

PROGRAM GUIDE
2012-2013

**GRADUATE PROGRAM IN HEALTH SERVICES
ADMINISTRATION**

**FAY W. BOOZMAN
COLLEGE OF PUBLIC HEALTH
DEPARTMENT OF HEALTH POLICY AND MANAGEMENT
UNIVERSITY OF ARKANSAS FOR MEDICAL SCIENCES**

**Degree:
MASTER OF HEALTH SERVICES ADMINISTRATION**

**Andreas Muller, Ph.D.
Interim Chair, Department of Health Policy and Management
And MHSa Program Director**

**College of Public Health Bldg., Suite 1261
(501) 526-6643**

Dear Prospective Student:

I sincerely appreciate your interest in the Masters of Health Service Program. Our program is the only CAHME accredited program in the State of Arkansas.

Our program will prepare you for a career in healthcare administration. Our graduates are employed by hospitals, medical clinics, managed care firms, health insurance firms and many other health related fields. Salaries are in line with other well paid managerial occupations.

This guide should answer many of your questions as you consider health services administration as a career option. If you have additional questions, you may contact me or Stephen Foti. We welcome your inquiries.

Sincerely,

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Mission

The Fay W. Boozman College of Public Health Master of Health Services Administration program mission is to deliver a generalist competency-based didactic health services management program to full and part-time students in Arkansas and surrounding states. The mission is pursued by:

- Delivering a competency-based didactic program
- Facilitating practice-based learning opportunities with the healthcare provider community
- Contributing through research and scholarship to knowledge of the administration of healthcare delivery systems
- Addressing health administration needs in Arkansas and beyond with faculty expertise
- Supporting the mission of the College of Public Health

Frequently Asked Questions

Q: *Which graduate test should I take?*

A: We accept either the GRE or GMAT. Individuals with a Business Administration undergraduate degree may prefer the GMAT.

Q: *Can I be admitted without taking any of the graduate tests?*

A: No.

Q: *How do I learn about the Program on the Internet?*

A: On the Internet, go to www.uams.edu/coph/.

Q: *When should I apply?*

A: Applications are available at SOPHAS (www.sophas.org), an online application service for CEPH-accredited schools of public health or HAMPCAS (www.hampcas.org), an online application service for CAHME-accredited MHSA programs. Applicants should apply at SOPHAS if applying to several MHSA programs, and those programs are part of a College of Public Health at those universities; otherwise, apply at HAMPCAS. Applicants may apply to either SOPHAS or HAMPCAS, **but only apply to only one application service**

Applications are reviewed as soon as all the required information is received and is in a completed admission file from SOPHAS/HAMPCAS at the Office of Student Services at UAMS, College of Public Health. The earlier you apply, the earlier you will get a response. We will start the admissions process for the next fall semester as early as October of the preceding year. We would like to have your completed application for the fall semester before June 15th. For spring admission applications, the required application materials should be completed and submitted by December 1st. We may contact you for an interview upon receipt of your completed file. The dates are somewhat flexible and you may contact us if you are not in the above date ranges..

International applicants: International applicants will be admitted for **fall semester only**. All materials requesting admission must be received by the Student Services Office no later than March 1st preceding the fall term start.

Q: *What happens during the interview?*

A: The faculty asks a series of questions related to the statement of career goals and objectives, previous work and academic performance. The interview also includes time for the applicant to ask any questions he/she may want answered. The interview generally lasts for 1 hour.

Q: *What should be included in the statement of objectives?*

A: The 500-700 word statement should describe for the faculty why you are seeking a degree in health services administration, your career goals and objectives, and information about your previous work experience, particularly any leadership or management experiences.

Q: *When are the classes offered?*

A: All of the classes are offered in the evening. Most meet one night per week. Occasionally select courses may be offered on weekends. A full time student will go four nights a week. A part-time student generally attends two nights per week.

Q: *How do I apply for a Healthcare Management Assistantship?*

A: You submit a brief letter with your application indicating that you would like to be considered for placement.

Q: *When are decisions made about Healthcare Management Assistantships?*

A: Once a student is admitted, we arrange interviews with the health care organizations interested in a graduate student. When the sponsoring organization makes a decision, we will inform the student.

International applicants: Foreign students will not be considered for a health care management assistantship during the first academic year of their program.

