



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Date Submitted:

04/25/2022

Institution

Missouri Southern State University

Site Information

Implementation Date:

8/1/2023 12:00:00 AM

Added Site(s):

Selected Site(s):

Missouri Southern State University, 3950 E. Newman Road, Joplin, MO, 64801-1595

CIP Information

CIP Code:

510701

CIP Description:

A program that prepares individuals to develop, plan, and manage health care operations and services within health care facilities and across health care systems. Includes instruction in planning, business management, financial management, public relations, human resources management, health care systems operation and management, health care resource allocation and policy making, health law and regulations, and applications to specific types of health care services.

CIP Program Title:

Health/Health Care Administration/Management

Institution Program Title:

Master of Healthcare Administration

Degree Level/Type

Degree Level:

Master Degree

Degree Type:

Master of Science

Options Added:

Collaborative Program:

N

Mode of Delivery

Current Mode of Delivery

Online

Student Preparation



DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

New Program Report

Special Admissions Procedure or Student Qualifications required:

- MSSU MHA Eligibility Requirements
- BS in Healthcare Administration / Management
- BS in Health Sciences
- MD/DO/DDS
- BSN
- KCU DO/MHA Program
- Any individual holding a 4-year (B.S.) allied health degree
- Any individual holding a B.S. degree and one or more years of experience working full-time in a health field
- All applicants must have an undergraduate GPA of 2.75, or a GPA of 3.0 or higher for the last 60 credit hours of undergraduate academic work
- Applications for admission, not qualifying under the above criteria, will be considered on a case-by-case basis for admission by program's Admission Committee

Specific Population Characteristics to be served:

The MHA program will be 100% online to serve working professionals.

- 1) Students holding a "non-clinical" undergraduate degree in Healthcare Administration, Healthcare Management, or Health Sciences, who want to pursue an MHA to better position and prepare themselves for administrative roles in the health industry
- 2) Students holding any B.S. degree who also have one or more years working full-time in the health industry and want to pursue an MHA to better position and prepare themselves for administrative roles in the health industry
- 3) Students holding clinical/medical degrees (B.S. or higher) who want to pursue an MHA to better position and prepare themselves for leadership and administrative roles in the health industry

Faculty Characteristics

Special Requirements for Assignment of Teaching for this Degree/Certificate:

All FT and adjunct instructors will meet the HLC guidelines for faculty qualifications.

Estimate Percentage of Credit Hours that will be assigned to full time faculty:

FT Faculty = 60%

PT Faculty = 40%

Expectations for professional activities, special student contact, teaching/learning innovation:

Full-time faculty expectations are typical for the university:

Teaching 60%

Service 20%

Scholarship/Creative Activity 20%

Student Enrollment Projections Year One-Five

Year 1	Full Time: 8	Part Time: 4	
Year 2	Full Time: 12	Part Time: 6	
Year 3	Full Time: 16	Part Time: 10	Number of Graduates: 12
Year 4	Full Time: 20	Part Time: 15	
Year 5	Full Time: 24	Part Time: 20	Number of Graduates: 20



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Percentage Statement:

n/a

Program Accreditation

Institutional Plans for Accreditation:

The MSSU MHA will seek accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME). This process toward accreditation is expected to begin after graduation of the program's first cohort.

Program Structure

Total Credits:

30

Residency Requirements:

A maximum of 9 credit hours may be transferred from accredited institutions.

General Education Total Credits:

0

Major Requirements Total Credits:

30

Course(s) Added

COURSE NUMBER	CREDITS	COURSE TITLE
MGMT 0552	3	Strategic Management
FIN 0550	3	Managerial Finance
HS 0560	3	Social Determinants of Health in the US and the World
MGMT 0520	3	Managerial Communication
HS 0520	3	Human Resource Management in Healthcare
MGMT 0521	3	Data Analytics for Managers
Hs 0510	3	Organizational Behavior in Healthcare
HS 0530	3	Managerial Epidemiology
HS 0540	3	Health Law for Healthcare Administrators
HS 0550	3	Healthcare Conflict Resolution and Negotiation

Free Elective Credits:

0

Internship or other Capstone Experience:

n/a

Assurances

I certify that the program is clearly within the institution's CBHE-approved mission. The proposed new program must be consistent with the institutional mission, as well as the principal planning priorities of the public institution, as set forth in the public institution's approved plan or plan update.



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

I certify that the program will be offered within the proposing institution's main campus or CBHE-approved off-site location.

I certify that the program will not unnecessarily duplicate an existing program of another Missouri institution in accordance with 6 CSR 10-4.010, subsection (9)(C) Submission of Academic Information, Data and New Programs.

I certify that the program will build upon existing programs and faculty expertise.

I certify that the program can be launched with minimal expense and falls within the institution's current operating budget.

I certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful. Institutions' decision to implement a program shall be based upon demand and/or need for the program in terms of meeting present and future needs of the locale, state, and nation based upon societal needs, and/or student needs.

Contact Information

First and Last Name: WENDY
MCGRANE

Email: mcgrane-w@mssu.edu

Phone: 417-625-9801

Missouri Southern State University

Master of Health Administration

New Courses' Proposals

NEW

Proposal No. _____

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW COURSE

1. School: Health Sciences Department: Healthcare Administration and Management Date: 10/14/2021
2. Title: Health Law for Healthcare Administrators Course #: MHA 500-level
CIP Code: _____
3. Credit Hrs: 3, Lecture: 3, Lab: 0.
4. Date first offered: 2024 To be offered: Fall , Spring , Summer .
5. COURSE DESCRIPTION: Attach a syllabus prepared according to established guidelines.
Course syllabus attached.
6. Will this course duplicate any courses now offered? Yes , No , for which degree?
7. This course is designed for which curricula? Will it be cross-listed? This course is designed for the newly proposed Masters in Health Administration program. It will not be cross-listed.
8. How does this course address the student learning objectives for the curricula? This course addresses Goals I and II and Learning Objective III (attached)
9. Will this course be required or elective? If this course will be required, which majors will require it? Yes, it will be a required course for all MHA majors.
10. Has this course been approved by the faculty of the department(s) concerned?
Yes , No .
11. Expected enrollment per semester: 12.
12. If this course is approved –
 - a. Will additional staff be needed? Yes , No .
 - b. Will additional space, equipment, special library materials, or any major expense be involved?
Yes , No .
 - c. Will a special fee be assessed of a student enrolling in this course?
Yes , amount: HS Program Fee \$15.00/credit hr., No .
 - d. Will students incur additional expenses for study abroad travel? Yes , No .

