

# HEALTH CARE ADMINISTRATION PROGRAM - HOUSTON CENTER

**Web Site:** <http://www.twu.edu/health-care-administration/>

**Program Director:** Gerald R. Goodman, Professor

**Location:** IHSB 7114

**Phone:** 713-794-2061

**Fax:** 713-794-2350

**E-mail:** [hcahouston@twu.edu](mailto:hcahouston@twu.edu)

## Graduate Degree Offered

- Master of Healthcare Administration (M.H.A.) (<http://catalog.twu.edu/graduate/business/health-care-administration/master-healthcare-administration-mha>)
- Master of Healthcare Administration (M.H.A.) - Business Analytics Emphasis (<http://catalog.twu.edu/graduate/business/health-care-administration/master-healthcare-administration-business-analytics-mha>)

The master's degree program in Health Care Administration prepares graduates for management positions in the variety of firms and organizations that comprise the health services industry. The industry is undergoing rapid and dramatic change. Therefore, the faculty seeks to prepare managers who possess the tools and knowledge that will enable them to analyze problems, formulate solutions, and implement decisions to guide their organizations through dynamic times. The course of study will encourage development of the student's personal and leadership potential by fostering attitudes of lifelong learning, and social and ethical responsibility. The Houston M.H.A. program is accredited by the Commission on Accreditation of Healthcare Management Education (<https://www.cahme.org>) (CAHME).

The program also offers a CAHME-accredited MHA executive track. The executive track is intended for practicing professionals with management experience. In addition to waiving the requirement for the GRE or GMAT entrance exam, applicants accepted into the executive track may start with the Level 2 Courses in our current Course Sequence, and complete the remaining courses alongside other MHA students in the order which best matches their work and lifestyle responsibilities, with some priority to prerequisites.

The program achieves its goals by:

1. Offering flexible educational opportunities to working students, with particular awareness of the needs of women and minority students.
2. Contributing to the effectiveness of the health care delivery process through faculty and student research and technical consultation.
3. Enhancing the profession of health services through active participation of faculty and students in support of professional health service management associations.

The Health Care Administration curriculum provides professional education in both basic and applied health administration. This educational focus involves providing knowledge and skills required for health services managers to function successfully in a complex and rapidly changing environment. The broad content areas include:

## Health Systems Organization, Policy, and Operations

History and organization of the health care system, financing, and utilization of health services, health status and disease occurrence, legal aspects of health care, and medical sociology. Government health policy formulation and implementation and its impact on health care organizations.

## Finance, Economics, and Accounting

Accounting and financial management tools for health care administrators, budgeting, financial analysis, costing, variance analysis, capital structure, and performance measurement. Fundamentals of microeconomic theory, economic determinants of health, markets for medical care, health insurance, and economic analysis in decision making.

## Management of Health Services Organizations

Organizational theory and behavior, health care planning and marketing, human resource management, and leadership, managerial communications, ethics, legal applications for managers, information systems, and strategic management.

## Quantitative Methods

Application of statistical methods to solving health care management problems, operations research, research design and analysis, epidemiology, and performance and quality assessment.

## Other Program Options

There are several program options available to students in the Health Care Administration Program. These include a post-baccalaureate certificate program, a concentration in business analytics, and a waiver of the entrance exam and courses for applicants who have already completed an advanced degree.

## Post-Baccalaureate Certificate Program

The Department of Health Care Administration offers a post-baccalaureate Certificate in Health Care Management that provides students with a foundation of knowledge necessary for a successful career in health care management. The core educational component comprises approximately 18-21 semester credit hours depending on prior academic preparation and student career goals. For additional information review the Health Care Administration (<http://www.twu.edu/health-care-administration>) website.

### Concentration in Business Analytics

The M.H.A. with an emphasis in Business Analytics provides the skills needed to gather, analyze, and evaluate meaningful patterns represented in data that all healthcare organizations must understand and manage. The emphasis builds the skills required to communicate this information at various levels within an organization. This program also explores technology, interface, and security issues related to data access and use within healthcare organizations. For additional information review the Health Care Administration (<http://www.twu.edu/health-care-administration>) website.