Q: *How much does it cost per semester?*

A: The MHSA program requires 51 credit hours of graduate study. Current tuition rates are \$339 per credit hour for students with in-state resident status and are subject to change at the beginning of each fall semester. Fees are also assessed each semester. Books may cost \$400 + per semester. Please see: <http://www.uams.edu/coph/students/fees.asp>.

Q: *What are the MHSA Program Competencies that the students are expected to master in this program?*

A: There are 71 competencies that the program has adopted. These are listed on our web site, http://www.uams.edu/coph/degree_programs/mhsa/competencies.asp. You will be expected to show that your level of expertise improves within each course that you take, measuring your process at the beginning and end of each sequence.

Q: *What teaching methods are used by the faculty to help students master the competencies?*

A: A variety of teaching methods are employed that are tailored to each course. Lectures utilizing Power Point presentation with in-class discussion are often used in core courses. In courses with more advanced material, students are often divided into teams and assigned a project that demonstrates their mastery of material and competencies. Additionally students will be exposed to a variety of healthcare settings through guest speakers at student meetings and field trips to healthcare facilities. Other opportunities for competency development include a summer residency and working directly with a preceptor on a management project.

APPLICATION AND ELIGIBILITY REQUIREMENTS FOR THE MASTER OF HEALTH SERVICES ADMINISTRATION (MHSA)

The curriculum of the Master of Health Services Administration (MHSA) Program in the Fay W. Boozman College of Public Health begins in the Fall semester; however, Spring admission is considered for US citizens or permanent resident aliens only.

The application requirements are:

- Completed application form available at SOPHAS (www.sophas.org), an online application service for CEPH-accredited schools of public health or HAMPCAS (www.hampcas.org), an online application service for CAHME-accredited MHSA programs. Applicants should apply at SOPHAS if applying to several MHSA programs, and those programs are part of a College of Public Health at those universities; otherwise, apply at HAMPCAS. Applicants may apply to either SOPHAS or HAMPCAS, **but only apply to only one application service.**
- Official transcripts of all academic work sent directly from every institution attended to SOPHAS regardless of degree awarded or transfer credits shown on subsequent transcripts. Applicants must input every course on each transcript into their SOPHAS or HAMPCAS application online.

All transcripts from foreign countries must be translated and evaluated by either Education Credential Evaluators, Inc. (www.ece.org) or World Education Services (www.wes.org). An official copy of the evaluation must be submitted to SOPHAS or HAMPCAS.

Applicants must possess the minimum of a U.S. baccalaureate degree equivalent to be considered for admission. Applicants who anticipate completion of their undergraduate degree soon after the admissions deadline may apply for conditional admission. If granted conditional admission, a final transcript from the student's baccalaureate institution must be received by the Office of Student Services prior to the date of registration of the admitted semester.

If you are an international applicant, please also see Application and Eligibility Requirements for International Students for more information. Please note the MHSA Program admits international applicants for the Fall semester only with a completed application packet deadline of March 15th.

- For the MHSA Program, the cumulative grade point average must be at least 2.75 (4.0 scale) overall or 3.0 (4.0 scale) in the last 60 hours to be considered for admission.
- Official Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores. The test must have been taken within the five (5) years immediately preceding the application deadline of the requested semester of admission. Official scores must be received directly from the testing agency (www.ets.org) **The GRE university code for COPH is 6512, and the department code is 0616. The GMAT code is OSF-3L-74.**

Successful applicants in the MHSA program typically earn a score in excess of 1000 on the combined verbal and quantitative portions of the GRE or in excess of 550 on the GMAT.

Applicants who score in the top 50th percentile are preferred, and this percentile applies to the new GRE scoring as well.

- In addition to the SOPHAS application fee which is paid online, a non-refundable application processing fee (check or money order) made payable to the UAMS College of Public Health must be mailed to:

UAMS COPH
4301 W. Markham St., Slot #820
Little Rock, AR 72205-7199

Check the current fee due at our website (www.uams.edu/coph/students). Students who are currently enrolled and taking classes full-time in another UAMS college are not required to submit the application fee, but must submit all other required materials.