(IF THE ANSWER TO ANY PART OF QUESTION 12 IS "YES", PLEASE EXPLAIN.)

New Course Approval Request

College: College of Health Sciences
Graduate Programs

Department: Healthcare Administration and Management

Course Title: Health Law for Healthcare Administrators

Course CIP: TBD

Credit Hours: 3

Prepared By: Richard Schooler, D.O.

Date Approved by Dept.: 9-11-2021

Dept. Chair: *Rick Schooler, D.O.*

Richard Schooler, D.O.

Course Description: This course is a study of U.S. health law. The course is not designed to educate law students. It is designed to educate current and future health administrators and leaders. Foundational knowledge and understanding of health law are essential for health administrators and leaders. The purpose of this course is to provide students with this essential knowledge and understanding as part of their preparation for successful careers in health administration and leadership positions.

Course Goals:

- 1) To provide students with foundational knowledge and understanding of health law in the U.S.
- 2) To enable students to understand how health law impacts health organizations
- 3) To prepare students to be able to apply their knowledge and understanding of health law to become effective and successful health administrators and leaders

Course Learning Objectives:

- 1) Students will have a general understanding of the *structure and process* of U.S. law.
- 2) Students will have a general understanding of rights and responsibilities relating to *Access to Healthcare*
- 3) Students will have a general understanding of the principle elements and practices of *Human Resources Law*
- 4) Students will become familiar with basic principles of *contract law and tort law*, including *negligence and liability*.
- 5) Student will become familiar with *medical staff organization* in a hospital and the *credentialing and peer review* processes
- 6) Students will become familiar with health law as it relates to *Health Information Management*
- 7) Students will understand the duties and responsibilities of *Emergency Care*
- 8) Students will understand the concept of *Informed Consent* as it relates to various situations including end-of-life
- 9) Students will become familiar with laws related to *taxation* of healthcare institutions and understand how these laws impact healthcare institutions
- 10) Students will have a general understanding of *competition and antitrust laws* and how they apply to healthcare organizations
- 11) Students will become familiar with *Fraud Laws and Corporate Compliance* as they apply to healthcare organizations.

Time on Task / Assurance of Learning

- Student Learning Activity per week
 - Textbook reading assignment
 - Avg. 37 pages / week (3 minutes/page) 111 minutes
 - PowerPoint Presentation 60 minutes
 - Weekly Discussion Board 60 minutes
 - 1 post (minimum word count: 200)
 - 0 – 10 points
 - 2 interactions
 - 0-5 points each (total: 10)
 - Weekly Quiz (multiple choice / T/F / fill in blank)
 - Prep time 60 minutes

- Quiz completion time 20 minutes
- 20 questions
- 0 - 2 points / question (total 40 points)
- Time limit
- Forced completion
- Weekly Essay Exam
 - Prep time 60 minutes
 - Exam completion time 60 minutes
 - 6 questions
 - 0 - 10 points / question (total 60 points)
 - Time limit
- Weekly Health Law Video
 - View video 20 minutes
 - Complete video review questions 30 minutes
 - 3 questions
 - 0 - 10 points / question (total 30)
- Weekly Case Review
 - Review case 20 minutes
 - Answer Case Review questions 60 minutes
 - 4 questions
 - 0 - 10 points / question (total 40)
 - Time limit

Writing Assignments (Papers)

- Writing Assignment #1
 - Topic selected from material in Weeks 1-4 360 minutes
- Writing Assignment #2
 - Topic selected from material in Weeks 5-8 360 minutes
- Writing Assignment #3
 - Topic selected from material in Weeks 9-12 360 minutes
- Writing Assignment #4
 - Topic selected from material in Weeks 13-15 360 minutes

Average weekly time-on-task: 90 minutes

Total Projected Time-on-Task 11 hr. / week

NEW

Proposal No. 21-22:37__

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW COURSE

1. School: Health Sciences Department: Healthcare Administration and Management Date: 10-8-2021
2. Title: Healthcare Negotiation and Conflict Resolution Course #: HS 05XX
CIP Code: ???
3. Credit Hrs: 3, Lecture: 3, Lab: 0.
4. Date first offered: 2024_ To be offered: Fall , Spring X, Summer .
5. COURSE DESCRIPTION: Syllabus attached.
6. Will this course duplicate any courses now offered? Yes , No X, for which degree?
7. This course is designed for which curricula? Will it be cross-listed? This course is designed for the Master in Health Administration degree. It will not be cross-listed
8. How does this course address the student learning objectives for the curricula? This course addresses goals I. and II. And Learning Objective IV. (See Program Goals and Learning Objectives attached)
9. Will this course be required or elective? If this course will be required, which majors will require it? Required; Master's in Health Administration
10. Has this course been approved by the faculty of the department(s) concerned?
Yes X, No .
11. Expected enrollment per semester: 12.
12. If this course is approved –
 - a. Will additional staff be needed? Yes X, No .
 - b. Will additional space, equipment, special library materials, or any major expense be involved?
Yes , No X.
 - c. Will a special fee be assessed of a student enrolling in this course?
Yes X, amount: HS Program Fee \$15.00 / credit hour, No .
 - d. Will students incur additional expenses for study abroad travel? Yes , No X.

(IF THE ANSWER TO ANY PART OF QUESTION 12 IS "YES", PLEASE EXPLAIN.)

