

Upper Division

HCA 4250 U.S. Health Care System: Then and Now (3)

This course explores the development of the US health care system—social, cultural, economic, and political—to identify the values of this unique system of financing and delivering health care services. Comparisons are made between the past and present, the systems of other nations with that of the US, medical and social theories of different systems, and importantly the present and future of US health care. Students interested in careers in health and health care are encouraged to develop a frame of reference about health care that is provided through this introductory course. The course is delivered as either a hybrid or completely online course. This course is an in-depth exploration of the health care delivery system of the United States and the contemporary challenges to that system in delivering health care services. The purpose of the course is to foster a conceptual and contextual understanding of the system to prepare students for careers and the manager and administrator for active, reflective participation in the delivery of health care services. The social, political, and economic forces that have shaped both the traditional and alternative care systems will be examined from an historical perspective. The contemporary situation will be assessed and critically analyzed through discussion of local/state health care issues and focused examination of a current issue. The future will be approached through discussions of health policy, culture shifts, the challenges of a global society, and the dilemmas inherent in global complexity. Learning experiences include but are not limited to texts, articles, exercises, videos, movies, games, and scenarios.

Graduate Courses

HCA 5050 Manage and Finance: The Delivery of Health Care (3)

As a result of political and social forces, the American health care delivery system has undergone fundamental change—the caregivers, care, institutions and relationships between and among system components are being transformed. Central to understanding this change process is the concept of “managed care.” This course explores the history, current impact and implications for the future of managed care from the management and patient perspectives. The experiences of students in their local communities will be used to explore the processes of contracting, the revenue streams, authorization systems, utilization and risk management, quality improvement and other issues pertinent to administration in a managed care environment. Managed care has also had a profound effect on health policy, especially in regard to the Medicare, Medicaid, and other governmental programs. Course participants will have the opportunity to explore and discuss the dilemmas specific to a managed care environment in general and Kern County in particular. In conclusion the focus shifts to the roots of “managed care”—the systems of other nations. This course explores the roots of the transformation and the various challenges presented by the stages and the models for the

financing and delivery of care. The competition among stakeholders produces a constantly changing environment requiring operational adjustments. Course participants will have the opportunity to explore and discuss the dilemmas specific to a managed care environment in general and within Kern County in particular. Once the student has grasped the fundamental characteristics of our national health care system the course will focus on the future of “managed care”, the systems of other nations, and the experiences of citizens in various states. This course develops critical viewing to enhance analytic skills and introduces the case study method for learning.

HCA 5070 Literature Across the Discipline (1)

This is a self-directed exploration of reading in the discipline of either Public Administration or Health Care Administration. Current choices appear below. Each student chooses two selections to read and critique. Conversations with the instructor occur twice during the semester. The student also develops a reflection paper on learning during the course. Prerequisites: Senior or Graduate standing.

HCA 5100 Economic Issues in Health and Health Care (3)

Study of health issues using the economic perspective. Topics include lifestyle choices and health outcomes, technology and demand, health insurance, labor markets in the health professions, role of government in health care markets, role of nonprofits, international comparisons of health care systems, and reform proposals. This course is the study of health and health care issues from an economic perspective. Examined are the US national system and the health care systems of other nations. Highlighted will be the theories and analytic tools important to the manager and administrator in health care organizations. Special topics such as the role of governments in health care markets, the difference in organizations in the various economic sectors, the role of competition, and reform proposals will be introduced and explored. Cases involving actual organizations in specific health care sectors are used in the learning process. 4Cross-listed with ECON 3108.

HCA 5140 History and Context U.S. Health Care (3)

Using case studies and class presentations, this graduate seminar introduces and examines the internal and external political, social, economic and legal forces that affect the organization of health service. It explores health care policy innovations, the application of management theory to current health services problems, and the future of health services. May be taken as a senior elective with department approval. This course is an in-depth exploration of the health care delivery system of the United States and the contemporary challenges to that system in delivering health care services. The purpose of the course is to foster a conceptual and contextual understanding of the system to prepare students for careers and the manager/administrator for active, reflective participation in the delivery of health care services. The social,

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political, and economic forces that have shaped both the traditional and alternative care systems will be examined from an historical perspective. The contemporary situation will be assessed and critically analyzed through discussion of local/state health care issues and focused examination of a current issue. The future will be approached through discussions of health policy, culture shifts, the challenges of a global society, and the dilemmas inherent in global complexity. Learning experiences include but are not limited to texts, articles, exercises, videos, movies, games, and scenarios.

HCA 5260 Marketing in Health and Human Service (3)

This course focuses on aligning health and human services offerings with the demands of markets, in order to maximize customer / client value and organizational competitive advantage. Course components include: the nature of marketing function; differences in services and product markets and marketing; market analysis; fundamentals of individual and organizational buying behavior; elements of the tactical marketing mix; and marketing strategies. This course focuses on aligning health and human service offerings with the demands of markets and the development of an organizational brand to maximize customer/client value and organizational competitive advantage. Course components include: the nature of marketing and public relations, differences in service and product analysis, market analysis, branding, planning promotional materials, and integrating these activities with a business plan. Plans are generated for an actual or potential client organization. Graduates will work as individuals on projects.

