

# HEALTH-CARE ADMINISTRATION – B.S.

## Program director

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Health-care administration is a broad-based discipline that serves individuals, communities, and entire populations in a variety of health-care environments. Health-care administration is an excellent career choice for the person who desires a profession in health care in one or more of the following areas: health-care policy and strategy, marketing, communication, business continuity and sustainability, law and ethics, business and project management, human resources, health information systems, and organizational behavior. Health-care professionals have the opportunity to plan marketing and communication initiatives; develop institutional strategies, policies, and procedures; manage staff and resources; and develop sustainability and continuity plans, among other responsibilities.

The Health-Care Administration Program leading to the Bachelor of Science degree contains a distinctive online curriculum designed to prepare individuals to serve in entry- and mid-level administration in a variety of health-care environments. Such environments include assisted living and skilled nursing facilities; rehabilitation centers; private, public, and proprietary clinics; and medical centers and hospitals. The program's online curriculum provides a flexible and dynamic environment for students seeking to balance full-time employment, family life, and higher education. Courses emphasize LLU's values-based approach to health care.

The program meets the needs of students who have previously taken coursework equal to at least 90 quarter units (60 semester units) or have earned an associate's degree at another accredited college or university to complete a bachelor's degree. Applicants with health-care clinical backgrounds (e.g., nursing, radiography, respiratory therapy, occupational therapy, physical therapy, and dental hygiene) may transfer vocational-specific didactic units earned at accredited academic institutions into the degree program. Some restrictions apply.

## Program learning outcomes

1. By the end of the program, graduates should be able to:
  - a. Communicate clearly and concisely with internal and external customers and establish and maintain relationships.
  - b. Develop leadership and teamwork skills applicable to healthcare management.
  - c. Utilize professional, ethical, and faith-based frameworks to examine and resolve administrative challenges within the healthcare environment.
  - d. Leverage knowledge of the healthcare system and the environment in which healthcare managers and providers function.
  - e. Employ business principles, including critical thinking, quantitative reasoning, and systems thinking, within the healthcare environment.

## Admissions

In addition to Loma Linda University (<http://llucatalog.llu.edu/about-university/admission-policies-information/#admissionrequirements>)

and School of Allied Health Professions admissions requirements (<http://llucatalog.llu.edu/allied-health-professions/#generalregulationstext>), applicants must also demonstrate the following requirements:

- Minimum of 90-quarter units (60 semester units) academic credit –students transferring from a community college may transfer a maximum of 105 quarter units (70 semester units); all other credits must come from a senior college
- Minimum 2.5 G.P.A. for all freshman and sophomore coursework from accredited educational institutions
- High school diploma or its equivalent (e.g., the GED) is required
- Statement of purpose
- Complete prerequisites listed below

## Prerequisites

Courses are listed in general education domain order.

### Domain 1: Religion (8 quarter units)

(completed during enrollment at LLU)

### Domain 2: Arts and humanities (minimum 16 quarter units)

Units must be selected from at least three of the following content areas: civilization/history, art, literature, language, philosophy, religion, or general humanities electives. A minimum of 3 quarter units in an area are required to meet a "content area."

### Domain 3: Scientific inquiry and quantitative reasoning (minimum 12 quarter units)

- College algebra or statistics.
- Additional units must be selected from any of the following content areas: biology, chemistry, geology, mathematics, or physics, and one course must include a lab.

### Domain 4: Social sciences (minimum 12 quarter units)

- One course (or components integrated into several courses) dealing specifically with issues of human diversity is required.
- Select additional units, as needed, from: anthropology, economics, geography, political science, psychology, and sociology.

### Domain 5: Written and oral communication (minimum 9 quarter units)

- English composition, complete sequence that meets the baccalaureate degree requirements of a four-year college or university.
- Introduction to computers.
- Oral communication, public speaking, or interpersonal communication.

### Domain 6: Health and wellness (minimum 2 quarter units)

- A didactic course in health or nutrition (e.g., personal health, personal nutrition, population health, global health, and community nutrition) minimum of 2 units
- Physical education. Must include at least two separate physical activity courses totaling a minimum of one quarter units.

For total unit requirements for graduation, see LLU General Education Requirements (<http://llucatalog.llu.edu/about-university/division-general-studies/>).

## Other

Medical terminology

For total unit requirements for graduation, see LLU General Education Requirements

### Electives

Some students may need to complete additional elective coursework to bring their overall course unit total to a minimum of 180 quarter units while enrolled at Loma Linda University in order to meet graduation requirements.

### Professional core

Health-care professional units may apply. Details will be discussed on a case-by-case basis with the program director.

