



The John Knoblock  
Faculty Senate Office  
Ashe Administration Building, #325  
1252 Memorial Drive  
Coral Gables, FL 33146

[facsen@miami.edu](mailto:facsen@miami.edu)  
web site: [www.miami.edu/fs](http://www.miami.edu/fs)  
P: 305-284-3721  
F: 305-284-5515

## MEMORANDUM

**To:** Julio Frenk  
University President

**From:** Tomás A. Salerno  
Chair, Faculty Senate

**Date:** September 30, 2016

**Subject:** Faculty Senate Legislation #2016-06(B) – Establish a Master in Health Administration (MHA) in Health Sector Management and Policy, School of Business Administration

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The Faculty Senate, at its August 24, 2016 meeting, voted unanimously to approve the establishment of a Master in Health Administration in the Department of Health Sector Management and Policy in the School of Business Administration. This degree is part of the progression to fill the spectrum of health sector management offerings that currently includes offerings of an Executive MBA in Health Sector Management and Policy, as well as an undergraduate major and minor in Health Sector Management and Policy, and this new degree offers a graduate program for post-undergraduate students.

The MHA is a 40-credit program specifically designed for recent undergraduate students and entry-level professionals in the health care industry who would like to develop or advance their careers.

This legislation is now forwarded to you for your action.

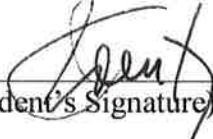
TAS/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost  
Anuj Mehrotra, Interim Dean, School of Business Administration  
Karoline Mortensen, Associate Professor, School of Business Administration  
Steven Ullmann, Professor, School of Business Administration

CAPSULE: Faculty Senate Legislation 2016-06(B) – Establish a Master in Health Administration (MHA) in Health Sector Management and Policy, School of Business Administration

**PRESIDENT'S RESPONSE**

APPROVED:  DATE: 10/19/16  
(President's Signature)

OFFICE OR INDIVIDUAL TO IMPLEMENT: Dean Anuj Mehrotra

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

NOT APPROVED AND REFERRED TO: \_\_\_\_\_

REMARKS (IF NOT APPROVED): \_\_\_\_\_

**COVER PAGE**

**Proposal for a Master's in Health Administration  
In the Department of Health Sector Management and Policy  
School of Business Administration**

**Key contacts:**

Steven G. Ullmann, PhD  
Professor and Chair, Department of Health Sector Management and Policy  
[sullmann@miami.edu](mailto:sullmann@miami.edu)  
305.284.9920

Karoline Mortensen, PhD  
Associate Professor, Department of Health Sector Management and Policy  
[kmortensen@miami.edu](mailto:kmortensen@miami.edu)  
305.284.9525

Jaquelinne Biver  
Senior Program Coordinator  
Department of Health Sector Management and Policy  
[jbiver@miami.edu](mailto:jbiver@miami.edu)  
305-284-9746

**To:** Faculty Senate, University of Miami

**From:** Steven G. Ullmann, PhD  
Professor and Chair, Department of Health Sector Management and Policy

**cc:** General Welfare Committee

**Date:** March 29, 2016

**Re:** Proposal for a Master of Health Administration (MHA) in the Department of Health Sector Management and Policy

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On March 4, 2016, The School of Business Administration's School Council voted unanimously to approve the proposal for a Master of Health Administration (MHA) program. The MHA is designed to prepare early-career, future leaders to develop knowledge and mastery of skills to meet the critical challenges facing the health care industry. With the importance of health care to the U.S. and global economy, the demand for a quality health care management education has increased significantly.

The department currently offers an undergraduate major and minor and an Executive MBA in health sector management and policy, but does not yet offer a graduate program for post-undergraduate students with limited experience in the field. The initial target enrollment of 12 students has the potential to grow to cohorts of about 20 students.

UNIVERSITY OF MIAMI  
**SCHOOL of BUSINESS  
ADMINISTRATION**



Office of the Dean

P.O. Box 248027

Coral Gables, Florida 33124-6520

Ph: 305-284-4643

Fax: 305-284-6526

MEMORANDUM

TO: Tomas Salerno, Chair  
Faculty Senate

FROM: Anuj Mehrotra  
Interim Dean, School of Business Administration

A handwritten signature in black ink, appearing to read 'Anuj Mehrotra', positioned to the right of the 'FROM:' line.

