

Master of Healthcare Administration
Program

STUDENT HANDBOOK
2023-2024

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WELCOME

On behalf of the faculty and staff, it is our pleasure to welcome you to the Eastern Virginia Medical School MHA Program! You are beginning a rewarding educational experience that will prepare you for an important role in managing and leading organizations in our country's complex and vast healthcare system serving the diverse population living in the United States.

This Handbook provides information you need to know about the Program, what you can expect from us, and what we expect from you. If you have questions not addressed in the Handbook, please contact the Program office by phone or e-mail. We will find an answer for you. We are also here to assist you if you have problems, whether personal or academic, which affect your success in the Program. Please do not hesitate to contact us.

Your successful matriculation through this Program requires adherence to the policies, procedures, and regulations stipulated by the MHA Program and EVMS. As important as these resources are, however, they do not substitute for regular contact with your Academic Advisor.

Again, welcome to the MHA Program! Your success is our passion!

Glenn A. Yap, PhD, MBA, MS
Associate Professor and Director
Master of Healthcare Administration Program
School of Health Professions
Eastern Virginia Medical School
yapga@evms.edu
757/446-6120



PROGRAM HISTORY

After several years of discussion and the results of a comprehensive market survey, the EVMS Board of Visitors approved in 2020 to begin offering a Master of Healthcare Administration degree to meet the healthcare workforce needs of Hampton Roads and surrounding regions. In 2020, the State Council on Higher Education for Virginia (SCHEV) approved the EVMS to grant the Master of Healthcare Administration degree. Fall 2021 was the first cohort of students admitted to the MHA Program who just graduated in May 2023. The EVMS MHA Program is an academic unit within the EVMS School of Health Professions.

The EVMS MHA Program includes two tracks. A 43-credit hour track is designed for students who have no or minimal experience working in healthcare. These students will be required to take an administrative introduction course, which will consist of gaining health care administration exposure and experience at a local healthcare organization. Students enrolled in the 42-credit hour track will have healthcare experience and do not need this initial exposure to the healthcare environment.

PURPOSE

MISSION

The mission of the EVMS Master of Healthcare Administration program is to educate and train the next generation of healthcare managers and leaders through excellence in competency-based education, faculty and student scholarship, and service learning focused primarily on Hampton Roads and the surrounding regions.

VISION

The Program fully supports Eastern Virginia Medical School's institutional vision to become the nation's most community-oriented school of medicine and health professions. The MHA Program vision is:

The vision of the EVMS MHA Program is to be recognized as a Top 20 Graduate Healthcare Management Program in the nation by 2030.

VALUES

- Integrity
- Diversity
- Inclusiveness
- Excellence
- Cultural Sensitivity

GOALS

1. Education: To provide a high quality, competency-based curriculum focusing on the application of skills to address healthcare challenges faced by healthcare administrators.
2. Scholarship: To provide faculty and students the opportunity to engage in scholarship focused on important healthcare administration issues.
3. Service: To provide faculty and students community service activities that advance learning and benefit the community.

ACCREDITATION

Eastern Virginia Medical School is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the Doctor of Medicine degree, Masters' degrees, Doctoral degrees, and Certificates.

KEY PROGRAM CONTACT INFORMATION

Program Director: Glenn A. Yap, Ph.D., MBA, MS
Email: yapga@evms.edu

Administrative Office: Phone: 757-446-6120
Fax: 757-446-6121
[Email: MHAINFO@evms.edu](mailto:MHAINFO@evms.edu)

Physical Address: Eastern Virginia Medical School
EVMS Master of Healthcare Administration Program (MHA)
Harry T. Lester Hall
651 Colley Ave, Room 415
Norfolk VA 23507

Mailing Address: Eastern Virginia Medical School
EVMS Master of Healthcare Administration Program (MHA)
Post Office Box 1980
Norfolk VA 23501-1980

Open: Monday - Friday (8:30 am – 5:00 pm)

IMPORTANT CONTACTS

EVMS Contacts	Location/Contact	Phone
MHA Program Office Rose Ann Arnaud Jeanne' Burno Shirlwin Watkins	Lester Hall 415	757.446.6120
Academic Computer Center	Lewis Hall 1003	757.446.5871
Academic Development	AcademicDevelopment@evms.edu	
Admissions	Lewis Hall	757.446.7153
Brickell Library	Brickell Library	757.446.5851
Distance Education	Lester Hall 334	757.446.5051
EVMS IT Service Portal	evmsit@evms.edu	757.446.7400
Financial Aid	Lewis Hall 1140	757.446.5804
Health Insurance (through HR)	Waitzer Hall 972	757.446.6043
Diversity and Inclusion	diversity@evms.edu	757.446.5869
Police and Public Safety	Lewis Hall 1020	757.446.5199
Registrar	Lewis Hall 1147	757.446.5806
Student Affairs	Lewis Hall 1168	757.446.5244

ACADEMIC ADVISORS

Glenn A. Yap, PhD, MBA, MS

Associate Professor and Director, Master of Healthcare Administration Program

yapga@evms.edu

757.446.6120

MHA STUDENT PROFESSIONAL STANDARDS

The MHA Program must maintain the integrity of the curriculum and the student must be prepared to meet professional standards, with or without reasonable accommodation, in order to complete the Program. These standards will serve as pre-requisites for entrance, continuation, and graduation from the Program. Students are expected to adhere to the professional standards described below.

