The Department of Health Policy and Management prepares health services leaders and researchers who will advance systems of care delivery, promote effective health policy, and foster innovation and scholarly inquiry to improve and serve the health needs of Kansas citizens and beyond.

Teaching

The Department offers the following degree programs:

- Master of Health Services Administration (http://catalog.ku.edu/medicine/health-policy-management/mhsa)
- PhD in Health Policy and Management (http://catalog.ku.edu/medicine/health-policy-management/phd)

Research

HP&M has a multidisciplinary faculty representing a variety of academic disciplines and teaching and research interests.

Service

Learn more about our faculty's outreach and service at local, state and national levels here (http://www.kumc.edu/school-of-medicine/hpm/faculty.html).

Courses

HP&M 610. The Health Care System. 4 Hours.
This course introduces students to the health care system of the United States. The course stresses the system's historical development, distinguishing features, financing, management, resources, and politics. Requirements include position papers, class discussions, examinations, and site visits to health care facilities LEC.

HP&M 620. Women and Health Care. 3 Hours.
A gender analysis of the organization of health care in the United States, using sociohistorical and sociological perspectives. Considers the health status and health care problems of women in relation to cultural aspects of medicine and health care; the roles of both informal and professional health care providers; the political economy of health care systems; and the relationship between gender and the state. (Same as SOC 617.) Prerequisite: HPM 601 or permission of instructor. LEC.

HP&M 810. The Health Care System. 3 Hours.
The structure and function of the components of the U.S. healthcare system are introduced in the context of the history, values and social forces that influenced its development and evolution. Students gain exposure to the concepts and vocabulary associated with aspects of the system, including delivery (providers, institutions, services), resources (finance, payment, insurance), population and public health, and outcomes (cost, access, quality). Healthcare outcomes from consumer, clinical, and societal perspectives are explored. LEC LEC.

HP&M 819. Research for Health Care Leaders. 3 Hours.
Introduces epidemiology, survey research, and evaluation research. Examines quantitative and qualitative methods. Focuses on role of research in health policy and health management. Incorporates lecture, discussion, papers and presentations. LEC.

HP&M 822. Health Care Economics. 3 Hours.
This course introduces the core concepts from economics to healthcare with a focus on helping healthcare managers use economic tools in making sound decisions. The demand for healthcare products, the structure of insurance, and the supply of healthcare products are examined. Students will apply a variety of economic analyses to health policy and health system issues. LEC LEC.

HP&M 825. Financial Concepts in Healthcare Management. 3 Hours.
Introduces the financial and managerial accounting concepts used in health care. This includes financial statement analysis; cost accounting; budgeting; and capital project analysis. LEC LEC.

HP&M 827. Financial Applications in Healthcare Management. 3 Hours.
Applies economic and financial concepts to health care management, integrating operational, strategic, and financial planning. Students will analyze financial statement ratios; forecast revenue and expense; develop budgets; credit worthiness determination; break-even analysis and working capital management in a variety of healthcare settings including long-term care and public health. LEC Prerequisite: HPM 825, Financial Concepts in Healthcare Management or permission of instructor. LEC.

HP&M 830. Health Care Management. 3 Hours.
This course introduces key concepts and skills for health care managers. Emphasizing self-discovery and professional development, the course examines how to become an informed employee, an effective team member, and a successful manager. Course topics include interpersonal skills, delegation, leadership, performance management, and organizational change. Learning methods include lectures, case analyses, experiential exercises, and discussion. Prerequisite: HPM 810 or permission of instructor. LEC.

HP&M 831. Reimbursement and Fiscal Policy. 2 Hours.
Reimbursement and fiscal policy practices impact the success and the economic well-being of healthcare institutions, payers and patients. This course develops the student's understanding of complex reimbursement methodologies from the perspective of providers and payers. Students will explore the strengths and weaknesses of the major methods of third party reimbursement, the types of managed care organizations and the payment methodologies employed. Students are also prepared to approach reimbursement policy issues both from the payer and the provider viewpoint. LEC LEC.

