

Permanent Status Program Review – MS in Health Services Administration

Description and Objectives

The Masters of Science with a major in health services administration is administered by the School of Nursing and operates under guidance from the Health Services Administration Governance Committee that has representatives from the Department of Health, Nutrition, and Exercise Sciences; the Department of Medical Technology; the School of Nursing; and a student representative, all of whom are appointed by the Dean of the College of Health Sciences.. The program is offered in cooperation with faculty in the Department of Individual and Family Studies, School of Urban Affairs and Public Policy, Department of Communication, Department of Psychology, College of Business and Economics, and Department of Political Science. *Students have taken courses offered by the School of Nursing, Department of Education, and the Department and the School of Urban Affairs and Public Policy.*

The program is designed to develop the knowledge, understanding, and skills needed to succeed in responsible management positions in healthcare systems, hospitals, long-term care institutions, alternative delivery systems, ambulatory care facilities, managed care organizations, consulting firms, and other health-related organizations. Practica allow students to have experiences in a variety of settings, according to the student's interest and career goals. The program accommodates the needs of working professionals who want to attend on a part-time basis. *Although full-time study is available, to date no student has attended full time.*

The MS-HSAD meets the needs of healthcare providers and managers by increasing exposure to the diversity of administration and management styles used in traditional and non-traditional healthcare settings, in integrated delivery systems, and in managed care. Students have completed practica in the following locations: *DelMarVa Rural Ministries, Institute of Medicine, Delaware Hospital Association, West Side health, Women's health in the Royal Free Hospital at Middlesex University in London, School of Nursing, and the Mayo Clinic. All students have rated their clinical experiences positively.*

Using concepts and principles rather than a rigid framework of content, the curricula is responsive to changes in the industry and local communities. This program is offered in a distant format using WEB CT. Students targeted for the program must have previous experience in the healthcare field, preferably as a manager or in a related position. Students must have a minimum of one year of management experience or three years in professional health-related practice.

Fields of employment from which students are targeted include acute care facilities, community agencies, long term care facilities, episodic care settings, and other healthcare settings. Student undergraduate preparation should be in a health-related discipline such as nursing, nutrition/dietetics, sports medicine/exercise sciences, physical therapy, medical technology, psychology, social sciences, public policy, information sciences, health education, or health promotion and wellness.

Currently students have come from acute care hospitals, migrant work clinics, Attorney's Office of the State of Delaware, professional organizations, managed care,

and disabilities studies. A diverse student population ensures a diversity in thought in online discussion using WEB CT. Without the program being offered in a distance format, most of the students would not be able to attend graduate school.

Assurance of a Quality Curriculum:

The MS HSAD program uses the following documents to assure that the curriculum is inclusive of current management and administrative concepts: American Nurses Association's Scope and Standards for Nurse Administrators, Association of College of Healthcare Executives Commission on Accreditation of Healthcare management Education, Association of Collegiate Nursing Education Standards, Council on Graduate Education for the Administration of Nursing, the American Nurses Association's Magnet Nursing Services Recognition Standards, the American Organization of Nurse Executives 'Nurse Executive Competencies, American College of Healthcare Executives Code of Ethics, and the American Medical Association's Council on Ethical and Judicial Affairs.

Function of the Health Services Administration Governance Committee:

1. Develop policies and procedures for the administration of the program.
2. Assure curricular components are consistent with the College of Health Sciences mission statement and philosophy.
3. Review and/or recommend changes in the course objectives, content, focus, and credit allocation.
4. Review applicants and make decisions for admission to the program.
5. Make recommendations for the assignment of academic advisors to students.
6. Review progress and performance of students in the program and take appropriate action in cases of substandard performance.
7. Review course syllabi and make a decision on course substitutions.
8. Develop preceptor guidelines for practicum(a) as appropriate.
9. Develop guidelines for the Scholarly Project.
10. Issues related to the curriculum are brought to the School of Nursing Committee for Graduate Education because of the similarity with the MSN with a concentration in health services administration.

Program Outcomes

Students who complete the Masters of Science with a Major in Health Services Administration have developed the ability to practice management and administration in a variety of health-related organizations. They will develop the following behaviors:

1. Evaluate theories and concepts of administration and management drawn from the arts, nursing and other health-related disciplines, and business for use as the basis for practice as administrators and managers in the health professions.
2. Analyze the influence of value systems and ethnicity on healthcare practice, healthcare systems, and the roles of advanced practice healthcare providers.
3. Demonstrate expert practice as a manager or administrator.
4. Collaborate in interdisciplinary efforts to provide health care improve health care delivery programs at the state, local, national, and/or international levels.

