Masters of Healthcare Management

Eller College of Management
Student Handbook
2018-2019
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Program Introduction:

The University of Arizona's online Master of Healthcare Management (MHM) degree is designed to help current or prospective health and life sciences practitioners, administrators and executives develop the management skills that are highly valued in the healthcare industry.

The MHM curriculum offers you world-class instruction from Eller faculty, who have real experience working in the industry. Core courses taken from our nationally ranked online MBA program will give you a solid background in basic business functions such as finance, marketing and economics.

To accelerate you along your career path and create a customizable experience that fits your individual needs, the MHM offers three concentrations:

- Healthcare Leadership
- Healthcare Innovation
- Healthcare Informatics

The program concludes with a hands-on capstone experience, where you will have the opportunity to apply skills learned within the healthcare curriculum to address current challenges within healthcare organizations.

Our goal is to not only give you the coursework necessary to develop the necessary skills for an ever-changing industry, but also to provide hands-on healthcare experiences that reinforce what's taught in the classroom.

Collaboration:

This program is a newly established program and we aim to collaborate and grow with incoming students. We appreciate any input or advice students may have to make this program as successful as possible.
Important Contacts

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Admissions

The requirements for the Master of Healthcare Management are as follows:

- Undergraduate degree
- 3.0 or higher undergraduate GPA
- Resume
- No GMAT/GRE Required

Application Requirements:

A completed application consists of the following items:

- A completed online application form
- An $85 application fee for domestic students and a $95 application fee for international students
- A statement of purpose
- An updated professional resume
- One copy of official transcripts from each university, college or community college you attended

*Unofficial versions of transcripts for initial evaluation purposes are accepted but this does not eliminate the need for official documents to be submitted. Refer to the UA Graduate College transcript requirements for more information.

International Students

The Eller College welcomes the cultural experience and knowledge that international applicants add to the program. The Online MHM is an ideal means for students from around the globe to earn their masters degree. In addition to the materials listed in the Application Requirements, international applicants are required to submit the following:

- TOEFL scores
- One copy of official transcripts and one official copy of diploma(s) and/or degree certification both in native language and in English**

Please note that visas are NOT issued by the University of Arizona to students in the Online MHM program.

** Unofficial versions of your transcripts and diplomas and/or degree certifications for initial evaluation purposes only are accepted but this does not eliminate the need for official documents to be submitted. Refer to the UA Graduate College transcript requirements for more information.
Cost and Funding

The tuition cost is $1,000 per unit or $30,000 for the program. Tuition does not include mandatory fees. Mandatory fees from $26-$52 per semester depending on how many units the student is enrolled in.

There is an $85 application fee for domestic students and a $95 application fee for international students

*Costs are subject to change with the Approval of the Board of Regents (ABOR)

Tuition Payment

Tuition payment for the Eller Online Masters in Healthcare Management will be processed through the University of Arizona Bursar’s Office. Details about pay can be found on this website. The Bursar’s Office has a tuition calculator available to students.

*Please note that tuition, payment dates, and process are subject to change. Additional information can be found on the Bursar’s Office website.

Financial Aid

Financial aid—including government grants and loans—may be available to help pay program costs. For information, contact the University of Arizona Office of Student Financial Aid:

- http://financialaid.arizona.edu
- askaid@email.arizona.edu
- 520.621.1858

Additional information regarding scholarships may be found at:

https://scholarshipuniverse.arizona.edu/suha
Student Conduct

Academic Integrity:

According to the Dean of Students Policy on Academic Integrity. All members of the University of Arizona community have a responsibility to uphold and maintain an honest academic environment by following the UA Code of Academic Integrity. As a community of scholars, integrity should guide conduct and decisions related to academic work and all credit bearing classes, including traditional, non-traditional, and online courses.

Student Responsibilities: Students are responsible for understanding and following the UA Code of Academic Integrity. Students engaging in academic dishonesty diminish their education and bring discredit to the academic community and the campus. Students should avoid situations likely to compromise academic integrity.

Plagiarism:

Anyone who has written or graded a paper knows that plagiarism is not always a black-and-white issue. The boundary between plagiarism and research is often unclear. Learning to recognize the various forms of plagiarism, especially the more ambiguous ones, is an important step in the fight to prevent it.

Academic Probation:

Per University Policy, students who have a cumulative grade-point average of less than 3.0 at the end of a given semester will be placed on academic probation. Students on probation are required to meet with their Major Advisor, discuss the steps to be taken to remEDIATE the problems that led to the probationary status, and devise a written plan of action. Students will be allowed to register for one additional semester. Students whose GPA is below 3.0 for two consecutive semesters will be removed from the program.

