

# HEALTH POLICY AND LEADERSHIP CONCENTRATION

**Program director**  
Jim Banta

The Dr.P.H. degree with a concentration in health policy and leadership emphasizes a blend of professional and academic skills, including leadership and management, finance and philanthropy, community engagement and advocacy, policy analysis and development, ethics, and research methods. The current, rapidly changing health and health-care landscapes—marked by significant health disparities and varied challenges—demands a diversity of leadership talents. Moreover, creative approaches are needed to meet these challenges. The Doctor of Public Health degree in health policy and leadership at Loma Linda University provides a unique opportunity to serve at the intersection of leadership and policy. The goal is to prepare participants for success in leadership positions that have major influence on policies, programs, and public health systems.

Coursework may be pursued in the following formats:

- On-campus (combination of on-campus and online coursework).
- Online (combination of synchronous and asynchronous coursework).

## Program learning outcomes

By the end of the program, the graduate should be able to:

1. Engage in reflective leadership and analyze a broad range of management and leadership issues, including governance, valuing diversity, planning, conflict resolution, and change management.
2. Demonstrate ability to evaluate the health policy development process, including problem identification, policy formulation, and implementation.
3. Demonstrate commitment to ethical choices and values of justice and equity by formulating strategies for policy advocacy.
4. Analyze community-building principles and develop strategies to address social determinants of health—including the delivery, quality, and costs of health and health care for individuals and populations.
5. Develop skills in evaluating, conducting, and reporting research.

## Educational effectiveness indicators

- Comprehensive examination.
- Applied project presentation.
- Publishable paper.
- Doctoral project presentation.

## Individuals who may benefit from the program

Participants could be mid-to-senior-level managers in public health, health care, public and government agencies, higher education, social welfare organizations, nongovernmental organizations (NGOs), faith-based organizations, community-based organizations (CBOs), and other related groups. Consistent with the program's focus on social determinants of health to promote health equity, individuals from non-

health sectors are encouraged to apply. Those admitted into the program should have had sufficient experience in the workplace (three or more years), and be currently employed in an organization that is supportive of their degree program as well as the unique requirement for developing a “learning environment” in the workplace.

## Prerequisite

See entrance requirements for all Dr.P.H. degrees. (<http://llucatalog.llu.edu/public-health/doctoral-degrees/#admissionstext>)

## Concentration requirements

### Corequisites

See standard DrPH corequisites (<http://llucatalog.llu.edu/public-health/doctoral-degrees/drph/>).

### Degree requirements

#### Dr.P.H. public health core

##### Critical analysis

PHCJ 600	Overview of Research Methodologies	3
PHCJ 615	Intermediate Biostatistics	3
Selectives (choose from following)		3
HADM 587	Health Policy Analysis and Research	
HPRO 589	Qualitative Research Methods	
PHCJ 630	Concepts and Practical Issues of Secondary Data	
STAT 568	Data Analysis	

##### Leadership, management, and governance

PHCJ 607	Professional Leadership	3
PHCJ 616	Administrative Systems in Agency Management	3
PHCJ 617	Building Healthy Systems	3

##### Education and workforce development

PHCJ 614	Pedagogy: The Art and Science of Teaching	2
PHCJ 618	Transformative Communication	2

##### Policy, advocacy and programs

PHCJ 609	Building Healthy Individuals	3
PHCJ 610	Building Healthy Communities <sup>1</sup>	3

##### Doctoral seminar

PHCJ 608A	Doctoral Seminar for Public Health	1
PHCJ 608B	Doctoral Seminar for Public Health	1
PHCJ 608C	Doctoral Seminar for Public Health	1

##### Health policy and leadership major

HADM 587	Health Policy Analysis and Research	3
HADM 589	Advanced Practice in Leadership	3
HADM 595	Leadership—Past, Present, and Future	3
HADM 616	Health Systems and Population Health	3
HADM 620	Health Policy Theories and Concepts	3
HADM 625	Health Policy Advocacy and Civic Engagement	3

##### Electives

	Elective (Choose in consultation with advisor)	0-3
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##### Religion

