HEALTH CARE ADMINISTRATION — B.S. (ONLINE)

Program director
Karla Lavin Williams

Health-care administration is a broad-based discipline that provides students with a unique opportunity to help improve the lives of individuals, communities, or entire populations.

The Health Care Administration Program leading to the Bachelor of Science degree contains a distinctive curriculum designed to prepare individuals to serve in midlevel 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.

Students will be trained in health-care leadership, emotional intelligence, sustainability, information systems, financial management, assessment, strategic and marketing plan development, personnel management, law and policy, and operations management.

Program outcomes
Upon completion of the B.S. degree program, the graduate should be able to demonstrate the following competencies:

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 advanced knowledge and skill in managing human resources and providing effective resolution strategies.
5. Demonstrate advanced knowledge and competence in applying financial management models to health-care organizations.
6. Develop innovative information systems skills applicable to 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/#admissionrequirementstext) 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 96-quarter units academic credit (students transferring from a community college may transfer a maximum of 105 quarter units; all other credits must come from a senior college)
- Minimum 2.5 G.P.A. for all freshman and sophomore course work from accredited educational institutions
- High school diploma or its equivalent (e.g., the GED) is required
- Statement of purpose
- Three letters of recommendation

• Official transcripts of all previous undergraduate work sent by each previous institution to LLU
• 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 4 units of religion course work 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 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 course work with grades of C and above are acceptable.

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

Social sciences (12 units minimum)
Choose units from: anthropology, economics, geography, political science, psychology, and sociology.

The cultural diversity requirement is met by AHCJ 493 Senior Portfolio I and AHCJ 494 Senior Portfolio II, courses taken during the program.

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 course work to bring their overall course unit total to a minimum of 192 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
**Electives**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>AHCJ 318</td>
<td>Emotional Intelligence and Leadership Skills for Health-Care Professionals</td>
<td>3</td>
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<tr>
<td>AHCJ 493</td>
<td>Senior Portfolio I</td>
<td>3</td>
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<tr>
<td>AHCJ 494</td>
<td>Senior Portfolio II</td>
<td>3</td>
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<td>AHRM 475</td>
<td>Health-Care Research and Statistics</td>
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<td>HCAD 305</td>
<td>Health-Care Communication</td>
<td>3</td>
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<td>HCAD 328</td>
<td>Health-Care Organizational Behavior</td>
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<td>HCAD 336</td>
<td>Legal Environment of Health Care</td>
<td>3</td>
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<td>HCAD 359</td>
<td>Health-Care Marketing</td>
<td>3</td>
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<td>HCAD 374</td>
<td>Health-Care Human Resources</td>
<td>3</td>
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<td>HCAD 375</td>
<td>Health-Care Information Systems</td>
<td>3</td>
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<td>HCAD 401</td>
<td>Health-Care Operations Management</td>
<td>3</td>
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<tr>
<td>HCAD 409</td>
<td>Principles of Health-Care Administration</td>
<td>3</td>
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<tr>
<td>HCAD 414</td>
<td>Sustainability for Health-Care Management</td>
<td>3</td>
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<td>HCAD 417</td>
<td>GIS for Health-Care Management</td>
<td>3</td>
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<td>HCAD 418</td>
<td>Essentials of Project Management for Health Care Managers</td>
<td>3</td>
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<tr>
<td>HCAD 465</td>
<td>Health-Care Financial Mangement</td>
<td>3</td>
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<tr>
<td>HCAD 498</td>
<td>Health-Care Policy and Strategy</td>
<td>3</td>
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<tr>
<td>RTCH 387</td>
<td>Writing for Health-Care Professionals</td>
<td>3</td>
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**Religion (4-16 units)**

- **RELE 4**  
  Religion elective  
  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

**Courses**

- **HCAD 305. Health-Care Communication. 3 Units.**  
  Basic communication applications of health-care organizations.

- **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 336. Legal Environment of Health Care. 3 Units.**  
  Laws regulating health care covering legal institutions, constitutional considerations, business torts and crimes, contracts, personal property, uniform commercial code, sales, commercial paper, secured transactions, creditors' rights, and bankruptcy; agency, business organizations, limited and general partnerships, corporations; and government regulations.

- **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.**  
  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 personal function.

- **HCAD 375. Health-Care Information Systems. 3 Units.**  
  Challenges students to explore various health care information systems and emerging technologies by addressing organizational needs, requests for proposals (RFPs), policies and procedures, education, quality assurance, and governance.

- **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.

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1. Available online courses if needed to bring the overall course unit total to a minimum of 192 quarter units to meet graduation requirements. Students who come to Loma Linda University with a minimum of 96-quarter units must select 32 units from the elective course list.

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

**Normal time to complete the program**

4 years — 2 years at LLU based on full-time enrollment; part time enrollment permitted.
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.
Explores geographic information system (GIS) methods as a means of introducing students to key issues faced by managers responsible for health-care systems in government or private sector organizations. Focuses on the emerging concept of "geodesign"—that is, the use of geotechnologies to find optimal solutions to geospatially defined issues in health-care management. Introduces the fundamentals of mapping, spatial query, pattern analysis, and spatial statistics; and emphasizes methods for modeling key processes in health care—including suitability, movement, and interaction. In collaboration with a GIS analyst, students examine case studies that emphasize business and community health-care support sectors. Students also participate in projects highlighting effective sustainability practices to assure healthy initiatives that influence the overall health climate of their community.

HCAD 418. Essentials of Project Management for Health Care Managers. 3 Units.
Introduces students to key issues faced by health-care systems managers in government or private sector organizations. Explores the essentials of project management. Focuses on the concepts of project life cycle and organization—initiation and planning, executing, controlling, and closing responsibilities; as well as engaging people within the project. Teaches students to use the essentials of project management in everyday activities to find optimal solutions within health-care management issues. Select project experiences include evolving methodologies in project management (Agile, Six Sigma, and risk management projects). Students examine case studies that emphasize health-care organization project management techniques and concepts; and participate in projects that highlight effective sustainability practices, ensure healthy initiatives, and influence the overall effective performance of the health-care organization.

HCAD 465. Health-Care Financial Mangement. 3 Units.
Focuses on accounting and financial management principles and concepts relevant to department-level management of health services organizations. Explores the financial environment in which health-care organizations operate.

HCAD 498. Health-Care Policy and Strategy. 3 Units.
Strategic planning process and tools needed to analyze external factors and internal capabilities as they relate to particular organizations. Development of vision, mission, goals, objectives, and control mechanisms. Provides insight into best practices for implementing developed strategy as it relates to the human resource management, marketing, and finance departments.

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.