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MEMORANDUM

To: Donna E. Shalala, President
From: Richard L. Williamson 
Chair, Faculty Senate
Date: April 30, 2014
Subject: Faculty Senate Legislation #2013-45(B) – Establish a Department of Health Sector Management and Policy (HSMP) in the School of Business Administration

The Faculty Senate, at its April 23, 2014 meeting, unanimously approved the proposal of the School of Business Administration to establish a department of Health Sector Management and Policy (HSMP). It has been determined by the School, that this is an appropriate time to move from a program in the Department of Management to its own Department. The Executive MBA in Health Sector Management and Policy has been in existence for over 35 years, and is among the nation's select health care programs. The creation of this departmental structure will allow the School to compete with other business schools to attract the best students and faculty to provide excellence in research and teaching.

The proposal is enclosed for your reference.

This legislation is now forwarded to you for your action.

RLW/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
Eugene Anderson, Dean, School of Business Administration
Steven Ullmann, Professor and Director, Health Administration and Policy Program

CAPSULE: Faculty Senate Legislation #2013-45(B) – Establish a Department of Health Sector Management and Policy (HSMP) in the School of Business Administration

APPROVED:  DATE: 6/9/2014
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean Anderson

EFFECTIVE DATE OF LEGISLATION: IMMEDIATELY
(if other than June 1 next following)

NOT APPROVED AND REFERRED TO: _____

REMARKS (IF NOT APPROVED): _____

UNIVERSITY OF MIAMI
SCHOOL of BUSINESS
ADMINISTRATION



PROPOSAL

Department of Health Sector
Management and Policy
School of Business Administration

April 2014

Steven G. Ullmann, PhD
Professor and Director
Programs in and Center for Health Sector Management and Policy
and Special Assistant to the Provost
School of Business Administration

Proposal for Department of Health Sector Management and Policy

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UNIVERSITY OF MIAMI
SCHOOL of BUSINESS
ADMINISTRATION



**Proposal for Health Sector Management and Policy Department
At the University of Miami School of Business Administration**

1. Background

The University of Miami, School of Business Administration, has identified Health Sector Management and Policy (HSMP) as one of three distinctive Areas of Excellence—areas in which the School can draw upon unique assets to develop outstanding programs encompassing state of the art research and exceptional higher education. The School of Business Administration has determined that it is an appropriate time to move Health Sector Management from Program to Department status. This has been approved unanimously by the Health Sector Management and Policy Faculty, the Department of Management Faculty, the Advisory Board to the Program and Centers Health Sector Management and Policy, the School Council, the full Faculty at the School of Business Administration and the Dean of the School.

The School's core health management program, the Executive MBA in Health Sector Management and Policy has been in existence for over 35 years. It is among the Nation's select health care programs to have dual accreditation by The Association to Advance Collegiate Schools of Business (AACSB) and the Commission on Accreditation of Healthcare Management Education (CAHME). It is consistently ranked in the top 10 among all MBA programs for physician executives by Modern Healthcare (**Exhibit 1**). The program prepares health professionals for leadership positions in health care and health-related organizations. Currently, program alumni lead local, national and global health care organizations, and are an indispensable resource to students. Additionally, the Programs in Health Sector Management and Policy Advisory Board (**Exhibit 2**) is comprised of over twenty regional, national and global health care industry leaders. The Advisory Board represents the full spectrum of the health care industry, provides curriculum guidance, program financial support, and serves as a resource to students with mentoring and internship opportunities.

The MD/MBA program (**Exhibit 3**), conducted in partnership with the UM Miller School of Medicine, adds a year of business education following the third year of the traditional four-year MD track. The business curriculum prepares future physicians for the business complexities related to running a private medical practice, heading a group practice or becoming a medical director of a health care organization. Furthermore, it prepares medical students for careers in health sector management, leadership, policy and consulting. As key contributors to the School of Business, MD students provide a unique health care perspective to their course work and have been awarded notable honors from several case competitions and participation in entrepreneurial activities at the School. This background and knowledge base has served our MD/MBA graduates well in obtaining highly regarded medical residencies. Since its inception in 2008, 43 students have graduated from this program.

In the last several years, the Program in Health Sector Management and Policy has introduced a Minor in Health Sector Management and Policy, open to all students in the University. Pre-med students are among the largest grouping of students choosing to take the Minor. Approximately two years ago, the Programs introduced an undergraduate Major in Health Sector Management and Policy. The first graduating class of fifteen will be placed, including our students in GlaxoSmithKline Pharmaceutical's Leadership Program; one student was admitted to Boston University's Master's Program and two students were admitted to Johns Hopkins Master's Program. We currently have 32 students in the Minor and Major.

2. Description

Health care is the largest industry in the U.S. and a source of more than 11 million jobs for undergraduate and graduate students seeking careers in Health Care Management. Because the health care industry has such a huge impact on both U.S. and Global economies, the strategy of the School of Business Administration to identify Health Care Management as an Area of Excellence is appropriate and the creation of a Department of Health Sector Management and Policy is timely.

A departmental structure will more effectively support the School's effort to attract the best students, provide excellence in research and teaching, and allow the School to compete with other business schools. Faculty resources, management of budgeted resources, coordination of staff and duties, including focused advising would allow further development of academic program offerings and curriculum as well as engagement in innovative thinking and dissemination of high-impact health care focused research which can serve to shape how health care management is conceived.

Currently, the Program for Health Sector Management and Policy is housed in the Department of Management and uses a matrix approach to draw faculty from various functional areas. However, HSMP cannot easily hire and promote health care management faculty given the disparate and divergent views and needs of a department that incorporates several areas of focus. The Department of HSMP would allow for more flexibility to meet the current demands of health care management education in the community, including the development of innovative cross-disciplinary programs, and executive education opportunities.

More importantly, a Department of HSMP would allow the School to attract top researchers who can make significant intellectual contributions, which is essential to growing the reputation of the School and the Programs. Faculty members would be hired and evaluated for promotion and tenure by colleagues who are knowledgeable in the unique field of health care; performance evaluation, objectives and the tenure process would be in line with the faculty development goals and expectations of the School of Business and the University. The Department of HSMP would expect faculty to publish in high-impact research journals appropriate to the field of health care management. Faculty members would also serve to support the research activities of the Center for Health Sector Management & Policy.

Current HSMP goals under consideration are to develop a health care information technology minor; a 5-year combined undergraduate/graduate program; a four course certificate/concentration in Health Sector Management & Policy for full time graduate students and MBA graduates who are looking to expand their knowledge in the health care field; and a Masters in Health Administration (MHA) with an online component. The proposed MHA program will incorporate a Certificate in Business Administration and the curriculum will serve as a model for the creation of additional health care executive education programs as well as cross disciplinary programs.

It is evident that the health care management curriculum is benefitting students university-wide. **(Exhibit 4)** The introductory course- MGT 270-Introduction to Health Care Administration has consistently been fully subscribed with a great number of students from various Schools and Colleges including students in the pre-med/science track who are interested in medical school. In Fall 2014 36 students were enrolled in MGT 270; in Spring 2014 40 students are enrolled with 20 students pursuing a pre-med/science track. It is anticipated that a number of these students will consider the HSMP minor and/or major as they move further along in their studies and experience challenges, or decide to adjust their focus differently from what they originally intended. These students are generally very bright and are high recruited by the university. The HSMP major gives them a viable option as their interests change. It also provides them the understanding of health care administration and policy, so important in their pursuit of a career in medicine.

3. Mission

It is the mission of the Health Sector Management & Policy Department to deliver excellence in health care management and policy education to undergraduate and graduate students; to provide resources to support pertinent research and innovative thinking; and ensure the highest quality academic performance by professors dedicated to the field of Health Sector Management and Policy.