SUBJECT: Support for HSMP MHA

DATE: July 20, 2016

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This letter is to document my support for the establishment of a Master's in Health Administration (MHA) in the Department of Health Sector Management and Policy (HSMP) at the School of Business Administration.

The proposal was unanimously approved by the SBA School Council (March 4, 2016) and supported by the Department Chairs.

I believe that the HSMP MHA will continue to strengthen the portfolio of graduate business programs currently in place.



August 8, 2016

Steven Ullmann Ph.D.  
Professor and Chair  
Department of Health Sector Management and Policy  
Director, Center for Health Sector Management and Policy  
University of Miami

Dear Dr. Ullmann,

It is with pleasure that I write this letter of support for your proposed Master in Health Administration in the Department of Health Sector Management and Policy, as approved by the School Council of the School of Business Administration on March 4, 2016.

We look forward to interacting more with your Department and feel that this new program will help in building those bridges for the future. I'm sure that the program will attract high quality student and enhance the School of Business and University wide offerings.

With very best regards,

A handwritten signature in black ink, appearing to read 'J. Sunil Rao', written in a cursive style.

J. Sunil Rao, Ph.D.

**J. Sunil Rao, Ph.D.**  
**Department of Public Health Sciences**  
**Division of Biostatistics**  
1120 NW 14<sup>th</sup> Street, | Miami, FL 33136  
Phone: (305) 243-4252 | Fax: (305) 243-5544


UNIVERSITY OF MIAMI  
SCHOOL of BUSINESS  
ADMINISTRATION



MEMORANDUM

March 30, 2016

TO: Members of the Faculty Senate

FROM: Linda L. Neider, Speaker of the School Council  
School of Business Administration 

SUBJECT: Unanimous approval of the MHA (Master's in Health Administration)

On March 4, 2016, our School Council met, and unanimously approved the proposed Master's in Health Administration (MHA). Council members were enthusiastic about the proposed program, particularly because it ties directly into one of the School's key areas of excellence. The agenda, as well as minutes, for the March 4<sup>th</sup> School Council meeting are posted on the SBA faculty page under the link for the School Council.

LLN/s

UNIVERSITY OF MIAMI  
**SCHOOL of BUSINESS**  
**ADMINISTRATION**



**Business Law Department**  
P.O. Box 248022  
Coral Gables, Florida 33124-6532

Ph: 305-284-4633  
Fax: 305-284-3762

To: Chair, Faculty Senate

From: Rene Sacasas, Chair

A handwritten signature in black ink, appearing to read 'Rene Sacasas', with a long horizontal stroke extending to the right.

Date: March 30, 2016

Subject: Memorandum of Support for the Master of Health Administration in the Department of Health Sector Management and Policy

I am writing in support of the proposal for the establishment of a Master in Health Administration in the Department of Health Sector Management and Policy, as approved by the School Council of the School of Business Administration on March 4, 2016.

The Department of Business Law will accommodate MHA students in the required and elective courses as listed in the proposal.

We anticipate that the program will attract high quality students and enhance the School of Business offerings.

Should you have any questions, please feel free to contact me.





Jeffrey L. Kerr, Ph.D.  
Chairman  
Associate Professor

Department of Management  
5250 University Drive  
Coral Gables, FL 33146

Phone: 305-284-2607  
Fax: 305-284-3655  
jkerr@miami.edu

March 29, 2016

To: Chair, Faculty Senate

Subj: Memo of support for the Master of Health Administration in the Department of Health Sector Management and Policy

I am writing in support of the proposal for the establishment of a Master degree in Health Administration (MHA) in the Department of Health Sector Management and Policy, as approved by the School Council of the School of Business Administration on March 4, 2016.

The Department of Management will accommodate MHA students in the required and elective courses as listed in the proposal.

We anticipate that the program will attract high quality students and enhance School of Business offerings.

Should you have any questions, please feel free to contact me.

