

HEALTH MANAGEMENT & POLICY (HMP)

HMP 1300 - Contemporary Challenges in Health Care

Credit(s): 3 Credits

This course is an introduction to the US health care system and its many challenges. Students will gain a basic understanding of private insurance operations, public financing for health care including Medicare and Medicaid, the operations of hospitals and clinics, as well as health care professionals' roles in the health care system. Students will be encouraged to discover creative solutions to these challenges both from domestic programs and other countries' health care systems. (Offered every Fall and Spring)

HMP 1930 - Special Topics

Credit(s): 1-3 Credits (Repeatable for credit)

HMP 2100 - Business Sectors in Health Care

Credit(s): 3 Credits

This course describes and analyzes business sectors within healthcare that significantly affect cost and quality of health services. Examples are suppliers (pharmaceuticals, medical-surgical supplies, medical devices, distributors, and group purchasers) financial intermediaries (HMOs, PBMs) and health care providers (hospitals, medical groups, nursing homes). Each sector is analyzed in terms of organizations, products/services, customers, and strategic business practices. (offered in the Fall only)

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

HMP 2500 - Management of Health Care Organizations

Credit(s): 3 Credits

This course provides students with an introductory overview of the major functional areas of health care management and shows their relevance to the delivery of health care services in a turbulent and very complex environment. Health care organizations are broadly clustered into: strategy and marketing, financial management, human resources management and data and systems. (Offered every Fall and Spring)

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

HMP 2930 - Special Topics

Credit(s): 3 Credits (Repeatable for credit)

HMP 2980 - Independent Study

Credit(s): 1 or 3 Credits (Repeatable for credit)

HMP 3200 - Health Care Economics & Policy

Credit(s): 3 Credits

The main purpose of this course is to enable students to apply economic theory and analysis to health issues and problems, by emphasizing how markets work and why they fail in the production of health and delivery of health care services. Topics covered include an overview of the US health economy; the production of health and the demand for health care; market structure; the market for health insurance, managed care, and hospital services; and the role of public policy in producing healthy populations. (Offered Fall Only)

Prerequisite(s): ECON 1900* and HMP 1300*

* Concurrent enrollment allowed.

HMP 3400 - Health Care Marketing

Credit(s): 3 Credits

The purpose of this course is to train future health services management professionals marketing and management of health services. The course is intended to present concepts and tools used in developing, implementing, and managing successful marketing strategy. The marketing processes, consumer behavior, marketing mix, controlling and monitoring marketing processes are studies relative to the unique and changing aspects of the health services industry. (Offered every Fall and Spring)

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

HMP 3500 - Health Care Human Resources Management

Credit(s): 3 Credits

The focus of this course is on functions and concepts required for managing human resources in health care organizations. It integrates traditional human resource management (HRM) with ideas from other organizational behavior. Course content includes recruitment, training and development, compensation, performance appraisal, motivation, union activity, and conflict resolution. (Offered Spring Only)

Prerequisite(s): HMP 1300*

* Concurrent enrollment allowed.

HMP 3930 - Special Topics

Credit(s): 3 Credits (Repeatable for credit)

HMP 3980 - Independent Study

Credit(s): 1 or 3 Credits (Repeatable for credit)

HMP 4200 - Health Care Financial Management

Credit(s): 3 Credits

Corporate finance concepts and techniques are applied to health care organization decision making using relevant case studies. In addition to basic finance concepts, topics include capital acquisition, cost of capital, capital investment decisions, tools of risk analysis, and financial and operating analysis. Analyses are applied to for-profit and not-for-profit health care organizations. The course employs extensive use of spreadsheets. (Offered every Fall and Spring)

Prerequisite(s): HMP 3200*

* Concurrent enrollment allowed.

HMP 4500 - Health Operations Management

Credit(s): 3 Credits

Course examines operational issues in health care management. Topics include systems analysis, continuous quality improvement and re-engineering, demand forecasting, facility location and design models, decision analysis techniques, linear programming, queuing and waiting models, inventory control models, and statistical quality control. The goal is to instill an understanding of the language, applications, and limitations of quantitative models with regard to decision-making and problem solving in health service organizations. (Offered every Fall and Spring)

Prerequisite(s): (MATH 1300, OPM 2070, DSCI 2070, STAT 1300, PSY 2050, or BST 3100); HMP 1300

HMP 4600 - Strategic Management in Health Care**Credit(s): 3 Credits**

This is the capstone course in the health administration undergraduate curriculum and is open to advanced BSHM students or others with the permission of the instructor. The purpose of this course is to assist the student in integrating strategic thinking and strategic management of health care organizations. Integration is facilitated by individual and team analysis of complex cases, including simulations. (Offered every Fall and Spring)

Prerequisite(s): ACCT 2200; HMP 2500; HMP 3200**Restrictions:**

Enrollment is limited to students with a major in Health Management.

