

Health Care— Leadership of Healthcare Organizations

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PROGRAM DESCRIPTION

The Master of Advanced Studies (MAS) in the Leadership of Healthcare Organizations provides depth and focus on management for healthcare professionals with an emphasis on clinical process improvement. The goal of the program is to prepare healthcare professionals to participate more effectively in the business decisions that affect the quality of patient care by teaching participants to deal with error prevention, process quality, and systems of care. Students gain the advanced knowledge and skills that are essential to manage escalating challenges in the competitive business environment of health care. The MAS program crosses many fields and clinical and administrative professions in the health industry, including medicine, nursing, mental health, dentistry, insurance, pharmacy, and other related areas. The program is appropriate for nurses, managers, physicians, allied health professionals,

healthcare executives, and medical students as they assume more active roles in healthcare leadership and on management teams.

The MAS in the Leadership of Healthcare Organizations is a part-time, self-supporting degree program with a flexible course schedule designed for working professionals. It is the first graduate degree of its kind within the University of California system. The UC San Diego graduate division confers the MAS degree and the Department of Family and Preventive Medicine in the UCSD School of Medicine is responsible for the academic management of the curriculum. UCSD Extension administers the program and provides student advising and career counseling services.

ADMISSION

New students are admitted in the fall, winter, and spring quarter of each academic year. Prospective candidates should submit and complete the official UCSD online graduate application for admission, the application fee, one set of official transcripts from each institution attended after high school, three letters of professional recommendation, and a current résumé or c.v. The GRE/GMAT is not required; however, it is strongly recommended that candidates have a minimum of five years of professional experience in health care. International applicants must submit official scores from the Test of English as a Foreign Language (TOEFL). The application deadlines are July 15 (fall), October 15 (winter), and January 15 (spring).

PROGRAM OF STUDY

The part-time degree program is designed to be completed in one, two, or three years, depending upon a participant's time to devote to the program. Classes are typically scheduled in the late afternoons, evenings, or weekends to meet the demands of working professionals. Students are required to complete forty-two units of required courses.

COURSES

For course descriptions not found in the UC San Diego General Catalog, 2010–11, please contact the department for more information.

CURRICULUM

LHCO 201A-B. Topics in Healthcare Management and Innovation (2-2)

Weekly discussions with healthcare entrepreneurs and managers will expose students to real-life experiences. How are solutions to healthcare delivery identified and implemented? How are solutions brought to the marketplace?

LHCO 202. Organizational Dynamics and Change Management (4)

This course examines principles and applications of management and organization theory as applied to healthcare organizations. It covers methods for assessing key features of organizational environments and internal structures and identifying, developing, and implementing strategies for improved performance.

LHCO 203. Using and Managing Information and Information Technologies (4)

Designed to familiarize health administrators and professionals with the principles of information systems design and management for health care. Provides an understanding of current trends in information technologies for

health care and management issues unique to it. Includes hands-on computer lab.

LHCO 204. Managing People and Teams (2)

This course studies key management concepts and roles of management and how they apply in successful, dynamic organizations. It also examines competencies of effective managers in developing customer focus, planning, selecting and developing individuals and teams, communicating, managing resources, using technology and being adaptable.

LHCO 205. Modern Healthcare Organizations (4)

Describes and analyzes the dynamics responsible for the change in healthcare delivery and effects on development of modern healthcare organizations. Describes actions taken by employers, insurers, consumers, and government, analyzing the effects on physicians and provider organizations. Note: It is recommended that students take this course in their first winter quarter in the program.

LHCO 206. Topics in Financial Management and Decision Making (2)

This course presents real-life applications in healthcare provider organizations of financial management and decision-making. Topics include budgeting, uses of financial reports, development of long-range financial forecasts, benchmarking, business plan development, and actuarial analysis in projecting health care delivery costs.

LHCO 207. Health Law and Medical Liability (4)

This course provides an introduction to the relationship of law to health care, including liability, government regulation, financial and ethical issues, contracting and negotiation and dispute resolution.

LHCO 209. Patient Outcomes and Quality of Care (4)

This course provides a critical overview of the tools used to measure outcomes and quality of care, development and use of practical guidelines, advantages and disadvantages of various methods, and the use of such analysis in administrative decision-making.

LHCO 211. Healthcare Leadership and Political Advocacy (2)

Within the context of healthcare advocacy, the course examines the organizational and individual issues that impact success in promoting and advocating for a healthcare agenda. The course aims to provide clarity to that process and assist students with understanding how to navigate the political landscape. Students learn about the legislative process, lobbying, the impact of political campaigns, the involvement of the media, and how healthcare economics impact politics.

LHCO 212. Statistics and Applied Decision Making (2)

Students will learn statistical methods and their most common applications in healthcare management. Topics covered include data presentation, sampling, the development and use of confidence intervals, hypothesis testing, analysis of variance and simple regression. We will also explore elementary probability theory and decision making under uncertainty. Students who have taken LHCO 208 may not receive credit for LHCO 212. **Prerequisite:** admission to MAS in LHCO or consent of department.

LHCO 213. Financial Accounting and Analysis (2)

Students will learn the use of financial information within a healthcare organization. Topics covered will include capital structure, working capital and cash management, the time value of money, and capital budgeting. Students who have taken LHCO 208 may not receive credit for LHCO 213. **Prerequisites:** admission to the MAS in the Leadership of Healthcare Organizations Program or consent of department.

LHCO 214. Practical Business Communication Skills for Healthcare Professionals (2)

This course focuses on developing effective business communication skills for professionals in managerial/senior roles in healthcare. Writing scenarios include: preparing briefings and updates using presentation software and/or briefing packets; organizing data; constructing proposals and reports; solicitations; coordinating projects via email; and drafting and editing group documents. On-the-job examples from the student's workplace are used throughout the course. **Prerequisite:** admission to the MAS in

the Leadership of Healthcare Organizations Program or consent of department.

LHCO 296A. Independent Study

Project (ISP) Prospectus (2)

As part of preparing for the ISP, each student must prepare a prospectus based on some topic of research interest relevant to leadership of healthcare organizations. The prospectus will consist of an integrative literature review and a proposal for an applied research project based on the chosen topic. **Prerequisite:** admission to the MAS in the Leadership of Healthcare Organizations Program or consent of department.

**LHCO 296B. Independent Study Project
in the Management of Healthcare (4)**

The Independent Study Project (ISP) is the cornerstone of the MAS Program. Students will be involved in a high-level applied research project that integrates what they have learned in their formal course work. The ISP will be an independent and creative scholarly activity in an area related to one or more of the topics covered in the formal curriculum. Students' work will be evaluated by a committee consisting of faculty and, when appropriate, industry advisors.