Healthcare Management (HCM)

Course information contained within the Bulletin is accurate at the time of publication in July 2024 but is subject to change. For the most up-to-date course information, please refer to the Course Catalog.

HCM 5101. Health Systems Organization and Development. 3 Credit Hours.
This course describes and analyzes the "physiology and fluid mechanics" of national, regional and local delivery systems, exposing students to the flow of funds and the resulting patterns of use, expenditure and health outcomes in these systems. Basic epidemiological concepts and their application to population-based health management are introduced. Current regional data, live case presentations and guest lecturers will be used where appropriate to translate abstract concepts into vivid concrete realities.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5102. Healthcare Organizational Leadership and Strategy. 3 Credit Hours.
This course covers organizational and management theory, and the application of these principles to health services organizations. Emphasis is placed on current trends in health care organizational structure that will affect performance, quality and inter-organizational relations in the future, and the values and principles of health management as a profession. Responsibility of health systems for the health of populations as well as the provision of high quality clinical services is emphasized. The course utilizes information from the textbook and current management publications; guest lecturers; case analyses, both published and live, that provide important insight into the workings of health services organizations; and personal experiences of the instructors and class participants.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites: Minimum grade of B- in HCM 5101.

HCM 5103. Financial Management of Healthcare Organizations. 3 Credit Hours.
Current practices in financial management of health care operations, including the development of operational and capital budgets, business plans, and methods for measuring financial performance, and assessing the impact of alternative contractual arrangements with third party payers. The live cases studies will deal with the issues related to practice acquisition, and the financial insolvency of health plans and delivery systems.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites: Minimum grade of B- in (HCM 5101 or (HCM 5601 and HCM 5602)) and (ACCT 5301, ACCT 5401, ACCT 5001, or ACCT 5003)

HCM 5104. Healthcare Law and Information Technology. 3 Credit Hours.
This course deals with a shifting agenda of issues faced by health care managers such as those related to acquisition of capital, ensuring regulatory compliance, emerging health markets (e.g. assisted living, focused factories, etc) and health related information technology and e-commerce. The course includes live case studies and group projects related to these topics.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5105. Healthcare Info Systems. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5106. Advanced Hlth Econ & Fin. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites: Minimum grade of B- in (HCM 5101 or (HCM 5601 and HCM 5602))

HCM 5170. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5180. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5182. Independent Study. 1 to 6 Credit Hour.
Directed study of health services management projects under supervision of an appropriate graduate faculty member.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5185. Sum Admin Res Sem. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5190. Special Topics-HCM. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5282. Independent Study. 1 to 3 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5601. The Organizational Structure of the US Health System. 1.5 Credit Hour.
This course provides a systematic overview of the United States Healthcare Services System focusing on its historical, current, organizational, human resources, and educational dimensions. Contemporary issues confronting the system's organization and operation are addressed. The purpose of this course is to provide graduate students with a common basis of information about the characteristics, components, and structure of the U. S. Healthcare System, in order to acquaint students with the various institutional mechanisms through which healthcare services are delivered in the U.S. Special emphasis will be placed on the acquisition of a functional knowledge of key technical terms commonly used in health care delivery. At the conclusion of the course, all will have a common ground and knowledge base from which to progress. Thus, this course also provides the student with an awareness of factual information, data and statistics, technology and terms and concepts unique to health care delivery systems.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5602. Market Forces, Regulation and Policy in the US Health System. 1.5 Credit Hour.
Health Policy and Regulatory Analysis began in the 1930's as an area of rigorous systematic evaluation in the United States. It struggled to find ways to finance and organize health services rationally, assuring that the basic health needs of a population were met. Its practitioners had a strong bias towards capitated financing and regionalized delivery networks. These efforts, however, largely remained academic exercises, attacked by the hospital and medical mainstream. Federal legislation that might have incorporated some form of universal coverage was stymied. In its place a fragmented, voluntary, patchwork system of healthcare financing and delivery evolved. How do you make the system accountable to their purchasers, enrollees and to the public as a whole? How much can you really rely on market forces (as exemplified by the total reliance on private insurance as the vehicle for implementation) where health risks and the ability to pay for their consequences are so unevenly distributed? How do you re-tool the infrastructure to improve health and reduce costs in a community fragmented by provider competition? All of the traditional boundaries are blurring between public health and private health care, between drug and alcohol treatment, mental health and acute care services and even the schools and criminal justice system. Never before has answering such questions been as central to defining our national identity and in determining our long-term social and economic future!

