

HEALTH CARE ADMINISTRATION

College of Health and Human Services

Program Director

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The Health Care Administration program has four major objectives: (1) to provide course work and related experience in order to prepare administrators, skilled in the application of organizational and managerial techniques, for the health care system; (2) to provide continuing education for health administrators in practice as well as others in administrative and leadership positions in the management and the delivery of health services; (3) to consult and to participate in community service activities which complement the instructional and research functions of the faculty and provide appropriate learning experiences for students; and (4) to conduct studies in the administration and operation of the health care delivery system which will contribute to development of faculty teaching abilities and overall professional growth.

The program is designed for the professional administrator or those who wish to become administrators within health care. Five programs are offered:

1. Master of Science in Health Care Administration
2. Certificate in Health Care Administration
3. Bachelor of Science in Health Care Administration
4. Master of Science in Nursing/Master of Science in Health Care Administration
5. Master of Science in Health Care Administration - Accelerated Program

The schedule of graduate and undergraduate course offerings is in the regular *Schedule of Classes*.

Bachelor of Science in Health Care Administration (code HCA_BS01) (120 units)

Requirements for Admission

Prerequisites

1. All students must complete a minimum of 15 semester units or the equivalent in prerequisite preparatory courses for the major: ACCT 201, ECON 101 or 300, IS 233, SOC 250 (or equivalent) and BIOL 200 (or equivalent). Computer proficiency in word processing, spreadsheet, database and presentation software is expected. Business calculus (MATH 115) is recommended.
2. An overall grade point average of 2.0 or higher is required for entrance into the program. A minimum grade of "C" is required for each prerequisite course.

Requirements

1. Complete the requirements for General Education;
2. Complete the prerequisite courses;
3. Complete the major core course requirements: HCA 312, 340, 341, 353, 402, 410, 416, 450, 465, 480, HSC 150 and HSC 400;
4. Upper Division (required elective courses): A minimum of 9 additional units from the following: HCA 320, 422I, 438, 439, 440, *451, 452, and 470I;
5. Complete the electives as needed, to total 120 semester units;
6. Fulfill the Graduation Writing Assessment Requirement (GWAR);
7. Each major course must be completed with a grade of "C" or better. A course in which a grade lower than "C" is received must be retaken and successfully completed prior to enrolling in any course for which it is a prerequisite. A student receiving a grade lower than a "C" may proceed with other courses for which it is not a prerequisite with approval of the Undergraduate Advisor.

Master of Science in Health Care Administration (code HCA_MS01)

The goal of the M.S. in Health Care Administration program is to prepare individuals to enter administrative positions in hospitals and ambulatory care centers, managed care, long-term care, and mental health settings as well as in multi-institutional system central offices, governmental health agencies, and other health related organizations. Students completing the M.S. in Health Care Administration will achieve the following objectives: (1) Demonstrate knowledge of the U.S. health care system and fundamental issues affecting the administration of health care services, (2) Demonstrate organizational and managerial knowledge and skills essential to administrative positions in health care services, (3) Demonstrate specialized knowledge and skills in a variety of functional areas in health care administration, including financial management, marketing, job analysis, compensation management, or public policy analysis, (4) Use ethical principles within admin-

istrative positions of responsibility in health care services, and (5) Demonstrate the ability to conduct studies in the organization, financing, administration, and operation of health care delivery systems. The program is designed for persons with a variety of undergraduate experiences who give evidence of interest and potential success in health care management and/or research.

Admission Requirements

Each applicant should request that a copy of all college course work and GMAT scores be sent to the graduate adviser, Health Care Administration Program, in addition to the copies required by the Office of Admissions and Records. In addition, a current resume should be sent to the Program along with three letters of recommendation.

Admission Criteria

1. Baccalaureate degree from an accredited institution;
2. Baccalaureate degree with a minimum of 12 units of course work to include: accounting and financial management, economics, information systems, and statistics;
3. An applicant must have an overall undergraduate grade point average of 3.0 or better. Those applicants with less than 3.0, but with acceptable evidence of professional potential shown through recent academic performance and experiential background, may be admitted by special action of the Program Graduate Committee;
4. Interview with member of faculty or preceptor may be required;
5. A current and complete resume including references;
6. Submission of scores on recent Graduate Management Admission Test (GMAT).

Prerequisites

The following courses or their equivalent:

1. ACCT 201
2. ECON 101 or 300
3. Statistics
4. IS 233 (or equivalent)

Students should contact the Program director for a determination of deficiencies and required remediation.

