MHA 619. Health Care Human Relations Management. (3 Credit Hours)
This course provides an overview of the nature, organization, and function of human resources in health care organizations. Emphasis is placed on applications to real-world problems, rather than viewing human resources as an isolated function.
Prerequisite: MHA C801

MHA 621. U.S. Health Care & Public Health Syst. (3 Credit Hours)
This course is a comprehensive analysis of the U.S. health care delivery system including the interface with the public health system from a systems approach. Components studied include: Roles of the health care team and practice settings; trends in health care services financing and reimbursement in public and private systems. Formal, informal, financial, and political relationships between and among these components are discussed. Students analyze potential problems and solutions as well as trends in health services delivery, health care policy, and regulation; and, consideration of differences between the U.S. health care and public health systems as compared and contrasted with these systems in other countries. Students participate on interprofessional teams to explore cultural diversity and social determinants of health.

MHA 625. Health Care Financial Management I. (3 Credit Hours)
This course provides a basic understanding of health services financial management with emphasis on the not-for-profit entity. We will begin with elementary accounting concepts and then focus on discounted cash flow analysis, risk, financial statements, capital investments, debt and equity financing, capital budgeting, and health care reimbursement models. The course blends accounting and finance concepts to enhance the health care manager’s decision-making skills using accounting and finance theories, principles, concepts and techniques most important to managers in the health care industry.

MHA 626. Organizational Behavior & Leader Theory. (3 Credit Hours)
This course will provide a broad introduction to the theory, structure and function of organizations, and the behavior of working in people in them. The primary purpose of the course will be to equip students with an understanding of organizational theory and related practical techniques for managing effectively in complex health care environments.

MHA 627. Legal and Ethics I. (2 Credit Hours)
Health law and bioethics are broad, dynamic and interrelated fields. This course will address major legal, ethical, and policy aspects of controversies in clinical health care delivery. Students will gain a working knowledge about how law and ethics can be applied to real-world health care issues.

MHA 628. Legal and Ethics II. (2 Credit Hours)
This course provides an overview of legal and ethical issues facing the health care industry. Students will gain a working knowledge about the influence that laws, policies and ethics have on the regulation, structure, and financing of the American health care system.
Prerequisite: MHA 0627

MHA 629. Organizational Development I. (3 Credit Hours)
This course will incorporate a survey of contemporary organizational theory focusing on concepts relevant to health service organizations and systems with emphasis on organizational environment, goals, strategy, structure and processes. The course provides a comprehensive overview of the key factors affecting an organization and exposes the student to theories that suggest effective organizational responses to such influences and changes.

MHA 630. Health Care Financial Management II. (3 Credit Hours)
This course builds on the foundational learning from Health Care Financial Management I. We will shift our focus to for-profit entities within the health care sector. The course goes into greater depth on discounted cash flow analysis, risk, financial performance evaluation, capital investments, capital budgeting, debt and equity financing. A key objective of this class is to develop the student’s ability to engage in long-term financial forecasting and planning. Students will complete a comprehensive financial forecast as their final project for this field of study.
Prerequisite: MHA 0625

MHA 631. Health Information Management. (3 Credit Hours)
This course prepares students practicing in the health care industry to: effectively identify, use and manage health information technologies. Specific topics include: an introduction to technologies and information systems supporting health care organizations; technology security; regulatory and compliance issues; system acquisition, implementation and support; health information exchange; alignment of technology initiatives; strategic planning; and assessing value in health information technology.

MHA 633. Population Health and Managerial Epidem. (2 Credit Hours)
This course is a demonstrated application of the concepts of population health and tools of epidemiology to the health care management decision-making process. It requires the student to effectively integrate the public health and healthcare systems to focus on population health improvement while simultaneously minimizing health inequities in an efficient and affordable manner. The students will demonstrate how the practice of epidemiology is used to support complex managerial functions. Key topics included in this course include the following: introduction to Institute for Healthcare Improvement (IHI) Triple Aim framework, descriptive/analytic epidemiology, health determinants and their impacts, elements of data-driven approach to population health, and the application of managerial epidemiology.
MHA 642. Long-Term Care Internship. (3 Credit Hours)
The course is a field experience in which the student rotates throughout the nursing facility’s (NF’s) departments and functional areas to develop an intuitive feel for organizational life inside a nursing facility. This course serves as an alternative to MHA 749 Field Based Learning. The hours spent in this internship must adhere to the practicum requirements set forth in the Iowa Administrative Code regarding nursing home administration practicums. Students outside the state of Iowa are expected to learn the requirements for licensure within their state and provide a copy for the course faculty to review. The LTC Internship is meant to provide the student with hands-on experience in a long-term care setting that is appropriate for the student’s growth and learning. This internship must be at least 400 hours and be guided under the direction of a qualified licensed nursing home administrator. The student must propose the internship experience to the preceptor and course faculty for review and approval. Once approval is provided, the course faculty will request that the student be registered for the course. Students successfully completing the long-term care internship (along with the balance of their M.H.A. degree) should meet the state of Iowa practicum requirements to sit for the examination for licensure as a nursing home administrator. IMPORTANT NOTE: Long-term care licensure in Iowa is regulated by the state. It is the sole responsibility of the student to assure and verify he/she has met the legal requirements for certification. Program faculty will assist with the requirements through the offering of the internship course (i.e., monitoring approved hours, verification of preceptor qualifications, providing an opportunity to reflect on the overall experience, etc.), but final responsibility for meeting all state, national or other licensure requirements rests with the student.

