Course Catalog

Health Care Administration

Faculty

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Jody R. Rogers, Ph.D., Visiting Professor
Edward J. Schumacher, Ph.D., Professor; Chair
Patrick Shay, Ph.D., Associate Professor

Overview

The Department of Health Care Administration offers an M.S. degree only, and does not have an undergraduate major. The department does offer, however, three undergraduate courses. HCAD 3333 (Health Economics) and HCAD 3350 (The U.S. Health Care System) fulfill a Common Curriculum requirement for Understanding Human Social Interaction: Social Issues and Values. HCAD 3383 (Management of Health Care Organizations) is cross-listed with MGMT 3383 and can be applied towards a Management concentration in Business Administration.

Requirements

- On-Campus Program
- Admission Requirements
- Course of Study
- Executive Program
- Typical Course of Study in the Executive Program in Health Care Administration

On-Campus Program

The graduate program in Health Care Administration is designed to promote the development and refinement of the conceptual, interpersonal, and technical skills necessary for understanding individual and community health problems, for effective planning for and management of health care organizations and institutions, and for leadership in the community at large. A detailed description of the On-Campus Program can be found at the
Admission Requirements

Any undergraduate major is carefully considered. The following items are required for admission to the program: completed application for admission to graduate study and a $50 application fee, official transcripts from all colleges previously attended, aptitude test scores from the Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT), autobiographical sketch of educational and employment background, a brief statement of purpose indicating specific reasons for selecting a career in health care administration, and two letters of recommendation from individuals who are familiar with academic and/or employment performance. For optimal consideration, applicants are encouraged to apply by May 1.

The department also requires that applicants complete three prerequisite courses. These are three-hour undergraduate courses in accounting, economics, and statistics. In general, the pre-requisites should be completed in advance of the student's registration. An applicant may fulfill the requirements in one or more of the following ways:

I. Completion of three-hour undergraduate level courses in each of the three subject areas with a grade of A or B. (C grades will be evaluated on an individual basis.)

II. Individual petition to the Admissions Committee for any exceptions.

An advance deposit of $200, which will be applied toward tuition, is required of applicants who have been accepted for admission. Checks should be made payable to Trinity University and directed to the Health Care Administration Department. Consult the Tuition and Fees section for details.

Course of Study

A Master of Science in Health Care Administration will be conferred by Trinity University upon completion of a course of study that includes 16 months of on-campus study and an administrative residency, usually of 12 months. A class is admitted in the fall semester. Degree requirements may be met under either a thesis or non-thesis alternative. Each plan requires 50 credit hours during the on-campus portion of the program, but the non-thesis alternative substitutes 6 hours of coursework for 6 hours of thesis credit. Both plans require an administrative residency that carries 6 hours of graduate credit. The specific courses for either of these plans shall
be determined by the student’s adviser and Chair of the Department of Health Care Administration after consideration of the student’s academic background and experience.

The following courses are recommended:

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<tr>
<th>Course Code</th>
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<tbody>
<tr>
<td>HCAD 5101</td>
<td>Seminar in Professional Development for Health Care Executives</td>
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<tr>
<td>HCAD 5102</td>
<td>Physicians and Physician Relations</td>
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<tr>
<td>HCAD 5220</td>
<td>Statistical Analysis in Health Care Organizations</td>
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<tr>
<td>HCAD 5221</td>
<td>Operations Management in Health Care Organizations</td>
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<tr>
<td>HCAD 5290</td>
<td>Problems: Clinical Decision Making</td>
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<tr>
<td>HCAD 5310</td>
<td>Health Services Organization and Policy I</td>
</tr>
<tr>
<td>HCAD 5311</td>
<td>Health Services Organization and Policy II</td>
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<tr>
<td>HCAD 5313</td>
<td>Economic Aspects of Health Care Administration</td>
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<tr>
<td>HCAD 5330</td>
<td>Health Care Organization Theory and Management</td>
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<tr>
<td>HCAD 5333</td>
<td>Legal Aspects of Health Care Administration</td>
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<td>HCAD 5340</td>
<td>Health Care Strategic Planning and Marketing</td>
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<tr>
<td>HCAD 5350</td>
<td>Seminar in Current Health Care Issues</td>
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<tr>
<td>HCAD 5351</td>
<td>Financial Management</td>
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<td>HCAD 5365</td>
<td>Leadership and Conflict Management</td>
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<tr>
<td>HCAD 5373</td>
<td>Health Administration Ethics</td>
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<td>HCAD 5380</td>
<td>Health Care Human Resource Management</td>
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<td>HCAD 5383</td>
<td>Health Care Institutional Management</td>
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<tr>
<td>HCAD 5387</td>
<td>Health Information and Data Analytics</td>
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<tr>
<td>HCAD 5390</td>
<td>Problems: Performance Improvement in Health Care Organizations</td>
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<tr>
<td>FNCE 5351</td>
<td>Financial Analysis for Decision Making</td>
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Executive Program

