

# HEALTH ADMINISTRATION AND POLICY (HAP)

## 200 Level Courses

**HAP 201: *Health Professions Careers*.** 3 credits.

Acquaints students early in their college education with a variety of health professions careers. Provides overview of the health care system, and identifies the current supply and demand for health care professionals. Presents information about educational and licensing requirements as well as expected salaries. Defines professionalism and outlines the principal rights and responsibilities of being a health care professional. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 202: *Medical Terminology*.** 3 credits.

Prepares students with a basic understanding of medical terminology needed to work in a wide variety of healthcare environments. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 290: *Lifestyle Management*.** 3 credits.

In this introductory course on practical application of Bayesian causal modeling techniques and Statistical Process Control tools, students make resolutions and analyze their progress toward goal achievement. Each student maintains a diary and analyses it using Bayesian causal modeling techniques to understand the constraints and causes leading to their success and failures. Students analyze their pattern of success using Statistical Process Control tools and engage cyclical assessment of their self improvements. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

## 300 Level Courses

**HAP 301: *Health Care Delivery in the United States*.** 3 credits.

Introduces history and current structure and function of U.S. health care delivery. Explores components and subsystems of health care, and sociopolitical (public and private) context that shapes system and affects access to health care and delivery of health services. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 308: *Public Health Informatics*.** 3 credits.

Provides students with a basic understanding of public health Informatics and its applications. Students will understand the basic technological tools and building blocks needed to utilize these tools in to improve their personal and professional productivity. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 309: *Healthcare Accounting*.** 3 credits.

Introduces basic concepts, standards, practices and terminology underlying financial and managerial accounting as applied in health-care organizations. Key concepts include accounting principles and conventions; financial reporting; valuations of assets; analysis, interpretation, and communication of financial information; the management of costs and profitability; and the use of spreadsheets

and other tools. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 310: *Healthcare Ethics*.** 3 credits.

Introduces current ethical ideas and issues in healthcare and the healthcare system. Case studies require students to apply critical thinking in ethical decision making situations encountered by healthcare professionals. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 312: *Healthcare Law*.** 3 credits.

Introduces students to the legal environment in healthcare with emphasis on laws and regulations of routine importance to healthcare managers in the areas of labor, contracts, real estate, medical malpractice, general business, and intellectual property. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 318: *Introduction to IT Methods for Healthcare*.** 3 credits.

Reviews computer hardware and software with applications in healthcare. Covers basic features of operating systems (Windows and Linux), reviews use of basic office applications and introduces their advanced features. Introduces advanced tools to access and analyze healthcare data. Introduces basic programming concepts. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** IT 103 or IT 104 or equivalent.

**Schedule Type:** Laboratory, Lecture

**HAP 360: *Introduction to Health Information Systems*.** 3 credits.

An introduction to basic information management in health care service organizations. Provides an overview of health information systems for selected administrative functions and clinical care services, including electronic data interchange for billing and claims management, institutional approaches to ensuring data security and privacy, and information management and decision support for managers and clinicians. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 361: *Health Databases*.** 3 credits.

Introduces students to the design and use of various health and healthcare databases, and provides hands-on experience with database design and use. Reviews database management systems. Examines the application of databases for both clinical and managerial purposes. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 360

**Schedule Type:** Lecture

**HAP 392:** *Human Resources Management in Healthcare.* 3 credits.

Exposes students to the major issues, laws, administrative processes, procedures, and psychological factors to be considered when developing a human resources management system in healthcare organizations. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 395:** *Health Care Finance.* 3 credits.

Introduces finance in health care organizations. Reviews issues in reimbursement structures, regulatory mechanisms, cost control, and related factors affecting financial management of health service organizations including financial decision support skills. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 396:** *Strategic Health Management and Planning.* 3 credits.

Introduces past and present interventions that affect supply and demand for health care at community, state, regional, and national levels. Presents health planning and regulatory entities, and discusses strategic and program planning in context of current economic and market conditions. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301

**Schedule Type:** Lecture

## 400 Level Courses

**HAP 403:** *Assisted Living/Senior Housing Management and Philosophy.* 3 credits.

Overview of growth of assisted living industry, its role in health care continuum, current or proposed regulatory environments, and differences between assisted living and other forms of senior health care and senior living services. Specific instruction provided in philosophy and day-to-day management of assisted-living communities, including resident care, operations, finance and budgeting, human resources and staffing, and successful marketing and community relations. Also examines industry future, including cutting-edge programs and technologies, and approaches to creating next generation of assisted-living services. Offered by Health Administration & Policy. May not be repeated for credit. Equivalent to HAP 307.

**Schedule Type:** Lecture

**HAP 404:** *Senior Housing Sales and Marketing.* 3 credits.

Introduction and analysis of sales and marketing practices within senior housing environments, including but not limited to Active Adult (55+), assisted living, Alzheimer's assisted living, and Continuing Care Retirement Communities (CCRC's). Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 410:** *Introduction to Health/Medical Practice Management.* 3 credits.