RELE 5__	Graduate-level ethics	3
REL R 5__	Graduate-level relational	3
RELT 5__	Graduate-level theological	3

##### Integrated learning experience

PHCJ 698	Doctoral Project	4
<b>Total Units</b>		<b>62</b>

### Practicum

Practicum units are in addition to the minimum didactic units required for the degree

PHCJ 795	Applied Practice	2
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<sup>1</sup> Fulfills service learning requirement

## Applied practice experience and integrated learning experience

All Dr.P.H. students will engage in an applied practice experience that results in a product that is relevant to public health organizations. The culminating activity is an integrated learning experience that includes a field-based project emphasizing advanced practice. Both applied practice experience and integrated learning experience will demonstrate integration of foundational and concentration specific competencies.

## Normal time to complete the program

Three years – based on full-time enrollment

## Courses

### HADM 501. Health Policy and Leadership Seminar. 1 Unit.

An orientation seminar designed for the first or second quarter of the M.P.H. degree in health policy and leadership. Identifies the expectations of the degree, raises awareness and understanding of academic standards, and promotes cohort and professional loyalty.

### HADM 506. Fundamentals of Health-Care Finance. 3 Units.

Covers different forms of business organizations and their impact on taxes and cash flows. Focuses particularly on third-party payer system, time value of money, financial risk and return, debt and equity financing, securities valuation, market efficiency, debt refunding, and lease financing. Prerequisite: HADM 508 or equivalent.

### HADM 508. Accounting Fundamentals in Health-Care Management. 4 Units.

Presents fundamental principles of accounting in health care. Covers additional key financial and managerial accounting concepts and applies them to assist in making informed health-care decisions.

### HADM 510. Health Policy Analysis and Synthesis. 3 Units.

Introduces major approaches for understanding the health policy process. Explores how to identify and analyze the forces and interests involved in health policy issues, including stakeholder analysis. Examines how to write a policy brief and describes various techniques of advocating for health policy change.

### HADM 514. Health-Care Economics. 3 Units.

Uses analytical tools of economics to describe the behavior of various agents in the health-care industry, including providers and patients, third party payers, the government, and the pharmaceutical industry. Explores the importance of health-care labor markets; analyzes the issue of equity, efficiency, and costs; and explores differences between health-care systems around the world.

### HADM 515. Managerial Epidemiology. 3 Units.

Overview of epidemiological concepts including exploration, analysis, and interpretation of epidemiology data and statistical measures utilized in epidemiology studies. Considers how epidemiology is used to reinforce a population health-based approach in health management and service delivery.

### HADM 525. Special Topics. 1-4 Units.

Lecture and discussion on a current topic in health policy and management or leadership. May be repeated for a maximum of 8 units applicable to degree program.

### HADM 528. Organizational Behavior in Health Care. 3 Units.

Focuses on understanding, predicting, and influencing human behavior in an organization. Students gain experience using practical individual and group case studies and reading/researching organizational behavior books and topics that facilitate thinking through problems/issues and finding solutions as leaders, managers, and employees in organizations.

### HADM 529. Applied Leadership Concepts in Health-Care Organizations. 3 Units.

Enhances and applies leadership principles related to managing change process, building and strengthening teams, practicing skills in persuasion and resolution of conflicts, and developing innovative and skilled leaders. Uses case studies and interactive methods to create an innovative environment in which students can apply and enhance their knowledge of the health-care industry.

### HADM 534. Health-Care Law. 3 Units.

Examines health care as a highly regulated industry, providing students with an understanding of the vast range of legal issues facing health-care practitioners and administrators. Gives particular attention to topics in regulatory compliance, medical malpractice, health-care contracting, and employment law.

### HADM 536. Health Policy Communications. 3 Units.

Strategies for advancing health policy messages. Identifies various forms of public communication and provides techniques for communicating effectively with the mass media and stakeholders in the health system. Focus on critical thinking in addition to oral and written communication.

### HADM 545. Government Policy and Health Disparities. 3 Units.

Overview of health disparities in framing health policy discussions. Examines the federal government's use of funding and regulation to influence health-care delivery in the United States. Reviews the role of state and local governments in developing and implementing health policy. Explores how research is used in documenting disparities and evaluating interventions.

