HLSA - HEALTH SERVICES ADMINISTRATION

HLSA484 Redesigning Health Care: Developing a Clinic to Meet Community Needs (3 Credits)
Provides an opportunity for students to learn a key entrepreneurial skill, Design Thinking, while helping to build, reshape, redesign and transform delivery of health care in the Mona Center, a new community center and clinic in Prince George's County. This new, modern vision for a health and wellness clinic embraces student involvement in designing, planning and contributing to innovative programs, solutions, and processes to improve the clinic's ability to meet community and patient needs by addressing the social determinants of health as well as traditional clinical health status. Students in the class will develop empathy for patients, providers and other stakeholders, define problems, select a specific problem for intervention, understand problems based on stakeholder input, ideate, reframe and suggest options to solve or address the problem, prototype solutions, test ideas, and make recommendations to inform implementation and ongoing measurement and monitoring of impact.
Restriction: Must have completed a minimum of 60 credits.
Additional Information: Two sessions will be on-site at the Mona Clinic in Temple Hills, MD, and the remaining sessions will be taught in the University of Maryland’s Academy for Innovation and Entrepreneurship.

HLSA601 Introduction to Health Systems (3 Credits)
Management and leadership skills for effective public health planning, organization, management and administration. Emphasis is on the role of institutions in learning and behavioral change process, organizational theory, administration management, and coordinating provision of community health services.
Restriction: Must not have completed HLTH740.
Credit Only Granted for: HLSA601, HLTH688A, or HLTH740.
Formerly: HLTH688A or HLTH740.

HLSA611 Introduction to Health Equity (3 Credits)
The emerging field of health equity is concerned with understanding the causes and consequences of social disparities in population health. This course is designed to expose students to the foundational issues in health equity from a variety of perspectives. Through weekly meetings and discussion, students will develop familiarity with the major literature in the field of health equity. The course is divided into three sections: (1) Understanding Addressing Health Disparities; (2) Disparity Populations; and (3) Solutions in Health Equity. Students will gain understanding of the dimensions and sources of health inequality, including race/ethnicity, socioeconomic status, gender, nativity, and sexual minority status. Current policy debates and recent policy developments related to health equity are also briefly discussed.

HLSA688 Independent Study (1-6 Credits)
Master or doctoral students who desire to pursue special research problems under the direction of a faculty member of the department may register for 1-6 hours of credit under this number.
Prerequisite: Permission of SPHL-Health Services Administration department.
Repeatable to: 9 credits if content differs.

HLSA689 Field Work in Aging (1-6 Credits)
Individual instruction course.
Prerequisite: Permission of SPHL-Health Services Administration department.
Repeatable to: 6 credits if content differs.
 Formerly: SPHL688.

HLSA702 Policy and Politics of Health (3 Credits)
Organizational and financial components of the U.S. health care system, including social and political forces that bind the system. Advanced political analysis of the health care system, including key issues and problems.

HLSA703 Seminar in Health Equity (1 Credit)
Student-led presentations and discussion of contemporary literature in the areas of health disparities and health equity, social determinants, (eg. race, ethnicity, sex, age, sexual identity, disability, socioeconomic status, and geographic location) and policies and programs to address disparities. The emphasis is on papers describing new research findings, novel techniques, innovative methods, and emerging issues.

HLSA709 Graduate Seminar (1 Credit)
The purpose of the course is for doctoral students to present their work on their dissertation to fellow doctoral students and faculty in an informal supportive environment. Faculty and students provide feedback and suggestions that are helpful to the presenting students.
Prerequisite: HLSA doctoral students admitted to candidacy.
Restriction: Must be HLSA doctoral student admitted to candidacy.
Repeatable to: 4 credits if content differs.

HLSA710 Healthcare Mangement: Foundations and Principles (3 Credits)
Concepts and managerial activities essential to achieve the goals of health care organizations are examined and discussed. Managerial processes include planning, decision-making, etc. required to operate and change health care organizations will be discussed. Special emphasis will be placed on the leader/managers role in developing and maintaining an effective system for providing healthcare.
Restriction: Must be in Master of Health Administration (Master's) program; or must be in Health Services Ph.D. (Doctoral) program.