HP&M 832. Governance and Health Law. 2 Hours.
A survey course of the law as it affects governance, health care administration and health care generally. This course will develop the student's understanding of health law and its impact on many aspects of health care governance and administration. The student should be able to identify and understand various legal issues they may encounter and when to engage legal counsel's advice. Prerequisite: HPM 810, LEC.

HP&M 833. Ethics. 2 Hours.
An introduction to the principles and concepts in the ethics of health services administration. The course will help students further develop their skills to recognize and analyze ethical dilemmas, and to explain, justify and evaluate the decisions they make in response to such dilemmas. LEC.

HP&M 837. Health Policy. 3 Hours.
This course examines the development, implementation, and evaluation of federal, state, and local health policy in the United States. Particular attention will be given to (1) the development of public institutions and policy goals; and (2) current policy problems such as cost controls, reimbursement, health services utilization, program assessment and evaluation, public health, and public/private investment and resource
planning. Students will be expected to synthesize and integrate knowledge to apply theory and principles in ways consistent with professional practice as a health policy analyst. LEC LEC.

HP&M 838. Rural Health Care. 3 Hours.
Provides students with (a) an understanding of major issues in rural health and the rural environment in which health care providers and administrators provide service; (b) an understanding of the demographics, economics, services and challenges associated with the health care delivery systems in rural America and (c) an overview of federal and state health policy and its effect on rural health systems. Special emphasis will be placed on identifying, understanding, and addressing rural health challenges from administrative and policy perspectives. Prerequisite: None. LEC.

HP&M 840. Organizational Foundations for Leading Change. 3 Hours.
Self-discovery as a foundation for professional development while exploring the concepts of leader, manager, and follower is emphasized. Analysis and prediction of an organization's stages of development and its capacity for linear and social change are introduced through the lens of complexity science. Political, legal, ethical, and other issues that constrain and destabilize organizations and strategies to restore equilibrium are explored. (Same as NRSG 880). LEC LEC.

HP&M 842. Roles, Functions and Care Models. 2 Hours.
This course examines the nature and characteristics of the healthcare workforce needed to deliver direct, indirect, and support services. Healthcare worker roles are analyzed through the lens of key organizational functions and care delivery modalities. Common care delivery models, such as primary, team, and patient-centered care approaches to organizing care delivery are explored in various clinical settings, including acute and long-term care and community and public health entities. Administrative challenges and opportunities for managing a diverse workforce are presented. LEC LEC.

HP&M 844. Communication for the Healthcare Executive. 2 Hours.
This course focuses on attaining proficient communication skills to deliver high impact messages to stakeholders ranging from board members, to diverse communities of interest, to policymakers and regulators. Verbal and written skill development addresses executive presence to perform communication functions such as conducting an ‘ask’ from a policymaker or potential benefactor, using storytelling and data to shape critical messages to the media, and communicating value-driven memoranda to internal audiences. The use of emerging technologies to aid in communication effectiveness will also be presented. LEC LEC.

HP&M 846. Health Information Technology Management. 3 Hours.
This course covers fundamental concepts of health information technologies including information management, health care delivery and remote monitoring systems of interest to administrators in health services organizations. Types of systems, alignment with organizational strategy, selection and adoption, return on investment, security and privacy, and uses of healthcare information for clinical and strategic analysis and decision support will be covered. The course will also cover current U.S. health technology infrastructure, policy, organizations and issues regarding the latest technology applications. An introduction to health care analytics is also provided. LEC.

HP&M 847. Business Intelligence in Healthcare. 2 Hours.
An introduction into the data sources, technologies and processes leveraged by healthcare organizations to make more timely, informed and actionable business decisions. Students will learn fundamental terms and practices of data analytics and analysis, study real world examples of how data can inform decision making in healthcare and participate in case studies and in class presentations. Prerequisite: Permission of instructor. LEC.