An introductory course in the leadership and management of ambulatory health service practices and small provider organizations. Content covers a variety of health/medical practice management functions, including administrative systems, operations and strategies for effective management of quality, efficiency and business performance (contracts and marketing), and human resources. Trends in practice integration and affiliations with multiprovider groups and larger enterprises will be covered. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301

**Schedule Type:** Lecture

**HAP 416:** *Leadership and Management of Health Systems I.* 3 credits.

Introduces theoretical concepts and their application to the leadership and management of effective health care organizations. Explores the structure and function of health-related organizations and selected administrative and operational issues in program development and service design, emphasizing strategies for effective performance management, decision making, and communication. Offered by Health Administration & Policy. May not be repeated for credit. Equivalent to NURS 436.

**Recommended Prerequisite:** HAP 301. Completion of HAP 300-level course requirements.

**Schedule Type:** Lecture

**HAP 417:** *Leadership and Management of Health Systems II.* 3 credits.

Explores challenges to providing effective leadership and management of health care organizations and systems of care related to operational issues such as personnel management and labor relations, information management, conflict and goal alignment, financial management, accountability, and quality and safety improvement. Focuses on identification of management skills, technology, and strategy that influence optimal performance and communication between clinicians, administrative staff, and managers. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Completion of HAP 416.

**Schedule Type:** Lecture

**HAP 420:** *Management of Project Resources.* 3 credits.

An introductory course in the management of project resources, including, but not limited to, assessing return on investment for projects and costing out resources needed in project subtasks. Includes hands-on application of project management tools as they are applied in the health-related organization and the health service industry. Also includes a variety of variables that may affect cost control and cost variation, including the impact of finishing projects in shorter time frames than originally planned and activity-based costing. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 360 and HAP 378.

**Schedule Type:** Lecture

**HAP 425:** *Health Economics and Policy.* 3 credits.

An introduction to the role of economics in health care policy. Concepts used by economists to analyze health outcomes, health behaviors, health care markets, health insurance markets, and the role of government. Concepts are linked to current health policy debates, Relevance and

limits of the health economics approach to analyzing health issues are discussed. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** ECON 103

**Schedule Type:** Lecture

**HAP 430:** *Process Improvement in Healthcare Organizations.* 3 credits. Introduction to the process of quality management in health care organizations. Principles of quality management and guidelines for implementing total quality in health care are discussed, and differentiation between quality assurance and quality management presented. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301.

**Schedule Type:** Lecture

**HAP 436:** *Electronic Health Data in Process Improvement.* 3 credits. Focuses on using electronic health records (EHRs) to improve health care processes. Compares means and rates of clinical & managerial processes. Uses EHRs in risk-adjusted statistical process control. Uses Excel to analyze data on patient satisfaction, wait time, mortality/morbidity, and cost of care. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Laboratory, Lecture

**HAP 440:** *Mobile Health.* 3 credits. Introduces emerging technologies used in Mobile Health (mHealth). Students will examine the impact and potential of mobile devices on health. Students will conceptualize and design health apps that incorporate evidence-based guidelines and capitalize on the mobility, portability, and input and output capabilities of smartphones and tablets. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 442:** *Introduction to Health Care Politics and Policy.* 3 credits. Reviews health care system issues and trends, and economic concepts, ways to understand the critical role of public health policy and the policy-making process in the United States. Identifies the major political institutions and policy processes that shape health policy. Examines the past and present health policy and its impact on changes in the ability of patients to access health services, the practice of health sciences professionals, and the quality and process of care. Explores the role of politics at both the federal and state government in health policy-making and critical aspects of the U.S. health system are compared to those of other countries. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301

**Schedule Type:** Lecture

**HAP 445:** *Introduction to Health Services Research.* 3 credits. An introductory course for undergraduate students in understanding the basic methods of interdisciplinary health services research and program evaluation in health systems and policy. Emphasis is placed on understanding, assessing and using relevant findings from health services research. The course covers a variety of topics related to policy, management, and program evaluation in health delivery systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 459:** *Health Data Standards and Interoperability.* 3 credits. Introduction to prevailing and emerging data standards applicable in health information technology. Students will learn about standard-making organizations, such as HL7 and Healthcare Information Technology Standards Panel (HITSP), and their standardization processes. The structure of and relationship between standard terminologies applicable in healthcare, such as International Classification of Diseases (ICD-10-CM), Logical Observation Identifiers Names and Codes (LOINC) and Systematized Nomenclature of Medicine–Clinical Terms (SNOMED-CT), will be explained. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 301 or permission of instructor. HAP 361.

**Schedule Type:** Lecture

**HAP 460:** *Information Technology Project Management.* 3 credits. Identifies methods and skills for managing health care information technology (IT) projects. Students learn tools such as critical path analysis, resource management, crashing projects, vendor selection, quality assessment, and risk analysis. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 360.

**Schedule Type:** Lecture

**HAP 461:** *Internet and Web Technology Applications for Healthcare.* 3 credits. Introduces students to the major applications of Internet and Web technology in healthcare. Two major applications are studied: online promotion/marketing for consumer-oriented health web sites, and online Personal Health Records (PHR). Students will learn about Search Engine marketing and the practical skill of creating an online health marketing/promotion campaign. They also will learn to create and manage PHR. The technological challenges such as reliability, privacy, security and organizational barriers to adoption are discussed. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 360.

**Schedule Type:** Lecture

**HAP 462:** *Privacy and Security in Health Informatics.* 3 credits. Health information security and privacy issues in the current healthcare system. Evaluates methods to achieve privacy and security. Discusses the important role of sound security policies and procedures; looks into technical solutions and non-technical solutions for achieving privacy and security. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 360.