- Personal statement or letter of interest (500 to 700 words) detailing reasons for seeking this degree including previous work experience, career goals, and objectives
- Two recommendations from people who can attest to the applicant's ability to do graduate level work, i.e. academic and professional references
- Current resume
- In admission reviews, first consideration is given to Arkansas residents. In recognition of the support of COPH programs by private and federal organizations, highly qualified applicants who are residents of another state or citizens of a foreign country may compete for admission. For the MHSA Program, those whose native language is not English and/or who do not have an undergraduate degree from a regionally accredited US college or university are required to submit the following minimum scores.

Type of TOEFL Exam	Minimum Score
Paper based exam	580
Internet based exam	90

The test must have been taken within the two (2) years immediately preceding the application deadline of the requested semester for admission. An official test score received directly from the testing agency (www.ets.org) is required before any action is taken on an application. Copies will not be accepted. **At this time, the TOEFL code for COPH is 5688.** Please see Application and Eligibility Requirements for International Students for more information.

- **For international students only**-COPH not SOPHAS must receive an official letter on bank letterhead from the student's financial institution proving sufficient funds for the program of study prior to the application deadline. See Application and Eligibility Requirements for International Students for amounts and mailing instructions.

- Interview with program faculty for selected applicants. This is scheduled after all application materials are received and criteria are satisfied.

At this time, the MHSA Program does not have a specific deadline for completed application packets, but applicants are encouraged to provide all materials as soon as possible and preferably before the end of the spring semester for fall admission.

It is the applicant's responsibility to make sure the application is complete and received by SOPHAS as required by the deadline.

Applicants who are accepted may defer admission for a maximum of one calendar year. Acceptance is defined as enrolling with CPH.

Program Requirements

The master of health services administration requires 51 credit hours, including 45 hours of core courses and 6 elective hours. The curriculum is structured in developmental sequences, with each semester's work building on the previous courses. Electives may be taken from within the program or from other UAMS graduate programs.

The program is designed to be completed in two years by full-time students (12 hours per semester) or three-and-one-half years by part-time students (6 or 9 hours per semester).

A summer experiential course provides hands-on-experience in a health institution through either a health administrative residency or a management project. Full-time students usually participate in a paid, three-month residency, while part-time students participate in a management project.

Administrative Residency/Management Project

These courses are an integral part of the program's educational process. They provide practical experience with the theories, concepts, and administrative skills learned during the first year.

The administrative residency is three months of paid, full-time work in a health institution or agency that is usually compatible with the student's career goals. Students are under the supervision of qualified health administrators, and selected projects and written reports are required.

The Management Project is work on a significant management problem defined by a health care organization administrator. It involves an actual situation and may include staffing, planning, problem solving, or other administrative work. This course is usually completed by part-time students.

Typical Course of Study by Academic Period

The Program is designed to serve both full and part-time students. To be considered a full-time student in our program you must take 12 credit hours per semester. Most part-time students take 6 or 9 credit hours per semester. *(Please note: Since our program requires 12 credit hours per semester to graduate in 2 years, we consider enrollment in 12 hours full-time for our specific program. Financial Aid considers enrollment in 9 credit hours as full time.)*

The recommended course sequences for part-time students are designed to maintain the developmental structure of the curriculum. For example, the basic financial management course is taken before the student enrolls in the advanced health systems financial management course. The health statistics course is taken before the epidemiology and decision analysis courses. Students can elect to increase or decrease the number of hours for which they enroll in each semester. The Program does not recommend enrolling for less than 6 credit hours during any semester.

The structure of course sequences for full-time and part-time students is defined on the following pages. The full-time program takes 2 years, the 9-hour sequence 3 years, and the 6-hour sequence about 4 years.

Typical Course of Study

FULL-TIME STUDENTS - 12 CREDIT HOUR SEQUENCE

Fall Year 1:

PBHL-5013: Biostatistics I
PBHL-5123: The Health Care System
PBHL-5143: Management of Health Care Organizations
PBHL-5163: Introduction to Health Systems Financial Management

Spring Year 1:

PBHL-5333: Advanced Health Systems Financial Management
PBHL-5173: Epidemiology 1
PBHL-5243: Health Systems Strategic Planning
PBHL-5273: Health Economics

Summer Year 1

PBHL-5083: Health Administration Residency
or
PBHL-5093: Management Project

Fall Year 2:

PBHL-5253: Health Information Systems for Administrators
PBHL - ____ Elective
PBHL-5343: Decision Analysis
PBHL-5353: Seminar in Human Resource Management

