

# Master of Health Services Administration

The Master of Health Services Administration (MHSA) degree prepares students for leadership roles in the health care sector, including positions in hospitals, health care systems, long-term care facilities, clinics, insurance firms, health departments, and government agencies. The MHSA offers a systematic examination of the health care system, exposure to the impact of health policy and the policy process, a mastery of analytic methods, and a broad exposure to the practice of health care management. Classes are taught on the KUMC campus and offered in the late afternoon and evening.

The mission of the MHSA Program is to improve lives and communities in Kansas and beyond by preparing students to be outstanding health administration professionals and future leaders in the health care sector. To accomplish this mission, the program:

- recruits students with diverse backgrounds and perspectives, along with the ability to succeed;
- hires, values and respects faculty with varied backgrounds, who are committed to excellence in teaching, scholarship and service;
- designs and develops a competency-based curriculum that stresses lifelong learning;
- emphasizes interprofessional education through collaboration with learners and practitioners from multiple disciplines;
- stresses the practical application of knowledge; and
- enables graduates to be competitive in the marketplace.

The application is an on-line process. Detailed instructions on how to apply and application deadlines are posted on the MHSA website ([http://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-\(mhsa\).html](http://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-(mhsa).html)). Students are admitted for the fall semester only.

## Admission requirements:

- Bachelor's degree from a regionally accredited institution, documented by submission of official transcript(s). The bachelor's degree must be attained prior to entering the program. Official transcripts from institutions attended post-baccalaureate are also required. Students with degrees from outside the U.S. may be subject to transcript evaluation indicating the degree is equivalent to a U.S. degree and meets the minimum cumulative GPA requirements.
- A cumulative grade-point average (GPA) of at least 3.0 on a 4.0 scale for the bachelor's degree.
- Applicants who are not native speakers of English, whether domestic or international, must demonstrate they meet the Minimum English Proficiency Requirement. (<http://catalog.ku.edu/graduate-studies/kumc/#EnglishProficiencyRequirement>)
- A background check (<http://catalog.ku.edu/graduate-studies/kumc/#BackgroundCheck>) is required during the admission process; it may affect the student's eligibility to enter the program.
- An official copy of the Graduate Record Examination (GRE) score not more than approximately five (5) years old sent from Educational Testing Service (ETS) to University of Kansas Medical Center - ETS institutional 6895. An alternative graduate level examination score may be substituted on a case-by-case basis.

- A statement of goals/purpose. This brief essay should outline the applicant's reasons for wanting to pursue graduate education in health administration and career objectives.
- Three letters of recommendation.
- Applicants must also have completed a prerequisite three (3) credit hour course in statistics.
- A personal interview is also required of all applicants who meet the minimum admissions standards. If travel to the area is impossible, a telephone or on-line interview may be substituted.

Applicants will be assessed based on these requirements. After an applicant has been admitted, the program may defer an applicant's admission for one year after which time the applicant must submit a new application.

Admission requirements are subject to change. To verify admissions requirements for past years, use the catalog of the year student entered the program. Other years' catalogs (<http://catalog.ku.edu/archives/>)».

The MHSA program is a 56 credit-hour graduate professional degree program and is accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). (<http://www.cahme.org/>)

## Degree requirements:

- Degree requirements are normally completed within two (2) years of admission to the program although a maximum of seven (7) years is allowed. Part-time students normally complete requirements within four to five (4-5) years of admission to the program.
- Cumulative grade-point average (GPA) of at least a 3.0 for all program coursework.
- Completion of a minimum of 56 credit hours.
- Enrollment in a minimum of one (1) credit hour the semester the student will graduate.
- Successful completion of the following required courses (or equivalents):