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5603. Population Health Management. 1.5 Credit Hour.
Two of the most important trends facing healthcare providers include increasing responsibility for population health and quality improvement. The Affordable Care Act of 2010 and market forces are compelling healthcare organizations to adopt innovative organizational forms such as accountable care organizations and patient centered medical homes that rely on the use of epidemiological data for purposes of program planning and assessment. Both internal and external health data are used for purposes of managerial decision making. Welcome to the era of "big data." This course will be devoted to the application of managerial epidemiology to the strategic management and quality improvement processes that will assure effective performance.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5604. Analytic Foundations of Health and Healthcare. 1.5 Credit Hour.
This course will address how people purchase health care and the implications of people's purchasing behavior for pricing health care goods and services. We will begin with a discussion of health as something a person invests in, that depreciates over time, and that requires an individual to make decisions now based on future expectations. We will then move into a discussion of some concrete principles for determining the value of a good or service in the health care market. We will include basic concepts of comparative effectiveness analysis (comparing two services regardless of cost) and cost benefit analysis (determining how much people are willing to pay for a service and comparing it to the cost of provision). We will then go through some specific applications of these principles to actual health care services. Finally, we will address how health insurance affects the decision-making process. The course will incorporate health care practitioners to move students through case analyses.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5605. Healthcare Market Structure and Strategy. 1.5 Credit Hour.
This course will look at the market structure of the health care industry from a strategic perspective. The health care industry has several unusual characteristics: there are a large number of nonprofit firms, much of the financing comes from government sources, and service quality is difficult to measure (as it also is in markets such as law, auto repair, etc.). We will first examine how nonprofits and for-profits can be expected to behave differently when making decisions. We will then look at how providers and insurers interact with each other, focusing on what strategic tools health care providers and insurers have at their disposal. Next we will look at a key element of integrated healthcare delivery: the bundling of multiple services into single products or product lines. Finally, we will examine the role of principal-agent problems (where a principal hires an agent, but cannot fully observe the agent's actions) in the context of the physician-patient relationship and the provider-insurer relationship. The course will incorporate health care practitioners to move students through case analyses.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5606. Financial Analysis and Managerial Accounting for Healthcare Organizations. 1.5 Credit Hour.
This course focuses on the application of financial analysis and managerial accounting for healthcare organizations. The reading, discussion, lectures, cases, problem sets and presentations (from industry representatives and fellow students) are the main learning tools. Key topics include reimbursement, utilization, quality and healthcare costs. The primary organization type focused on in the text is the hospital, but other types of organizations with different business models, such as pharmaceutical firms, physician group practices, managed care organizations, and insurers, will be considered. Particular attention will be given to the differences between for-profit and non-profit organization types in health. We will also discuss the perspective of payers (governments, employers, individuals).