HMP 4930 - Special Topics**Credit(s): 1-3 Credits** (Repeatable for credit)

Topics course, content varies.

HMP 4970 - Directed Readings in Health Management**Credit(s): 3-6 Credits** (Repeatable for credit)

The course provides students with an opportunity to work closely with faculty on research in health management.

HMP 4971 - Directed Research in Health Management**Credit(s): 3-6 Credits** (Repeatable for credit)

The course provides students with an opportunity to work closely with faculty on research in health management.

HMP 4980 - Independent Study**Credit(s): 1 or 3 Credits** (Repeatable for credit)**HMP 5000 - Health Care Organization****Credit(s): 3 Credits**

This course provides an overview of and orientation to the US health care delivery system. Topics include the delivery, financing, regulation, and administration of health care services, and the economic, legal, political, and social factors which influence the health care system. Historical and contemporary issues are addressed. (Offered annually.)

HMP 5030 - Introduction to Health Care Accounting**Credit(s): 3 Credits**

This course introduces students to the basics of financial and managerial accounting. The focus will be on the accounting concepts that are most critical to management decision making within a managed health care environment. Offered annually.

HMP 5040 - Fundamentals of Economics and Finance**Credit(s): 3 Credits**

Focus is on understanding the basic theories of economics and how they relate to financial analysis and methods. Principal learning approaches employed include lectures, class discussion, and preparation of problem sets. Offered every Fall semester.

HMP 5100 - Quality Improvement in Health Care Management**Credit(s): 3 Credits**

This course examines the historical development, current concepts and techniques and future trends related to the monitoring and evaluation of the quality of health care services. Cases will be used to present current issues surrounding attempts to integrate quality management and increased accountability in health care organization. (Offered annually)

Prerequisite(s): HMP 5300; HMP 5380**HMP 5110 - Health Operations Management****Credit(s): 3 Credits**

Course examines operational issues in health care management. Topics include systems analysis, continuous quality improvement and re-engineering, demand forecasting, facility location and design models, decision analysis techniques, linear programming, queuing and waiting models, inventory control models, and statistical quality control. The goal is to instill an understanding of the language, applications, and limitations of quantitative models with regard to decision making and problem solving in health care organizations. (Offered annually.)

Prerequisite(s): HMP 5130**HMP 5130 - Health Information Systems****Credit(s): 3 Credits**

This course is designed to develop four areas of student knowledge, skills, and competencies in Health Information Management (HIM). It provides a broad overview of the theory and application of computers in the health setting, with emphasis on the health manager's role in relation to the information function. It introduces students to computer hardware, software and operating systems through hands-on experience with specific application programs such as word processing, spreadsheets, statistical packages, and data base managers. Students learn to identify the necessary resources, staff support and change management required to develop, implement, and evaluate a health information system. Finally, the course explores the potential and limits of information technology in improving community level health delivery via such resources as the Internet. (Offered annually.)

Prerequisite(s): HMP 5000**HMP 5160 - Health Care Supply Chain Management****Credit(s): 3 Credits**

This course will provide students a comprehensive understanding for managing the health care supply chain with its unique challenges. Content is classified into: understanding external partners, traditional supply chain management functions, and critical departments that disproportionately account for health care supply costs. Students will conduct a supply-chain project in an organization.

HMP 5170 - Managerial Epidemiology**Credit(s): 3 Credits**

This course introduces concepts, methods, and strategies in epidemiology as they apply to health services management. The course provides basic tools used in descriptive and analytical epidemiology, both of which are crucial to making informed inquiries into the health of human populations and informed decisions regarding the distribution of health services resources. Analytic reasoning is emphasized throughout the course; however, formal statistical methods are not covered in detail. (Offered annually.)

HMP 5190 - Analytical Methods for Health Management**Credit(s): 3 Credits**

This course presents basic epidemiological and statistical methods necessary for healthcare management, including disease and outbreaks, measuring outcomes and risks, and common statistical methods. For a specific management problem, students will apply methodological skills to understand, describe, analyze, and present a health problem.

Prerequisite(s): HMP 5000**HMP 5200 - Health Economics****Credit(s): 3 Credits**

This course examines the corporate responsibility of health services administrators in reducing environmental and occupational health risks of communities and individuals they serve and of employees and patients who use or work in the health delivery system.