Dr. Deringer built course for this program. He has agreed to join the MSSU adjunct faculty and teach this course. He is not currently on the MSSU adjunct faculty. This would be a new adjunct faculty hire. (See Dr. Deringer's VITA attached).

New Course Approval Request

College: Health Sciences
Graduate Studies

Department: Healthcare Administration and Management

Course Title: Healthcare Negotiation and Conflict Resolution

Course CIP: TBD

Credit Hours; 3

Prepared By: Thomas Deringer, Ph.D.
Richard Schooler, D.O.

Date Approved by Dept: 9-23-2021

Signature: *Richard Schooler, D.O.*

Richard Schooler, D.O.
Chair, Department of Healthcare Administration and Management

Course Description:

This course will offer students the skills and knowledge of negotiation, multi-dimensional problem solving, and meta-leadership, as well as conflict analysis, management, intervention, and resolution. Through our review of the literature, simulation exercises, and lecture-discussion, we will examine the field and explore its application to complex, multi-professional public health and health care settings and issues. The course is offered with the hope that its content and lessons will become a valuable building block in the professional repertoire of participating students, whether it be for crisis management or better accomplishing the everyday objectives that attracted us to the important work of health care.

Learning Objectives:

1. Define conflict, including the complexity of conflict specific to the healthcare environment.
2. Define the tangible and intangible costs of conflict within the healthcare organization and identify the various steps in moving beyond conflict.
3. Explain the concept of interest-based negotiation, including framing to generate options and reframing to spur momentum.
4. Explore how hospital administrators use positional bargaining, mediation, arbitration, and dispute resolution to resolve conflict.
5. Identify and evaluate the eight essential steps to conflict resolution.
6. Differentiate between the three types of negotiation, comparing and contrasting the differing approaches.
7. Define the nine steps to making a deal and explore the potential barriers in reaching resolution.

Time on Task / Assurance of Learning

An 8-week class requires students to be in class (logged into the Bb Learn LMS online) for approximately 8 hours and spend 10 hours outside of class working on assignments each week. Students should schedule approximately a total of 18 hours per week for an 8-week course.

This course is delivered online and will include approximately 8 hours PER WEEK of some or all of the following “classroom” activities:

Review of concepts from the previous week
Lecture on new materials
Reinforcing quizzes/self-tests about lecture/readings
Discussion questions about lecture/readings
Instructions for upcoming assignments
Review of the feedback given on previous assignments/activities
Student questions
Preview of upcoming topics
Online exams
Synchronous activities
Other online readings or resources

In addition to the above, students should schedule approximately 10 hours PER WEEK of time for all or some of the following “assignment” activities:

Readings

Review of online lecture
Assigned projects
Group Activities (time should be scheduled to allow for arranging logistics of online group meetings beyond actual group project)
Exams or assessments not given as timed online tests
Research activities

Course Requirements and Grading

Your final grade will be based on two exams, three written assignments, discussion board posts/replies, quizzes, and a final health communication matters campaign assignment. The grading breakdown is as follows:

<i>Assignment Percentage</i>	<i>Points</i>
Discussion Boards	200
Written Assignments	300
Chapter Assignments	200
Exams	300
TOTAL	1000 points possible

Grades will be based on the following scale:

A	900-1,000
B	800-899
C	700-799
D	600-699
F	0-599

Assignment/Exam/Discussion Board Description

Discussion Boards

This class is designed for active student participation. Your involvement is what will bring meaning and make this class worthwhile to you and to others. I am looking for quality involvement, not just quantity. This means that I want you to engage fully in discussion boards. Participation in activities, asking questions, and integrating reading materials into class discussion also serves as quality involvement.

Involvement includes, but is not limited to, the following:

- Being focused
- Contributing to group discussion

- Participating relevantly and actively in class
- Relating class material to the “outside” world
- Not monopolizing discussion or discrediting others
- Demonstrating your understanding of course concepts as they apply to your in-class communication

Discussion Boards will be graded in two parts. First, fifteen (15) points will be awarded for an original, thoughtful posting answering the discussion topic on or before midnight each Wednesday. The additional ten (10) points will be awarded by responding to any questions on your post and responding to at least two fellow students’ posts by midnight Friday. Discussion board points will not be awarded following the due date.

Chapter Assignments - Discussion Questions/Exercises

You will be responsible for completing six (6) chapter assignments throughout the course of the term. Each of these papers must meet APA 6th Edition (Times New Roman, 12 pt. font, double-spaced) guidelines. These assignments are worth a total of 600 points or 100 per assignment and must be submitted each Saturday by midnight. Chapter assignments must include at least one reference from within our course material and one from outside of our course material. There is no length requirement for chapter assignments.

Written Assignments

You are assigned two written papers in this course. Each of these papers must meet APA 6th Edition guidelines and should have a minimum of 1,000 words. Written assignments must include at least four references from scholarly sources. While content is the most important aspect of these assignments, points will be deducted for improper grammar and incorrect formatting. Written Assignments are worth one hundred and fifty points (150) each.

- Written Assignment #1: Healthcare Case Study – Conflict 1
- Written Assignment #2: Healthcare Case Study – Conflict 2

Exams

There will be two exams in this course, one mid-term and one cumulative final exam testing your knowledge of the concepts across all units. Each exam is worth one hundred and fifty (150) points. The exam will be a combination of multiple-choice and essay questions. Review guides/summaries will be provided periodically to assist you in preparing for exams.