5. Assume leadership in interpreting and professional healthcare practice to other members of the profession, other disciplines, consumers, and legislators.
6. Provide leadership in defining, developing, and implementing current and emerging health professional practice roles.
7. Develop proposals for studies or projects that contribute to the expansion of health-related knowledge and practice.
8. Demonstrate professional accountability as a healthcare manager or administrator.
9. Advocate for health legislation at the local, regional, national, and/or international levels.

Assessment of Learning Outcomes

Rationale and Demand

- A. Institutional Factors
- B. Student Demand
- C. Transferability
- D. Access to Graduate and Professional Programs
- E. Demand and Employment Factors
- F. Regional, State, and National Factors
- G. Other Strengths

Enrollment, Admissions, and Financial Aid

- A. Enrollment: The program currently has 8 students, 2 graduates, and 2 started course through CE and did not continue. Three potential students are currently having their transcripts from other Colleges evaluated for transfer into this program. Each has taken 12 to 15 credits and will probably not transfer because of the loss of credits.
- B. Admission Requirements: The purpose of the admissions criteria is to identify those applicants who can benefit from and make a distinct contribution to the MS-HSAD program. Applicants are sought who show promise of constructive involvement with faculty, staff, and other students in instruction and research, and who have a concern for quality, cost-efficient healthcare delivery in all possible settings. Consideration is also given to the student's potential for successful completion of the graduate program. Acceptance to the program is based on a complete composite of the applicant's scholastic record, standardized test scores, references, a personal statement, and interview. Health-related work experience and studies are also taken into consideration.
 - a. Applicants for the Master of Science with a Major in Health Services Administration apply directly to the School of Nursing.
 - b. Applicants must have one year of management experience in a health-related field or three years experience in professional health-related practice.
 - c. Applicants must have a minimum of a baccalaureate degree in a health-related field. Undergraduate preparation should be in a health-related discipline such as nursing, nutrition/dietetics, sports medicine/exercise sciences, physical therapy, occupational therapy, medical technology, psychology, social

sciences, public policy, information sciences, health education, and health promotion and wellness.

- d. Applicants should have an overall undergraduate Grade Point Average (GPA) of 2.75 or higher (on a scale of 4.0 = A).
 - e. Applicants should have a GPA of 3.0 or higher in their undergraduate major.
 - f. Applicants **may** take the Graduate Record Exam (GRE) which will be evaluated as part of the overall admissions process. Students already holding a master's degree are not be required to take the Graduate Record Exam.
 - g. The applicant's personal statement and interview are central elements to the admission process.
 - h. An applicant whose first language is not English must attain a minimum of 600 on the Test of English as a Foreign Language (TOEFL). In addition, an applicant may be required to take the test of Test of Spoken English (TSE).
- C. Applicants must have letters of recommendation from three (3) people familiar with the candidate's academic record and/or professional achievements.
 - D. Student Expenses and Financial Aid

Curriculum Specifics.

Description of the Curriculum: The MS-HSAD requires the student to complete a minimum of 36 credits. The curriculum includes (a) college core requirements (27 credits), (b) research design and statistics (6 credits), (c) non-College requirements (6 credits), and (d) free elective(s) (3 credits). The practicum and scholarly project are taken in conjunction with or after all other requirements and research design and statistics are completed. All other courses may be taken in any sequence as long as any pre-requisites have been completed. Appendix F lists courses with their descriptions.

Courses to Be Completed – MS-HSAD**College Core Courses (21 credits)**

Number	Name	Credits
*HSAD604	Roles of Healthcare Providers	3
**HSAD619	Financial Management in Health Services Administration	3
**HSAD635	Organizational Theories in Health Services Administration	3
**HSAD637	Strategic Planning in Health Services Administration	3
**HSAD638	Health Services Evaluation and Process Improvement	3
+*HSAD664	Health Services Administrative Practicum	3
+**HSAD868	Health Services Administration Scholarly Project	3

Non-College Courses (12 Credits)**Human Resource Management (select one)** 3

UAPP685	Personnel and Human Resource Issues
UAPP837	Public Sector Human Resources

Communication Theory (select one) 3

COMM610	Organizational Communication Theory
COMM642	Topics in Organizational Administration
COMM656	Communication in Organizations

Research Design (select one) 3

PSYC809	Research Design
IFST815	Research Issues and Design
UAPP800	Research Design and Methodology
NURS810	Research Methods in Nursing
IFST615	Research Methods and Design

Statistics (select one) 3

EDUC665	Elementary Statistics
UAPP815	Public Management Statistics

Free Elective 3**Total** 36

* New course

** Revision of existing course

+ *Students can take these courses 1 credit each semester or 3 credits in one semester. Each credit requires 42 contact hours, or an average of 3 hours per week.*

- A.
- B. Faculty / Administrative Resources

Concerns Raised by Faculty Senate Committees

Appendices

- A. Original Application for Provisional Status
- B. Senate Coordinating Committee on Education
- C. Letters of Support from Director and Dean
- D.

