



Master of Healthcare Administration (MHA)

The Master of Healthcare Administration (MHA) program is a master's degree program intended to provide academically qualified individuals who are dedicated to enhancing the health status and quality of life all global communities, the basic competent knowledge and creative and critical-thinking ability to improve public health. The Program's general goals are to prepare students for a variety of health care leadership roles; and to offer students a solid grounding in the competences needed to advance in a career in healthcare administration and healthcare management.

Mission

To provide graduate students with a comprehensive, practical, and interdisciplinary set of core competencies, knowledge, skills, and values which properly prepare them for a career in for health administration, while promoting creative and analytical critical thinking ability, and leadership to those graduate students who are dedicated to enhancing the quality of life of all global communities.



Vision

To be recognized for excellence in healthcare administration, academia, scholarship, and service, and for protecting human respect and human dignity and the well-being of the public of all nations and all peoples.

Values

Because healthcare administration serves as an interdisciplinary bridge between healthcare access and health care, and advancing healthcare access and health outcomes for all peoples, the values that guide the MHA Program include the following:

- to promote creative and critical-thinking and intellectual vigor
- to promote professionalism; ethical leadership and life-long learning
- to increase the awareness of public health as a public good and fundamental rights



- to promote diversity in decision-making, culture and political thought
- to treat all people with respect and to promote intercultural understanding
- to promote academic excellence and the pursuit of truth
- to promote human rights, fundamental freedoms, peace, and the sense of human dignity and human respect of all peoples
- to promote and protect the human rights of all human research subjects of experimentation
- to understand the ethical principles of different people around the world

Purpose

To offer premier knowledge and expertise, intellectual vigor and critical-thinking skills to employed executives, physicians, and healthcare professionals seeking to advance their management and leadership capabilities, as well as being designed to prepare entry-level graduate students for administrative positions in hospitals, managed care organizations, mental health and long-term care settings, multi-institutional systems, governmental health agencies, and other health related organizations.



Curriculum

To complete the MHA program, students must satisfy the MHA course curriculum, which requires a minimum of 32 semester credit hours. The MHA program can be completed by either full-time or part-time study, and accordingly, can be completed within one to two years of study (480 clock hours of instruction).

Compulsory Courses (17 credit hours)

- Essentials of Community Health (3 Credit Hours)
- Essentials of Public Health (3 Credit Hours)
- Healthcare Finance and Economics (2 Credit Hours)
- Healthcare Management (3 Credit Hours)
- Managing Community Health Systems (3 Credit Hours)
- Public Health Law, Ethics and Policy Analysis (3 Credit Hours)

Elective Courses (select at least 15 credit hours)

- Applied Public Health Research Seminar (2 Credit Hours)
- Epidemiology, Biostatistics, and Public Health (3 Credit Hours)
- Essentials of Environmental Health (3 Credit Hours)
- Essentials of Health Behavior (3 Credit Hours)
- Healthcare Financial Management and Accounting (3 Credit Hours)



- Healthcare Leadership (3 Credit Hours)
- Healthcare Organization Strategy and Marketing (3 Credit Hours)
- Indigenous Knowledge Systems in Health Care (3 Credit Hours)
- Introduction to Healthcare Systems (3 Credit Hours)
- Master's Thesis and Public Defense (6 Credit Hours)
- Quality and Information Management Systems (2 Credit Hours)
- Public Health Preparedness and Bio-terrorism (2 Credit Hours)

Required Core Competencies

The MHA program utilizes the American College of Health Executives (ACHE) Healthcare Leadership Alliance (HLA) domains and competencies. The HLA is comprised of the nation's premier professional organizations that together represent more than 140,000 members across the major healthcare management sectors. The HLA is comprised of the following organizations: American College of Healthcare Executives (ACHE); American College of Physician Executives (ACPE); American Organization of Nurse Executives (AONE); Healthcare Financial Management Association (HFMA); Healthcare Information and Management Systems Society (HIMSS); and, the Medical Group Management Association (MGMA) and its certifying body, The American College of Medical Practice Executives (ACMPE).

MHA Program Educational Objectives: The MHA degree prepares students for careers in health services management in a broad range of health care organizations, in an evolving health care delivery system. Structured to meet the highest professional and accreditation standards, the program is designed to address the needs of: (1) experienced or mid-level health care administrative and/or clinical professionals, for promotion and further career advancement; and (2) individuals without previous experience in health administration, for entry and mid-level health care managerial positions, and to facilitate their advancement into senior management.