Spring Year 2:

PBHL-5293: Health Law
PBHL-5103: Introduction to Environmental/Occupational Health and Health Behavior/Health Education
PBHL-5393: Management Capstone
PBHL - ____ Elective

Typical Course of Study

PART-TIME STUDENTS - 9 CREDIT HOUR SEQUENCE

Fall Year 1:

PBHL-5013: Biostatistics I

PBHL-5123: The Health Care System

PBHL-5163: Introduction to Health Systems Financial Management

Spring Year 1:

PBHL-5333: Advanced Health Systems Financial Management

PBHL-5143: Management of Health Care Organizations

PBHL-5273: Health Economics

Fall Year 2:

PBHL-5253: Health Information Systems for Administrators

PBHL-5343: Decision Analysis in Health Administration

PBHL-5353: Seminar in Human Resource Management

Spring Year 2:

PBHL-5153: Epidemiology I

PBHL-5243: Health Systems Strategic Planning

PBHL-5103: Introduction to Environmental/Occupational Health and Health Behavior/Education

Fall Year 3:

PBHL - ____ Elective

PBHL-5093: Management Project

Spring Year 3:

PBHL-5293: Health Law

PBHL - ____ Elective

PBHL-5393: Management Capstone

* This is a sample part-time course sequence. Enrollment in summer courses may reduce the time required to graduate, and other factors may require deviation from the sequences shown here.

Typical Course of Study

PART-TIME STUDENTS - 6 CREDIT HOUR SEQUENCE

Fall Year 1:

PBHL-5013: Biostatistics I

PBHL-5123: The Health Care System

Spring Year 1:

PBHL-5143: Management of Health Care Organizations

PBHL-5273: Economics

Fall Year 2:

PBHL-5343: Decision Analysis

PBHL-5163: Introduction to Health Systems Financial Management

Spring Year 2:

PBHL-5333: Advanced Health Systems Financial Management

PBHL-7312: Epidemiology I

Summer Year 2

PBHL-5083: Health Administration Residency

or

PBHL-5093: Management Project.

Fall Year 3:

PBHL-5253: Health Information Systems for Administrators

PBHL - ____ Elective

Spring Year 3:

PBHL-5243: Health Systems Strategic Planning

PBHL-5103: Introduction to Environmental/Occupational Health and Health Behavior/Health Education

Fall Year 4:

PBHL - ____ Elective

PBHL-5353: Seminar in Human Resource Management

Spring Year 4:

PBHL-5293: Health Law

PBHL-5393: Management Capstone

* This is a sample part-time course sequence. Enrollment in summer courses may reduce the time required to graduate, and other factors may require deviation from the sequence shown here

Management Projects and Summer Residencies

The Management Project and Summer Residency experiences are designed to provide an opportunity for the student to apply content learned during the first academic year to problems in a health care organization.

As transitional activities between the first and second year, they serve two purposes. First, they allow the student to apply content from the first year to actual management problems in a health care organization. Second, they help students understand the importance of the curriculum content to be presented during the second year. The summer experience provides a context that helps integrate the curriculum content.

One-Year Fellowships

The Program attempts to assist students with the arrangement of one-year fellowships *following* graduation. Although this is not a formal part of the curriculum we consider it a very valuable integrating experience. We encourage students with limited administrative experience to participate in a fellowship. Frequently, students with a health care background who want to change career paths are also encouraged to participate in a fellowship. The fellowship normally requires the student to work on a series of management projects requiring the application of content covered in the MHSA curriculum. The fellowship could be in located in Arkansas, other states, or in another country.

Elective Courses

The Program includes 6 credit hours of electives. The purpose of the electives is to allow the student an opportunity to develop special skills applicable to his/her health administration career path. The student can elect courses from the Health Administration Program, other graduate programs of UAMS . The student, in consultation with his/her advisor, selects the elective courses.

MHSA Required Courses

[http://www.uams.edu/coph/students/Catalogs and Handbooks/COPH Catalog 2010 - 2012 FINAL.pdf](http://www.uams.edu/coph/students/Catalogs%20and%20Handbooks/COPH%20Catalog%202010%20-%202012%20FINAL.pdf)

PBHL 5013: Biostatistics I

Introductory topics in descriptive biostatistics and epidemiology, database principles, basic probability, diagnostic test statistics, tests of hypotheses, sample-size estimation, power of tests, frequency cross-tabulations, correlation, nonparametric tests, regression, randomization, multiple comparisons of means and analysis of variance for one- and two- factor experiments.