| Code     | Title   | Hours |
|----------|---|-------|
| HP&M 810 | The Health Care System                                    | 3     |
| HP&M 819 | Research for Health Care Leaders                          | 3     |
| HP&M 822 | Health Care Economics                                     | 3     |
| HP&M 825 | Financial Concepts in Healthcare Management               | 3     |
| HP&M 827 | Financial Applications in Healthcare Management           | 3     |
| HP&M 830 | Health Care Management                                    | 3     |
| HP&M 832 | Governance and Health Law                                 | 2     |
| HP&M 833 | Ethics  | 2     |
| HP&M 837 | Health Policy   | 3     |
| HP&M 846 | Health Information Technology Management                  | 3     |
| HP&M 847 | Business Intelligence in Healthcare                       | 2     |
| HP&M 848 | Designing Health Care Organizations                       | 2     |
| HP&M 850 | Introduction to Operations                                | 3     |
| HP&M 852 | Strategic Marketing                                       | 2     |
| HP&M 853 | Strategic Management                                      | 2     |
| HP&M 854 | Human Resources and Workforce Development                 | 3     |
| HP&M 858 | Organizational Behavior in Healthcare                     | 3     |
| HP&M 859 | Professional Development                                  | 2     |
| HP&M 860 | Graduate Internship in Healthcare Services Administration | 1     |

|   |  |           |
|---|--|-----------|
|   | or HP&M 862 Research Practicum in Health Services Administration |           |
| HP&M 861  | Capstone Seminar   | 2         |
| BIOS 704  | Principles of Statistics in Public Health                        | 3         |
| Electives - as determined in consultation with the student's advisor. |  | 3         |
| <b>Total Hours</b>  |  | <b>56</b> |

- Students are required to participate in the individualized competency review process.
- Students are required to participate in the campus-wide activities of the Center for Interprofessional Education (<https://www.kumc.edu/research/center-for-interprofessional-practice-education-and-research.html>). Specific activities are determined on an annual basis by the MHPA Program Director.

Although students complete an internship or practicum as part of the program, all students are encouraged to seek a post-graduation residency/fellowship.

Degree requirements and course descriptions are subject to change. Any courses taken as equivalents must be approved by the Program Director and the Office of Graduate Studies. In most cases, use the catalog of the year the student entered the program to determine requirements. *Other years' catalogs*.

## Typical Plan of Study

### Year 1

| Fall     | Hours Spring | Hours Summer      | Hours    |
|----------|--------------|-------------------|----------|
| HP&M 810 | 3 HP&M 827   | 3 HP&M 852        | 2        |
| HP&M 822 | 3 HP&M 832   | 2 HP&M 860 or 862 | 1        |
| HP&M 825 | 3 BIOS 704   | 3                 |          |
| HP&M 858 | 3 HP&M 850   | 3                 |          |
| HP&M 859 | 2 HP&M 853   | 2                 |          |
|          | <b>14</b>    | <b>13</b>         | <b>3</b> |

### Year 2

| Fall     | Hours Spring | Hours     |
|----------|--------------|-----------|
| HP&M 819 | 3 HP&M 833   | 2         |
| HP&M 830 | 3 HP&M 846   | 3         |
| HP&M 837 | 3 HP&M 847   | 2         |
| HP&M 854 | 3 HP&M 848   | 2         |
| Elective | 3 HP&M 861   | 2         |
|          | <b>15</b>    | <b>11</b> |

**Total Hours 56**

## Dual /Joint degree Programs

The Department of Population Health offers 4 dual degrees and 1 joint degree in conjunction with the School of Medicine MD program and the Schools of Law, Nursing, and Health Professions. Please contact the MHPA Program Manager or the respective schools for complete information.

### MD/MHPA

The dual MD/MHPA program prepares students to enter careers as physician executives or to provide administrative support for their medical practice. As the health care environment becomes more complex and

competitive, administrative skills can be extremely important to individuals starting careers in medicine or those seeking to enhance their current careers. The MHPA portion of the curriculum combines social science and business content in the context of health care and prepares students for management and executive positions in health care organizations. Students complete all requirements for the MD degree as specified by the School of Medicine. The MD program is described in the School of Medicine Catalog (<http://catalog.ku.edu/medicine-doctorate/g>). The MD/MHPA can be completed in 5 years. Students must be admitted to each program to pursue the dual degree.

Students accepted into the dual MD/MHPA program complete the course of study described here ([http://catalog.ku.edu/medicine/population-health/mhpa/Joint\\_MDMHPA2017Revised122320.pdf](http://catalog.ku.edu/medicine/population-health/mhpa/Joint_MDMHPA2017Revised122320.pdf)).