Requirements

1. Completion of graduate level course work in Health Care Administration: HCA 451, 502, 505, 510, 515, 517, 524, 530, 535, 550, 695 and HSC 500.
2. Completion of any one of the courses in site specialization: HCA 536, 537, 538, 539, 540, or 552.
3. Completion of an approved elective course.
4. Completion of a minimum of 45 units including Project and Internship HCA 580 and HCA 698.

Advancement to Candidacy

Students will be instructed to apply for advancement to candidacy after:

1. Completion of 6 units of core course work that applies to the degree with an average grade of "B" or better,
2. Fulfillment of the Graduation Writing Assessment Requirement (GWAR), and
3. Approval of Program Director.

Accelerated Program

The Master in Health Care Administration Accelerated Program (MSHCA AP) is designed to prepare working professionals for administrative positions in health care organizations which requires minimum three years of work experience and combines online and in-class instruction. The MSHCA AP program requires 45 credit hours consisting of 14 core courses and an internship experience of 3-credits, which may be substituted for HCA 599 Special Topics. The program offers foundation courses early and more advanced healthcare administration specific courses later in the Program.

Accelerated Education Model

YEAR I

First Quarter - Fall

- Orientation No Credit
1. HCA 451
 2. HCA 505

Second Quarter-Winter

3. HCA 502
4. HSC 500

Third Quarter-Spring

5. HCA 524
6. HCA 515

Fourth Quarter-Summer

7. HCA 535
8. HCA 510

YEAR II

First Quarter-Fall

9. HCA 530
10. HCA 517
11. HCA 698 Project-Part I (1 unit)

Second Quarter-Winter

12. HCA 537
13. HCA 550

Third Quarter-Spring

14. HCA 698 Project-Part II (2 units)
15. HCA 695

Fourth Quarter-Summer

16. HCA 580
17. GS 700 [if students don't complete HCA 698 in time]

Certificate in Health Care Administration (code HCA_CT01)

The Certificate Program in Health Care Administration is comparable to a minor of 18 semester units and, with pre-requisite course work, may require up to 24 semester units for completion. Components of the program include the forms of organization and operation of health care systems, human resources management, leadership and development, financial management, and marketing. The Certificate

may be combined with major programs from a variety of fields including, but not limited to, behavioral and natural sciences, humanities, health professions, business and public administration, and social work and is conferred as a post-baccalaureate certificate (or concurrently with the BS/BA). The courses taken for the certificate (with a grade of "B" or better) may apply toward the MS program at the discretion of the Program Director.

Health care administrators are usually prepared at the masters' degree level for job entry into upper management. There is, however, increased emphasis to prepare health care professionals to function as managers at other levels as well. Increasingly, physicians are also seeking preparation in the elements of management. These diverse groups use management skills in the health services and related fields. These include hospitals, nursing homes, health departments, health maintenance organizations, health planning and regulatory agencies, health management and review companies, group medical practices, health insurance firms, pharmaceutical and medical supply companies.

Requirements

1. Admission to the University;
2. A bachelor's or advanced degree with transcripts (conferred or expected);
3. Consultation with the Program Director;
4. A minimum of 18 units is required and may include: HCA 312, 341*, 353+, 402, 410 or the equivalent. At the graduate level HCA 502, 505, 510, 515, 530 or equivalent courses are considered for the Certificate Program.

* Prerequisite: ACCT 201

+ Prerequisite: ECON 101

Course substitutions may be made at the consent of the Program Director.

Master of Science in Nursing/Master of Science in Health Care Administration (code NRS GMC01)

The Department of Nursing and Health Care Administration Programs offer a concurrent Master of Science in Nursing and Master of Science in Health Care Administration dual degree available to qualified students who desire advanced preparation in the areas of nursing and health care administration with a practice focus as Advanced Practice Nurses in administration. The concurrent program leading to both degrees represents the core accreditation requirements of each degree. Coursework is integrated between the two degree programs each semester in order to provide an intense learning experience.

The philosophy of graduate nurse education is that the practice of nursing is constantly changing as health needs and health delivery systems are altered. Integral to nursing is an ability to work effectively and cooperatively with other disciplines. The joint Master of Science in Health Care Administration and the Master of Science in Nursing provides the opportunity for students to specialize as advanced practice nurses with emphasis in administration and increasing competence in designing, implementing, and evaluating programs in preparation for serving in various health organizations. An important career path for advanced practice nurses is as nurse executive in the variegated segments of the health care indus-

try including entrepreneurial activities. Courses are interdependent and have been structured to provide clinical depth in the areas of nursing and administration.

