The Master of Health Administration (MHA) program prepares leaders who can effectively respond to the dynamic and ever-changing health care industry. These individuals have a capacity to critically examine and evaluate issues and trends and are influential to the destiny of a broad and dynamic health care system. Curriculum is tailored to the needs of the health care leader/manager by providing content in finance, policy, research, technology, quality improvement, economics and strategic planning.

In addition to the University Learning Goals, graduates of the MHA program will:

- Create a strategic plan for a health care organization
- Analyze the impact of health care policy on delivery and services provided by the industry
- Evaluate informational technology and security management needs of health care
- Utilize data to support quality and performance measure decision-making processes for health care entities
- Demonstrate management of organizational finances within the economic environment of various health care industries
- Analyze the impact of various management and leadership theories within health care organizations and delivery systems

Students can gain additional knowledge through the selection and completion of a 9 credit specialization in their area of interest.

**MHA 003 Requirements**

The Master of Health Administration requires a minimum of 43 credits, which may come from a combination of required and elective courses.

**HCS504 Introduction To Graduate Study In Health Sciences/nursing**
This course provides new graduate students in the college with an introduction to strategies for success within the university’s adult learning model. Topics include program standards and objectives; graduate-level oral and written communication; locating, evaluating, and citing scholarly resources; and purposes and use of portfolios. (1 credits)

**HCS514 Managing In Today's Health Care Organizations**
This course focuses on the adaptation of organizational management to evolving health systems. Students will examine organizational theory, organizational performance, structure, change management and human resource management. Students apply various organizational theories to contemporary issues. (3 credits)

**HCS545 Health Law And Ethics**
Students explore and analyze current ethical issues such as biomedical research, insurance statutes, and demand management. Students survey the extensive legal foundations of health care, and apply current case law to contemporary situations. Topics include legal aspects of legislation, patient rights, data security, professional liability, and labor relations. (3 credits)

**HCS577 Financial Management In Health Care**
This course presents the concepts of financial accounting important to the understanding of the financial environment of the health care industry. Students interpret financial statements, prepare analyses of financial data necessary to make decisions, describe the different third party payment methods, experiment with cost finding and price setting, and conduct break-even analysis. The course provides students with experience in capital and operating budgets, and financial forecasts. (3 credits)

**HCS533 Health Information Systems**
This course focuses on the application of macroeconomic and microeconomic tools to the health care industry. Content includes demand management; concepts of efficiency, production, and distribution of health care services; impact of regulation and reimbursement; and economic incentives in health care. Students apply principles to a variety of business models. (3 credits)

**HCS552 Health Care Economics**
This course provides administrators and managers an overview of the information systems used in the health care industry. The effective use of data requires an understanding of how the data is captured as well as the HIPAA and security issues related to this confidential material. The course provides students with a general background to communicate more effectively with technical personnel and provide general management oversight of information systems within health care organizations. (3 credits)

For more information about this program, including important consumer disclosures, please visit the link for your state:
California: [http://www.phoenix.edu/content/altcloud/en/programs/ge/ca/mha.html](http://www.phoenix.edu/content/altcloud/en/programs/ge/ca/mha.html)
Massachusetts: [http://www.phoenix.edu/content/altcloud/en/programs/ge/ma/mha.html](http://www.phoenix.edu/content/altcloud/en/programs/ge/ma/mha.html)
**HCS588 Measuring Performance Standards**
Quality improvement initiatives rely upon data from monitoring program implementation and evaluating program outcomes to determine achievement of program objectives. The processes of developing and revising monitoring and outcome measures are used to help determine progress toward meeting accreditation and regulatory standards. (3 credits)

**HCS550 Health Care Policy**
This course will provide students with an understanding of how health care policy influences systems and the delivery of care. Policymakers who influence the health status of a society will be identified as well as the role of economic health, interest groups, and the various levels of government involved in policymaking will be examined. Challenges, stakeholder impact, and organizational behavior, all caused by policy requirements, will be identified. (3 credits)

**HCS587 Creating Change Within Organizations**
Diffusion of innovations models in health care systems use principles of planned change within a dynamic organizational environment. Communication skills, such as negotiation and conflict resolution, help leaders analyze and respond to health care needs while using resources efficiently. (3 credits)

**HCS535 Concepts Of Population Health**
This course addresses the epidemiological and sociological perspectives and techniques for analyzing the health status of populations. Topics focus on disease trends, distribution and determinants of health and disease, models and concepts of health and wellness, and the development of a proactive response to community health issues. (3 credits)

**HCS539 Marketing For Health Care**
This course examines marketing principles as they are applied within various health delivery systems. Special attention is focused on consumer behavior, market segmentation, environmental scanning, and identification of new market opportunities. The role of social marketing, data base research, and evaluation design and interpretation are addressed. (3 credits)

**HCS589 Health Care Strategic Management**
This is the capstone course for the graduate health care programs. The development and presentation of a health care organization’s strategic plan will demonstrate mastery of the critical content as the principles relate to the health care industry. Special emphasis is placed upon consumer demand, market volatility, and regulatory and fiscal constraints from the perspective of strategic management. The learner will demonstrate understanding of the critical importance of strategic management and planning within the dynamic, complex, and evolving nature of the health care industry. (3 credits)

**HCS567 Entrepreneurship In Health Care**
This course will set up the context of entrepreneurship and new business development, examining the characteristics of entrepreneurs, identifying and quantifying market opportunities in the health care market, as well conceptualizing the resources and capabilities needed. Topics include opportunity assessment, regulated industry implications and requirements, as well as the challenges of expansion within an existing enterprise. (3 credits)

**HCS591 Creating A Sustainable Health Care Organization**
This course explores the challenges faced by health care organizations as they create an environment focused on sustainability. Understanding sustainability, assessing institutional practices, supporting behavioral change, organizational leadership, and exploring innovation are examined. (3 credits)

**HCS525 Leadership**
This course examines organizational leadership in the context of the health care organization. Principles, theories and models of leadership are explored. Collaborative relationships, concepts of power and professional culture are explored. Students will articulate a personal vision of leadership and ways of providing direction within today’s complex health care system. (3 credits)

**HCS529 Contemporary Health Care Facility Design**
This course will provide students the opportunity to analyze and create plausible designs for a health care organization. Students will discuss current and future health care consumer utilization trends and environmental impacts, as well as examine the regulatory compliance requirements. Practical application of design and planning for a health care facility will be demonstrated. (3 credits)

**HCS542 Health Care Research**
This course focuses on the application of health care research methods. Emphasis will be placed on using evidenced-based concepts to analyze current health care workplace issues, including the development of an effective research question, literature reviews, and concepts related to data design and collection. (3 credits)

**HCS530 Health Care Policy**
This course examines the perspective of strategic management and planning within the dynamic, complex, and evolving nature of the health care industry. (3 credits)