PBHL 5103: Introduction to Environmental/Occupational Health and Health Behavior/Health Education

The first half of this combined course presents an overview of the field of environmental and occupational health with specific emphasis on the healthcare environment, including basic qualitative assessment of relevant chemical, physical and biological hazards. The second half of the course is an introduction to health behavior and health education, theory, and practice; and includes discussion of ethical principles and the application of behavioral theory to critical issues in public health and to workplace wellness programs.

PBHL 5123: The Health Care System

Analysis of system-wide issues related to the delivery of health in the United States, including organizational arrangements, financing, health status issues, health insurance, health manpower, cost of health care, quality of health care, access and regulatory issues.

PBHL 5143: Management of Health Care Organizations

Analysis of administrative practices in health organizations, including governmental agencies, health care institutions, and community clinics, with emphasis on administrative structure, roles of professionals and staff, and the health policy applicable to each.

PBHL 5163: Introduction to Health Systems Financial Management

Basic principles and practices of financial management as they apply to the administration of health institutions and agencies, with emphasis on cost analysis and third party reimbursement systems, working capital mgt., capital investment and risk management.

PBHL 5173: Epidemiology I

Epidemiological methods, with emphasis on their application to various health administration program settings, vital statistics, biostatistics, and computer based epidemiological analysis techniques; lectures will be supplemented with case study discussions. **Prerequisites: HSAD 5013: Biostatistics; HSAD 5183: Health Statistics for Administrators; or permission of instructor.**

PBHL 5243: Health System Strategic Planning

Covers the major types of health planning in the U.S. including related supply regulation. Strategic, business and market based planning are emphasized. Several exercises introduce students to relevant data sources and prepare them to develop a market based health services plan. **Prerequisite: HSAD 5013: Biostatistics I.**

PBHL 5253: Health Information Systems for Administrators

Course is designed to expose students to the purpose and value of health information systems. Various components of such systems, how such systems are designed and how information provided by such systems can assist day-to-day operations as well as strategic planning. **Prerequisites: HSAD 5013: Biostatistics I; HSAD 5123: The Health Care System; HSAD 5183: Health Statistics for Administrators; or permission of instructor.**

PBHL 5273: Health Economics

Basic concepts in economic theory and analysis as they apply to health care delivery systems with emphasis on demand for health services, hospitals and physicians as economic models, production functions in health care, reimbursement systems, health insurance and competitive forces in the health care marketplace. **Prerequisites: PBHL 5123: The Health Care System; or permission of instructor.**

PBHL 5293: Health Law

Basic principles and practices of law affecting the administration of health institutions and medical practice, with emphasis on the legal aspects of patient care and treatment, torts and contractual obligations, rights and obligations of governing boards, medical staff and employees, and labor law.

PBHL 5333: Advanced Health Systems Financial Management

The course is designed to present in-depth discussions on topics related to financial management in a health care setting. It focuses on the application of financial management principles and concepts to health care organizations. A broad range of issues will be discussed and evaluated with assignments to familiarize students with both theoretical concepts and practical application of financial management principles in the current operating environment. Computerized software packages will be utilized to emphasize the application of financial techniques to problems in health care management and/or health services delivery. Students should have a basic understanding of health care system, health care management, health care statistics and information systems, financial accounting and Excel. **Prerequisites: PBHL 5143: Management of Health Care Organizations; PBHL 5163 Introduction to Health Systems or permission of instructor.**

PBHL 5343: Decision Analysis

Provides rational framework for decision-making in the delivery of health and public health services. Emphasizes basic modeling techniques and uses health care examples. Students become familiar with operations research techniques including inventory modeling, queuing, linear programming, computer simulation, PERT/CPM, network analysis, forecasting, and quality control. Students learn to use relevant software to solve health systems related decision making problems. **Prerequisites: PBHL 5013: Biostatistics I; PBHL 5143: Management of Health Care Organizations; PBHL 5183: Health Statistics for Administrators; or permission of instructor.**

PBHL 5353: Seminar in Human Resource Management

Variety of situations and techniques involved in the management of human resources in health care institutions, including ethics, recruitment, training and development, grievance procedures, wage and salary administration, affirmative action, labor unions, and professional credentials. **Prerequisites: PBHL 5143: Management of Health Care Organizations; or permission of instructor.**

**MHSA REQUIRED HEALTH ADMINISTRATION RESIDENCY/
MANAGEMENT PROJECT (3 hours)**
(included in the 45-hour core requirements)

PBHL 5083: Health Administration Residency

A three-month administrative residency in a health institution or agency; work experience under a qualified health administrator with selected field projects and written reports.

