

# Rutgers University Master of Health Administration (MHA)

Program Overview

Class Entering September 2021

**CAHME**<sup>®</sup>  
Accredited

## Welcome

### Full Time Faculty

- Soumitra Bhuyan, Ph.D., MPH, Assistant Professor
- Raphael J. Caprio, Ph.D. University Professor and MHA Program Director
- Anita Franzione, D.P.H., Assistant Teaching Professor
- Ann Marie Hill, MBA, Associate Professor of Practice
- Vince Joseph, Professor of Practice
- Susan Krum, D. Au., Assistant Teaching Professor
- Michael McDonough, DMH, FACHE

### Executives-in-Residence

- Alexander J. Hatala, MBA, FACHE
- Russ Molloy, J.D.
- Elizabeth A. Ryan, J.D.

### Senior Policy Fellow

- Judge Paul Armstrong, JSC, Ret.
- Stephen K. Jones, MA, LFACHE

## The Mission of the Rutgers MHA program is to:

- ...train entry level and early/mid-level careerists throughout New Jersey and its neighboring regions for positions of increasing responsibility and leadership in the healthcare field, and to contribute to the health, economic, and social well-being of New Jersey and nearby communities through research, policy, and planning in healthcare.

## Values of the MHA program include:

- **Excellence:** Our MHA program will provide our students with curricular and instructional excellence.
- **Integrity:** Instruction and mentoring throughout our MHA program will demonstrate to, and instill in, our students a lifelong commitment to the highest ethical standards and conduct.
- **Diversity and Inclusion:** Our MHA program will embrace diversity and support inclusion in recruitment and retention of students, faculty, staff, and stakeholders. Our faculty is committed to ensuring a learning environment where differing experiences and perspective will be freely and openly debated, amid a culture of acceptance and mutual respect.
- **Innovation and Forward Thinking:** The MHA program are a committed to currency, relevance, and improvement in healthcare. Our program's leadership and faculty will continually adjust and update our programs through regular efforts to monitor and review rapidly emerging trends and services.
- **Continuing Professional Development:** The MHA program will instill in our students an understanding of, and commitment to, the need for lifelong continuing professional development. Our leadership and faculty will regularly review the field for bases on which to update and refine our competencies, instructional methods, and assessment modalities.

## Quick Data Points

- Approximately 210 matriculating students
- Residency (Traditional) program is aim at recent graduate and young professionals, many employed
- Courses are in the evenings, typical start at +/- 6:00 PM
  - Fall 2021 will be back on campus
  - All students (w exception of documented medical/religious reasons) are required to be vaccinated
  - Social distancing within courses (50% room capacity)
  - A few online asynchronous
  - Most face-to-face and or hybrid synchronous remote, or a combination (hybrid)
- Highly diverse student body (20/20/20/20/20)

The MHA Program is 45 credits with the following sequence requirements:

- **First two courses must include**
  - 501:501 Principles of Health Administration
  - 501:515 Financial Accounting for Managers
- You cannot take Leadership until you have completed BOTH of the following:
  - A minimum of between 18 to 27 credits AND
  - Either 501:563 Operations OR 501:571 Financial HA, and FINALLY
- You cannot take internship/Practicum until you take 501:590 Leadership and both 563 and 571

### Early Level Courses

- Principles of Health Administration (501:501) (3 cr.)
- Human Resource Policy and Practice in Healthcare (501:510) (3 cr.)
- Financial Accounting for Managers (501:515) (3 cr.)
- Population Health (501-520) (3 cr.)

