

Course Catalog Graduate Program in Health Care Administration 2004 - 2005

The School for Health Studies

The coeducational Graduate School for Health Studies (SHS) was established in July 1989, underscoring Simmons' commitment to the preparation of students for positions of leadership in health care. The School brings together the College's health-related programs in health care administration, nutrition, physical therapy, and primary health care nursing in addition to the post-baccalaureate Dietetic Internship Program in nutrition. In 2001 the School was realigned to include the undergraduate programs in nursing, physical therapy and nutrition. Further information about these undergraduate programs is available at www.simmons.edu. In 2002, as a result of this realignment, the Graduate School for Health Studies became the School for Health Studies. The School's goal is to prepare individuals for clinical and administrative leadership positions in a rapidly changing health care environment. Its programs are committed to educating students to be sensitive to human needs in terms of access and quality of health care, and to also understand the organizational, institutional, and policy constraints that dominate the health care system. Because it incorporates both clinical and administrative programs in one organization, the School is uniquely positioned to respond to the critical need for well-prepared health care professionals, to enhance the opportunities for interdisciplinary cooperation, and to expand the resources available to faculty, graduate students, and the health care community.

SHS students benefit from the College's location in Boston. The city is one of the world's largest medical centers, with more than seventy hospitals, dozens of health centers, and hundreds of other health care-related organizations. These countless resources, combined with Boston's equally distinguished high technology and research institutions, provide excellent learning experiences and career opportunities for students in health-related programs. At 300 The Fenway, Simmons is located in the heart of the Longwood Medical Area, neighbor to the Harvard medical, dental, and public health schools and in close proximity to noted medical institutions such as Beth Israel Deaconess Medical Center, Brigham and Women's Hospital, and Children's Hospital.

Graduate Program in Health Care Administration

The Graduate Program in Health Care Administration is accredited by the Accrediting Commission on Education for Health Services Administration (ACEHSA) and is a full member of the Association of University Programs in Health Administration (AUPHA).

The program, founded in 1985, focuses on the needs of working professionals in health care. Classes are held in the evenings so that students can continue their employment while attending school, applying their newly acquired skills and knowledge at work, and using that experience to illuminate and enhance the learning process.

Vision

- A community of individuals who work in different disciplines and types of organizations and networks within the health care system, who are from diverse national and international backgrounds, and who share the common goal of efficient, effective, and equitable health care
- Known among health care employers for fostering the growth of HCA graduates to positions of leadership
- Committed to innovative curriculum and use of technology to integrate and enhance learning about the management and delivery of health care services
- A lively intellectual community of health care scholars and practitioners
- Internationally recognized for defining the standards of accredited and continuing education programs in health care administration for working health professionals
- Dedicated to improving the health of individuals and of communities wherever HCA students, graduates, and faculty live and work
- Accredited by the Accrediting Commission on Education for Health Services Administration

Mission

The Graduate Program in Health Care Administration contributes to the delivery of efficient, effective, and equitable health care and improves the health of individuals and communities by:

- Excelling in the education of working women and men, particularly mid-career managers and professionals, to be leaders prepared to address a broad set of health care issues with appropriate skills and knowledge
- Encouraging faculty to conduct scholarly and applied research that contributes to the field of health care administration, to an innovative curriculum, and to enhanced student and graduate learning opportunities within the program
- Supporting the preparation of faculty, staff, and students for leadership within health care organizations and systems, and in the broader communities

Values

The fundamental values that form the foundation of the Graduate program in Health Care Administration are:

- Academic rigor and excellence
- Highest standards of ethical behavior in the management of health care services and health care organizations
- Collaboration, interdisciplinary perspective, strong network of collegial relationships
- Continual personal and professional growth

Educational Objectives

The Program's educational objectives are based upon the Accrediting Commission's standards and the Pew Health Professions Commission report:

At the conclusion of their degree requirements, students will be able to:

- Assess the health status of populations, determinants of health and illness, and factors influencing use of health services
- Contribute to the redesign of health services, organizations, and systems
- Conduct and apply economic, financial, policy, and quantitative analyses
- Contribute to the redesign of economic and financial incentives so that providers of health care can deliver quality care more effectively
- Apply value and ethical analysis to decision making within health care organizations and systems
- Use outcomes data in the design of health services
- Position health care organizations in their environments and lead in a way that supports their future effectiveness
- Contribute to strategic innovation in health care organizations
- Demonstrate skills in interpersonal relations, including communication, initiating and leading change, conflict resolution, interdisciplinary collaboration, and interorganizational partnering
- Demonstrate intragroup and intergroup leadership, including leadership at the top levels of organizations
- Manage human, capital, and information resources; assess performance of those resources; and ensure continued improvement in the utilization of those resources
- Contribute to the linkage between the education of health care administrators and practice

Faculty Commitment

- Engage in education and development activities that will strengthen their professional expertise
- Conduct research and scholarship within a lively intellectual community of scholars, students and health practitioners
- Consult to health care organizations
- Participate in and create innovative collaborations between faculty and students, among faculty, and among students in order to foster the growth of students to positions of leadership, to continually improve the curriculum, and to define the standards of accredited programs
- Incorporate technologies that integrate and enhance learning and scholarly inquiry
- Serve the health care and broader communities in multiple and diverse ways

Program Options

- Master's Degree Program (MHA)
- Certificate of Advanced Graduate Study (CAGS) for individuals who have advanced degrees in another field (post-master's)

The Certificate of Advanced Graduate Study (CAGS) is a credit-based educational and career development program that prepares individuals with advanced education in other disciplines to be health care administrators and leaders. The program of study is designed by the student in consultation with the Program Director and builds on strengths that the candidate already possesses. Fifteen credits are required to obtain the Certificate. The courses are chosen from the required and elective courses of the Graduate Program in Health Care Administration including, if desired, a capstone field experience or an independent study. Prospective students are encouraged to meet with the Program Director to discuss their goals for the Program.