- 1) **Communication Skills:** Demonstrate effective verbal & non-verbal communication skills with other students, faculty, from different social & cultural backgrounds, and personalities.
 - a. Skills include but are not limited to the following examples:
 - i. Clear, efficient, and intelligible articulation of the English language.
 - ii. Legible, efficient, and intelligible written English language.
 - iii. Timely response to all communication, including email, from faculty and staff of the MHA Program.
 - iv. Timely communication to faculty/staff or the Program Director of any professional and personal circumstances that may impact academic progress.
- 2) **Critical Reasoning Skills:** Demonstrate critical reasoning skills required to undertake the full curriculum, achieve the level of competency required by the faculty. These skills include but are not limited to, intellectual, conceptual, integrative and quantitative abilities.
 - a. Skills include but are not limited to the following examples:
 - i. Accurate and efficient reading skills of the English language
 - ii. Demonstrate ability to calculate, reason, analyze, and synthesize information.
 - iii. Demonstrate the ability to acquire, retain, assimilate, and apply large amounts of complex, technical, and detailed information.
 - iv. Demonstrate ability to synthesize and apply concepts and information from various disciplines to apply to public health problems.
- 3) **Behavioral and Social Attributes:** Demonstrate the behavioral and social attributes vital to participation in a professional Program and service as a public health professional.
 - a. Skills include but are not limited to the following examples:
 - i. Possess personal qualities that facilitate effective professional interactions (e.g., compassion, empathy, integrity, honesty, benevolence, confidentiality).
 - ii. Possess the emotional health required for full utilization of mental faculties (including judgment, orientation, affect, and cognition).
 - iii. Ability to establish rapport and develop mature and effective professional relationships with students, faculty, and other community partners.
 - iv. Demonstrate impartial motives, attitudes and values in roles, functions, and relationships. Communicate to others in a non-judgmental way to persons who differ from oneself and one's beliefs in a variety of ways, including but not limited to gender, age, race, ethnicity, socio-economic status, culture, creed, military status, sexual orientation and identity, and religious or spiritual beliefs.
 - v. Ability to monitor and react appropriately to one's own emotional needs and responses.
 - vi. Display appropriate flexibility, adaptability, composure, and emotional stability during periods of high stress or uncertainty.

- vii. Compliance with standards, policies and practices set forth by the Program.
- viii. Ability to accurately follow oral and written directions with prompt completion of all responsibilities in the classroom setting.
- ix. Compliance with standards, policies, and practices set forth in the Program Handbook.

PROFESSIONAL PRINCIPLES

Students are expected to adhere to a high standard of behavior. They are expected to adhere to the following behaviors or characteristics in all didactic and community settings.

- 1) **Respect:** Students are expected to treat all faculty, Program staff, community partners, and fellow students with dignity and respect. Conflicts should be resolved in a diplomatic and reasonable manner.
- 2) **Honesty and Integrity:** Honesty and integrity are the consistent regard for the highest standards of behavior and the refusal to violate one's personal and professional codes. They imply fairness, truthfulness, adherence to commitments, and being forthright when interacting with others through communication (written or oral), presentations, or other interactions.
- 3) **Responsibility:** Students are expected to behave in a responsible, reliable, and dependable manner. Students must project a professional image in manner, dress, grooming, speech and interpersonal relationships that are consistent with being a public health professional. The student should recognize his/her personal limitations and biases and strive to correct them. Success in the Program requires certain behavioral attributes including empathy, discipline, the ability to work effectively on inter professional teams, and the ability to be flexible in changing circumstances.
- 4) **Excellence:** Excellence is described by a conscientious effort to exceed ordinary expectations and to make a commitment to lifelong learning. Students must seek to learn from errors and aspire to excellence through self-evaluation and acceptance of critiques from others (fellow classmates, faculty, preceptors, etc).

STANDARDS OF CONDUCT

Students are expected to adhere to the following standards of conduct described below in their courses.

- 1) **Communication with Program:** The Program will use EVMS e-mail as a mechanism for expedient communication with the students. Therefore, students must check their EVMS email accounts no less than daily. EVMS policy forbids Program communication through student's personal email accounts. Therefore, the Program will not respond to any emails sent through a personal account except in emergency situations.
- 2) **Interactions with Guest Speakers:** Guest speakers provide their time and expertise to enhance the education we offer. It is unprofessional to arrive late to sessions and not address questions to the speaker in a respectful way.
- 3) **Professionalism in Completing Evaluations:** Students are expected to complete all evaluations assigned throughout the Program. Failure to complete required evaluations may result in a meeting with the Program Director. Required evaluations include:
 - a. Evaluation of all courses
 - b. Competency self-evaluations

c. Graduation Survey

Comments provided in evaluations should be constructive and respectful. Evaluations are made anonymous to faculty.

- 4) **Assignments and Written Assignments:** In the case of any assessment situation, homework assignments, oral presentations, or case studies students are expected to do their own work. Work students turn in is meant to be their own. Collaboration, without the expressed direction to do so by the faculty, is prohibited. Turning in an assignment that is believed to be another person's work will be considered an Honor Code violation. Honor Code violations are subject to the Academic Dishonesty Disciplinary Policy. Faculty members may utilize online resources, like *Turnitin*, to evaluate writing assignments for evidence of improper use of another's words or ideas.

BASIC STUDENT INFORMATION

RESIDENTIAL/ONLINE STUDENT DESIGNATION

Due to the hybrid nature of the MHA course (in-person and on-line components) applicants to the MHA Program indicate their enrollment as residential (on-campus) when applying through GradCAS.

STUDENT IDENTIFICATION

On-campus students will receive an EVMS photo identification card, issued during Orientation. EVMS identification cards must be worn at all times while on campus. Proper identification is required to enter EVMS buildings and to check out books in the library. Lost identification cards must be reported as soon as possible to the campus security office in Lewis Hall and to the MHA Program Office. The MHA Program Office will then advise Human Resources that a student has lost a badge and the student must report to the EVMS Human Resources Office located in Waitzer Hall, 735 Fairfax Ave, Suite 972, Norfolk, VA to have another made. There will be a fee for issuance of a replacement identification card. Please call the Human Resources Office at 446-6043 for hours to have photos taken for replacement badges.

ATTENDANCE

Students must log in to each Blackboard course site during the first week of each term. Failure to do so may result in dismissal from the course and/or loss of financial aid. See syllabi for course attendance requirements.

TRANSPORTATION (PARKING)

STUDENT PARKING REQUIREMENTS

Students will be issued an AVI tag at orientation. Properly affix the parking AVI tag to the vehicle windshield according to the instructions. Taping the tag on, affixing only one portion of the tag, or holding & waving the tag is not acceptable.

Display the red/white EVMC PARKING decal in the rear window, lower right corner. Convertibles may display the tag in the front window, lower right corner.

Park in authorized student locations as described below. Garage level restrictions apply at all times, including weekends and holidays.

STUDENT PARKING LOCATIONS & RESTRICTIONS

PG03 Staff Garage – located between Hofheimer Hall & Andrews Hall.

Level 1 reserved space restrictions apply at all times.