January 8, 2006

Dr. Larry Purnell
Chairperson, HSAD Governance Committee
College of Health Sciences
University of Delaware
Newark, DE 19716

Dear Larry,

I write in response to your request for a letter of support for the MS-HSAD Program's review for permanent status. I have had the opportunity to participate to a small extent in this program as the School of Nursing offers the MSN-HSAD program and the coursework in both is the same. This letter will offer both my perspective as well as some concerns related to the program.

My concerns relate to two areas, an overall low enrollment of students and the fact that this program would not be viable without your participation. On the student enrollment side, I believe this issue could potentially change in the next three to five years. The School of Nursing is closely examining offering a Doctorate in Nursing Practice degree, which would eliminate our MSN programs as entry into advanced practice nursing. Because the DNP is a clinical practice degree, administration would be a very difficult fit into this initiative. Therefore, the nurses who would potentially want a graduate administration degree would need to rely on the MS-HSAD program in place of our current MSN-HSAD. This change would directly increase the numbers of students in the MS-HSAD program.

The second area of concern is the heavy reliance upon you as the program director, faculty and advisor. As I appreciate your high level of dedication to health care administration and the students in the HSAD programs, the School of Nursing does not have another faculty member to dedicate to this program. I am not aware of other faculty in any academic units across the University who could replace your teaching and administration within this program. The School of Nursing takes on the predominant course and faculty load required for the MS-HSAD program. As the program is to be collaborative, I would ask for more support and potentially another unit to administer this program.

During Fall 2005, I had the pleasure of teaching one of the core HSAD courses, Health Administration Theories. Two students from the MS-HSAD program were in this course. They were a positive reflection of the student caliber in the program. I believe a graduate program in health care administration is a positive offering for the College of Health Sciences.

I hope these comments are useful to you as the MS-HSAD program undergoes review. If you or any reviewers need additional data from the School of Nursing, please let me know. Thank you for the opportunity to offer comments based on my perspective and review of the MS-HSAD evaluation draft.

Sincerely,

Lisa Ann Plowfield, PhD, RN
Director

Date: January 26, 2006

To: Betty Paulanka, Dean of the College of Health Sciences

From: College of Health Sciences Curriculum Committee
Donald Lehman, Chair

Re: Permanent status of the MS in Health Services Administration

While the Curriculum committee members agree that the MS in Health Services Administration (MS-HSAD) is an important program, we have serious concerns regarding its current operation. Originally, the program was designed to be interdisciplinary in nature with courses from Communications, Individual and Family Studies, Psychology, and Urban Affairs and Public Policy. While courses from these departments are still part of the curriculum, these departments do not have representation on the HSAD Governance Committee. This Committee has representation from the departments of Health Nutrition and Exercise Sciences, Medical Technology, and Nursing and a student representative, all appointed by the Dean of the College of Health Sciences.

The current MS-HSAD program is essentially housed in the School of Nursing, and the core HSAD courses are taught predominantly by Nursing faculty. The College Curriculum Committee is concerned that a single nursing faculty member manages the program and conducts all academic advisement. In addition, the student enrollment has been historically low; only two students have graduated from the program. It is mentioned that the MS in Nursing Health Administration (MSN-HSAD) may be eliminated in favor of a Doctorate in Nursing Practice and some students interested in the former MSN-HSAD would opt to enroll in the MS-HSAD. The College Curriculum Committee is not convinced that this will be the case. The students enrolled in MSN-HSAD are interested in nursing; the MS-HSAD is not a nursing major and may not be attractive to those students interested in nursing.

It appears that the program has not achieved the level of interdisciplinary integration at the University as was originally planned. The HSAD Governance Committee should have representation outside of the College of Health Sciences, and in order to enhance the program, it should be aligned with similar programs on campus. Also, additional faculty should be involved in the management and advisement duties, perhaps on a rotating basis. In our opinion, the current program has not met the original proposal's goals.

MEMORANDUM

DATE: January 26, 2006

TO: Daniel Rich
Provost

FROM: Betty J. Paulanka
Dean, College of Health Sciences

RE: **Permanent Status Program Review – M.S. in Health Services Administration**

Attached is the Permanent Status Program Review self-study report for the M.S. in Health Services Administration. I strongly support the need for a masters program in Health Services Administration. I believe this meets an important need within this community and among health professionals. The distance format of this program provides the flexibility needed for health professionals to pursue a master's degree. My only concern is related to the need for more interdisciplinary support and the heavy reliance upon the program director for the teaching responsibility within the program.

BJP:jrb

Attachment

cc: Karren Helsel-Spry, Faculty Senate Office