HLSA711 Health Economics and Analysis (3 Credits)
Provides an analysis of health and health care services as economic goods. Using microeconomic theories, we will examine the behavior of health care providers, consumers, markets, and firms.

HLSA713 Seminar in Health Policy (1 Credit)
Student-led presentations of contemporary literature in the areas of health policy, health care reform in the nation and Maryland, and evaluation of health policies and programs. Emphasis on papers describing new research findings, novel techniques, innovative methods, and emerging issues.

HLSA714 Economic Evaluation of Medical Care (3 Credits)
An overview of the theory and applications of cost-benefit analysis, cost-effectiveness analysis, and related forms of economic evaluation/ decision analysis in the health care sector.
Prerequisite: HLSA601 and EPIB650; or students who have taken courses with comparable content may contact the department.

HLSA720 Health Law and Ethics (3 Credits)
The legal system helps determine the relationships prevailing among individuals, institutions and governments by setting out the rights, duties and powers of the various parties. This course will look at some of the more important concepts the law uses within the context of health services and public health.
HLSA721 Using Demographic Data for Health Policy Analysis (3 Credits)
The goal of this course is to introduce students to the major demographic data sets that are used in health policy research and to provide hands-on experience using these data to answer policy oriented research questions. 
**Prerequisite:** EPIB650; or students who have taken courses with comparable content may contact the department; or permission of instructor.

**Additional Information:** Priority enrollment will be given to students in the Department of Health Services Administration programs.

HLSA723 Health Policy Analysis and Advocacy (3 Credits)
Examination of the politics of the health policy process, including the effects of American political structure and institutions; economic and social factors; interest groups, classes, and social movements; media and public opinion, and other factors. The emphasis is both on understanding how public policy is made as well as how to influence the process. Students will learn about (1) how health policy is developed, adopted, and implemented; (2) the political, institutional, economic, social, and other factors that influence and shape the process; and (3) the basic approaches and tools of strategic advocacy.

**Prerequisite:** HLSA601.

HLSA725 Econometrics in Public Health (3 Credits)
Empirical course to introduce students to econometric methods and their applications in public health.

**Prerequisite:** EPIB650; or students who have taken courses with comparable content may contact the department.

**Additional Information:** Priority enrollment will be given to students at the School of Public Health.

HLSA730 Healthcare Human Resources (3 Credits)
Provides an introduction to the management of human resources in the healthcare setting using basic human resources management doctrine common to all industries. Content includes principles and methods of personnel including employment, recruitment, selection, retention, training and development, compensation including wage and salary administration, performance appraisal, job analysis and labor relations.

HLSA733 Topics in Health Care Reform (3 Credits)
An overview of the Patient Protection and Affordable Care Act of 2010 (ACA) and the major health care reforms explicitly included in the law, while also considering the state implementation decisions and provider innovation that has occurred over time due to the ACA is provided. It will address issues of implementation of Medicaid expansion, the state and federal Exchange, costs of care and efficiency, improving quality and patient safety as well as prevention and public health. We will discuss the actual process of passing the law, what compromises were made, the funding sources, recent changes, regulations, state decisions, waivers, and demonstration or pilot programs that have been developed and/or funded due to the law. We will also focus on the implementation of the law in Maryland, where the legislature and governor decided to expand Medicaid and create a state-based insurance exchange. However, the impacts of the law could be different in Maryland than in other states due to the population, moderate politics, and the presence of state price setting authority for hospitals and other providers.

**Prerequisite:** HLSA601, HLSA702, or HLSA711.

HLSA740 Healthcare Strategic Planning and Marketing (3 Credits)
An understanding of strategic management and marketing is provided which enables the students to lead the process of strategic planning in a healthcare organization. By conducting a marketing and strategic planning process, health care organizations are better able to cope with dramatic changes in technological, social, political, regulatory, and competitive aspects of the health care market. Strategic management enables organizations to identify issues unique to them, which hinder or promote organizational success. Through course readings, class discussions, analyses of secondary quantitative and qualitative data, and presentation of case studies, students gain a thorough understanding of the strategic management process. Students will apply core competencies through a comprehensive strategic and marketing plan. Plans will be defended through an oral presentation.