HP&M 848. Designing Health Care Organizations. 2 Hours.
This class examines how design affects a broad range of health care organizations. It considers designs for jobs, processes, equipment, buildings, and organizations, and explores implications for safety, customer satisfaction, worker satisfaction, productivity, effectiveness, and profitability. Students analyze varied cases that approach design as a management decision-making process. LEC.

HP&M 850. Introduction to Operations. 3 Hours.
Examines performance of health care organizations, sources of variation, methods of measurement, and strategies for improving performance. Considers several approaches to performance improvement and examines tools widely used in operations management. Incorporates lecture, discussion, and fieldwork. (Same as NRSG 882.) LEC.

HP&M 852. Strategic Marketing. 2 Hours.
Provides students with a framework for executive-level, strategic market planning and analysis. Topics covered include: the strategic marketing organization; the impact of organizational culture on strategy development; environmental assignments and competitor analysis; market research; and the impact of the marketing fours (price, positioning, promotion, and product) in health care. LEC.

HP&M 853. Strategic Management. 2 Hours.
Examines internal and external analysis for health care organizations. Examines development, analysis, execution, and monitoring of strategies. Application of critical thinking skills to strategy. Lecture and discussion. Prerequisite: Completion of HPM Level I courses or permission of instructor. LEC.

HP&M 854. Human Resources and Workforce Development. 3 Hours.
The focus of this course is to understand the leadership functions of human resource management in organizations to create a competitive edge through employee empowerment. Core human resource concepts are introduced and applied to optimize human capital within a variety of healthcare settings, including compensation and benefits, employee recognition, and employee/labor relations. National, regional and local strategies and workforce trends are discussed related to best practices for the selection, retention, and management as a healthcare employer of choice. (Same as NRSG 891). LEC LEC.

HP&M 857. Evaluating Outcomes of Healthcare. 3 Hours.
This course will trace the development of the outcomes research movement and provide examples of methodologies, assessment instruments and issues that guide outcomes research. It will also review the methods for linking research findings with clinical practice (i.e., clinical practice guidelines). Obstacles to acceptance of practice guidelines will be discussed. Finally, the translation of outcomes research methodology into programs to improve health quality will be presented. Prerequisite: Permission of instructor. LEC.

HP&M 858. Health and Social Behavior. 3 Hours.
Healthcare as a cultural and socio-behavioral system is presented. Using research and theory, students explore alternative perspectives on the nature of medicine and healing within comparative health systems, both U.S. and abroad. Students examine at an advanced level how healthcare organizational structures contribute to patient health outcomes and influence employee behaviors. The course reinforces the nature and characteristics of the health professions, particularly medicine and nursing perceptions, and the complex behavioral dynamics of health professionals with organizational leaders. LEC LEC.
HP&M 859. Professional Development. 2 Hours.
Prepares students for an initial professional job search, long term career planning and professional development. Explores personal assessment, professional networking, mentoring, resume' construction, job searches and interviewing. Reviews professional communication and other professionalism domains. Introduces foundational concepts of leadership and leadership development. Lectures, papers, interactive activities and discussion. Prerequisite: Permission of instructor. LEC.

HP&M 860. Graduate Internship in Healthcare Services Administration. 1-3 Hours.
Novice and experienced health services administrators function in applied settings. The internship is designed to meet the needs of individual students to advance their career functioning and set in motion a professional development plan. The inexperienced administrator will use the internship as a mid-curriculum opportunity to apply and synthesize in the practice setting knowledge, skills, and abilities. Students who come to the program with mid-level to advanced experience use the practicum to advance their career through exposure to additional experiences that extends their knowledge, skills, and abilities and demonstrates synthesis of program competencies. FLD FLD.

HP&M 861. Capstone Seminar. 2 Hours.
The knowledge, skills, and abilities learned throughout the program are validated in capstone experience. A case study approach will be used to synthesize and apply principles including, but not limited to, change theory and quality improvement, research and information technologies, strategy and communication tools, human resource management, financial and economic analysis, and advanced decision-making and management of organizational behavior. Students will present their cases to peers, faculty, and external reviewers for dialogue, critique, and a plan for professional skills development. IND. RSH.