4. Purpose and Goals

Well aware of the need in the health care sector for not only graduate students, but undergraduates, the School of Business introduced an undergraduate minor in Health Sector Management and Policy in fall 2008. The purpose of the minor is to provide students throughout the university community with a basic understanding of the management, economic, organization and financial structure, as well as the legal, ethical and governmental policies affecting the health care industry. Since its formation, interest for the minor has been strong. There were 12 students enrolled in the minor in 2011 and 24 in 2012. This number has been steadily growing. There are currently 33 students enrolled in the minor.

To continue addressing the needs of the sector, the School developed the undergraduate major in Health Sector Management & Policy, which was unanimously approved by the University's Faculty Senate in February 2010. The intent of the major is to prepare School of Business Administration students for careers in health care management and policy, in a variety of health care organizations and public settings, as well as to pursue graduate educational opportunities. The major enables students to gain skills and understanding in the specialized language of health care and to comprehend concepts of management, financing, economics, marketing, process improvement, politics, law and ethics as applied to the health care sector. This was the School's first graduating class of HSMP majors. There are currently 24 students enrolled in the major. It is anticipated that the undergraduate program will seek to become a Full Certified Member of the Association of University Programs in Healthcare Administration (AUPHA) after graduating its second class, a requirement of the certification process. This involves a rigorous peer review process through which AUPHA's standards and criteria are applied.

The Center for Health Sector Management and Policy was created in 2010 to conduct quality research to be published in peer reviewed journals, serve as a resource to the local, regional, national and global media, provide consults on health care management practices, and provide interactive conferences and forums to educate health care and business professionals, policy makers, citizens,

and the University Community. It serves as a vehicle to provide both graduate and undergraduate students research opportunities. The annual health care impact conference sponsored by the Center attracts more than 750 health care professionals, national health care leaders, alumni and students from every subsector of health care to the University; providing an opportunity for the exchange of ideas and discussions on key health care issues. Over 200 students have been able to attend this conference as scholarship recipients through corporate sponsored support, thereby ensuring interest and exposure to the Center. The Center works with faculty members to facilitate special health care programs including as of late a health care compliance boot camp, developed to address the growing need in the industry, as well as workshops for international health care business leaders and policy makers This program has received corporate sponsorship and will be offered to interested students at no cost.

5. Market Analysis

The global health care services market is forecast to reach \$3 trillion by 2015, according to research from Global Industry Analysts. Investment in sectors such as home health care, health care IT and telehealth are expected to continue powering market expansion. The health care sector currently makes up nearly 18 percent of all economic activity in the United States and is expected to grow to over 20 percent in the next eight years. Health care costs continue to rise rapidly in the U.S. and throughout the developed world. Health care is becoming a global industry. Multi-hospital/multi-country systems; global health insurance and pharmaceutical companies; the growth of medical tourism; these are all a reflection of the globalization of health care. This global focus fits well with the growing global approaches of the School of Business Administration.

U.S. Bureau of Labor Statistics reports that the health care industry—which includes public and private hospitals, nursing and residential care facilities, and individual and family services—is expected to grow by 33 percent, or 5.7 million new jobs by 2020. Employment growth will be driven by an aging population and longer life expectancies, as well as new treatments and technologies. Managers in all settings will be needed to improve quality and efficiency while controlling costs, as insurance companies, the government Medicare and Medicaid programs, the Patient Protection and Affordable Care Act and employers demand higher levels of accountability. According to the U.S. Bureau of Labor Statistics, demand for managers will stem from the need to recruit workers and increase employee retention, to comply with changing regulations, to implement new technology, and to help improve the health of their communities by emphasizing preventive care.

On the academic front, we look to our aspirational peers, , including the University of Pennsylvania, Wharton Health Care Management Department who has broken from the traditional public health and health administration models and have sustainable health care focused departments within the business school. It should be noted that the HSMP Program has been invited to apply for membership in an elite group of Business School Alliance for Health Management (BAHM). Memberships is by invitation only. A list of the Membership is included as **(Exhibit 5)**.

6. Library Resources

The University of Miami Libraries currently provides access to numerous databases and journals that are specific to Health Care Sector Management and Policy. Attached is a list of two databases; one is for Health Care Management via Florida Electronic Library and Miami-Dade Library; the second is a list of Health Care Management Research Databases via UM Libraries **(Exhibit 6)**.

7. New Department

The new department will be called the Department of Health Sector Management and Policy. It will have a chairperson, six core faculty and a horizontal system of administrators as outlined below.

7.1 Chairperson and Scope of Faculty

It is anticipated that the Department of Health Sector Management and Policy will be led by interim Chairperson Steven G. Ullmann, PhD, a Professor of Management and Director for Programs in and Center for Health Sector Management and Policy, School of Business Administration. Dr. Ullmann, a highly regarded faculty member with more than 35 years of experience in education, research, and academic management, specializes in health economics, health care management and medical ethics. Ullmann has built strong relationships with various University of Miami entities, allowing him to draw on professional resources within the various University of Miami schools and colleges including the Miller School of Medicine, the School of Nursing and Health Studies, the College of Engineering, the School of Law and the School of Architecture. These important relationships will play key roles in the future development of HSMP programs and research projects. After the Department is formalized and in accordance with the Faculty Manual, the department faculty will serve as the Consultative Committee and advise the Dean on the appointment of the Department Chair.

The faculty departmental structure initially is planned to include six core faculty members. Of the six core faculty, two faculty members are proposed to be newly hired; one at the Associate Professor level and the second at the Assistant Professor level; both will be tenure-track/tenured position's). HSMP department faculty will be expected to publish in top-tier peer reviewed Business/Health Management and Policy journals to be considered for faculty promotion and tenure. See attached list of top-ranked health care journals (**Exhibit 7**).

The Department of HSMP is expected to grow based on needs as appropriate. It is envisioned that the Department will comprise of a mix of Tenure/Tenure Track/Clinical/Lecturers/Adjuncts of 10-12 faculty members over the next 5-7 years. Succession needs of the Department will be addressed accordingly.

It is anticipated that staffing for the proposed Department of HSMP will be expanded as follows:

1. Department Chair will be responsible for tenure & promotion, faculty evaluations and recruiting.
The Department Chair will engage in external activities to promote the Department, Program, School of Business Administration and the University.
2. Department Faculty
 - a. Associate Professor (Tenured/Tenure Track)
 - b. Assistant Professor (Tenure Track)
3. Assistant Director of Undergraduate Programs (Faculty Stipend for Advising/Internships)

Current Program administrative support staff and student support will remain the same.

The proposed Department of HSMP budget and organizational chart are provided in the appendix. (**Exhibit 8–Detailed Budget; Exhibit 9–Proposed Organizational Charts Options 1 & 2**).

The proposed six core faculty members include:

PROPOSED FACULTY MEMBERS			
Department of Health Sector Management and Policy			
<u>Core Faculty</u>	<u>Position</u>	<u>Appointment</u>	<u>Areas of Expertise</u>
TBD	Professor	Primary	Healthcare Policy, Administration and Finance
TBD	Professor	Primary	Healthcare Management, Economics and Policy
TBD	Professor (Joint Appointment)	Joint	Medical Sociology; Healthcare Economics; Healthcare Policy
TBD	Clinical Professor	Clinical	Healthcare Management, Economics and Finance
TBD	*Associate/Assistant Professor (Tenured or Tenure Track)	Primary	TBD
TBD	**Associate/Assistant Professor (Tenure Track)	Primary	TBD

* Approved for fiscal year 2015

**Approved for fiscal year 2016

Proposed Departmental Structure (Faculty)- FY2015-FY2019
 (New positions highlighted)

Faculty Positions				
FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Associate/Assistant Professor	Associate/Assistant Professor	Lecturer	Assistant Professor	Associate Professor
Clinical Professor	Associate/Assistant Professor	Associate/Assistant Professor	Lecturer	Assistant Professor
Chair	Clinical Professor	Associate/Assistant Professor	Associate/Assistant Professor	Lecturer
Associate Director Undergraduate	Chair	Clinical Professor	Associate/Assistant Professor	Associate/Assistant Professor
Sr. Professor	Associate Director Undergraduate	Chair	Clinical Professor	Associate/Assistant Professor
Sr. Professor (joint)	Sr. Professor	Associate Director Undergraduate	Chair	Clinical Professor
	Sr. Professor (joint)	Sr. Professor	Associate Director Undergraduate	Chair
		Sr. Professor (joint)	Sr. Professor	Associate Director Undergraduate
			Sr. Professor (joint)	Sr. Professor
				Sr. Professor (joint)

8. Impact on Space Utilization

Additional faculty space will be needed to accommodate all six core faculty members. It is expected that at least five additional faculty offices will be needed. There are adjustments being made in space and space utilization in the School of Business Administration.