Each applicant should request that a copy of official transcript of all college course work be sent to the Nursing Department Graduate Advisor and to the Office of Admissions and Records.

Admission Requirements

1. Bachelors degree in nursing or currently enrolled in accelerated RN to Masters program. Those nurses with Baccalaureate degrees in health related fields may be conditionally admitted.
2. Current license to practice as a registered nurse in California.
3. Admission to graduate standing at the University.
4. An upper division or graduate course in biostatistics (H/SC 403 or ED P 419).
5. Public Health Nurse Certificate, or eligibility for certificate in California.
6. An overall GPA of 3.0 or better; an upper division nursing GPA of 3.0 or better and a science GPA of 3.0 or better. Students who fall below these averages will be evaluated on an individual basis.
7. Submission of quantitative and verbal scores from the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT).
8. Three letters of recommendation from persons with whom the applicant has worked and who has direct knowledge of the applicant's qualifications.
9. A separate personal statement of applicant's reasons for pursuing this field of study and comments about interests and experiences which are germane to career objectives.
10. Current professional resume describing the applicant's relevant experience.

Advancement to Candidacy

A joint committee, consisting of Nursing and Health Care Administration faculty involved in the program, will review files and make a determination to advance the candidate to graduate status. Student criteria for advancement are as follows:

1. Satisfy the general University requirements for advancement to candidacy in Nursing and Health Care Administration;
 - A. fulfill the Graduation Writing Assessment Requirement (GWAR), and
 - B. have at least a 3.0 grade point average for all course work attempted as a graduate student.
2. Joint approval by the Department of Nursing and Health Care Administration and the Associate Dean in the College of Health and Human Services.

Requirements for Completion

1. A minimum of 57 units of approved Nursing and Health Care Administration upper division and graduate level courses including:
The Program of Study: NRS G 559, 560, 596, 680A, 680B, 680C, 680AL, 680BL, 680CL, 698, HCA 502, 505, 510, 515, 524, 530, 535, 550, 698.

2. An overall GPA of 3.0 or better in all courses.
 3. Directed project or a thesis.
 4. *Graduate degrees obtained previously may be accepted toward meeting a portion of the unit requirements of the concurrent MSN/MSHCA degree program.
 5. If a student after entering the concurrent MSN/MSHCA program returns to a single degree program, all requirements for the single degree program must be met.
- * 60% of units must be earned in residence.

Courses (HCA)

Lower Division

202. Introduction to Health Care in America (3)

Prerequisites: Completion of GE Foundation requirements. This course examines the structure of the current health care system including the services, financing, political, and social forces that influence its organization. Contemporary health issues such as cost, quality, and access are introduced and discussed within the context of current health care organizations. Access and diagnostic/treatment differences of ethnic minorities including African American, Asian, Latino, Native American and other groups, as well as gender disparities including sexual orientation will be discussed. Letter grade only (A-F).

Upper Division

312. Health Personnel Management (3) S

Prerequisite/Corequisite: HCA 202 or HCA 402. The management of human resources in health care settings. Content includes principles and methods of personnel work such as employee recruitment, selection, retention, training, evaluation, wage and salary administration, and labor-management relations. (Lecture.) Letter grade only (A-F).

320. Operations Management in Health Administration (3) S

Prerequisite: SOC 250 or PSY 110 or equivalent. Prerequisite/Corequisite: HCA 202 or HCA 402. The application of the concepts and methods of operations management to the health care organizational setting. Emphasis on planning and control in the management process. (Lecture.) Letter grade only (A-F).

340. Legal Aspects of Health Administration (3) S

Prerequisite/Corequisite: HCA 202 or HCA 402. Focus on the nature, perspective and objects of the legal and legislative process. Provides skill in understanding legal terminology, legal reasoning and the tools of the law, with practical application of these principles and concepts to health care management and health policy decisions. (Lecture.) Letter grade only (A-F).

341. Financial Management of Health Care Institutions (3) F,S,SS

Prerequisite: ACCT 201. Prerequisite/Corequisite: HCA 202 or HCA 402. Application of the concepts of financial management within health care organizations, to include financial planning principles, reimbursement procedures, governmental regulation and legal restraints. (Lecture.) Letter grade only (A-F).