HP&M 862. Research Practicum in Health Services Administration. 1-3 Hours.
A course to conduct a research project related to health services delivery, management or policy and to explore topics related to the research project. RSH Prerequisite: HPM 819. RSH.

HP&M 863. Independent Study. 1-3 Hours.
This course is designed to meet the needs of students who have a special interest that cannot be met by existing courses. IND IND.

HP&M 870. Research Inquiry I: Defining and Supporting the Research Problem. 1 Hour.
Students select a problem area, critically review and analyze the research literature related to it and develop a research question(s) and working hypotheses. The analysis of the problem integrates field experiences with relevant literature, and translates ideas from the practice and/or policy setting into the context of scholarly inquiry. Prerequisite: Permission of the instructor. FLD.

HP&M 871. Research Inquiry II: Research Design and Analysis. 1 Hour.
Students build on a problem area of interest with potential benefit to the health care field and examine methodologies that would support a hypothesis or significant research question. The course guides students in translating their questions into a research design, using specific data sources, including overall strategy, measurement, study population and/or sample and analysis plan. Focus will be placed on critical analysis of design trade-offs and limitations. Prerequisite: HPM 870 or permission of the instructor. SEM.

HP&M 873. Statistical Applications Using Large Data Bases. 3 Hours.
The management of large data sets is a critical analytic skill for health policy and management research. This course exposes students to the various types and configurations of large data sets and provides hands-on analytic experience using an array of statistical techniques and procedures. Attention is placed on the criteria for designing and evaluating, including the trade-offs in selecting one plan over another. Students actually carry out an analysis plan for a variety of data types. Prerequisite: HPM 819, or permission of the instructor. LEC.

HP&M 874. Statistics for Decision Making. 3 Hours.
Elementary statistical techniques to include descriptive statistics, probability, sampling, and statistical inference of means and proportions; advanced statistical techniques include multivariate analysis of qualitative and quantitative variables using multiple linear and logistic regression. LEC.

HP&M 875. Modeling in Health Services Research. 3 Hours.
Provides an opportunity for students to use a number of common analysis models in health services research. Emphasizes a conceptual understanding of appropriate modeling techniques and use of statistical software packages. The course focuses on application of methods to health services research questions, with emphasis on regression design and interpretation. Prerequisite: HPM 874 or permission of the instructor. LEC.

HP&M 876. Medicare and Medicaid. 3 Hours.
Provides students with an in-depth understanding of the three publicly financed health programs that impact virtually all aspects of the American healthcare system - Medicare, Medicaid and Children's Health Insurance Programs (CHIP). Explores history and evolution of each program, plus specific operational issues such as eligibility, financing, management reporting, state/federal coordination, quality of care and outcomes management and influence of recent legislation. Prerequisite: Permission of the instructor. LEC.

HP&M 877. Women and Healthcare. 3 Hours.
A gender analysis of the organization of healthcare in the United States, using sociohistorical and sociological perspectives. Considers the health status and healthcare problems of women in relation to cultural aspects of medicine and healthcare; the roles of both informal and professional healthcare providers; the political economy of healthcare systems; and the relationship between gender and state. Prerequisite: HPM 810, or permission of instructor. LEC.

HP&M 878. Grant Writing. 3 Hours.
The course is designed to take the principles and mechanics learned in introductory epidemiology and biostatistics and apply them in the design of epidemiologic studies. The strategy and data collection for studies will be emphasized rather than the methods of statistical analysis. The student will learn how to develop a proposal/grant that addresses the entire array of concerns regarding such studies and propose a realistic, scientifically justified study. (Same as ANAT 869 and NRSG 889.) Prerequisite: HPM 819 or HPM 821, and NRSG 886. LEC.