Program of Study (MHA)

The 48-credit Master's Program may be completed on either a full or part-time (U.S. citizens only) basis. Students are expected to take at least five credits a semester except under unusual circumstances. The curriculum consists of four sections:

1. Principles and Foundations (3 credits)
2. Basic Concepts, Knowledge and Skills (15 credits)
3. Intermediate Concepts, Knowledge and Skills (18 credits)
4. Relating the Organization to the Environment (10 credits)

In addition, students take two elective credits.

SAMPLE FULL-TIME COURSE OF STUDY

YEAR 1

FALL

HCA 501	Principles and Foundations of Health Care Administration	3
HCA 502	Quantitative Analysis for Health Care Administration.	2
HCA 504	Market Principles in Health Care	2
HCA 505	Managing People in Health Care	2

total credits 9

SPRING

SHS 450	The Health Care System: An Interdisciplinary Perspective	3
HCA 503	Epidemiology and Health Information	2
HCA 509	Health Care Accounting and Financial Management	4
HCA TBD	Elective	1

total credits 10

SUMMER

HCA 508	Quality in Health Care	2
HCA 520	Designing and Managing Health Care Operations	3
HCA 521	Human Resource Management	3
HCA 522	Managing Health Information	2

total credits 10

YEAR 2

FALL

HCA 515	Case Analysis	1
HCA 523	Competitive Positioning and Marketing	4
HCA 524	Health Law.	2
HCA 545	Health Care Policy Politics	2

total credits 9

SPRING

HCA 530	Advanced Financial and Strategic Frameworks	4
HCA 531	Research Design	1
HCA 540	Fieldwork	4
HCA TBD	Elective	1

total credits 10

total credits 48

SAMPLE PART-TIME COURSE OF STUDY

YEAR 1

FALL

HCA 501	Principles and Foundations of Health Care Administration	3
HCA 504	Market Principles in Health Care	2
HCA 505	Managing People in Health Care	2
		total credits 7

SPRING

SHS 503	Epidemiology and Health Information	2
SHS 509	Health Care Accounting and Financial Management	4
		total credits 6

SUMMER

HCA 508	Quality in Health Care	2
HCA 502	Quantitative Analysis for Health Care Administration.	2
HCA 522	Managing Health Information	2
		total credits 6

YEAR 2

FALL

HCA 520	Designing and Managing Health Care Operations	3
HCA 524	Health Law.	2
HCA 515	Case Analysis	1
		total credits 6

SPRING

SHS 450	The Health Care System: An Interdisciplinary Perspective	3
HCA 521	Human Resource Management	3
		total credits 6

SUMMER

HCA 523	Competitive Positioning and Markiting	4
HCA 545	Health Care Policy Politics	2
		total credits 6

YEAR 3

FALL

HCA 530	Advanced Financial and Strategic Frameworks	4
HCA 531	Research Design	1
HCA TBD	Elective	2
		total credits 7

SPRING

HCA 540	Fieldwork	4
HCA TBD	Elective	2
		total credits 8

total credits 48

Course Descriptions

SECTION 1: PRINCIPLES AND FOUNDATIONS OF HEALTH CARE ADMINISTRATION

HCA 501

Principles and Foundations of Health Care Administration

This course introduces students to the field of health care administration, the health care system, and basic concepts and skills in financial management. The course examines the ethical basis of health care, which is then applied to the ethics of health care professionals, managerial ethics, and distributive justice within the health care system. The purpose of this course is also to lay the foundation for the HCA curriculum in quantitative and financial analysis. (3 credits)

SECTION 2: BASIC CONCEPTS, SKILLS AND KNOWLEDGE

HCA 502

Quantitative Analysis for Health Care Administration

This course is designed to give students experience using basic statistical tools to analyze and interpret data. The emphasis is on multiple regression, but t-tests, ANOVA, and non-parametric statistics will also be covered. Students practice applying statistical tools to common managerial problems. The course is also concerned with the reliability and validity of data and conclusions. Statistical software is used in this course. (2 credits)

HCA 503

Epidemiology and Health Information

This course focuses on the acquisition and analysis of data about the health status of individuals and populations. It includes basic concepts in epidemiology such as population-based measures of health status, descriptive epidemiology and managerial epidemiology. Sources of data are investigated and assessed. Students are exposed to community health needs assessments. (2 credits)

HCA 504

Market Principles in Health Care

The United States relies on competition and market forces to determine the results of most of our economic activities. Important decisions about health care financing, the provision of medical services, and priorities in health care depend upon beliefs about how well the market can work in health care. This course examines the use, and potential abuse, of market forces in health care. Among the topics that are considered are: market failures in health insurance; the market power of health professionals; horizontal and vertical integration of providers; tax policy and medical savings accounts; myths and realities regarding the behavior of for-profit and not-for-profit organizations; and the theory and practice of managed competition. (2 credits)