24-7 Access – AVI tag and Decal Controlled

PG02 Central Visitor Garage – Restricted to afterhours access only.

5:00 PM-5:00 AM-Mon-Fri

24-7 on Sat-Sun & EVMS holidays

Parking on levels 3 or above at all times. – AVI tag and Decal Controlled

Lot 6 South Campus DI & CPR (right corner of Brambleton & Colley)

24-7 Access- AVI tag and Decal Controlled

Failure to follow student parking policies can result in the receipt of an EVMC Parking Citation. EVMS parking policy states that after 3 parking citations within a 12-month period, student parking privileges are suspended, and the parker is required to use the visitor parking pay system at the current rate (\$8.00 daily). Academic Affairs and the student program offices are notified of such situations.

EVMS Parking Coordinator:

Linda A. Lopez

446-7496

154 Colley Ave., Suite 102

LopezLA@EVMS.EDU

ACADEMIC ADVISORS

Upon entrance to the MHA Program, students will be assigned an Academic Advisor. The Academic Advisor's role is to assist the student in the selection of courses, to monitor the student's academic progress, and to provide appropriate guidance and assistance. Students should arrange to meet with their Academic Advisor as needed, but at a minimum of once per term. Academic Advisor contact information may be found in the *Key Program Contact Information* section of this document.

COMPUTER REQUIREMENTS

Each student must have a personal computer capable of running the necessary software and applications used in our curriculum. The standards listed below are the minimum necessary for a student to successfully participate in this program. All computer-related support, troubleshooting and updates will be the student's responsibility. Purchase of a service plan matching the duration of the program is highly suggested.

Students eligible for federal financial aid may be able to increase their financial aid budget to cover the cost of a computer. You can learn more through the [budget increase guidelines](#). If you have any questions about financial aid or the budget increase process, please contact Financial Aid for additional information at finaid@evms.edu or [757.446.5804](tel:757.446.5804).

COMPUTER SPECIFICATIONS

- Laptop cannot be more than 2 years old
- Processor: Minimum dual core
- RAM: Minimum 4 GB
- 60 GB SATA hard drive or greater
- Screen resolution: 1024x768
- Either an internal CD/DVD drive or an external USB CD/DVD drive
- Wireless card that supports 802.11 a/b/g/n (additional support for 802.11ac is preferred)
- Netbooks, iPads and other tablets are not viable choices to fulfill the computing requirements

OPERATING SYSTEM

- Windows 7, 8, 8.1, or 10 (32 or 64 bit) Home Premium or higher is recommended
- Mac OSX 10.8.x, 10.10.4 or 10.11 will likely work
- Mac operating systems are not officially supported at EVMS

BROWSER

- PC: Google Chrome
- Mac: Safari versions 9.0.3 or higher and Mozilla Firefox
- Do not use beta versions of these browsers

OTHER ITEMS

- Microsoft Office 2010 Standard Edition or higher
- Microsoft Office provides Office 365 Education for free. Sign up with a valid school email address. [Office 365 Education Link](#)
- External storage device for data backup

TUITION AND FEES

Tuition and fees for the current academic year may be found [online](#).

Students must show proof of major medical insurance coverage. Students who are eligible for coverage under the policy of a parent or spouse are urged to remain so and must waive the EVMS student health insurance plan in order to not be billed for student health insurance. As an alternative, EVMS offers a student health insurance plan. Visit [EVMS Student Health Insurance](#) for more information regarding student health insurance.

Questions about tuition and fee charges on student account should be directed to [Financial Services](#). Tuition and fees are set annually in June by the Board of Visitors and are subject to change without notice.

COMMITTEE SERVICE

Student input in the MHA Program is essential and, where appropriate, student representation is included on MHA Committees. Students wishing to volunteer for Committee service should contact the Program Director. The Committees which include student participation are: Program Planning & Evaluation, Community Advisory Committee, and Student Advisory Committee.

HEALTH PROFESSIONAL ORGANIZATIONS

There are several professional organizations healthcare administrators can join. As you progress through the MHA program, we encourage you to research these organizations to determine which one(s) is/are the best fit for your career goals. One of the most recognizable organizations is the American College of Healthcare Executives (ACHE) who also has a local chapter called the Healthcare Administrators of Tidewater (HCAT).

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES (ACHE)

For over 85 years, the [American College of Healthcare Executives](#) (ACHE) has focused on one mission—advancing leaders and the field of healthcare management excellence. We are the professional home to more than 48,000 healthcare executives who are committed to integrity, lifelong learning, leadership and diversity and inclusion.

With today's rapidly changing healthcare environment, ACHE remains more committed than ever to being the preeminent professional society leaders can count on to help them gain valuable knowledge to improve health for their patients and their communities. In addition, through an established network of 77 chapters members have access to networking, education, and career development at the local level. Members also can earn the prestigious, gold standard FACHE® credential, signaling board certification in healthcare management.

[HEALTHCARE ADMINISTRATORS OF TIDEWATER](#)

STUDENT SUPPORT AND RESOURCES

DISABILITY ACCOMMODATIONS

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 . Please visit the [Disabilities Website](#) for more information about the disability accommodations process.

LIBRARY PRIVILEGES

Students utilize their EVMS identification card for library privileges. At the library, students may also obtain a consortium card that permits students to use libraries at Norfolk State University and the College of William and Mary.

BOOKSTORE

The EVMS bookstore carries textbooks, apparel, and gifts.

Matthews EVMS Bookstore

Lewis Hall

700 West Olney Road, Room 1108

Norfolk, VA 23507

Telephone: 757-446-5818

Fax: 757-446-5819

Email: find@evmsbookstore.com

[Matthews EVMS Bookstore Website](#)

REGISTRATION

DEGREE SEEKING STUDENTS

Prior to the end of each term, students who have not completed the degree requirements must register for next term classes. An email notification will be sent to all students notifying them of the dates of the registration period. Students are assigned an Academic Advisor upon matriculation into the Program. During the registration period students should contact their Academic Advisor to discuss their progress toward completion of the MHA degree. All students are pre-registered for their courses in the registration system and are required to log onto the student portal to review their course schedule and sign all required documents in the My Documents section. Students

will not be added to course rosters until registrations have been approved. Students who do not register must take a leave of absence. For further details, see the *Leave of Absence* section of this document.