A handwritten signature in blue ink, appearing to read 'JKerr'.

Jeffrey L. Kerr  
Chairman, Department of Management  
University of Miami  
5250 University Drive  
417 Jenkins Bldg.  
Coral Gables, FL 33146  
(305) 284-2607  
[jkerr@miami.edu](mailto:jkerr@miami.edu)





Department of Management Science  
401 Kosar / Epstein Building  
P.O. Box 248237  
Coral Gables, Florida 33124-6544

Ph: 305-284-6595  
Fax: 305-284-2321

To: Thomas Salerno, Chair

Faculty Senate

Subject: Memo of support for the Master of Health Administration in the Department of Health Sector Management and Policy

I am writing in support of the proposal for the establishment of a Master's of Health Administration in the Department of Health Sector Management and Policy, as approved by the School Council of the School of Business Administration on March 4, 2016.

The Department of Management Science will accommodate MHA students in the required and elective courses as listed in the proposal.

We anticipate that the program will attract high quality students and enhance the School of Business offerings.

Should you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read 'Yongtao Guan'.

Dr. Yongtao Guan  
Chair and Professor



Office of Planning,  
Institutional Research,  
and Assessment


P.O. Box 248285  
Coral Gables, FL 33124-2923  
Phone: 305-284-3856

Gables One Tower, Suite 260, Locator 2923  
1320 S. Dixie Hwy., Coral Gables, FL 33146  
Fax: 305-284-4081 • [pro@miami.edu](mailto:pro@miami.edu)

## MEMORANDUM

**DATE:** August 9, 2016

**TO:** Ms. Jaqueline Biver, Sr. Program Coordinator  
Department of Health Sector Management and Policy  
School of Business Administration

**FROM:** Dr. Patty Murphy, Executive Director   
Assessment and Accreditation

**SUBJECT:** Master in Health Administration (MHA) in Health Sector Management and Policy

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On August 2, 2016, the School of Business Administration's Department of Health Sector Management and Policy, submitted a proposal notifying our office of its intent to implement a Master in Health Administration (MHA) in Health Sector Management and Policy beginning in fall 2017.

The Department of Health Sector Management & Policy in the School of Business Administration currently offers an Executive MBA in Health Sector Management & Policy and an undergraduate major and minor in Health Sector Management & Policy, but does not offer a graduate program for post-undergraduate students. The proposed 40-credit MHA program will be specifically designed for recent undergraduate students and entry-level working professionals interested in developing or advancing a career in the health care industry.

The program will involve the implementation of five new courses: *one* core course, an internship experience, and *three* new elective courses:

- HSM 683 Professional Skills Development
- HSM 699 Health Care Administration Internship
- HSM 610 Population Health
- HSM 640 Foundations of Marketing Management
- HSM 688 Health Care Marketing

The new course additions will not require the hiring of additional faculty or infrastructure resources. Although a letter of notification will be submitted, the program addition would not be considered substantive and should not require formal approval from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in order to proceed with its implementation.

Please feel free to contact our office should you have any questions or need additional guidance (305) 284-9431.

cc: Faculty Senate  
Dr. Guillermo Prado, Dean, Graduate School  
Dr. Anuj Mehrotra, Interim Dean, School of Business Administration  
Dr. Steven G. Ullmann, Director, Health Sector Management and Policy, SBA

**NOTE:**

**Graduate Council approval pending** – Dr. Karoline Mortensen is scheduled to present the Proposal for a *Master's in Health Administration in the Department of Health Sector Management and Policy, School of Business Administration* at the first Graduate Council meeting of the fall semester – scheduled for **August 23, 2016.**

## **Proposal to Establish a Master in Health Administration**

### **Rationale:**

The Master in Health Administration (MHA) is designed to prepare future leaders to develop knowledge and mastery of skills to meet the critical challenges facing the health care industry. The MHA is the appropriate next step in the delivery of quality health care management education for the School of Business Administration (SBA). The Department of Health Sector Management & Policy in the SBA currently offers an Executive MBA in Health Sector Management & Policy and an undergraduate major in Health Sector Management & Policy, but does not offer a graduate program for post-undergraduate students. With the importance of health care to the U.S. and global economy, the strong interest in health care courses among undergraduate students, and the importance of health care management to the strategic initiatives of the SBA (health care is one of three distinctive Areas of Excellence for the SBA), the time is right to establish an MHA degree.