HCA 505

Managing People in Health Care

This course is designed to provide students with an understanding of the requirements of effective healthcare leadership and with foundation skills for leadership excellence. In addition, because of the need for interdisciplinary teamwork in the healthcare workplace, a primary emphasis of this course is to prepare students to lead interdisciplinary teams successfully as well as to be effective members of such teams. Course content in this section of the program curriculum addresses leadership from intra- and interpersonal as well as health care team perspectives. Topics include motivation, leadership style, diversity, communication, conflict sources, conflict resolution and behavioral fundamentals of project management. (2 credits)

HCA 508

Quality in Health Care

This course examines of the concept of quality and investigates and critiques the literature on consumer satisfaction and patient safety. Various approaches to continuous quality improvement are assessed for their relevance to health care organizations. Students examine methods for measuring, benchmarking, and assessing organizational performance along dimensions such as financial results, clinical services, utilization, productivity, and the health of the community. (2 credits)

HCA 509**Health Care Accounting and Financial Management**

This course addresses financial management concepts and practices in health services organizations by blending together the topics of accounting and finance that have particular relevance to the health care manager. The course will cover applications common to all corporate finance, but will emphasize aspects and methods most encountered in health services. The central tasks of this course are to provide students with fundamental financial management concepts and analytical techniques and to teach students to apply those concepts and techniques to health service situations. Topics covered in this course are basic accounting, financial statements and ratios, evaluation of project investment decisions, break-even analysis, budgeting, cost allocation and reimbursement methodologies. (3 credits)

HCA 515**Case Analysis**

Students complete a case analysis and presentation. The case analysis allows students to show competence in financial, quantitative, and organizational analyses. Student deficiencies, if any, are identified, and remedial work assigned. (1 credit)

**SECTION 3:
INTERMEDIATE CONCEPTS, KNOWLEDGE AND SKILLS**

HCA 520**Designing and Managing Health Care Operations**

Students are introduced to organizational technology and structure (i.e. organization theory) as well as operations. The focus in the first part of the course is on underlying principles of effective organizational design, including line versus staff and departmental structures. Students are expected to be able to map people and jobs effectively, to organize work efficiently, and to lead projects successfully. Students also learn and use selected quantitative techniques in the efficient management of health care delivery such as forecasting, queuing, inventory analysis, and statistical process control. (3 credits)

HCA 521**Human Resource Management**

This course is concerned with the management of human resources in health care organizations. It begins with consideration of the human resource function as carried out by managers of units. Major areas covered include: recruitment, interviewing and selection; retention (including compensation and benefits); diversity; performance management; and career development. The latter part of the course is devoted to the laws and regulations that frame human resource management including employment law and OSHA; fair employment practices; wrongful termination and privacy; National Labor Relations Act (and unions); and strikes and boycotts. (3 credits)

SHS 450**The Health Care System: An Interdisciplinary Perspective**

This course provides a comprehensive overview of the structure, function, and financing of the United States health care system. It focuses on the critical issues facing the United States with emphasis on the relationships among providers, payers, and patients. The course is designed to foster an appreciation for the myriad interdependent actors within the health care system and for the widespread consequences of decisions in the clinical, policy and management arenas. The behavior of key actors within the system (for example, providers, private and government payers, and patients) are examined in the context of current economic, political, and ethical developments. Students are encouraged to analyze the system critically and to consider ways in which it might be restructured to improve its efficiency, effectiveness and equity. The course is required for all matriculated graduate students within the School for Health Studies. (3 credits)

HCA 522**Health Information Management**

This course will examine issues in the management of health information and related technologies. It includes topics such as systems and data used in managing health information today, strategic and project planning for information technology investments, HIPAA (Health Insurance Portability and Accountability Act) requirements, coding and informatics standards, experiences with computerized medical records and internet applications, and the organization of information management functions. Students are required to develop a plan for technology introductions using a situation from their own institution. (2 credits)

HCA 523**Competitive Positioning and Marketing**

The continued viability of health care organizations depends in large measure on the strategic sophistication of their leadership and their ability to effectively market their products. In this portion of the curriculum, students will learn the concepts and skills required to: develop a strategic vision for a health care organization, taking into account the values of senior management; use economic models to determine the competitive position of a health care organization; recognize product life cycles; assess the effect of an organization's culture on its strategy; and evaluate economic and social barriers to entry and exit of a health care organization. The course also includes the key marketing concepts of SWOT analysis, competitive intelligence, social marketing, market segmentation, market positioning, branding, product differentiation and niche marketing. (4 credits)

HCA 524**Health Law**

This course addresses the major legal principles and issues relevant to health care administration. It covers the legal relationships between the patient and the provider, the provider and institution, and the patient and institution. It introduces various forms of corporate organization, including profit and not-for-profit. It highlights cost control, quality control and access to services. Legal issues relating to admission and discharge, emergency treatment, medical records and mental health treatment are covered. (2 credits)

HCA 531**Research Design**

During this course students develop a research proposal that demonstrates their knowledge and understanding of the crucial concepts of research design, sampling, data collection, measurement, and analysis of data. Techniques for improving the reliability and validity of studies are included. (1 credit)

SECTION 4: RELATING THE ORGANIZATION TO THE ENVIRONMENT

HCA 545**Health Care Policy Politics**

This course introduces students to health policy in relation to the American democratic experience. The course provides students with the skills and knowledge needed to participate effectively in the development and analysis of legislation and policy. Students examine the political processes within which legislation and policy are developed. The course identifies the rationales for public policy and major actors and stakeholders within the myriad health policy communities. The ethical dilemmas that arise in policy making and analysis are included. (2 credits)