STUDENT REGISTRATION PERIOD - OPEN/CLOSE SCHEDULE

Student Type	Semester	Open	Close
New Students	Fall	June 1	July 15
	Spring	October 15	November 15
	Summer	March 1	April 15
Matriculated Students	Fall	June 1	July 15
	Spring	October 15	November 15
	Summer	March 1	April 15

NON-DEGREE SEEKING STUDENTS

Non-degree seeking students can take courses during any semester, as long as their application is completed and they have been accepted. Non-degree seeking students are not eligible for financial aid and must pay tuition prior to the start of each semester.

COURSE ADD/DROP POLICY

To withdraw from a course, a Course Add/Drop Form must be completed and submitted the MHA office for approval. It is recommended that the student contact their Academic Advisor and course instructor prior to submitting the Course Add/Drop Form. Please contact the MHA Office for a copy. **Students are strongly encouraged to review the [Student Accounts Receivable Policy](#) on the EVMS website at, prior to submitting a course drop request. The date a course is dropped will have a direct impact on the amount of tuition owed for the course.**

A student can withdraw from a course until the mid-point of the term and receive a ‘W’ grade. Withdrawal after the midterm is not permitted without special approval by the Program Director. However, in the event of an illness or severe hardship beyond the student's control, the student should submit a written petition for permission to withdraw from the course to the instructor and Program Director no later than the last day of class. If permission is granted by the Program Director, a grade of ‘W’ is recorded. If permission is not granted, then the student cannot withdraw from the class. A student who stops attending class without withdrawing is assigned a ‘WF’ grade unless the student's performance was failing, in which case a grade of ‘F’ will be assigned.

Students may add a course during the term within the first two weeks after the start of the term. Beyond that date, students may add a course to their schedule only with permission from the course instructor and the Program Director.

TRANSFER OF CREDITS

EXTERNAL TRANSFER CREDITS

Requests to transfer graduate credits from another accredited US or Canadian institution will be considered on an individual basis after students are admitted to the MHA Program.

A student may transfer up to 9 graduate credit hours, if all of the following conditions hold:

- Graduate course credits were completed at an accredited US or Canadian institution and reflected on an official transcript;
- Transfers can feasibly occur within the six-year matriculation limit of this MHA Program;
- The grade earned is a 'B' or better

All transfer requests must be made no later than one full term prior to graduation from the Program.

Students requesting graduate credits to be transferred into the MHA Program must submit a copy of the syllabus for the course and a Transfer Approval Request Form to the appropriate Track Coordinator, who will consult with teaching faculty as appropriate.

Requests are subject to the approval of the MHA Program Director. In exceptional cases, the Director may approve a maximum of 12 graduate credit hours for transfer.

Requests to transfer a maximum of 9 international graduate credits will be considered on an individual basis after students are admitted to the MHA Program.

Approved transfer grades are included on an MHA student's transcript; however, transfer grades are not included in semester or cumulative GPA calculations.

INTERNAL TRANSFER CREDITS

Non-degree-seeking students taking courses in the MHA Program may transfer up to 25 internal credit hours. A grade of 'B' or better is required for each transferred course.

Non-degree-seeking students who apply to matriculate into the MHA Program *may* be granted admission for the spring or summer terms. In those cases, non-degree-seeking students must meet all admission requirements for matriculating students. Requirements are found online at [MHA Admissions Requirements](#).

Approved internal grades will be included on an MHA student transcripts, and will be included in cumulative GPA calculations.

STUDENT FINANCES

EVMS Financial Services 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 MHA Program must be made by the first day of each semester, based on the total number of credit hours for which a student has enrolled. Tuition is subject to change. Please contact Financial Services at 757-446-6063 or by email 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: <https://myportal.evms.edu>. If you have any questions or do not receive an invoice, please contact Financial Services at 757-446-6063 or by email AR@EVMS.EDU.

FINANCIAL AID

To qualify and maintain eligibility for Federal Student Aid programs, an applicant must be:

- accepted for admission to the MHA Program,
- be enrolled in good standing at least half time,
- be a US 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 creditworthy (for credit-based loans)

To be considered enrolled at least half time, students must be registered and attending at least four (4) credit hours in the fall and spring term, and three (3) credit hours in the summer term. Failure to maintain enrollment as described above could result in loans 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 финаid@evms.edu or online at [financial aid](#). Financial aid staff can provide detailed information and counseling.

WITHDRAWAL REFUND

Refunds are governed by Financial Services. The Student Accounts Receivable Policy can be reviewed on the [Accounts Receivable and Student Billing Website](#).

GRADING POLICIES

Students receive course letter grades using the scale below. Final course grades are calculated according to the course syllabus, and mathematical rules for rounding to the nearest whole number based on two decimal places are applied. For example, a final grade of 93.45 would round to a 94 (A), while a final grade of 93.44 would round to a 93 (A-).

A grade less than 70 (below C-) in any course is not considered as successfully passing, which means that the course must be repeated. When the course is repeated and a grade of C- or higher is achieved, the GPA will be calculated using the higher grade. The original course and grade will appear on the transcript.

GRADES AFFECTING GPA

Letter Grade	Grade Point Average	Grade Scale	Letter Grade	Grades Not Affecting GPA
A	4.00	100 - 94	A	Audit - AU
A-	3.67	93 - 90	A-	Incomplete - I
B+	3.33	89 - 87	B+	Pass - P
B	3.00	86 - 84	B	Official Withdrawal - W
B-	2.67	83 - 80	B-	Unofficial Withdrawal - WF
C+	2.33	79 - 77	C+	
C	2.00	76 - 74	C	
C-	1.67	73 - 70	C-	
F	0.00	69 or less	F	

LATE ASSIGNMENTS

Assignment deadlines and expectations are included in the syllabus for each course, and questions regarding late assignments should be addressed directly to the course instructor.

INCOMPLETE GRADES

An Incomplete (I) is a temporary grade that may be given at the instructor's discretion when reasons beyond a student's control prevents them from completing 50% or less of the course requirements by the end of the academic term. An incomplete grade is not given as a substitute for a failing grade.

