



**Master of  
HEALTH  
ADMINISTRATION**

at Icahn School of Medicine at Mount Sinai

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*A Degree to Lead Change in Health Care*



**Icahn  
School of  
Medicine at  
Mount  
Sinai**

# COURSE GUIDE

## ACADEMIC YEAR 2020-2021

**The Master of Health Administration** curriculum in the Graduate School of Biomedical Sciences at Icahn School of Medicine at Mount Sinai can be completed full-time in 24 months or less, and comprises 44 to 48 credits, depending on the student's level of professional health care work experience. A part-time option is available where an adviser can customize a study plan and course sequence.

Courses run on weekday evenings, typically after 5:00 p.m., and may be attended either in-person at the Icahn School of Medicine at Mount Sinai Upper East Side campus or via a blended/hybrid online learning design option allowing you easy remote access to live lectures and all course materials.

<b>MHA 1001: Introduction to the Health Care System*</b> <i>(*required for those without health care experience)</i>	Credit: 1
<b>MHA 1002: Strategic Planning for Health Care Delivery</b>	Credits: 3
<b>MHA 1003: Health System Operations and Program Management</b>	Credits: 3
<b>MHA 1004: Organizational Behavior &amp; Human Resources</b>	Credits: 3
<b>MHA 1005: Health Economics</b>	Credits: 3
<b>MHA 1006: Health Informatics and Technology</b>	Credits: 3
<b>MHA 1007: Budgeting and Finance Essentials</b>	Credits: 3
<b>MHA 1008: Health Care Policy</b>	Credits: 3
<b>MHA 1009: Transforming Health Care Delivery Seminar 1: Project Mgmt. Lean Process Improvement Tools and Methods</b>	Credits: 2
<b>MHA 2001: Quantitative and Analytical Methods for Evidence-Based Decision-Making</b>	Credits: 3
<b>MHA 2002: Leadership, Ethics and Professionalism in Health Care</b>	Credits: 3
<b>MHA 2003: Transforming Health Care Delivery Seminar2: Ensuring Quality and Patient Safety</b>	Credits: 2
<b>MHA 2005: Population Health and Managed Care</b>	Credits: 3
<b>MHA 2006: Marketing for Health Care Delivery</b>	Credits: 3
<b>MHA 500x: Foundational managerial skills seminars</b> Must take 4 @ .5 credits each--(project management, Excel/SAS boot camp, presentation skills, time management) Total credits: 2	
<b>Internship (optional) 1-3 credits</b>	
<b>MHA 8000: Capstone Project</b>	Credits: 2

## **COURSE PRE-REQUISITES**

Please note: some courses require that students have taken certain pre-requisites. These pre-requisites are often fulfilled when the student takes the core introductory level courses. Students will not be eligible to take a course if they lack the required pre-requisites. Please refer to the course description in the Course Guide or in the Empower Registration System for information on each course's pre-requisites.

A course director may allow a student to take a course if they gained the pre-requisite knowledge through previous work, training, or other coursework. Please contact the course director with any questions.

### **MHA 1001: Introduction to the US Health Care System**

The course is divided into two sections: the US healthcare system and healthcare organizations (HCOs).

In Section 1, the Institute of Medicine "Six Aims" framework will be used to examine the advantages and limitations of the current system and as reference point for the delivery of healthcare services by organizations. The US healthcare marketplace will be explored focusing on the primary stakeholders: patients, health care organizations (HCO), providers, employers, governmental organizations, and insurance companies. US healthcare system financing and the concepts of quality, cost and value will be examined.

Section 2 delves into the organizational structure of HCOs and the roles and responsibilities of those who provide care, support, management and governance. We will consider the fundamentals of financial management, examine healthcare quality and patient safety requirements and discuss principles for high reliability organizations (HRO) and continuous improvement. Healthcare legal, regulatory and ethical issues will be reviewed. The use of information technology and data analytics will be explored in support of evidence based management and decision making.

Credit: 1

### **MHA 1002: Strategic Planning for Health Care Delivery**

This course is an introduction to understanding:

- The competencies, roles, and responsibilities of public health and health managers
- Health organizations, which are complex and changing in response to community needs and changing environments
- The skills required to establish and maintain organizational culture and organizational change
- Talent and team management

Through readings, class discussion, and analysis of case studies, you will explore and identify key management and leadership challenges affecting public health and health; formulate and evaluate alternative solutions to problems; and learn to present your analysis of managerial plans and proposals, orally and in writing. The course will emphasize skill development in the management of mission, strategy, operations, and the business aspects of health organizations.

