

# Health Care— Leadership of Healthcare Organizations

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## Program Directors

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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 health care professionals with an emphasis on clinical process improvement. The goal of the program is to prepare health care 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, man-

agers, physicians, allied health professionals, health care executives, and medical students as they assume more active roles in health care 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 UCSD 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 June 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 thirty-six units of core courses and two prerequisite courses. The prerequisite courses may be taken concurrently with the core courses in the MAS program or prior to being admitted in the degree program.

## PREREQUISITES

**LHCO 201A. Topics in Health Care Management and Innovation—Health Care Finance and Systems**

**LHCO 201B. Topics in Health Care Management and Innovation—Managing in a Complex Health Care Environment**

## CORE CURRICULUM

### LHCO 201C. Topics in Health Care Management and Innovation—Forums with the Experts (2)

This seminar-style course includes weekly discussions with health care entrepreneurs and managers to expose students to real-life experiences. How are solutions to health care delivery problems 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 health care 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)

(Cross-listed with SOMI 256.) 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 Health Care Organizations (4)

Describes and analyzes the dynamics responsible for the change in health care delivery and effects on development of modern health care 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 health care 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 208. Financial Management and Decision Making (4)

This course analyzes the impact of time and risk on investment decisions. Financial accounting will be reviewed to understand financial information within an organization including uses and limitation of such information for management purposes. Discussion of

procedural aspects of accounting to explicate basic concepts.

**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 210. Assessment of Medical Technology (2)**

This course covers assessment methodologies, balancing concerns for economics and impact on care, investment strategy, and relationships with developers, vendors, and suppliers.

**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 296. Independent Study in the Management of Health Care Organizations (4)**

Students will be involved in an administrative project in UCSD Healthcare or another health care organization in San Diego. The student's experience will be the basis for a report as a requirement for graduation.