When an instructor assigns a grade of "I," a written agreement is prepared and signed by the instructor and student that specifies the work remaining to be completed and the time frame for doing so. The work should be completed as soon as possible, but no later than the mid-point of the following grading period/term unless special written approval is granted by the Course Director and Program Director due to extraordinary circumstances. The student must petition the Course Director and the Program Director for such an extension at least two weeks before the end of the agreed upon deadline. Unless an extension has been approved by the Course Director and the Program Director, the "I" will convert to either an "F" or to the grade as specified in the written agreement after the mid-point of the semester. An "I" grade may not be changed to a "W" under any circumstances.

Incomplete grades may be given in the following circumstances:

- An illness or other extenuating circumstance that legitimately prevents completion of required work by the end of the academic term.
- Attendance has been satisfactory through the majority of the term.

30-DAY NON-PARTICIPATION POLICY

Students are expected to attend class regularly and submit assignments in a timely manner. If an unexpected situation occurs in your life, contact your instructor, advisor, and/or the Program for guidance. The Program does not need to know the specifics of your situation. Students who do not participate in their courses will be reported to the Program and the following course of action will take place:

- 1st week of inactivity - email is sent to the student
- 2nd week of inactivity - certified letter and email are sent to the student
- 3rd week of inactivity - an email is sent to the student stating they will be administratively withdrawn from the course.
- 4th week of inactivity - staff will prepare and submit appropriate forms for course withdrawal.

The grade assigned will follow the add/drop policy. See **Course Add/Drop Policy** section.

SATISFACTORY ACADEMIC PROGRESS

Students must maintain a term Grade Point Average of at least 3.0 to be considered in good academic standing, and a cumulative GPA of at least 3.0 to graduate. Students who do not meet these criteria are subject to formal warnings, academic probation, and/or dismissal. Students who receive a warning or are placed on academic probation must demonstrate sufficient academic progress in the following term, as determined by the Program Director, to remain in the Program. The Program Director will consider the extent to which a student is performing at a level necessary to attain the knowledge, skills, and competencies required to succeed in the Program, including ability to meet the cumulative GPA and other graduation requirements. The MHA Program reviews academic progress of students on a regular basis, including at the end of each grading term. Students on academic probation who fail to demonstrate academic progress in the following term are subject to dismissal and may have financial aid withdrawn.

GRADUATION REQUIREMENTS

To receive the Master of Healthcare Administration degree, a candidate must have satisfactorily completed all required academic courses (43 credit hours) with a minimum cumulative Grade Point Average (GPA) of 3.0, paid all indebtedness to EVMS, and have completed exit interviews.

TIME TO COMPLETE DEGREE

The MHA Program is structured for full-time students to complete degree requirements in 2 years (5 terms). Course requirements may be found in the *Curriculum* section. Full-time is defined as a minimum of 9 credit hours in fall/spring terms, and a minimum of 6 credit hours in the summer term. Part-time students have up to 6 years from date of matriculation to complete degree requirements. The number of credit hours completed in a given term may impact financial aid eligibility (please contact Financial Aid for more information).

STUDENT STATUS CHANGE

LEAVE OF ABSENCE

A leave of absence may be granted in accordance with Federal Title IV Refund Regulations. A Leave of Absence/Withdraw Form (RO-105) (contact the MHA Office for a copy) must be completed, signed, and submitted to the MHA office. The Program Director shall review and sign the form, either approving or disapproving the request, and then forward the form to the Registrar. Should a student be unable to complete the Leave of Absence/Withdraw Form, the Program may act on behalf of the student to administratively complete documentation.

A leave of absence may be granted for up to 12 months. In exceptional circumstances, consideration will be given for an extension, up to a maximum of 24 months. At the end of the requested leave of absence, the student must return or is considered to have withdrawn. Please contact Accounts Receivable for information about the refund policy.

Student reservists who are called to active military duty or members of the military who are deployed will be granted a Voluntary LOA until they are released from active duty or deployment. Students must furnish a copy of their orders or similar official documentation to the Program Director.

Once a student is on LOA, he or she may use the Brickell Medical Science Library, email, and other network services. Access to program activities, classroom activities, and Blackboard may be terminated, and the student will not, under any circumstances, receive credit, including elective credit, for any work done while on LOA.

A student who wishes to return from LOA must contact the MHA Office or their academic advisor and complete the Return from Leave of Absence Form (RO-105). The signed form must be submitted to the MHA Office no later than one week before the beginning of the term. The Registrar's office will manually register students returning from LOA. Failure to return the form at the end of the approved leave of absence will result in withdrawal from EVMS as of the start of the leave of absence.

WITHDRAWAL FROM THE PROGRAM

When a student contemplates withdrawing from EVMS, they should first consult the MHA Program Director. MHA students should also consult the Associate Dean for Student Affairs.

Students may withdraw from the MHA Program at any time. Withdrawals may be of four types:

1. Voluntary Withdrawal - at the request of the student
2. Medical Withdrawal - on recommendation of a physician
3. Academic Withdrawal - by action of an academic review or progress committee
4. Administrative Withdrawal - by action of the Program Director

When a student withdraws or is asked to withdraw from the MHA Program, a Leave of Absence/Withdraw Form (RO-104) must be completed (contact the MHA Office for a copy). The form must be submitted to the MHA office for signatures and processing. If a student withdraws or stops attending classes without notifying the Program, the withdrawal date will be the last known date of attendance.

For information about the financial impact of a withdrawal, please contact Accounts Receivable and Financial Aid.

READMISSION

Students who withdraw/are withdrawn from the MHA Program and wish to reapply as a student in the School of Health Professions or School of Medicine must apply through the Admissions process as a new student.

DISMISSAL FROM THE PROGRAM

A student may be dismissed from the MHA Program for failing to maintain academic requirements or for honor code violations.

REINSTATEMENT

When a student has been dismissed from the Program for failing to meet academic requirements, readmission will be considered only with a recommendation from the Program Director. The student's petition for readmission should be supported by a statement from the Program Director that justifies a readmission decision. Students dismissed from the Program for honor code violations will not be considered for readmission. Students re-entering the Program are subject to a criminal background check.

ACADEMIC INTEGRITY

EVMS HONOR SYSTEM

The students, faculty, and administration of EVMS join 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.