### HADM 555. Health-Care Delivery Systems. 3 Units.

Reviews current trends in health-care financing; integrated delivery systems; managed care, as well as some focus on health-care operations, including: billing, coding, pricing, utilization review, case management, and systems. Reviews and discusses current events and research relating to the health-care system structure throughout the world and relative to U.S. health-care policy.

### HADM 559. Health-Care Marketing. 3 Units.

Applies marketing concepts to health care delivery systems. Emphasizes a strategic market-management approach for developing or evaluating strategies and programs for a health care organization.

### HADM 564. Health-Care Finance. 3 Units.

Covers capital structure decisions, capital budgeting, financial analysis and forecasting, project risk analysis, working capital management, business valuation, mergers and acquisitions, reimbursement methods, and financial risk management. Prerequisite: HADM 506.

**HADM 574. Managing Human Resources in Health-Care Organizations. 3 Units.**

Purposefully explores how the strategic management of human resources creates value and delivers results in health care. Addresses an emerging human-resource paradigm, in addition to focusing on the traditional perspectives of human resources that center around the personnel function.

**HADM 575. Management Information Systems in Health Care. 3 Units.**

Systems theory and application in the design and operation of integrated management information systems in a health-care setting. Examines hardware, software, and human interfaces.

**HADM 584. Current Topics in Health Policy and Leadership. 1 Unit.**

Lectures and discussion on current issues in leadership. Specific content varies from quarter to quarter. May be repeated for additional credit.

**HADM 585. Policy Development for a Twenty-First Century Health System. 3 Units.**

Addresses the unique application of leadership theory and best practice to the field of public health, health care, and related areas.

**HADM 586. Building Healthy Communities: Integrative Health Policy. 3 Units.**

Examines the public health system, how health policy is developed, and the diverse stakeholders involved in the process. Examines effective partnerships with government agencies, the private sector, nongovernmental organizations, communities, and social entrepreneurs. Explores and analyzes in depth how these partnerships have worked together to make positive health improvements through effective policies.

**HADM 587. Health Policy Analysis and Research. 3 Units.**

Provides students with the skills needed to translate research into policy and practice. Examines how research impacts public health and health policies. Explores the relationship between statistics, research, and public policy; and understanding policy development and the politics that inform public health policy. Focuses on collaboration with government agencies and community groups in evaluating outcomes associated with changing policies at the institution, community, and state levels.

**HADM 588. Leadership, Policy, and Environmental Change. 3 Units.**

Examines public health approaches to improve health through environmental and policy change. Explores theoretical and practical applications of legislative advocacy in the area of health policy.

**HADM 589. Advanced Practice in Leadership. 3 Units.**

Explores leadership through reflection on and analysis of past experiences, readings in textbook and articles, discussion of contemporary leadership theories, and learning activities designed to apply this knowledge to the student's personal setting. Focuses especially on discussion of issues encountered in leading teams and organizations. Assesses leadership style as well as applied leadership, change theory, entrepreneurial skills, and innovative practice.

**HADM 594. Applied Health-Care Management Project. 2 Units.**

Development of an applied project for a health-care organization. Prerequisite: HADM 607; completion of 40 units of program requirements; program director approval.

**HADM 595. Leadership—Past, Present, and Future. 3 Units.**

Studies in depth the historical and theoretical foundations of leadership, exploring a wide range of sources across time and culture. Emphasizes major theories influencing the current understanding of leadership and its relationship to management.

**HADM 601. Quantitative Methods in Health-Care Management. 3 Units.**

Utilizes quantitative techniques to analyze processes and apply decision-making tools to optimize performance in health-care institutions. Includes forecasting, facility location and layout, resource allocation, workload management, productivity measurement, supply chain and inventory management, quality control and improvement, project management, and queuing theory.

**HADM 604. Health Systems Strategic Planning. 3 Units.**

Describes strategic planning process and examines tools needed to analyze external factors and internal capabilities related to an organization. Includes: development of vision, mission, and goal statements; objectives; control mechanisms; human resource management; marketing; finance; and, impact of business, demographic, cultural, political, and regulatory decisions on long-term success.

