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CALIFORNIA
NORTHSTATE
UNIVERSITY
Master of Healthcare Administration

[CNU MHA HANDBOOK]

Spring 2021

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Introduction

California Northstate University's mission is to advance the art and science of healthcare. Our vision is to provide innovative education and healthcare delivery systems. Our Master of Healthcare Administration, (MHA) degree complements this mission to prepare early to mid-careerists with the industry knowledge and business administration skills required to pursue potential leadership positions in healthcare management such as: health service administrators, managers, and eventually, executive leadership. We cultivate entrepreneurial mindsets geared towards innovating and engineering healthcare systems of the future while corresponding to the societal need of producing ethical and responsible leaders. Through this transformational change, leaders will deliver improved healthcare delivery systems through operational excellence.

Foundational concepts and competencies prescribed by the **Healthcare Leadership Alliance (HLA)** have been incorporated into the curriculum. Our pedagogy includes the Interprofessional Education framework that will yield collaborative leaders who aim to communicate empathetically among their teams. Students include aspiring medical doctors, nurses, psychologists, pharmacists, administrators, marketers, operation managers, data analysts, accountants, health insurance managers and anyone who seeks to complement their field of studies in healthcare.

CNU serves as the West Coast educational catalyst to deliver cutting-edge and proven technologies in analytics and intelligence (AI) that will optimize healthcare delivery systems.

Learning Outcomes

Master of Healthcare Administration Graduate Program Learning Outcomes (PLOs)

1.0 Summarize foundational business functions and management theories (HLA Domain 1: Business skills and knowledge)

- 1.1 Organize and manage the human, financial and physical resources of the organization to achieve input, buy-in and optimal performance.
- 1.2 Determine the efficacy of interrelationships among access, quality, technology, cost, resource allocation, decisions, accountability, and community.
- 1.3 Use data to inform decision making in regards to documentation, analysis and design of business and/or clinical processes.
- 1.4 Assess projects related to performance, structure and outcomes of health services.

2.0 Evaluate healthcare delivery models and stakeholders. (HLA Domain 2: Knowledge of the Healthcare environment)

- 2.1 Explain the roles, responsibilities, structures and influence governing bodies hold in health care organizations.
- 2.2 Identify circumstances causing major changes and reform to the structure of U.S. health care delivery systems and explain the impact on the delivery of health services to populations at a local, regional, and national level.
- 2.3 Analyze health-related legal principles including standards, regulations and risk management specific to the funding and payment mechanisms of the healthcare systems as well as private insurance.

2.4 Identify and explain the major factors in health status to health care professionals and the various roles and expectations of stakeholders.

3.0 Explore and evaluate the role of leadership and ethics in Healthcare Management (HLA Domain 3: Leadership)

3.1 Demonstrate reflective leadership and an understanding that all leadership begins from within. Exhibit how to hold self and others accountable for personal and organizational goal attainment. Determine how to establish an organizational climate that encourages teamwork that values and supports diversity.

3.2 Apply evidence-based decision-making techniques to health care questions. Be able to assess the potential impacts and consequences of decisions in a broad variety of situations including internal and external. Synthesize and integrate divergent viewpoints for the good of the organization. Demonstrate how to promote and manage change.

3.3 Cultivates a climate of mutual respect and shared values while applying ethical business principles and exhibiting ethical behaviors.

4.0 Incorporate critical thinking and optimal decision making skills to produce an integrated analysis that enhances healthcare management. (HLA Domain 4: Communication and Relationship Management)

4.1 Builds collaborative relationship and negotiation skills with sensitivity to diverse cultures while constructively supporting conflict resolution. Recognize and use non-verbal forms of communication.

4.2 Demonstrate effective interpersonal relations by practicing value-shared decision making to build trust among team; including: peers, staff, other disciplines, physicians, vendors, community leaders, legislators, nursing, and other educational programs.

4.3 Prepare business communications and demonstrate effective oral communication and presentation skills to present analytical results to decision makers, and teams.