As a student in the MHA Program, you are required to sign the EVMS honor code document and to abide by the EVMS honor code outlined in the EVMS student handbook. If you are ever in doubt about what is permitted or not permitted during testing, assignments, writing or take home exams, please read carefully the instructions for the particular assessment or assignment. If you are still in doubt, email or call your professor for clarification.

The simplest way to prevent plagiarism is to maintain proper attribution and citation techniques. As you write academic papers, you must conscientiously remember to attribute ideas and quotes when referring to the writings of others. The format in which you refer to another's work will depend on the style guide preferred by the department offering your course. Your instructor will verify the style guide you should be using.

In view of the fact that each student has signed an honor pledge, it follows that each piece of work submitted by a student during the Program is to be his/her own work unless prepared under alternate conditions specified by the faculty member in charge of the course. Enforcement of the Honor Code in the classroom and online is a responsibility which is shared by faculty and students. Instructors may, at their discretion and with the help of the student, exercise the option of identifying proctors for examinations.

PLAGIARISM

Plagiarism is defined best 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.

The following definition of plagiarism is used by the MHA Program:

1. submitting work (or a part thereof) that belongs to another person or that has been written by someone other than you;
2. copying from a source without proper acknowledgment, quotation marks, or both; and/or
3. paraphrasing from a source without proper acknowledgment.

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.

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

COPYRIGHT

Information contained in courses is property of EVMS. Sharing of course content with others not enrolled in courses is prohibited without the permission of the instructor. This includes but is not limited to e-mailing or posting of any course content, discussions, e-mails, or assignments through any social media such as Facebook or websites. Students not following this rule will be subject to disciplinary action which may result in, but not limited to, an honor code violation and mandatory withdrawal from the course.

ACADEMIC DISHONESTY DISCIPLINARY POLICY

If a Course Instructor suspects academic dishonesty appropriate disciplinary action is as follows: The Course Instructor will meet with the student to discuss and present evidence of the violation. If the Course Instructor confirms a violation, they, in consultation with a faculty committee, may take any of the following actions.

- Student will be allowed to redo the assignment
- Student will receive a lower grade for the work in question
- Assigned a grade of “F” for the work in question
- Assigned a grade of “F” for the course
- Dismissal from the program
- Report Violation to EVMS Honor Council

Once the action is taken the Course Instructor will inform the student in writing. This communication will be included in the student's file.

Please see *APPEALS AND GRIEVANCE* policy below.

APPEALS AND GRIEVANCE

Students in the School of Health Professions have the right to due process involving grievances and appeals. The student should discuss the grievance with the Program Director. If the grievance is not resolved, a student may file a written appeal to the Dean of the EVMS School of Health Professions within seven days of the student's notification of the Program Director's decision. Upon receipt of the appeal, the Dean will notify the Registrar accordingly. The Dean or a designee will review all pertinent material and meet with the student. The Dean may convene a Grievance/Appeals Committee composed of Program Directors, faculty, students, and/or administrators not directly involved in the grievance. All testimony, evidence, and witnesses relevant to the appeal shall be made available to this Committee. The student has the right to appear before the Committee, present testimony and such witnesses or evidence as is deemed relevant by the Committee. The student shall not have the right to be represented by counsel at these Committee meetings. The Committee will submit its recommendations to the Dean after the review is completed.

The Dean will notify the student within ten business days of his/her decision. The decision may include reinstatement, retention, probation, termination, suspension, special academic assignments, or other interventions deemed appropriate to the situation. The judgment of the Dean concerning the grievance shall be final and binding on all parties, with the exception of recommending the termination of a student's participation in an academic program.

In the case of termination from an academic program, the student may file a written appeal to the EVMS President/Provost within five days of the student's notification from the Dean of the School of Health Professions. The President/Provost will review all pertinent material and notify the student within fifteen days of receipt of the appeal of his/her decision. The decision of the President/Provost is final.

NON-ACADEMIC ISSUES

Students are expected to comply with all EVMS policies at all times, including but not limited to the EVMS Code of Conduct, Code of Student Conduct, Standards of Conduct for the Teacher-Learner Relationship, Honor Code, and program technical standards. Disciplinary action related to non-academic matters may include warning, counseling, corrective action plan, probation, or dismissal based on the circumstances and judgment of the Program Director.

PROFESSIONALISM AND SCHOLARLY REQUIREMENTS

WRITING STYLE (APA, AMA, ETC.)

AMA is the writing style to be used for writing assignments in the MHA Program, unless otherwise directed by a course instructor.

EMAIL COMMUNICATION

EVMS email allows you to communicate one-on-one with other persons enrolled in the class or the instructor. Information that you need to convey to the instructor or requests for an appointment are best sent via email.

Students **MUST** use their EVMS email address when communicating with EVMS faculty, staff, and departments via email. Official announcements, such as class cancellations, and opening/closing of registration periods, are sent to EVMS email addresses only. **All MHA students are required to check their EVMS email at least once a week.**

PUBLISHING POLICY

Authorization for publishing any or all of a student project as a meeting abstract, meeting poster, book chapter, or article in a scientific journal must be sought from the the Program Director. All scholarly work done as part of the requirements of completing the Masters in Healthcare Administration must be attributed to EVMS, the Advisor, the Program Director, and the local institution.

DISTANCE EDUCATION POLICIES

BLACKBOARD

Each course in the MHA Program will have a Blackboard course site. Each course instructor will provide Blackboard course expectations in their course syllabus.

ONLINE ETIQUETTE POLICY

Interaction tools within Blackboard such as the Discussion Board, Collaborate and VoiceThread may be used within a course. 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.

HELP CONTACT INFORMATION

If students are having issues with tools within Blackboard, please contact the EVMS Distance Education Department at DistanceEducation@evms.edu or 757-446-0588. If you cannot log into Blackboard (Bb) or access your email, contact the Academic Computer Center (ACC), 757-446-5871, or email comphep@evms.edu.

CURRICULUM (COURSE SEQUENCE)

MHA TRACKS

TRACK I (43 CREDIT HOURS) - students who have little to no experience in healthcare settings.