9. Conclusion

With the importance of health care to the U.S. and global economy, the strong interest among undergraduate and graduate students and the importance of health care management to the strategic initiatives of the School of Business Administration, the time is appropriate to consider a departmental structure. A department allows for the needed infrastructure and flexibility in hiring, mentoring, evaluating, and potentially the promotion and tenure of faculty members in this specialized field.

The Health Sector Management and Policy Department will allow the School of Business Administration to further enhance the delivery of quality health care management and policy education, provide resources to support research excellence, build cross disciplinary programs and expand executive education for the benefit of students, faculty members, the University and the greater business community.

Proposal for Department of Health Sector Management and Policy

10. Letters of Support

- a. Memo from Dean Anderson and/or Provost budget approval
- b. Letters of Support from Department Chairmen



UNIVERSITY OF MIAMI
SCHOOL of BUSINESS
ADMINISTRATION




Eugene W. Anderson
Dean

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MEMORANDUM

TO: General Welfare Committee, Faculty Senate 
FROM: Gene Anderson, Dean, School of Business Administration
SUBJECT: Hiring Plans for Proposed Department of Health Sector Management and Policy
DATE: March 26, 2014

The purpose of this memorandum is to summarize the School's faculty recruiting plans for the proposed Department of Health Sector Management and Policy (HSMP), which is part of the School's overall five-year hiring plan to be included in the FY15 budget.

The School created a tenure-track position (Position # 47056) in healthcare (currently falling under the Management Department). Recruiting for this position was put on hold pending approval of the new department and will likely be filled in FY2016. The school also plans to convert a part-time lecturer to a clinical faculty member in FY2016. Also included in the School's five-year plan is the hiring of an additional tenure-track faculty member, who will join the School at the start of FY2017. These two positions are included as line items in the proposed Department of Health Sector Management and Policy FY15-FY19 budget, part of the five-year plan as submitted to the Provost.

UNIVERSITY OF MIAMI
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May 20, 2013

Professor Steven Ullmann
Director of the Programs in Health Sector Management and Policy
Department of Management
School of Business Administration
University of Miami

Dear Professor Ullmann:

I would like to offer my support and encouragement to you and your associated faculty in your efforts to establish a department of Health Sector Management and Policy within the School of Business Administration at the University of Miami.

Kaiser Health News recently reported that healthcare costs in the United States currently represent 17.9 percent of the Gross Domestic Product (GDP) and are expected to increase to over 20 percent of GDP by 2021. Contributing to this increase in expenditures are the demographic trends in the country that portend over 20 million people becoming eligible for Medicare over this same period. With these dramatic increases in both the number of people and the amount of money spent on total healthcare in the county, the need for efficient management and sound policy in the health sector has never been greater. The establishment of a Department of Health Sector Management and Policy at this time is not only a very propitious initiative, but also one that will coalesce the efforts of many faculty across the Business School and around the University.

As the current Chair of the Department of Management Science, I have seen a marked growth of interest and research in the health sector among our faculty and in our professional organizations. Within the department, Professor Howard Gitlow and his former student, Richard Melnyck, are currently leading the UImprove program at the University of Miami Health System. The UImprove teams of students and faculty have already produced millions of dollars of savings through their work. Additionally, Professor Yongtao Guan leads a group of faculty in the department in health sector - and bio - statistics. The group works closely with the Department of Biostatistics at the Miller School of Medicine on both research and teaching.

Within the professional society of Management Science, INFORMS, the society now holds a national meeting on healthcare operations research, systems engineering, and analytics.

At the 2011 INFORMS Healthcare Conference in Montreal, I had the privilege to arrange and chair a research session of papers contributed by faculty from both the University of Miami's School of Business and the College of Engineering.

I also currently serve as the Chair of the Department of Computer Information Systems in the School of Business. The Computer Information Systems department has been part of the Executive MBA program in Health Sector Management and Policy since its inception. As new requirements for the management of health sector services and technologies have increased, so has the particular need to understand health sector information technologies. The Department has responded to this need in various ways. Dr. Sara Rushinek, for example, has developed a new course in healthcare informatics and has attracted students from business, nursing, and medicine to her classes. The Department has also hired additional faculty with both experience and expertise in these areas to meet expanded teaching needs and has begun the discussion of a health sector minor as part of the curriculum in information technology.

I believe the support for the establishment of a Department of Health Sector Management and Policy should find a broad base within the faculty of the School of Business and across the University. Additionally, the establishment of the Department at this propitious time will provide a needed level of focus and support for many of the faculty's health sector initiatives in both teaching and research.

You have my enthusiastic support for your proposal.

Sincerely,

A handwritten signature in black ink that reads "Edward Baker". The signature is written in a cursive, slightly slanted style.

Edward Baker
Professor and Chair

Proposal for Department of Health Sector Management and Policy

Appendices

1. EMBA Ranking
2. HSMP Advisory Board as of January 2014
3. MD/MBA Curriculum
4. Major/Minor in HSMP
5. Business School Alliance for Health Management (BAHM)
6. HSMP Library Resources
7. List of top ranked Health Care Journals
8. Proposed Department of HSMP Budget
9. Proposed Department of HSMP Organizational Chart – Option 1 & 2



FACT SHEET

The University of Miami School of Business Administration is a comprehensive business school, offering undergraduate business, full-time MBA, Executive MBA, MS, PhD and executive education programs. One of 12 schools at the University of Miami, the School is located in a major hub of international trade and commerce and acclaimed for the global orientation and diversity of its faculty, students and curriculum. With nearly 2,000 undergraduate and 500 graduate business students, the School delivers its programs at its main campus in Coral Gables, Fla. as well as at locations across Florida and abroad.

Quick Facts

Founded	1929
Undergraduate Students	1,930
Graduate Students	590
Faculty	150
Alumni	45,000

Graduate Programs

Full-time MBA
MBA for Working Professionals
Executive MBA
Executive MBA in Health Sector Management & Policy
Global Executive MBA (taught in Spanish)
Master of Accounting
MS in Taxation
MA in Economics
JD/MBA
MD/MBA
BArch/MBA

Undergraduate Programs

Bachelor of Business Administration (BBA)
Bachelor of Science in Business Administration (BSBA)

Doctoral Programs

PhD in Economics
PhD in Business, with concentrations in:
Accounting
Management Science
Marketing
Operations Management
Organizational Behavior
Strategy/International Business

Certificate Programs

Graduate Business
Lean Six Sigma Green Belt Certification
Advanced Marketing Strategy
Latin American Health Care Compliance
CABEM/CELTEM/CISMEN (taught in Spanish)

