Master of Health Administration (MHA) with a specialization in Health Care Operations
Master of **Health Administration** (MHA) with a specialization in

**Health Care Operations**

The MHA Health Care Operations specialization synthesizes the fundamental concepts, principles, and processes presented in the core curriculum with the concepts, principles, and processes associated with effective health care operations and process improvement. The specialization curriculum emphasizes strategic leadership and management and is designed to prepare learners to lead operational solutions in all aspects of health care operations, including human capital management, health care consumerism and marketing in health care, and facilities and capital asset management. Upon successful completion of this specialization, learners are prepared to pursue director-level positions in health care operations supervising multiple health care related departments.
## Career Information

### RELATED EMPLOYMENT SETTINGS TO EXPLORE

- Nursing or residential care facility
- Community care facility for the elderly
- Health system
- Outpatient care center
- Insurance company
- Ambulatory health care service
- Federal government health care facility
- Health care consulting firm
- Office of other health care practitioner
- Home health care service
- Hospital
- Dental office
- Medical and diagnostic laboratory
- Health clinic
- Health plan
- Accountable Care Organization (ACO)
- Wellness and health promotion organizations

### RELATED JOB TITLES TO EXPLORE†

- Health care consultant
- Chief executive officer
- Operations manager
- Facility manager
- Department or division director
- Health services manager
- Chief operations officer
- Clinic manager
- Program manager
- Medical records manager
- Department or division manager/supervisor
- Hospital administrator
- Director of health care quality
- Director of consumer engagement/experience
- Compliance officer
- Clinical utilization manager

### SPECIALIZATION OUTCOMES

- Facilitate organizational transformation and change processes in health care
- Sustain vision and ethical leadership decision making in health care operations
- Apply effective research skills and evidence-based practice to health care operations
- Support health care operations and strategic planning for optimal organizational performance
- Incorporate critical thinking for effective communication in multi-disciplinary and cross-professional collaboration
- Promote an effective employee-conscious organizational climate consistent with the standards and practices of the profession

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*These are examples intended to serve as a general guide. Because many factors determine what position an individual may attain, Capella cannot guarantee that a graduate will secure any specific job title.

†Some positions require licensure and/or other designations. We encourage you to research requirements for your job target and career goals.
Curriculum

- 12 required courses
- Total program credits: 48 quarter credits

CORE COURSES

- NHS5004 Communication, Collaboration, and Case Analysis for Master’s Learners .............................. 4 quarter credits
- MHA5006 Health Care Finance and Reimbursement .......... 4 quarter credits
- MHA5010 Strategic Health Care Planning ..................... 4 quarter credits
- MHA5012* Organizational Leadership and Governance ........ 4 quarter credits
- MHA5019* Project Management and Team Leadership ........ 4 quarter credits
- NHS6004 Health Care Law and Policy .......................... 4 quarter credits
- NHS6008 Economics and Decision Making in Health Care ...... 4 quarter credits
- MHA5020* Health Administration Capstone .................... 4 quarter credits

SPECIALIZATION COURSES

- MHA5014* Health Care Quality, Risk, and Regulatory Compliance .. 4 quarter credits
- MHA5016* Introduction to Health Information Systems .......... 4 quarter credits
- MHA5022* Human Capital Management in Health Care ......... 4 quarter credits
- MHA5026* Facilities and Capital Asset Management ............ 4 quarter credits

*Denotes courses that have prerequisite(s). Refer to the course descriptions for further details.

Capella’s MHA curriculum is designed around the National Center for Healthcare Leadership (NCHL) Competency Model™.

Learners enrolled in the Master of Health Administration degree program may have the option to earn multiple specializations while completing their degree program requirements.

The courses in this program may require live web conferencing activities and/or learner audio/video recordings. Learners who require assistive technology or alternative communication methods to participate in these activities should contact Disability Services to request accommodations.
Core Course Descriptions

NHS5004  Communication, Collaboration, and Case Analysis for Master’s Learners  4 QUARTER CREDITS
This course prepares learners for master’s-level coursework in the School of Nursing and Health Sciences. Throughout the course, learners analyze how the role of the practitioner-scholar guides leadership in the health care field and determine the ways in which they can effectively use communication strategies expected of health care professionals. In particular, learners examine the attributes that contribute to effective and ethical health care leadership, including professional collaboration, communication, inclusion, and decision making. Must be taken during the learner’s first quarter. Cannot be fulfilled by transfer.