### **Resources:**

It is not anticipated that additional resources or burdens will be created based on this program. The majority of the new required and elective courses in the MHA will be taught by current faculty in the Department of Health Sector Management & Policy as part of the core faculty's regular course load and overloads. A significant number of the courses that are not in the Department of Health Sector Management & Policy are courses that are offered in other departments in the SBA and are taught by secondary faculty members of the Department. An administrative stipend will be paid to a Faculty MHA Director to oversee the program, advise students, and coordinate internships.

### **Library:**

Students enrolled in the proposed program will have access to all appropriate University of Miami collections and other learning resources that support all educational programs wherever they are offered and at the appropriate degree level. The University of Miami Libraries maintains collections that effectively support the research, teaching, preservation, and learning needs of the University community. The Libraries include extensive print and electronic resources, including state of the art discovery, preservation, digital development and bibliographic management tools. To maximize the use of collections, the Libraries offer facilities for study, research, and discovery, integrated systems to provide access and services. The Libraries offer subject and technology expertise for consultation, instruction and information, and the creation of knowledge and scholarship. The University of Miami libraries rank among the top research libraries in North America. The Richter Library and the University of Miami's main library house collections that serve the arts, architecture, humanities, social sciences, and the physical sciences. It is a depository for federal and state government publications. Rare books, maps, manuscript collections, and the University Archives are housed in the Special Collections Division and in the Cuban Heritage Collection.

In addition to the Richter Library, the SBA houses the Judi Prokop Newman Business Information Resources Center. This Center functions as a "virtual" or "paper-less" library. Students have unlimited access to the Information Center from home or office via the Internet using a logon ID and password. Students are able to access a multitude of business research databases including Bloomberg, Compustat, Disclosure, Hoover's, Lexis/Nexis, etc. The Resource Center also provides linkage to databases that allow for research to be conducted in the Spanish language as well as others which provide the possibility for data to be translated into Spanish. The Center is staffed by a Spanish speaking full-time Business Information Specialist and team of research assistants. Additionally, the Center's Information Specialist offers a workshop, at the orientation, for the students in the MBA programs on topics such as company, industry, and legal research.

### **Laboratory Facilities, Equipment and Space:**

The courses in the proposed program will be scheduled at times congruent with similar courses for other programs, all of which have ample classroom space available. Thus, this new program will not entail additional burdens on our existing facilities.

### **Other Resources:**

As noted, no additional burdens on the current human or capital resources of the SBA are anticipated.

### **Curriculum:** Total Credits: 40

The program is organized with two sets of courses. The first set is designed to provide a basic foundation of management concepts and techniques with a strong business orientation. The second set is to address issues unique to today's fast changing health care industry and to expand the student's knowledge of health care.

**Business Core:** (8 credits total) Students are required to take BUS 631 (4 credits). Students are required to take 4 additional Business Core credits. Students can select BUS 632 (4 credits) OR MGT 623 and MKT 640 (2 credits each). Note that these classes have already been approved by the appropriate governing bodies:

BUS 631 Business Analytics and Operational Excellence **and**  
BUS 632 Introduction to Strategy Markets, and Management **or**  
MGT 623 Human Resource Systems **and** MKT 640 Foundations of Marketing Management

**Health Care Core:** (12 courses (including an internship)). The required internship serves as a key element in bringing theory to practice and is an important component in the successful career placement of these students.