Credits 3

### **MHA 1003: Health Systems Operations and Program Management**

This course is an introduction to understanding the competencies, roles, and responsibilities of public health and health managers. Health organizations, which are complex and changing in response to community needs and changing environments. The skills required to establish and maintain organizational culture and organizational change, talent and team management. Through readings, class discussion, and analysis of case studies, you will explore and identify key management and leadership challenges affecting public health and health; formulate and evaluate alternative solutions to problems; and learn to present your analysis of managerial plans and proposals, orally and in writing. The course will emphasize skill development in the management of mission, strategy, operations, and the business aspects of health organizations.

Credits: 3

### **MHA 1004/MPH 0111: Organizational Behavior and Human Resources**

Human resource management in health organizations and the relationship between HR, organizational strategy, and organizational behavior is the focus of this course. We will analyze human work behavior at the individual, interpersonal, team and organizational levels. Included are topics such as motivation, communication, group and team dynamics, leadership, decision-making, job and organization design, conflict management, organizational culture and identity, and organizational change. We will apply organizational behavior theory and explore the factors that affect behavior, performance, and job satisfaction of people working in organizations. The objectives of the course will be to understand the characteristics and processes of work organizations; to successfully develop management skills; to apply the skills of management and impact organizational behavior and performance.

Credits: 3

### **MHA 1005: Health Economics**

This course will look in more detail at the US health care system, including its history, evolution, achievements and continued challenges from an economic perspective. The various sessions during the course will review core economic principles applied to the role of governments, the private sector and the competitive marketplace. The course will provide an overview of traditional microeconomic theory and practice as applied to demand, supply, competition, monopoly, and social welfare. It will drill down on topics such as role of governments, private sector, market competition, government failure and market failure. Special sessions will be devoted to topics on clinical services, non-clinical services, the health care workforce, health financing, the health-related manufacturing sectors (pharmaceuticals, medical technology and information technology) and leadership/health management.

The course is designed to be accessible by participants from health administration, public health, nursing and other allied health professions. The course is capped at 25 students to allow more time for discussion and class interaction.

Credits: 3

**MHA 1006: Health Informatics and Technology**

A strong argument can be made that the health care field is one of the most information-intensive sectors in the U.S. economy and avoidance of the rapid advances in information technology is no longer an option. Consequently, the study of health care information technology and systems has become central to health care delivery effectiveness. This course covers the modern application of information technology that is critical to supporting the vision and operational knowledge of the health care leaders in managing the health care organization. Health care decision-makers have to meet head-on the dynamic challenges of health care delivery quality, cost, access, and regulatory control. Additionally, this course integrates the Healthcare Information System as integral to the Quality Assurance Tracking Programs including measurement of systems inputs, processes, and outputs with special emphasis on systems outcomes research and organizational accountability to its various stakeholders; not the least of which is government regulators.

Credits: 3

**MHA 1007/MPH 0107: Budgeting and Financial Essentials**

Financial statements enable managers to evaluate the performance of an organization and assess its financial position. Budgets, based on forecasts, take the form of projected statements and serve as an important managerial tool for planning and control purposes. This course provides an introduction to the accounting, budgeting and financial reporting techniques commonly used in the health care and not-for-profit environment. Emphasis is placed on enabling students to become comfortable with financial analysis, budgets and commonly-used financial terminology so that they can effectively address financial matters they will encounter in leadership roles in health care and not-for-profit organizations.

Credits: 3

**MHA 1008: Health Care Policy/MPH 0100: Intro to Policy and Management**

This course seeks to illuminate for present and aspiring health care managers central components of a critically important element of the environments in which the organizations they manage operate, namely, health care policy. It aims further to examine the political forces that have brought into being the mix of strategies of public intervention that constitute US health care policy. It explores how and why government (especially the federal government) has tried to influence the workings of voluntary and private institutions in the health care system, and how and why public policy interventions have accumulated steadily since World War II despite repeated appeals to the supposed merits of privatization, deregulation, and market forces, and despite repeated pledges that (to recall President Clinton's words) "the era of big government is over." From these analyses, participants should acquire a better understanding of the sources and rationales for the policy constraints and opportunities they confront in their work and perhaps also an enhanced ability to position themselves and their organizations to try to shape the political dynamics and policy outcomes that in turn shape their work.

Credits: 3

**MHA 1009 - Transforming Health Care Delivery Seminar #1: Process Improvement and Project Management**

This active workshop-styled course will showcase effective methods to measure, analyze and improve project management and process controls in health care delivery using Project Management (PM), Process Improvement (PI) and LEAN principles. This course goes into great detail about the core methodologies of PM and PI tools and LEAN and its application to various health care scenarios. Students will be expected to actively participate in case studies and apply the PM, PI and LEAN tools and methods to achieve gains in effectiveness and

efficiency in processes leading to greater optimization. Topic areas include Kaizen and Teams, Process Mapping, Flow and Pull Systems, Deployment, and measurement and control. The course meets 8 times over the course of a trimester. Each class meeting is scheduled for 4 hours.