NEW

Proposal No. _____

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW COURSE

1. School: Health Sciences Department: Healthcare Administration and Management
Date: 9/3/2021
2. Title: Managerial Epidemiology Course #: HS 5xx CIP Code: 51.0701
3. Credit Hrs: 3, Lecture: 3, Lab: 0.
4. Date first offered: August 2023 To be offered: Fall X, Spring , Summer .
5. COURSE DESCRIPTION: Attach a syllabus prepared according to established guidelines.
6. Will this course duplicate any courses now offered? Yes , No X, for which degree?
7. This course is designed for which curricula? Will it be cross-listed?
This course is designed for the Masters of Health Administration program. This course will not be cross-listed.
8. How does this course address the student learning objectives for the curricula?
This course supports Program Goals I and II and Learning Objective VI.
9. Will this course be required or elective? If this course will be required, which majors will require it? Required. Students majoring in the Masters of Health Administration will be required to take it.
10. Has this course been approved by the faculty of the department(s) concerned?
Yes X, No .
11. Expected enrollment per semester: 6-12.
12. If this course is approved –
 - a. Will additional staff be needed? Yes , No X.
 - b. Will additional space, equipment, special library materials, or any major expense be involved?
Yes , No X.
 - c. Will a special fee be assessed of a student enrolling in this course?
Yes X, amount: HS Program Fee \$15.00/credit hour _____, No .
 - d. Will students incur additional expenses for study abroad travel? Yes , No X.

(IF THE ANSWER TO ANY PART OF QUESTION 12 IS "YES", PLEASE EXPLAIN.)

MISSOURI SOUTHERN STATE UNIVERSITY
COURSE SYLLABUS

COLLEGE: Health Sciences
DEPARTMENT: Healthcare Administration and Management
COURSE TITLE: Managerial Epidemiology
COURSE CIP NO: 51.0701
CREDIT: 3 hours
PREPARED BY: Dr. Teresa Boman

DATE APPROVED BY DEPARTMENT: 10-14-2021

SIGNATURE: Richard Schooler, D.O.

Richard Schooler, D.O.
Chair, Department of Healthcare Administration and Management

COURSE DESCRIPTION FOR CATALOG

HS 5XX 3 hrs. cr.

Managerial Epidemiology

This course is a comprehensive introduction to the application of the principles and tools of epidemiology to the management of health services. The tools of epidemiology are important for purposes of planning, monitoring, and evaluation of population health. With shift in healthcare policy and system changes a focus on population health is required in addition to individual health. Managing the health of populations requires an understanding of the factors that influence population health, as well as how those factors are associated with health care organizations and systems performance. The methods of managerial epidemiology can be applied to healthcare planning and quality of care, financial management and evidence-based decision making.

Prerequisites: admission to MHA program or permission of instructor

LEARNING OBJECTIVES

- 1) Explain the importance of population health management and managerial epidemiology, as well as specific concepts and techniques used in healthcare management and administration
- 2) Define the concepts of health and disease; identify disease classification systems, reimbursement approaches, and factors that influence population health
- 3) Calculate and explain morbidity and mortality measurements. Apply the concepts of risk adjustment and stratification
- 4) Differentiate descriptive and analytic epidemiology as well as types of studies performed in epidemiology. Apply the basic principles of descriptive epidemiology to specific problems of healthcare organizations and public health.
- 5) Differentiate types of epidemics and outbreaks. Know the steps of an outbreak investigation. Determine the impact of infectious epidemics.

- 6) Apply the epidemiological principles to financial and economic decision making, community health needs analysis and healthcare planning

COURSE OUTLINE

Lecture Topics:

1. An Introduction to Managerial Epidemiology
2. Population Health
3. Infectious Disease Epidemiology
4. Measuring and Interpreting Morbidity
5. Healthcare Planning and Needs Assessment
6. Quality of Care Measurement
7. Mortality and Risk Adjustment
8. Epidemiology and Healthcare Financial
9. Cost-Effectiveness Analysis
10. Case Control Studies
11. Cohort Studies
12. Randomized Clinical Trials
13. Confounding, Effect Modification, Bias
14. Clinical Epidemiology and Decision Making
15. Epidemiology and Leadership

ASSURANCE OF LEARNING

Students are expected to meet the learning outcomes for the course by review and study of the material, assignments and/or projects, quizzes and examinations.

The time on task for the student to be successful in this course is about one hour of classroom or faculty instruction plus a minimum of two hours out-of-class each week for each credit hour.

Assignments/Exams

The assignments in this course include quizzes, reading assignments, and a case study project(s). Exams will be taken over the course of the semester to ensure comprehension of material.

NEW

Proposal No. _____

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW COURSE

1. School: Health Sciences Department: Healthcare Administration and Management Date: 10/14/2021
2. Title: Human Resource Management in Healthcare Course #: MHA 500-level
CIP Code: _____
3. Credit Hrs: 3, Lecture: 3, Lab: 0.
4. Date first offered: 2023 To be offered: Fall _____, Spring X, Summer ____.
5. COURSE DESCRIPTION: Attach a syllabus prepared according to established guidelines.
Syllabus attached
6. Will this course duplicate any courses now offered? Yes __, No X, for which degree?
7. This course is designed for which curricula? Will it be cross-listed? This course is designed for the newly proposed Masters in Health Administration program. It will not be cross-listed.
8. How does this course address the student learning objectives for the curricula? This course addresses Goals I and II, and Learning Objective II. (See Program Goals and Learning Objectives included in proposal packet)
9. Will this course be required or elective? If this course will be required, which majors will require it? Yes, it will be a required course for all MHA majors.
10. Has this course been approved by the faculty of the department(s) concerned?
Yes X, No ____.
11. Expected enrollment per semester: 12-20.
12. If this course is approved –
 - a. Will additional staff be needed? Yes __, No X.
 - b. Will additional space, equipment, special library materials, or any major expense be involved?
Yes __, No X.
 - c. Will a special fee be assessed of a student enrolling in this course?
Yes X, amount: HS Special Course Fee \$15.00/credit hour, No ____.
 - d. Will students incur additional expenses for study abroad travel? Yes ____, No X.

(IF THE ANSWER TO ANY PART OF QUESTION 12 IS "YES", PLEASE EXPLAIN.)

