

Health Administration

Sue A. Boren, Program Director and Professor

Contact Information

Health Administration

If interested in the program contact, Diki Lama, ldlmdp@missouri.edu

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Department of Health Sciences

Graduate level academic programs at MU in the area of Health Administration are offered through the Department Health Sciences in the College of Health Sciences.

The Department Health Sciences offers the following degrees and graduate certificate programs:

- Master of Health Administration (executive and residential cohort)
- Graduate Certificate in Informatics for Public Health (100% online)

Residential Master of Health Administration students may also pursue a dual MBA, MS in Industrial Engineering, MPA, or JD degree. Some students choose to complete an additional Master's degree, such as the MPH, concurrently with the MHA degree.

Faculty

Professor P. Alafairet**, S. Boren**

Associate Professor B. Hensel*, M. Kim**, N. Khatri**, D. Moxley*, I. Zachary**

Adjunct Instructor M. Coffelt*, A. Juengermann*, S. Riley*, R. Sommer*, J. Tucker*, T. Weatherford*, J. Willett*

Professors Emeriti K. Boles, L. Hicks**, D. Wakefield**

* Graduate Faculty Member - membership is required to teach graduate-level courses, chair master's thesis committees, and serve on doctoral examination and dissertation committees.

** Doctoral Faculty Member - membership is required to chair doctoral examination or dissertation committees. Graduate faculty membership is a prerequisite for Doctoral faculty membership.

Undergraduate

While MU does not offer undergraduate degrees specifically in health administration, the University does offer baccalaureate opportunities in a number of related areas in the other Schools and Colleges that make up the University. The catalog provides a complete list of these degree options (<https://catalog.missouri.edu/degreesanddegreeprograms/>).

Graduate

- MHA in Health Administration (<https://catalog.missouri.edu/collegeofhealthsciences/healthadministration/mha-health-administration/>)

About the Master of Health Administration

The Master of Health Administration (MHA) program prepares professionals to lead and drive improvement across complex organizations and systems within the health industry. The program is

recognized for its national and global leadership in health management education.

As a competency-based program, the MHA uniquely equips graduates for success by:

- Providing a strong foundation in professional and operational knowledge and skills;
- Integrating health informatics throughout the health administration curriculum; and
- Emphasizing the broader context of complex systems and analytical approaches.

The residential and executive MHA tracks are designed to launch and advance careers that are patient-centered, improvement-driven, financially responsible, and ethically grounded in evidence-based health administration.

The program admits a diverse group of students from Missouri, across the United States, and internationally. Admissions decisions are based on academic achievement, maturity, motivation, leadership potential, and career aspirations. Graduates are employed in a wide range of settings, including health systems, hospitals, academic medical centers, physician practices, ambulatory care centers, health IT firms, consulting companies, government agencies, insurance providers, and other healthcare delivery organizations.

The **residential MHA** is a traditional on-campus program, while the **executive MHA** follows a hybrid format combining in-person and distance learning. Both formats emphasize a personalized and collaborative learning environment that fosters mentorship, professional development, and strong connections among students, faculty, staff, alumni, and industry leaders. The program's overarching goal is to prepare students to lead transformative change and improve healthcare quality, safety, value, and population health outcomes.

Founded in 1965, the program is a member of the Association of University Programs in Health Administration (AUPHA) and has maintained accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME) since 1968.

Residential students may also pursue dual degrees such as the MBA, MS in Industrial Engineering, MPA, JD, or MPH in conjunction with the MHA.

HLTH_ADM 4001: Topics in Health Administration

Organized study of selected topics. Subjects will vary from semester to semester. May be repeated for credit with departmental consent. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: department consent

HLTH_ADM 4430: Health Informatics for Leaders

(cross-leveled with HLTH_ADM 7430). This course examines clinical, research, and administrative applications of information systems in health services delivery. Provides an introduction to important topics in biomedical informatics, including clinical data (collection, storage, management), electronic medical record systems, decision support systems, computerized order entry, telemedicine, and consumer applications. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department consent required

HLTH_ADM 4431: Foundations of Public Health Informatics

(cross-leveled with HLTH_ADM 7431). This course will cover foundational knowledge relevant to Public Health Informatics (PHI). The purpose of this course is to expose students to emerging research and application areas in the field of PHI. It will enhance abilities to know when and how to use theories, concepts, and tools of informatics applied to public health. The emphasis of the course is on the use of informatics tools and practices in public health and the existing and evolving relationship between clinical and public health systems. The focus is on PHI including topics such as data exchange and standards, interoperability, use of informatics tools, applying informatics to public health communication and dissemination, surveillance systems, public health policy and project management. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 4436: Telehealth

(cross-leveled with HLTH_ADM 7436). This course will cover foundational knowledge of telehealth applications. The purpose of this course is to learn about the overarching types of connected health applications, such as telehealth and telemedicine, describe the clinical practice considerations for virtual care delivery for health professionals and administrators, analyze operational success factors, facilitators and barriers of telehealth implementation and adoption, discuss practice and policy considerations, and describe different uses and types of telehealth. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 4471: Introduction to Accounting and Finance in Health Care

(cross-leveled with HLTH_ADM 7471). This course introduces the current financial environment in which providers operate and the fundamentals of financial accounting, with an emphasis on accounting and financial management principles and concepts that are critical to decision making for department-level management of health services organizations. This course provides the foundation for the second healthcare financial management course offered in the second year of this program. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department consent required