<b><u>Course Number</u></b>	<b><u>Course Title</u></b>	<b><u>Credits</u></b>
HSM 681	Essentials of Health Care Administration	2
BSL 685	Legal Aspects of Health Care Administration	2
FIN 602	Fundamentals of Finance	2
HSM 665	Health Care Financial and Managerial Accounting	2
BTE 621	Management Information Systems	2
HSM 684	Analysis of Health Care Delivery and Policy	2
MGT 620	Managing Through People	2
POL 655	Public Policy and Health	2
MAS 633*	Introduction to Quality Management	2
MAS 634*	Administrative Systems for Quality Management	2
HSM 683	Professional Skills Development (New Course)	2
HSM 699	Health Care Administration Internship (New Course)	4

\*Successful completion of the Lean Six Sigma/Process Improvement sequence adds a unique element to the curriculum allowing students to receive a Six Sigma Champion Certified (SSCC) Certificate.

**Health Care Electives:** (Select 3 electives). The program will initially offer 3 new 2 credit elective courses and additional electives will be developed as the program grows. Other graduate level courses offered at the University may be selected, pending advisor and instructor permission.

<b><u>Course Number</u></b>	<b><u>Course Title</u></b>	<b><u>Credits</u></b>
HSM 610	Population Health (New Course)	2
HSM 688	Health Care Marketing (New Course)	2
HSM 640	Health and Medical Decision Making (New Course)	2

### **Program Objectives:**

The program objectives, the competency model, as well as learning outcomes will be adapted from the gold standard: National Center for Healthcare Leadership (NCHL) in accordance with the standards for the executive MBA (Appendix A).

Specifically, the program objectives are to:

- ◆ Understand basic business principles and their application to the health care sector
- ◆ Expose participants to key health care industry concepts associated with the dynamic, continuously changing, and complex management and policy aspects of the health care sector
- ◆ Prepare future leaders to develop knowledge and mastery of skills to meet the critical challenges facing the health care industry

The learning outcomes are:

- ◆ Outcome 1: Develop understanding of the basic elements of the health services industry, including health care delivery, financing, and role of government
  - Assessment Measure 1: Questions embedded in Exams, Quizzes and Assignments in HSM 681, POL 655
  - Assessment Measure 2: Student Exit Surveys
- ◆ Outcome 2: Develop and utilize critical thinking skills to solve problems in the complex arena of health care
  - Assessment Measure: Examination and student projects HSM 684, HSM 699
  - Assessment Measure 2: Student Exit Surveys
- ◆ Outcome 3: Understand the complexities of healthcare system financing from a managerial perspective
  - Assessment Measure: Examination and student projects in FIN 602, HSM 665
  - Assessment Measure 2: Student Exit Surveys

The program will involve two new core courses (HSM 683 and HSM 699) and three new elective courses (HSM 610, HSM 688, and HSM 640). Appendix B describes each of the courses in the curriculum.

### **Faculty:**

Full-time faculty members at the University of Miami will teach the majority of the MHA courses. Classes will be taught by tenured and adjunct faculty who currently teach in the Executive MBA, the undergraduate major and minor in Health Sector Management & Policy, and in other departments in the University who hold a secondary appointment in the department.

### **Students:**

The MHA is specifically designed for students with interdisciplinary backgrounds who are not interested in developing in-depth training in the functional areas required for a traditional MBA degree (e.g., Accounting, Finance, Marketing, etc.). Students recruited for this program will be recent undergraduate students and entry-level working professionals interested in developing or advancing a career in the health care industry.

**Admissions requirements include:**

- ◆ Admission based on academic preparation (GPA)
- ◆ GMAT or GRE
- ◆ Recommendations by Discipline Specific Academic Advisors
- ◆ Personal Statement of Academic and Professional Background and Objectives

**Anticipated Launch Date:** Fall 2017

**Administration:**

The Office of Graduate Business Programs within the School of Business Administration will govern this program.

**Budget:**

Tuition Revenue, (Tuition Waiver), Faculty Overloads, Instructional Supplies, Entertainment (Food and Beverage), Marketing and Promotion, Additional Staff Cost, etc. See Appendix C.

**Transfer of coursework to graduate degree programs:**

Our initial policy is to disallow credit towards the MHA degree for any previously completed graduate courses. This policy will be reviewed and possibly adjusted in the future for certain specialized master degree courses at accredited universities if they are not applied to a terminal degree.



## Appendix A

### Mission Statement/Program Objectives

#### University of Miami Mission Statement

The University of Miami's mission is to educate and nurture students, to create knowledge, and to provide service to our community and beyond. Committed to excellence and proud of the diversity of our University family, we strive to develop future leaders of our nation and the world.