HP&M 879. Comparative Healthcare Systems. 3 Hours.
Critical examination of the structure and function of healthcare systems in major, advanced, capitalist countries (e.g., Canada, Japan, United Kingdom, France, Germany, and Sweden) in comparison to each other and to the healthcare system of the United States. Patterns in control and financing will be studied in relation to issues of cost, quality, access, and in relation to cultural values. Special attention will be placed on comparative analysis of reform efforts. Prerequisite: HPM 810 or permission of instructor. LEC.

HP&M 880. Health Care and Social Policies in Sweden. 3 Hours.
Sweden leads the world in major health outcomes despite spending significantly less than the U.S. This course provides students the opportunity to visit Sweden and see the operation of its health care and
social welfare system firsthand. Learn about Swedish history and culture as you re-examine many commonly held assumptions about both the U.S. and Sweden. An intensive schedule of site visits and lectures in the Stockholm-Uppsala area, assigned readings, and a major paper. LEC.

**HP&M 882. Health Services Research Using Public Payer Data. 3 Hours.**

Several contemporary health reforms have rendered analyses of public payer data more feasible and valuable for population health, health services research, and quality improvement. The addition of an outpatient drug benefit to standard inpatient and outpatient service coverage for Medicare, for example, has stimulated a growth industry in comparative effectiveness research and expanded policy research across the health care system. Pending expansion of States' Medicaid programs under the Affordable Care Act will undoubtedly create the largest public health care insurance program in the United States. The Centers for Medicare Medicaid Services (CMS) have streamlined researchers' access to national Medicare and Medicaid populations for health services and quality improvement projects through contracts with the Research Data Center at the University of Minnesota and the Chronic Condition Warehouse. In addition, Kansas Medicaid has invested in a Data Analytic Interface that offers ready access to our state's employees, Medicaid beneficiaries, and private health insurance claims data for enterprising researchers including tremendous opportunities for state of the art, contemporary policy analyses. This is indeed an exciting and opportune time for students embarking on careers in health services, policy, and population health research. This course is designed to prepare students for real world analyses using standard public payer claims data. LEC.

**HP&M 883. Cost-Effectiveness and Decision Analysis. 3 Hours.**

This course examines techniques that are used in making clinical and management decisions when outcomes are uncertain. The course begins with a review of probabilistic decision making, then explores methods of analyzing choices with uncertain outcomes, stressing the use of decision trees and sensitivity analysis. The course examines cost minimization analysis, cost effectiveness analysis, and cost benefit analysis. (SAME as PRVM 878). LEC.

**HP&M 884. Clinical and Administrative Data Analysis. 3 Hours.**

This course presents advanced techniques in statistical analysis and information management to help understand, process, and use health services data. The three broad areas of health services data will be used: clinical, program, and population-based. Ways in which these data can be used as both management and research tools will be discussed. Implications for improving patient care and delivery of health services will be emphasized. Labs will stress the use of both manipulative techniques such as merging, matching, sorting, and file construction, as well as focus on analysis, using univariate, bivariate, and multivariate techniques. Recent methodology related to outcomes, case-mix, and performance assessment will be presented, and their application to health services administration demonstrated. LEC.

**HP&M 885. Instructional Methods in Health Services Education. 1 Hour.**

An overview of pedagogical approaches and learning strategies for higher education courses in health policy and management. Content will include course organization, syllabus design, techniques for teaching in the classroom and online, learning styles, strategies for classroom management, and evaluation/grading methods. Prerequisite: HPM 868 or permission of the instructor. LEC.

**HP&M 886. Applied Health Services Research. 3 Hours.**

Students in this course apply the full spectrum of the research process to a specific hypothesis or research question, drawn from practical health systems observations and/or supported by critical analysis of the health services research literature. Moving step by step through the research process, students work to develop a complete research plan and proposal suitable to investigate their chosen question. Group discussion and guest researchers provide elaboration for each stage of research plan development. Prerequisite: HPM 872 and HPM 873 or permission of the instructor. RSC.