HCA 530**Advanced Financial and Strategic Frameworks**

This course focuses on the knowledge and skills required to conduct advanced strategic and financial analyses of an organization's external environment, thus enabling students to define and lead radical change in health care services. Mergers and acquisitions are investigated. Capital budgeting and sources of capital are included as are debt and investment. Current issues in fraud and abuse in the healthcare environment are included. Students are introduced to a framework for conducting advanced strategic analyses and making innovative organizational recommendations on the basis of these. The framework includes tools and techniques for portfolio assessment and new business development, as well as an introduction to strategic control systems. (4 credits)

HCA 540**Fieldwork** (4 credits)

At the end of the Program, students are required to do four credits of fieldwork with supervision by a faculty member. Field projects are presented and defended to the faculty. Students may choose from the following options:

1. A health care research paper of publishable quality (the potential journals must be identified and the research be designed, conducted, and reported according to one of the journal's standards)
2. A short-term internship within a health care institution (a project must be described and submitted, demonstrating quantitative and/or financial analytic competency)

Academic Program Information

Advising

Students are encouraged to meet with the Program Director before enrolling in their first course. Once in the Program, students are assigned an advisor who will assist the student in developing an academic plan and advice on other academic matters.

Awards

The Tom Crossman Prize for Public Policy is awarded by the Graduate Program in Health Care Administration to a student who has demonstrated a significant interest in public policy in health. It is given in memory of Tom Crossman, an alumnus of the Program, who was passionately interested in public policy and at the time of his death was the Director of the Hospital Division of the Massachusetts Rate Setting Commission.

Outstanding Achievement Award. Each year the Program presents an award to one student (usually a graduating student) as the outstanding student in the Program. The award is based on scholarship and service to the Program.

Linda Roemer Scholarship for Excellence in Community Service. Each fall the program awards or scholarship to a student who demonstrates excellence and commitment to community service.

AUPHA/McGaw Scholars. Each year the Program selects AUPHA/McGaw Scholars from among students who have completed one-third or less of the Program and who are in financial need. The funds are provided by the Association of University Programs in Health Administration.

College Registration

Course registration for newly accepted and enrolled and non-degree students takes place via paper form. Course schedules are located on the Registrar's website at <http://my.simmons.edu/services/registrar/> or on the SHS website at <http://my.simmons.edu/shs/>. Complete a registration form (which can also be downloaded from our website at <http://my.simmons.edu/shs/> or requested from the Registrar's office at 617.521.2111). If you are a new student, please check the line indicating this, and if you are a non-degree student, be sure to check the line that indicates you are registering as a Health Studies Special (Non-Degree) Student. For newly enrolled students, please fax your form to the Registrar's Office at 617.521.3144. For non-degree students, fax this form to the School for Health Studies at 617.521.3137 to the attention of the Office of Admission. We will process your form and send it to the Registrar's Office. When you are registered you will be billed for the course at a later date. Courses are billed by credit hour; see the Tuition and Fees at a Glance page on the website at <http://www.simmons.edu/shs/admission/finaid/> for the current cost per credit hour. The registration bulletin will also contain the number of credit hours and schedule for the courses.

Degree Requirements

Candidates for the Master of Science degree in Health Care Administration must satisfactorily complete the degree requirements, including the field experience. Candidates for the degree must have demonstrated professional and ethical conduct as defined in the Student Handbook. The Program should be completed within five years. The Program Director may grant an extension of one additional year. Further extensions must be approved by the Dean of the School for Health Studies.

Graduation Honors

Any student completing the program course work with a grade point average of 3.80 or higher will be awarded the Master of Health Administration degree with Distinction.

Orientation

Orientation sessions for new students are held at the beginning of the fall and spring semesters. Students will be notified about the date and time of these programs.

Student Handbook

A SHS Student Handbook, distributed to students before the start of the academic year, details student rights and responsibilities, SHS academic regulations, tuition and fees, financial aid for graduate students, college facilities, student services, and other useful general information.

Student Records

Simmons College, in accordance with the Educational Privacy Act of 1974 (the Buckley Amendment), provides for the privacy and accessibility of certain student records. Students are permitted to review and inspect their own records and to challenge specific parts of them thought to be inaccurate. This must be done under the supervision of the Program Director.

Health Care Administration Faculty and Staff

Gary Gaumer, Ph.D., Assistant Professor, Health Care Administration

B.S. Bradley University

Ph.D. Northern Illinois University

Gary Gaumer is a health economist with program responsibility for courses in Finance, Information Systems and Statistics. He has been a prominent health services researcher, leading the activities of Cambridge-based Abt Associates in this area for many years. He is an expert on incentive payment systems in health care, and has helped Medicare develop such systems and has established programs for Medicaid in states such as Massachusetts, Maine, Connecticut, Montana, Alaska, and New Mexico. He still works as a part time consultant to Abt to implement health financing and information systems reforms for the State Department in countries like Egypt, Jordan, Albania, Armenia, and Iraq. He serves on the board of the Massachusetts Health Data Consortium and the VNA Care Network. He publishes in and reviews papers for all of the leading health policy journals.

John M. Lowe, III, Ph.D., Program Director, Associate Professor of Health Care Administration

B.S. Duke University

M.S. Ohio State University

Ph.D. University of Illinois/Chicago

Dr. Lowe teaches operations management, quality in health care, and principles and foundations in health care administration. His research focuses on using continuous improvement methodology in addressing community health issues (such as teen pregnancy, domestic violence, and adolescent health). He has received grants for his community health improvement work from Partners Health Care Systems, Inc. and was named a Community Care Network (CCN) Fellow to help evaluate the national, 25-site CCN demonstration project funded by the W. K. Kellogg Foundation. Dr. Lowe serves on the boards of Emerson Hospital, the Greeley Foundation, and the Domestic Violence Victim Assistance Program. He previously was vice president of the Hospital Research and Educational Trust, research affiliate of the American Hospital Association (AHA).