MHA5006  Health Care Finance and Reimbursement  4 QUARTER CREDITS
Learners in this course gain knowledge of and apply financial management concepts, principles, and processes used in health care organizations. Learners examine accounting, financial statements and ratios, budgeting, capitalization, cost allocation, reimbursement methodologies and processes, and the impact of varying reimbursement structures on health care practice and service delivery. Learners also design, prepare, and manage health care budgets; analyze short- and long-term health care investment decisions; and articulate the ways effective health care finance and accounting processes are used to present operational and strategic financial information to organizational stakeholders.

MHA5010  Strategic Health Care Planning  4 QUARTER CREDITS
In this course, learners examine strategic orientation, planning, and decision making in health care organizations and environments. Learners analyze the political, legal, regulatory, organizational, demographical, and multicultural implications of strategic planning decisions and how those decisions impact communities and populations, define best practices for health care organization staff development, and balance the prioritization of organizational and regulatory needs with feasible cost-effective solutions. Learners also develop a long-term strategic health care plan that includes information on human resource requirements, technology needs, and financial implications.

MHA5012  Organizational Leadership and Governance  4 QUARTER CREDITS
Learners in this course explore and articulate the fundamental concepts and principles of health care organization management and leadership, including governance, cost-effective decision making, and managing and leading stakeholders and staff. Learners identify best practices for mobilizing, managing, and improving employee, organization, stakeholder, and community commitment and for creating employee-centered organizations that foster professional and organizational accountability. Learners also analyze an organizational leadership structure and governance plan and examine how to apply team leadership skills to initiate change. Prerequisite(s): Completion of or concurrent registration in MHA5010.

MHA5019  Project Management and Team Leadership  4 QUARTER CREDITS
This course covers the project management and team leadership skills necessary for managing a major health care-related project initiative, including communication, collaboration, and interpersonal understanding. Learners evaluate a project scenario, addressing issues associated with project planning and performance; resource allocation; risk management, reporting, and problem solving; and financing and return-on-investment (ROI). Prerequisite(s): MHA5006, MHA5010, MHA5012, NHS6004, NHS6008.

NHS6004  Health Care Law and Policy  4 QUARTER CREDITS
In this course, learners examine the political, legal, and regulatory issues impacting health care organizations and environments. Learners analyze the effects of health care policy on health care practice and service delivery, with particular emphasis on the strategies used to monitor and maintain legal and regulatory compliance. Learners also identify and apply health care policy and law concepts that promote organizational improvement.
NHS6008  Economics and Decision Making in Health Care  4 QUARTER CREDITS

This course helps learners develop and demonstrate concepts, principles, issues, and trends in health care economics and the economic decision-making practices employed in the health care environment. Learners analyze the political, legal, regulatory, organizational, demographical, and multicultural implications of business decisions on health care economics; explore the ways economic and stakeholder influences affect operational planning and decision making; and practice applying performance monitoring and process management measures as part of the decision-making process. Learners also examine cost-effective problem solving; community- and population-based orientation; and effective use of health care market research, analysis, and assessment.

MHA5020  Health Administration Capstone  4 QUARTER CREDITS

In this course, learners demonstrate proficiency in their specialization area by selecting a health care problem in their specific area of interest, conducting a data analysis, and finally, proposing evidence-based recommendations for resolution. Throughout the course, learners practice three key industry-identified competency groups—transformation, execution, and people. For MHA learners only. Prerequisite(s): Completion of all required and elective coursework. May be taken concurrently with MHA5019. Cannot be fulfilled by transfer.