**HP&M 887. Practicum in Health Services Education. 2 Hours.**

Application of the approaches and methods described in HPM 885. Students will serve as a teaching assistant for one semester, working with a teaching mentor. In addition to assisting with the class, students will meet regularly with the mentor to critique and analyze content and classroom processes, plan and develop teaching activities, and evaluate learning and performance in the classroom. Prerequisite: HPM 868 or permission of the instructor. HPM 887 may be taken concurrently with HPM 885. LEC.

**HP&M 890. Topics in Health Policy and Management. 1-3 Hours.**

This course allows exploration of special topics that are not routinely a part of the curriculum. Prerequisite: Consent of the instructor. IND LEC.

**HP&M 901. Doctoral Seminar in Health Policy. 3 Hours.**

Students will investigate, review, and critically analyze major concepts, theoretical and methodological approaches and sub-areas in the field of health policy research. The course will cover comparative health policy analyses as well as both micro and macro system perspectives. Prerequisite: Permission of the instructor. SEM.

**HP&M 903. Doctoral Seminar in Quality and Safety. 3 Hours.**

Students will critically review selected publications that address quality and safety in health care. Identification of major research questions and approaches to them will be stressed, and students will develop an interesting and tractable research question. Prerequisite: Admission to the PhD Program or permission of the instructor. SEM.

**HP&M 904. Doctoral Seminar in Health Care Occupations and Culture. 3 Hours.**

Examines the social, historical, and cultural forces shaping the organization and delivery of health care. Students will critically analyze concepts surrounding health, illness and wellness, healing, professional authority, and interprofessional and intraprofessional relationships. Explores the impact of organizational cultures on the health care system. Prerequisite: Admission to the PhD Program or permission of instructor. SEM.

**HP&M 905. Doctoral Seminar in Social Determinants of Health. 3 Hours.**

An advanced survey of theory and research in social determinants of health, giving primary attention to health differences by education, income, race/ethnicity, gender, and sexual orientation. Demographic, cross-cultural, social-psychological, and physiological aspects of physical and mental health will be considered. Prerequisite: Admission to PhD program or permission of instructor. SEM.

**HP&M 906. Doctoral Seminar in Comparative Health Systems. 3 Hours.**

Critical examination of the structure and function of health care systems in major, advanced, capitalist countries (e.g., Canada, United Kingdom, France, Germany, Netherlands, Sweden) in comparison to each other and to the health care system of the United States. Patterns in control and financing will be studied in relation to issues of cost, quality, access, and in relation to cultural values. Special attention will be placed on comparative analysis of strategies for reform and the results of recent reform efforts in the focal countries. Prerequisite: Admission to PhD program or permission of instructor. SEM.
HP&M 910. Health Services Research Methods. 3 Hours.
Examines the research process and the primary methodologies used in health services research. Explores basic methods in survey research, epidemiology, and evaluation. Focuses on quantitative methods and introduces qualitative methods. Lecture Prerequisite: Graduate level statistics; Acceptance to the PhD program or permission of instructor. LEC.

HP&M 912. Qualitative Health Research. 3 Hours.
Examines qualitative approaches to research, specifically in health care settings. Content includes qualitative research methodologies, including ethnography, interviews, focus groups, and content analysis through examples in the literature and hands-on exercises. Discusses when qualitative methods are appropriate to use, and how they can complement other research methods. Prerequisite: Permission of Instructor. LEC.

HP&M 990. Advanced Topics in Health Policy and Management. 1-3 Hours.
This course allows exploration of special topics that are not routinely a part of the curriculum. Prerequisite: Admission to a PhD program and consent of the instructor. IND. LEC.

HP&M 991. Individual Doctoral Readings. 1-3 Hours.
Individual study of special topics or problems by students working on a doctorate. Prerequisite: Admission to a PHD program and consent of the instructor. LEC.

HP&M 999. Dissertation. 1-12 Hours.
THE.