

HEALTH MANAGEMENT FIELD OF STUDY: MPH-65

The Health Management (HM) field of study prepares students for management careers in the unique environment of health care. Students who choose the management field of study will take courses providing practical management skills such as accounting, finance, operations, marketing, quality improvement, leadership and management of people, and strategy. Students will learn to analyze and take actions to improve organizational performance using the skills and frameworks learned in coursework and through field experiences.

This field of study prepares those early in their careers for management roles in health care organizations, including public or private sector health delivery systems, health insurance plans, and supply sector organizations, as well as working as consultants.

Curriculum

The MPH-65 HM program begins in January. The curriculum for the health management field of study consists of the required school-wide core courses in public health as well as required field of study courses in financial analysis, management control, data analysis, organizational behavior, operations, marketing, strategy, and innovation. Students also will be required to participate in a structured field placement or a business plan competition. In addition, elective credits may be taken at the Harvard Chan School or by cross-registering at other Harvard Graduate Schools, MIT, or Tufts Fletcher School of Law and Diplomacy and Friedman School of Nutrition Science and Policy.

HEALTH MANAGEMENT DEGREE COMPETENCIES: MPH-65

Through successful completion of the field of study curriculum including coursework, practice experience, and culminating experience, graduates will be able to:

Knowledge of Health Care Environment

- Demonstrate knowledge of health care systems and the environment in which health care managers and providers function.

Business Knowledge and Skills

- Apply management and business principles, including systems thinking, to the health care environment including advanced skills in specific sub-disciplines of health management (e.g., finance, operations, organizational behavior, marketing, strategy, risk management, and quality improvement).
- Apply sound managerial decisions or recommendations informed by assessment of the situation, identification and evaluation of alternative potential courses of action, use of appropriate financial and other evidence-based management principles and concepts, application of management and business principles, and identifying ethical implications of options.
- Integrate disciplinary perspectives and methods to address a specific health management issue or problem

Communication and Relationship Management

- Clearly and concisely communicate within and outside of a health care organization/agency in order to facilitate and maintain constructive interactions.

Analysis

- Critically evaluate organizational structures, processes, and performance in managerial terms.
- Apply appropriate, evidence-based management principles and concepts to address organizational issues.

Professionalism

- Align personal and organizational conduct with ethical and professional standards including responsibility to individuals and communities.

Leadership

- Inspire individual and organizational excellence through awareness of the impact of one's own actions and behaviors on others.
 - Create and attain a shared vision in order to successfully manage change for achievement of strategic plans.
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SECTION 1: MPH Program-Wide Public Health Core Requirements (12.5 credits)

(i) Biostatistics and Epidemiology

7.5 credits

ID 201 [Fall]*

Core Principles of Biostatistics and Epidemiology for Public Health Practice

or

Other Approved Options as Appropriate (see pages 7-8)

*This integrated course will fulfill both the Biostatistics and Epidemiology core requirements.

Other Public Health Core:

5 credits

(ii) Environmental Health Sciences

(iii) Health Services Administration

(iv) Social and Behavioral Sciences

(v) Ethics of Public Health Practice

Students in the MPH-65 Health Management field of study will take a 5-credit integrated MPH core course, **ID 216, Critical Thinking and Action for Public Health Professionals**, in fall 2017. For MPH-HM, this course will fulfill the Environmental Health, Social and Behavioral Sciences, and Ethics core requirements. The Health Services Administration core is included in the Health Management field of study requirements.

SECTION 2: MPH-65 Health Management – Field of Study Requirements (37.5 credits)

MPH-65 Health Management students must complete the following field of study-specific requirements. More information will be distributed to incoming MPH-65 HM students prior to spring pre-registration.

- A. Leadership**
HPM 245 [1st year, Winter] Public Health Leadership 2.5
- B. Financial Analysis/Management Control***
HPM 220 [1st year; Spring 1] Financial Management and Control 2.5
and
HPM 219(2) [Fall 1] Financial Transactions and Analysis 2.5
- *Fulfills Health Services Administration core requirement
- C. Managing Information & Population Health**
HPM TBD [1st year; Spring 1] Managing Information Technology in Population Health 2.5
- D. Operations/Process Improvement**
HPM 232 [1st year; Spring 1] Operations Management in Service Delivery Organizations 2.5
and
HPM 516 [1st year; Spring 2] Health Care Quality and Safety 2.5
and
HPM TBD [1st year; Spring 2] Methods and Tools for Quality Improvement 2.5
- E. Organizational Behavior I & II**
HPM 539 [1st year; Spring 2] Health Care Organizations and Organizational Behavior 2.5
HPM TBD [Fall 1] Organizational Behavior II 2.5
- F. Marketing**
HPM 233 [1st year; Spring] Strategic Marketing Management in Health Systems 2.5
- G. Strategy**
HPM 231 [Fall 2] Competitive Strategy 2.5
- H. Innovation**
HPM 557 [Fall 2] Innovation and Entrepreneurship in Health Care 2.5
- I. Data Analysis**
HPM 242 [2nd year; Spring 1] Data Analysis for Professionals 2.5
- J. Health Policy Elective**
MPH-65 HM students must take at least 2.5 credits in health policy from the list of approved courses on the following page.
- K. Practice and Culminating Experience**
ID 267 [Fall] and Practice & Culminating Experience for Health Management 2.5
[2nd year; Spring]