HCA 5360 CQI in Health and Human Services (3)

Quality improvement activities are now essential to the financing and management of health and human service organizations. Third party payers, accrediting agencies, reviewers and regulators at all levels require health and human service organizations to set goals and measure outcomes and processes of care. Additionally, organizations may use quality standards to market services to service recipients that are increasingly aware of the risks and benefits involved in human service activities. This course introduces the student to major quality initiatives and the specific processes of work flow management, statistical process control, patient management, clinical practice guidelines, analytic techniques and research strategies applicable to the quality improvement process. Additionally, organizations now compete rather than cooperate and collaborate and may use quality standards to market services to recipients— patients, clients and citizens that are increasingly aware of the risks and benefits involved in human service activities. This course introduces the student to major quality initiatives and the specific processes of work flow management, statistical process control, risk management, patient management, clinical practice guidelines, and analytic techniques and research strategies applicable to the continuous quality improvement process.

HCA 5370 Quality Initiatives: A Practical Experience (3)

Managers in health care have a leadership responsibility in designing, implementing, and evaluating CQI Plans. This course is designed to provide organization based experience and successful completion of the course satisfies the internship requirement for the degree program. In addition, the Department of Public Policy and Administration requires all students to complete a course that provides Community Service Learning or other applied experience. This course also satisfies that requirement.

HCA 5660 Public Health Administration (3)

This course provides an orientation of the public health system of the United States that culminates in an in-depth exploration of public health issues, and the local public health department. The purpose of the course is to foster a conceptual and contextual understanding of the system to prepare students for careers, and the manager and administrator for active reflective participation in the administration of public health programs. Learning experiences include but are not limited to textbook reading, facilitated discussions (in-person and virtual), articles, exercises, videos, movies, and scenarios.

HCA 5770 Selected Topics in PPA (3)

In-depth study of selected topic or topics not covered in regular courses. Topics vary each term; prerequisites announced for each topic.

HCA 6030 Research Methods in Administration (3)

The course examines quantitative and qualitative research design in public administration and health care management. Topics include selecting research topics, defining research questions, quantitative research design, qualitative research design, and measurement. Students must develop a research proposal as the key work product of the class.

HCA 6180 Health Policy and Policy Research (3)

This course addresses health policy issues from the public policymaking process, through a history of US health policy, to the policy research challenges faced by managers and administrators. Explored are the stakeholders, policy networks, and policy impacts—including Medicaid, Medicare, S-CHIPS, and the PPACA. The types of policy research are introduced with a focus on the methods used, especially the case study, and the stage of program evaluation.

HCA 6610 Strategic Management in Health Care and Human Service (3)

The management of health care and human service organizations has changed dramatically in the past few decades. Management of these competitive organizations now demands strategic thinking, planning and management. Preparation for this challenge begins with this course that requires students to draw on a foundation of traditional organization theories in management, organizational behavior, leadership and organization change. However, the focus of

the course is building knowledge, skills and abilities in developing, implementing, and evaluating strategic processes and practices. The course is designed as a hybrid model; seat time is reduced and IT data gathering and group and individual case preparation time is increased. Each student will participate in a community service project as well.

HCA 6620 Legal and Ethical Issues in Health Care (3)

This graduate seminar explores legal and ethical issues in health care policy and administration. Legal aspects such as constitutional issues, laws, administrative regulations and court interpretation, and professional responsibilities are examined. Exploration of ethical issues will include an examination of moral systems, identification of ethical principles and the introduction of analytical techniques to help in choosing alternative decisions and actions. The student is expected to develop expertise in oral and written argument. This graduate seminar examines the legal and ethical issues that confront managers and administrators in health care and human service organizations. Explored will be the social, cultural, legal, economic and organizational values, paradoxes and dilemmas of our society and the laws, regulations, codes, standards and theories constructed to deal with these issues. The course is grounded in ethical and legal philosophies and examines the value-based belief systems we use individually, as a nation, and through health care and human service organizations. Participants will be encouraged to develop or further shape an ethical system through which they will manage. Methods that stimulate reflection and description are integral. Therefore, the seminar format is used. Texts, debates, newspapers, fiction, nonfiction, movies, videos, case studies, exercises, and games are some of the learning techniques that may be employed.

HCA 6770 Selected Topics in Health Care Administration (3)

In-depth study of selected topic or topics not covered in regular courses. Topics vary each semester; prerequisites announced for each topic.

HCA 6850 Individual Graduate Study (1-3)

Supervised investigation of an approved project leading to a written report. Project selected in conference with instructor in the area of major interest; regular meetings to be arranged with instructor. Department determines application and number of units.

HCA 6860 Internship (1-3)

An internship experience is required for all students that have not had supervisory level experience in a health care setting. Requirements include at least 200 hours of supervised management level experience and leadership of an assigned project. Completion of the course follows a formal evaluation by the organization sponsor. This course is graded credit/no credit.

HCA 6980 Applied Research Project (3)

Candidates for the MS HCA degree must complete an applied research project in accordance with Title V of the California Administrative Code. The purpose of this activity is to demonstrate competency acquired in the graduate program. This includes mastery of knowledge in the discipline and in the ability to use theory and method in the preparation of an applied research project. Prerequisites: PPA 5360 or HCA 5360; and Corequisite or Prerequisite HCA 6030.