#### MHA Competency Model

Our mission is to develop innovative ideas and principled leaders that transform global business and society.

The University of Miami's MHA faculty will adopt the National Center for Healthcare Leadership Competency Model, Version 2, to guide curriculum and course development.

#### **Transformation Domain:**

- Achievement orientation – focused on using economic analysis tools to measure results objectively and to strive for improvement and make effective cost-effective decisions.
- Analytical thinking – focused on using economic information to organize, track, and systematically analyze the financial consequences of key decisions related to resources recognizing multiple and complex relationships.
- Financial Skills – the ability to see the potential in and understand the use of administrative and clinical information technology and decision-support tools in process and performance improvement.
- Information Seeking – an underlying curiosity and desire to know more, including pressing for exact information, resolving discrepancies by asking a series of questions, and scanning for potential opportunities.

#### **Execution and Accountability Domain:**

- Collaboration – the ability to work cooperatively with others, to be functioning as part of a team.
- Performance measurement – monitors indicators of performance through application of economic principles and practices to evaluate performance and make evidence-based management decisions.
- Information technology management – the ability to see the potential in and understand the use of administrative and clinical information technology and decision-support tools in process and performance improvement.
- Process management and organization design – the ability to analyze and design or improve an organizational process, including incorporating the principles of quality management.

#### **People and Human Resource Management Domain:**

- Interpersonal understanding – commits to understanding others by engaging with classmates and others in class participation, discussions, and debates.
- Professionalism – the demonstration of ethics, sound professional practices, social accountability, and community stewardship.
- Team Leadership – sees oneself as a leader of others, from forming a team that possesses balanced capabilities to settings its mission, values, and norms.

**Program Objectives:**

- ◆ Understand basic business principles and their application to the health care sector
- ◆ Expose participants to key health care industry concepts associated with the dynamic, continuously changing, and complex management and policy aspects of the health care sector
- ◆ Prepare future leaders to develop knowledge and mastery of skills to meet the critical challenges facing the health care industry

## Appendix B

### Proposed Curriculum (New and Existing)

**BUS 631 Business Analytics and Operational Excellence.** This course combines three disciplines that form the basis of a modern analytical approach to business management: statistics, optimization, and operations management. Many of the concepts covered are cross-disciplinary and can be applied to a variety of business functions and situations. Although specific examples will be used during the course to illustrate each concept, instruction will focus on the general applicability of the material. Topics to be covered include: numerical and categorical data, population/sample, parameter/statistic, introduction to excel, frequency distributions, histograms, pie charts, measures of variability, pivot tables, measures of association, random variables and distributions, sampling, types of hypothesis and of statistical errors, linear programming, network models, sensitivity analysis, integer and goal programming, forecasting, inventory management and location analysis.

**BUS 632 Introduction to Strategy, Markets, and Management.** This integrated course focuses on the external environment in which business firms operate and on the management techniques through which managers organize and motivate human resources to support strategic initiatives. It emphasizes in particular three critical sets of actors: customers, competitors, and employees. The purpose of the course is to introduce the student to basic conceptual frameworks and analytic models that managers use to a) identify and understand the customer segments that make up a marketplace, b) formulate strategies that achieve a competitive advantage within that marketplace, and c) lead and motivate employees in the execution of competitive strategies.

**MGT 623 Human Resource Systems.** Leaders must manage their human resource assets effectively to achieve high performance organizations. Course topics include recruitment and selection of high performance employees, designing performance appraisal systems, implementing policies to satisfy legal issues impacting human resources, and instituting training/development systems.

**MKT 640 Foundations of Marketing Management.** The course introduces students to the analytical concepts and tools of marketing management. Special emphasis is placed on the relationships between marketing and overall company strategy, the development of a customer orientation, the integration of marketing throughout the organization and the implementation of systems for planning and controlling the marketing effort. Students consider problems of consumer analysis, product planning, integrated communication, distribution and pricing. The discovery and application of marketing management skills are developed through the use of readings, cases, exercises, and class discussions.