## Program requirements

### Major

AHCJ 318	Emotional Intelligence and Leadership Skills for Health-Care Professionals	3
AHRM 475	Health-Care Research and Statistics	4
HCAD 305	Health-Care Communication	3
HCAD 328	Health-Care Organizational Behavior	3
HCAD 359	Health-Care Marketing	3
HCAD 374	Health-Care Human Resources	3
HCAD 380	Writing for Health-Care Administrators	3
HCAD 385	U.S. Healthcare Delivery and Reimbursement Systems	2
HCAD 409	Principles of Health-Care Administration	3
HCAD 414	Sustainability for Health-Care Management	3
HCAD 461	Portfolio for Health-Care Administration I	2
HCAD 462	Portfolio for Health-Care Administration II	2
HCAD 491	Health-Care Administration Practicum I	2
HCAD 492	Health-Care Administration Practicum II	2
HCAD 498	Health-Care Policy and Strategy	3
HCBL 345	Project Management in Health Care	3
HCBL 346	Legal and Ethical Environment in Health Care	3
HCBL 434	Financial Management for Health Care	3
HCBL 471	Information Systems Management in Health Care I	4
HLIN 430	Quality Management and Performance Improvement in Health Care	3

### Religion

RELE 4__	Religion elective	2
RELR 445	Wholeness and Health <sup>2</sup>	3
Choose one from the following:		3
RELT 406	Adventist Beliefs and Life	
RELT 423	Loma Linda Perspectives	
RELT 436	Adventist Heritage and Health	
RELT 437	Current Issues in Adventism	

### Electives <sup>1</sup>

AHCJ 225	History of Radiation and Imaging 1890-1940	25
AHCJ 226	History of Radiation and Imaging 1940-Present Day	
AHCJ 228	Hispanic Culture for Allied Health Professionals	
AHCJ 305	Infectious Disease and the Health-Care Provider	
AHCJ 314	Managing Stress	
AHCJ 324	Psychosocial Models and Interventions	
ANTH 315	Cultural Anthropology	

DTCS 301	Human Nutrition	
HGIS 422	Principles of Geographic Information Systems	
HLCS 241	Medical Terminology	
HLIN 248	Pathopharmacology for Health Information Management	
HLIN 344	Health-Care Informatics and Database Management	
HLIN 437	Data Analytics and Visualizations for Health Care	
HLIN 438	Revenue Cycle Management for Health Care	
HLIN 472	Information Systems Management in Health Care II	
PEAC 110	Independent Activities	
RTCH 464	Moral Leadership	
RTED 476	Adult Learning Theory for the Radiation Science Student	
RTII 354	Introduction to Informatics	
RTII 358	PACS Planning and Implementation	
RTII 378	Systems Management in Informatics	
RTII 384	Advanced Imaging Informatics	
<b>Total Units</b>		<b>90</b>

<sup>1</sup> Available online courses if needed to bring the overall course unit total to a minimum of 180 quarter units to meet graduation requirements. The elective-unit requirement is based on a student matriculating with a minimum of 90 quarter units.

<sup>2</sup> Fulfills service-learning requirement.

### Normal time to complete the program

Four (4) years – two (2) years at LLU based on full-time enrollment; part-time enrollment permitted.

### Health Care Administration Courses

#### HCAD 305. Health-Care Communication. 3 Units.

Basic communication applications of health-care organizations. Communication theory, language, oral reporting, conducting meetings and conferences, interpersonal techniques of listening and interviewing, nonverbal communication, crises management, and public relations and multicultural as well as ethical considerations.

#### HCAD 328. Health-Care Organizational Behavior. 3 Units.

Applies behavioral-science concepts to understanding individual and group behavior in health-care organizations. Topics include: attitude formation, perceptual processes, motivation, job design, reward systems, leadership, group processes, organizational structure and design.

#### HCAD 359. Health-Care Marketing. 3 Units.

Surveys major marketing topics, including consumer behavior, product, pricing, placement, and promotions.

#### HCAD 374. Health-Care Human Resources. 3 Units.

Discusses theories and principles of traditional human resource management, as well as emerging trends and concepts. Explores hiring, training, personnel appraisal, task specialization, collective bargaining, compensation and benefits, and state and federal guidelines impacting human resources as well as assorted legal issues.

**HCAD 380. Writing for Health-Care Administrators. 3 Units.**

Expands upon entry-level writing coursework by teaching academic writing for the health-care environment. Develops information literacy, research, and writing skills through academic research and writing exercises.