MISSOURI SOUTHERN STATE UNIVERSITY
COURSE SYLLABUS
ONLINE

Updated 8-23-2021

SCHOOL: Health Science

DEPARTMENT: Healthcare Administration and Management

COURSE TITLE: Human Resource Management in Health Care (HS TBD)

COURSE CIP NUMBER:

CREDIT: 3 cr. Hrs.

PREPARED BY: Dr. Tia Strait

DATE APPROVED BY DEPARTMENT: 9-14-2021

SIGNATURE: *Rick Schooler, D.O.*
Dr. Richard Schooler, Department Chair

COURSE DESCRIPTION FOR CATALOG:

HS TBD - Health Science 3 cr. hrs.

This course integrates key human resource functions that play a significant role in a successful health care environment. Human Resources (HR) in health care is an ever-changing environment with the proliferation in new technologies, social media, and shifting models for providing care. This course will provide a framework focusing on each human resource function to help professionals navigate and be able to pivot an organization in this ever-changing environment. Students will discover the nature of work and human resources; compensation and benefits; workforce planning; recruitment, selection and retention; creating a diverse work environment; training and development; employee appraisal and discipline; and union management relations.

LEARNING OBJECTIVES

1. Describe the operations and strategic importance of HR in a health care organization.
2. Identify and discuss HR issues that will confront health care organizations during the next 5 – 10 years. (i.e. labor shortages)
3. Describe strategies for the recruitment, selection, development and retention of quality health care professionals.
4. Discuss the importance of performance appraisals, along with thorough documentation, for decisions to provide professional development, promotion or termination of an employee.
5. Identify various legal issues which require managerial/administrative staff to be apprised.
6. List how HR contributes to the strategic and operational goals of the organization.
7. Analyze the various leadership styles, need for leadership cultivation, and succession planning.

TIME ON TASK/ASSURANCE OF LEARNING

To meet the student-learning outcomes for this course, the student should expect to complete all the tasks listed below in the *Time on Task* table. All tasks are available to review multiple times except for the weekly quiz. Students have different learning styles so this allows them to learn the material in the manner that works best for them. The student should expect to spend between 9 – 10 hours a week in this 3 credit hour course.

<i>TASK</i>	<i>TIME</i>
<i>Chapter Reading/Note Taking</i>	<i>2.5 hours</i>
<i>View Power Point</i>	<i>1 hour</i>
<i>Video (when assigned)</i>	<i>30-60 minutes</i>
<i>Assignments- Projects (typically 2 per week)</i>	<i>2.0 hour</i>
<i>Additional Readings/ research</i>	<i>1 hour</i>
<i>Weekly Discussion Board/Case Study</i>	<i>1 hour</i>
<i>Quiz (Prep and Completing)</i>	<i>1 hour</i>
<i>TOTAL WEEKLY TIME ON TASK</i>	<i>9-9.5 hours</i>

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW COURSE

1. School: Health Science Department: Healthcare Administration Date: 9/20/2021
2. Title: Social Determinants of Health in the U.S. and World Course #: MHA 500-level
CIP Code: _____
3. Credit Hrs: 3, Lecture: 3, Lab: 0.
4. Date first offered: 2024 To be offered: Fall _____, Spring _____, Summer X.
5. COURSE DESCRIPTION: Attach a syllabus prepared according to established guidelines.
6. Will this course duplicate any courses now offered? Yes __, No X, for which degree?
7. This course is designed for which curricula? Will it be cross-listed? This course is designed for the newly proposed Masters in Health Administration program. It will not be cross-listed.
8. How does this course address the student learning objectives for the curricula? See Syllabus. This course addresses Goals I and II, and Learning Objective VII.
9. Will this course be required or elective? If this course will be required, which majors will require it? Yes, it will be a required course for all MHA majors.
10. Has this course been approved by the faculty of the department(s) concerned?
Yes X, No __.
11. Expected enrollment per semester: 12-20.
12. If this course is approved –
 - a. Will additional staff be needed? Yes __, No X.
 - b. Will additional space, equipment, special library materials, or any major expense be involved?
Yes __, No X.
 - c. Will a special fee be assessed of a student enrolling in this course?
Yes __, amount: _____, No X.
 - d. Will students incur additional expenses for study abroad travel? Yes X, No _____.

(IF THE ANSWER TO ANY PART OF QUESTION 12 IS "YES", PLEASE EXPLAIN.)

12.d. There is an 'optional' international component, with 10 days study abroad immediately following the end of the summer semester for all MHA students enrolled in this class. The destination country will vary over the years, determined in conjunction with the Director of the Institute of International Studies, the MHA Department Chair and the Instructor of this course. Dr. Stebbins will encourage each full-time MHA students to apply for \$1000 travel grants. We are exploring Costa Rica as the first study abroad country/site.

MISSOURI SOUTHERN STATE UNIVERSITY
(Proposed) COURSE SYLLABUS

SCHOOL: Health Science

DEPARTMENT: Healthcare Administration and Management

COURSE TITLE: Social Determinants of Health in the U.S. and the World

COURSE CIP NUMBER: tbd

CREDIT: 3 cr. Hrs.

PREPARED BY: Dr. Ree Wells-Lewis

DATE APPROVED BY DEPARTMENT: 9-22-2021

SIGNATURE: Rick Schooler, D.O.

Dr. Richard Schooler, Department Chair

COURSE DESCRIPTION FOR CATALOG:

HS Summer - Health Science 3 cr. hrs.

This course provides a framework for educating healthcare professionals by integrating key components from the *Social Determinants of Health* (SDoH) model with the socio-cultural aspects of health, healing and illness from the Medical Sociology literature. SDoH are the “non-medical factors that influence health outcomes;” these include “conditions in the environments in which people are born, live, learn, work, play, worship, and age” and the wider set of forces and systems that shape our daily lives (Healthy People 2020). For decades, sociologists have acknowledged the myriad of social factors that contribute to health-related outcomes. Further, the inclusion of SDoH variables has been associated with efforts to identify health disparities, and recent strategies to decrease such inequalities, within and across populations.