### Mid Level Courses

- LEAN Six Sigma Green Belt (501:533) (3 cr.)
- Marketing for Healthcare Organizations (501:554) (3 cr.)  
Pre-Requisites include: 501, 515
- Healthcare Ethics and Law (501:556) (3 cr.)  
Pre-requisites include: 501, 515
- Health Systems Operations (501:563)(3 cr.)  
Pre-requisites include 501, 515
- Information Systems for Healthcare (501:565) (3 cr.)  
Pre-Requisites include 501, 515

### Upper Level Courses

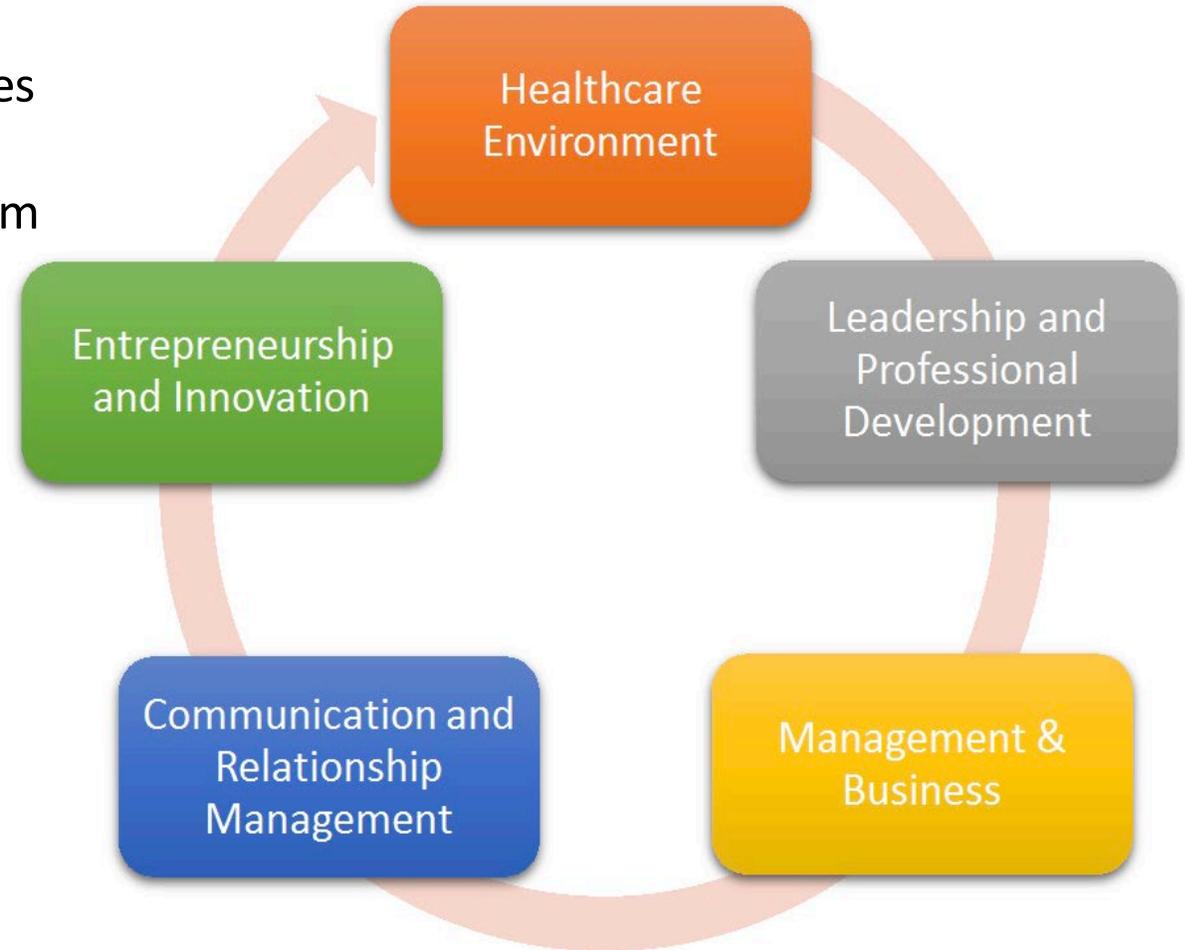
- Financial Health Administration (501:571) (3 cr.)  
Pre-requisites include 501, 515
- Leadership and Professional Development (501:590) (3 cr.)  
Pre-requisites include 18 credits, 501, 515, 563 and 571 (or either 563 or 571 as a prerequisite and the other as a co-requisite)
- Professional Practicum with Seminar (501:595) (6 cr.)  
Pre-requisite 563, 371, and 590

The MHA is a competency-based program

The American College of Healthcare Executives (ACHE) have identified well over 150 detailed competencies “needed to successfully perform as a healthcare manager regardless of the setting.”