353. Marketing for Health Services Organizations (3) F,S

Prerequisite: ECON 101 or 300. Development of marketing strategies and analyses in a health care setting. Design of services to include pricing, communication, distribution channels, and client motivation and services. Letter grade only (A-F).

402. The Health Care System (3) F,S,SS

The course focuses on the contemporary health care system to include its historical beginnings and the underlying social and biological forces which influence its organizational forms, financing and manpower requirements; issues and concerns molding its future such as the assurance of the quality of patient care and the regulation and control of the system. (Lecture)

*410. Health Management and Organization (3) F,S

Prerequisite/Corequisite: HCA 202 or HCA 402. Concepts of organizing activities to achieve the goals of health care institutions. Effects of environment, technology, and human behavior on organizational design. Managerial processes include planning, decision-making, influencing, controlling required to operate and change health care organizations. (Lecture.) Letter grade only (A-F).

416. Management and Information Systems (3) F,S

Prerequisite/Corequisite: HCA 202 or HCA 402 and IS 233 or equivalent. Evaluation of concepts, analysis and design of management information systems; management decision models, strategies for implementing system changes. (Lecture.) Letter grade only (A-F).

422I. Global Issues in Health Services (3) F,SS

Prerequisite/Corequisite: HCA 202 or HCA 402. Completion of the G.E. Foundation, one or more Exploration courses and upper division standing. Contemporary problems in health service developed as an interrelated system. Rural health problems, issues of the elderly, rising costs and new technology presented with reference to industrialized and non-industrialized countries (e.g. Europe, Asia and North America, Africa and Latin America). Geographic, political, economic, historical and anthropological aspects of health; administration problems and issues will be analyzed. (Lecture.) Letter grade only (A-F).

439./539. Management Challenges in Long Term Care (3)

Prerequisite/Corequisite: HCA 202, 402 or 502. Students will learn the managerial functions and skills essential to managing a wide array of long term care services and develop an understanding of today's management methods appropriate to multiple Long Term Care (LTC) settings with special emphasis on: 1) the difficulties faced by administrators and managers in developing an maintaining effective systems for providing efficient LTC services; 2) the organizational aspects of managing a workforce, patient and family relations, marketing and reimbursement along with current managerial challenges; and 3) delivering LTC within various institutional arrangements. (Lecture.) Letter grade only (A-F).

450./550. Continuous Quality Improvement in Health Services (3)

Prerequisites: HCA 402 or 502, and HCA 465. Designed for the health care professional or administrator who is involved in or concerned about assurance of quality in health care. Course includes historical beginnings, state of the art, voluntary and governmental effort and proposed means to quality assurance. (Discussion) Letter grade only (A-F).

*451. Economics of Health (3) S

Prerequisites: ECON 101 or 300. Analysis of health as an economic good. Health services as scarce resources. Use of tools of economic theory in study of special problems of health resources, markets, manpower shortages, non-profit enterprises, insurance programs and Medicare. Procedures stress individual studies and reports. Not open to students with credit in ECON 345 or ECON 445. Same course as ECON 445.

452./552. Medical Group Practice Management (3) F

Prerequisite/Corequisite: HCA 202, 402 or 502; and HCA 450 or 550; and HCA 341 or 515. Overview of medical group management incorporating the basic functions of health care administration and applying them to the medical group practice setting with an emphasis on managed care delivery systems. Fundamental operation responsibilities of medical group administration today. (Lecture.) Letter grade only (A-F).

465. Analysis and Evaluation of Health Care Services (3) F,S,SS

Prerequisite or Corequisite: HCA 202 or HCA 402 and Prerequisite: PSY 110 or SOC 250 or equivalent. Techniques of analysis and evaluation applied to health services with respect to organizing, staffing, financing and utilization. Emphasis on the analytic process, program evaluation, and report of findings. Letter grade only (A-F).

470I. Latinas/Latinos: Health Status and Health Care Access (3)

Prerequisites: Completion of the G.E. Foundation, one or more Exploration Courses, and upper division standing. This course is a critical interdisciplinary examination of the health status and health care access of Latinos in the United States. The primary objective of the course is to provide an overview of the policies, epidemiologic, and cultural factors that influence the etiologies of diseases within Latino subpopulations. This cross disciplinary approach will also be used to analyze the health care problems faced by Latino subpopulations that constrain efficient management of services and equitable delivery of health care. Letter grade only (A-F). Same course as CHLS 470I.