### JD/MHPA

The dual JD/MHPA program combines into 4 years of full-time study the Juris Doctor (<http://catalog.ku.edu/law/jd/>) (JD) degree offered by the School of Law (<http://www.law.ku.edu/>) and the Master of Health Services Administration (MHPA) degree offered by the Department of Population Health within the School of Medicine. The program offers students who plan to practice health law or health services management a thorough academic grounding in both disciplines. Students must be admitted to each program to pursue the dual degree.

Students accepted into the dual JD/MHPA program complete the course of study described here ([http://catalog.ku.edu/medicine/population-health/mhpa/JDMHPA\\_dual\\_degree\\_curriculumDec2020.pdf](http://catalog.ku.edu/medicine/population-health/mhpa/JDMHPA_dual_degree_curriculumDec2020.pdf)).

### MS in Nursing (Organizational Leadership)/MHPA

The dual Master of Science in Nursing (Organizational Leadership)/MHPA degree program combines the MHPA degree offered by the Department of Population Health within the School of Medicine and the School of Nursing's Master of Science (<http://catalog.ku.edu/nursing/ms-nursing/>) degree with the specialization in Organizational Leadership. This program gives students the opportunity to acquire training in the convergent fields of nursing and health services administration. The program combines course work, allowing the two degrees to be completed in 8 semesters. Students must be admitted to each program to pursue the dual degree.

### DPT/MHPA

The dual Doctor of Physical Therapy (DPT) and Master of Health Services Administration (MHPA) degree is offered through the School of Medicine's Department of Population Health and the School of Health Professions' Department of Physical Therapy. As the health care environment becomes more complex and competitive, administrative skills will be extremely important to individuals starting clinical careers in health care. By participating in this program, students can achieve both degrees in four years. Students must be admitted to each program to pursue the dual degree.

- Cumulative grade-point average (GPA) of at least a 3.0 for in both programs.
- Completion of the DPT degree prior to or at the same time as the awarding of the MHPA degree.
- Completion of a minimum of 39 MHPA credit hours.
- Enrollment in a minimum of one (1) credit hour the semester the student will graduate.
- Successful completion of 31 hours of the following MHPA courses:

| Code     | Title   | Hours |
|----------|---|-------|
| HP&M 810 | The Health Care System                          | 3     |
| HP&M 822 | Health Care Economics                           | 3     |
| HP&M 825 | Financial Concepts in Healthcare Management     | 3     |
| HP&M 827 | Financial Applications in Healthcare Management | 3     |
| HP&M 832 | Governance and Health Law                       | 2     |
| HP&M 833 | Ethics  | 2     |
| HP&M 837 | Health Policy                                   | 3     |
| HP&M 846 | Health Information Technology Management        | 3     |
| HP&M 850 | Introduction to Operations                      | 3     |
| HP&M 858 | Organizational Behavior in Healthcare           | 3     |

- Successful completion of 8 credit hours from the list below or approved alternate(s)

| Code     | Title   | Hours |
|----------|---|-------|
| HP&M 830 | Health Care Management                                    | 3     |
| HP&M 852 | Strategic Marketing                                       | 2     |
| HP&M 853 | Strategic Management                                      | 2     |
| HP&M 854 | Human Resources and Workforce Development                 | 3     |
| HP&M 859 | Professional Development                                  | 2     |
| HP&M 860 | Graduate Internship in Healthcare Services Administration | 1-3   |
| HP&M 862 | Research Practicum in Health Services Administration      | 1-3   |
| HP&M 876 | Medicare and Medicaid                                     | 3     |
| HP&M 880 | Health Care and Social Policies in Sweden                 | 3     |
| PRVM 809 | Introduction to Public Health                             | 3     |

- NOTE: Any student who does not complete the DPT will need to take the 17 credits of the full MHSA program that were waived by virtue of being in the Dual Degree Program in order to earn an MHSA.

**BSHIM/MHSA**

The joint Bachelor of Science in Health Information Management (<http://catalog.ku.edu/health-professions/health-information-management/bs/>) (BSHIM) and Master of Health Services Administration (MHSA) degree is offered through the School of Medicine's Department of Population Health in association with the School of Health Professions' Department of Health Information Management. By participating in this intensive, full-time bridge program, students can achieve both degrees in five years. Students pursuing the BSHIM/MHSA will be prepared to assume management and executive positions in health-related organizations and to bring their expertise in health information management to these positions.