## Applicants with an Advanced Degree

Applicants who apply to the TWU MHA program and who have an existing advanced degree or professional degree (e.g. law or medicine) may request a waiver of courses completed in another advanced degree. Waivers are generally limited to no more than 12 semester credit hours and require H.C.A. program approval. Use of these courses towards

the M.H.A. degree plan are not guaranteed, are evaluated on a case-by-case basis, and must have a grade of B or higher. Students who have not successfully completed all requirements of another advanced degree will be required to submit tests scores from the GRE or GMAT for consideration of admission into the M.H.A. program. Students who have successfully completed all requirements and earned an advanced degree will be waived from the GRE/GMAT requirement. For additional information review the Health Care Administration (<http://www.twu.edu/health-care-administration>) website.

## Admissions

Admission for graduate study in Health Care Administration is available to applicants who have attained an undergraduate degree, from a regionally accredited institution, with a GPA in the final 60 semester credit hours of 3.0 or greater. Applicants who have undertaken prior graduate study must also have achieved a minimum of 3.0 GPA. In addition, successful applicants will submit evidence of outstanding academic and work or life experiences that demonstrate potential for leadership in the health services environment. Prior health care experience (employment, internship or volunteer) is preferred but not required.

Provisional admission may be considered for an applicant who did not attain an undergraduate GPA of 3.0 but who demonstrates potential for graduate study based on GRE/GMAT scores, as well as work and/or life experiences that show evidence of leadership qualities. Provisional admission is not guaranteed and will be based on an evaluation of the applicants' record of accomplishments and potential. Students admitted provisionally must achieve a grade of B or better in each course taken during the first 12 course semester credit hours of study. Failure to meet the conditions of provisional admission will result in removal of the student from the degree program without possibility for readmission to this program.

### Due Dates for Completed Applications for US residents

- June 30 for Fall semester
- October 31 for Spring semester
- March 31 for Summer semester

Applicants identified by the University as international applicants must adhere to earlier deadlines. These deadlines are identified in the international student section of this catalog.

All applicants must submit the required documentation in the following manner:

### Application Documents

- Application
- Transcripts for all previous coursework
- GRE or GMAT Scores
- TOEFL Scores (for international students and permanent residents)

Send Application Documents To:

Texas Woman's University  
Student Records  
P.O. Box 425649  
Denton, TX 76204

### Resume Documents

- Resume
- Career Goal Statement

Send Resume Documents To:

Texas Woman's University  
Program in Health Care Administration  
6700 Fannin  
Houston, TX 77030

Advanced standing may be granted to applicants who hold a prior master's or doctoral degree from an accredited U.S. university. This advanced standing means that an applicant may request and be eligible for waiver of certain foundation or core courses, in addition to the GRE/GMAT waiver as described above. It is the responsibility of the applicant to make the request for specific course waiver or transfer credit. In addition the applicant must submit evidence of equivalent prior course work. Waivers are not automatic and are made on a case by case basis by examination of the content of each course requested for waiver/transfer credit. Each course accepted for transfer credit of a required core course must have been completed within the 6 years of the date the M.H.A. degree is to be awarded. Otherwise these courses must be repeated.

Students who have completed the M.B.A., E.M.B.A. or M.H.S.M. degree at Texas Woman's University may be eligible for award of up to 12 semester credit hours of transfer credit toward the M.H.A. degree subject to Graduate School policies.

### Non-Degree Admission

The Health Care Administration Program does not normally admit students for non-degree status. The exception is those cases where TWU-HCA has a formal agreement with another University or another TWU department to allow limited enrollment for a specific purpose.

### Orientation Requirement

The Health Care Administration Program holds orientation for new students in the fall and spring semesters. It is a requirement that all new students must attend one of these sessions. Information is given at these sessions that will enhance the student's learning experience.

### Deferral

Students may request deferral of admission date up to one year due to personal circumstances. No additional deferrals will be granted and the applicant must reapply.