Alice Sapienza, D.B.A., Professor of Health Care Administration

B.S. Stonehill College

M.A.. Boston College

M.B.A. and D.B.A., Harvard University

Dr. Sapienza's doctorate was in Organizational Behavior with a subfield in Organizational Learning. Prior to receiving her doctorate, she was a general manager at Beth Israel Hospital, Boston, responsible for primary care services. She teaches courses in organizational behavior as well as strategy. Professor Sapienza has written and co-authored four books on R&D management. Her first book, *Managing Scientists*, has been translated into German and will be forthcoming in a second edition. She also publishes in a number of journals and is active in executive education programs for scientists in the U.S. and abroad. Professor Sapienza actively consults to governments on health policy and to companies (primarily in the biomedical industry) on a range of management issues.

Leslee DiGirolamo-Magee, M.S. Program Administrator

M.S. Simmons College

Ms. DiGirolamo is responsible for all office management functions, as well as student and alumnae relations, systems development, technical support, information management, and budgetary control. She also provides assistance to students and faculty on a wide range of issues.

Adjunct Faculty

Richard Averbuch, M.P.A

M.P.A. Kennedy School of Government, Harvard University

Specialty Area: **Health Care Marketing**

William Behrendt, Ph.D.

B.S. Tulane University

Ph.D. Washington University (St. Louis)

Specialty Area: **Managing People**

J. Timothy Clifford, M.S.

B.A. Stonehill College

M.S. University of Massachusetts, Amherst

Specialty Area: **Human Resources Management**

Christine Gallery, JD

B.A. College of the Holy Cross

JD Suffolk University

Specialty Area: **Health Care Marketing**

Steven Herskovitz, B.A.

B.A. Brandeis University

Specialty Area: **Health Care Marketing**

Gerry Koocher, Ph.D.

A.B., Boston University

Ph.D. and A.M., University of Missouri, Columbia

Specialty Area: **Health Care Ethics**

Fran Lipson, M.Ed.

B.A. University of Georgia

M.Ed. Northeastern University

Specialty Area: **Human Resources Management**

Robin M. Lipson, MBA

B.A. Connecticut College

MBA Boston University

Specialty Area: **Health Care Policy, Career Strategies**

Linda M. Long, J.D., Instructor of Health Care Administration

B.A. Yale University

M.A., Brandeis University

J.D. Boston University School of Law

Specialty Area: **Health Care Law**

Catherine Robbins, MBA

B.A. Douglas College, Rutgers University

MBA Wharton School, Univ. of PA

Specialty Area: **Advanced Strategic and Financial Frameworks**

Linda Roemer, Ph.D.

A.B. Stanford University

Ph.D. and M.A., Tufts University

Specialty Area: **Research Methods and Design**

Donna Soodalter-Toman, MPH

B.A. Boston University

MPH Univ. of Michigan

Specialty Area: **Health Care Marketing, Business Plan Development**

Corey Surett, J.D.

B.A. Rutgers University

J.D. Suffolk University

Specialty Area: **Human Resources Management**

Thaddeus Thompson, MHA

B.S. Florida A & M University

MHA University of North Carolina at Chapel Hill

Specialty Area: **Financial Management**

Nancy Turnbull, M.B.A.

A.B. Mt. Holyoke College

M.B.A. Wharton School, Univ. of PA

Specialty Area: **Managed Care and Economics**

Joshua Weiss, Ph.D.

B.A. Syracuse University

M.A. American University

Ph.D. George Mason University

Specialty Area: **Negotiation and Conflict Resolution**

Notice of Non-Discrimination

Statements in the Simmons College catalogs should be taken as the College's current determination of courses, programs, tuition, and fees as currently established. Admission to specific courses and programs will be dependent upon qualifications of students and availability of instruction. Simmons College reserves the right to change its courses, programs, tuition, and fees subsequent to the publication of this catalog.

Simmons College is first and foremost an academic community whose primary goals are to prepare women and men to be well informed, open-minded, and sensitive to values. To attain these goals we seek to create an atmosphere within which students may become actively engaged members of society and to develop the resources to lead rich personal lives. We hope to achieve these goals through an active and continuing exchange of ideas among students and faculty and the general college community.

To ensure that these goals are attained, Simmons has committed itself to the following principles:

Simmons College supports the principle and spirit of equal employment opportunity for all persons, based on each individual's qualifications and fitness. In accordance with applicable law, the College administers its employ-

ment and personnel policies without regard to race, color, religion, national origin, sex, sexual orientation, legally recognized disability, or veteran status.

Simmons College admission and financial aid policies are administered in accordance with the Education Acts of 1965, Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990. The College is committed to admitting students of any race, color, or national origin to all the programs and activities generally made available to students at the College, including scholarship and loan programs, athletic programs, and other College-administered social, educational, and recreational programs, and student services.

Simmons College strives to ensure that all decisions concerning hiring and promotion of faculty and staff, or the educational process of students, are based on considerations appropriate to an academic institution and not on factors such as race, color, sex, sexual orientation, religion, age, national origin, handicap, or veteran status.