**HSM 681 Essentials of Health Care Administration.** The goal of this course is to develop an understanding of the basic elements of the health services industry in the United States. A systems approach will be used utilizing a historical perspective as a basis and moving on to current and potential future system dynamics. This course will allow the student to understand the health care system, including physician services, hospital and hospital systems, long-term care providers, mental health services, and pharmaceutical services. Health care labor markets will be examined. Various elements associated with the financing of health services will be analyzed as well including indemnity insurance, capitation, and the role of managed care, accountable care organizations, and consumer driven health care in theory and practice. The role of government and its impact on our health care

system will be understood as well. Alternative health care systems looked at from a global perspective will be analyzed, and possible application to the U.S. health care system will be evaluated.

**BSL 685 Legal Aspects of Health Administration.** This course is designed to acquaint students with the major legal issues affecting health care providers and instill confidence in further investigating, understanding and addressing these issues. A variety of issues will be addressed including the fundamentals of the U.S. legal system and the law of contract, tort and other substantive areas as they pertain to health care organizations; the legal responsibilities of health care professionals and institutions to each other and to patients, especially with respect to privacy, emerging technologies, informed consent and proprietary issues in management of health care information; introduction to the complex sources of federal, state and local regulation applicable to health care professionals and institutions and the restrictions imposed by such law; the interaction between business and legal concerns in structuring, growing and operating health care entities, including governance issues, and an introduction to common business transactions.

**FIN 602 Fundamentals of Finance.** This course focuses on the application of financial analysis to financial and operating decisions in the health care industry. Topics include: health care capital and operating budgets; health care payment methods, including Medicare's payment systems for hospital and physicians, and risk-adjusted capitation payment system; population-based health care finance and managed care and financing aspect of public health policy.

**HSM 665 Health Care Financial and Managerial Accounting.** This course covers managerial and financial accounting concepts applied to health care organizations. Topics include cost allocation and management control systems.

**BTE 621 Management Information Systems.** This course develops an understanding of the role of information systems and technology within a health care organization. It examines the business and technical issues associated with the selection, deployment and use of health informatics, both in the clinical and back office areas. Health Informatics, for the purpose of the course, is defined as the convergence of information data gathering, to the design and implementation of new health care information systems.

**HSM 684 Analysis of Health Care Delivery and Policy.** All societies must deal with the allocation of scarce resources. In our society, primary reliance is placed on markets and prices. Since most students are unfamiliar with the methods of decision-making from a manager's perspective, we will discuss criteria to evaluate the allocation of resources and analyze the behavior of two of the principal actors — consumers and firms. A careful analysis of the choices made by individuals, organizations, and governments will demonstrate that sensible "choice architecture" can successfully nudge people toward better decisions without restricting their freedom of choice. The principles of economic and management decision-making will be presented in the context of health care systems and markets. We will use numerous real-world issues and case studies to demonstrate decision-making techniques, especially for health care organizations and consumers.

**MGT 620 Managing Through People.** This course introduces students to some of the key behavioral topics necessary to manage oneself and others in organizations. Specifically, the topics covered include individual attributes (personality, perception, motivation, relationship building), group processes (norms, roles, and team basics), leadership views, and organizational culture/change. An understanding of the relationship between each of these areas and organizational outcomes is enhanced through lecture, cases, and interactive exercises.

**POL 655 Public Policy and Health.** Role of public and private institutions in health promotion, health care delivery, and health insurance. Explains how and why government and society attempt to influence health-related behaviors and the resulting effects on individuals' lives.

**MAS 633 Introduction to Quality Management.** Introduction to the major elements of Dr. Deming's theory of management, including Dr. Deming's System of Profound Knowledge and Fourteen Points for Management. Additionally, participants are introduced to "Six Sigma" tools and methods. These tools and methods have been adopted with great success by many of the largest organizations in the world, for example, General Electric, Allied Signal, Dupont, American Express, and J.P. Morgan. Additionally, the course is a prerequisite for the Six Sigma Green Belt certification examination.