Prerequisite(s): HMP 5000

HMP 5210 - Economic Evaluation**Credit(s): 3 Credits**

Economic evaluation is the comparison of different interventions (or a proposed intervention versus the status quo) to determine which is the best use of society's scarce resources. It includes cost-minimization, cost-benefit, cost-effectiveness, and cost-utility analysis. This course will cover the theoretical basis for economic evaluation, its use in health, and the mechanics of the 4 types of analysis. (Offered annually.)

Prerequisite(s): HMP 5200

HMP 5300 - Management of Health Care Organizations**Credit(s): 3 Credits**

This course focuses on the macro-organizational concepts of managing complex health care organizations. Health care organizations are complex systems transforming inputs (professional, supplies, etc.) into outputs (health services) for customers (patients). To perform well, these systems require appropriate environmental assessments, strategy, governance, organizational structure, work processes, distribution of power, innovation and change. These requirements for effective organizational performance form the core content of the course. Offered annually.

Restrictions:

Enrollment limited to students in the HMPC11, HMPC12, HPEP11 or LAW211 programs.

Enrollment limited to students in a Juris Doctor or Master Health Administration degrees.

HMP 5310 - Medical Practice Management**Credit(s): 3 Credits**

This course will focus on ambulatory health care delivery systems, comparing and contrasting them with other health care models. The managerial process, including financing, personnel, organizational structures, physical plant, and external relationships, will be explored. The relationship of demographic variables to the planning process for ambulatory care will be developed. (Offered annually.)

Prerequisite(s): HMP 5000; HMP 5300; HMP 5380

HMP 5330 - Long-term Care Administration and Planning**Credit(s): 3 Credits**

This course is designed to provide the student with a body of knowledge representative of the current state-of-the-art. Emphasis will be placed on adapting health care administration concepts to serving the long term care population with particular emphasis on continuity of care. Inter-disciplinary staff coordination and the complex family-client interrelationships will be examined as facets of promoting and maintaining optimum potential quality of life for each client. (Offered annually.)

HMP 5340 - Health Care Marketing**Credit(s): 3 Credits**

The purpose of this course is to train future health services professionals in managing and marketing health services from a strategic perspective. The course is intended to present principles, theories, methods, and tools used in developing, implementing, and managing successful marketing strategy, which creates and shapes the future. The marketing process, consumer behavior, the marketing mix, and controlling and monitoring marketing processes are examined in relationship to the unique and changing aspects of the health services industry. Offered annually.

Prerequisite(s): HMP 5000

HMP 5350 - Business Sectors in Health**Credit(s): 3 Credits**

This course introduces students to business sectors within healthcare that strategically impact cost and quality of health services. Covered sectors include suppliers (pharmaceuticals, medical-surgical supplies, medical devices, distributors, and group purchasers), financial intermediaries (HMOs, PBMs) and care providers (hospitals, medical groups, nursing homes). Each sector is analyzed in terms of organizations, products/services, customers, and strategic business practices.

HMP 5370 - Organizational Behavior and Management**Credit(s): 3 Credits**

This course provides an understanding of how decision makers manage an organization to achieve strategic initiatives and the impact that these efforts have on the behavior of people within the organization. Topics include: organizational effectiveness, strategic alignment, organizational structures and processes, group processes, leadership, decision making, negotiation, motivation and human resource management. (Offered annually.)

HMP 5380 - Management of Human Resources in Health Care**Credit(s): 3 Credits**

This course focuses on functions and concepts required for managing human resources in organizations. It combines traditional human resource management (HRM) functions with concepts from organization behavior. Course content includes selection, training and development, compensation, performance appraisal, motivation, organizational development, union activity, and modes of conflict resolution. Offered annually.

HMP 5390 - Ethical Leadership in Health Management and Policy**Credit(s): 3 Credits**

This applied course examines leadership through case studies in a variety of contexts and cultures. The purpose is to expand students' point of view by considering the theoretical foundations and historical perspectives of leadership, contemporary views of leadership, and student's personal exploration of ethics-based leadership in the healthcare setting.

Prerequisite(s): HMP 5300

HMP 5400 - Legal Aspects of Health Services Management**Credit(s): 3 Credits**

This course is designed to familiarize students with legal issues in the health care field. It is also designed to provide students with insight into how the legal system functions, how lawyers analyze legal problems, and how health care administrators may interact with the legal system and lawyers. (Offered annually.)