**Schedule Type:** Lecture

**HAP 463:** *Aging and Health Care Policy.* 3 credits. Introduces issues and controversies surrounding need to sustain viability of Medicare, Medicaid and Social Security. Provides insights on the interaction of health policy, health economics, and aging of the population to help students understand and participate in ongoing debates about key U.S. entitlement programs. Provides skills in policy

process and analysis as applied to aging and health policy. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 464:** *Electronic Health Record Configuration and Data Analysis.* 3 credits.

Covers basic features and functionalities of an electronic health record (EHR). Introduces methods to access and analyze patient data from an EHR. Provides students with hands-on experience on EHR systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Laboratory, Lecture

**HAP 465:** *Integration of Professional Skills and Issues.* 3 credits.

Assists students in synthesizing the varied dimensions of their roles as health professionals in a global society. Provides opportunities to examine issues in health care through reflection on the natural and behavioral sciences, humanities and other prerequisite coursework. Selected topics examined through writing, presentation, reading and discussion. (Writing intensive course). Offered by Health Administration & Policy. May not be repeated for credit. Equivalent to NURS 465.

**Mason Core:** Synthesis

**Specialized Designation:** Writing Intensive in the Major

**Recommended Prerequisite:** Senior standing.

**Schedule Type:** Lecture

**HAP 467:** *Advanced Information Technology Project Management.* 3 credits.

Teaches project management methods and techniques with focus on health IT projects. Covers knowledge, skills, and abilities associated with certification (Certified Associate in Project Management). Notes: Certification is not provided in this course. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 460 or HAP 417 or equivalent.

**Schedule Type:** Lecture

**HAP 468:** *Health System Reform Policy Debates.* 3 credits.

Introduction to competing views about US health system reform. Financing, insurance, delivery system and federalism issues will be covered, using theme of personal vs. collective responsibility. Topics include: determinants of health; private insurance markets, regulation, and public insurance; sources of and alternative solutions to inequitable access, poor quality and excess cost growth. Emphasizes evidence, beliefs, and self-interest behind competing visions. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 480:** *Research Internship in Health and Human Services.* 3 credits.

The student works as a member of a team engaged in health and human services research and attends a bi-weekly research seminar. Under direction of the course seminar leader and the faculty research mentor, the student will acquire selected research skills and develop introductory research writing and presentation skills. Offered by Health Administration & Policy. May not be repeated for credit. Equivalent to HHS 480, SOCW 480.

**Recommended Prerequisite:** Open only to CHSS majors or students who have completed CHHS minor or certificate courses.

**Schedule Type:** Internship

**HAP 489:** *Pre-Internship Seminar.* 3 credits.

Provides students with guidance and preparation for engaging in the internship. Offered by Health Administration & Policy. May not be repeated for credit.

**Mason Core:** Capstone

**Schedule Type:** Lecture

**HAP 494:** *Special Topics in Health Administration and Policy.* 3 credits.

Selected topics analyzing specialized areas in health administration and policy. Notes: Content varies. Lecture, seminar, laboratory, and workshops. Offered by Health Administration & Policy. May be repeated within the term for a maximum 12 credits.

**Schedule Type:** Lecture

**HAP 498:** *Health Administration Internship.* 4 credits.

Provides variety of applied management experiences in a health systems or related organization (field agency), under the direction of a HAP faculty member and a preceptor in the field. Students integrate and apply critical-thinking, project-planning, and management and communication skills in the internship experience and toward completion of an approved internship project. Notes: Taken in last semester of studies. Capstone course involves a two-hour weekly seminar and a 12-hour internship in a health-related organization. Offered by Health Administration & Policy. May not be repeated for credit.

**Mason Core:** Capstone

**Recommended Prerequisite:** Open to HAP majors only.

**Schedule Type:** Internship

**HAP 499:** *Independent Study in Health Administration and Policy.* 1-6 credits.

Provides individual study of a particular problem area in health administration and policy research, theory development, or education under the direction of faculty. Offered by Health Administration & Policy. May be repeated within the term for a maximum 6 credits.

**Schedule Type:** Independent Study

## 500 Level Courses

**HAP 511:** *Ethics in Public Health.* 3 credits.

Explores selected ethical issues in public health practice, research, and policy; specific ethical theories identified as the proper basis of public health; relevant ethical concepts and principles and how they inform existing public health policies, practices, and research; and how ethical reasoning can operate in public health practice, research, and policies. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 594: *Special Topics in Health Care*.** 3 credits.

Selected topics analyzing specialized areas in health care. Notes: Content varies. Lecture, seminar, laboratory, and workshops. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 6 credits. Equivalent to GCH 594, NURS 594.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

## 600 Level Courses

**HAP 601: *E-Commerce and On-line Marketing for Health Services*.** 3 credits.

Explores development of online health services; organization of online businesses; online marketing, financial, and clinical transactions; and venture capital and the IPO process. Explores creating and maintaining web pages and databases. Reviews literature on effect of computer services on patient care and health care organizations. Also reviews examples of both successful and bankrupt technology firms in health care. Student groups draft business plan and develop early version of service proposal. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 602: *Statistics in Health Services Management*.** 3 credits.