The critical domains of the MHA competencies include: Communication and Relationship Management; Leadership; Professionalism; Knowledge of the Healthcare Environment; and Business Skills and Knowledge, and accordingly AUSN MHA graduates will be able to master the following:

I. Communication and Relationship Management

1. Apply principles of communication and demonstrate specific applications
2. Present results of data analysis to decision makers
3. Use factual data to produce and deliver credible and understandable results
4. Facilitate group dynamics, process, meetings, and discussion
5. Utilize effective interpersonal skills



II. Leadership

1. Explain potential impacts and consequences of decision making in situations both internal and external
2. Encourage a high level of commitment to the mission, and values of the organization
3. Gain physician buy-in to accept risk and support new business ventures
4. Accurately assess individual strengths and weaknesses

III. Professionalism

1. Understand professional standards and codes of ethical behavior
2. Uphold and act upon ethical and professional standards
3. Demonstrate professional norms and behaviors
4. Engage in continued professional development including reflection and self-directed learning

IV. Knowledge of the Healthcare Environment

1. Assess the interrelationships among access, quality, cost, resource allocation, accountability, and community
2. Prepare projects that are credible to governmental, regulatory, professional, and accreditation agencies
3. Use marketing and needs assessment techniques in support of healthcare program development and implementation
4. Apply principles and methods of health policy analysis
5. Analyze and apply funding and payment mechanisms of the healthcare system

V. Business Skills and Knowledge

1. Integrate information from various sources to make decisions and recommendations
2. Demonstrate critical thinking, analysis, and problem solving
3. Apply basic financial management and analysis principles
4. Apply reimbursement principles, ramifications and techniques including rate setting and contracts
5. Apply principles of operating, project, and capital budgeting
6. Use project management techniques
7. Use statistical and analytic tools to measure and improve performance



Syllabus of Compulsory Courses

Essentials of Community Health (ESCH) (3 credit hours)

The **purpose** of this course is to provide the student with the essential principles and foundations of community health and to understand its relation to public health.

The **objectives** of this course include that the student gain a working understanding of the principles of community health and to understand its role in the general public health arena.

Subjects:

1. Ableism and people of different abilities
2. Moral agents, communities and animals
3. Public health, community health, justice, medical ethics
4. Autonomy and communities
5. Health care systems, justice and community health
6. Definition of death, organ transplants
7. Ethical issues in medical research, Ethics committees
8. Communities over history
9. Euthanasia, end-of-life care, elderly
10. Maternal, infant, child health and reproduction
11. Gender theory and gender roles; Gender toolkit
12. Community health and minorities. Genetics and behavior; ELSI issues

Essentials of Public Health (ESPH) (3 credit hours)

The **purpose** of this course is to provide the student with the essential principles and foundations of public health so that the student can understand the field of public health and how it works through federal, state and local public health systems. It provides the student with the concepts and tools for measuring health and disease in populations, characterizing the relationship of the public health system with medical care and other elements of the overall health system.

The **objectives** of this course include that the student gain a working understanding of the principles of public health and how they interrelate and interact with a general overall healthcare system and medical care system; and to learn the basics of epidemiology, and the study of health and diseases with respect to populations so that effective interventions may be undertaken.

Subjects:

1. Public health ethics
2. What is public health?
3. A brief history of public health
4. Understanding and measuring health
5. An ecological approach to public health
6. Public health and the health system
7. Public health law and government
8. Indigenous Peoples and public health



9. Global public health
10. Economic dimensions of health outcomes
11. Public health practice profile and their important and essential duties
12. Regulating public health and professional codes
13. Public health worker ethics
14. Infectious disease, quarantine, ethics and law
15. Infectious disease and disease prevention
16. Bioterrorism preparedness

Healthcare Finance and Economics (HFEC) (2 credit hours)

The **purpose** of this course is to provide the student with an understanding of the various finance mechanisms used in healthcare today and to understand the basic economic principles relative to the healthcare market and as it relates to public health. The **objective** of this course is to present to the student a general framework of the pertinent structures and analysis involved in healthcare finance and healthcare economics.

Subjects:

1. General principles of accounting; financial statements; strategic financial planning
2. Economics; health markets;
3. Commercialization; the pharmaceutical industry
4. Vulnerability and social responsibility
5. Price of a human life; eugenics
6. Fertility, economics and assisted reproduction
7. Health care systems and global health; technology transfer
8. Environmental economics; market cycles

Healthcare Management (HCMT) (3 credit hours)

The **purpose** of this course is to provide the student with the an understanding of the various finance mechanisms used in healthcare today and to understand the basic economic principles relative to the healthcare market and as it relates to public health. The **objective** of this course is to present to the student a general framework and understanding of the pertinent issues related to healthcare management both in a profit and non-profit setting.