The course explores macro-level (and “upstream”) social influences on health opportunities and constraints in order to support professionals in health sector occupations assume a wholistic approach to systems of healthcare delivery – both in the U.S. and across the world. Towards this end, students will have the option to participate in a short study-abroad immersive experience at the end of the 8-week summer semester, as an informal “capstone” to the course and to our program. Otherwise, students will have the option to research and write a literature review / term paper and create a PowerPoint presentation (as the final exam).

LEARNING OBJECTIVES

1. To understand WHO’s *Social Determinants of Health (SDoH) model* and explain the impact on people’s health, well-being and quality of life. To explore the five SDoH domains identified by the CDC: Economic Stability; Health Care Access and Quality; Education Access and Quality; Neighborhood and Built Environments; Social and

Community Context – and become familiar with specific goals and objectives for each domain (Healthy People 2030, p. 1).

2. To identify and discuss the ways in which SDoH variables are associated with *Health Disparities* (differences in access to and/or health outcomes) that contribute to health inequities in the United States and globally. This is highlighted through social class, race/ethnicity, gender/sexuality, religious affiliation, formal education and rural/urban distinctions, among other socio-demographic and cultural variables.
3. To improve written and presentation skills by conducting an academic literature review, writing a term paper and creating a PowerPoint presentation (Final Exam) incorporating one SDoH domain (preferably in one country). Each student may select from the following examples, “safe housing, transportation, and neighborhoods; racism, discrimination, and violence; education, job opportunities, and income; access to nutritious foods and physical activity opportunities; polluted air and water; language and literacy skills” (CDC Healthy People 2030, p. 3) or suggest/request another relevant topic or contemporary issue.
4. To anticipate the consequences of incorporating the SDoH model in Public Health programming and to articulate the advantages/disadvantages of infusing formal Program Evaluations with the SDoH model’s variables.
5. To critically analyze the assertions, “Educating health professionals about the social determinants of health generates awareness of the potential root causes of ill health and the importance of addressing them in and with communities” (National Academies of Science, Engineering, and Medicine, 2016:1). Further, in the effort to create life-long learners and provide a framework for educating professionals who work in the health sector, “The social determinants of health can and should be integral to all health professional education and training” (p.3).
6. Last, but not least, to enhance the knowledge gained over the summer session with international experiences by exploring another country’s system of health care delivery while visiting health organizations and medical professionals.

TIME ON TASK/ASSURANCE OF LEARNING

To meet the learning outcomes for this online graduate-level course, students should expect to complete all the tasks listed below in the *Time on Task* table.

<i>Required TASKS</i>	<i>Suggested TIMES</i>
<i>Chapter Readings (2 per week)</i>	<i>2 -3 hours</i>
<i>Supplemental Readings (2 per week)</i>	<i>1.5 hours</i>
<i>Weekly Discussion Boards</i>	<i>1.5 hours</i>
<i>Writing Assignments (4 per week)</i>	<i>2 - 3 hours</i>
<i>Study, preparation, research</i>	<i>1 - 2 hours</i>
<i>Chapter Exams</i>	<i>1 hour</i>
<i>Case Studies (1 week, only)</i>	
<i>WEEKLY TIME ON TASK</i>	<i>9 - 12 hours</i>

Understandably, students have different learning styles so an array of types of assignments will allow them to process the material at various levels of pace and intensity. The student should expect to routinely spend between 9 – 12 hours a week in this 3-credit hour graduate-level MHA course.

NEW

Proposal No. 21-22:37__

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW COURSE

1. School: Health Sciences Department: Healthcare Administration and Management Date: 10-8-2021
2. Title: Organizational Behavior in Healthcare Course #: HS 05XX CIP Code: ???
3. Credit Hrs: 3, Lecture: 3, Lab: 0.
4. Date first offered: 2023_ To be offered: Fall X___, Spring ____, Summer __.
5. COURSE DESCRIPTION: Syllabus attached.
6. Will this course duplicate any courses now offered? Yes __, No x, for which degree?
7. This course is designed for which curricula? Will it be cross-listed? This course is designed for the Master in Health Administration degree. It will not be cross-listed
8. How does this course address the student learning objectives for the curricula? This course addresses Goals I and II, and Learning Objective V. (see attached Program Goals and Learning Objectives).
9. Will this course be required or elective? If this course will be required, which majors will require it? Required; Master's of Healthcare Administration
10. Has this course been approved by the faculty of the department(s) concerned? Yes x, No __.
11. Expected enrollment per semester: 12.
12. If this course is approved –
 - a. Will additional staff be needed? Yes X, No __.
 - b. Will additional space, equipment, special library materials, or any major expense be involved? Yes __, No X.
 - c. Will a special fee be assessed of a student enrolling in this course? Yes X, amount: HS Program Fee \$15.00/credit hour, No __.
 - d. Will students incur additional expenses for study abroad travel? Yes __, No X.

(IF THE ANSWER TO ANY PART OF QUESTION 12 IS "YES", PLEASE EXPLAIN.)

Dr. Deringer built this course for this program and has agreed to join the MSSU adjunct faculty and teach the course. He is not currently on the MSSU adjunct faculty. This will be a new adjunct hire. (CV attached)

New Course Approval Request

College: Health Sciences
Graduate Studies

Department: Healthcare Administration and Management

Course Title: Organizational Behavior in Healthcare

Course CIP: TBD

Credit Hours: 3

Prepared By: Thomas Deringer, Ph.D.
Richard Schooler, D.O.

Date Approved: 9-13-2021

Signature: Richard Schooler, D.O.
Richard Schooler
Chair, Dept. of Healthcare Administration and Management

Dept. Chair: Richard Schooler, D.O.

Course Description:

This course provides a systems overview of the organizational structure and behavior of individuals in healthcare institutions, along with an examination of the role of managers, clinicians and other leaders. The course applies organizational, behavioral, and social science practice and theory to healthcare organizations.