Trinity University's Health Care Administration Executive Program is designed to meet the educational needs of those individuals currently holding responsible positions in a health care organization. The Executive Program is a part-time, distance-learning experience designed for individuals employed full-time in the health care field. Because students must have prior management-level experience, the program fosters learning opportunities that integrate the theory and principles of health care administration with the richness of each participant's practice setting. A detailed description of the Executive Program can be found at the department’s website.
The program requires 23 months to complete 41 credit hours. Students register for two to three courses (two to three credit hours each) in each of the fall, spring, and summer semesters. Each semester begins with a three- to four-day intensive on-campus session followed by home study and supplemented by regular teleconferencing or webinar sessions.

The following items are required for application to the program: completed Trinity University Graduate application, completed departmental application, a $50 application fee, official transcripts from all previous colleges attended, including evidence of a baccalaureate degree from an accredited institution, a resume, a brief statement of purpose indicating the applicant’s reasons for selecting a career in health care administration, and two letters of recommendation from individuals who are familiar with the applicant’s academic and/or employment performance. The general deadline is July 1.

Provisional admission will be considered if the grade point average on the last 60 hours of undergraduate course work is less than 3.0. Admission to the Executive Program assumes the applicant has basic knowledge of accounting, statistics, and economics. Competency in computer spreadsheet applications (e.g., Excel) is strongly encouraged prior to enrolling. An on-campus interview is required.

Trinity University regulations permit transfer of up to twenty percent of the total degree requirement of appropriate graduate credit from an accredited institution after satisfactory completion of 12 credit hours at Trinity University. Graduate courses taken at another accredited university will be transferred in accordance with the policies stated in the Trinity University Courses of Study Bulletin.

Typical Course of Study in the Executive Program in Health Care Administration

**First Year**

**Fall Semester**

<table>
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<td>HCAI 5330</td>
<td>Health Services Organization and Policy</td>
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**Spring Semester**

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<tr>
<td>HCAI 5231</td>
<td>Health Care Organization Theory and Management</td>
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<tr>
<td>HCAI 5223</td>
<td>Information Technology</td>
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<td>HCAI 5301</td>
<td>Managerial Accounting</td>
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**Summer Semester**
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<tr>
<td>HCAI 5353</td>
<td>Financial Management for Health Care Administration</td>
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<tr>
<td>HCAI 5340</td>
<td>Managerial Epidemiology</td>
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**Second Year**

**Fall Semester**

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<tr>
<td>HCAI 55313</td>
<td>Economic Aspects of Health Care Administration</td>
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<tr>
<td>HCAI 5390</td>
<td>Problems: Performance Improvement</td>
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**Spring Semester**

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<tr>
<td>HCAI 5351</td>
<td>Seminar in Strategic Management of Health Services</td>
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<tr>
<td>HCAI 5360</td>
<td>Leadership Effectiveness</td>
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<tr>
<td>HCAI 5356</td>
<td>Seminar in Strategic Planning and Marketing</td>
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**Summer Semester**

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<td>Health Care Human Resource Management</td>
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The Degree of Master of Science in Health Care Administration is conferred by Trinity University upon completion of all coursework.

**Courses**

**Undergraduate**

**HCAD-3333 Health Economics**

An introduction to the application of the tools of microeconomics to issues in the organization, delivery, and financing of health care. Economic analysis will be utilized to better understand critical issues in health care such as the level and growth of health expenditures, the role of the government versus the private sector in financing care, the relationship between doctors, hospitals, insurance providers, patients, and employers, and the role of society in providing for the uninsured. (Also listed as ECON 3333.) Prerequisite: ECON 1311 or consent of the instructor.

**HCAD-3350 The U.S. Health Care System**

The course examines the development, organization, and evolution of the U.S. Health Care System and analyzes the impacts of major changes in that system on the values and behavior of both consumers and providers of
health care services. Special emphasis is placed on the influence that our nation’s second largest "business" has in contemporary society, and on the human consequences of that influence. Prerequisite: Junior standing.