OR

PBHL 5093: Management Project

Administrative problem defined by a health institution or agency.

MHSA REQUIRED CAPSTONE (3 hours)
(included in the 45-hour core requirements)

PBHL 5393: Management Capstone

Policy and decision making processes in health institutions and agencies, uses case studies of health institutions and agencies. **Culminating experience typically completed in last semester of the student's course of studies; or permission of instructor.**

MHSA Elective Courses (Select Two)

PBHL 5303: Advanced Organizational Behavior and Leadership in Health Delivery Systems

This graduate course will explore the scientific study of the components of organizational behavior and leadership that help administrators of health systems maximize the performance of personnel in their organization. The framework of the course will examine the three core elements of organizational behavior including individual, group and organizational components. It will examine the common research methods in organizational behavior and current research findings. It will also explore leadership theories, research and current approaches to leadership development that can be applied to health care systems. **Prerequisite: Permission of instructor and DrPH Faculty Leadership Chair.**

PBHL 5363: Introduction to Health Policy and Politics

Examines the nature of public policy making process within the various core functions of public health, and the influence of the political, bureaucratic, and social environment in which policy decisions are made. The consequences of health policy decisions and the key dimensions of current public health policies will also be examined. In addition to conceptual discussions of each of the above, the course includes evaluation of case studies of public health policy decisions and discussions with policy makers from multiple levels of government and multiple backgrounds.

PBHL 540V: Special Topics in Health Services Administration

Possible topics include healthcare leadership, reimbursement and insurance, computer proficiency in health services administration, rural health care systems, quality assurance systems, risk management, multi-institutions systems, and negotiations.

PBHL 5443: Women's Health

Provides a broad overview of the health issues affecting women along with the programs and policies designed to address these issues, including family planning, prenatal care, and women's health throughout the lifecycle. Topics in family planning and prenatal care will emphasize policies, systems of care, and outcomes of care. Life cycle issues will encompass the prevalence and prevention of chronic health conditions through interventions involving nutrition, physical activity, and access to preventive health screenings.

PBHL 5453: Children with Special Health Care Needs

Examines chronic and remediable health conditions in children that require specialized health services, along with the programs and policies designed to address these needs. Analyzes the systems of care available to these children and their families, and considers multidisciplinary approaches to care management. Students will observe and work directly with a team of CSHCN professionals and the children and families they serve.

PBHL 5463: Health Administration Leadership

This course will cover the key characteristics and behaviors of successful healthcare leaders such as: leadership styles, communication methodologies, motivational techniques; and personal growth dimensions. The course will also cover what successful leaders do, such as: create a strong corporate culture, manage change, inspire followers and build high performing healthcare delivery entities.

PBHL 5533: Health Care Quality Management

Explores the critical issues and systems for the evaluation and management of quality in health care delivery systems; emphasis is given to the determinants of quality of care in community and institutional settings, clinical quality evaluation, and quality improvement in health care organizations. Among the specific issues covered are quality standards used by regulators and accreditation agencies, methods for performance measurement and outcome research, and quality improvement utilizing total quality management concepts. **Prerequisites: PBHL 5003: Introduction to Public Health; HSAD 5123: The Health Care System.**

PBHL 5563: Health Care Marketing

Application of the marketing framework to health care organizations and public health agencies; applicable market research techniques; design, development of health care organization marketing plan. Topics include assessing and understanding health consumer behavior, market segmentation and targeting, medical staff relations, forecasting service demand, new product development, product pricing and distribution, advertising and public relations, analysis of competitive environment, and strategy formulation.