Subjects:

1. Health care management and standards of care
2. Health governance procedures; historical development of human research protection; Ethics committees
3. Organizational behavior and management thinking; Ethics committees
4. Health management capacity building and training, including educating ethics committees
5. Human experimentation and regulations (HHS, FDA, EU, WHO), Institutional Review Boards
6. Informed consent, waivers, vulnerable populations
7. Social sciences and anthropology ethics
8. Conflicts of interest



9. Health system management in cities
10. Quality of healthcare
11. Organizational ethics and the law
12. Medical error

Managing Community Health Systems (MCHS) (3 credit hours)

The **purpose** of this course is that the student gains a working understanding of the principles of community health and understands the role of long-term care across the continuum.

The **objectives** of this course include that the student is able to: (1) identify the structure, function of health systems in place in the community (2) understand the changing long-term care scene in the community; (3) understanding long-term care providers; and (4) identify the critical management issues in long-term health care systems.

Public Health Law, Ethics and Policy Analysis (PHLE) (3 credit hours)

The **purpose** of this course is to present the student the essential principles of public health law, public health ethics, and health policy, and for the student to understand their critical nature and application in general public health.

The **objective** of this course is to present to the student a general framework of public law, ethics and health policy analysis, and to understand the integration of both public health issues and the law into policy making.

Subjects:

1. Introduction to public health law, ethics and policy analysis
2. Bioethics across cultures and religions
3. Health care system
4. Pharmaceutical ethics
5. Education of bioethics and public health law ethics
6. Health law and the legal system
7. Patient consent
8. Tropical disease burden and community engagement, e.g. Vector control
9. Infectious disease and professional responsibility to care; Employee rights and responsibilities
10. Organ distribution
11. End of life care
12. Disaster medicine and ethics
13. Mental health ethics
14. Eugenics and Social Darwinism abuses
15. Indigenous bioethics
16. Islamic bioethics
17. Conflict of Interest
18. Patient abuses in research and patient protection
19. Specialty medical ethics
20. Ethics and public health
21. Health Care Ethics Committee dilemmas



Syllabus of Selected Elective Courses

Applied Public Health Research Seminar (APHS) (2 credit hours)

The **purpose** of this course is to help develop research ability in the students so they can apply the theories they learn to actual practice.

The **objective** of this course is for the student to learn how to apply research skills, and how to evaluate their research.

Subjects:

1. Introduction to selected issues in public health and scientific method
2. Making and evaluating hypotheses
3. Discourse and presentation skills
4. How to obtain ethical approval for research
5. How to evaluate and publish results of research

Essentials of Environmental Health (ESEH) (3 credit hours)

The **purpose** of this course is to provide the student with the essential principles and foundations of environmental health from a public health perspective.

The **objectives** of this course include that the student gain a working understanding of the principles of the environment and environmental public health.

Subjects:

1. Ecology; biodiversity, environmental sciences
2. Sustainable development and health
3. Environmental ethics
4. Love of nature and ecological ethics
5. Biodiversity ethics; includes ways of valuing biodiversity; health impacts
6. Universalism and UN environment principles
7. Health, externalities and animal intensification
8. Health and environmental impacts of science and technology
9. Health and equity; impacts of climate change
10. Community engagement methods related to mining, energy production, clean-up of polluted sites
11. Water pollution, quality and health
12. Health and recombinant DNA technology
13. Occupational safety and environmental health

Essentials of Health Behavior (ESHB) (3 credit hours)

The **purpose** of this course is to provide the student the groundwork for understanding, assessing, and effectively applying theories of human behavior within the practice of public health and to help the student understand how health promotion, education, and prevention programs ultimately focus on changing health behavior.

The **objectives** of this course include to present to the student a general framework of the pertinent subject matters of health behavior and how they affect the public's health through their interaction with the individual in the community.



Subjects:

1. Behavior and moral choices
2. Social/Behavioral theory and its roots
3. Moral theory
4. Doctor-patient relationships
5. Informed consent and informed choice
6. Confidentiality
7. International norms
8. Neurosciences
9. Inclusion, altruism and beneficence
10. Behavior and education
11. Individual, group and tribal identity

Epidemiology, Biostatistics, and Public Health (EBPH) (3 credit hours)

The **purpose** of this course is to provide the student with the essential principles and foundations of epidemiology and biostatistics as applied in public health.

The **objectives** of this course include that the student gain a working understanding of the principles of the general and basic understanding of epidemiological methods relating to biostatistics and public health.