## Certificates

- Post-Baccalaureate Certificate in Health Care Management (<http://catalog.twu.edu/graduate/business/health-care-administration/post-baccalaureate-certificate-health-care-management>)

## Courses

### Courses

**HCA 5001. Concepts of Health and Disease for Administrators.** Major body systems, definitions of health, illness, disease, pathogenesis, disability, and death. Roles and responsibilities of health care team members in the processes of diagnosis, treatment, and monitoring. Structures, functions, and disease processes of the human body systems and fundamental medical terminology. Designed for the graduate level student with little or no prior clinical experience. Self instructional methods will be utilized for practice and mastery of medical vocabulary and the structure and functions of body systems. One lecture hour a week. Credit: One hour.

**HCA 5103. Foundations of Health Services.** Structure and operation of U.S. health industry and the political and social environment in which it exists. The health system will be analyzed in terms of cost, access, availability, quality, and appropriateness. Topics include the role of government in regulating health services; health insurance; types, categories, and functions of various health organizations in the health care continuum; and human resources. Three lecture hours a week. Credit: Three hours.

**HCA 5213. Managerial Communications.** Preparation of managers and leaders for the communication challenges of the workplace. Development and demonstration of effective, business-oriented oral and written skills. Emphasis on organization and delivery of professional presentations, use of effective visual support, and business writing. Three lecture hours a week. Credit: Three hours.

**HCA 5223. Strategic Planning in Healthcare.** Application of organization strategic planning theory and concepts to health services organizations. Topics include governance, competitive environment, distinctive attributes of health care organizations, vision, mission, goals and strategies, systems thinking, organization structure and design, organizational effectiveness, change management, planning, and management roles. Prerequisite: HCA 5253. Three lecture hours a week. Credit: Three hours.

**HCA 5253. Organizational Behavior in Health Care Administration.** Application of theories and concepts of management and organizational behavior to health services organizations. Topics include personality, motivation, decision making, stress, interpersonal and group dynamics, communication, leadership, power, conflict, and organizational culture. Three lecture hours a week. Credit: Three hours.

**HCA 5343. Human Resources Management in Health Care Administration.** Human resources management issues, including strategic role of job analysis and design, recruitment, retention, diversity, performance appraisal, termination, recognition, compensation and development, and Human Resources legal issues relevant to health care organizations. Prerequisites: HCA 5103 and HCA 5223. Three lecture hours a week. Credit: Three hours.

**HCA 5363. Leadership and Career Development in Health Care Administration.** Development of leadership potential by strengthening abilities in creative thinking, interpersonal team skills, communication (oral and written) and listening skills, diversity issues, negotiation, and conflict management. Improvement of personal effectiveness by goal setting, establishing networks, using interviewing techniques, and increasing self-awareness. Use of self-assessments and group projects with outside clients. Includes student preparation of portfolio presentation/notebook, individual meetings with instructor, and presentation to independent evaluators. Pre or Co-requisites: HCA 5223 and HCA 5623. Three lecture hours a week. Credit: Three hours.

**HCA 5393. Health Law and Ethics.** Orientation to the American legal system principles and processes related to health law, professional liability, and informed consent. Application of health law to ethical principles and theories. Prerequisite: Completion of all Level I courses. Three lecture hours a week. Credit: Three hours.

**HCA 5443. Operations Analysis in Healthcare Administration.** Concepts, techniques, and managerial approaches for improving performance. Productivity, efficiency evaluation, forecasting, project management, simulation, quality management (CQI-TQM, six-sigma), yield, waiting time, inventory management, strategy, and decision making. Prerequisite: HCA 5463. Three lecture hours a week. Credit: Three hours.

**HCA 5463. Research Methods for Managerial Decision Making.** The research process and models available to conduct health services research. Topics include problem identification, computerized literature search, critique of research, theoretical and conceptual frameworks, research questions and hypothesis testing, research design, methodology, data analysis techniques, and ethical issues in research. Prerequisite: Knowledge of basic Excel. Three lecture hours a week. Credit: Three hours.

**HCA 5473. Health Information Management.** The role of information systems and decision-making models in health care organizations. Health information topics including computer hardware and software, planning information processing, clinical and administrative systems, methods to support decision making, vendor evaluation and selection, and project management. Prerequisites: HCA 5103 and HCA 5223. Three lecture hours a week. Credit: Three hours.