**HADM 605. Health-Care Quality Management. 3 Units.**

Focuses on quality systems that include developing clear mission or vision, setting measurable strategic quality goals, deploying goals for action by identifying specific activities to be done, and controlling results. Analysis of quality process in health care historically, with emphasis on key strategies for success.

**HADM 607. Orientation to Professionalism Seminar. 1 Unit.**

Prepares students for professional distinction in their careers through participation in a seminar series, resume preparation, self-assessments, and other activities. Serves as an orientation to either the 800-hour practicum series (HADM 724) or the applied project-based course (HADM 594).

**HADM 616. Health Systems and Population Health. 3 Units.**

Employs an economics framework to explore policy issues such as quality and cost within different sectors of health care. Uses a population health perspective to evaluate social determinants of health and considers health systems, community-based, and legal strategies for improvement.

**HADM 620. Health Policy Theories and Concepts. 3 Units.**

Introduces key theories, writers, and conceptual frameworks that influence contemporary health policy analysis and development. Reviews the evolution of health policy in the US. Examines the health policy development process, which includes problem identification, policy formulation, and implementation.

**HADM 625. Health Policy Advocacy and Civic Engagement. 3 Units.**

Matches students with public health–related agencies or coalitions to gain in-depth knowledge of agenda setting, power analysis, legislative research, and legislative advocacy in relation to specific health issues. Explains the impact of the political process and develops skills associated with community organizing and civic engagement for policy advocacy and communicating effectively using traditional and innovative strategies, including but not limited to mass and social media.

**HADM 685. Preliminary Research Experience. 3 Units.**

Experience gained in various aspects of research under the guidance of a faculty member and by participation in an ongoing project. Must be completed prior to beginning the dissertation research project.

**HADM 689. Graduate Seminar in Leadership. 2 Units.**

While working under the direction of a department faculty member, student applies leadership theory to specific situations and evaluates the effectiveness of such interventions. Limited to doctoral students. Permission of instructor required. May be repeated for a total of 8 units.

**HADM 690. Health-Care Management Capstone. 3 Units.**

A capstone course that completes the M.B.A. degree program. Integrates the core and cross-cutting health care management competencies, resulting in a learning experience that combines health care perspectives, theories, skills, and tools in an applied format. Final products—derived through case studies, guest lectures, and literature review—include a comprehensive strategic plan that incorporates all the elements of a business plan designed specifically for a health care organization.

**HADM 697. Dissertation Proposal. 1-10 Units.**

Doctoral student develops a dissertation proposal and works in collaboration with the research adviser on mutually agreed-upon objectives that will provide the basis for evaluation. Culminates in a dissertation proposal. Prerequisite: Successful completion of comprehensive exams.

**HADM 698. Dissertation. 1-8 Units.**

Doctoral student prepares dissertation manuscript presenting results of the research study. Prerequisite: HADM 697 and advancement to candidacy.

**HADM 699. Applied Research. 1-4 Units.**

Assignment to private, government, international, or voluntary health agency or other approved organization where practical application of the materials studied on campus is made under the guidance of the department faculty and the organization involved. Research project that includes substantial analysis of data and discussion of results. Written report and oral presentation required. Prerequisite: Consent of department advisor and of instructors responsible for supervision.

**HADM 724A. Health-Care Administration Practicum. 2 Units.**

Provides experiential learning opportunities in health-care administration with an emphasis on student skill sets and interests, and organizational needs. Includes 100 clock hour practicum.

**HADM 724B. Health-Care Administration Practicum. 4 Units.**

Provides experiential learning opportunities in health-care administration with an emphasis on student skill sets and interests, and organizational needs. Includes 200 clock hour practicum.

**HADM 724C. Health-Care Administration Practicum. 6 Units.**

Provides experiential learning opportunities in health-care administration with an emphasis on student skill sets and interests, and organizational needs. Includes 300 clock hour practicum.

**HADM 724D. Health-Care Administration Practicum. 8 Units.**

Provides experiential learning opportunities in health-care administration with an emphasis on student skill sets and interests, and organizational needs. Includes 400 clock hour practicum.