An introductory course in basic statistics applied to applications in health systems management. Students use spreadsheet applications to perform a variety of statistical analyses (parametric and nonparametric statistics, including regression) to support program evaluation and managerial decision making in health systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 605: *Introduction to Health Policy*.** 3 credits.

An introductory survey to the process and politics of health policy as it relates to the delivery and financing of health care in the United States. Examines the major public and private sector institutions responsible for health policy development, the interaction of these institutions and their competing interests to create and implement health policies, and public

programs providing health coverage and services. Classroom and field experience involved. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 609: *Comparative International Health Systems*.** 3 credits.

Uses Roemer's Model of Health Systems to examine resource allocation, management, and health outcomes in the United States and around the globe. The structure and functioning of national health systems based on geographic location and governance in developing and developed countries (democracies, monarchies, and communist nations). Resource allocation across the continuum of nations and relationship to national health needs, health status, and longevity are examined. Notes: An online course in comparative international health care systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 610: *Health/Medical Practice Management*.** 3 credits.

Regulatory pressures, technology, managed care contracting, revenue cycle management, and legal issues are making medical practice management more complex. Physicians groups struggling with these demands are finding a need for sophisticated management. Prepares the student to manage the modern practice by providing a foundation in the leadership and management of ambulatory health services and small provider organizations. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 612: *Maintaining Business Continuity in Health Care*.** 3 credits.

Considers potential types of catastrophes, their likely impact, and how organizations could continue their mission in the aftermath. Explores interdependences among various components of the health care delivery system, regional health services, disaster planning, business record protection, patient information and information systems protection, manpower planning, professional credentialing, access to supplies

and drugs, and financial implications and resources. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 615: *Revenue Management for Clinical Practices.* 3 credits.**

Assists healthcare leaders and managers to become more effective decision makers, problem solvers, and communicators in revenue and financial management of clinical practices. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 610.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 618: *Computational Tools in Health Informatics.* 3 credits.**

Introduces computational tools used in health informatics. Reviews hardware and software needs and uses. Topics covered include operating systems, virtualization and high performance computing, basic programming in a scripting language, basic data analysis and data integration skills, and use of specialized software. All topics are covered in context of specific solutions used in health information systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Laboratory, Lecture

**HAP 621: *Organization Behavior and Healthcare Leadership.* 3 credits.**

This is an introductory course in the application of organizational behavior and theories of leadership to the management of interdisciplinary teams and decision making in healthcare organizations. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 622: *Healthcare Information Systems Analysis and Design.* 3 credits.** Introduces system analysis, modeling, design, and management of large-scale healthcare information systems. Describes both traditional and data-driven analysis and design methods. Different aspects of systems analysis and design are illustrated using examples from healthcare industry case studies applied to a group project. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 632: *Grants Funding and Development.* 3 credits.**

Provides knowledge of private and public funders, funding mechanisms, tools and resources. Includes content on private and government funding streams relevant to public health, hospitals and other non-profit health related entities, interpretation of funder motivations and engagement strategies; essential skills for developing externally funded projects; grant proposal writing and grant requirements; assessment skills/strategies and award management/stewardship. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 640: *Current Issues in Health Policy.* 3 credits.**

Introduces students to current health policy issues, the public policy process, and their influence on the organization and financing of health care. Attention is given to the 1) roles of key players in health policy formulation and implementation, and 2) public policy responses to major issues such as disparities and un-insurance coverage, cost-containment, and quality of care. Differing perspectives on reforming health care are debated. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 645: Introduction to Health Services Research.** 3 credits.

An introductory course in the basic methods of interdisciplinary health services research and program evaluation in health systems and policy. The course covers topics related to policy, management, and program effect and evaluation within health delivery systems, including research design, existing data systems, measurement of quality and basic cost benefit, and effectiveness analysis. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 6 credits.

**Recommended Prerequisite:** HAP 678.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 647: Regulatory Requirements for Health Care Systems.** 3 credits.

Helps health care professionals understand link between infrastructures of organization and regulatory and accreditation processes for health care organizations. Covers major accrediting agencies and their roles, accreditation principles, and survey process. Focuses on hospitals with reference to ambulatory care, managed care organizations, rehabilitation centers, laboratories, and home health and long-term care facilities. Emphasizes requirements of Joint Commission on Accreditation of Health Care Organization and regulations mandated by Health Care Finance Administration. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 651: Senior Housing Sales and Marketing.** 3 credits.

Introduction and analysis of sales and marketing practices within senior housing environments, including but not limited to Active Adult (55+), assisted living, Alzheimer's assisted living, and Continuing Care Retirement Communities (CCRC's). Topics include a review of the role of marketing in health care, the senior housing consumer and product, the development of marketing plans, and administrative management of the promotion, lead management, and sales process. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 652: Essentials of Health Insurance and Managed Care.** 3 credits.

Survey course in US health insurance and managed care. Provides an overview of the different types of health insurers and managed care organizations, with content on sales and marketing, provider network management and reimbursement, medical and quality management, claims processing, member services, IT and operational finance. Policy, laws and regulations affecting the industry will also be addressed. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 661: Policy Development and Analysis for Community Health Programs.** 3 credits.