**HCA 5483. Population Health Management.** Basic measures and determinants of epidemiology; incorporation of research findings into management decisions. Use of logic and assumptions to assess and understand the health status of populations, the determinants of health and illness, and the factors that influence the delivery and use of health services. Social epidemiology including social and behavioral aspects of health and illness, utilization of health services, and patient and practitioner roles. Prerequisites: HCA 5463 and HCA 5103, or permission of program director. Three lecture hours a week. Credit: Three hours.

**HCA 5493. Performance Measurement and Quality in Health Care Administration.** Basic measures and analysis of processes for quality and performance assessment utilizing qualitative and quantitative methods. Development of skills in evaluation methods and performance management with particular emphasis on the management of quality. Standard setting, performance assessment processes, and CQI/TQM. Prerequisites: HCA 5463 and HCA 5483, or permission of instructor. Three lecture hours a week. Credit: Three hours.

**HCA 5513. Financial Accounting in Health Care Administration.** Principles of accounting; types of financial statements; recognizing and measuring transactions; assets, liability, and equity accounts; fund accounting; cash flow statements; financial statement analysis and time value of money. Three lecture hours a week. Credit: Three hours.

**HCA 5533. Management Accounting for Health Care Organizations.** Principles and methods of cost allocation, job costing, cost-volume profit analysis, budgeting, variance analysis, profitability analysis, and relevant costs for decision-making. Prerequisite: HCA 5513. Three lecture hours a week. Credit: Three hours.

**HCA 5543. Health Care Finance.** Principles, concepts, and use of the financial skills of net present value, financial analysis and forecasting, risk, cash and capital budgeting, stock and bond valuation, lease analysis, receivables management, business and merger valuations, and healthcare premium development. Prerequisite: HCA 5533. Three lecture hours a week. Credit: Three hours.

**HCA 5623. Economics of Health Care.** Application of microeconomics principles to problems of resource allocation of health care products, services, and labor. Development of a foundation for understanding and evaluating health policy and its impact. Prerequisite: HCA 5513. Three lecture hours a week. Credit: Three hours.

**HCA 5633. Health Policy Analysis.** Definitions of health policy and the process of policy making. Impact of values on policy and the role of interest groups and political influence. Framework for analyzing policy and methods using the tools of economics to examine health system change. Prerequisites: HCA 5103 and completion of twelve hours in HCA program. Three lecture hours a week. Credit: Three hours.

**HCA 5743. Alternative Systems of Healthcare Delivery.** Evolving relationships between the buyers, providers, insurers, patients, and regulators of health services. The dynamic process that influences the organization for delivery, price, utilization, quality, and accountability. Historical development of the U.S. and comparative health systems. Delivery systems, managed care trends, legal and regulatory issues, provider-payer-patient perspectives, insurance products, organizational structures, pricing and reimbursement strategies, quality, and utilization control. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

**HCA 5763. Marketing for Health Services.** The role of marketing in the process of purchasing and providing health care services. Broad view of marketing as a means of identifying and delivering value to both the provider and consumer of services. Topics including marketing philosophy, market research, identifying the customer, business and service delivery, market segmentation, and business development. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

**HCA 5773. Seminar in Finance and Accounting in Health Care Administration.** Identification and development of financial models and solutions. Analysis of causes related to complex health care accounting and financial management issues. Prerequisites: HCA 5513, HCA 5533, and HCA 5543. Three lecture hours a week. Credit: Three hours.

**HCA 5783. Interdisciplinary Models of Health Care.** The evolving role of the health care team and strategies team members use in providing comprehensive, quality care to the health care consumer. Rationale for the interdisciplinary approach, re-engineering and work redesign, professional autonomy, cross-training, and group dynamics. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

**HCA 5793. The Continuum of Care.** Examination of major practice settings in the U.S. healthcare system including hospital, outpatient/physician practice, and long-term care within the context of social, political, and economic environments. Operational aspects of administration for each setting from the perspectives of key stakeholders. Prerequisite: Completion of 12 core hours in the program. Three lecture hours a week. Credit: Three hours.

