director		

CURRICULUM (SNAPSHOT OF COURSES AND SEQUENCE)
Master of Healthcare Delivery Science (MHDS) Program

Semester 1		YEAR ONE	
MHDS 500	Strategic Communication		3
MHDS 502	Healthcare Delivery Systems		3
		Credit Hours	6
Semester 2		YEAR ONE	
MHDS 501	Management of Organizational Change		3
MHDS 503	Effective Information Technology for Healthcare Organizations		3
		Credit Hours	6
Semester 3		YEAR ONE	
MHDS 602	Population Health and Preventive Care		3
MHDS 505	Leadership & Professionalism		3
		Credit Hours	6
Semester 4		YEAR TWO	
MHDS 600	Essentials of Financial Management		3
MHDS 504	Introduction to Healthcare Analytics		3
		Credit Hours	6
Semester 5		YEAR TWO	
MHDS 601	Leveraging Data for Evidence-Based Decision Making		3
MHDS 603	Leading Innovation		3
		Credit Hours	6
		Total Credit Hours	30

Healthcare Delivery Systems, MS

	Class of 2020	Class of 2021
Orientation		
Term I	Semester 4	Semester 1
Start Date	8/26/2019	8/26/2019
End Date	12/13/2019	12/13/2019
Final Exams	12/7/2019 - 12/13/2019	12/7/2019 - 12/13/2019
Term II	Semester 5	Semester 2
Start Date	1/13/2020	1/13/2020
End Date	5/1/2020	5/1/2020
Final Exams	4/24/2020 - 5/1/2020	4/24/2020 - 5/1/2020
Term III		Semester 3
Start Date		5/18/2020
End Date		8/7/2020
Final Exams		
Graduation Rehearsal	5/14/2021	5/13/2022
Graduation	5/15/2021	5/14/2022
HOLIDAYS AND BREAKS		
Labor Day	9/2/2019	9/2/2019
Thanksgiving Break		
Winter Break	12/14/2019 - 1/12/2020	12/14/2019 - 1/12/2020
Martin Luther King, Jr. Day	1/20/2020	1/20/2020
Memorial Day	5/25/2020	5/25/2020
Fourth of July	7/4/2020	7/4/2020