HCAD-3383 Management of Health Care Organizations
This course provides the unique knowledge and skills necessary to understand and effectively manage individuals and groups in challenging health care organizations such as hospitals, medical group practices, and nursing homes. The focus is on developing a theoretical and practical approach to managerial functions as related to dealing with health care professionals and workers, developing a conceptual understanding of the health care system in which the organization operates, and understanding the relationship between the organization, its regulatory environment, and the reimbursement system. Case studies are used to provide real-world applications relevant to health care management. (Also listed as MGMT 3383.) Prerequisite: Junior Standing.

HCAD-3-91 Special Topics
Special topics or contemporary issues in health care administration, including new forms of health services organization, management, delivery, or financing. Permission of the instructor is required. May be repeated on different topics.

Health Care Administration Courses

HCAD-5102 Physicians and Physician Relations
This course is designed to introduce students to the various roles and responsibilities that physicians assume in the health care system. Topics will include physician education, physician culture, physician practice patterns, physician executives, and the management of physician practices. Special emphasis will be on strategies to foster effective relationships between physicians and health care management.

HCAD-5202 Clinical Decision Making
This course will introduce Health Care Administration students to the nature of clinical process and decision-making in clinical care. The course will provide context for understanding the relationship between and among clinicians in the rendering of care to patients. We will explore the nature of clinical care itself. Specifically, following the model of case-based learning, and by participating in clinical presentation and analysis, administrators will gain an understanding of the process, priorities, motivations, strengths, and limitations of clinical decision-making. Administrators will also broaden their knowledge of and fluency in clinical terminology and communication. (Offered every Fall.)

HCAD-5220 Statistical Methods in Health Care Organizations
This course covers topics in basic statistical analysis designed to assist the future health leader in understanding and interpreting data and in the role of decision maker. The course covers the collection, aggregation, and presentation of data and basic descriptive and inferential statistics. Students will get hands-on instruction in the application of spreadsheets and statistical software to the solution of various statistics problems.
HCAD-5221 Operations Management in Health Care Organizations
Applications of operations research techniques to health care planning, control, and decision making including, deterministic and random models, mathematical programming, queuing, simulation, forecasting, and quality improvement. Emphasis is placed on model formulation and computer solution of decision models.

HCAD-5310 Health Services Organization and Policy
An overview of the organization, delivery, financing, and evaluation of the U.S. health care system. Emphasis is on major system components and their inter-relationships. Key concepts include: social values, health personnel, health facilities, major financing mechanisms, and health policy.

HCAD-5311 Policy, Population and Innovation
An examination of policies in the U.S. health care delivery system addressing efforts to promote and manage the health of populations and communities. Emphasis is on innovation and creative approaches to addressing population health challenges. Key concepts include: population health management, managerial epidemiology, disease management, and design thinking. (Offered every Spring.) Prerequisite: HCAD 5310

HCAD-5313 Economic Aspects of Health Care Administration
Application of economic concepts to the health care sector. Demand and supply, elasticity, health insurance, regulation, competition, and cost-effectiveness analysis. Emphasis on use of economic analysis for strategic planning.

HCAD-5330 Health Care Organization Theory and Management
Cases, concepts, and research findings in health care organizational behavior and administration. Analysis of the impact of individuals, groups, organizational structure, and environment on management performance. Instruction on formulating organizational strategy.

HCAD-5333 Legal Aspects of Health Care Administration
The legal principles and processes influencing health care providers. Basic instruction in contract law and tort law. Focus on major health care liability producing areas and interface between law and ethics.

HCAD-5340 Health Care Strategic Planning and Marketing
An analysis of the strategic planning and marketing processes used by health care managers. The processes examined include the uses of strategic planning models and marketing methodologies as they apply to patients, physicians, and managed care buyers as separate markets for health care services.

HCAD-5350 Seminar in Current Health Care Issues
This is an integrative seminar where current topics in health care administration are examined in a broad context. Skills and knowledge introduced earlier in the curriculum are used to analyze current health care issues, and special efforts are made to include the perspective of practitioners.

HCAD-5351 Financial Management I
The objective of this course is to develop an understanding of the interrelationships of strategy and financing within health care organizations from the management perspective. Upon completion of the course, the individual should be able to effectively read, interpret, and analyze the financial position of an organization and its components as well as develop and conduct presentations of financial material and respond to questions of a financial nature. Emphasis will be placed on analysis of finance and accounting data in the health care setting in support of organizational decision making. (Offered every Spring).