**HCAD 385. U.S. Healthcare Delivery and Reimbursement Systems. 2 Units.**

Introduces the fundamental elements of the U.S. health-care delivery and reimbursement systems. Includes topics such as: the theoretical underpinning and developmental attributes of both systems in the U.S.; the significance in health-care decisions, planning, management, and evaluation; and current trends and events.

**HCAD 401. Health-Care Operations Management. 3 Units.**

Explains quantitative methods used to analyze and improve organizational processes within a health care organization. Decision analysis, break-even analysis, materials management, linear programming, queuing theory, quality management, network modeling, and game theory.

**HCAD 409. Principles of Health-Care Administration. 3 Units.**

Introduction to the administration of organizations within the context of the economic, regulatory, and financial constraints of the health-care delivery system. Areas covered include: concepts of organizational management; the management functions (planning, decision making, organizing, staffing, directing, and controlling); budgeting; committees and teams; adaptation, motivation, and conflict management; authority, leadership, supervision; and human resource management.

**HCAD 414. Sustainability for Health-Care Management. 3 Units.**

Approaches health care management by focusing on health-care sustainability guidelines that reflect the intrinsic relationship between delivering quality health care and the ecological health of the community. Examines social trends and drivers of sustainable health systems and explores various approaches for health care providers and systems to become better stewards of the environment. Studies the relationship between hospital design, sustainability initiatives, and quality of care.

**HCAD 417. GIS for Health-Care Management. 3 Units.**

Use of geographic information system (GIS) methods to address key issues faced by managers responsible for health-care systems in government or private sector organizations. Focuses on geodesign; that is, the use of geotechnologies to find optimal solutions to geospatially defined issues. Introduces fundamentals of mapping, spatial query, pattern analysis, and spatial statistics. Emphasizes methods for modeling key processes in health care including suitability, movement, and interaction.

**HCAD 461. Portfolio for Health-Care Administration I. 2 Units.**

Part one of a two-course series preparing students for professional distinction in the field of health-care administration. Fosters personal and professional development through lectures, assessment, and related course activities. Student initiates an ePortfolio.

**HCAD 462. Portfolio for Health-Care Administration II. 2 Units.**

Part two of a two-course series preparing students for professional distinction in the field of health-care administration. Fosters personal and professional development through lectures, assessment, and related course activities. Completion of student ePortfolio. Prerequisite: HCAD 461.

**HCAD 491. Health-Care Administration Practicum I. 2 Units.**

Simulates professional practice experiences and assignments in health-care administration reflective of the junior year program curriculum topics. This first practicum experience includes virtual case studies, reflection pieces, and video-conference dialogues with industry professionals to simulate experiences students could have in various health-care environments. Combines written and oral reports of experience with classroom discussion.

**HCAD 492. Health-Care Administration Practicum II. 2 Units.**

Simulates professional practice experiences and assignments in health-care administration reflective of the senior year program curriculum topics. Includes advanced virtual case studies, reflection pieces, and video-conference dialogues with industry professionals to illustrate potential experiences in different health-care environments. Combines written and oral reports of experiences with classroom discussion. Prerequisite: HCAD 491.

**HCAD 498. Health-Care Policy and Strategy. 3 Units.**

Provides a comprehensive toolkit for health-care administrators to conduct policy and strategy development. Explores tools and techniques for internal and external environmental analysis and development of directional, adaptive, market entry, value-adding and other institutional strategies. Addresses action plans and strategy communication.

**HCAD 499. Directed Study. 1-4 Units.**

Student individually arranges to study under the guidance of a program faculty member. Project or paper to be submitted on a topic of current interest in an area related to health-care management. Regular meetings provide the student with guidance and evaluation. Activities may also include readings, literature review, or other special or research projects. A maximum of 4 units is applicable to any degree program.

**Health-Care Business and Leadership Courses****HCBL 345. Project Management in Health Care. 3 Units.**

Evaluate, recommend, negotiate, and manage projects for health-care applications. Project management techniques that integrate resources and facilitate workflow to produce desired outcomes.

**HCBL 346. Legal and Ethical Environment in Health Care. 3 Units.**

Fundamentals of health-care law, confidentiality, and ethics. Topics include liability theories, patient consent, privacy and security, evidence and discovery, and risk management, and compliance.

**HCBL 434. Financial Management for Health Care. 3 Units.**

Budget variance analysis, analysis of cost components, operating statements, and productivity related to a department budget. Examines financial accounting systems, financial evaluation ratios, and reports. Cost benefits realization preparation.

**HCBL 471. Information Systems Management in Health Care I. 4 Units.**

Detailed analysis of information systems used to support patient care, with emphasis on system development life cycle and support of health information technologies. Focuses on information governance initiatives.