Credits: 3

**MHA 2001: Quantitative and Analytical Methods for Evidence-Based Decision-Making**

While health care innovations offer unprecedented opportunities to improve health and reduce suffering, they also disrupt traditional care processes and put stresses on the health care delivery system. With the increasing use of electronic medical record for patient care and availability of administrative databases at national, state, and local levels, data used for decision-making in healthcare are abundant. Using these data sources, there have been numerous studies documenting unexplained variations in practice and patient outcomes, with unacceptable rates of medical errors and inefficiencies in health care delivery. These challenges require major changes in the way we measure the value of health care delivery and subsequently use this information to improve its effectiveness and efficiency. To meet these challenges, this course trains students in developing, analyzing, and disseminating evidence that can guide clinical and organizational decision-making toward improvements in the quality, safety, infection control, 'appropriate' use, outcomes and efficiency of care delivered in the healthcare delivery systems.

Credits: 3

**MHA 2002: Leadership, Ethics and Professionalism in Health Care**

This course provides students with an understanding of what makes an exceptional leader. This course explores and builds competencies in leadership, management, ethical behavior and professionalism in health care. Over the 12-weeks, students will be exposed to leadership and management theories, critical leadership behaviors which shape culture and the key skills required for leadership and management development. Students will also explore the intersection of leadership authenticity and ethical behavior as well as professionalism in health care. Students will learn from real world case studies and experiences faced by health care leaders every day.

Credits 3

**MHA 2003 - Transforming Health Care Delivery Seminar #2: Patient Quality and Safety**

Credits: 2

**MHA 2005: Population Health and Managed Care**

Following a brief survey of the 3000 year history of insurance, the course will focus on health insurance and reform in this country before examining the variety of techniques used by managed care organizations and various national health systems to balance health expenditures, access and quality of healthcare.

Through weekly Socratic-type discussions about contemporary healthcare controversies, the course will help develop students' critical thinking about health policy alternatives and managerial decision-making. Feedback on short weekly essays, student presentations, and a final essay will help students improve their written and presentation skills.

Credits: 3

*Sometimes Cross-listed with MPH 0120 and HCD 0850.*

**MHA 2006: Marketing for Health Care Delivery**

This course examines the role of marketing in various healthcare settings. With an emphasis on the perspective of the consumer, students will gain the tools to effectively complete tasks such as market research, understand the role of segmentation in the current market, and master a number of marketing-communications strategies.

Credits: 3

**MHA 500x: Foundational Managerial Skills Workshops**

Credit: .5 each

These intensive short training courses will immerse students in additional skill set areas necessary to become highly functioning and effective managers. The 5 areas of training focus will complement the substantive curriculum of the program and focus on: project management methods, Excel and SAS essentials for managers, giving professional presentations, effective time management, and creating and managing functional teams (collaboration). Students will receive expert instruction on best methods/practices related to health care delivery, practice those methods in active small group settings, and share lessons learned in each of these areas. Students will be expected to actively participate in case studies and complete a project for each short course/module

Credit: .5 (each workshop) *Must take 4 workshops toward degree completion for a total of 2 credits*

**MHA 5001: Team Building: Identifying your team management style and preferences (DiSC)**

Credit: .5

**MHA 5002: Managing Team Conflict towards productive outcomes**

Credit: .5

**MHA 5003: Managing Improved Team Effectiveness**

Credits: .5

**MHA 5004: Leading Teams During Crisis**

Credit: .5

**MHA 5005: Change Management**

Credit: 5

**MHA 5006: Improving Interpersonal Communication Effectiveness**

This training session focuses on Change Management methods within teams to successfully address the behavioral elements and tools necessary for positive change while mitigating disruption.

**MHA 8000: Capstone**

Participants will have the opportunity to work on a health care improvement project addressing an important management problem faced in either their employer's organization or in another host institution. This action learning project will enable the application and integration of Lean principles and course material into a coherent response and potential solution(s) to an actual healthcare delivery issue. These projects will form a repository of knowledge that program cohort peers can use to learn from and share.

Credits: 2

**MHA 8001: Internship**

The MHA administrative internship consists of collaboration between the student, a site supervisor/preceptor, faculty advisor and Program Director. The internship provides students the opportunity to demonstrate mastery of lessons learned in coursework and apply to an administrative fieldwork setting relevant to a student's area of interest in health care delivery management. Required only for students with no health care work experience.

Credits: 1-3