Year 1 | Fall Semester | 9 Credits

- [HADM 600 | Introduction to Health Care Systems](#) (3 hours)
- [HADM 601 | Policy and Politics of Health](#) (3 hours.)
- [HADM 602 | Organizational Management](#) (3 hours)

Year 1 | Spring Semester | 9 Credits

- [HADM 605 | Health Law and Ethics](#) (3 hours)
- [HADM 606 | Health Economics](#) (3 hours)
- [HADM 607 | Effective Information Technology for Healthcare Organizations](#) (3 hours)

Year 1 | Summer Semester | 7 Credits

- [HADM 610 | Financing Healthcare](#) (3 hours)
- [HADM 611 | Operations Management and Performance Improvement](#) (3 hours)
- [HADM 612 | Administrative Introduction](#) (1 hour)

Year 2 | Fall Semester | 9 Credits

- [HADM 700 | Leadership](#) (3 hours)
- [HADM 701 | Supply Chain Management](#) (3 hours)
- [HADM 702 | Healthcare Marketing](#) (3 hours)

Year 2 | Spring Semester | 9 Credits

- [HADM 705 | Conflict Analysis and Negotiations](#) (3 hours)
- [HADM 706 | Healthcare Strategy](#) (3 hours)
- [HADM 715 | Administrative Residency](#) (3 hours)

TRACK II (42 CREDIT HOURS) - Students who have healthcare experience and do not need initial exposure for the healthcare environment.

Course Sequence – Track II (42 credit hours)

Year 1 | Fall Semester | 9 Credits

- [HADM 600 | Introduction to Health Care Systems](#) (3 hours)
- [HADM 601 | Health Policy and Politics](#) (3 hours)
- [HADM 602 | Organizational Management](#) (3 hours)

Year 1 | Spring Semester | 9 Credits

- [HADM 605 | Health Law and Ethics](#) (3 hours)
- [HADM 606 | Health Economics](#) (3 hours)
- [HADM 607 | Effective Information Technology for Healthcare Organizations](#) (3 hours)

Year 1 | Summer Semester | 6 Credits

- [HADM 610 | Financing Healthcare](#) (3 hours)
- [HADM 611 | Operations Management and Performance Improvement](#) (3 hours)

Year 2 | Fall Semester | 9 Credits

- [HADM 700 | Leadership](#) (3 hours)
- [HADM 701 | Supply Chain Management](#) (3 hours)
- [HADM 702 | Healthcare Marketing](#) (3 hours)

Year 2 | Spring Semester | 9 Credits

- [HADM 705 | Conflict Analysis and Negotiations](#) (3 hours)
- [HADM 706 | Healthcare Strategy](#) (3 hours)
- [HADM 715 | Administrative Residency](#) (3 hours)

MHA COURSE DESCRIPTIONS

HADM 600 | Introduction to Healthcare Systems (3 credits)

This course is designed to help students learn about essential aspects of the organization, financing and delivery of healthcare in the United States. Students will acquire an enhanced understanding of the complex U.S. healthcare system. The course has a macro-level orientation; however, the material necessitates considering how the many facets of the US healthcare system affect communities, families and individuals. The US healthcare system is like an ecosystem with various sub-components that interact with each other and with broader social, economic and political forces to create a complex, dynamic and intricate system. We can change the healthcare system, but we need to consider how proposed changes will affect other components of the system and broader society as well as what resistance various stakeholders will likely put forth.

HADM 601 | Policy and Politics of Health (3 credits)

Policy and Politics of Health, explores the development, implementation, and evaluation of health policies in the United States. Health policies include those that address the organization, financing, provision, and evaluation of both personal and public health services. The tension between government's role in providing for the general welfare and protecting the public's health while recognizing the privacy rights of the individual will receive considerable attention as will the provision of healthcare within the context of a federal system of government.

The long-term trend toward a more expansive role for governmental institutions and the media and the differential impact of economic, cultural and social factors, interest groups, social disparities and public opinion will be addressed in some detail. Students will develop an understanding of the policy process and the most common approach to policy research. The course includes exercises that will lead to a more comprehensive understanding of the most important types of public policy in the U.S. healthcare system and the capacity to conduct a reasoned analysis of a policy issue.

HADM 602 | Organizational Management (3 credits)

A study of management theory, organizational management and behavior as related to leadership, organizational design, culture, processes, workforce strategy and change management with an emphasis on the application of theory and research to organizational management and behavior. This course provides an opportunity to explore conceptual frameworks addressing organizational behavior, development, leadership, strategy and management of change.

HADM 605 | Health Law and Ethics (3 credits)

This course examines legal, regulatory and ethical issues health professionals are likely to confront. In this course, we will examine the legal principles needed to analyze regulatory and liability issues. We will study selected principles and policies under-girding health the American system of health law, including common law principles of liability and federal/state legislation

regulating health professionals and operations. We will also discuss the impact of state and federal law on the operation of various health-related organizations.

HADM 606 | Health Economics (3 credits)

This is an introductory health economics course designed to provide students with a basic understanding of concepts in economic theory and analysis applied to healthcare delivery in the U.S. Health economics offers a conceptual framework and analytic tools for assessing the inter-relationships among healthcare resources, providers, consumers and markets. In other words, we will study how scarce health-related resources are allocated along with various incentives and structural frameworks that can impact those allocations.

HADM 607 | Effective Information Technology for Healthcare Organizations (3 credits)

This course provides the key concepts related to information technology within healthcare organizations. The course explores how information technologies are used as a tool to enhance performance within healthcare organizations for positive health outcomes. Topic areas include various information technologies used in the healthcare sector; methods for assessing and ensuring information technology value; laws, regulations and standards to guide the practice; achieving effectiveness through information technology; and the latest developments including business and clinical intelligence and telemedicine.

HADM 610 | Financing Healthcare (3 credits)

This course covers financial management in healthcare 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.

HADM 611 | Operations Management and Performance Improvement (3 credits)

To achieve performance improvements in the areas of cost, clinical quality, functional outcomes and service quality, healthcare managers must focus on the design, execution and management of operations. This course covers analytical techniques to support quantitative managerial decision-making in healthcare. Building on a “system-based” approach to the healthcare environment, analytical tools are examined to aid problem solving and decision-making in healthcare organizations.

HADM 612 | Administrative Introduction (1 credit)

The administrative introduction course provides students with no previous work experience in healthcare with a supervised experience in an approved organization. The introduction will expose the student to different aspects of working in a healthcare care environment, such as working with different professionals and gaining a deeper understanding of the complex nature of healthcare.