Specialization Course Descriptions

MHA5014  Health Care Quality, Risk, and Regulatory Compliance  4 QUARTER CREDITS

Learners in this course focus on demonstrating knowledge of concepts, principles, processes, and issues associated with health care quality, risk, and regulatory compliance. Learners examine performance measures associated with quality of care, patient safety, risk management, regulatory standards and compliance, and patient and stakeholder satisfaction and conduct a cost benefit analysis based on these factors. Learners also evaluate the impact of regulatory demands on health care organizations and environments and integrate health care market analysis and scorecard results into formal and informal designs for process improvement and organizational fitness. Prerequisite(s): MHA5010, NHS6008.

MHA5016  Introduction to Health Information Systems  4 QUARTER CREDITS

This course covers the knowledge and skills needed to effectively use health information systems and technology in health care organizations and environments. Learners differentiate between administrative, clinical, management, and decision-support information technology tools; design and evaluate short-and long-term IT management projects; and analyze the budgetary and financial concerns associated with implementing IT management projects. Learners also demonstrate best practices and industry standards of health information systems management into professional practice, with an emphasis on effective staff management and organizational performance. Prerequisite(s): MHA5006, MHA5010, NHS6004, NHS6008.

MHA5022  Human Capital Management in Health Care  4 QUARTER CREDITS

In this course, learners examine concepts, principles, and processes for human capital management in order to create employee-centered health care organizations. In particular, learners develop a human capital strategy for a health care organization that considers organizational need, budgets, and environmental forces. Specific course topics include employee recruitment, retention, influence, and accountability; staff development; and workforce optimization. Prerequisite(s): MHA5006, MHA5010, NHS6004, NHS6008.
MHA5026  Facilities and Capital Asset Management

In this course, learners examine and apply concepts and processes used to optimize facilities and capital asset management in health care organizations. Learners analyze obsolescence and routine maintenance in facility operations; synthesize formal and informal decision-making structures and power relationships; plan, execute, and evaluate short- and long-term capital projects; and identify ways to incorporate research, communication, and collaboration into professional practice with an emphasis on targeting the capital needs, including financing of capital and capital budgeting for the health care organization. Prerequisite(s): MHA5006, MHA5010, NHS6004, NHS6008.
Recommended Course Sequence

This recommended course sequence assumes learners take two courses per quarter. Some learners elect to take fewer or more based on workload and the amount of time available for graduate study.

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<thead>
<tr>
<th>YEAR 1</th>
<th>COURSES</th>
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<tbody>
<tr>
<td>Q1</td>
<td>NHS5004 Communication, Collaboration, and Case Analysis for Master’s Learners</td>
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<td>Q2</td>
<td>NHS6004 Health Care Law and Policy</td>
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<td>MHA5010 Strategic Health Care Planning</td>
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<td>Q3</td>
<td>NHS6008 Economics and Decision Making in Health Care</td>
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<td>MHA5006 Health Care Finance and Reimbursement</td>
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<tr>
<td>Q4</td>
<td>MHA5014 Health Care Quality, Risk, and Regulatory Compliance</td>
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<td>MHA5012 Organizational Leadership and Governance</td>
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<th>YEAR 2</th>
<th>COURSES</th>
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<tr>
<td>Q5</td>
<td>MHA5016 Introduction to Health Information Systems</td>
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<td></td>
<td>MHA5022 Human Capital Management in Health Care</td>
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<tr>
<td>Q6</td>
<td>MHA5026 Facilities and Capital Asset Management</td>
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<td></td>
<td>MHA5019 Project Management and Team Leadership</td>
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<td>Q7</td>
<td>MHA5020 Health Administration Capstone</td>
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Financial Aid

Capella University offers assistance to learners who qualify and would like to secure educational funding to help finance their academic program. A number of options are available, given the diverse needs and backgrounds of prospective learners. Options include:

- Federal Direct Stafford Loan Program
- Federal Direct PLUS Loan Program
- Non-federal loans through preferred lenders and financial institutions
- Capella scholarships
- External scholarships
- Veterans’ educational benefits and U.S. armed forces discounts
- Corporate and higher education alliances
- Employer tuition reimbursement

Regarding loan programs, interest rates for Stafford student loans are low compared to other types of consumer loans, and repayment can be deferred until after graduation. In compliance with federal and state laws, Capella University has established policies for all learners regarding satisfactory academic progress, which is necessary for financial aid eligibility.