Learning Objectives:

1. Define organizational behavior and identify major challenges facing healthcare organizations and managers today.
2. Define diversity and cultural competence and identify changes in US demographics as to how they affect the healthcare industry.
3. Explain the effect of attitudes and perceptions and how this affects human behavior.
4. Identify communication as a major challenge for managers to provide information and results in efficient and effective performance of the organization.
5. Define and operationalize content and process theories of motivation and attribution.
6. Differentiate between the concept of "power" and "leadership" as applicable to organizational behavior.
7. Evaluate optimal levels of stress and conflict in the work setting as a way to maximize efficiency and effectiveness with creativity.
8. Understand the effect of group dynamics on the delivery of effective and efficient healthcare.
9. Discuss the management of organizational change.

Time on Task / Assurance of Learning

Your final grade will be based on two exams, two written assignments, chapter assignments, discussion board posts/replies, and LearnScapes. The grading breakdown is as follows:

<i>Assignment Percentage</i>	<i>Points</i>
Discussion Boards	200
Written Assignments	300
Chapter Assignments	210
Exams	300
TOTAL	1,010 points possible

Assignment/Exam/Discussion Board Description

Discussion Boards

This class is designed for active student participation. Your involvement is what will bring meaning and make this class worthwhile to you and to others. I am looking for quality involvement, not just quantity. This means that I want you to engage fully in discussion boards. Participation in activities, asking questions, and integrating reading materials into class discussion also serve as quality involvement.

Involvement includes, but is not limited to, the following:

- Being focused
- Contributing to group discussion
- Participating relevantly and actively in class

- Relating class material to the “outside” world
- Not monopolizing discussion or discrediting others
- Demonstrating your understanding of course concepts as they apply to your in-class communication

Discussion Boards will be graded in two parts. First, fifteen (15) points will be awarded for an original, thoughtful posting answering the discussion topic on or before midnight each Wednesday. The additional ten (10) points will be awarded by responding to any questions on your post and responding to at least two fellow students’ posts by midnight Friday. Discussion board points will not be awarded following the due date.

Chapter Assignments - Discussion Questions/Exercises

You will be responsible for completing seven (7) chapter assignments throughout the course of the semester. Each of these papers must meet APA 6th Edition (Times New Roman, 12 pt. font, double-spaced) guidelines. These assignments are worth a total of 210 points or 30 per assignment and must be submitted each Saturday by midnight. Chapter assignments must include at least one reference from within our course material, and one from outside of our course material. There is no length requirement for chapter assignments.

Written Assignments

You are assigned two (2) written papers in this course. Each of these papers must meet APA 6th Edition guidelines and should have a minimum of 1,000 words. Written assignments must include at least four references from scholarly sources. While content is the most important aspect of these assignments, points will be deducted for improper grammar and/or incorrect formatting. Each written assignment is worth 150 points.

Exams

There will be two exams in this course, one mid-term, and one cumulative final exam testing your knowledge of the concepts across all units. The exam will be a combination of multiple choice and essay questions. Review guides/summaries will be provided periodically to assist you in preparing for exams.

Time on Task

An 8-week class requires students to be in class (logged into the Bb Learn LMS online) for approximately 8 hours and spend 10 hours outside of class working on assignments each week. Students should schedule approximately a total of 18 hours per week for an 8-week course.

Review of concepts from the previous week

Lecture on new materials

- Reinforcing quizzes/self-tests about lecture/readings
- Discussion questions about lecture/readings
- Instructions for upcoming assignments
- Review of the feedback given on previous assignments/activities
- Student questions
- Preview of upcoming topics
- Online exams
- Synchronous activities
- Other online readings or resources

In addition to the above, students should schedule approximately 10 hours PER WEEK of time for all or some of the following “assignment” activities:

- Readings
- Review of online lecture
- Assigned projects
- Group Activities (time should be scheduled to allow for arranging logistics of online group meetings beyond actual group project)
- Exams or assessments not given as timed online tests
- Research activities

Tentative Course Schedule

Week	Chapter Reading	Topic	Course Objective	Discussion Board	Assignment	Exam
1	1-3	Organizational Behavior Within the Healthcare Environment	1, 2	Discussion Board 1: Defining Organizational Behavior	Chapter Assignment 1	

2	3, 4	Perceptions, Attitudes, and Workplace Communication	3, 4	Discussion Board 2: Communicating at Work	Chapter Assignment 2; LearnScapes Episode 1: Behavior Influences	
3	5-8	Motivational Theories	5	Discussion Board 3: Power vs. Influence	Chapter Assignment 3; Written Assignment 1	
4	9-11	Leadership Theories	6	Discussion Board 4: Leadership Qualities	Chapter Assignment 4; LearnScapes Episode 4: Leadership	Mid-Term Exam
5	12,13	Conflict Management	7	Discussion Board 5: Managing Conflict	Chapter Assignment 5; Written Assignment 2	
6	14-18	Group and Team Dynamics	8, 9	Discussion Board 6: Leading Change	Chapter Assignment 6; LearnScapes Episode 2: Group Development	
7	19-22	Structuring the Healthcare Organization	9	Discussion Board 7: Organizational Structures	Chapter Assignment 7	
8	Instructor Provided	Course Review	1-9	Discussion Board 8: Review of Organizational Behavior in the Healthcare Setting		Final Exam

MISSOURI SOUTHERN STATE UNIVERSITY
School Curriculum Oversight Committee/Academic Policies Committee

Proposal for a NEW MAJOR or CERTIFICATE

1. **School:** College of Health Sciences **Department:** Healthcare Administration and Management **Date:** 10-25-2021
2. **Title:** Master of Health Administration **Course #:** N/A **CIP Code:** 51.0701
3. **New Major or Certificate:** New Major or **New Option:** _____ in _____
4. **Date first offered:** Projected 202380

Attach information for items 5-12 as needed.

