

Clayton State University
Master of Health Administration Program
Fall 2009 Assessment

MHA Program Mission: The mission of the Health Care Management program is to prepare ethical and socially responsible students from a variety of backgrounds for entry and mid-level management and leadership positions in a variety of health service organizations in the changing health service system, and to strive for excellence in professional education, scholarly research and community service in health care management.

The program is based on an approach that draws on the expertise of faculty from diverse disciplines. Our mission is pursued through education, research and service to:

1. Provide qualified and motivated students with the knowledge, skills, and abilities that enable them to become health care administrators;
2. Contribute to the body of knowledge related to health care management and improvement of the delivery of health services; and
3. Provide assistance and advice that contribute to improvement in the efficiency and effectiveness of practitioners in the field, and the practice of health service administration in organizations and health related institutions.

MHA Program Educational Objectives: The MHA degree prepares students for careers in health services management in a broad range of health care organizations in an evolving health care delivery system. Structured to meet the highest professional and accreditation standards, the program is designed to address the needs of: (1) experienced or mid-level health care administrative and/or clinical professionals, for promotion and further career advancement; and (2) individuals without previous experience in health administration, for entry and mid-level health care managerial positions, and to facilitate their advancement into senior management.

Competency-Based Educational Model, Evaluation Processes, and Domains

The conceptual model that underlies the design, organization, and sequencing of the MHA program was adapted from the HLA Competency Directory. Selected competencies were identified in the directory based on their relevance to the CSU MHA program.

The MHA evaluation process includes the following steps:

- 1) Faculty assessment of competencies within each course.
- 2) Assessment of the internship experience: a) self-assessments after the internship, b) internship preceptor assessments, and c) faculty advisor assessment
- 2) Student self-assessment of individual competencies for each course in the MHA program for the subset of competencies relevant to that course.
- 3) At the conclusion of the program, students complete a final comprehensive examination. Upon completion of the MHA program, students will demonstrate the following competencies, in five domains: Communication, Leadership, Professionalism, Knowledge of the Healthcare Environment, and Business Knowledge and Skills.

Domains, Competencies, Objectives, Course(s) in which Measured

Clayton State's MHA Program prepares students to develop and enhance their knowledge, skills, and attitudes in the following domains and competencies (Adapted from the Healthcare Leadership Alliance (HLA) Competency Directory):

I. Communication

1. Interpersonal Communication
2. Writing Skills
3. Presentation Skills

Objectives/Course(s) in which Measured

- a. Develop, organize, synthesize, and articulate ideas and information. (All courses)
- b. Listen, hear, and respond effectively to the ideas and thoughts of others. (All courses)
- c. Speak clearly and effectively with individuals and in groups, in formal and informal settings. (All courses)
- d. Write clearly and effectively. (All courses)
- e. Identify and use communication strategies that are effective, based on the characteristics of various audiences and the goals of communication. (All courses)

II. Leadership

1. Leading and Managing Others
2. Planning and Implementing Change
3. Ability for Honest Self-assessment
4. Systems Thinking
5. Working in Teams

Objective/Course(s) in which Measured

- a. Conduct a leadership self assessment.
- b. Use system and strategic thinking models and methods to make decisions and solve problems in health services organizations. (HCMG 6000, HCMG 6301, , HCMG 6700, HCMG 6900)
- c. Understand and use effective motivational strategies to promote desired behavior and inspire others toward a shared vision in health care organizations. (HCMG 6900, HCMG 5400, HCMG 6990)
- d. Understand and apply models of organizational change and innovation in the health care sector. (HCMG 5400, HCMG 6900, HCMG 6990)
- e. Create, participate in, and lead teams
- f. Work effectively with other professionals in the health care sector. (All courses)
- g. Know, support, and use effective team development methods. (All courses)
- h. Understand effective techniques for working with Boards and governance structures for organizations in the health care sector. (HCMG 5100, HCMG 5400, HCMG 6900)

III. Professionalism

1. Personal and Professional Ethics
2. Professional and Community Contribution
3. Continuing Education and Lifelong Learning

Objective/Course(s) in which Measured

- a. Discuss and analyze ethical situations in health care organizations (All courses)
- b. Articulate professional values and ethics in health care organizations. (All courses)
- c. Participate in community service; balance professional and personal pursuits
- d. Participate and attend professional association meetings; engage in career planning; engage in independent learning; seek expert consultation when needed; search literature to identify innovations

IV. Knowledge of the Healthcare Environment

1. Knowledge of Healthcare Issues and Trends
2. Healthcare Personnel
3. Standards and Regulations
4. Population Health and Status Assessment

Objective/Course(s) in which Measured

- a. Identify the main components and issues of the organization, financing and delivery of health services and public health systems in the U.S. (HCMG 5100, HCMG 5400, HCMG 6900)
- b. Discuss the policy process for improving the health status of populations (HCMG 5100, HCMG 6700, HCMG 6900)
- c. Understand the historical models of public and private healthcare organizations (HCMG 5100)
- d. Understand clinical and nonclinical roles and practice (HCMG 5100)

V. Business Knowledge and Skills

1. Problem-solving and Decision-making
2. Financial Management
3. Human Resources
4. Organizational Dynamics and Governance
5. Strategic Planning
6. Marketing
7. Information Management / Understanding and Using Technology Skills
8. Risk Management