PBHL 5573: Ambulatory Care Administration

Organization and administration of ambulatory care delivery systems; emphasis on HMOs, medical group management, hospital-based ambulatory care systems, and health clinics. **Prerequisites: HSAD 5143: Management of Health Care Organizations; or permission of instructor.**

PBHL 5583: Hospital Administration

Hospital organization and management; emphasis on administration, medical staff, trustee relationships; provides an understanding of the diversity and complexity of the daily routine of a hospital administrator and clarifies the roles of various constituencies in hospital organizations. **Prerequisites: HSAD 5143: Management of Health Care Organizations; or permission of instructor.**

PBHL 5593: Managed Care

Study of the major organizational forms of managed care and the seven process components of managed care; examination of major policy and performance issues related to managed care systems. **Prerequisites: HSAD 5143: Management of Health Care Organizations; or permission of instructor.**

PBHL 5613: International Health

A methodology for comparative analysis of the organization and financing of international health care delivery systems; examines the health care delivery systems in at least 10 developed and developing countries using the comparative framework; examines such systems in at least 10 developed and developing countries using the comparative framework. **Prerequisite: HSAD 5123: The Health Care System.**

PBHL 5633: Long Term Care Administration

Organization and administration of long-term care delivery systems; emphasis on nursing home administration, home health programs, hospice management. **Prerequisites: PBHL 5003: Introduction to Public Health; PBHL 5123: The Health Care System.**

PBHL 5713: Evaluation of Public Health Programs

Fundamentals of evaluation methods applied to public health programs, policies and other types of interventions. The course covers impact, outcome, process and participatory evaluation designs commonly used in the field of public health. Students will gain skills in framing evaluation questions and designing evaluation plans to answer those questions. In addition, students will gain skills needed to understand and critique published evaluation literature, and skills in measurement and data collection strategies.

PBHL 5723: Policy Analysis

Training in basic skills necessary to design, test, implement, manage, present, and critique policy analysis in the health care sector. Fundamentals of policy research design, and linkage between theory and operation. Various research techniques examined; case studies and analyses of secondary data. Emphasis on choosing appropriate analytical strategies for particular policy issues. Includes data analysis using computers and critical evaluation of technical policy literature. Special topics in econometrics also addressed. Original policy analytic paper required at end of sequence. **Prerequisites: HSAD 5013 Biostatistics I; PBHL 5363: Introduction to Health Policy and Politics; or permission of instructor.**

PBHL 5733: Introduction to Rural Health Policy

Provides an overview of rural communities, rural health needs and disparities, and rural health delivery systems. Covers federal, state, and local health policies that differentially effect rural areas. Current and emerging policy issues are analyzed.

PBHL 5743: Public Health Communication Theory and Application

Basic principles of interpersonal, organizational, and mass communication in the context of public health. Learner-oriented, experiential methods are used to develop skills and knowledge for such practical applications as making effective presentations of scientific information to professional and lay audiences, managing work teams and community groups, and dealing successfully with the media in educational and crisis situations.

Graduation Requirements

For graduation each student must complete the 51 hours of graduate course work as outlined in the Program curriculum with a cumulative grade point average of 3.0 or higher. All requirements for the degree must be completed within six consecutive years after the date of admission. Completed graduation application and fee must be turned no later than the last day of registration the semester of anticipated graduation.

Tuition, Fees, and Other Costs Academic Year 2011-2012

Resident students, tuition per semester credit hour	\$339.00
Non-resident students, tuition per semester credit hour	\$729.00
Student Health Fee per semester <i>(Applies to students whose permanent address is Little Rock, Arkansas, or the surrounding 35 mile metropolitan area.)</i>	\$80.00
Student Clinic Fee, per semester	\$60.00
Technology fee, per semester	\$46.00
Late registration fee	\$80.00
Transcript fee (for second and additional transcripts)	\$3.50
Graduation fee <i>(Payable at last registration prior to completing degree requirements)</i>	\$60.00

2011-2012 Application Fees

Program	Application Processing Fee for US Citizens and Permanent Resident Aliens	Application Fee for International Students
PBC	\$25.00	\$50.00
MPH and all combined degree programs	\$25.00	\$50.00
MHSA	\$25.00	\$50.00
DrPH	\$25.00	N/A
Non-Degree	\$48.00 per semester	N/A

Financial Aid

Information on financial aid can be obtained in the UAMS Student Financial Services Office, 4301 West Markham, # 601, Little Rock, AR 72205 or by calling (501) 686-5451. Students may also visit the UAMS financial aid website at www.uams.edu/studentfinancialaid. In order to receive financial aid, students must be fully admitted to a degree program of the Fay W. Boozman College of Public Health.