Furthermore, Simmons College is committed to creating an atmosphere within which the diversity of its members' individual roles meets with understanding, respect, and encouragement, and where discrimination and harassment by any member of the faculty, staff, or student body against any other will be condemned and redressed. The College does not tolerate sexual harassment of employees or students.

Complaints of discrimination or harassment should be addressed to Director of Human Resources, or the applicable dean for appropriate action.

Admission

Admission Requirements

The Graduate Program in Health Care Administration seeks highly qualified women and men who represent a diversity of backgrounds and interests. Candidates for admission must offer assurance of capacity for graduate work, as well as professional aptitude. Applicants are expected to have substantial experience in health care or be working in health care. Students are required to have access to the web and be able to use standard software packages for word processing, spreadsheets and presentations. CAGS applicants must possess a graduate degree.

An applicant for admission should hold an undergraduate degree from an accredited college or university and have achieved an average of B or better in the major field of study. Applicants should have a basic knowledge of statistics. The applicant must submit a completed application form including a personal statement; three professional or academic recommendations; official academic transcripts from all undergraduate and graduate institutions attended; and the results of either the Graduate Record Examination (GRE) or Graduate Management Admissions Test (GMAT), taken within the past five years unless the applicant is applying to the CAGS program or chooses the option of successful completion (grade of B+ or better) of HCA 501, Principles and Foundations of Health Care Administration as a

non-degree student (**not for international students who must enroll full-time**).

Non-Degree Students (U.S. Citizens only). Non-degree students enroll in the Principles and Foundations of Health Care Administration course before being formally admitted into the Program. This option is not available to CAGS applicants. To be admitted into the Program, students must:

- Attain a grade of B+ or better in the course;
- Demonstrate the expected standards of quantitative skill and written communication;
- Show professional behavior in the classroom and within the larger Simmons community

Students meeting these requirements may be admitted to the Program with a waiver of the GRE/GMAT requirement. In such cases, course performance is considered a part of the application; however, it does not guarantee acceptance into the Program. Students desiring to enter as non-degree students should consult with the Program Director prior to enrollment. Non-degree students are not required to submit an application to the Office of Admission of SHS until they are midway through the Principles and Foundations course. **However, students must apply by the specified deadline and be accepted in order to continue their enrollment.**

Application Procedure

Applicants are responsible for mailing the application packet in one unit (except academic transcripts) to The School for Health Studies by the specified deadline date to avoid delays in application review and notification. All documents submitted become the property of Simmons College and cannot be returned to the applicant. The packet includes:

1. A completed application form, including essay, resume, check-off sheet and Certification of Finances Form (for non-US citizens only).
2. Three professional or academic recommendations (in signed and sealed envelopes).
3. A nonrefundable \$50 application fee, made payable to Simmons College.

In addition, the following should be sent directly to The School for Health Studies by the testing or educational agencies:

1. The results of the Graduate Record Examination (GRE) or the Graduate Management Admissions Test (GMAT) taken within the past five years unless the applicant is applying to the CAGS program or chooses the option of successful completion (grade of B+ or better) of HCA 501, Principles and Foundations of Health Care Administration, in lieu of the GRE or GMAT (**not for international students who must enroll full-time**). There is no minimum required score. **Copies of student score reports are not acceptable.** The SHS code is 3761. Further information can be obtained by directly contacting: GRE, Educational Testing Service, P.O. Box 6000, Princeton, New Jersey 08541-6000, or by telephone, 609.771.7906, or www.gre.org. GMAT, Educational Testing Service, Box 966, Princeton, New Jersey 08540, telephone 609.771.7730.
2. Official academic transcripts from **all undergraduate and graduate academic institutions attended** whether or not a degree was awarded, and whenever courses were completed or if courses are not specific to the program for which you are applying or whether courses appear on another transcript. Applicants who are completing an undergraduate degree in the year of application must submit grades from the most recently completed academic term.
3. Official scores of the Test of English as a Foreign Language (TOEFL) taken within the past two years, for all applicants whose first language is not English, regardless of language of schooling or citizenship. Copies of student score reports are not acceptable. A minimum score of 570 (paper test) or 230 (computer test) is required.
4. Applicants who have studied abroad must submit academic documents in the native language as well as official English translations. Additionally, academic records may need to be evaluated by an agency as specified by the School for Health Studies.

No application can be acted upon unless all items under the general admission requirements, as well as those listed for each of the various concentrations, are received.

Application Deadlines

Applicants for regular admission are urged to file their applications and supporting documents **well in advance** of the term for which they are applying, in order to ensure proper consideration of their credentials.

International students may apply only for September entry, and due to stricter immigration regulations, they should apply at least six months in advance of the application deadline for the September start term.

U.S. students may begin in the fall, spring, or summer semesters. The HCA Admissions Committee meets periodically to review applications. ***All materials should be received, not postmarked, by the deadline.*** Completed applications should be received no later than:

June 1 for Fall (September) semester

November 1 for Spring (January) semester

Non-degree students who wish to apply as regular students should submit applications by:

December 1 for Spring (January) semester

July 1 for Fall (September) semester

March 1 for Summer session

Enrollment Deposit

Accepted students must submit a non-refundable deposit of \$250. This deposit is applied to the first term bill.

Deferred Entrance

An accepted student may request in writing to the Assistant Dean/Director of Admission of SHS a deferral of the entrance date for a maximum of one year. The student must indicate what he/she will do in the interim. If granted a deferral, a non-refundable enrollment deposit of \$250 is required to ensure enrollment. International students will be considered on an individual basis, due to immigration issues.