Tuition and Fees

This tuition estimate is effective July 10, 2017, and is subject to change. For current pricing, visit the Capella University website at www.capella.edu.

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<th>TUITION/FEE</th>
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<tr>
<td>Tuition per credit</td>
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<td>Resource kit per quarter</td>
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Digital course materials covered by the quarterly resource kit fee offer advantages such as immediate mobile access to books; fast, easy full-text search of materials; digital note-taking; and peer collaboration through note sharing.
Academic Leadership

F. Patrick Robinson, PhD, RN, FAAN
Dean
Dr. Patrick Robinson serves as the dean of the School of Nursing and Health Sciences at Capella University. Prior to joining Capella, Dr. Robinson served as Senior Vice President of Academics for Orbis Education, Dean of Curriculum and Instruction at Chamberlain College of Nursing, Executive Assistant Dean of the University of Illinois at Chicago College of Nursing, and Chair of the Department of Health Management and Risk Reduction at the Niehoff School of Nursing at Loyola University Chicago. Additionally, Dr. Robinson is a fellow of the American Academy of Nursing (FAAN). He holds a BSN and MSN from Indiana University, a PhD in Nursing Science from Loyola University Chicago and has completed a post-doctoral fellowship in biobehavioral nursing research at the University of Illinois at Chicago.

Christy Davidson, DNP, RN
Associate Dean and Director of Nursing
Dr. Christy Davidson serves as associate dean and director of nursing for Capella University’s School of Nursing and Health Sciences. Dr. Davidson has been with Capella since 2010, and has been a registered nurse for almost 18 years, having previously served as a staff nurse, clinical nurse specialist, legal nurse consultant, and nurse manager. Her areas of specialty and interest include women’s and children’s health, leadership and management, and quality improvement. Dr. Davidson holds a DNP in Leadership from the University of South Alabama and holds both an MSN in Adult Health and a BSN from the University of Mobile.

Ben Spedding, DHA
Faculty Chair
Dr. Ben Spedding serves as the Faculty Chair for Public Health and Health Care Leadership in the School of Nursing and Health Sciences. Dr. Spedding has taught at Capella since 2011 in the School of Undergraduate Studies (psychology program), where he most recently functioned in the interim faculty chair role. In 2013, he joined the School of Public Service Leadership as a faculty mentor for doctoral students. He has been recognized twice with the Stephen Shank award. He has served in various faculty roles since 2004 and has over 20 years of experience working in the nonprofit health care and social services arenas. His professional expertise includes responding to the health care industry’s demand for determining new methods of organizing, delivering, and purchasing services. Ben states, “I enjoy teaching, knowing that it assists in the development of the next generation of leaders and helps to prepare students for their roles in society as lifelong learners.”
Move Forward with Capella University

WORKING SCHOLARS
Capella provides an online, flexible learning environment for working adults who are also determined scholars. That connection between academic and professional work infuses the entire Capella experience—from the faculty we recruit to the course projects you complete. The theories discussed in the course room are designed to develop working knowledge for everyday situations.

AN ACCREDITED UNIVERSITY
Our accreditation* is an assurance to students, employers, and the public that Capella University meets or exceeds established standards for quality of faculty, curriculum, and learner services. It is also an important factor in the ability to transfer credits among higher education institutions. Regional accreditation, the type held by Capella, is the most common type for major public, state, and private institutions in the United States.

VALUING YOUR KNOWLEDGE AND EXPERIENCE
Adults bring a wealth of experience and learning to their education. Capella courses are designed to bring out your perspectives just as you gain from others’ ideas. Your knowledge can also be worth time and money: An enrollment counselor can help you estimate how much of your prior learning may apply toward your Capella degree program.

Important Information about the educational debt, earnings, and completion rates of students who attended this program: http://capellaresults.com/assets/includes/gainfulemployment/cta/GE/GE15/masters/MHA_Hlth_Care_Ops_gedt.html.