

MEMORANDUM

TO: ACU CGPS Academic Council

FROM: Meghan Hope, JD, MHA, CPB Program Director & Assistant Professor

RE: MHA Program Revision

DATE: April 19, 2021

In anticipation of re-launching ACU's Online Master of Healthcare Administration program, MHA faculty propose changes to the core curriculum and tracks. The purpose of the recommended changes are to better align the curriculum with previously established Program and Student Learning Outcomes and minimize track options. Please see the below summary explaining proposed changes and reasoning:

1. Simplify Tracks Offered

The current MHA program offers tracks in administration, leadership, finance, analytics, and conflict management. To simplify the program, MHA faculty recommends removing the financial, analytics, and conflict management tracks. This will allow the program to focus on leadership and management principles. Additional tracks will be considered as the program evolves and opportunities emerge.

2. Remove two HCAD Courses and Add Two New Courses

a. HCAD 605 Replaces HCAD 604

MHA Faculty recommend removing two courses and replacing them with two new courses. First, we recommend removing HCAD 604 - "Accountable Healthcare: Transforming the Healthcare System" and replacing it with HCAD 605 - "Community & Population Health: Transforming the Healthcare System." HCAD 605 will carry many of the same themes and principles as HCAD 604; however, instead of ACOs as the primary focus, it will instead focus on reasons and responses driving the whole healthcare industry transformation towards population health management and community well-being. This course will provide healthcare leaders with a frame of reference to address the population health needs of the communities they serve, including and in addition to ACOs.

b. HCAD 644 Replaces HCAD 643

MHA faculty recommended removing HCAD 643 - Health Law and replacing it with HCAD 644 -The Healthcare Revenue Cycle and Payment Methodologies. In preparation for the re-launch of the MHA program, current courses and Student Learning Outcomes were evaluated. The current curriculum did not have a course mapped to SLO #5.2 “Students will apply financial management skills to the healthcare industry.” In addition, the MHA program has a strong policy and law course (HCAD 621 - Healthcare Policy and Ethics) and many of the courses address applicable health laws throughout the weekly learning modules. HCAD 644 will explore how optimizing the revenue cycle enhances the patient experience and improves financial outcomes. Topics will include the role of health policy in shaping healthcare payment, introduction to third party payers, history of reimbursement, components of the healthcare revenue cycle and its role in healthcare financing.

3. Modify the Administration Track Name and Courses

a. Change Track Title to “Healthcare Operations”

In addition to removing tracks, we propose changing the name of the Administration track from “Administration” to “Healthcare Operations.” Calling the track “Healthcare Operations” will distinguish it from the rest of the administration core courses and will focus on general management principles unique to the healthcare setting. This track will be an excellent fit for students new to healthcare or seeking additional expertise in healthcare operations. If students are experienced in healthcare operations, then the leadership track will allow them to expand their leadership skills.

b. Courses Offered in Healthcare Operations Track

The current “Administration” track includes HCAD 624 - “Health Services Administration” and HCAD 647 - “Changing Trends in Healthcare Delivery,” which would both work well as core courses. HCAD 624 is an excellent introduction to leadership and healthcare administration. All students will benefit from taking this course at the beginning of the program. HCAD 647 includes a lengthy paper requirement and fits nicely as a final summative experience for all students.

In order to maintain the established number of core and track hours, we recommend moving HCAD 687 and HCAD 605 into the “Healthcare Operations” track. These courses both cover concepts related to healthcare operations, and students already working in healthcare are more likely to be familiar with managing healthcare teams and population health management issues.

4. Add a Student Learning Outcome

MHA faculty recommends adding SLO #4.5, “Students will demonstrate an understanding of how diversity, equity and inclusion affect patient care and health outcomes.” This SLO will be included in HCAD 605 - Community & Population Health: Transforming the Healthcare System and included as needed in the course development and revision processes.

School of Health and Human Services

Healthcare Administration

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Faculty

To be determined.

