

# HEALTH CARE ADMINISTRATION, M.H.A.

**Program Director:** COL Dan Wood

## A Top Ranked Nationally Accredited Program

- The Master of Health Administration (MHA) program is ranked #12 in the nation for graduate healthcare management and is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME)
- The program also offers a dual degree track for an MHA and Master of Business Administration (MBA). The MBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB)
- The MHA program is tied with programs such as Johns Hopkins and Cornell University
- Complete U.S. News & World Report rankings (<http://www.usnews.com/best-graduate-schools/top-health-schools/healthcare-management-rankings/>)

## Residency Year at a Top Hospital

- The Army-Baylor Program consists of one didactic year hosted at the U.S. Medical Center of Excellence (MEDCoE), Fort Sam Houston, Texas and one residency year at large federal or civilian healthcare system.
- Civilian residency site options include the Mayo Clinic, Cleveland Clinic, Emory Health, UCLA Health, and Massachusetts General Hospital
- Military residency site options include Brooke, Tripler, Madigan, Landstuhl, and Walter Reed National Military Medical Center

## Peer Network of Professionals

- Join a robust inter-service network of healthcare professionals in the federal health sector.
- Classmates have diverse backgrounds and may have experience working as physicians, nurses, administrators, social work, and medical evacuation pilots, among many others.
- Engage with active Army-Baylor Alumni that serve in and out of the federal healthcare system.
- Master of Health Administration, M.H.A. (<https://catalog.baylor.edu/graduate-school/affiliated-programs/health-administration/master-health-administration-mha/>)
- Dual Master of Health Administration/Master of Business Administration, M.H.A./M.B.A. (<https://catalog.baylor.edu/graduate-school/affiliated-programs/health-administration/joint-mha-mba/>)

## Healthcare Administration (HCA)

### HCA 5101 Graduate Management Study Development 1 (1)

This is the first in a series of three (1) credit Graduate Management Study (GMS) writing courses for students on the Executive Clinical Leadership track. The goal of this specific course is completion of the GMS proposal.

### HCA 5102 Graduate Management Study Development 2 (1)

This is the second in a series of three (1) credit Graduate Management Study (GMS) writing courses for students on the Executive Clinical Leadership track. The goal of this specific course is completion of the GMS.

### HCA 5103 Graduate Management Study Development 3 (1)

This is the third in a series of three (1) credit Graduate Management Study (GMS) writing courses for students on the Executive Clinical Leadership track. The goal of this specific course is to use the GMS as a basis from which to submit an article to a peer reviewed journal.

### HCA 5105 Ethics in Health Care (1)

This course introduces students to the principles of bioethics and explores ethical issues that arise in the healthcare setting. The "big ideas" and values that inform those issues will also be engaged. Critical thinking, ethical reasoning, and decision-making will be incorporated throughout the course while fostering a climate of collegiality, dignity, and respect.

### HCA 5106 Fundamentals in Graduate Studies (1)

This course teaches skills and design concepts necessary for employing the abilities and functions of Microsoft Excel programs and processing, understanding and manipulating the basic ability of SPSS to analyze and manipulate data points, using library and electronic resources for analyzing journal articles and basic research tools, and improving upon effective written communication tactics while focusing on proper APA formatting. Students learn through practical exercises with real data allowing them to create, manipulate, and use spreadsheets; work the interface between Excel and SPSS; and work with hands-on research tools and basic writing exercises to improve the basic skills required in graduate studies.

### HCA 5150 Federal Health Seminar (1)

This seminar is designed to expose students to the federal healthcare sector, focusing on the intricacies of military health systems and the unique challenges they face. Through interactions with military leaders and health administrators, students will gain insights into federal health policies, management strategies, and operational practices. The course aims to enhance competencies outlined in our competency model by fostering leadership skills, strategic thinking, and understanding of healthcare systems.

### HCA 5201 Residency Rotation (2)

During this required residency and under the guidance of a qualified preceptor, degree candidates are provided opportunities to study and analyze the functional elements of a hospital. Their managerial skills are developed through varied experiences, the performance of administrative tasks, and direct participation in the problem-solving process. They also perform special studies in functional areas and conduct one graduate management project.