Custom Executive Education Programs

Rankings

- #2 Executive Education Program for Latin America, U.S. (*América Economía*, 2012)
- #6 MBA Program for Physician-Executives (*Modern Healthcare*, 2013)
- #8 MBA Program for Hispanics (*Hispanic Business*, 2012)
- #11 Full-Time MBA Program, U.S. (*América Economía*, 2012)
- #22 for Faculty Research, U.S.; #41 for Faculty Research, World (*Financial Times* EMBA rankings, 2012)
- #31 Executive MBA Program, U.S. (*Financial Times*, 2012)
- #39 Full-Time MBA Program, U.S. (*Expansión*, 2013)
- #46 Health Care Management (U.S. News and World Report 2015)
- #59 Full-Time MBA Program, North America (*Forbes*, 2011)

- #4 Undergraduate Business Program - Business Law (*Bloomberg BusinessWeek*, 2012)
- #6 Undergraduate Business Program - Marketing (*Bloomberg BusinessWeek*, 2012)
- #9 Undergraduate Business Program - International Business (*Bloomberg BusinessWeek*, 2012)
- #10 Undergraduate Business Program - Quantitative Methods (*Bloomberg BusinessWeek*, 2012)
- #25 Undergraduate Business Program – International Business (*U.S. News & World Report*, 2012)
- #53 Undergraduate Business Program – Overall (*Bloomberg BusinessWeek*, 2012)

Facilities and Campuses

The School of Business Administration is located on the University of Miami's Coral Gables, Fla. campus, 230-acre suburban tract just minutes from downtown Miami. The School's facilities include a 137,000-square-foot complex of state-of-the-art buildings including the Kosar/Epstein Faculty Building completed in 2003 and the McLamore Executive Education Center completed in 1997. The School's off-campus locations include Palm Beach, Fla. and San Juan, Puerto Rico.

Accreditation

AACSB International (Association to Advance Collegiate Schools of Business)
SACS (Southern Association of Colleges and Schools)



Penny Shaffer, PhD (Chair)

Market President - South Florida
Florida Blue

Carlos Alonso

President & Chief Executive Officer
Esaote Group

Charles E. Alston, CTP

Senior Vice President - Market Executive
Healthcare & Institutions Southeast - Global
Commercial Banking - Bank of America

Mayda Antun, MD, MBA '93

National Director - VP Medical Operation
Concentra Primary Care

Francisco Ballester

Regional Head Sandoz LatAm
Sandoz

Richard L. Clarke, DHA, MBA '72

Former President & CEO, HFMA
Current Chair, CHRISTUS Board of Directors

Bernardo Fernandez, MD, MBA'11

President
Cleveland Clinic Florida

Jeffrey P. Freimark

President & Chief Executive Officer
Miami Jewish Health Systems

Edward E. Goldman, MD '68

President & Chairman
Practice Communications (Board of Directors
MD/VIP)

Dan Greenleaf

President & CEO
Home Solutions

Brian E. Keeley

President & Chief Executive Officer
Baptist Health South Florida

M. Narendra Kini, MD

President & Chief Executive Officer
Miami Children's Hospital

Mariano Legaz

Florida Region President
Verizon Wireless

Carlos Migoya

Chief Executive Officer
Jackson Health System

Rudolph Moise, MD, JD '97, MBA '94

President & Chief Executive Officer
Comprehensive Health Center, Inc.

Timothy S. O'Toole

Chief Executive Officer
VITAS

Marsha Powers

Sr. Vice President of Operations
Tenet, Florida Region

Linda S. Quick

President
South Florida Hospital & Healthcare Association

Bruce Rueben

President
Florida Hospital Association

Frank V. Sacco, BA '70

President & Chief Executive Officer
Memorial Healthcare System



Albert Santalo

President & Chief Executive Officer
CareCloud

Alton Shader

SVP & President, North America
Hill-Rom Holdings, Inc.

Dr. Susanne Nolte-Schoen

Member of the Supervisory Board
Schön Klinik SE

E. Joseph Steier, III, MBA '06, PhD

President & Chief Executive Officer
Signature Consulting Services, LLC

MD-MBA PROGRAM

	Fall	Spring				
Year 1	MD Courses	MD Courses		Transfer 6 Credits From MD to MBA		
Year 2	MD Courses	MD Courses				
Year 3	MD Courses	MD Courses				
Year 4 (MBA Immersion)	Term 1	Term 2	Term 3	Term 4	Full-time MBA courses are 1 or 2 credits each	
	ACC 670	ACC 671	FIN 641	MGT 643		Mon/Wed
	MGT 675	MGT 620	MKT 640	MGT 677		Mon/Wed
	MAS 631	ECO 685	MAS 632	CIS 610		Tue/Thu
		BUS 602 (optional)	BUS 603			Tue/Thu
	BUS 604		BUS 604		TBD	
	Health Administration Concentration				Fri/Sat/Sun or Saturday only	Concentration courses are 3 credits each
ECO 698	BSL 685	MGT 681	POL 655			
Year 5	MD Courses	MD Courses		6 credits in the final MBA term offered as an MD/MBA Research Project		
		ESP 734 Research Project				



The Major:

The HSMP major is designed to prepare students for careers in health management and policy, in a variety of health care organizations and public settings, as well as to pursue post graduate educational opportunities.

The major enables students to gain skills and understanding in the specialized language of healthcare and to comprehend concepts of management, financing, politics, law and ethics as applied to the healthcare sector, giving students a competitive advantage in launching their careers.

The Curriculum:

The total requirements for the major are 21 semester hours. These requirements include:

<u>Course Number</u>	<u>Course Title</u>	<u>Pre-requisites</u>
<i>All of the following required courses:</i>		
MGT 270	Introduction to Health Sector Organization and Management	None
ECO 386	Health Economics	ECO 302
BSL 460	Health Care Law and Ethics	BSL 212
ACC 315	Accounting for Health Care Organizations	ACC 211 & 212
MKT 388	Health Care Marketing	MKT 201, 301*
CIS 450	Introduction to Health Informatics	None
<i>At least one of the following elective courses:</i>		
SOC 491	Applied Health Policy	None
POL 536	U.S. Health Care Crises: Politics and Policies	Junior Standing
INS 570	Globalization & Health	Junior Standing
INS 571	International Development and Human Welfare	Junior Standing
INS 572	International Health Policy and Ethics	Junior Standing
INS 573	US Foreign Policy and Global Health	Junior Standing
HCS 206	Introduction to Public Health	None
HCS 305	Issues in Health Disparities	None
HCS 309	Health and Environment	Permission of Instructor
HCS 310	Global Health	Permission of Instructor
HCS 322	Introduction to Health Policy	Junior or senior standing

* Or Permission of Instructor

UNIVERSITY OF MIAMI
SCHOOL of BUSINESS
ADMINISTRATION



Minor in Health Sector Management and Policy

The purpose of the minor in Health Sector Management and Policy is to provide the student with a basic understanding of the organizational, management, economic and financial structure, as well as the legal, ethical and governmental policy of the health care industry.

Appropriate candidates for this minor would include: students interested in exploring the health care sector, working in the legal, management or policy making aspects of the health care sector or those wanting to have an augmentation to their health sciences, nursing, pre-med, pre-law or pre-MBA/MPA studies.

