

HEALTH-CARE ADMINISTRATION – B.S.

Program director

Karla Lavin Williams

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 96 quarter units (64 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

Upon completion of this program, the graduate should be able to:

1. Apply health-care management concepts and theory to sustainable decision-making practices, operations management, and strategic health-care administration;
2. Apply advanced proficiency in communicating with the public, staff, and constituencies;
3. Apply health-care law to policy and procedure development;
4. Demonstrate skill in managing human resources and providing effective conflict-resolution strategies;
5. Utilize financial management models to inform financial decisions within health-care organizations;
6. Employ innovative information systems skills in the health-care environment;
7. Develop advanced emotional and social intelligence skills applicable to health-care management.

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 qualifications:

- 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
- University general education requirements listed below

Required general education courses

Domain 1: Religion and Humanities (28-32 quarter units)

Religion: The study of religion must include an average of four (4) units of religion coursework for every 48 quarter units earned while attending a Seventh-day Adventist college or university.

Humanities: Minimum of 12 units chosen from at least three of the following areas: civilization/history, fine arts, literature, modern language, performing/visual arts (not to exceed four [4] quarter units), or philosophy.

Domain 2: Scientific Inquiry and Analysis (24-32 quarter units) Natural sciences (12 units minimum)

Anatomy and physiology (one quarter or semester)

Intermediate algebra. Two years of high school algebra coursework with grades of C and above are acceptable.

Choose remaining units from: biology, chemistry, geology, mathematics, physics, and statistics.

Social sciences (12 units minimum)

Cultural anthropology or an approved course dealing with cultural diversity

Choose remaining units from: economics, geography, political science, psychology, and sociology.

Domain 3: Communications (9-13 quarter units)

English composition, complete sequence, must meet the baccalaureate degree requirements of a four-year college or university.

Oral communication (one course)

Computer course (high school or waiver examination is acceptable)

Communication electives may include courses in computer information systems, critical thinking, and public speaking.

Domain 4: Health and Wellness (2-6 quarter units)

Personal health or nutrition (one course)

Two separate physical activity courses

Other

Medical terminology

Electives

Electives from any of the four domains may be selected to complete the general education minimum requirement of 68 quarter units. In addition, 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

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| 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 409 | Principles of Health-Care Administration | 3 |
| HCAD 414 | Sustainability for Health-Care Management | 3 |
| HCAD 461 | Portfolio for Health-Care Administration I | 3 |
| HCAD 462 | Portfolio for Health-Care Administration II | 3 |
| 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 |
| RTCH 387 | Writing for Health-Care Professionals | 3 |
| Religion (4-16 units) ² | | |
| RELE 4__ | Religion elective | 3 |
| RELR 445 | Wholeness and Health | 3 |
| Choose one from the following: | | |
| RELT 406 | Adventist Beliefs and Life | |
| RELT 423 | Loma Linda Perspectives | |
| RELT 436 | Adventist Heritage and Health | |
| RELT 437 | Current Issues in Adventism | |
| Electives ¹ | | 29 |
| AHCJ 225 | History of Radiation and Imaging 1890-1940 | |
| 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 | |

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| 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 | |
| Total Units | | 90 |

¹ 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.

² One RELT course required from the list below. Total units required are based on the percentage of coursework from an SDA college/university. The maximum requirement is 16 units, including transfer units.

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 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. 3 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. Beginning of student signature project and ePortfolio.

HCAD 462. Portfolio for Health-Care Administration II. 3 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. Conclusion of student signature project and ePortfolio. Prerequisite: HCAD 461.

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.