Prerequisite(s): HMP 5000; HMP 5300

HMP 5480 - Social Justice and Social Ethics in Community Benefit**Credit(s): 3 Credits**

Many health care organizations judge their success based on their ability to care for those who lack the resources to otherwise access care. What does justice require of such an organization? This course will apply traditional bioethical principles to community benefit decisions and explore the concept of human dignity as it relates to the special moral importance of health. This course will also provide students with opportunities to explore how personal ethics must be coupled with social ethics.

HMP 5500 - Health Policy**Credit(s): 3 Credits**

A course in health policy for advanced graduate students. The purposes of the course are to orient the students to the policy process, to increase the student's understanding of the nature of health policy making and health politics and to provide the student with an opportunity to develop an in-depth understanding of current health care policy issues. (Offered every other year.)

Prerequisite(s): HMP 5000*

* Concurrent enrollment allowed.

HMP 5510 - Health Policy & Law**Credit(s): 3 Credits**

Prerequisite(s): HMP 5000; HMP 5500

HMP 5520 - Legislative Health Policy and Procedures**Credit(s): 3 Credits**

This course provides a theoretical and practical understanding of the procedures and practices that define legislative health advocacy in the area of Federal health policy. The course provides students with an understanding of the legislative procedures and process, and the skills needed to address public health policy issues at the federal level. Students will examine aspects of planning, strategic thinking and political endeavors necessary to develop and implement legislative policy.

Prerequisite: HMP 550.

Prerequisite(s): HMP 5500

HMP 5550 - Global Health Management and Policy**Credit(s): 3 Credits**

This course addresses global variation in health care policy formulation and implementation as well as major differences in health care organization management structure and operations across health care systems. Throughout the course, specific health care systems will be compared via case studies to describe the globalization of health care.

HMP 5610 - Advanced Emergency Management**Credit(s): 3 Credits**

This course will provide an overview of the history, current status, and future of Emergency Management and Homeland Security in the U.S. Students will examine associated definitions, theories, and principles. The course will introduce students to various levels of assessment, planning and operational implementation of preparedness and recovery plans.

HMP 5620 - Crisis Leadership**Credit(s): 3 Credits**

Today's organizations, communities, and social systems are faced with unprecedented, increasingly complex, and more devastating and recurrent crisis events. This course provides students with an overview of crisis leadership and emergency management, the continuum between traditional and crisis leadership, and a framework for a systematic approach to related theory, models and methods.

HMP 5630 - Interpersonal Dynamics and Crisis Leadership**Credit(s): 3 Credits**

This course introduces students to research, methods, tools and group interactive exercises to understand behavior and functioning in times of crisis. Theory, models and methods for assessment of emotional intelligence are used and the constructs are applied to enhance knowledge of personal leadership under stress or in crisis situations.

HMP 5640 - Critical Thinking and Crisis Leadership**Credit(s): 3 Credits**

This course utilizes a multidisciplinary approach to increase understanding of Crisis Leadership within the context of critical thinking. The crisis leader is examined for effective leadership before, during and after a crisis. The focus is systems thinking, anticipatory thinking, crisis framework, crisis family types, knowledge systems, and methods to analyze stakeholder roles and influence.

HMP 5690 - Crisis Leadership Capstone Sem**Credit(s): 3 Credits**

This course provides the opportunity for students to apply knowledge, skills and competencies developed during completion of previous core courses required to complete the MPH in Emergency Management and Crisis Leadership. Students will apply emergency management and crisis leadership theory, models and methods studied in previous courses to analyze, interpret and create recommendations regarding systemic models for improving community resilience. A necessary foundation for successful completion of course objectives is effective use and application of systems and critical thinking skills and understanding of the role of crisis leadership examined from a perspective of improving personal and systemic resilience to prevent, prepare, mitigate, and more effectively respond and recover from crisis events.

HMP 5700 - Health Care Financial Management**Credit(s): 3 Credits**

Corporate finance techniques for financial decision-making are applied to health care organizations using 'real world' case studies. In addition to basic finance concepts, topics include capital acquisition, cost of capital, capital investment decisions, tools of risk analysis, and financial and operating analysis. Both for-profit and not-for-profit health care organizations are studied. The course employs extensive use of Excel spreadsheets. (Offered annually.)

Prerequisite(s): HMP 5030

HMP 5710 - Financial Aspects of Health Care**Credit(s): 3 Credits**

Managed health care integrates health insurance functions with delivery of medical care. This course introduces students to financial issues faced by health care managers in a managed care environment. Topics include fundamentals of insurance, capitation rate development, risk analysis in managed care systems, cost accounting and management, and Medicare and Medicaid managed care. The course employs case analysis and team projects with local health-related organizations. (Offered annually.)