4.4 Communicate a shared organizational mission, vision, and priorities. Accomplish objectives through persuasion appropriate to each stakeholder/audience.

5.0 Evaluate the role of healthcare delivery as it relates to individual and organizational differences. (HLA Domain 5: Professionalism)

5.1 Professional and community contribution: Lifelong learning through professional societies and memberships to foster professional contributions to the field.

5.2 Working in teams: Demonstrate effective interpersonal relations by practicing value-shared decision making to build trust among team; including: peers, staff, other disciplines, physicians, vendors, community leaders, legislators, nursing, and other educational programs.

5.3 Regulations, values and ethics: Promotes a climate of mutual respect and shared values. Adheres to legal and regulatory standards while upholding ethical business principles.

Program Objectives

CNU's Master in Health Administration (MHA) degree arms early to mid-careerists with the industry knowledge and business administration skills required to pursue potential leadership positions as health service administrators, managers, and eventually, executive leadership. This degree meets a societal need of producing ethical and responsible leaders who can deliver improved patient care through operational excellence.

Foundational concepts and competencies prescribed by the Healthcare Leadership Alliance (HLA) have been incorporated into the curriculum. Our pedagogy includes the Interprofessional Education framework (IPE) which will yield collaborative leaders who aim to communicate empathetically among their teams. CNU will serve as the educational catalyst to deliver cutting-edge and proven technologies in artificial intelligence (AI) which will optimize healthcare delivery and systems.

Master's Degree Requirements

The MHA program will be completed in two academic years. Courses are scheduled on Fridays/Saturdays.

Course descriptions available at https://www.mha.cnsu.edu/core-curriculum	
Integrative core courses (7 core courses required for all concentrations):	
MHA 501	Introduction to healthcare systems, policies, markets, economics
MHA 502	Legal, ethical, and regulatory principles in healthcare
MHA 503	Data, information and technology systems management in healthcare
MHA 504	Operations and supply chain management in healthcare
MHA 505	Accounting and financial management in healthcare
MHA 506	Organizations and human capital management in healthcare
MHA 507	Healthcare marketing and communications strategies
Capstone 1:	
MHA 600	Practicum/ Fieldwork Application/ Service Learning Activity
Concentration Requirement (2 required courses + 2 electives):	
<i>1) Leadership:</i>	
MHA 511	Strategic analysis and planning for healthcare
MHA 512	Change management and Leadership
<i>2) Analytics and Intelligence (A.I.):</i>	
MHA 531	Data analytics and predictive models for business intelligence
MHA 532	Optimization and prescriptive decision models
<i>3) Service Excellence:</i>	
MHA 551	Healthcare delivery and service management
MHA 552	Lean Six Sigma and project management for healthcare
Electives:	
MHA 521	Executive decision making for healthcare
MHA 522	Global Procurement and supply management
MHA 523	Healthcare in the global marketplace
MHA 524	Public health, compliance, and risk management
MHA 525	Innovation, entrepreneurship and new venture financing
MHA 533	Systems simulation and design for healthcare delivery
MHA 534	Health Record Management and cybersecurity
MHA 541	Introduction to analytics programming
MHA 542	Machine learning and artificial intelligence for healthcare
Concentration structure available at https://www.mha.cnsu.edu/electives	
Capstone 2: (Choose 1 option)	
MHA 601	Thesis
MHA 602	Residency/ Fieldwork Application