480./580. Internship in Health Care Administration (3) F,S,SS

Prerequisites: HCA 341, 353, 402, 410, 416, 465 and HSC 150. A minimum of 120 hours of structured work experience in a health care organization, under the direct supervision of a preceptor employed by the organization with guidance by the instructor. Students will receive coaching in resume and cover letter preparation, interviewing skills and professional development. Graduate students will study and report on the organizational structure, philosophy, problems and personnel relationships of the institution. May be repeated to a maximum of six units in different semesters. Letter grade only (A-F).

490. Special Topics in Health Care Administration (1-3) F,S

Topics of special interest in health care administration selected for intensive study. Topics will be announced in the *Schedule of Classes*. May be repeated to a maximum of 6 units with different topics. Letter grade only (A-F).

499. Directed Studies (1-3) F,S

Prerequisite: Consent of instructor. Independent study of special topics under supervision of a faculty member. May be repeated to a maximum of 4 units. In exceptional cases, may be repeated to a maximum of 6 units when approved by the Director of the Health Care Administration Program. Letter grade only (A-F).

Graduate Level

502. The Health Care System (3) F,S,SS

The course focuses on the contemporary health care system to include its historical beginnings and the underlying social and biological forces which influence its organizational forms, financing and manpower requirements; issues and concerns molding its future such as the assurance of the quality of patient care and the regulation and control of the system. Letter grade only (A-F). (Lecture)

505. Organization and Systems of Health Care (3) F

The analysis of operational activities and managerial functions essential to the health care delivery system will be examined and discussed. Special emphasis will be placed on the manager's role in developing and maintaining an effective system for providing health care services. The organizational aspects and managerial approaches of delivering health care services within various institutional arrangements will be discussed. Letter grade only (A-F).

506. Epidemiology for Managers (1) W

Analysis of patterns of health and disease and how these impact on health delivery in the U.S. and abroad. Planning health services based on distribution of acute and chronic disease in populations. (Seminar)

510. Human Resources Management in Health Care (3) S

Management of human resources in the health care system including human resource planning and staffing, training and development, performance appraisal, job design and analysis, and compensation. Letter grade only (A-F).

515. Advanced Financial Management in Health Care (3) F

Prerequisites: ACCT 201 or 500. Examination of the principles and practices of managing financial resources in health institutions. Evaluation of trends in the financing of health care and the influence of third-party payers on the financial decisions of health care administrators. Letter grade only (A-F).

517. Advanced Healthcare Information Systems Management (3)

Prerequisite: HCA 416, 502, 530 or consent of instructor. This course provides healthcare professionals with a broad overview of healthcare information systems and a close examination of the strategic and tactical business needs for the information technology (IT) required to deliver cost-effective, quality healthcare. Letter grade only (A-F). (Lecture/discussion)

524. Advanced Legal and Ethical Aspects of Health Administration (3)

Examination of the federal and state regulations of health care facilities, employees, patients and programs, emphasizing legal rights, privileges and duties of health care facility to patients and employees and other providers. Topics include malpractice and other liability rules, contracts, informed consent, end of life decisions, reproductive health issues, medical records, confidentiality and required disclosures will be studied from ethical and legal perspectives. Letter grade only (A-F).

530. Strategic Planning and Marketing in Health Care (3) S, SS

Prerequisite or corequisite: HCA 502. This course provides an understanding of strategic management and marketing enabling the student to lead the process of strategic planning in a health care organization. By conducting a strategic planning process, health care organizations are better able to cope with dramatic changes in technological, social, political, regulatory and competitive aspects of the health care market. Strategic management enables organizations to identify issues unique to them which hinder or promote organizational success. Through course reading, analyses of secondary quantitative and qualitative data, and presentation of case studies, students gain a thorough understanding of the process of strategic management. Letter grade only (A-F)

535. Quantitative Methods for Health Administration (3) F

Prerequisites: Statistics. Identify and apply appropriate quantitative and operations research techniques to problems in health care settings. Students will receive intensive exposure to decision theory and control systems, and have practical experience solving problems in resource allocation, procedural decisions, scheduling, forecasting, measurement, and cybernetic control. Letter grade only (A-F).

536. Hospital Management (3) F

Prerequisites: HCA 505. The goal of this course is to develop familiarity with the internal operations of acute care hospitals and skills in solutions of hospital operational problems. Hospitals will be analyzed by broad function and by specific departments. Cases, simulations and visits may be used. (Seminar 3 hours.)