**HCA 5803. Issues and Trends in Health Care Administration.** Group study of current issues and trends in Health Care Administration. Prerequisite: Completion of twelve hours in HCA program or permission of instructor. Three lecture hours a week. Credit: Three hours.

**HCA 5883. Professional Portfolio and Healthcare Career Competencies.** Final course in the HCA curriculum focusing on the integration of knowledge and application of theories, models, and techniques from preceding courses in the management of a health services organization. Students finalize and present a standardized content of papers, projects, cases, internship activities, awards and related activities to provide evidence of cognitive, behavioral, and developmental characteristics. These are evidence of identified skills and competencies, demonstration of ability in core content areas, identification of relationship of skills to career path, reflection and integration of learning, personal growth and development, and a career plan. Prerequisites: HCA 5363, HCA 5493, HCA 5193, HCA 5543, and HCA 5533; or permission of program director. Co-requisite: HCA 5933. Three lecture hours a week. Credit: Three hours.

**HCA 5903. SPECIAL TOPICS.** Organized course with each section's title and content varying with specific subject matter and topic offered. May be repeated for credit when topics vary. Three lecture hours a week. Credit: Three hours.

**HCA 5911. Independent Study.** Advanced work in a specialized field of Health Care Administration. Prerequisite: Completion of twelve hours in HCA program and permission of instructor. Credit: One hour.

**HCA 5912. Independent Study.** Advanced work in a specialized field of Health Care Administration. Prerequisite: Completion of twelve hours in HCA program and permission of instructor. Credit: Two hours.

**HCA 5933. Capstone in Health Care Administration.** Final course in the HCA curriculum focusing on the integration of knowledge and application of theories, models, and techniques from preceding courses in the management of a health services organization. Decision making involving strategic, human resources, financial, planning, and operations. Prerequisites: HCA 5363, HCA 5493, and HCA 5533; or permission of program director. Three lecture hours a week. Credit: Three hours.

**HCA 5941. Internship.** Internship in a health care organization under the supervision of a selected health care administrator and faculty. Prerequisite: Completion of twelve hours in HCA program. Four clinical hours a week. Credit: One hour.

**HCA 5942. Internship.** Internship in a health care organization under the supervision of a selected health care administrator and faculty. Project assignments are undertaken to integrate and apply administrative skills to practical problems. Prerequisite: Completion of twelve hours in HCA program. and approval of faculty advisor. Eight clinical hours a week. Credit: Two hours.

**HCA 5981. Fieldwork.** Field experience with a health care organization under the supervision of a selected health care administrator and faculty. Prerequisites: HCA 5463, HCA 5483, and completion of twelve hours in HCA program. Four clinical hours a week. Credit: One hour.

**HCA 5982. Fieldwork.** Field experience with a health care organization under the supervision of a selected health care administrator and faculty. Prerequisites: HCA 5463, HCA 5483, and completion of twelve hours in HCA program. Eight clinical hours a week. Credit: Two hours.

## Faculty Professor

GOODMAN, GERALD R., Professor of Health Care Administration; Program Director of Health Care Administration. B.S., University of Houston; M.S., Texas Woman's University; M.A.S., Southern Methodist University; D.P.H., University of Texas Health Science Center-Houston.

### **Associate Professors**

SELCER, ANNE D., Associate Professor of Health Care Administration. B.S., Wright State University; M.S., Wright State University; M.A., Fielding Graduate University; M.L.H.R., Ohio State University; Ph.D., Fielding Graduate University.

TSAI, KAI-LI, Associate Professor of Health Care Administration. B.S., China Medical College; M.S., Harvard University; Ph.D., University of California, Los Angeles.

### **Assistant Professor**

MURDOCK, SANDRA, Assistant Professor of Health Care Administration. B.S., St. Ambrose University; M.A., Central Michigan University; Ph.D., University of Texas Health Science Center-Houston.

### **Associate Clinical Professor**

PHELPS, MARK T., Associate Clinical Professor of Health Care Administration. B.S., Baylor University; M.S., Trinity University; J.D., South Texas College of Law.