Prepares students to critically analyze issues and develop skills pertinent to effective policy development for community and family public health programs. Explores what constitutes a vulnerable population and examines current government programs and policies supporting these programs for such populations. Recent case examples ground students in current issues faced by community groups and other health interests. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 662: Health Policy for Elders and People with Disabilities.** 3 credits.

An introduction to health policy, health economics, and the aging of the American population. Focuses on the effect of chronic illness and disability on health care costs and provides students with skills in policy process and analysis as applied to acute care, long-term care, and health promotion for elders and people with disabilities. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 678: Introduction to the U.S. Health System.** 3 credits.

Explores the U.S. Health System focusing on historical development, current configuration and possible future direction. Includes study of health system development, key influencers, accessibility, financing, changing components and effects system has on patients, providers, financiers, employers, government, insurers and society. Role of

population health management and public health is explored, including impact of social, cultural, economic, and environmental factors on health care systems and practices. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 680:** *Applied Public Health Leadership and Management*. 3 credits. Survey course in leadership, management, and planning applied to public health systems. Students apply theoretical knowledge from a variety of disciplines relevant to development and implementation of public health policy, regulatory directives, public health program planning and management (including human resources and financial management), and the design and evaluation of public health services/functions. Content includes strategies for ensuring access to essential public health services and use of evaluation and monitoring systems to ensure the safety, efficiency, and effectiveness of local public health programs/systems. Course emphasizes leadership, communication, systems thinking, data-driven decision making, and ethical practice in public health systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Seminar

**HAP 686:** *Quality Improvement in Health Services*. 3 credits. Examines how quality in healthcare is measured and controlled in order to improve processes and outcomes. Demonstrates how interdisciplinary teams analyze quality by applying a variety of quantitative methods (such as statistical process control, histograms, and Pareto charts); and qualitative methods (such as root cause analysis, affinity diagrams, nominal group technique, and flow charts). Analyzes performance improvement techniques designed to improve processes. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 690:** *Independent Study*. 1-3 credits.

In-depth studies of selected area of health science theory, research, or practice under direction of faculty. Offered by Health Administration & Policy. May be repeated within the degree.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Independent Study

## 700 Level Courses

**HAP 700:** *Introduction to Health Informatics*. 3 credits.

Introduces the study of data and information flow in healthcare delivery. Covers the history and evolution of methods in information management and the role and contributions of an inter-disciplinary health informatics workforce. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Corequisite:** HAP 678 or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 701:** *Health Data: Vocabulary and Standards*. 3 credits.

Explores the challenges of representing health care data using standardized vocabulary in health information systems. Topics include data standards and semantics, policy, and theory and practice of standardization. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Corequisite:** HAP 678, or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 702:** *Managerial Accounting in Health Care*. 3 credits.

Practical examination of controllership function in health care organizations and systems (profit and nonprofit), with emphasis on policy formulation and evaluation of performance, including cost methods and systems; measurement criteria; and managerial planning, methods, and techniques. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Graduate-level statistics course.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture



**HAP 703: *Financial Management in Health Systems*.** 3 credits.  
Examines tools and methods of financial management in health care organizations and systems, with emphasis on allocation and use of funds. Analyzes costs and constraints of alternative source of funds, and applies financial decision instruments and effect on operational management and market value of entity. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Graduate-level statistics course.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 704: *Contemporary Issues in Health Systems Management*.** 3 credits.  
Analyzes management theory and practice from recently evolving works that identify, analyze, and resolve strategic organizational problems and issues in health care systems. Applies leadership strategy to effectively manage variety of critical issues, including organizational development, change management, human relations and diversity, quality management for organizational and clinical effectiveness, technology, competing priorities, conflicting constituencies, delivery system redesign, and health services research. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 705: *Strategic Management and Marketing in Health Care*.** 3 credits.  
Explores role of strategic management and marketing in healthcare organizations and process used to formulate, implement, and evaluate cross-functional decisions to achieve their objectives. Reviews formulation of strategic plans to address strengths, weakness, opportunities and threats facing organizations from both external and internal environments. Considers type of environmental forecasts and competitor intelligence healthcare organizations need to make timely and adaptive strategic and marketing decisions. Addresses conditions necessary for successful strategic execution. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 706: *Integrated Health Systems Management*.** 3 credits.  
Explores emerging structures for financing and delivery of comprehensive health services in integrated health systems. Covers successful development and management of alliances, provider hospital organizations, and managed care systems with emphasis on strategies for vertical integration, community partnering, contract negotiation, governance, and management of antitrust situations. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 707: *Human Resource Management in Healthcare*.** 3 credits.  
Addresses how people are managed within healthcare organizations to achieve performance consistent with the organization's strategic objectives. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 709: *Health Care Databases*.** 3 credits.  
Introduces design and use of health and medical databases, providing hands-on experience. Explores uses of medical record systems. Includes review and analysis of databases and database management systems. Examines application of databases to clinical and managerial transaction. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Laboratory

**HAP 712: *Topics in Public Policy*.** 3 credits.  
Presents selected topics current in public policy related to health care and health care administration. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Research