Tentative Schedule

Spring 2021		MHA Cohort		Tentative Schedule		Each core or elective course is five (5) weeks.		Classes are scheduled on Fridays 5:00-8:00pm, and on Saturdays 8:00am-2:00pm.		(The 2nd and 4th weeks of each course can be asynchronously online.)	
Updated: 11/30/2020	Dates	Number	Title	Instructor(s)	Note						
2021	3/5/2021	Orientation									
		Sheldon, Sun, Faculty, Staff									
Spring	3/12-4/17/2021	MHA501	Introduction to healthcare systems, policies, markets, and economics	Maya Helmert, MD, MBA	3/15-3/20 off	(Spring break)					
		MHA504	Operations and supply chain management in healthcare	Yang Sun, PhD	5/28-5/29 off	(Memorial day weekend)					
Summer	6/4-7/10	MHA503	Data, information and technology systems management in healthcare	Rajiv Donda, MBA	7/2-7/3 off	(Independence day weekend)					
		MHA506	Organizations and human capital management in healthcare	Larry Bienati, PhD							
Fall	8/20-9/25	MHA502	Legal, ethical, and regulatory principles in healthcare	Sewi Stanislaus, JD	9/3-9/4 off	(Labor day weekend)					
		MHA505	Accounting and financial management in healthcare	TBA							
2021	10/1-10/30	MHA507	Healthcare marketing and communication strategies	TBA	11/26-11/27 off	(Thanksgiving weekend)					
		MHA600	Practicum/service learning activity (Capstone 1)	Faculty							
2022	1/7-2/19/2022	Sample Concentration Schedules:									
		Leadership Concentration									
Spring	2/25-4/2	MHA511 (req'd)	Strategic Analysis and planning for healthcare	Elective TBD	<i>E.g., MHA541 Intro to Analytics Programming</i>	MHA551 (required)	Healthcare delivery and service management				
		MHA512 (req'd)	Change management and Leadership	MHA531 (required)	Data analytics and predictive models for business intelligence	Elective TBD	<i>E.g., MHA531</i>				
Summer	5/13-6/18	Elective TBD	<i>E.g., MHA521 Executive decision making for healthcare</i>	MHA532 (required)	Optimization and prescriptive decision models	Elective TBD	<i>E.g., MHA532</i>				
		Elective TBD	<i>E.g., MHA525 Innovation, entrepreneurship and new venture financing</i>	Elective TBD	<i>E.g., MHA525 or MHA552</i>	MHA552 (required)	Lean Six Sigma and project management for healthcare				
Fall 2022	8/5-11/4/2022	MHA601 or MHA602	Residency/service learning activity (Capstone 2)	Faculty							

Credit Assignment Policy

Per the Credit Assignment Policy, one unit of credit equals 15 hours of instruction. All courses for MHA are **hybrid** with 60% face-to-face teaching and discussions, and 40% faculty-direct student interaction and eLearning consisting of simulations, case studies, projects, and asynchronous online lectures. For one (1) unit of credit assigned per hour minimum of two (2) hours of out-of-class student work (homework). Courses are delivered in 5-week blocks with 9 hours of instruction per week and 18 hours of out-of-class student work (homework) expected.

Transfer credit POLICY STATEMENT

Master of Healthcare Administration (MHA) will consider admission of qualified transfer students who have taken graduate college-level courses at other institutions. Course credits earned at other institutions will be evaluated for equivalence with MHA course offerings and articulated accordingly as substitute courses in the CNUMHA curriculum. No more than 6 course credit hours from other institutions can be transferred to CNUMHA on this basis. Potential transfer students who believe that CNUMHA may be an appropriate place to complete their graduate degree are encouraged to contact the Office of Admissions to discuss options and possible arrangements.

Academic Progression

Policy Statement

The Master of Healthcare Administration (MHA) at California Northstate University has a rigorous academic progression policy to ensure students' progression through the curriculum in a timely manner.

1. Purpose

The purpose of the academic progression policy is to ensure students in MHA program reach and maintain high standard of course learning and successfully complete course credits and capstone paper within required time frame.

2. Academic Standard

20 Students in MHA program must pass all courses each semester with at least a grade of C and maintain a minimum grade point average (GPA) of 3.0. A grade of D or below in a course indicates a lack of understanding of the fundamental knowledge of the course necessary for progression. Students struggling with academic courses must complete MHA program within 3 years (2-year program) from the time they registered and attended their first core course if insufficient knowledge has been identified and remediated.

3. Remediation

Remediation is provided to students who earn a letter grade lower than C in any course in the MHA curriculum. The course coordinator/instructors determine the format of remediation examination that covers the course material presented throughout the course. Preparation of the remediation exam is

the sole responsibility of the student. A grade of C to this course will be reported to the Registrar if the remediation examination was satisfactorily completed.