### HCA 5211 Quantitative Analysis III: Decision Making with Statistics and Research (2)

Pre-requisite(s): HCA 5310 In this applied course, students apply the concepts from HCA 5310 and HCA 5312 in a real world environment. Decision-making, selection, computation, and interpretation of analytical procedures and methods are emphasized. Given a management problem, students use appropriate secondary data and posit research questions, develop logical hypotheses, and provide analysis and conclusions based on data and theory.

### HCA 5213 Health Insurance and Managed Care in the U.S. (2)

Pre-requisite(s): All MHA Core Courses

Covers the foundation concerning insurance benefit plans for private insurers, TRICARE, Medicare, and Medicaid. Also covers the history of health insurance in the US, the Affordable Care Act, insurance coverages, insurance demand, adverse selection, underwriting, risk adjustments, moral hazard and pricing, utilization management, selective contracting and the insurance industry, employer-sponsored health, and smallgroup and high-risk pools.

**HCA 5218 Finance II: Financial Apps (2)**

This capstone course instructs healthcare leaders about their roles and responsibilities in operating and managing clinics and facilities within the financial environment of the healthcare system. The course provides opportunities to learn the business case analysis approach and further develop other decision-making tools and skills, building on sound financial, marketing, and strategic management practices learned in other courses.

**HCA 5301 U. S. Health Care Systems (3)**

Conceptual dimensions for health services organizations/systems at the macro and micro level are considered. Various aspects of health delivery systems are examined including clinics and hospitals, as well as managed care systems and other third party payers. Provides a conceptual framework for identifying, analyzing, evaluating and managing factors that influence the design, structure and effective operation of hospitals and other health care organizations. Material for this course considers a historical perspective and is drawn from a variety of disciplines, including economics, sociology, and the behavioral and biological sciences.

**HCA 5305 Residency Rotation I (3)**

During this required residency rotation and under the guidance of a qualified preceptor, degree candidates are provided opportunities to study and analyze the functional elements of a hospital. Their managerial skills are developed through varied experiences, the performance of administrative tasks, and direct participation in the problem-solving process. They also perform special studies in functional areas and identify a best practice.

**HCA 5306 Foundations in Healthcare Quality and Safety (3)**

Covers the historical evolution, current concepts, and future trends associated with monitoring and evaluation of health quality. Explores the major components of quality improvement to include patient care assessment, risk management, patient safety/environment of care, medical management, outcomes management, and process improvement.

**HCA 5307 Residency Rotation 2 (3)**

Pre-requisite(s): HCA 5305

During this required residency and under the guidance of a qualified preceptor, degree candidates are provided opportunities to study and analyze the functional elements of a hospital. Their managerial skills are developed through varied experiences, the performance of administrative tasks, and direct participation in the problem-solving process. Students also perform special studies in functional areas and conduct a graduate management project.

**HCA 5308 Lean Six Sigma (3)**

Given the widely used lean six sigma tools in today's business environment, this course provides an understanding of lean processes and introduces students to the DMAIC cycle of process improvement. Classes are often hands-on and participative. Students will earn a green belt certificate of training for this course. They can earn a full green belt certification following successful completion of a project outside the course.

**HCA 5309 Health Economics (3)**

This course is a study of the dynamics of our healthcare delivery system from an economics-based perspective. Students learn to apply economic principles to make effective decisions as healthcare practitioners in areas related to medical practice, education, research, and public healthcare policy.

**HCA 5310 Quantitative Analysis I: Statistics & Research Methods (3)**

This overview course introduces the student to the use of data science and quantitative analysis in a management environment. Topics include probability, measurement theory, causal inference, experimental design, and critical evaluation of research. While primarily a statistics course, focus is on critical thinking skills in order to derive appropriate inferences from data.

**HCA 5312 Issues in International Health (3)**

Health policies and delivery mechanisms within representative countries. Cross-cultural analytical techniques are reviewed. International health organizations, programs, and other cooperative efforts are discussed. International issues concerning environmental health, health status, and health care activities are studied.