MHA programs typically identify domains and competencies that are consistent with their mission and goals.

The five major domains identified for the Rutgers MHA are shown to the right



## **DOMAIN I: The Healthcare Environment**

**1.1 Healthcare Structure:** Demonstrate knowledge of different types of health services organizations, insurance providers, and healthcare providers.

**1.2 Health policy, law, and ethics:** Describe the health policy making process and ethical issues at the local, state, regional, and national level.

**1.3 Healthcare quality:** Determine the essential domains of healthcare quality assurance (Safe, Effective, Patient-centered, Timely, Efficient, Equitable).

**1.4 Disparity in clinical and population-level health outcomes:** Analyze the sources of existing disparity in health outcomes, both at an individual and community level, and tools to improve population health.

## **DOMAIN 2: Leadership and Professional Development**

**2.1 Leadership theories, styles, and practices:** Demonstrate understanding of different leadership theories, styles, and practices, and managing change and expectations in a wide variety of health services organization.

**2.2. Strategic planning:** Understand the importance and the process of strategic planning in a healthcare organization to meet the organization's mission and vision and efficient allocation of resources in different situations.

**2.3 Ethical leadership and commitment to lifelong learning:** Demonstrate ethical values, responsibilities, and pursuit of lifelong learning.

## DOMAIN 3: MANAGEMENT AND BUSINESS

**3.1 Quality improvement and measurement:** Determine the importance of quality improvement tools like LEAN, Six Sigma to improve clinical and operational outcomes.

**3.2 Financial analysis and budgets:** Understand and apply the basics of financial management, budgeting, and interpreting different financial matrix to measure organizational performance.

**3.3 Operational management:** Analyze different approaches for healthcare delivery and organization of services

**3.4. Human resource management:** Examine various principles of human resource management and regulatory requirements in healthcare.

**3.5 Health Information systems:** Demonstrate the understanding of the role of health information systems for administrative and clinical purpose and emerging issues like cybersecurity and data privacy and security in healthcare.

**3.6. Ethics and compliance:** Assess ethics and regulatory compliance issues in healthcare.

**3.7 Data Analytics:** Apply different statistical analysis techniques and the use of data visualization software to healthcare data for bench-marking and business intelligence.

## DOMAIN 4: COMMUNICATION AND RELATIONSHIP MANAGEMENT

**4.1: Written communication:** Demonstrate effective written business and verbal communication skills.

**4.2: Oral Communication:** Demonstrate effective verbal communication skills, in individual and group setting.

**4.3: Team Dynamics:** Explain the importance of teamwork in a healthcare setting and developing competencies to work effectively in different roles within a team.

## DOMAIN 5: ENTREPRENEURSHIP AND INNOVATION

**5.1 Entrepreneurship and Innovation:** Understand the concept and examples of disruptive technologies and applies it to the healthcare industry to promote innovation.

**5.2 Emerging Technologies:** Examine the role of emerging technologies on the healthcare delivery system and consumer behavior.