Subjects:

1. Introduction to Epidemiology
2. Biostatistics (probability; random variables and probability distributions; estimation and hypothesis testing; sample size; study design; statistical measures of association among variables; experimental studies; survival analysis; and cause and effect, etc.)
3. Case control studies and Experimental Study Designs
4. Medical Genetics and Genetic Screening
5. Confidentiality and Privacy
6. Public Health Ethics for Professionals; International Genetic Guidelines
7. Prenatal Screening Programs and Population Genetic Statistics
8. Biobanking, Human Genome Project
9. Screening genetic diseases among the population
10. Population Genetics – Human Genome Diversity Project (HGDP) Ethics, indigenous populations and genetic histories
11. Infectious Disease and Disease Prevention

Indigenous Knowledge Systems in Health Care (IKSH) (3 credit hours)

The **purpose** of this course include to consolidate and enrich students' knowledge and skills in Indigenous Knowledge Systems (IKS)-based medical and health sciences; to examine misconceptions created and propagated by Eurocentricism on traditional medical and health care practices by inculcating knowledge and awareness among students and researchers of medical and health sciences on the efficacy of indigenous health care systems as knowledge systems on their own merit, i.e. with their own ways of knowing, knowledge production and value systems; and to prepare postgraduate students of medical and health sciences with a multi-inter-trans-



disciplinary approach including involvement of indigenous knowledge holders and practitioners in research and curriculum delivery.

The **objectives** of this course include to promote knowledge and skills among students of medical and health sciences on the holistic approach of Indigenous Knowledge Systems (IKS) as a source of innovation that supports healthy families and sustainable livelihoods for communities; to empower students and researchers of medical and health care sciences with knowledge and skills of preserving indigenous knowledge to ensure that communities receive fair and sustained recognition and, where appropriate, financial remuneration for the use of their medical and health care-based knowledge.

Subjects:

1. Comparative histories and philosophies of indigenous medical and health care systems
2. Chinese Medical Knowledge
3. Indian Medical Knowledge
4. African Medical Knowledge
5. Pre-Western American Medical Knowledge
6. Nature and patterns of indigenous medical and health care systems
7. Indigenous Knowledge Systems research methodologies in medical and health care
8. Gender Issues in indigenous medical and health care systems
9. Comparative indigenous communication systems in medicine and health care
10. National and international policies on traditional medicine and health care
11. Intellectual property rights and traditional medicine
12. Concepts of equity and justice in traditional medicine and health care
13. Bioethical implications of traditional medicine and health care

Master's Thesis and Public Defense (MTHE) (6 credit hours)

The **purpose** of this course is to prepare the student for writing and presenting a dissertation of approximately 20,000 words. Great care and detail is taken to review and explain thoroughly the design, organization, research, detailed literature bibliography, conclusions, recommendations, and final preparation of the dissertation.

The **objective** of this course is to have the student complete preparation of their MPH dissertation and to successfully conduct the Public Defense of their dissertation.

Content:

A wide variety of relevant academic papers and papers are reviewed to explore comparative methodologies in research, and students listen to other student's defenses to help prepare for their own defense.

Public Health Preparedness and Bioterrorism (PHPB) (2 credit hours)

The **purpose** of this course is to present to the student the essential principles of public health emergencies; community preparedness and the public health system; and bio-terrorism.

The **objective** of this course is to enable the student to appreciate and understand the important interrelating principles which must come into play during a modern day



public health emergency as related to community preparedness, the public health system; and bio-terrorism.

Subjects:

1. Introduction to science, technology and philosophy
2. Ethics of science and scientific responsibility; status of scientific Researchers
3. Science and technology over time and culture
4. Biological Weapons Convention
5. Biosafety and dual use dilemmas
6. Recombinant DNA technology
7. Synthetic biology
8. Case studies of epidemics and pandemics

The detailed description of all courses is in the AUSN Catalog.

Additional Information

Contact Us

Additional information, including resources for application to the MHA program, is available at www.ausovereignnations.org. Applications to all academic degree and educational certificate programs at AUSN are completed online and reviewed a rolling basis. Please direct any questions, concerns, or suggestions to Dr. Darryl Macer, Provost at provost@ausovereignnations.org.

Nondiscrimination Policies

It is the policy of the American University of Sovereign Nations (AUSN), in accordance with applicable international and domestic laws, to not discriminate on the basis of race, color, national origin, citizenship, age, sex, physical or mental disability, medical condition, religion, marital status, sexual orientation, gender identity, parental status, or veteran status. AUSN has adopted a racially nondiscriminatory policy as to student admissions, student scholarships, academic degree programs, and educational certificate programs. The nondiscrimination policies of AUSN cover admission and access to all University programs, events, and scholarships.