5. **Describe the need for this new major including evidence of student demand for the program and market or societal need for the skills being developed.**

In Fall 2019 MSSU began offering a B.S. in Healthcare Administration. Positioned as the only degree of its kind among public Universities in Missouri, and competing against only a few such programs in surrounding states, the MSSU Healthcare Administration program has enjoyed a successful launch and early development. Strong student demand, a dedicated experienced faculty, a unique and valuable curriculum, and support from the Gipson Center for Healthcare Leadership and private gifts through the Missouri Southern Foundation have resulted in ahead-of-schedule program growth. MSSU saw its first B.S. in Healthcare Administration cohort graduate in May, 2021. There are currently 90 students enrolled in the major in the Fall 2021 semester.

The B.S. in Healthcare Administration degree helps address an important need in regional and national healthcare and public health. The proposal for consideration is to take the MSSU Healthcare Administration program to the next level by adding a Master of Health Administration (MHA) degree.

Background

Healthcare is one of the largest and fastest growing sectors in the U.S. economy. The healthcare sector employs 11% of American workers and accounts for 24% of government spending (Brookings, 2020). Healthcare costs accounted for 17.9% of the national GDP in 2017 and are projected to account for 19.3% of the national GDP in 2026 (Cuckler et al, 2018).

Over the past generation, healthcare has become a primary economic driver in the Joplin area and the region. Joplin serves as a healthcare hub and referral center for a 10-county area in southwest Missouri, southeast Kansas, and northeast Oklahoma with a population totaling approximately 400,000.

The growth of the health industry regionally and nationally has created a strong demand for health providers, but it has also created a strong demand for health business professionals, managers, and administrators. The U.S. Bureau of Labor Statistics, *Employment Projections, 2020-2030*, ranks "Medical and health services managers" in their list of "Top 10 Fastest Growing Occupations". Job opportunities in this category are projected to increase by 32.5% during this time frame with a median

annual salary (May 2020) of \$104,280. The U.S. News & World Report list of the "100 Best Jobs of 2021" ranks *Medical and health services managers* as #4 on their list with projected job growth of 31.5% (adding 133,200 new jobs by 2029 with a median salary of \$100,980).

Career opportunities for prepared health business professionals, managers, and administrators are promising, and indicators project continuing job growth and demand. These indicators were strong when we began building the MSSU B.S. in Healthcare Administration degree 4 years ago and they remain strong today.

Meeting the demands of our region and state require more than just growing enrollment in our current B.S. in Healthcare Administration degree. Providing opportunities for all students in our Healthcare Administration program also requires more than just our current B.S. degree. Students who aspire to advance into high organizational-level administrative and executive positions will require postgraduate education as well as experience to be considered as qualified and prepared for success. Health professionals in the clinical field of Nursing (BSN), physicians, allied health professional with B.S. degrees, and others are increasingly seeking postgraduate health business and administrative degrees as well.

Building on the foundation developed by the B.S. of Healthcare Administration degree, and supported by a strong regional and national demand for graduates, MSSU is positioned to take our Healthcare Administration program to the next level by adding an MHA degree.

6. Is the major interdisciplinary? Yes X, No . If so, has it been approved by all departments concerned? Yes X, No . If interdisciplinary, how will coordination between the departments be accomplished?

I believe the committee would consider this program as interdisciplinary??? The program is a HS program. However, 6/10 courses will have an HS prefix and 4/10 courses will have a College of Business prefix. Dr. Zimmerman is aware of the business courses in the MHA curriculum and has given support for the MHA program. The timing of offering of business courses in the MHA curriculum are in line with their offering in the MSM curriculum.

Dr. Zimmerman supports the program with the following comments, "I have reviewed the documents you sent and I think the MHA will be a quality program that will benefit MSSU. As such, I support this program. I am concerned however with our MSM classes. If, or more likely when, the MHA is enrolling cohorts of 15-30 students, it will require us to either hire adjuncts or pay current faculty overloads as we will need to offer multiple sections of our classes to meet this demand. Paying for this will be a concern moving forward."

I appreciate and understand Dr. Zimmerman's concerns (RS).

7. Are there similar programs offered at other Missouri institutions? Yes X, No If so, how is this program unique or different from existing programs?

The MSSU BS in Healthcare Administration degree is the only degree of its type offered among Missouri public Universities. Coupling the MHA with our B.S. degree, and offering the opportunity for a 5-year BS/MHA does make the MSSU program unique in the Missouri state system. It isn't

just the MHA that should be viewed as unique. It is the meshing of the two degrees and the ability to link the BS and MHA, that creates a unique education experience within our state.

8. Describe the curriculum requirements for the major.

The MHA will deliver a 30-credit hour curriculum, including 10 – 3 credit hour courses.

The curriculum will be 100% online and will include a mix of 8-week and 16-week courses.

The proposed curriculum is as follows:

Fall Semester 1

- MGMT 520 Managerial Communication (1st 8 weeks)
- Organizational Behavior in Healthcare (2nd 8 weeks)

Spring Semester 1

- Human Resources Management in Healthcare (16 weeks)
- Managerial Epidemiology (16 weeks)

Summer Semester 1

- FIN 550 Managerial Finance (8 weeks)

Fall Semester 2

- Health Law for Healthcare Administrators (16 weeks)
- MGMT 521 Data Analytics for Managers (2nd 8 weeks)

Spring Semester 2

- Healthcare Conflict Resolution and Negotiation (1st 8 weeks)
- MGMT 552 Strategic Management (2nd 8 weeks)

Summer Semester 2

- Social Determinants of Health in the U.S. and the World – 8 weeks (includes optional travel-abroad experience)

Students must have a 3.0 GPA at the conclusion of the MHA curriculum in order to graduate with the MHA degree.

9. What are the student learning objectives for the program?

- A. Students will progress through program and graduate from program
 - a. Measurement: The Fall to Fall student retention rate will meet or exceed 70%
 - b. Measurement: The program completion rate (within 150% of designed program completion time) will meet or exceed 60%