**Restriction:** Must be in a major in SPHL-School of Public Health; or permission of instructor.

HLSA745 Public Health Practice and Management (3 Credits)
Examines the relationship of practice and management in performing essential public health services on local, state and national levels.

**Restriction:** Must be in a major in SPHL-School of Public Health; or permission of instructor.

HLSA750 Healthcare Management Information Systems (3 Credits)
Provides a background and overview of the analysis, design, evaluation, selection, installation, use, and management of information systems in health care settings. Students will review the information management function and value of information and the role of information technology in the provision of high quality care and management decision making. Details on computer hardware, software, networking, and telecommunications sufficient for understanding of concepts relevant to health care managers and staff will be addressed.

HLSA760 Healthcare Financial Management (3 Credits)
Offers content in health services financial management with emphasis on applying traditional financial theories to health care and the health care system. Focus on decision-making using accounting and finance theories, principles, concepts and techniques most important to health care leaders.

HLSA765 Dissertation Proposal Development Seminar (3 Credits)
Designed to support doctoral students prepare their dissertation proposal and oral presentation. The course is structured around a literature synthesis and development of a modified AHRQ R36 grant application which includes developing a research question and hypotheses, a conceptual model, specific aims, background and significance, and research strategy. The importance of communicating complex ideas through oral and written forms will be emphasized.

**Recommended:** Completed all coursework related to one’s dissertation topic; and identified in collaboration with one’s dissertation advisor a topic area and potential data set.

**Restriction:** Must be in Health Services Ph.D. (Doctoral) program; or permission of instructor. And must have passed departmental qualifying exam.
HLSA766 Foundational Readings in Health Services Research (3 Credits)
An overview of the foundational papers that inform health services research and its related disciplines; including literature on key conceptual models, classic empirical studies, and research illustrating cutting edge methods or findings. The major theoretical frameworks and empirical challenges of the field will be examined through critical reading and discussion among students. The course is organized around preparation for the qualifying exam in the Health Services Ph.D. program.
**Prerequisite:** Completion of the six HLSA Health Services Research core courses.
**Restriction:** Must be in Health Services Ph.D. (Doctoral) program.

HLSA770 Continuous Quality Improvement in Healthcare (3 Credits)
Designed for the health care professional or administrator involved in quality assurance in health care. Course includes historical beginnings, state-of-the-art, voluntary, governmental efforts, and tools to promote quality assurance.

HLSA772 Healthcare Leadership and Communications (3 Credits)
Health care administrators rely on transformational leadership skills and insights to help their organizations rise to the social financial, public health, and technological challenges of the future. Students will assess and develop their leadership strengths, apply key leadership communication principles, and critically analyze relevant leadership models, exploring their utility in addressing key leadership issues in health care organizations. An underlying theme will be the identification of core values involved in health care delivery, integration of those values in personal and organizational missions, and effective communication to stakeholders.

HLSA775 Public Health Research (3 Credits)
Provides an interdisciplinary approach to gaining an understanding of and acquiring the skills to conduct public health research. This course covers policy and social issues, theory, and methods of evaluation and participatory research, from simple community based health programs to large-scale interventions. The course emphasizes experimental and quasi-experimental designs to estimate program impact as well as evaluation of program implementation. Case studies drawn from the public health field illustrate various types of evaluations and participatory research initiatives. Lectures, interactive discussions, group projects, individual projects and related assignments.
**Prerequisite:** EPIB650.
**Restriction:** Must be in a major in SPHL-School of Public Health; or permission of instructor.

HLSA777 Program Evaluation Field Experience (3 Credits)
Program evaluation is a critical component in designing and operating effective programs. Organizations seek more accountability for the funds they provide to public or private projects. This course serves as an introduction to assessment methodology and evaluation tools commonly used in program evaluation. Students will gain practical experience through a series of exercises involving the design of a conceptual framework, development of indicators, and development of an evaluation plan to measure impact, and cost benefit/cost effectiveness analysis. The course will cover mixed methods research including qualitative and quantitative analysis, methodologies, and/or paradigms in a research study. Students will evaluate a community health program funded by the Maryland Community Health Care Commission (CHRC), and the Commission director will guide selection of the program.
**Additional Information:** Students will travel to the program site approximately three times to guide the evaluation design and collect data.