If student is removed from program, they can apply for readmission as early as the Fall semester after their disqualification if they achieve a cumulative grade point average of at least 3.0 through additional graduate course work. A re-admission must be approved by the head of the department, the Director of Graduate Studies, and the Graduate College. There is no guarantee of re-admission.

Grades:

Graduate degrees will only be awarded to students that complete the program with a GPA of 3.0 or better, are in good standing with the University and are current on all University bills.

If a grade of D or E is earned the course must be repeated. There is no grade replacement at the graduate level; therefore, the D or E will factor into the GPA. The failed course will not count towards course completion requirements for graduation.

The grade of I may be awarded only at the end of a session, when all but a minor portion of the course work has been satisfactorily completed. The grade of I is not to be awarded in place of a
failing grade or when the student is expected to repeat the course; in such a case, a grade other than I must be assigned. Students should make arrangements with the instructor to receive an incomplete grade before the end of the term.

If the incomplete grade is not removed by the instructor within one year (the last day of finals one year later), the I grade will convert to a failing grade. For graduate courses, the one-year extension must be approved by the instructor and Graduate College dean. This extension requires the instructor and dean’s signature on a Petition for Extension of Course Work.

Leave of Absence

It is not necessary for a student to apply for a Leave of Absence (LOA) if he or she has a registration record for that semester. A "W" counts as a registration record. A LOA is inappropriate for a student who withdraws from all classes after the start of a semester and gets "W" grades since a LOA presupposes no registration at all for a term. Since, in such cases, the student has maintained continuous enrollment by having a registration record, he or she is eligible to register the following semester (or Summer or Winter term) and will suffer no adverse effects due to the fact that he or she was not eligible to apply formally for a Leave.

Only academic services or facilities available to the general public can be used during the LOA. LOA’s may affect the status of a graduate student’s financial aid. Students are responsible for determining the requirements of their funding agency and/or academic unit prior to applying for a LOA.

If a student fails to register and does not have a Leave of Absence on file, the student will be discontinued from their program. A new application will be necessary for the student to continue in the program. Re-admission is not guaranteed. See Continuous Enrollment and Re-admission Policies for more information.

Academic Leaves

Academic LOAs (i.e., leaves to take course work at another university, for research, field work, internships, professional development, etc.) are handled on a case-by-case basis by the student’s department and the Graduate College.

Medical Leaves

Graduate students in degree or certificate programs may be granted a Medical Leave of Absence by the Dean of the Graduate College. Further information may be found at: Leave of Absence.

Personal Leaves

Graduate students in degree or certificate programs are typically granted a LOA for only one year throughout the course of their degree program. When circumstances warrant, this may be extended beyond one year with approval from the Dean of the Graduate College. LOAs are granted on a case-by-case basis for compelling reasons including birth or adoption of a child, personal or family reasons, medical reasons, military duty, or financial hardship. Students will
maintain their status without reapplying to the department and the Graduate College at the expiration of the LOA.

**Retroactive Leave of Absence**
A retroactive leave request is any request made after the last day of finals in the semester. If a student does not request the leave by the last day of finals, he or she would need to apply for re-admission to the program. Under extraordinary circumstances, LOAs may be granted retroactively. In such cases, students will be readmitted without reapplying to the department and the Graduate College.

**Requesting LOA**
Students may request a Leave of Absence by submitting the [Leave of Absence](#) form to the program manager.
Introduction to Grad Path

GradPath is the Graduate College’s nearly paperless degree audit process that makes tracking and monitoring student progress much easier.

How to navigate GradPath forms in UAccess Student:

On the main page of your Student Center, click the dropdown menu in the Academics section and select GradPath Forms.

You are first directed to the landing page, which contains links and other helpful information. From there, click the GradPath Forms link to reach your forms page.
Program Requirements

Curriculum:

To earn your Masters of Science in Healthcare Management, you must complete 30 units (credits): 17 core units, 9 elective units and 4 capstone units.

Courses are offered in a carousel format that repeats every 12 months.

Core:

Students are required to take the following core courses:

- ACCT 540: Introduction to Financial Accounting (2 units)
- ECON 550: Economics for Managers (2 units)
- ECON 556: Healthcare Economics (3 units)
- FIN 510B: Survey of Finance (2 units)
- MGMT 538: Healthcare Organizations and Management (3 units)
- MIS 506: Healthcare Information Technology (3 units)
- MKTG: Market-Based Management (2 units)

Electives:

In addition to core courses, students must complete nine units of electives and four capstone experience units.