**HAP 713: *Project Management in Health Information Technology*.** 3 credits.  
Applies body of knowledge in project management to the implementation of information technology and systems in healthcare organizations. Examines how tasks such as needs assessment, project planning, project cost analysis, risk management, and management of personnel are readily included in the use of health information systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**  
Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 714: *Ethical Issues in Health Administration and Policy*.** 3 credits.  
Seeks to explore selected ethical issues in health administration and policy and decision options by understanding ethical theories, concepts, and principles and their role and selective application in the development, organization, and administration of health policy, as well as the organization and delivery of health services. Students will learn specific ethical concepts, theories, and principles, how these inform existing health policies and practices, and how ethical reasoning can

operate in the policy process and administrative decisions in the health delivery systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 715: *Health Economics*. 3 credits.**

Emphasizes understanding of economic efficiency in the U.S. health system. Microeconomic methods examine markets and resources in health care. Health care examined as commodity. Explores demand for health and medical care services, provider behavior, and function and behavior of insurance markets. Topics include government role, financing arrangements, insurance reform, rationing, price regulation, and provider competition. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 717: *Population Health Informatics*. 3 credits.**

Provides students with foundational principles, informatics tools, methodologies, data sources, terminologies, and policy issues related to the emerging field of population health informatics. Examines key concepts such as registries, electronic health records, epidemiological databases, and quality reporting. Employs specific health informatics tools throughout the course, with many opportunities for gaining practical experience. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 709.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 718: *Consumer Health Informatics*. 3 credits.**

Exposes students to the emerging subfield of health informatics, which is at the intersection of public and community health, health education, and more traditional informatics areas. Demonstrates the use of technology to increase awareness and improve population health. Reviews issues involved in consumer health informatics, and explores hands-on informatics tools and applications. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 709.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 719: *Advanced Statistics in Health Services Research I*. 3 credits.**

Covers principles and methods of statistical data analysis and inference. Emphasizes the use and application of various data analysis techniques and their assumptions. Computer outputs will be used to demonstrate the application of statistical techniques in analyzing health related data sets. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 602 or GCH 601 or an equivalent statistics course.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 720: *Health Data Integration*. 3 credits.**

Students learn to manipulate large databases, create link table queries, write SQL application programs, understand sources of data conflicts, and identify methods of integrating ODBC databases with legacy data. Covers data warehousing, methods of analyzing large databases, including Bayesian belief networks and machine learning in health care context. Features semester long data integration group project. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 721: *Project in Data Analysis*. 1-4 credits.**

Focuses on analysis of data from electronic health records. Includes instruction on preparation of data including (a) removing inaccurate information, (b) organizing the timing of events/variables, (c) summarizing time-based variables. Students work on real data obtained by them from a practicum through an employer or real data supplied by instructor. Students must complete a literature review, describe methods used, present results, and discuss findings. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 4 credits.

**Recommended Prerequisite:** HAP 361 and HAP 602 or equivalent statistics and database courses.

**Schedule Type:** Independent Study

**HAP 724: *Analysis for Healthcare Executive Decision Making*. 3 credits.**

Challenges students to solve complex problems by integrating the knowledge, skills, and abilities attained in prerequisite courses. Applies quantitative and qualitative tools and methods and critical thinking skills to find solutions to comprehensive case studies. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 686, HAP 703, HAP 705.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 725: Statistical Process Control in Healthcare.** 3 credits.

Provides students with hands-on experience with data from electronic health records. Introduces students to causal analysis of observational data, including propensity scoring and stratification. Provides students with access to simulated data from electronic health records. Exposes students to trends that influence the quality management system and drivers for change, including measures used by CMS to strengthen value based payment. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Research**HAP 727: Program Evaluations in Health Care.** 3 credits.

Methods of evaluating health and social programs, including anthropological case studies, decision analytic and quasi-experimental approaches. Emphasis is placed on using methods of continuous quality improvement and benchmarking exchanges in evaluating multisite programs. Assess cost effectiveness of programs (including assessment of patient census, employee activities and program outcomes). Evaluation of health care interventions, rate setting, and managed care are discussed. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Research**HAP 730: Health Care Decision Analysis.** 3 credits.

Students analyze practice patterns and find optimal methods of improving them. Uses decision analysis and failure mode analysis in health care settings. Students integrate scientific evidence, patients' preferences, and experts' opinions to identify optimal alternatives. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Graduate-level statistics course.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture**HAP 735: Fundamentals of Patient Safety and Risk Management.** 3 credits.

Students build and interpret causal model of risks and test the accuracy of them against extant incidence reports using risk analysis models, risk analysis life cycle, as well as methods of evaluating the validity and reliability of risk analysis. Bayesian probability models, probabilistic risk analysis, root-cause analysis, and failure model analysis are covered. Includes applications to terrorism, unauthorized disclosures, and patient safety. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 730, or equivalent approved by instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture**HAP 740: Management of Health Information Systems.** 3 credits.

Introduces health and medical information systems with emphasis on systems analysis and design to support managerial and clinical communications and decision making. Explores trends and innovations in information technology and systems, focusing on managerial oversight of health and medical information systems. Explores contemporary management strategies for information systems personnel. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture**HAP 742: Health Policy Development and Analysis.** 3 credits.

Examines the process and factors that influence formulation, implementation and modification of health policy in the United States, including competing interests and the relationship between public decisions and the market place. Emphasis is on the application of commonly-used frameworks for policy analysis, including contributions from health economics, health services research, and other policy-related disciplines, to contemporary policy issues in health care delivery, organization, and financing. Offered by Health Administration & Policy. May not be repeated for credit. Equivalent to HAP 642.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture**HAP 745: Health Care Security Policy.** 3 credits.