ID 267 is the practice and culminating experience for the health management field of study. Students are required to complete a summer internship at an outside organization or agency and attend various class sessions, as well as complete an approved practicum project. The objectives of the course are to help students to integrate, synthesize, and apply the knowledge and skills from their coursework to a real world public health problem or issue, explore a substantive public health topic that is of interest to them, enhance the competencies and skills students need to function in a professional public health setting, and engage in professional self-assessment and critical reflection.

Health Policy Elective

MPH-65 HM students must take at least 2.5 credits in health policy. Approved courses are listed below:

HPM 206 [Fall]	Economic Analysis	5.0
HPM 210 [Fall 1]	United States Health Policy	2.5
HPM 213 [Spring 2]	Public Health Law	2.5
HPM 235 [Fall 2]	Managing Health Care Costs	2.5
HPM 247 [Spring]	Political Analysis and Strategy for U.S. Health Policy	5.0
HPM 255 [Spring 2]	Payment Systems in Health Care	2.5
HPM 543 [Spring 2]	Quantitative Methods in Program Evaluation	2.5
RDS 280 [Fall 2]	Decision Analysis for Health and Medical Practices	2.5

SECTION 3: Electives (15 credits)

Students are free to choose electives from the previous list of health policy elective courses or from other elective courses at the Harvard Chan School. Students also have the additional option of cross-registering for graduate-level courses at other Harvard Graduate Schools, MIT, or Tufts Fletcher School of Law and Diplomacy and Friedman School of Nutrition Science and Policy.

Electives that may be of interest to students in the Health Management field of study are grouped by areas of focus below:

Finance

HPM 222 [Spring 2]	Financial Management of Health Care Organizations	2.5
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Insurance and Payment

HPM 255 [Spring 2]*	Payment Systems in Health Care	2.5
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Leadership

HPM 554 [Spring 1]	Leadership in Public Health: From Theory to Action	2.5
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Marketing

HPM 226 [Spring 1]	Consumers, Corporations, and Public Health	2.5
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Negotiation

HPM 252 [Spring 2]	Negotiation	2.5
HPM 278 [Spring 2]	Skills & Methods of Health Care Negotiation & Conflict Resolution	1.25

Public Speaking

HPM 223 [Fall 2] or [Spring 2]	Public Speaking for Managers	1.25
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Social Entrepreneurship

HPM 251 [Spring]	Social Entrepreneurship and Innovation Lab (SE Lab) for U.S. and Global Health	5.0
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*Also fulfills health policy elective requirement

MPH-65 Health Management Degree Requirements

MPH Program-Wide Public Health Core Requirements	<u>Credits</u>
Biostatistics & Epidemiology	7.5
Integrated Public Health Core*	<u>5.0</u>
	12.5 credits
MPH-65 Health Management – Field of Study Requirements	
Leadership	2.5
Financial Analysis/Management Control	5.0
Managing Information & Population Health	2.5
Operations/Process Improvement	7.5
Organizational Behavior I & II	5.0
Marketing	2.5
Strategy	2.5
Innovation	2.5
Data Analysis	2.5
Health Policy Elective	2.5
Practice and Culminating Experience	<u>2.5</u>
	37.5 credits
Electives	15 credits**
Total Requirements	65 credits

*Students in the MPH-65 Health Management field of study will take a 5-credit integrated MPH core course, **ID 216, Critical Thinking and Action for Public Health Professionals**, in fall 2017. For MPH-HM, this course will fulfill the Environmental Health, Social and Behavioral Sciences, and Ethics core requirements. The Health Services Administration core is included in the Health Management field of study requirements.

****For students who begin their degree program in August 2016 and after:** MPH-65 students will be assessed a flat tuition charge per semester based on degree program and full- or part-time status that will include all registration for that semester. Students may elect to complete additional credits beyond the required 65, but must use them during their enrollment in the MPH degree program and may not use the additional credits to extend their expected graduation date.