Introduction

The School of Health and Human Services in the College of Graduate and Professional Studies offers a Master of Healthcare Administration (MHA) degree. The mission of the Master of Healthcare Administration program is to prepare leaders in health organizations by focusing on innovation in the healthcare industry and exploring how faith shapes the ethical challenges of patient care. This is accomplished through preparing students to:

- Establish and maintain effective relationships with internal and external healthcare constituents;
- Provide effective leadership through inspiring excellence, attaining shared vision, and achieving strategic goals;
- Align personal and organizational conduct with ethical and professional standards including responsibility to the patient and community grounded in one's Christian identity;

- Demonstrate an understanding of the healthcare system and the environment in which healthcare leaders function; and
- Apply administrative principles to the healthcare environment.

The MHA consists of 36 credit hours.

Admission Requirements

1. Application for admission with a nonrefundable processing fee.
2. An official transcript(s) in English (or translated to English) of all previous colleges attended. The transcript must indicate an earned bachelor's degree from a regionally accredited college, university, or equivalent.
3. A 3.0 or better cumulative undergraduate GPA. Provisional admission may be given to students with a 2.5-2.99 cumulative undergraduate GPA, with full admission granted after successful completion of three courses with a 3.0 or higher GPA.
4. Acknowledgement of the Christian identity of the university and program.
5. Resume or CV.

International applicants to the MHA will be required to complete the standard graduate application requirements for all international students applying for an ACU graduate degree, including TOEFL scores and transcript assessment for degrees completed outside the United States.

Programs

Master of Healthcare Administration

- Healthcare Administration, Administration Track, MHA (HCAD-HAAD)
- ~~Healthcare Administration, Analytics Track, MHA (HCAD-HAAN)~~
- ~~Healthcare Administration, Conflict Management Track, MHA (HCAD-HACM)~~
- ~~Healthcare Administration, Financial Track, MHA (HCAD-HAFN)~~
- Healthcare Administration, General Track, MHA (HCAD-HAGN)
- Healthcare Administration, Leadership Track, MHA (HCAD-HALE)

Courses

Healthcare Administration

- HCAD 601 - Self-Reflection in Healthcare Leadership
- ~~HCAD 604 - Accountable Healthcare: Transforming the Healthcare System~~
- ~~HCAD 605 - Community & Population Health: Transforming the Healthcare System~~
- HCAD 621 - Healthcare Policies and Ethics
- HCAD 624 - ~~Foundations in~~ Health Services Administration ~~and Leadership~~
- HCAD 627 - Innovation and Trends in Healthcare
- ~~HCAD 643 - Healthcare Law~~
- ~~HCAD 644 - The Healthcare Revenue Cycle and Payment Methodologies~~
- HCAD 647 - Changing Trends in Healthcare Delivery Systems
- HCAD 656 - Healthcare Informatics
- HCAD 664 - Health Information Systems
- HCAD 681 - ~~Healthcare Marketing~~ Issues in Marketing Health Services
- HCAD 687 - ~~Human Resources Administration in Healthcare~~ ~~Advanced Topics in~~ Healthcare Personnel and Interdisciplinary Team Leadership
- HCAD 691 - Healthcare Strategic Management

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Healthcare Administration, Healthcare Operations ~~Administration~~ Track, MHA (HCAD-HAADOP)

MHA: Master of Healthcare Administration

Prerequisite Degree Requirements

This program requires a baccalaureate degree from a regionally accredited institution.