HADM 700 | Leadership (3 credits)

The emphasis of this course is on the practice of leadership. The course will equip the student with the basic managerial background, fundamentals and the theories which will be applicable at any level in management and in a leadership position. Students will be exposed to the interaction of leadership, change, communication and power as seen in the healthcare environment. This course will examine the traits of leadership, developing leadership skill, creating a vision and managing conflicts and obstacles in an organization.

HADM 701 | Supply Chain Management (3 credits)

This course focuses on the preparation of healthcare administrators for supply chain management. The concentrations for the course include healthcare value analysis, contract management, purchasing, warehouse management, equipment management, product standardization, just-in-time approaches and biomedical engineering.

HADM 702 | Healthcare Marketing (3 credits)

This course examines marketing principles, concepts and skills applied to healthcare organizations and healthcare networks. Students will examine marketing methodologies and principles for evaluating consumer decision making actions for healthcare services. The course will place emphasis on social media and electronic forms of marketing healthcare services. The course will culminate with the development of a strategic healthcare marketing plan.

HADM 705 | Conflict Analysis and Negotiations (3 credits)

This course will provide students with advanced knowledge and skills in the theory of conflict analysis and resolution, including but not necessarily limited to:

- Skill development and collaborative problem solving at the individual, group, and organizational level.
- Conceptual and practical skills in negotiation that are essential for managers.

Third-party conflict intervention, which can assume a number of forms such as fact-finding, conciliation, mediation and arbitration.

HADM 706 | Healthcare Strategy (3 credits)

This course is designed to help students learn about essential aspects of strategic planning and strategic management in the context of healthcare service organizations. Students will acquire an enhanced understanding of the complex U.S. healthcare system, apply planning concepts to formulate mission and vision statements, and formulate goals and objectives as part of a strategic plan. The course content will also address aspects of organizational leadership, along with the

importance of implementation and monitoring progress to achieve continuous quality improvement and to “close the loop” with strategic planning initiatives.

HADM 715 | Administrative Residency (3 credits)

The residency provides students with an in-depth supervised experience in an approved organization. The residency will require students to complete a project related to an actual healthcare administration issue that is a focus within the organization.

The purpose of the graduate Administrative Residency is to provide an opportunity for the student to apply, in a practice setting and under the direction of a Preceptor, the competencies, knowledge and skills they have acquired through their healthcare administration course work. It requires the student integrates and synthesizes knowledge and skills through the application of health administration theories and principles to the development and implementation of a special project in a selected domain of professional health administration practice.

COMPETENCY MODEL

The MHA Program is designed to include all major competencies required for health care management generalist positions. The MHA Program Competency Model consists of five domains comprising 22 competencies that align with the MHA Program’s mission of providing a foundation for health care administration based on evidence-based practice.

Domain 1: Navigating the Healthcare Environment

The United States Health Care System

1. The ability to describe health care systems throughout the continuum of care with a focus on organizational strategy and management.

Legal and Regulatory Environment

2. The ability to describe the legal and regulatory environment in which healthcare organizations and managers operate, recognize the implications of that environment for leadership and management, and influence the policy environment.

Healthcare Economics and Financing

3. The ability to explain concepts, issues and practices related to the economics of healthcare financing in the United States and how those concepts affect organizational and political decision making.

Domain 2: Business Management and Skills

Operations Management

4. The ability to apply operations management concepts to improve efficiency and effectiveness in the healthcare sector.

Strategic Management

5. The ability to assess the internal and external environment and develop and implement strategies to improve organizational performance consistent with the mission.

Human Resource Management

6. The ability to interact with, recruit, manage and motivate a diverse workforce in accordance with legal requirements and optimize performance to meet the strategic goals of the organization.

Financial Management

7. The ability to read and analyze financial statements, prepare and manage budgets, explain the impact of different payment models, and make sound short-term and long-term investment decisions.

Supply Chain Management

8. The ability to read and analyze health care supply chain activities to include purchase contracts, group purchasing organizations, purchase card payments, equipment contractual agreements, life cycle management, turn ratios, consumption rates and warehousing.

Project Management

9. The ability to design, plan, execute and assess tasks and develop appropriate timeline related to performance, structure, and outcomes in pursuit of stated goals.

Organizational Performance and Quality Management

10. The ability to explain and use quantitative and qualitative methods to measure and improve organizational performance, especially as it relates to healthcare quality.

Health Information Systems and Technology Management

11. The ability to explain and effectively use health IT and health informatics to enable and support health care operations and transformation.

Domain 3: Leadership and Professionalism

Critical Thinking, Problem Solving, and Decision-Making

12. The ability to critically analyze data and other information to resolve problems and develop solutions to organizational issues.

13. The ability to implement a decision-making process from information derived from risk measures, stakeholders, and organizational values.

Communication

14. The ability to effectively absorb and convey pertinent information in written and oral form across a wide variety of settings and among different audiences.

Team Leadership and Participation

15. The ability to effectively lead and participate in a team, manage meetings, promote team effectiveness, and evaluate team performance.

Innovation and Change Management Leadership

16. The ability to lead through dynamic processes or projects and obtain concurrence among people for change within the governance structures of various healthcare organizations.

Integrity, Ethics, Honesty, and Self-Assessment

17. The ability to conduct oneself at all times with integrity, in an ethical manner and with honesty that merits trust from all stakeholders resulting from on-going self-reflection and self-assessment.

Conflict Resolution and Negotiation

18. The ability to apply negotiation and mediation skills to address organization conflict and challenges.

Domain 4: Health Care Policy

Health Policy Analysis

19. The ability to analyze the effects of health policy on providers, payers and populations and its implications for organizational response and change.

Public Health Improvement

20. The ability to establish goals and objectives for improving health outcomes that incorporate an understanding of the social determinants of health and socioeconomic environment in which the organization functions.

Domain 5: Health Care Analytics

Systems Thinking

21. The ability to apply systems thinking and tools to identify the interrelationships between and among stakeholders and apply these insights into developing effective plans and policies.

Data Management and Analysis

22. The ability to properly identify, collect, analyze and manage the data required for effective organizational management.