**HCA 5314 Fundamentals in Health Policy and Policymaking in the United States (3)**

This course offers a comprehensive exploration of the fundamental aspects of health policy and policymaking in the United States. It lays the groundwork for understanding the processes of policy formulation, implementation, and evaluation. Students will delve into the content and context of health policies, analyzing the effects of significant health and healthcare related policy and legislation on individuals and populations across the nation. The course will investigate how policy decisions influence the triple aim of healthcare—addressing the patient experience, population health, and reducing costs. Additionally, the course will examine and assess political trade-offs, the social dimensions of policy, and the future of healthcare policy in light of the evolving political landscape and economic conditions. Through practical exercises, debates, and presentations, students will engage with contemporary issues and trends in the field of health policy.

**HCA 5317 Digital Health Strategy (3)**

Studies focus on the concepts and formulation of digital health technologies. This course is designed to integrate and apply knowledge, concepts, and methods in digital health to the ongoing strategic planning and assessments conducted by health care organizations. Business practices and issues associated with setting strategic goals related to digital health, acquiring and implementing digital health solutions, sharing information with stakeholders, and transforming the health care industry will be discussed in detail. Students have the opportunity to apply these ideas to health care business cases. In addition, students will learn about emerging technologies and apply their benefits to the health care sector.

**HCA 5322 Organizational Behavior and Theory (3)**

The focus of this course is the application of resources, behaviors, and theory in the organizational setting. Emphasis is placed on the skills and competencies necessary for effective health services management as well as the functions performed by, and roles required of, middle and senior level managers. The course progresses from individual, group, and organizational dynamics.

**HCA 5329 Leadership in Complex Organizations (3)**

This course is designed to explore a broad range of leadership issues. Students will have the opportunity to examine their own leadership qualities and develop ways to improve them. Readings will cover both theoretical bases for leadership and practical strategies for effective leadership. The format for the class will be group discussion. Each class the instructor or one of the students will present an article/book chapter on leadership and the class will discuss its relevance and importance.

**HCA 5330 Health Care Contracting and Negotiations (3)**

The common law of contracts will be analyzed in the areas of formation, performance and discharge, breach and remedies, the statute of frauds, covenants, and third party rights. The bases of government contracting will be laid and followed by study of contract types, formation, administration, termination, remedies, and ethical problem areas. The study of negotiations will include the process and applicable techniques, strategies, and tactics.

**HCA 5334 Current Problems in Bioethics and Health Law (3)**

The fundamentals of ethical decision making followed by study of current critical areas, such as abortion, the right to die; organ harvesting and transplanting; genetic screening, counseling, and engineering; other human subject research; and allocation of scarce resources or "the right to health care.

**HCA 5336 Healthcare Law (3)**

A study of the legal and regulatory environment related to healthcare law, including an introduction to the legal system, tort law, contract law, medical malpractice, liability of the U.S. Government and federal healthcare providers, requirements for tax-exempt status, antitrust enforcement concerns, and healthcare fraud. The course will focus on an analysis of relevant case law in each area and risk mitigation.

**HCA 5340 Selected Topics in Financial Management (3)**

Managing the external interface with markets (stock and bond valuation and issuing, endowment management, cash management and dividend policy) and advanced tools for managing financial resources (modeling and simulation, process costing, activity-based costing, transfer pricing and joint product costing).

**HCA 5342 Health Applications in Networking (Elec) (3)**

Provides a conceptual framework for identifying, creating, applying resources and advances in networking, telecommunications, and telemedicine to specific diseases, problems in health care, and public health. Resources on the Internet will be used to develop HTML documents. Databases will be explored to develop in-depth reports on individual diseases, resources, public health and infrastructure deficiencies, and health related issues of concern to military operational planners and health care executives.

**HCA 5344 Advanced Research Methods (3)**

Pre-requisite(s): HCA 5310 and 5311

Advanced Research Methods combines skills learned in research methods, statistics, and organization behavior into a blended class that integrates the three previous courses with large databases and statistical software. Students are expected to design research methodologies based on sound theoretical modeling techniques resulting in testable hypotheses reviewed through appropriate analytical assessments. Mathematical/Statistical proofs, operationalization & transformation of data, power and error analysis, and advanced techniques in MANOVA, regression and research design are emphasized.