	Health Admin (3)	Fin Acct (3)	Pop Health (3)	Lean/Six Sigma 3	Marketing (3)	Law & Ethics (3)	Operation (3)	Info Systems (3)	Fin Health Admin (3)	Ldrshi /Prof Dev (3)	Internship (6)
<b>1. The Healthcare Environment</b>											
<b>1.1. Healthcare Structure</b> : Demonstrate knowledge of different types of health services organizations, insurance providers, and healthcare providers.	3				4		5	5			6
<b>1.2. Health policy, law, and ethics</b> : Describe the health policymaking process and ethical issues at the local, state, regional, and national level.						4				5	
<b>1.3 Healthcare quality</b> : Determine the essential domains of healthcare quality assurance (Safe, Effective, Patient-centered, Timely, Efficient, Equitable).	3			4	4					5	
<b>1.4 Disparity in clinical and population-level health outcomes</b> : Analyze the sources of existing disparity in health outcomes, both at an individual and community level, and tools to improve population health	3		3	4						5	
<b>2. Leadership and Professional Development</b>											
<b>2.1 Leadership theories, styles, and practices:</b> Demonstrate understanding of different leadership theories, styles, and practices, and managing change and expectations in a wide variety of health services organization.					4	4		5		4	6
<b>2.2. Strategic planning:</b> Understand the importance and the process of strategic planning in a healthcare organization to meet the organization's mission and vision and efficient allocation of resources in different situations.		3			4		5		4	5	
<b>2.3 Ethical leadership and commitment to lifelong learning:</b> Demonstrate ethical values, responsibilities, and pursuit of lifelong learning.		3	3			4	4			5	6
<b>3. Management and Business</b>											
<b>3.1 Quality improvement and measurement:</b> Determine the importance of quality improvement tools like LEAN, Six Sigma to improve clinical and operational outcomes.			3	4			5				5
<b>3.2 Financial analysis and budgets:</b> Understand and apply the basics of financial management, budgeting, and interpreting different financial matrix to measure organizational performance.		2			3				4		5
<b>3.3 Operational management:</b> Analyze different approaches for healthcare delivery and organization of services.		3		4			5		4	5	5
<b>3.4. Human resource management:</b> Examine various principles of human resource management and regulatory requirements in healthcare.	3					3	4			4	
<b>3.5 Health information systems:</b> Demonstrate the understanding of the role of health information systems for administrative and clinical purpose and emerging issues like cybersecurity and data privacy and security in healthcare.			3			3		4			
<b>3.6. Ethics and compliance:</b> Assess ethics and regulatory compliance issues in healthcare.		3				4		4		5	5
<b>3.7 Data Analytics:</b> Apply different statistical analysis techniques and the use of data visualization software to healthcare data for benchmarking and business intelligence.		3	3	4			5		4		
<b>4. Communication and Relationship Management</b>											
<b>4.1 Written communication:</b> Demonstrate effective written business and verbal skills.	3	3	4	4	4	4	4	5	5	5	6
<b>4.2: Oral Communication:</b> Demonstrate effective verbal communication skills, in individual and group setting.	3	3	4	4	4	4	4	5	5	5	6
<b>4;3; Team Dynamics:</b> Explain the importance of teamwork in a healthcare setting and developing competencies to work effectively in different roles within a team.	3		4	4			4	5		5	6
<b>5. Entrepreneurship and Innovation</b>											
<b>5.1 Entrepreneurship and Innovation:</b> Understand the concept and examples of disruptive technologies and applies it to the healthcare industry to promote innovation.			3	4	4		4	5		5	
<b>5.2 Emerging Technologies:</b> Examine the role of emerging technologies on the healthcare delivery system and consumer behavior.	2		2		4		4	4			

## Items You Should Be Aware Of

Advising is available at a range of levels

1. You are expected to meet with your academic advisors prior to registering for subsequent semesters.
2. Courtney Culler is available to provide assistance
3. When you are about half-way through (approximately 21 credits completed or about to be completed, the “go to” person(s) will be Professor Hill and one of our Executives-in-Residence (Leadership).
4. When we return to campus, note that Lecture Capture will be active in at least four, possibly five classrooms (16 classes per week); use it as an instructional resource.
5. Career Counseling and Placement professional (Cheryl Egan) is available to assist in job and career planning.
6. Be active in your Student Organization (see Student Handbook); there is also an Honor Society

**How to Apply**  
<https://gradstudy.rutgers.edu>

- **Traditional MHA – Spring & Fall Admission**
  - **September / Fall 2021 Admission: Deadline JULY 1<sup>st</sup>**
  - January / Spring 2022 Admission: Deadline November 1<sup>st</sup>
- **Executive MHA – Spring Admission ONLY**
  - January / Spring 2022 Admission: Deadline November 1<sup>st</sup>
- **Application Materials (NO GRE scores required):**
  - Online application form
  - Application fee
  - Official transcripts of previous academic work
  - A personal statement
  - Two (2) letters of recommendation
  - Resume PDF
  - TOEFL / IELTS scores (international students only)

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Please ask questions at our Q&A  
portion following the panel.

**Thank you.**