HLSA778 Internship in Public Health (1-4 Credits)
Internship providing an opportunity to apply previously acquired knowledge and skills in a health or allied health organization. Setting of the internship will depend upon the student’s background and career goals.
**Prerequisite:** Permission of SPHL-Health Services Administration department.
**Repeatable to:** 4 credits.
**Credit Only Granted for:** HLSA785 or HLSA778.

HLSA780 Qualitative Methods for Health Services Research (3 Credits)
Qualitative research is a multi-methods approach to the study of social interactions in natural settings. Through triangulation of methods, the researcher attempts to make sense of, or interpret, phenomena in terms of the meanings people bring to them.

HLSA785 Internship in Public Health (3 Credits)
Internship and seminar providing an opportunity to apply previously acquired knowledge and skills in a health or allied health organization. Setting of the internship will depend upon the student’s background and career goals.
**Prerequisite:** Permission of SPHL-Health Services Administration department.
**Credit Only Granted for:** HLSA785 or HLSA778.

HLSA786 Capstone Project in Public Health (3 Credits)
Capstone experience providing opportunity to apply knowledge and skills to a specific public health problem or issue. Completion of project relevant to public health under the direction of an advisor.
**Prerequisite:** Permission of SPHL-Health Services Administration department.

HLSA787 Minority Health and Health Equity (3 Credits)
A critical analysis of historical, political, economic, social, cultural, and environmental conditions that have produced an inequitable health status for racial and ethnic minorities in the United States.
**Restriction:** Must be in a major in SPHL-School of Public Health; or permission of instructor.

HLSA788 Critical Readings in Health Services Research (3 Credits)
Current and classic readings and research on various aspects of the health services research including the health care system, health care policy and social science research on health (including economics, psychology, political science, sociology etc.). The readings will be critically analyzed and applied to students research and current research as well as applications to health services research issues.
**Repeatable to:** 9 credits if content differs.

HLSA790 Advanced Methods in Health Services Research (3 Credits)
Provides an in-depth examination of health services research literature with emphasis on methodological scrutiny and application of methods beyond linear regression such as categorical regression, survival analysis, selection issues, and endogeneity.
**Prerequisite:** EPIB650 and EPIB651; or permission of instructor.

HLSA791 Advanced Research Seminar II (3 Credits)
Introduces pre-candidates at the end of their coursework to methods for locating, downloading and processing secondary data sources with complex survey design. The course emphasizes analysis of the Medical Expenditure Panel Survey (MEPS) data with Stata statistical software. The analysis and synthesis skills acquired throughout the students’ doctoral coursework are applied to write and conduct analysis for a publishable journal article.
**Restriction:** Must be in a major in SPHL-School of Public Health; or permission of instructor.
HLSA792 Health Services Portfolio Seminar I (3 Credits)
Assists doctoral pre-candidates at the end of their coursework with completing the required research portfolio requirements.
Restriction: Must be in a major in SPHL-School of Public Health; or permission of instructor.

HLSA793 Health Services Portfolio Seminar II (3 Credits)
Introduces students to the main sections of a publishable paper. This is an applied course so students are expected to learn how to critique a research article and how to write a publishable one. By the end of this course, each student is expected to have written a publishable paper with a formal abstract, specific to their research topic.
Restriction: Must be in a major in SPHL-School of Public Health; or permission of instructor.

HLSA798 HLSA Journal Club (1 Credit)
The course will highlight current topics in health services research. Outside speakers will present their research in a few of the classes. For the other classes, graduate students in the HLSA programs will select important and timely articles that they will present to the class for discussion in an informal setting.
Restriction: Must be HLSA graduate student.
Repeatable to: 8 credits if content differs.

HLSA799 Master's Thesis Research (1-6 Credits)
HLSA898 Pre-Candidacy Research (1-8 Credits)
HLSA899 Doctoral Dissertation Research (1-8 Credits)