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5607. Corporate Finance and Strategy in Healthcare. 1.5 Credit Hour.
This course focuses on the application of strategy and financial analysis for strategic and tactical decisions in the health care sector. The course will primarily be case based, but we will also include select readings and problem sets, lectures and presentations (from industry representatives and fellow students) to facilitate learning. The course assumes working knowledge of corporate finance (e.g. NPV/IRR, Modeling Cash Flows in Excel), general managerial accounting (Working Capital, Fixed/Variable Costs, Budgeting) and ability to interpret and use financial statement (Income Statements, Cash Flow Statement, Balance Sheet). A background or prior course on the structure of the US healthcare system is also helpful. In order to ensure that students understand and can apply important financing methods for various health organization types, select cases may include: NPV for a Long-Term Care Expansion of a Non-Profit Academic Health Center; Risk analysis for pharmaceutical development; Cost accounting in Hospitals; Working Capital simulation for a OTC pharmaceutical start-up; M&A and Valuation of health service organizations; International markets and currency risk in pharmaceuticals; Premium development for health insurers. By applying these finance and strategy tools in a health setting, we hope to make students more aware of unique aspects of the health sector and improve their ability to contribute to applied decision-making for organizations that produce and deliver healthcare.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5621. Healthcare Analytics. 1.5 Credit Hour.
The ability to analyze data and interpret the results of statistical analyses is an important skill for all students who plan to enter the health care industry. This course will examine several statistical models that are useful for the analysis of health care data. We will apply these statistical models to problems within health care organizations (such as estimating the effect of a new process change) and within the larger context of health care markets (such as predicting demand for a new hospital program). Although students will be expected to understand the basic statistical foundations of these applications, the focus will be on using statistical tools to find patterns in real-world data. Students will learn how to perform these analyses using Microsoft Excel. Specific topics covered will include program evaluation, least squares and logistic regression, determining causality, and choice models.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5622. International Health Systems. 1.5 Credit Hour.
In most OECD countries, healthcare is an important component of the economy - typically responsible for 10% of GDP or more. Healthcare markets in emerging countries and middle income markets are also growing rapidly and are increasingly important sources of revenue for multinational healthcare firms. This course examines the comparative structure of health care systems/markets in different countries, focusing on insurance mechanisms, financing and delivery systems for healthcare. Prototypical approaches to healthcare in developed countries include National Health Systems (UK, Canada), Social Insurance Systems (Germany, Japan) and Market-focused systems (US, Singapore). We will also discuss systems in middle income and emerging markets (China, India). Important themes include the relative roles of private sector and public sector, the effect of system design on cost, quality, efficiency and equity of medical services, rationing of resources and evaluation of these countries as markets. We will examine how many of the policy/market issues in the US also are relevant for other countries and vice versa.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5623. Healthcare Risk Management and Patient Safety. 1.5 Credit Hour.
Healthcare organizations (HCOs) like all other types of firms are exposed to the uncertainties of facing losses due to substantial risk exposures. The uncertainty of facing losses may prevent the firm from maximizing stakeholder value as well as render it less competitive in the healthcare market. Exposure to future uncertain losses may arise from a variety of uncertainties; the ability to identify and manage these risk so as to maximize the HCOs long range growth, profitability and maximization of stake holder value is the primary goal of healthcare risk management. In the healthcare setting, risk management is essentially inseparable from healthcare law, patient safety and quality. Thus, the course includes modules in healthcare law, patient safety and quality. In addition, we will explore both patient safety and quality as outcomes of the risk management process. This course focuses on the enterprise approach to the risk management process as it pertains to HCOs. The primary focus will be on identification of exposures, applying the risk management paradigm to manage those exposures to loss with an emphasis primarily on loss control methods. General risk financing techniques will also be explored. The relationships and synergies among risk management, quality improvement and patient safety will also be explored.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5624. Pharmaceutical Trends, Issues and Policies. 1.5 Credit Hour.
This course utilizes in-class discussions, guest lecturers, case studies, current published academic research, industry publications, and business policy writing to understand the trends and complex issues facing the pharmaceutical industry. Students will explore business strategies and public health policies that companies and governmental institutions respectively can take to find solutions to critical pharmaceutical issues while mitigating policy implementation risk. Analyses of these trends, issues, and strategic policies will cover the entire life-cycle of a drug, from pre-discovery through to post-patent expiration. Complementary developments that affect the pharmaceutical industry and patient health in areas such as medical devices, imaging and diagnostic equipment, and smart phone technology will be discussed. The ultimate objective is to assist students in developing and applying strategic thinking competencies through study and practice in formulating business and health policy positions on various issues critical in addressing unmet patient medical needs.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5625. Strategic Context of the Pharmaceutical Industry. 1.5 Credit Hour.
This course examines specific topics in-depth critical to the future of the pharmaceutical industry. This course utilizes in-class discussions, guest lecturers, current published academic research, and industry publications to explore the future of this vital industry. While the proportion of national health expenditures spent on pharmaceuticals is significantly less relative than money spent on hospitals and physicians respectively, it is a very critical component for society in achieving its overall health policy goals. Focus will be on factors necessary for growth in R&D productivity, new commercial models necessary to capitalize more efficiently and effectively new drugs, and the formation of an overall regulatory environment necessary for continued drug innovation. An exploration of trends happening in healthcare as well as those occurring externally such as those in the consumer packaged goods industry and technological developments (medical devices, imaging and diagnostic equipment, and smart phones) will be undertaken to determine their effects on the future of the pharmaceutical industry and patient health. This course will be devoted to the application of an interdisciplinary and holistic systems approach to understanding the forces shaping the future of the pharmaceutical industry.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5651. Healthcare Leadership and Strategy. 1.5 Credit Hour.
The course utilizes in-class discussion, guest lecturers, case studies, current healthcare management literature and the monitoring of environmental trends all in the context of management and organizational theory to understand issues facing healthcare organizations and managerial actions and strategies that help those organizations to maintain high levels of performance. Emphasis is placed on the application of organization theory and behavior to the analysis and interpretation of factors that will affect performance, quality and inter-organizational relations in the future, and the values and principles of health management as a profession. The ultimate objective is to assist students in developing and applying managerial and leadership competencies through study and practice.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5882. Independent Study. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5890. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 9090. Spec Topic Hlthcar Mgt. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 9183. Directed Study-Hlth Adm. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.