4. **Academic Probation**

If a student fails a course or remediation is taking place for three or more courses, the student will be automatically placed on academic probation for three-year plan (2-year program) from the time they registered and attended their first core course. A academic plan for probation must be documented and approved by the Dean of the College of Graduate Studies.

5. **Dismissal**

A student may be dismissed from MHA program if any of the following conditions occur and the Professional and Academic Standards Committee determines that dismissal is warranted:

- a. Failure to meet any terms of Remediation or Academic Probation.
- b. Conduct subject to dismissal as described in the Student Handbook.
- c. Failure to complete the degree requirements in three (two-year program) consecutive academic years from the date of the first day the student begins the program.

6. **Appeal of Dismissal**

Students dismissed from MHA program may appeal the decision in writing within thirty calendar days of notification of dismissal to the Dean of the College. The Dean will render a decision in writing within 15 calendar days of the receipt of the formal written appeal. The Dean's decision is final.

Graduate Environment

The size of the master program of Healthcare Administration fosters a close interaction between the graduate students and the entire faculty. Every effort is made to create an environment of scholarship, creativity and learning, which is the very essence of graduate study. This enhances the quality of student-faculty communications and enriches the academic environment to benefit both learning and discovery. The College of Graduate Studies strongly supports the MHA students interacting with students from College of Pharmacy and College of Medicine.

General Attendance Policy

The MHA program will follow University guidelines in attendance policy, which requires mandatory attendance for all students. Specifically, students are expected to attend and participate in all classes, and complete all exams and assessments as scheduled (together defined as "coursework"). However, occasionally an absence from coursework will be unavoidable. The policy described below delineates the circumstances when an absence will be considered excused along with expectations for timely communication with the Course Coordinator and makeup of missed coursework.

A. Approval of Absence

Students should seek approval for an absence from the course coordinator well in advance of the absence if possible, by completing an Excused Absence Request Form. In the case of emergency absence, students should complete and submit the Excused Absence Request Form within 3 business days of returning to campus after the absence. Regardless of whether an absence is excused or unexcused, students are expected to demonstrate professionalism and to follow procedure when requesting an absence.

B. Duration of Absence

A student may request no more than three academic days of excused absences per semester. Absences exceeding five academic days per semester may require a student to request a Leave of Absence or a Withdrawal. Students must contact the Office of Academic Affairs (OAA) if any one absence period exceeds five days to discuss these options.

C. Type of Excused Absence

A student may request an excused absence, from the course coordinator, only for reasons listed below:

- Medical (self or immediate family)
- Military duty
- Immigration & Naturalization
- Jury duty
- Legal
- Bereavement (first degree relative)
- Involvement in traffic accident documented by law enforcement report
- Professional Leave – conferences, invited presentations/posters, competitions, (requires verification of academic standing)

D. Makeup Allowances

Students are responsible for contacting the course coordinator to arrange makeup of coursework, otherwise they will receive a zero grade. A student seeking an excused absence should complete the Excused Absence Request Form and seek the Course Coordinator's signature for each course the student was absent within three business days upon return to courses or campus. The form must then be given to the Dean of Academic Affairs, who will approve or not the absence request. The OAA will notify the student and course coordinator of the outcome of the absence request. If an absence is excused, students will be allowed the option to make up missed coursework, rotations, or missed assessments. The nature and type of makeup, makeup time, date, format, duration, and grading is at the sole discretion of the Course Coordinator, but in general Coordinators will draw the following distinction between "high" and "low" stakes assessments/coursework, and professional leave:

- A student who is absent for a "high stakes" exam or other such activity considered high stakes, provided the absence has been excused, will be required and allowed to make up the work.

- If a student is absent for a “low stakes” assessment the Course Coordinator may choose to drop the missed coursework from the gradebook or provide a makeup opportunity.
- A student requesting an absence to attend a professional meeting must demonstrate they are in good academic standing. Requests for professional leave must be submitted at least 10 business days in advance of the professional conference attendance. If attendance coincides with a high stakes exam it is highly likely that the absence will be denied.