Transfer Credit

Students who enter the Program with prior credits from another institution may petition the Program Director to transfer a maximum of six credits provided:

- The applicant had earned a B or better,
- The credits were not used for a degree that was conferred, and
- They were completed within five years of the petition.

This petition must be approved by the Program Director and the Dean of the School for Health Studies.

Waivers

Students who enter the Program with a strong background in a particular content area may petition the Program Director for a course waiver. Such waivers require demonstration of mastery of the course content. Students receiving course waivers must still complete the required number of credit hours by taking additional elective credits to replace the waived course.

Financial Information

For information about the current tuition and fees, please see our website at <http://www.simmons.edu/shs/admission/finaid.html>.

Financial Aid for U.S. Citizens

While the responsibility for educational financing belongs with the student, Simmons College administers a low interest loan program that assists students in financing their education. At Simmons, financial aid is based on both academic excellence and financial need. The Office of the Dean offers assistance in the form of scholarships and assistantships. SHS offers **limited merit awards or assistantships** for teaching and research. These awards are competitive and are based on merit.

Applicants are automatically considered for these merit awards. There is no separate, special application for merit awards. Financial need is used to determine eligibility for federal financial aid (low interest loans). Financial need is determined through an evaluation of a student's ability to contribute toward educational expenses.

Potential first year graduate students must submit a FAFSA (Free Application for Federal Student Aid) form and Simmons College Supplemental Form for federal financial aid (low interest loans) to the Office of Student Financial Services by the March 1 deadline for summer and fall entry and November 1 for spring entry. Students must be enrolled at least half time to be eligible for federal financial aid. Check with the specific program you are interested in to determine the minimum number of credits considered to be half time. The Simmons FAFSA code is 002208.

All Simmons financial aid decisions are made on an academic year basis. In order to receive aid in subsequent years, you must reapply each year, and for priority consideration, meet established deadlines. Renewal of financial aid is contingent upon meeting satisfactory academic progress as well as all other eligibility criteria. The amount of future aid will depend on calculated financial need and available funding levels. Financial aid can be higher or lower in future years if student circumstances or the college's ability to provide aid change.

Students interested in further information about financial aid at Simmons can find comprehensive information on the financial aid web site at <http://my.simmons.edu/sfs/> or by calling the Office of Student Financial Services at 617.521.2036.

Expenses

Information on policies, procedures, charges, registration and other financial matters is provided by the Office of Student Financial Services (617.521.2036). All students are responsible for becoming familiar with these regulations of the College.

College charges for tuition, fees, and residence must be paid according to the scheduled payment dates. Please note that no student is allowed to complete registration and attend classes without account approval from the Office of Finance. The College reserves the right to withhold all of its services to students who have not met their financial obligations to the College. Such services include mailing transcripts, grades, references, placement materials, and using various offices and facilities.

It should be noted that Simmons has no deferred payment plan, but cooperates with commercial payment plans, for which information is available. All College charges are payable by the applicable due dates, or a Late Payment Fee will be applied. If the College refers a delinquent account to a collection agent or an attorney, these costs, plus administrative expenses associated with the collection effort, will be due and payable.

The College has a tuition reimbursement policy for graduate students. The Student Accounts Office should be contacted for applications and eligibility information.

Simmons also offers tuition insurance, The Tuition Refund Plan, through A.W.G. Dewar, Inc., which is an optional, inexpensive tuition insurance program that costs approximately 1% of the total cost of tuition. Under specific circumstances the program refunds a portion of tuition and fees for withdrawal due to personal illness, accident, or emotional disorder. Students are encouraged to consider purchasing this insurance option. If you are a full-time student and wish to purchase this insurance, you should purchase it for the academic year. Payment must be made before the opening date of the academic year to ensure that coverage will be in effect.

Details and applications are available at the Simmons College Finance Office (C-002), or by contacting A.W.G. Dewar, Inc., 4 Batterymarch Park, Quincy, MA 02169, telephone 617.774.1555 or www.tuitionrefundplan.com. If you are a part-time student or a full-time student planning to take a summer semester course, you can purchase this insurance on a semester-by-semester basis; please contact A.W.G. Dewar, Inc. at the telephone number above for further information and an application. Applications and payment for part-time students or for summer semester students cannot be accepted after the start of the semester for which you are purchasing the insurance.

The Commonwealth of Massachusetts mandates proof of medical insurance for students who are at least three-quarters time (nine credits). You may be required to purchase this insurance if you are not already covered by

your personal health plan.

Simmons College will accept American Express, Master Card, and Visa payments for graduate tuition. Students may present their cards in person to the Student Accounts Office, or by fax, 671.521.3121 . The College regrets it cannot accept credit card information over the telephone.

Refund Policy

The College's general policy regarding refunds to students is stated on a separate flyer titled *Financial Information*. Questions regarding refunds should be directed to Student Accounts' personnel in the Office of Student Financial Services at 617.521.2036.

Information for International Applicants

The School for Health Studies (SHS) welcomes applications from international students (U.S. citizens living and studying abroad, non-U.S. citizens and permanent resident aliens) because the campus community is made richer by the presence of individuals with different perspectives from other countries. To assist applicants in understanding the nature of the application and admission process, this section highlights important information to make the transition easier. **Due to immigration stipulations, international students requiring a student visa to study in the U.S. must be enrolled full time in an academic program. Carefully review the individual program descriptions in this catalog since not all programs are full time.** Additionally, if you are currently in the U.S. and have any visa other than an F-1, you **must** check with the Bureau of Citizenship and Immigration Services regarding procedures for changing your visa status.