The 12 credit hour minor is made up of four courses, three required and one option as indicated below:

- MGT 270 Introduction to Health Sector Administration –**
This course provides a basic understanding of the components of the health care sector and their interrelationships. The role of hospitals, ambulatory care (including physicians), long-term care, mental health care, hospice care and pharmaceuticals will be examined. The role of government financed (Medicare and Medicaid) and private health insurance in affecting decision making by health care consumers and providers will be examined as well. A historical context will be used.
No prerequisite required
- ECO 386 Health Economics –**
This course applies the tools of microeconomic analysis to the health care sector. By examining the actors and issues in this market, students are able to discuss policy issues from an economic perspective.
Prerequisite: ECO 211 and 302
- BSL 460 Health Care Law and Ethics –**
This course is designed to offer the business student an appreciation of the legal forces and ethical consideration in Health Care Administration within the United States.
Prerequisite: BSL 212

And students may select one of the following courses:

- SOC 491 Applied Health Policy
INS 570 Globalization & Health
INS 571 International Development and Human Welfare
INS 572 International Health Policy and Ethics
INS 573 U.S. Foreign Policy and Global Health

Exhibit 4-3

32 HSMP Major and Minors as of Spring 2014

Name	Career	School	Acad Prog	Degree	Acad Plan	Descr	Academic Level
Barall, Nicole Alexandra	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Sophomore
Beauvais, Raheem	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Junior
Benatar Benarroch, Alice	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Freshmen
Benzaquen Rozenberg, Alan	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Sophomore
Beraja, Matilde	UGRD	BU	UGBU		HSMP_MN (Minor)	Hlth Sector Mgt & Poli	Senior
Carter, Brooke M	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Senior
Cherney, Eric J	UGRD	BU	UGBU		HSMP_BU_A	Hlth Sector Mgt & Policy	Sophomore
Fine, Katherine K	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Senior
Halfon Botbol, Alessandra	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Freshmen
Hussey, Alexandra Elizabeth	UGRD	BU	UGBU		HSMP_BU_A	Hlth Sector Mgt & Policy	Junior
Julius, Samantha Danielle	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Sophomore
Kaufman, Andrea	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Sophomore
Koziak, Alexandra I	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Junior
Le, Vanessa	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Sophomore
Lee, Arturo	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Junior
Livingston, Jordan R	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Senior
Lobl, Marissa Beth	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Senior
Mantripragada, Koushik	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Freshmen
Mayo, Meagan R	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Senior
Mayweather, Malik Jamaal	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Freshmen
McManus, Kiera	UGRD	BU	UGBU		HSMP_BU_A	Hlth Sector Mgt & Policy	Freshmen
Napoli, Alyssa Marie	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Sophomore
Phelan, Patrick Charles	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Sophomore
Prizant Larish, Alan	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Junior
Quinn, Shannon M	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Sophomore
Raad, Jorge A	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Junior
Remaley, Lauren Dorothy	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Senior
Rosenberg, Brandon Nathan	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Senior
San Juan, Natalia C	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Senior
Villanueva, Melissa M	UGRD	BU	UGBU	BSBA	HSMP_BSBA	Hlth Sector Mgt & Policy	Senior
Weinstock, Zachary B	UGRD	BU	UGBU	BBA	HSMP_BBA	Hlth Sector Mgt & Policy	Senior
Williston, Hayley M	UGRD	BU	UGBU		HSMP_BU_A	Hlth Sector Mgt & Policy	Senior

The academic plan column identifies 1st major (HSMP_BBA or HSMP_BBA); 2nd major (HSMP_BU_A); and minor (HSMP_MN)

MGT 270 Fall 2014:

Enrollment Capacity: 40

Enrolled: 36

MGT 270 Spring 2014

Enrollment Capacity: 45

Enrolled: 40

Members: Business School Alliance For Health Management (BAHM)

Arizona State University W. P. Carey School of Business	School of Health Management and Policy	W. P. Carey School of Business
Duke University	Department of Health Sector Management	Fuqua School of Management
University of Pennsylvania	Health Care Management Department	Wharton School of Management
Vanderbilt University	Health Care and Business Management (Academic Area)	Owen Graduate School of Management
Boston University School of Management	Department of Health Policy Management	School of Public Health
Harvard University	Department of Health Policy and Management	Harvard School of Public Health
Northwestern University	Health Enterprise Management Program	Kellogg School of Management
University of California – Berkeley	Center for Health and Public Policy Studies	School of Public Health
University of Colorado – Denver	Department of Health Systems, Management and Policy	Colorado School of Public Health
University of Minnesota	Carlson School of Management	School of Public Health (Master of HA degree)
Yale University	Health Policy and Management	School of Public Health

Departments of Health Sector Management: Related Schools & Colleges

Boston University	Department of Health Policy Management & MBA/MPH, dual degree program with the School of Management	School of Public Health
California State University Long Beach	Department of Health Care Administration	College of Health and Human Services
Drexel University	Health Administration Department - Division of Undergraduate Health Professions	College of Nursing and Health Professions
East Tennessee State University	Department of Health Services Management and Policy	College of Public Health
Harvard University	Department of Health Policy and Management	School of Public Health
New York City College of Technology City Tech	Department of Health Services Administration	School of Professional Studies
Penn State	Department of Health Policy and Administration	The College of Health and Human Development
The University of Michigan	Department of Health Management & Policy	School of Public Health
Stanford University	Department of Health Policy	Stanford School of Medicine
UNC - Chapel Hill	Department of Health Management and Policy	Gillings School of Global Public Health
University of California - Berkeley	Center for Health and Public Policy Studies	School of Public Health
University of Colorado - Denver	Department of Health Systems, Management and Policy	Colorado School of Public Health
University of Michigan Flint	Department of Public Health and Health Sciences	School of Health Professions and Studies
University of Minnesota	Division of Health Policy and Management	School of Public Health
University of Virginia	Department of Public Health Sciences & Master of Public Health Program	University of Virginia School of Medicine
Yale University	Department of Health Policy and Management	School of Public Health

Florida Electronic Library Health Resources

Gale Encyclopedia of Medicine

Gale Encyclopedia of Alternative Medicine

Gale Encyclopedia of Cancer

Gale Encyclopedia of Genetic Disorders

Health and Wellness Resource Center and Alternative Health Module

Health Reference Center Academic

Nursing and Allied Health Collection

Miami-Dade Public Library Health Resources

Aula de Padres

ebooks - Medicine

Health and Wellness Resource Center and Alternative Health Module

Health Reference Center Academic

Medicina y Salud

Medline (FirstSearch)

MEDLINEplus (From the National Library of Medicine)

Nursing and Allied Health Collection

A

ABI/Inform via Proquest

Academic Onefile

Academic Search Premier via EBSCOHost

B

Business Source Premier

C

CQ Global Researcher

E

Economic Literature Index (EconLit)

H

Health Management

I

InfoTrac - General BusinessFile

L

Lexis/Nexis Academic Universe

N

New York Times (1985 - present)

P

PsycInfo

S

Standard and Poor's NetAdvantage

V

Value Line Investment Survey

W

Wall Street Journal via ABI/Inform

TITLE: Academy of Health Care Management journal [electronic resource]
IMPRINT: Cullowhee, NC: Allied Academies.

TITLE: ACPE's the leading edge [electronic resource]
IMPRINT: Tampa, FL: American College of Physician Executives, 2004-2008.
CALL #: RA1.

TITLE: The case manager [electronic resource] : CM.
IMPRINT: St. Louis, Mo.: Mosby.
CALL #: RA975.5.C36.

TITLE: Click [electronic resource] : your online medical management magazine / American College of Physician Executives.
IMPRINT: Tampa, FL: The College, [2000]-
CALL #: RA1 INTERNET.

TITLE: Clinician in management [electronic resource] : CIM.
IMPRINT: London: BMJ Pub. Group.
CALL #: RA971.

TITLE: Evidence-based health policy & management [electronic resource]
IMPRINT: New York: Churchill Livingstone, c1997-c1998.
CALL #: RA971 INTERNET.

TITLE: Evidence-based healthcare [electronic resource]
IMPRINT: [London]: Harcourt Publishers, -2004.
CALL #: RA427.9 INTERNET.

TITLE: Evidence-based healthcare & public health [electronic resource]
IMPRINT: Amsterdam: Elsevier, c2004-
CALL #: RA971 INTERNET.

TITLE: Facility care [electronic resource]
IMPRINT: Libertyville, IL: IHS Pub. Group.
CALL #: RA960.

TITLE: Frontiers of health services management.
IMPRINT: [Ann Arbor, Mich.: Health Administration Press, c1984-

ALT CALL #: RA971 .F77.

CALL #: RA971 .F77.