HCAD-5353 Financial Management II
Financial management concepts and techniques, with particular attention to differences between for-profit and not-for-profit organizations and regulatory constraints in the health care sector. Topics include: ratio analysis, cost accounting, rate setting, capital budgeting, sources of financing, cash management, variance analysis, and current issues. (Offered every Fall)

HCAD-5360 Seminar in Contemporary Issues
Contemporary issues in health care administration including new forms of organization for health services delivery, financing of health care, and increased governmental regulation of health services. May be repeated on different topics.

HCAD-5361 Seminar in Contemporary Issues
Contemporary issues in health care administration. including new forms of organization for health services delivery, financing of health care, and increased governmental regulation of health services. May be repeated on different topics.

HCAD-5365 Leadership and Conflict Management
An introduction to leadership and conflict management theories, models, and practices within health care organizations. Areas to be covered include leadership models and theories common to organizations delivering health care services, styles and their application in the health care industry, methods and techniques that can be used to manage conflict within organizations, and exposure to current trends and conceptual models of leadership and conflict management.

HCAD-5373 Health Administration Ethics
An analysis of health care issues through lecture, case study, and practitioner involvement. Emphasis on overseeing the moral mission of health institutions while at the same time maintaining the economic viability of those institutions.

HCAD-5380 Health Care Human Resources Management
Analysis of health manpower; professional, technical, and continuing education; credentialing; and emerging directions in strategic human resource management. The recruitment, selection, compensation, retention, and performance evaluation of health manpower; the role of independent contractors of services; and the impact of federal legislation such as NLRA, FLSA, OSHA, EEOA, and ERISA.
HCAD-5383 Health Care Institutional Management
The organization and management of health care institutions in an era of change in the health care system. The course covers the major systems in organizations delivering health care service, involving organizational design, governance, executive functions, clinical systems, and support systems.

HCAD-5385 Quality Control Management in Health Care Administration
Conceptual framework and practical tools for measuring and improving the quality of care in health care settings; role of JCAHO and other regulators in quality assurance; the organizational setting of quality management functions; cost/quality relationships; and patient and consumer involvement in quality improvement functions.

HCAD-5387 Health Information and Data Analytics
This course deals with the role of health information in two ways. The first is to provide a survey of the history and current status of management information systems in health services, including electronic medical records, health information exchanges, and clinical decision support tools. Current and proposed policy surrounding health information systems is also covered. Next, the course gives the students exposure to advanced Excel and other data management software. The focus is on how to convert data into information with an emphasis on how to display and present that information to a broad audience. (Offered every year).

HCAD-5-90 Problems
Independent reading and research. Credit varies from 1 to 6 semester hours, based on the scope and depth of the proposed work. Prerequisites: 12 semester hours in health care administration and consent of instructor.

HCAD-5395 Health Care Performance Improvements
This course provides an introduction to the fundamentals of guiding and sustaining health care organizational performance improvement, including the topics of leadership, culture, employee onboarding and engagement, customer relationship management, and contemporary performance improvement concepts, tools, and techniques. (Offered every Fall.)

HCAD-6000 Thesis Renewal Administration

HCAD-6099 Degree Requirements in Progress

HCAD-6201 Administrative Residency
Field experience in a health care organization under the supervision of a selected preceptor and a university faculty member. The student is oriented to the total operations of the institution and participates in administrative activities in preparation for major administrative responsibilities. The preparation of three reports is required during the residency to demonstrate the integration and application of theory and management skills to practical problems of health care institutions.

HCAD-6202 Administrative Residency
Field experience in a health care organization under the supervision of a selected preceptor and a university faculty member. The student is oriented to the total operations of the institution and participates in administrative
activities in preparation for major administrative responsibilities. The preparation of three reports is required during the residency to demonstrate the integration and application of theory and management skills to practical problems of health care institutions.

HCAD-6203 Administrative Residency
Field experience in a health care organization under the supervision of a selected preceptor and a university faculty member. The student is oriented to the total operations of the institution and participates in administrative activities in preparation for major administrative responsibilities. The preparation of three reports is required during the residency to demonstrate the integration and application of theory and management skills to practical problems of health care institutions.

HCAD-6300 Thesis Administration

Health Care Administration Executive Program Courses

HCAI-5220 Statistical Methods in Health Care Organizations
This course covers topics in basic statistical analysis designed to assist the future health leader in understanding and interpreting data and in the role of decision maker. The course covers the collection, aggregation, and presentation of data and basic descriptive and inferential statistics. Students will get hands-on instruction in the application of spreadsheets and statistical software to the solution of various statistics problems.