MHA 644. Health Care Economics and Policy. (3 Credit Hours)
An introduction to the theoretical foundations of health care economics and its application to the health care industry and payment systems and to the field of health policy both at the national and state level. The course presents health care economics as a main source of rapid changes in health care markets, and includes studies of provider behavior, insurance, expenditures, market structure, competition, costs, utilization, and access on the economics side, and cost-and case-based reimbursement and capitation on the reimbursement side. This course will also provide students with an understanding of the process of health policy analysis and its implementation.

MHA 646. Strategic Marketing and Communications. (3 Credit Hours)
This course is designed to build innovative, customer-centered thinking within the future leaders of the health care industry. This is accomplished with an introduction to the role of strategic decision-making through the core principles of marketing (the four P’s). Students will also experience basic database management, the conduct of an internal and external environmental analysis, primary and secondary data gathering and interpretation and creation of a marketing plan to meet an unsatisfied market need or build volume for a health care product or service. Finally, the role of corporate communication will be interwoven throughout the course as it supports marketing success.

MHA 648. Organizational Development II. (2 Credit Hours)
This course is about operations management and the strategic implementation of programs, techniques and tools for reducing cost and improving quality in health organizations. It covers the basics of operations management and explains how operation and process improvement relates to healthcare trends. In addition, this course introduces the theories and tools related to organizational and process improvement.

MHA 650. Basic Statistics. (3 Credit Hours)
This course provides students foundational skills needed to analyze quantitative and qualitative data using statistical techniques. The course emphasizes the use of computer-based analysis techniques while addressing the needs for public health informatics. Topics covered include data acquisition, types of data, univariate and bivariate data summarization techniques, tabular and graphical data presentation, the use of inferential statistical techniques and multivariate statistical techniques. After completing this course students will be able to apply statistical techniques for data analysis and interpret the results of the analysis in order to make decisions about public health programs and policy.

MHA 742. Strategy Formulation and Implementation. (2 Credit Hours)
This course examines the theory and practice of organizational strategy development and implementation. The student will be exposed to the history of modern strategy theory, analytical frameworks and decision methodologies. Finally, implementation issues will be addressed. This course makes extensive use of business case methodology, with a focus on how strategies are actually developed and implemented.

MHA 748. Organizational Development III. (1 Credit Hour)
This course will provide hands-on learning opportunities for students to discover and practice quality improvement theories and tools through practical application. Lessons will incorporate a series of the M.H.A. curriculum including personal experiences, discovering how to improve organizational systems and processes. At the outcome of the class, the student will be able to apply basic quality and continuous improvement tools in a work or personal setting.

MHA 749. Field Based Learning. (3 Credit Hours)
This course serves a culminating experience in which students are expected to apply knowledge gained from their graduate experience. The course is designed to provide a field-based experience in which students demonstrate mastery of the programs curriculum and allow an opportunity for closure and connection between courses. The purpose of this field-based experience is to facilitate the integration and synthesis of program content through critical thinking; it is also a turning point for the student from education to professional practice. Note: Students beginning their degree prior to fall 2012: 36.0 credit hours of core M.H.A. courses; it is recommended MHA 749 be the last course the student completes. Students beginning their degree fall 2012 or later: completion of all M.H.A. courses; MHA 803 and 748 are suggested co requisites. MHA 749 must be the final course.

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Prerequisite: MHA 0629
MHA 801. Professional Development Seminar I. (2 Credit Hours)
The MHA Professional Development Seminars are designed to help students build interpersonal skills, assemble key knowledge and bridge theory with practice in an intense learning community environment. Drawing on the benefits of a cohort-based curriculum, while providing the flexibility of an on-line degree needed by working professionals, the Professional Development Seminars let students demonstrate their learning with faculty, support the growth and understanding of peers, and integrate the NCHL competencies into their scholarly and practical work. Select topics that will be addressed include: Personal leadership, understanding differences in others, evidence-based scholarship, graduate writing, and competency-based education. Students will review their portfolio with their academic advisor and discuss their leadership development plans for the first phase of their academic program.

Prerequisite: MHA C619

MHA 802. Professional Development Seminar II. (1 Credit Hour)
The MHA Professional Development Seminars are designed to help students build interpersonal skills, assemble key knowledge, and bridge theory with practice in an intense learning community environment. Drawing on the benefits of a cohort-based curriculum, while providing the flexibility of an online degree needed by working professionals, the on-campus experience lets learners demonstrate their learning with faculty, support the growth and understanding of peers, and integrate the NCHL competencies into their scholarly and practical work.

Prerequisites: MHA C801, MHA C619
Co-requisite: MHA C742

MHA 803. Professional Development Seminar III. (1 Credit Hour)
The M.H.A. Professional Development Seminars are designed to help students build interpersonal skills, assemble key knowledge and bridge theory with practice in an intense learning community environment. Drawing on the benefits of a cohort based curriculum, while providing the flexibility of an online degree needed by working professionals, the residency experience lets learners demonstrate their learning with faculty, support the growth and understanding of peers, and integrate the NCHL competencies into their scholarly and practical work. This seminar begins during the on-campus experience and continues online through the end of the term. The student is responsible for purchasing required textbooks.

Prerequisites: MHA C802, MHA C742
Co-requisite: MHA C748