Time Limit

The Master of Healthcare Administration degree is a two year (24 months) program. All requirements must be fulfilled within a period of two years following initial registration, although course credit is not nullified until three years after completion of a course. Any student who has not achieved candidacy by the end of their second year will be reviewed by the Capstone Committee for placement on academic probation, regardless of grade point average, and recommendations for progress will be established.

Admission General Information

Requirements for Admission to the Master of Healthcare Administration Program Critical Date:
The deadline to submit an application for spring 2021 enrollment will be February 5, 2021. The deadline to submit an application for Fall 2021 enrollment will be July 1, 2021. All supporting documents must be received prior to July 1, 2021 for Fall 2021 enrollment and official transcripts must be received by August 13, 2021. The online application must be completed fully.

1. **Bachelor’s Degree:** accredited, four-year equivalent program.
 - a. Minimum requirement: GPA 2.5
2. **Official GRE/GMAT or waiver**
 - a. Waiver can be granted for those with demonstrated and relevant work experience (10 years+) or for a relevant Master’s degree, Doctorate, or Doctoral program enrollment.
 - b. Waiver can be granted for GRE/GMAT or LSAT/MCAT/DAT/OAT/PCAT within 5 years.
 - c. *GRE/GMAT is temporarily waived for Spring 2021 enrollment due to the pandemic.*
3. **Official TOEFL/IELTS** scores for international applicants
 - a. TOEFL 80-Internet based
 - b. IELTS- 6.5 minimum

**International applicants are exempt only if you are a native English speaker or have completed at least two years as a full-time student at a college or university where English is the primary language of instruction at the time in which you apply.*

Requirements and Materials for Applying to Master of Healthcare Administration (MHA):

- 1. Application Fee:** \$115 for U.S. citizens and permanent residents; \$115 for international applicants. Applicants who demonstrate financial need can request an application fee waiver.
- 2. Personal Statement:** Please provide a personal statement describing your professional goals as well as the characteristics you possess that make you a qualified candidate for entry into the Masters of Healthcare Administration Program.
- 3. Official Transcripts:** Your academic records from each college-level institution you have attended are required and must be directly submitted from your institution or educational credential evaluators. Canadian applicants and all other foreign applicants must submit a foreign coursework evaluation; CNU accepts evaluations from ECE, IERF, WES, and Education Perspectives.
- 4. Official GRE General or GMAT Test scores, or waiver.**
- 5. Official TOEFL scores for international applicants. or waiver.**
- 6. Two Letters of Recommendation:** At least two letters must be submitted from faculty members who are knowledgeable about your academic capabilities and interests. You will be asked to list the names and contact information for those references as well. They will each receive instructions for uploading their letter of recommendation.
- 7. A scheduled interview with the faculty committee**

Go to <https://www.mha.cnsu.edu/admissions> for detailed guidelines.

Nondiscrimination Policy

California Northstate University (CNU) is committed to cultivating a diverse community that recognizes and values inherent worth in individuals, fosters mutual respect, and encourages individual growth. The University believes that diversity enhances and enriches the quality of our academic program. CNU provides equal opportunity in education and employment and does not discriminate on the basis of race, color, creed, religion, national origin, ethnicity, gender identity, gender expression, age, sexual orientation, political affiliation, veteran status, or disability.

Thermal Camera Use for Temperature Checks

In response to the COVID-19 pandemic and in order to protect the health and safety of all persons on California Northstate University's ("CNU") campuses, CNU has implemented the use of thermal cameras at the entrances to both campuses. These cameras are used to determine if a person seeking entry to one of our buildings is displaying a fever. If after two scans the cameras indicate the person has a fever, entry will be denied to that individual. No exceptions shall be made to this policy. Anyone failing to abide by this policy will be removed from campus. Absences due to failing the thermal camera scan is considered as excused and approved absence for students. Student must communicate with the faculty on record for that session for any required makeup. Failure to complete the required "makeup" will affect the course performance.