9. Quality Improvement / Performance Improvement
10. Quantitative Skills
11. Health Policy Formulation, Implementation and Evaluation
12. Legal Principles Development, Application and Assessment
13. Economic Analysis and Application to Business Decisions

Objective/Course(s) in which Measured

- a. Understand and model systems and strategic thinking in the health care sector (HCMG 5100, HCMG 6301, HCMG 6700, HCMG 6100, HCMG 6900, HCMG 6500, HCMG 6990)
- b. View issues from different perspectives. (HCMG 6700, HCMG 6801, HCMG 6900)
- c. Create innovative strategies (HCMG 6900)
- d. Understand and apply the principles of management, economics, finance, and decision theory to health care organizations. (HCMG 5100, HCMG 6700, HCMG 6301, HCMG 6000, HCMG 5400, HCMG 6900, HCMG 6990)
- e. Understand and apply strategic planning and management in the health care sector. (HCMG 6301, HCMG 6900)
- f. Identify the major stakeholders of health services organizations and understand their specific interests and historical relationships. (HCMG 5100, HCMG 5300, HCMG 6700, HCMG 5400)
- g. Understand and apply human resource management in health services organizations. (HCMG 5300, HCMG 5400)
- h. Implement continuous quality improvement concepts and skills to improve work processes in the health care sector. (HCMG 5400, HCMG 5100)
- i. Design and implement business plans for health care organizations. (HCMG 6900)
- j. Understand, monitor, and interpret the impacts of legal, regulatory, and political environments on health care organizations. (HCMG 5100, HCMG 6000, HCMG 6700, HCMG 6000, HCMG 6700, HCMG 6801, HCMG 6900)
- k. Apply a public health perspective to health care management. (HCMG 5100, HCMG 6500, HCMG 6650, HCMG 6700 and HCMG 6700)
- l. Understand and conduct quantitative analytical methods, economic, and financial evaluation of health care organizations. (HCMG 6500, HCMG 6000, HCMG 6700)
- m. Examine data both qualitatively (e.g., case studies) and quantitatively (e.g., descriptive statistics, descriptive epidemiology) to identify patterns and trends. (HCMG 6500, HCMG 6301, HCMG 6000, HCMG 5400, HCMG 6900, HCMG 6990)
- n. Use and manage relevant computer technology in health care organizations (application software and database technology.) (All courses)
- o. Possess a working knowledge of management information systems in health care organizations. (HCMG 6100; HCMG 6500; HCMG 6650)
- p. Be able to analyze a complex health service organization's situation, evaluate historical trends, current operations conditions, and environmental setting in order to establish: (1) a unifying strategy; (2) the implementation of integrated functional policies; and (3) a plan of action to achieve established objectives.

Initial Fall 2009 Assessment Findings:

HCMG 5300: Health Care Human Resource Management:

1. Writing Skills, A paper is assigned and graded on content, development, format, syntax, structure, and creativity. It is scored on a 25 points basis.

Measure: The class average was 22.5. The grades ranged from 21 to 25. 100% of the class scored an 80% or better on the paper assignment.

HCMG 6801: Health Care Law

1. Problem-solving and Decision-making, Students have to study the EMTALA Law and discuss its impact on the healthcare delivery system. They then have to find and discuss five court cases that have been impacted by this law. They need to discuss the findings of the cases and either support or refute the findings. This is graded on a 25 points basis.

Measure: The class average was 21.3. Grades ranged from 19 to 25. 95% of the class scored 80% or better on the assignment.

HCMG 5100: Health Systems Administration

1. Intelligently analyze and discuss issues affecting the health care delivery system in the United States.

Measure: 90% completed the graduate paper on issue scoring 80% or higher.

HCMG 5400: Organization Behavior in Health Care

1. Develop a greater awareness of individual differences and an understanding of how these differences can increase group effectiveness, especially as suggested by type and temperament theory.

Measure: 100% completed Temperament Sorter II and attend identify "true type" through participation in type exercise.

HCMG 6650: Research Statistics & Methods

1. Obtain a basic understanding of interpreting multiple regression analysis.

Measure: 100% completed regression lab project using Excel based software with a score 80% or higher.

2. Obtain knowledge and skills necessary to complete an integrative or policy based literature review.

Measure: 100% completed graduate paper that is of quality to serve as literature review for thesis scoring 80% or higher.

HCMG 6999: Thesis

1. Complete a thesis.

Measure: The first two graduates of the MHA program completed the thesis requirement. 100%, 2 out of 2 students successfully defended the thesis.

Fall 2009 Assessment Conclusions:

Based on this assessment and discussions with students in the program, the faculty have proposed the following modifications to the curriculum:

1. Health Care Strategy (6900) will serve as the capstone/integrative course and is recommended as the final course in all student degree plans.
2. The current Law and Ethics courses will be combined into one (required) Health Law and Ethics course. Ethics will be integrated into all appropriate courses throughout the curriculum.
3. That the Economics and Finance course will be modified to emphasize all financial concepts and the advanced health economics concepts will be included in the Health Policy course. The course names will be changed to reflect the new content emphasis. The names will be HCMG 6000 Health Care Finance and HCMG 6700, Health Policy and Economics.
4. That a new required course in Health Care Regulation be developed and added to the curriculum, HCMG Regulation.
5. That a new required Quality Management course be developed and added to the curriculum, HCMG Quality Management.
6. These course changes will not require additional credit hours.