537. Managed Care (3)

Prerequisites: HCA 402 or 502. The purpose of this course is to prepare people to enter the managed care field and to orient managers to the organization and administration of Health Maintenance Organizations, Preferred Provider Organizations and related enterprises. Both relationships to the health care marketplace and operational aspects of managed health systems will be covered. Guest lecturers from managed care organizations will participate in the course and students will be expected to develop an operational plan based on a real world situation. (Seminar 3 hours.)

538. Long Term Care Management (3) SS

Prerequisites: HCA 402 or 502. Long term care facilities, offering services to the aged and disabled, pose unique problems for managers within this industry. With the "graying" of America, emergence of debilitating illnesses such as AIDS, and focus on cost containment as a major health policy issue, managers in this sector of health must assume leadership roles in planning and adapting to this dynamic and expanding environment. This survey course will analyze the forces influencing the development of long term care in the U.S. and address specific organizational aspects that affect outcomes of services provided in long term care settings. Letter grade only (A-F).

539./439. Management Challenges in Long Term Care (3)

Prerequisite/Corequisite: HCA 202, 402 or 502. Students will learn the managerial functions and skills essential to managing a wide array of long term care services and develop an understanding of current management methods appropriate to multiple Long Term Care (LTC) settings with special emphasis on: 1) the difficulties faced by administrators and managers in developing an maintaining effective systems for providing efficient LTC services; 2) the organizational aspects of managing a workforce, patient and family relations, marketing and reimbursement along with current managerial challenges; and 3) delivering LTC within various institutional arrangements. (Lecture.) Letter grade only (A-F).

540. Long Term Care in Action (3)

Prerequisite: Undergraduate degree or consent of instructor. Southern California has many exciting programs that serve people of all ages with long-term health care needs. The purpose of this course is to give students and professionals opportunities to see a variety of settings that provide long-term care. During the semester, faculty and students will visit ten organizations that provide long-term care services in the greater Long Beach area. Students will be assigned readings pertinent to each field site and complete a profile for each type of service. Letter grade only (A-F). (Lecture activity).

550./450. Continuous Quality Improvement in Health Services (3)

Prerequisites: HCA 402 or 502, and HCA 465. Designed for the health care professional or administrator who is involved in or concerned about assurance of quality in health care. Course includes historical beginnings, state of the art, voluntary and governmental effort and proposed means to quality assurance. (Discussion) Letter grade only (A-F).

552./452. Medical Group Practice Management (3) F

Prerequisite/Corequisite: HCA 202, 402 or 502; and HCA 450 or 550; and HCA 341 or 515. Overview of medical group management incorporating the basic functions of health care administration and applying them to the medical group practice setting with an emphasis on managed care delivery systems. Fundamental operation responsibilities of medical group administration today. (Lecture.) Letter grade only (A-F).

580./480. Internship in Health Care Administration (3)

Prerequisites: HCA 502, 505, 510, 515, 524, 530, 535, 550. A minimum of 120 hours of structured work experience in a health care organization, under the direct supervision of a preceptor employed by the organization with guidance by the instructor. Students will receive coaching in resume and cover letter preparation, interviewing skills and professional development. Graduate students will study and report on the organizational structure, philosophy, problems and personnel relationships of the institution. May be repeated to a maximum of six units in different semesters. Letter grade only (A-F).

590 Special Topics (1-3)

Prerequisite: Consent of Instructor. Topics of current interest in the various fields of Health Administration and Health Services Management selected for special presentation. Topics will be announced in the *Schedule of Classes* each semester. Courses may be repeated to a maximum of 6 units with different topics in different semesters. Letter grade only (A-F).

599. Directed Studies (1-3) F,S

Directed study of a special topic to be taken under supervised independent study. May be repeated for a maximum 6 units with different topics in different semesters. Letter grade only (A-F).

695. Integrative Seminar: Critical Analysis of the Health Care System (3) S

Prerequisites/Corequisites: HCA 580, 698. The health care system will be critically analyzed within its organizational, financial, and personnel components to include the socioeconomic and political forces which bind the system. A systematic, ecological approach will be employed with emphasis on an advanced and critical analysis of the U.S. system. Special consideration will be given to the public policy determinations which have influenced the development of the system and relevant problems and issues. Letter grade only (A-F).

698. Project (3) F,S

Prerequisites: All 500-level courses, and consent of instructor. The student will investigate what is considered a major problem to the health care institution identified in the student's residency, research it in accordance with an accepted methodology, consider the characteristics of the organization, and recommend potential courses of action for the organization to take. May be repeated to a maximum of 6 units. Letter grade only (A-F).