TITLE: Frontiers of health services management [electronic resource]

IMPRINT: [Ann Arbor, Mich.: Health Administration Press, c1984-

CALL #: RA971 INTERNET.

TITLE: HFM buyer's resource guide.

IMPRINT: Westchester, Ill.: Healthcare Financial Management Association, c2006-

CALL #: RA971.3 .H487.

TITLE: Health care for women international [electronic resource]

IMPRINT: Washington, DC: Taylor & Francis

TITLE: Health care management review.

IMPRINT: [Frederick, Md., etc., Aspen Systems Corp.]

CALL #: RA393 .H4.

TITLE: Health care management review [electronic resource]

IMPRINT: Frederick, MD: Aspen Publishers.

CALL #: RA971.

TITLE: Health services management research [electronic resource] : an official journal of the
Association of University Programs in Health Administration / HSMC, AUPHA.

IMPRINT: Harlow, Essex: Longman, c1988-

IMPRINT: 1998-Aug. 2012: London: Royal Society of Medicine Press.

IMPRINT: Nov. 2012- : London: Sage.

CALL #: RA440.6 INTERNET.

TITLE: Health care management science [electronic resource]

IMPRINT: [Amsterdam, the Netherlands]: Baltzer Science Publishers.

CALL #: RA971.

TITLE: The health care manager [electronic resource]

IMPRINT: Frederick, MD: Aspen Publishers, c1999-

CALL #: RA971 INTERNET.

TITLE: Health care strategic management [electronic resource]

IMPRINT: [Ann Arbor, Mich.: Chi Systems, c1983]-

CALL #: RA394.9 INTERNET.

TITLE: The Health care supervisor.
IMPRINT: Gaithersburg, Md.: Aspen Systems Corp., c1982-
ALT CALL #: RA971 .H386.
CALL #: RA971 .H386.
TITLE: The health care supervisor [electronic resource]
IMPRINT: Gaithersburg, Md.: Aspen Systems Corp., c1982-c1999.
CALL #: RA971 INTERNET.

TITLE: The Health service journal [electronic resource]
IMPRINT: [London: Hospital and Social Service Publications Ltd., 1986-
CALL #: RA427 INTERNET.

TITLE: Healthcare [electronic resource]
IMPRINT: Basel, Switzerland: MDPI AG.
CALL #: RA421.

TITLE: Healthcare auditing strategies [electronic resource]
IMPRINT: Marblehead, MA: HCPPro.

TITLE: Healthcare benchmarks [electronic resource]
IMPRINT: Atlanta, GA: American Health Consultants, -c2002.
CALL #: R853.O87 INTERNET.

TITLE: Healthcare benchmarks and quality improvement [electronic
resource]
IMPRINT: Atlanta, GA: AHC Media LLC.
CALL #: RA399.A1.

TITLE: Healthcare executive [electronic resource]
IMPRINT: Chicago, IL: Foundation of the American College of Healthcare Executives, [c1985]-
CALL #: RA971 INTERNET.

TITLE: Healthcare finance, tax & law weekly [electronic resource]
IMPRINT: Atlanta, GA: NewsRx.
CALL #: HD9665.1.

TITLE: Healthcare financial management : journal of the Healthcare Financial Management
Association.

IMPRINT: [Oak Brook, Ill.]: Healthcare Financial Management Association, [c1982-
CALL #: HF5686.H7 A48.

TITLE: Healthcare financial management [electronic resource]
IMPRINT: [Oak Brook, Ill.]: The Association, [c1982-
CALL #: HF5686.H7 INTERNET.

TITLE: The Healthcare Forum journal [electronic resource]
IMPRINT: San Francisco: Healthcare Forum.
CALL #: RA410.A1 INTERNET.

TITLE: Healthcare informatics [electronic resource]: the business magazine for information and
Communication systems.
IMPRINT: [Lakewood, CO]: Health Data Analysis.
CALL #: R858.A1 INTERNET.

TITLE: Healthcare leadership review [electronic resource] / COR Healthcare Resources.
IMPRINT: Santa Barbara, CA: The Resources.

TITLE: Healthcare management forum [electronic resource] = Forum gestion des soins de santé.
IMPRINT: [Ottawa]: Canadian College of Health Service Executives = Collège canadien des directeurs de
services de santé, [1988]-
CALL #: RA971 INTERNET.

TITLE: Healthcare marketing advisor [electronic resource]
IMPRINT: Marblehead, MA: HCpro.
CALL #: RA410.56.

TITLE: Healthcare mergers, acquisitions & ventures week [electronic resource]
IMPRINT: Atlanta, Ga.: NewsRx.

TITLE: Healthcare PR & marketing news [electronic resource]
IMPRINT: Potomac, MD : Phillips Business Information, Inc., c1993-
IMPRINT: Phillips Business Information, Inc., 1201 Seven Locks Rd., Potomac, MD 20854.
CALL #: RA965.5 INTERNET.

TITLE: Healthcare registration [electronic resource]
IMPRINT: Frederick, Md: Aspen.

TITLE: Hospital & health services administration.
IMPRINT: Chicago, Ill.: The College,

CALL #: RA971 .H583.

TITLE: Hospital & health services administration [electronic resource]: quarterly journal of the American College of Hospital Administrators.

IMPRINT: Chicago, Ill.: The College, 1976-c1997.

CALL #: RA971 INTERNET.

TITLE: Human resources for health [electronic resource]

IMPRINT: [London]: BioMed Central.

CALL #: RA971 INTERNET.

TITLE: Inside case management [electronic resource]

IMPRINT: [Frederick, MD]: Aspen Publishers, -2003.

CALL #: RA975.5.C36.

TITLE: The international journal of clinical leadership [electronic resource]

IMPRINT: Abingdon: Radcliffe Pub., 2008-

CALL #: RA971.

TITLE: International journal of health care quality assurance incorporating Leadership in health services [electronic resource]

IMPRINT: Bradford, West Yorkshire: MCB University Press, c1997-

CALL #: RA960 INTERNET.

TITLE: The Internet journal of healthcare administration [electronic resource]

IMPRINT: Sugar Land, Tex.: Internet Scientific Publications, LLC, 2000-

CALL #: ELECTRONIC RESOURCE.

CALL #: RA971.

TITLE: JONA'S healthcare law, ethics, and regulation.

IMPRINT: Hagerstown, Md.: Lippincott, Williams & Wilkins, c1999-

CALL #: RT89 .J68.

TITLE: Journal of health and human resources administration.

IMPRINT: [Montgomery, Ala., Southern Public Administration Education Foundation]

CALL #: RA1 .J68.

TITLE: Journal of health and human resources administration [electronic resource]
IMPRINT: Montgomery, Ala.: Southern Public Administration Education Foundation, -c1994.
CALL #: RA1 INTERNET.

TITLE: Journal of health and human services administration [electronic resource]
IMPRINT: Randallstown, Md.: Southern Public Administration Education Foundation, 1994-
CALL #: RA1.

TITLE: Journal of health care marketing.
IMPRINT: [Boone, N.C.: Center for Management Development, John A. Walker College of Business,
c1980-c1997.
CALL #: RA410.A1 J68.

TITLE: Journal of health care marketing [electronic resource]
IMPRINT: Boone, N.C.: Center for Management Development, John A. Walker College of Business,
c1980-c1997.
CALL #: RA410.A1 INTERNET.

TITLE: Journal of health organisation and management [electronic resource]
IMPRINT: [Bradford, West Yorkshire; Cambridge, Mass.]: Emerald/MCB University Press, [2003]-
CALL #: RA971.

TITLE: Journal of health services research & policy [electronic resource]
IMPRINT: Edinburgh; New York: Churchill Livingstone, c1996-
IMPRINT: 1998-Oct. 2012: London: Royal Society of Medicine Press.
IMPRINT: Jan. 2013 - : London: Sage.