Focuses on health security and privacy policy and compliance issues. Students will develop policies for the type of threats faced by facilities. The legal and business policies for facility, personnel, travel, information, and patient security will be discussed. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture**HAP 746: Health Policy Leadership.** 3 credits.

Examines leadership strategies to influence health policy-making from a community stewardship and interest group advocacy perspective. Students will develop an understanding of how health and socio-economic issues affect the development, implementation and change of health policy, appreciate the complexity of engaging the public policy process and selectively employ strategies to influence politics and the policy-making process. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 6 credits.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 750:** *Legal Issues in Health Administration*. 3 credits.

Prepares health professionals to understand legal principles, statutes, regulations, and case law related to managing health care organizations and health professionals' practice. May compare legal health care issues from domestic and international perspectives. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 752:** *Advanced Health Information Systems*. 3 credits.

Provides in-depth analyses of health information systems including Electronic Health Records, Personal Health Records, and Decision Support Systems. Analyzes architectural trends, workflow redesign, and implementation strategies. Describes new trends in computing technologies and infrastructure in health applications. Laboratory time provides learning experience and practical skills in various allied situations. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 700 and HAP 709, or permission by the instructor or Program Coordinator.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Laboratory, Lecture

**HAP 760:** *Philosophy of Science in Health Services Research*. 3 credits.

An introductory course on the theory and philosophy of science and humanism that relate to the design and conduct of health services research. The course examines selected theories on the nature of reality (ontology), the justification of knowledge claims (epistemology), and how knowledge is constructed (methodology) in design and analysis of health services research. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Admission to a doctoral program or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 762:** *Cost-Effectiveness for Health Care Management and Policy Decisions*. 3 credits.

A survey course in health services research methods for the application of economic evaluation techniques used in health care policy analysis and clinical or administrative applications for health care service planning and evaluation. Introduces methods applied to health care technology assessment, medical decision making, health resource

allocation, and policy-making. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 764:** *Health Policy and Government Payment Systems for Health Care Services*. 3 credits.

Examines the rationale for government intervention in provider payment and explores the current policy issues and politics of major government provider payment systems, including Medicare and Medicaid, and examines options for managing these programs more effectively. The course will "follow the money" as it flows through government and provider payment systems, model potential changes in such systems, and identify policies for improving the operation of these programs and payment systems. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 765:** *Methods for Health Policy Analysis*. 3 credits.

Explores conceptual, analytic, and technical methods/approaches used in health policy analysis and planning. Students will learn to select from among alternative methods for applied concept modeling, graphical data presentation, needs assessment, goal clarification, group decision methods, and a variety of quantitative applications and frameworks for evaluating policy impact. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 766:** *Policy Implementation and Health System Management Dilemmas*. 3 credits.

Analyzes selected public policies and regulations and the impact of implementation and compliance/noncompliance on health care systems and organizations. Examines management responsibilities, challenges, and dilemmas (fiduciary and ethical) of implementing selected policies and regulations (promulgated or proposed). Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 703 or equivalent, or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 770:** *Medical Decision Making and Decision Support Systems*. 3 credits. Introduces the complex subject of medical decision making. Examines systematic approaches to decision making. Explores principles governing the design, application, and maintenance of clinical decision support systems. Laboratory time provides learning experience in various applied situations. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 701 or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Laboratory, Lecture

**HAP 775:** *Implementing Health Reform in Health Service Organizations*. 3 credits.

Prepares health professionals to understand, lead, and manage health service organizations undergoing payment reform, evolving quality and outcomes reporting requirements, process redesign challenges, culture change, and a changing regulatory environment. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 678.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 777:** *Health Data Visualization*. 3 credits.

Introduces the principles and techniques of data visualization with special focus on applications in healthcare. Students will learn practical skills to make visually appealing graphics on web browsers to present their data using a publicly available JavaScript library D3 (Data-driven documents). Notes: Assumes that students have basic knowledge of the web, browsers, HTML, CSS, and JavaScript programming. Offered by Health Administration & Policy. May not be repeated for credit.

**Schedule Type:** Lecture

**HAP 780:** *Data Mining in Health Care*. 3 credits.

An introductory course to data mining and knowledge discovery in health care. Methods for mining health care databases and synthesizing task-oriented knowledge from computer data and prior knowledge are emphasized. Topics include fundamental concepts of datamining, data preprocessing, classification and prediction (decision trees, attributional rules, Bayesian networks), constructive induction, cluster and association analysis, knowledge representation and visualization, and an overview of practical tools for discovering knowledge from medical data. These topics are illustrated by examples of practical applications in health care. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Graduate-level statistics course.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Research

**HAP 789:** *Pre-Capstone Professional Development Seminar*. 1-3 credits. Provides students with guidance and preparation for engaging in the capstone practicum. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 3 credits.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Lecture

**HAP 790:** *Capstone Practicum in Health Systems Management*. 3 credits.

Field practicum in health systems management where students function as an integral member of an organizational entity to complete a non-thesis project while continuing to build skills in leadership, critical thinking and systematic problem analysis. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** All coursework in the major.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Internship