Health Care Management Assistantship

Placement with a healthcare institution as a Health Care Management Assistantship (previously referred to as a Graduate Assistantships), typically receive a tuition reimbursement and a monthly stipend. Full-time placements students in these placements work 20 hours per week, usually in an area that enhances their educational goals.

International applicants: Foreign students will not be considered for a health care management assistantship during the first academic year of their program.

Some of the sites that have participated include:

**Arkansas Blue Cross/Blue Shield
Arkansas Cardiology, PA
Arkansas Children's Hospital
Arkansas Department of Health
Arkansas Heart Hospital
Center for Rural Hospitals-UAMS
Central Arkansas Veterans Administration Hospital Conway Regional Medical Center
Department of Health Administration
Genesis Cancer Center
Hot Springs County Hospital
Heart Clinic of Arkansas
Little Rock Pediatric Clinic
NovaSys Health Network
Practice Plus (MSO)
Qual Choice of Arkansas, Inc. (HMO)
Medical College Physicians Group
Practice Plus Inc. (MSO)
Qual Choice of Arkansas Inc.
Rebsamen Regional Medical Center
Saline Memorial Hospital
St. Vincent Infirmiry Medical Center
University Affiliates Program
University Hospital - UAMS**

MHSA Graduate Student Association

The HSA\MHSA student association provides an opportunity for student leadership and representation. The association elects officers each year and coordinates a series of student meetings, educational events and a community service project.

Student Network **American College of Medical Practice Executives**

In 2002, the program became a charter member of the Student Network program of the American College of Medical Practice Executive/Medical Group Management Association.

The members of the Network elect officers each year and work with the other student associations to coordinate education meetings and activities with the Arkansas Medical Group Management Association.

Healthcare Management Association

Students may elect to join to this organization. This organization relates to those careers desired that are more directly responsible to healthcare organizations such as hospitals and ancillary services organized under the umbrella of a hospital. Most of the students belonging to this student organization belong to the American College of Healthcare Executives. The group elects officers yearly and is responsible for sponsoring educational events for the students in a monthly schedule.

Alumni Association

The Program maintains very active relationships with its Alumni. The Alumni Association elects officers each year. The officers act as an advisory group to the Program. The Association also selects the Annual Outstanding Student and Outstanding Alumni Awards and Crystal Wilson Research Award each year.

Graduate Program Alumni

The UALR/UAMS program has over 300 alumni (as of May 2009.) Our alumni are spread over the entire country in a large variety of healthcare leadership positions. These Program graduates are functioning in many arenas of healthcare spanning the hospital industry, physician practice management, long term care providers, State/Federal agencies, military services and the insurance industry.

They are Presidents, Vice Presidents, CEOs, Administrators, Department managers, and Management Staff from marketing to human resources to finance.

Faculty and Staff

FULL TIME FACULTY:

Andreas Muller, Ph.D., Professor and Program Director
Vice Chair of Academic Affairs, Department of Health Policy and Management
Ph.D., M.A., State Univ. of New York, SUNY at Binghamton, B.S. equivalent coursework, Maximilian
University, Germany

John Baker, Ph.D., Professor:
Ph.D. Ohio State University, M.B.A., B.S., University of Rhode Island

John Wayne, Ph.D. Professor:
Ph.D. University of Alabama at Birmingham, Alabama, M.B.A., University of Florida, B.E.E., University of
Florida.

Ruth Raines-Eudy, Ph.D., Associate Professor:
PhD, Washington University, MSW, B.A., University of Arkansas at Little Rock

PART-TIME FACULTY:

Stephen Foti, Instructor and External Coordinator: M.S., FACHE., University of Cincinnati, B.B.A.,
University of Arkansas at Monticello

Darrick Paul, Instructor: Dual Masters of Business Administration- Human Resources & Healthcare
Administration, American Intercontinental University, Atlanta GA, B.S. University of Georgia

Harold Simpson, Instructor: J.D., B.A., Vanderbilt University.

STAFF:

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