TITLE: Journal of healthcare leadership [electronic resource]
IMPRINT: [Auckland, NZ]: Dove Medical Press, 2009-
CALL #: RA971.

TITLE: Journal of healthcare management [electronic resource] / American College of Healthcare Executives.
IMPRINT: Chicago, IL: Foundation of the American College of Healthcare Executives.
CALL #: RA960 INTERNET.

TITLE: Journal of management in medicine [electronic resource]

IMPRINT: Bradford, England: MCB University Press, -[2002]
CALL #: RA971.

TITLE: Management in health [electronic resource]
IMPRINT: Bucharest: National School of Public Health, Management and Development in Health.
CALL #: RA421 INTERNET.

TITLE: Marketing health services.
IMPRINT: Chicago, Ill.: American Marketing Association, c1997-
CALL #: RA410.A1 J68.

TITLE: Marketing health services [electronic resource]
IMPRINT: Chicago, Ill.: American Marketing Association, c1997-
CALL #: RA410.A1 INTERNET.

TITLE: Modern healthcare.
IMPRINT: [Chicago, Crain Communications, etc.]
CALL #: RA960 .M685.

TITLE: National monthly Medicaid statistics
IMPRINT: Baltimore, MD: Health Care Financing Administration, Office of Research, Demonstrations, and Statistics.
CALL #: HE 22.19/4-2:M 46/3/ 978/12

TITLE: Patient access advisor [electronic resource]
IMPRINT: Marblehead, MA: HCPro, Inc.

TITLE: Profiles in healthcare communications [electronic resource]
IMPRINT: Marblehead, MA: HCPro.
CALL #: RA410.56 INTERNET.

TITLE: QI/TQM [electronic resource]
IMPRINT: Atlanta, GA : American Health Consultants, -c2002.

TITLE: Quality management in health care [electronic resource]
IMPRINT: Frederick, MD: Aspen Publishers.
CALL #: RA399.A1 INTERNET.

TITLE: Topics in health information management.
IMPRINT: Frederick, MD: Aspen Publishers, c1992-
CALL #: RA421 .T662.

Exhibit 7

"Business - Dept. of Health Sector Management and Policy"
 4/23/14 FS agenda
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Mark	Rank	Abbreviated Journal Title <i>(linked to journal information)</i>	ISSN	JCR Data ^(j)					Eigenfactor [®] Metrics ^(j)		
				Total Cites	Impact Factor	5-Year Impact Factor	Immediacy Index	Articles	Cited Half-life	Eigenfactor [®] Score	Article Influence [®] Score
	1	MILBANK Q	0887-378X	2316	4.644	6.357	0.615	26	8.6	0.00624	3.192
	2	HEALTH AFFAIR	0278-2715	9043	4.641	4.263	1.142	268	4.6	0.05048	2.327
	3	MED CARE	0025-7079	15413	3.227		0.603	179	>10.0	0.02847	
	4	HEALTH POLICY PLANN	0268-1080	2376	3.056	3.452	1.202	89	7.2	0.00519	1.148
	5	MED CARE RES REV	1077-5587	1542	3.014	3.758	0.250	36	6.2	0.00602	1.776
	6	FUTURE CHILD	1054-8289	1133	2.861	3.227	2.133	15	7.6	0.00252	1.637
	6	PHARMACOECONOMICS	1170-7690	3268	2.861	3.543	0.800	75	7.0	0.00747	1.162
	8	PSYCHOL PUBLIC POLL	1076-8971	773	2.711	2.877	0.192	26	>10.0	0.00147	1.154
	9	ADM POLICY MENT HLTH	0894-587X	1011	2.651	2.761	1.311	45	4.8	0.00383	0.971
	10	QUAL LIFE RES	0962-9343	6864	2.412	2.962	0.409	176	7.8	0.01320	0.986
	11	BMJ QUAL SAF	2044-5415	500	2.394	2.394	0.715	130	1.4	0.00228	0.791
	12	IMPLEMENT SCI	1748-5908	1468	2.372	3.072	0.552	105	3.3	0.00674	0.930
	13	HEALTH SERV RES	0017-9124	4767	2.291	2.966	0.700	120	7.6	0.01568	1.583
	14	HEALTH QUAL LIFE OUT	1477-7525	3276	2.272	3.089	0.143	154	5.8	0.00943	0.985
	15	HEALTH ECON	1057-9230	3739	2.232	2.786	0.531	128	7.4	0.01157	1.328
	16	VALUE HEALTH	1098-3015	3092	2.191	2.903	0.617	162	4.3	0.01259	0.997
	17	QUAL HEALTH RES	1049-7323	3751	2.181	2.372	0.201	139	7.1	0.00759	0.649
	18	AM J MANAG CARE	1088-0224	3007	2.117	2.738	0.366	131	5.5	0.01241	1.240
	19	HEALTH EXPECT	1369-6513	1099	2.110	2.659	1.457	35	6.1	0.00310	0.958
	20	EUR J HEALTH ECON	1618-7598	855	2.095	1.976	0.538	65	4.5	0.00291	0.678

Thomson Reuters. "ISI Web of Knowledge: 2012 Journal Citation Reports Social Science Edition." *WebofKnowledge.com*.
<http://www.webofknowledge.com/?DestApp=JCR>

Medical Care Research and Review

<http://mcr.sagepub.com/>

An Empirical Assessment of Health Care Management Journals: A Business Perspective

Melody J. McCracken and Betty S. Coffey

Med Care Res Rev 1996 53: 48

DOI: 10.1177/107755879605300103

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What is This?

McCracken, Coffey / Ranking Health Care Journals 59

TABLE 2 Ranking of Journals by Perceived Quality

<i>Journal</i>	<i>N</i>	<i>Rank</i>	<i>M</i>
Tier 1			
Health Services Research	125	1	6.10
Medical Care	111	2	6.00
Medical Care Research and Review	106	3	5.86
Milbank Quarterly	117	4	5.85
Journal of Health Politics, Policy and Law	109	5	5.80
Inquiry	118	6	5.76
Health Affairs	115	7	5.59
Tier 2			
Journal of Health Economics	79	8	5.38
Health Care Financing Review	113	9	5.19
Health Care Management Review	119	10	5.01
Hospital & Health Services Administration	116	11	4.99
Frontiers of Health Services Management	84	12	4.73
Law, Medicine and Health Care	48	13	4.56
Tier 3			
Healthcare Financial Management	89	14	4.54
Journal of Health Care Marketing	60	15	4.43
Journal of Health Administration Education	96	16	4.27
Health Care Strategic Management	63	17	4.21
Journal of Health and Human Resources Administration	52	18	4.13
International Journal of Health Services	58	19	4.05
Health Matrix	32	20	4.03
Tier 4			
Journal of Ambulatory Care Management	58	21	3.95
Topics in Health Care Financing	71	22	3.93
Journal of Nursing Administration	67	23	3.93
Journal of Long Term Care Administration	51	24	3.84
Journal of Mental Health Administration	35	25	3.83
Nursing Administration Quarterly	52	26	3.73
Health Marketing Quarterly	46	27	3.63
Tier 5			
Home Health Care Services Quarterly	25	28	3.32
Hospital Topics	70	29	3.31
Hospitals	117	30	3.21
Modern Healthcare	104	31	3.16

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TABLE 3 Ranking of Journals by Perceived Relevance