Major Requirements

Core

- HCAD 624 - Foundations in Health Services Administration and Leadership
Credit Hours: 3
- ~~HCAD 604 - Accountable Healthcare: Transforming the Healthcare System~~
Credit Hours: 3
- HCAD 621 - Healthcare Policies and Ethics Credit Hours: 3
- HCAD 627 - Innovation and Trends in Healthcare Credit Hours: 3

- HCAD 632 - Conflict Management in Healthcare Organizations Credit Hours: 3
- ~~HCAD 643 - Healthcare Law Credit Hours: 3~~
- HCAD 656 - Healthcare Informatics Credit Hours: 3
- HCAD 681 - Healthcare Marketing Credit Hours: 3
- ~~HCAD 687 - Human Resources Administration in Healthcare Credit Hours: 3~~
- ~~HCAD 691 - Healthcare Strategic Management Credit Hours: 3~~
- ~~HCAD 647 - Changing Trends in Healthcare Delivery Systems Credit Hours: 3~~

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Total: 27 Credit Hours

Healthcare Operations ~~Administration~~ (HAOPAD)

- ~~HCAD 624 - Health Services Administration Credit Hours: 3~~
- ~~HCAD 647 - Changing Trends in Healthcare Delivery Systems Credit Hours: 3~~
- ~~HCAD 605 - Community & Population Health: Transforming the Healthcare System~~
- ~~HCAD 687 - Advanced Topics in Healthcare Personnel and Interdisciplinary Team Leadership Credit Hours: 3~~
- HCAD 664 - Health Information Systems Credit Hours: 3

Total Track Hours: 9

Total Major Hours: 36

Healthcare Administration, General Track, MHA (HCAD- HAGN)

MHA: Master of Healthcare Administration

Prerequisite Degree Requirements

This program requires a baccalaureate degree from a regionally accredited institution.

Major Requirements

Core

- ~~HCAD 604 - Accountable Healthcare: Transforming the Healthcare System~~
~~Credit Hours: 3~~
- HCAD 624 - Foundations in Health Services Administration and Leadership
Credit Hours: 3
- HCAD 621 - Healthcare Policies and Ethics Credit Hours: 3
- HCAD 627 - Innovation and Trends in Healthcare Credit Hours: 3

- [HCAD 632 - Conflict Management in Healthcare Organizations](#) Credit Hours: 3
- ~~HCAD 643 - Healthcare Law Credit Hours: 3~~
- [HCAD 656 - Healthcare Informatics](#) Credit Hours: 3
- [HCAD 681 - Healthcare Marketing](#) Credit Hours: 3
- [HCAD 687 - Human Resources Administration in Healthcare](#) Credit Hours: 3
- [HCAD 691 - Healthcare Strategic Management](#) Credit Hours: 3
- [HCAD 647 - Changing Trends in Healthcare Delivery Systems](#)

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Total: 27 Credit Hours

General (HAGN)

Select three courses from any of the other specialization track menus:

Administration

- ~~HCAD 624 - Health Services Administration Credit Hours: 3~~
- ~~HCAD 647 - Changing Trends in Healthcare Delivery Systems Credit Hours: 3~~
- ~~HCAD 605 - Community & Population Health: Transforming the Healthcare System~~
- ~~HCAD 687 - Advanced Topics in Healthcare Personnel and Interdisciplinary Team Leadership Credit Hours: 3~~
- [HCAD 664 - Health Information Systems](#) Credit Hours: 3

Analytics

- ~~IS 680 - Data Mining Credit Hours: 3~~
- ~~IS 682 - Data Management Credit Hours: 3~~
- ~~IS 684 - Data Visualization and Reporting Credit Hours: 3~~

Financial

- ~~● HCAD 661 Financial Administration of Healthcare Organizations Credit Hours: 3~~
- ~~● HCAD 667 Economic Analysis of Healthcare Services Credit Hours: 3~~
- ~~HCAD xxx Alternative Healthcare Payment Models Credit Hours: 3~~

Leadership

- BUSA 530 - Leadership Credit Hours: 3
- HCAD 601 - Self-Reflection in Healthcare Leadership Credit Hours: 3
- COMM 631 - Leading Organizational Change Credit Hours: 3

Total Track Hours: 9

Total Major Hours: 36

ACU Dallas Approval Chart for Curriculum Changes

A = Approve I = Information Item R = Advise & Respond

Course Number: _____ **or Degree Plan(s): Master of Healthcare Administration Program**

The proposed changes for the MHA program involve deleting the informatics, finance, and conflict management tracks, changing the name of the administration track to healthcare operations, replacing two courses (HCAD 605 replaces HCAD 604 and HCAD 644 replaces HCAD 643). Please see the attached memo for a detailed description of changes and reasoning.