- ACT 575: Healthcare Accounting (3 units)
- MGMT 536: Leading Healthcare Change (3 units)
- MGMT 537: Healthcare Leadership (3 units)
- MGMT/ENTR 548: Healthcare Entrepreneurship (3 units)
- MKTG 538: Healthcare Marketing Strategy (3 units)
- MGMT 534: Healthcare Quality and Reliability (3 units)
- MIS 545: Data Mining for Business Intelligence (3 units)
- Health Analytics (3 units)
- MIS 561: Data Visualization (3 units)

Concentrations:

Students can choose from three different concentrations to focus on a specific aspect of healthcare management.

- Healthcare Leadership
- Healthcare Innovation
- Healthcare Informatics
Capstone:

All MHM students will have the chance to apply the principles they learn in the healthcare curriculum in an actual field setting. Students will scope, research, plan and execute a project that delivers value for a healthcare organization. Students will experience how decisions are made in real-time, apply skills and learning using a project methodology and communicate findings and recommendations in a professional manner. This requirement is set up to be taken as MGMT 595 A and B (two units each).

Courses:

- **ACCT 540: Introduction to Financial Accounting** (2 units): Principles and procedures underlying the financial accounting process and their application in the preparation and analysis of financial statements.
- **ECON 550: Economics for Managers** (2 units): Firm decision making to sustain competitive advantage in the context of different market structures and regulatory environments.
- **ECON 556: Healthcare Economics** (2 units): Healthcare expenditures now account for more than one-sixth of gross domestic product in the United States. This class will explore the sources of funding for those expenditures, and the rapidly changing trends therein.
- **FIN 510B: Survey of Finance** (2 units): This course gives students foundational skills in the area of finance. Topics include financial markets, corporate finance and valuation.
- **MGMT 538: Healthcare Organizations and Management** (3 units): This course focuses on the management and organization of healthcare delivery, particularly in the United States. The course examines the salient features of the healthcare context, the unique challenges these features produce for managers in the industry, and solutions organizations have used to address those challenges. Micro to macro challenges and solutions are explored, with a particular emphasis on the ways that leadership, human resources, culture, operations, organization design and strategy influence the quality, safety and costs of care and the patient experience.
- **MIS 506: Healthcare Information Technology** (3 units): The goal of this course is to give students the tools necessary to interact with and understand the technological processes currently being used in the healthcare industry.

- **MKTG 510: Market-Based Management** (2 units): Market and customer analysis for product service, price, promotion and distribution decisions; study of marketing management theories and practices to maximize customer value and satisfaction.

- **ACCT 575: Healthcare Accounting** (3 units): Financial and managerial accounting concepts are examined in the context of healthcare business models. Topics include financial statements, budgets, revenue streams in healthcare, managerial accounting of service lines and expansion decisions and providers and revenue generators versus cost centers.

- **ENTR 548: Healthcare Entrepreneurship** (3 units): In this course, you will focus your business and entrepreneurial skills on contemporary challenges and opportunities. Through a series of readings, case studies, discussions, guest speakers and assignments, you will explore a number of contemporary healthcare problems and identify entrepreneurial solutions to these problems.

- **MGMT 536: Leading Healthcare Change** (3 units): Healthcare organizations need to adapt to the rapid changes occurring in payment models, delivery mechanisms and industry organization. This course covers theory and technique for leading organizations through transformation at the broad strategic level and in terms of improving processes and efficiencies, all within the unique context and challenges of the healthcare industry.

- **MGMT 537: Healthcare Leadership** (3 units): The goal of this course is to expose students to the leadership skills necessary for the healthcare industry and highlight what makes leading teams in a healthcare setting so unique and challenging.

- **MIS 545: Data Mining for Business Intelligence** (3 units): This course will cover data mining for business intelligence. Data mining refers to extracting or "mining" knowledge from large amounts of data. It consists of several techniques that aim at discovering rich and interesting patterns that can bring value or "business intelligence" to organizations. Examples of such patterns include fraud detection, consumer behavior and credit approval. The course will cover the most important data mining techniques -- classification, clustering, association rule mining, visualization and prediction.

- **MIS 561: Data Visualization** (3 units): The goal of this class is to introduce students to principles and tools of data visualizations, and create visualizations using appropriate tools for two different but related purposes: (1) exploration and (2) presentation. The first part is about trying to understand the data and test hypotheses that drive the data visualization effort, and formulate a story; the second part is to convey that finding to others in a convincing manner.

- **MKTG 538: Healthcare Marketing Strategy** (3 units): Healthcare markets offer unique challenges and opportunities with regard to strategic marketing. Concepts of identifying customers, pricing products and services, customer relationship management, and
market segmentation will be examined across provider service, pharmaceuticals and medical devices. The role of marketing analytics will also be addressed in each of these areas.
Important Links

MHM Home
D2L
UACCESS
The University of Arizona Graduate College
General Catalog
Eller Faculty Directory
Dean of Students
Student Health
Bursars Office
Office of Financial Aid and Scholarships