HCAI-5221 Operations Management in Health Care Organizations
This course covers topics in basic applications of operations research techniques to health care planning, control, and decision making, including deterministic and random models, mathematical programming, queuing, simulation, forecasting, and quality improvement. Emphasis is placed on model formulation and computer solution of decision models.

HCAI-5231 Health Care Organization Theory and Management
Cases, concepts, and research findings in health care organizational behavior and administration. Analysis of the impact of individuals, groups, and organizational structure and environment on management performance. The topics of power and leadership are covered in other required courses. Available only to two-year Executive Program students.

HCAI-5233 Information Technology and the Management of Health Care Organizations
As information systems and information technology continue to evolve, health care managers must have a conceptual and operational understanding of the ways that technology can enhance both the delivery and management of health care services. This course will explore how health care organizations can utilize information systems and technology to integrate strategic management with clinical and web-based functions, assess organizational effectiveness, improve clinical care, and achieve patient safety goals.

HCAI-5270 Health Administration Ethics
An analysis of health care issues through lecture, case study, and practitioner involvement. Emphasis on overseeing the moral mission of health institutions while at the same time maintaining the economic viability of those institutions. Available only to two-year Executive Program students.

HCAI-5301 Managerial Accounting
Concepts and techniques of managerial accounting for generalist health care administrators. Emphasizes managerial accounting applications for using financial data as a tool for management planning and decision making in health care. Topics covered include financial accounting, cost accounting, source of revenues, budgeting and control, pricing, and profitability determination. Available only to two-year Executive Program students.

HCAI-5313 Economic Aspects of Health Care Administration
Application of economic concepts to the health care sector. Demand and supply, elasticity, health insurance, regulation, competition, and cost-effective analysis. Emphasis on use of economic analysis for strategic planning.

HCAI-5330 Health Services Organization and Policy
An overview of the organization, delivery, financing, and evaluation of the U.S. health care system. Emphasis is on major system components and their inter-relationships. Key concepts include social values, health personnel, health facilities, major financing mechanisms, and health policy.

HCAI-5333 Legal Aspects of Health Care Administration
The legal principles and processes influencing health care providers. Basic instruction in contract law and tort law. Focus on major health care liability producing areas and interface between law and ethics.

HCAI-5340 Managerial Epidemiology
Managerial epidemiology is the application of the principles and tools of epidemiology to the decision-making process. It applies analytic techniques to the management of health services through the study and measurement of the health of populations. Topics include population health appraisals, determinants of health and disease, health status measurement, health service use, and design and evaluation of health care interventions. Available only to two-year Executive Program students.

HCAI-5351 Seminar in Strategic Management of Health Services
This integrative seminar focuses on the management of health care organizations from a strategic perspective. The various tenets of strategic management will be explored and then applied to various health care organizations. Special emphasis is placed on organization responses to new trends and changing circumstances. Students will be expected to draw on skills and knowledge introduced earlier in the curriculum. They will also analyze and reflect on the individual Integrated Field Experience required prior to graduation. (Offered every Spring).

HCAI-5353 Finance Management for Health Care Administration
Practical and theoretical aspects of the decision-making process in the financial management of health care facilities and systems. Topics include: price level problems; financial statement analysis and interpretation; evaluation of methods of hospital financing.
HCAI-5356 Seminar in Strategic Planning and Marketing
This course is designed to provide knowledge and skills pertaining to the function of strategic planning, marketing, and business plans in the health care setting. These will be applied to the line or staff manager in the health care setting whose responsibilities center upon management functions other than an assignment as a planning or marketing specialist. This course only available to two-year Executive Program students. (Offered every Spring).

HCAI-5360 Leadership Effectiveness
This course will analyze managerial leadership models and the exercise of power in the health care setting. These managerial concepts will be assessed for their effectiveness in guiding managerial behavior in professional-dominated organizations and in assisting health care managers in carrying out essential tasks dealing with conflict in organizations and effecting organizational change. This course available only to two-year Executive Program students.

HCAI-5380 Health Care Human Resource Management
Analysis of health manpower; professional, technical, and continuing education; credentialing and emerging directions in strategic human resource management. The recruitment, selection, compensation, retention, and performance evaluation of health manpower; the role of independent contractors of services; and the impact of federal legislation such as NLRA, FLSA, OSHA, EEOA and ERISA.

HCAI-5395 Health Care Performance Improvement
This course provides an introduction to the fundamentals of guiding and sustaining health care organizational performance improvement, including the topics of leadership, culture, employee onboarding and engagement, customer relationship management, and contemporary performance improvement concepts, tools, and techniques. (Offered every Fall.)