Circle the number that corresponds to the requested change.

		Program	Dean	College Academic	Provost	President
	Change to a Course					
1.	Title (description unchanged)	A	A	I	I	I
2.	Description (not affecting content)	A	A	I	I	I
3.	Course term(s)	A	A	I	I	I
4.	Content (substantive change)	A	A	A	A	I
5.	Number of credit hours	A	A	A	A	I
6.	Course number within the hundred	A	A	I	I	I
7.	Course number beyond the hundred	A	A	A	A	I
8.	Prerequisites	A	A	A	A	I
9.	Course fee(s)	A	A	--	A	I
10.	From U to G <i>or</i> G to U	A	A	A	A	I
11.	Cross list with another program or department	A	A	A	A	I
12.	Program/department of record	A	A	A	A	I
13.	Open or close a course	A	A	A	A	I
14.	New course (application required)	A	A	A	A	I

		Program	Dean	College Academic	Provost	President	Board of Trustees
	Change to a Degree Plan						
1.	Major/Program — Revision	A	A	A	A	A	--
2.	Major/Program — Adopt or change admission requirements	A	A	A	A	A	--
3.	Major/Program — Add	A	A	A	A	A	--
4.	Major/Program — Offer existing university program on campus	--	A	A	A	A	--
5.	Major/Program — Discontinue (proposed by Program or College)	A	A	A	A	A	I
6.	Major/Program — Discontinue (proposed by Provost)	R	R	A	A	A	I
7.	GPA — Revise major/program or cumulative requirement	A	A	A	A	A	--
8.	Minor — Revise course selection	A	A	I	I	I	--
9.	Minor — Add	A	A	A	A	A	--
10.	Minor — Discontinue (proposed by Program or College)	A	A	A	A	A	--
11.	Minor — Discontinue (proposed by Provost)	R	R	A	A	A	--
12.	Degree — Add	A	A	A	A	A	I
13.	Degree — Discontinue (proposed by Program or College)	A	A	A	A	A	I
14.	Degree — Discontinue (proposed by Provost)	R	R	A	A	A	I

		Program	Dean	College Academic	UGEC	UUAC	Provost	Faculty	President
	Change to Undergraduate University Requirements								
15.	University Requirements — Change in approved course content	A	A	A	A	A	A	--	A
16.	University Requirements — Add or drop a required course from the University Requirements chart	A	A	A	A	A	A	A	A
17.	University Requirements — Add or drop a course from a menu within the University Requirements chart	A	--	--	A	A	A	--	A
18.	University Requirements — Change hours within a menu on the University Requirements chart	A	A	A	A	A	A	A	A
	Change to Catalog Information For Campus								
1.	General requirements for graduation including course requirements that are common to all majors for all degrees	--	--	A	--	--	A	--	A
2.	Admission requirements	--	--	A	--	--	A	--	A
3.	Policies governing academic probation and suspension	--	--	A	--	--	A	--	A
4.	Requirements for graduating with honors	--	--	A	--	--	A	--	A

Program Director/Department Chair

Meghan Hope
Meghan Hope (Apr 16, 2021 10:01 CDT)

Apr 16, 2021

Meghan Hope

Date

Dean(s)

Nannette W. Glenn, Ph.D.
Nannette W. Glenn, Ph.D. (Apr 16, 2021 09:55 CDT)

Apr 16, 2021

Nannette Glenn

Date

College Academic Council

Joseph Halbert

Date

University General Education Council

N/A

Chair's signature

Date

Undergraduate Academic Council

N/A

Chair's signature

Date

Provost

Robert Rhodes

Date

Faculty

N/A

Faculty Senate Chair's signature

Date

President

Phil Schubert

Date