**HAP 791:** *Practicum in Public Health*. 3 credits.

The practicum provides students with an in-depth supervised experience in an approved public health organization. The practicum will require students to complete a project related to an actual public health issue that is a focus within the organization. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** Students must complete all of the core MPH coursework (epidemiology, biostatistics, health education, environmental health, and public health administration) and pass the MPH comprehensive exam with a 70% or better.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Internship

**HAP 793:** *Final Project in Applied Health Policy*. 3 credits.

Provides students experience in executing an approved written research project related to a public health policy issue. Students will demonstrate skills learned in the MSHMP program. Projects require students to understand different positions related to a particular policy issue, to assess existing evidence and research related to the policy issue, and to formulate additional research questions. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Research

**HAP 799:** *Master's Thesis*. 1-6 credits.

Provides students with skills to develop their research proposal, conduct their research, and complete their thesis in a relevant field of study.

Offered by Health Administration & Policy. May be repeated within the degree.

**Recommended Prerequisite:** Admission to one of the master's programs in the department and permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

**Schedule Type:** Thesis

## 800 Level Courses

**HAP 819:** *Advanced Statistics in Health Services Research II*. 3 credits. Covers principles and methods of advanced statistical data analysis and inference with applications in health services research. Emphasizes the use and application of various data analysis techniques, including multivariate statistics, regression and longitudinal data analysis. Use of statistical software STATA demonstrates the application of statistical techniques in analyzing health related data sets. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 719.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Research

**HAP 822:** *Research Designs and Analysis in Pharmaceutical and Health-Related Clinical Trials*. 3 credits.

A survey course that introduces students to the design and management of clinical trials research and pharmaceutical research and development, including drug development and FDA drug approval. This course also covers a variety of biostatistical methods as they apply to biomedical and biotechnology industry research with human subjects. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 710 or equivalent graduate statistics course.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Lecture

**HAP 823:** *Comparative Effectiveness Analysis using Observational Data*. 3 credits.

Applies linear and logistic regression to analysis of comparative cost and effectiveness using massive data in electronic health records. Emphasizes (1) ridge regression and (2) propensity scores. Covers the following topics: (1) counterfactual framework and assumptions, (2) data balancing, (3) matching or weighting, and (4) sensitivity analysis. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 719.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Research

**HAP 835:** *Causal Inference in Health Services Research*. 3 credits. Discusses the nature of causation and alternative means of inferring causal relationships. Included are experimentation, matching,

instrumental variables, conditioning, and mechanism in network models. Covers a broad range of methodological considerations that emerge in identifying causal effects. The focus is less on analysis of data and more on considerations of causal inference in non-randomized study design. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Research

**HAP 866:** *Politics of Influencing Health Care Policy*. 3 credits.

Focuses on process of formulating health care policy and analyzing implications for nursing, administration in nursing, and education and nursing service. Examines current and impending health issues, legislative process, and program implementation evaluation. Offered by Health Administration & Policy. May not be repeated for credit.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Lecture

**HAP 868:** *Advanced Research Seminar in Health Policy Analysis*. 3 credits.

Seminar on advanced research methods that analyzes theoretical and analytic foundations to critique health services research and health policy analysis. Students synthesize, integrate, and apply theoretical knowledge and advanced skills relevant to health services research, policy analysis, and program evolution. Notes: Limited to doctoral students having completed core courses in statistics and research design, or permission of instructor. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 703 or equivalent or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Research

**HAP 880:** *Advanced Health Data Mining*. 3 credits.

Provides the knowledge and skills needed to analyze health data using modern tools. Describes analytics of administrative and clinical data. Covers concepts and tools for big data analytics and NoSQL data analytics. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** HAP 719, HAP 780, or permission of instructor.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Research

## 900 Level Courses

**HAP 925:** *Advanced Methods in Qualitative Research for Health Care*. 3 credits.

Builds upon the foundation of qualitative research in health care. Designed to develop skills in data generation techniques; data analysis using NVivo and text analysis software, including narrative and intentions analysis; application of standards for qualitative research; and utilization of various styles for qualitative reports and research proposals. The

course also reviews mixed methods designs for research studies. Offered by Health Administration & Policy. May not be repeated for credit.

**Recommended Prerequisite:** NURS 920 or HAP 835

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Research

**HAP 998: *Doctoral Dissertation Proposal.*** 1-3 credits.

An independent study for HAP doctoral students resulting in the development of a doctoral dissertation proposal. Includes development of the research problem, study methods, data analysis and literature review. Notes: The course must be supervised by a HAP faculty member qualified to serve as a dissertation chair. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 6 credits.

**Recommended Prerequisite:** Advancement to candidacy.

**Registration Restrictions:**

Enrollment is limited to Graduate level students.

**Schedule Type:** Dissertation

**HAP 999: *Doctoral Dissertation.*** 1-9 credits.

Under faculty direction, develop dissertation proposal and complete the dissertation. Offered by Health Administration & Policy. May be repeated within the degree for a maximum 25 credits.

**Recommended Prerequisite:** All courses in the PhD program.

**Registration Restrictions:**

Enrollment limited to students with a class of Advanced to Candidacy.

Enrollment is limited to Graduate level students.

**Schedule Type:** Dissertation