**MAS 634 Administrative Systems for Quality Management.** This course presents a model to pursue quality management (QM). It features administrative systems and structures necessary for Quality Management. The administrative systems and structures presented in this course are required to sit for the Six Sigma Management Green Belt certification examination.

**HSM 683 Professional Skills Development.** This seminar immerses students in experiences designed to enhance their professional skills. The course incorporates presentations by health care administrators including lectures on current topics in health care administration and health services research, facilitates faculty and student interaction via discussion of relevant peer-reviewed journal articles, and includes site visits to health care facilities.

**HSM 699 Health Care Administration Internship.** The internship is an integral part of the Health Care Administration curriculum and will be planned in terms of the intern's abilities, needs, and interests. The internship experience is strengthened by the relationships with the SBA's Health Advisory Board, Executive MBA in Health Sector Management and Policy program alumni, and the University of Miami Hospital. Students preparing for an internship experience must be active in planning their internship by seeking advice and assistance from their faculty advisor.

**HSM 610 Population Health.** Population health is emerging as a field of study of health determinants, a concept of health, and a goal of achieving measurable improvements in the health of a defined population. In this course, students will gain an understanding of the determinants of population health, health outcomes of the population, and policies and interventions that link the determinants and outcomes while exploring the business case for health.

**HSM 688 Health Care Marketing.** This course is devoted to the study of health care marketing and the health care system involved with the task of marketing products and services. As health care reform continues to evolve current market conditions and transform existing organization into new practices, this course is focused on how managed care providers, hospitals, physicians, federal government, device and pharmaceutical companies will embrace the new patient centered market in their marketing strategies.

**HSM 640 Health and Medical Decision Making.** Individuals make decisions on a daily basis that often have a profound impact on their immediate and long-term health status. This course will introduce students to the process of health and medical decision making. Through the use of practical case studies, scientific journal articles, current events, and class debates, students will learn how to formulate and apply the techniques of choice theory and decision making under uncertainty as it relates to health and medical care. To further their skills in this area, during the second half of the semester

students will select a specific topic pertaining to health or medical decision making, prepare a research manuscript, and then present their topic to the class.

### **Proposed Schedule:**

#### **Fall Semester Year 1**

HSM 681 Essentials of Health Care Administration (2 credits)  
BUS 631 Business Analytics and Operational Excellence (4 credits)  
BUS 632 Introduction to Strategy, Markets, and Management (4 credits)  
(or, MGT 623 Human Resource Systems **and** MKT 640 Foundations of Marketing Management, 2 credits each)

#### **Spring Semester Year 1**

HSM 684 Analysis of Health Care Delivery and Policy (2 credits)  
FIN 602 Fundamentals of Finance (2 credits)  
HSM 665 Health Care Financial and Managerial Accounting (2 credits)  
HSM Elective (2 credits)  
HSM 683 Professional Skills Development (2 credits)

#### **Fall Semester Year 2**

BTE 621 Management Information Systems (2 credits)  
BSL 685 Legal Aspects of Health Administration (2 credits)  
MGT 620 Managing Through People (2 credits)  
MAS 633 Introduction to Quality Management (2 credits)  
MAS 634 Administrative Systems for Quality Management (2 credits)

#### **Spring Semester Year 2**

HSM 699 Health Care Administration Internship (4 credits)  
POL 655 Public Policy and Health (2 credits)  
HSM Elective (2 credits)  
HSM Elective (2 credits)


Budget redacted



**MEMORANDUM**

DATE: September 26, 2016

TO: Tomas Salerno  
Chair, Faculty Senate

FROM: Guillermo ("Willy") Prado   
Dean, The Graduate School

SUBJECT: Master in Health Administration

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The School of Business Administration submitted a proposal for a Master in Health Administration. The proposal was discussed at the meeting of the Graduate Council on Tuesday, September 20, 2016, and was unanimously approved.

cc: Anuj Mehrotra, Interim Dean, School of Business Administration  
Arun Sharma, Interim Vice Dean, School of Business Administration  
Steven Ullman, Chair, Department of Health Sector Management and Policy  
Karoline Mortensen, Professor, Department of Health Sector Management and Policy  
Office of Planning, Institutional Research and Assessment