**HCA 5350 Finance I: Financial and Managerial Accounting in Healthcare Organizations (3)**

Basic principles and applications of healthcare finance, including function and organization of the financial resource department, purpose and methods of financial and managerial accounting, and particular characteristics of financial management in the healthcare industry (personnel and employment incentives, third-party payers and insurers, price or rate setting, cost shifting, taxation and healthcare incentives, and alternative organizations).

**HCA 5353 Finance II: Financial Management of Healthcare Organizations (3)**

Pre-requisite(s): HCA 5350

Planning and controlling functions (time value of money, pro formas and budgets, ratio analysis), balance sheet management (working capital budgeting, debt and equity financing), and cost management (cost classification allocation and apportioning methods, standard budgeting, break-even and variance analysis).

**HCA 5355 Law and Ethics of War and Terrorism (3)**

With an emphasis on medical service, this course explores the ethical and legal aspects of military service through current literature, discussion, and film. It includes a study of that area of the law called just war theory and distinguishes terrorism from conventional war.

**HCA 5356 Organizational Ethics (3)**

This course will review major ethical theories, principles, decision-making methods, and the relationship between ethics and leadership. Clinical ethics topics will be considered from an organizational perspective, and topics with a more definitive business focus will be addressed. Case studies will be developed, analyzed, and discussed

**HCA 5357 MEDCOM Analytics (3)**

This class introduces healthcare leaders to current critical topics and techniques in US Army Medical Command (MEDCOM) Analytics. Though focused on MEDCOM analytics, the material will have substantial applicability to other students in the military health system. The course enhances critical thinking and develops student abilities to conduct data analysis, using M2 as the primary platform.

**HCA 5358 Quantitative Methods II: Modern Data Science (3)**

Pre-requisite(s): HCA 5310

This course is a study of how to match appropriate data science approaches, methods, and techniques to analyze the increasing volume and variety of healthcare data to extract actionable insights for making improvements to our healthcare delivery systems.

**HCA 5359 Human Resources Management (3)**

Study of human resource management with emphasis on issues confronting health care administrators. Examination of emerging practices affecting procurement, compensation, retention, evaluation, training, and development of the human resources needed to provide health care and labor management relations. Emphasis on case studies, current trends and practical applications.

**HCA 5360 Operations Management in Healthcare (3)**

This course provides an introduction to the concepts and analytic methods that are useful in understanding the management of a hospital's operations. It provides basic definitions of operations management terms, and tools and techniques for analyzing operations and making operational decisions. The course emphasizes application of concepts, techniques and methodologies from the field of operations management to organizations in service industries.

**HCA 5389 Population Health and Emergency Management (3)**

Introduces students to epidemiology as a diagnostic discipline of population health. Material discussed will prepare students to communicate concepts of risk and understand epidemiological information. Common tools will be introduced to evaluate health problems and policies at a population level. In addition, the course will examine medical readiness and explore the boundaries of emergency management at both local, state, federal levels. This will be accomplished by examining responses to disasters and addressing the organizational structures, resources, and strategies required to mitigate and respond to emergencies.

**HCA 5390 Consulting Practicum in Health Care Administration (3)**

A work group project course where students personally observe, analyze, synthesize, evaluate, and report on various real-world healthcare problems in local health services facilities. Students are expected to integrate acquired knowledge, skills, and analytical tools previously obtained in the didactic year regarding the management of health services. The course focuses on significant problems and evolving trends in the local community and their implications for efficient and effective healthcare delivery.

**HCA 5961 Administrative Residency (9)**

Pre-requisite(s): All Didactic Phase Courses

During this required residency and under the guidance of a qualified preceptor, degree candidates are provided opportunities to study and analyze the functional elements of a hospital and/or healthcare organization. Their managerial skills are developed through varied experiences, the performance of administrative tasks, and direct participation in the problem-solving process. Students also perform special studies in functional areas and conduct graduate management projects. Approval of the proposal and the completed research is secured from the program's Residency Committee.

**HCA 5V92 Special Studies in Health Care Administration (1-3)**

Advanced work jointly planned by the professor and student in any of the various disciplines of health care administration represented by members of the graduate program faculty. The course provides students with a structured study in the selected topic area and permits advanced application of prior course work. May be repeated with a different topic for up to twelve hours credit.