<i>Journal</i>	<i>N</i>	<i>Rank</i>	<i>M</i>
Tier 1			
Health Services Research	126	1	5.71
Medical Care Research and Review	106	2	5.59
Medical Care	111	3	5.53
Hospital & Health Services Administration	118	4	5.47
Health Care Management Review	121	5	5.46
Tier 2			
Inquiry	120	6	5.30
Journal of Health Politics, Policy and Law	109	7	5.27
Health Affairs	116	8	5.20
Milbank Quarterly	118	9	5.14
Frontiers of Health Services Management	85	10	4.89
Health Care Financing Review	115	11	4.85
Health Care Strategic Management	64	12	4.83
Tier 3			
Healthcare Financial Management	91	13	4.79
Journal of Health Economics	82	14	4.55
Journal of Ambulatory Care Management	58	15	4.45
Journal of Health Care Marketing	61	16	4.33
Journal of Health and Human Resources Administration	52	17	4.33
Journal of Long Term Care Administration	51	18	4.22
Tier 4			
Journal of Health Administration Education	98	19	4.33
Journal of Nursing Administration	69	20	4.20
Law, Medicine and Health Care	49	21	4.10
Journal of Mental Health Administration	35	22	4.03
Topics in Health Care Financing	72	23	4.00
Nursing Administration Quarterly	53	24	3.98
Health Matrix	32	25	3.88
International Journal of Health Services	61	26	3.87
Health Marketing Quarterly	47	27	3.85
Hospitals	120	28	3.82
Hospital Topics	71	29	3.77
Tier 5			
Modern Healthcare	105	30	3.76
Home Health Care Services Quarterly	25	31	3.28

64 MCR&R 53:1 (March 1996)

TABLE 5 Comparison of Journal Ranking by Perceived Quality

<i>Current Study</i>	<i>Brooks, Walker, and Szorady^a</i>
Health Services Research	Health Services Research
Medical Care	Medical Care
Medical Care Research and Review	Milbank Quarterly
Milbank Quarterly	
Journal of Health Politics, Policy and Law	Inquiry
Inquiry	Journal of Health Politics, Policy and Law
Health Affairs	Journal of Health Economics
	Health Affairs
	Medical Care Research and Review
Journal of Health Economics	
Health Care Financing Review	Health Care Financing Review
Health Care Management Review	Health Care Management Review
Hospital & Health Services Administration	International Journal of Health Services
Frontiers of Health Services Management	Hospital & Health Services Administration
Law, Medicine and Health Care	Law, Medicine and Health Care
	Healthcare Financial Management
Healthcare Financial Management	Topics in Health Care Financing
Journal of Health Care Marketing	Journal of Health Administration Education
Journal of Health Administration Education	Frontiers of Health Services Management
Health Care Strategic Management	Health Care Strategic Management
Journal of Health and Human Resources Administration	
International Journal of Health Services	Journal of Health Care Marketing
Health Matrix	Journal of Health and Human Resources Administration
	Journal of Mental Health Administration
Journal of Ambulatory Care Management	Marketing Quarterly
Topics in Health Care Financing	Journal of Nursing Administration
Journal of Nursing Administration	Journal of Long Term Care Administration
Journal of Long Term Care Health Administration	Journal of Ambulatory Care Management
Journal of Mental Health Administration	Nursing Administration Quarterly
Nursing Administration Quarterly	
Health Marketing Quarterly	Health Matrix
	Home Health Care Services Quarterly
Home Health Care Services Quarterly	Modern Healthcare
Hospital Topics	Hospitals
Hospitals	Hospital Topics
Modern Healthcare	

a. Adapted and modified from Brooks, Walker, and Szorady (1991, 758).

TABLE 6 Journal Outlets for Health Care Management Research

Frontiers of Health Services Management
Health Affairs
Health Care Financing Review
Health Care Management Review
Health Care Strategic Management
Health Marketing Quarterly
Health Matrix
Health Services Management Research
Health Services Research
Healthcare Financial Management
Home Health Care Services Quarterly
Hospital & Health Services Administration
Hospital Topics
Hospitals
Inquiry
International Journal of Health Services
Journal of Ambulatory Care Management
Journal of Health Administration Education
Journal of Health and Human Resources Administration
Journal of Health and Social Behavior
Journal of Health Care Marketing
Journal of Health Economics
Journal of Health Politics, Policy and Law
Journal of Long Term Care Administration
Journal of Mental Health Administration
Journal of Nursing Administration
Law, Medicine and Health Care
Medical Care
Medical Care Research and Review
Milbank Quarterly
Modern Healthcare
Nursing Administration Quarterly
Topics in Health Care Financing

differences in ranking for nine journals were significant. This shifting in the relative ranking between quality and relevance is consistent with Barman, Tersine, and Buckley's (1991) findings of variation in the rank orders of quality and relevance for production/operations management journals. Also, the research found no significant differences among journal quality rankings based on tenure, academic rank, or administrative responsibility.

Financials Redacted for web version

Department of Health Sector Management and Policy – Option 1

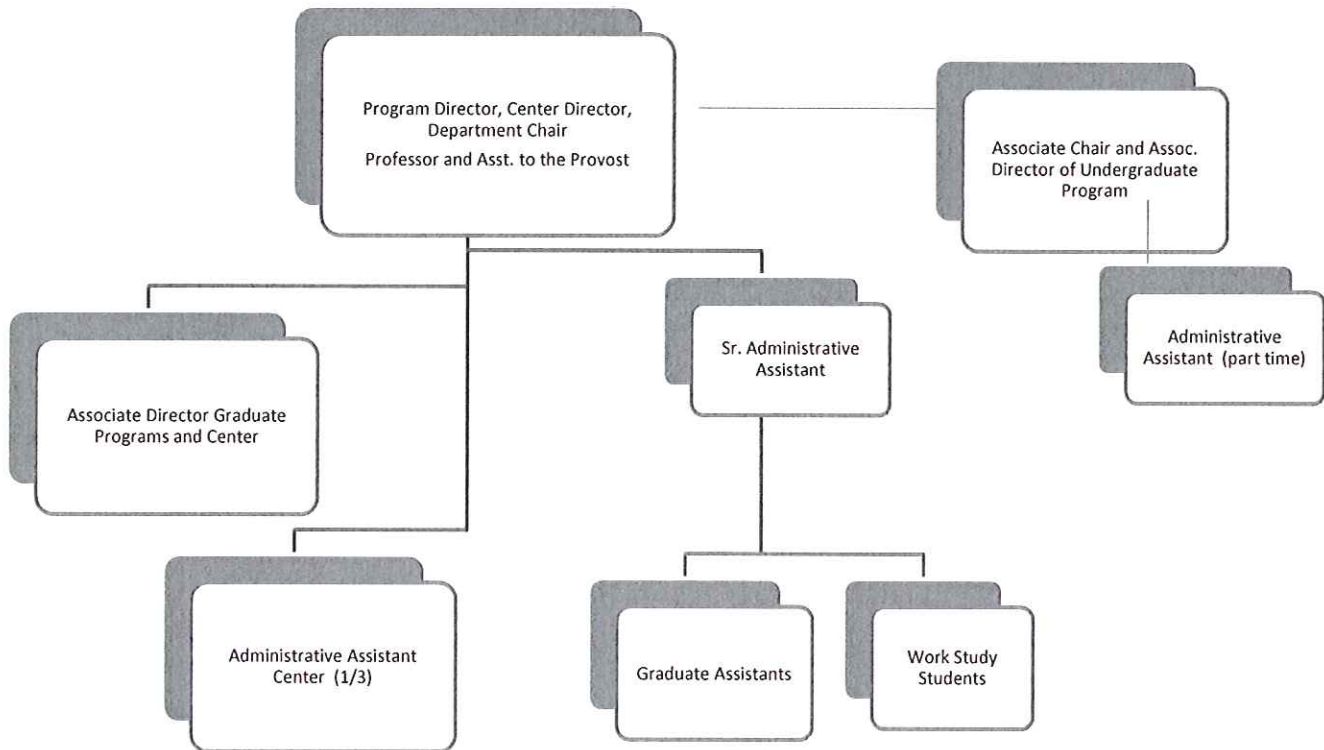


Exhibit 9-2

Department of Health Sector Management and Policy - Option 2