Prerequisite(s): HMP 5700

HMP 5720 - Government Financing of Health Care**Credit(s): 3 Credits**

This course introduces the students to the economic theory of public goods and relates it to the role of government in providing for the maintenance and improvement of community health. The efficiency and effectiveness of current government financing strategies are analyzed. Topics include the theories of public goods and public choice, public budgeting processes, cost-benefit/cost effectiveness analysis of public investment, structure of Medicare, Medicaid and public health funding, and the economic effects of public financing of health-related services (Offered annually.)

Prerequisite(s): HMP 5300

HMP 5725 - Health Insurance and Managed Care**Credit(s): 3 Credits** (Repeatable for credit)

Affordable Care Act implementation and consolidation within the health care industry have led to dramatic changes to the health insurance and managed care system in the United States. This course covers the fundamentals of health insurance and managed care, as well as recent changes and where the industry is headed in the future. The course will focus on the following topics: the basics of health insurance theory, an overview of the public and private health insurance system in the United States, impact of the ACA and other governmental regulations on the health system, and key components of managed care. Offered in spring. Must be enrolled in the MHA program, must not be enrolled in undergraduate level courses.

Prerequisite(s): HMP 5000**Restrictions:**

Enrollment limited to students in a Master Health Administration degree.

HMP 5730 - Security and Privacy for Health Care Information**Credit(s): 3 Credits****HMP 5800 - Strategic Management in Health Care Organizations****Credit(s): 3 Credits**

This is the capstone course in the health administration curriculum and is open to advanced MHA students or others with the permission of the instructor. The purpose of this course is to assist the student in integrating the knowledge and skills developed during the course of study in the MHA program in the context of strategic thinking and strategic management of health care organizations. Integration is supported by individual and team analysis of complex cases, at least two of which are simulations. (Offered annually.)

HMP 5810 - Six Sigma Green Belt**Credit(s): 3 Credits****Prerequisite(s):** HMP 5000**HMP 5820 - Health Care Project Management****Credit(s): 3 Credits****HMP 5830 - Applied Management Projects I: Definition and Planning****Credit(s): 3 Credits**

This course will help students enhance their problem analysis/solution development skills for project definition and planning in the healthcare context. This is the first of a two-part series on applied projects and designed for executive master of health administration students.

Instructor approval required for other students.

HMP 5840 - Applied Management Projects II: Execution and Closure**Credit(s): 3 Credits**

This course will help students enhance their problem analysis/solution development skills for project definition and planning in the healthcare context. This is the second of two part series on applied projects and design for executive master of health administration students. Instructor approval required for other students.

Prerequisite(s): HMP 5830**HMP 5890 - State Health Policy Fellowship****Credit(s): 3 Credits**

The purpose of this course is to give graduate students in Health Policy an overview of the health care policy process in the state of Missouri. Students will work first hand with a Legislator and their aides on every aspect of the policy process to build the skills necessary to understand the health policy process in Missouri. Students will attend legislative hearings, write policy documents, and help legislative staff work on health policy legislation throughout the legislative process. (Offered annually.)

Prerequisite(s): HMP 5500**HMP 5900 - Health Management and Policy Rounds****Credit(s): 0.5 Credits** (Repeatable for credit)

Career development lecture series designed to expose students to the philosophical approaches, leadership styles, policy processes and decision-making strategies used by successful health care management executives, health policy makers and health policy analysts across the spectrum of the health sector.

Restrictions:

Enrollment limited to students in the HMPC11, HMPC12 or HPEP11 programs.

Enrollment limited to students in a Master Health Administration degree.

HMP 5910 - Internship**Credit(s): 3 Credits** (Repeatable for credit)

A required intensive 13-week field experience designed to provide students with an opportunity to employ skills and principles learned in the classroom while working in a health care organization. (Offered annually.)

HMP 5930 - Special Topics**Credit(s): 3 Credits** (Repeatable for credit)**HMP 5950 - Special Study for Exams****Credit(s): 0 Credits** (Repeatable for credit)**HMP 5960 - Capstone Seminar in Health Management & Policy****Credit(s): 3 Credits**

As a capstone or culminating experience, the seminar integrates learning from all aspects of the curriculum through application of knowledge in individual and group exercises. The course also considers issues of current significance for health policy in the United States and internationally. Offered annually.

HMP 5970 - Research Topics in Health Management and Policy**Credit(s): 1-3 Credits****HMP 5980 - Graduate Reading in Health Management and Policy****Credit(s): 1-3 Credits**