Students accepted into the BSHIM/MHSA program complete the course of study described here ([http://catalog.ku.edu/medicine/population-health/mhsa/Bridge\\_Curriculum\\_Revision\\_11-2020-final.docx](http://catalog.ku.edu/medicine/population-health/mhsa/Bridge_Curriculum_Revision_11-2020-final.docx)).

The Graduate Certificate in Health Administration provides an introduction to the field of health administration. Students will obtain a basic understanding of the U.S. healthcare system and how it operates. This certificate is designed for those aspiring to leadership positions in healthcare, to those newly in healthcare leadership positions, and to those considering a Master of Health Services Administration (MHSA) degree (Master of Health Services Administration, KU School of Medicine

Department of Population Health ([kumc.edu](https://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-(mhsa).html)) ([https://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-\(mhsa\).html](https://www.kumc.edu/school-of-medicine/population-health/education/master-of-health-services-administration-(mhsa).html)). If a student is subsequently admitted to the MHSA program, credits from a completed certificate may upon approval be used towards fulfillment of MHSA degree requirements. All certificate classes are accessible to distance learners.

The certificate will be comprised of four courses taken in the following order:

**Summer HPM 810: The Healthcare System (3 credits, online)**

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.

**Fall HPM 825: Financial Concepts in Healthcare Management (3 credits, hybrid)**

Introduces the financial and managerial accounting concepts used in health care. This includes financial statement analysis; cost accounting; budgeting; and capital project analysis.

**Fall HPM 858: Health and Social Behavior (3 credits, hybrid)**

Health care 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.

**Spring HP&M 822: Healthcare Economics (3 credits, online)**

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

**CURRICULUM:**

| Code     | Title                                       | Hours |
|----------|---|-------|
| HP&M 810 | The Health Care System                      | 3     |
| HP&M 825 | Financial Concepts in Healthcare Management | 3     |
| HP&M 858 | Organizational Behavior in Healthcare       | 3     |
| HP&M 822 | Health Care Economics                       | 3     |

**Year 1**

| Summer   | Hours Fall | Hours Spring | Hours    |
|----------|------------|--------------|----------|
| HP&M 810 | 3 HP&M 825 | 3 HP&M 822   | 3        |
|          | HP&M 858   | 3            |          |
|          | <b>3</b>   | <b>6</b>     | <b>3</b> |

**Total Hours 12**

**ADMISSIONS REQUIREMENTS:**

- **A completed application**
- **An undergraduate GPA of 3.0 (on a 4-point scale) from an accredited institution**
- **A letter of reference from a professional colleague or professor**
- **A personal statement about why the applicant wants to pursue the certificate**
- **Interview with an MHA faculty member**

**Contact for More Information:**

**Nichole Evans, MHA Program Manager**

**Department of Population Health**

**University of Kansas Medical Center**

**5001 Student Center– Mail Stop 3044**

**Kansas City, KS 66160**

**913.588.1934; nevens2@kumc.edu**

Because the MHA degree signifies that the holder is prepared for entry into the practice of health services administration, it follows that graduates must have the knowledge and skills necessary to function in a broad range of management and leadership situations. Therefore, the following abilities and expectations must be met by all students **with or without accommodations** admitted to the MHA program.

1. **Observation:** A student must be able to observe class demonstrations and field experiences relevant to the field of health services administration. Observation necessitates the functional use of the senses of vision and hearing.
2. **Communication:** A student must be able to communicate effectively in oral and written form with other students, faculty, staff and preceptors. Effective communication includes the ability to understand assigned readings and lectures, the ability to analyze information, and the ability to present results of such analyses verbally and in writing.
3. **Motor:** A student must have sufficient motor function to attend classes, prepare assignments, and make public presentations. Class requirements may also include field work in a variety of health services organizations.
4. **Intellectual, conceptual, integrative and quantitative abilities:**  
A student must possess the ability to understand and work with measurements, carry out calculations, and engage in reasoning, analysis and synthesis. A student must be able to draw on all these abilities to be an effective problem solver.
5. **Behavioral and social attributes:** A student must have the emotional health required for the full use of his or her intellectual ability, exercise of sound judgment, and timely completion of a manager's responsibilities. Integrity, reliability, self-direction, motivation, and ability to work with diverse groups are qualities necessary for effective practice in this field.