Application Deadlines:

Application deadline dates differ for health care administration programs. Check the first page of the application for specific dates. These dates are when all materials must be received, not the postmarked date. It is imperative that students who have or are studying abroad apply at least six months prior to the applica-

tion deadline date for the September term. Please allow ample time for the pace of international postal systems, obtaining visa documents, arrival in the U.S. and transitioning to a new environment. **International students will not be allowed to enroll if they arrive after the official start of the term.**

Required Academic Records:

In the U.S. academic records or mark sheets are called “transcripts” (this is the term used throughout this catalog). All applicants who have studied abroad must submit official (signed in original ink and stamped with a seal) academic records for study completed at **all** universities (including schools where no degree or certificate was earned by the student). These documents should include end-of-year result sheets, national exam results and a copy of degrees or certificates, both in the native language and English translations. **Photocopies or facsimiles are not acceptable.** Additionally, the academic records may need to be evaluated by an agency specified by the School for Health Studies.

A “college” abroad usually means a secondary institution whereas in the U.S., a college is an institution providing higher education. A college can be part of a larger university or represent a singular institution such as Simmons College. Academic records from overseas colleges which are actually secondary schools (high schools in the U.S.) **are not** required as part of the application process. Courses taken at the secondary level do not fulfill the prerequisite requirements for application and admission to a graduate program. A baccalaureate in the U.S. is a first university degree. Many overseas systems award baccalaureates which represent the completion of secondary education or a year beyond.

Required Standardized Test Results:

All applicants must submit official scores of the GRE (Graduate Record Exam) or GMAT, taken within the past five years. There is no required minimum score. **Copies of student score reports are not acceptable.** The SHS code is 3761. Further information about these exams can be obtained by directly contacting: GRE, Educational Testing Service, P.O. Box 6000, Princeton, New Jersey 08541-6000, telephone 609.771.7670 or www.gre.org.

Students whose first language is not English (regardless of language of schooling or citizenship) must submit official scores of TOEFL (Test of English as a Foreign Language), taken within the past two years. No other English proficiency exam is acceptable. The TOEFL requirement is based on native language not citizenship or the type of school a student attended. The minimum acceptable score is 570 (Paper Test) or 230 (Computer Test). **Copies of student score reports are not acceptable.** The SHS code is 3761. Further information about this exam can be obtained by directly contacting: TOEFL, Educational Testing Service, P.O. Box 6151, Princeton, New Jersey 08541-6151, telephone: 215.750.8050 or www.toefl.org.

Applications cannot be reviewed without the receipt of these test scores. It is very important that applicants register for these exams well in advance of applying for admission.

Required Financial Documentation:

All non-U.S. citizens who will require a student visa for study in the U.S., must provide accurate and current (within six months prior to applying) evidence of ability to pay for the cost of a Simmons education. These costs are variable (but include fixed **and** living costs beyond tuition) and outlined on the “Certification of Finances Form” enclosed in the application. **This form must be completed and returned directly to the SHS Office of Admission.** If this form is not used, an original signed statement from the applicant’s sponsor indicating a willingness to provide financial support and a statement from the sponsor’s bank verifying the availability of sufficient funds must be received.

All documents must be signed in original ink, written in English and funds must be shown in U.S. dollars (\$). Certain countries limit the amount of money which may be sent abroad. Thus, it is very important for the applicant to inquire about the regulations in the home country concerning transfer of funds. **Applications cannot be reviewed without certification and documentation of financial resources. This information is required in order to process an I-20 to obtain an F-1 student visa.**

The School for Health Studies offers **limited merit awards or assistantships** for teaching and or research. These small awards are very competitive, and are based on merit. Students must be enrolled full-time for consideration. Applicants should understand that stipends would not cover the entire cost of tuition but the award is applied directly towards the student's tuition charges. All applicants are considered for merit awards and assistantships during the application review process; no separate application is required. Simmons College does not offer state or federal financial aid to non-U.S. citizens. **Because Simmons College and SHS are unable to provide extensive funding to non-U.S. citizens, please carefully consider the ability to meet the financial obligations before submitting an application.**

Please see our website at http://www.simmons.edu/shs/forms/intl_loans.pdf for a partial listing of private loan sources.

Academic Year:

For each academic semester, students receive grades for each subject (course) taken. The first (fall) semester generally begins in early September and ends in mid December. The second (spring) semester begins in mid January and ends in mid May. Additionally, there are summer sessions lasting from May to August. Most programs begin in the September semester.

Grading and Credit Hours:

The School for Health Studies at Simmons College awards letter grades for all completed courses: A=Excellent, B=Good, C=Fair, D=Poor, F=Fail and P=Pass. Each letter grade is assigned a value: A=4.00, B=3.00, C=2.00, D=1 and F=0. Each course carries a certain number of credit hours, where, usually, one credit is equal to one hour of classroom instruction. Graduate courses are usually worth three credits although some are worth four, two or one. The total number of credit hours required to obtain a specific degree will determine the number of courses a student needs to complete the program.

Arrival at Simmons College:

It is important that international students plan properly to arrive at the required time to commence their studies. Allow ample time for obtaining immigration documents, shipping personal items and adjustment due to time and climactic changes. **Students will NOT be allowed to enroll in classes if they arrive after classes have officially started. It is imperative that students allow adequate time for moving, student orientation and establishing contacts.** Students who choose to live in campus housing are allowed to use those facilities during official school breaks in December/January and May to August.