HLTH_ADM 4544: Managerial Epidemiology: Population Health Management

(cross-leveled with HLTH_ADM 7544). Examination of basic epidemiological concepts and methods as they apply to health services management. Lectures and discussions focus on the most useful measures of occurrence of health events, methods of data collection, research study design, the interpretation of epidemiological data, and the limitations of epidemiological methods, providing the background

needed by students to critically review, draw conclusions from, and use information encountered in their roles as healthcare managers. Emphasis is placed on practical applications of epidemiology to health services planning, problem solving, policy development, and systems-thinking. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department Consent required

HLTH_ADM 4580: Project Management for Health Administration

(cross-leveled with HLTH_ADM 7580). This course is designed to provide an in-depth understanding of the fundamentals of project management and its application to the provision of health care. A problem-based approach is used to frame both the theoretical underpinnings of project management and hands-on practical application. Students will develop an understanding of the foundations of project management designed to enable them to successfully complete the certification exam to become a certified project manager. Course content includes project scope development, project work breakdown, financial control, and human resources management for projects. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Restricted to Health Science majors only

HLTH_ADM 7001: Topics in Health Administration

Organized study of selected topics. Subjects will vary from semester to semester. May be repeated for credit with departmental consent. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 7410: Introduction to the US Health Care System

This is a survey course about the American health system, meant to provide a conceptual foundation for students to think critically about the US health system and to build upon in their future related courses. It includes concepts and language in health care, public health, and personal health and provides an understanding of how these domains of health interrelate. Particular focus is given to health care delivery, including how health care services are organized, delivered, paid for, and measured. Selected key, forward-looking issues are covered. The roles of management, leadership, and physicians are highlighted. A resource bank and regular flow of good information sources is developed. Business writing skills are emphasized. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department consent required

HLTH_ADM 7430: Health Informatics for Leaders

(cross-leveled with HLTH_ADM 4430). This course examines clinical, research, and administrative applications of information systems in health services delivery. Provides an introduction to important topics in biomedical informatics, including clinical data (collection, storage, management), electronic medical record systems, decision support

systems, computerized order entry, telemedicine, and consumer applications. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department consent required

HLTH_ADM 7431: Foundations of Public Health Informatics

(cross-leveled with HLTH_ADM 4431). This course will cover foundational knowledge relevant to Public Health Informatics (PHI). The purpose of this course is to expose students to emerging research and application areas in the field of PHI. It will enhance abilities to know when and how to use theories, concepts, and tools of informatics applied to public health. The emphasis of the course is on the use of informatics tools and practices in public health and the existing and evolving relationship between clinical and public health systems. The focus is on PHI including topics such as data exchange and standards, interoperability, use of informatics tools, applying informatics to public health communication and dissemination, surveillance systems, public health policy and project management. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 7432: Health Database Management and Public Health Data Systems

This course will cover foundational knowledge relevant to database management and public health data systems for Public Health Informatics (PHI). The purpose of this course is to provide students with concepts relevant to the effective use of data, information, and knowledge tools to build, manage, merge, retrieve, and analyze public health data from appropriate health data systems. The emphasis of the course is to use, develop and adapt public health information systems as needed to support public health efforts through use of public health informatics tools and practices to support existing and evolving relationships between clinical and public health systems. The focus is to plan, develop, implement, manage and evaluate database management systems and health data systems that meet the needs of public health practice through PHI. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 7435: Scripting for Public Health Informatics

In this online course, the student will learn 1) the Python programming language and how to use it to manipulate common forms of public health data, 2) the SQL language and how to design and interact with a relational database and its contents. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: College-level Statistics; Graduate standing or permission of the instructor

HLTH_ADM 7436: Telehealth

(cross-leveled with HLTH_ADM 4436). This course will cover foundational knowledge of telehealth applications. The purpose of this course is to

learn about the overarching types of connected health applications, such as telehealth and telemedicine, describe the clinical practice considerations for virtual care delivery for health professionals and administrators, analyze operational success factors, facilitators and barriers of telehealth implementation and adoption, discuss practice and policy considerations, and describe different uses and types of telehealth. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 7461: Managing Human Resources in Health Care Organizations

Provides a framework for understanding and thinking strategically about employee relations and management of people in organizations, drawing on insights from social sciences to explore how psychological, economic, social, and cultural forces influence human resources management in health care. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department Consent Required

HLTH_ADM 7471: Introduction to Accounting and Finance in Health Care

(cross-leveled with HLTH_ADM 4471). This course introduces the current financial environment in which providers operate and the fundamentals of financial accounting, with an emphasis on accounting and financial management principles and concepts that are critical to decision making for department-level management of health services organizations. This course provides the foundation for the second healthcare financial management course offered in the second year of this program. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Graduate standing or Instructor consent required

HLTH_ADM 7524: Health Economics

Building upon previous knowledge of basic economic theories, concepts, and tools, the structure, organization, activities, functions, and problems of health and medical care are considered from an economics perspective. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: ECONOM 1014 and Department Consent Required

HLTH_ADM 7544: Managerial Epidemiology: Population Health Management

(cross-leveled with HLTH_ADM 4544). Examination of basic epidemiological concepts and methods as they apply to health services management. Lectures and discussions focus on the most useful measures of occurrence of health events, methods of data collection, research study design, the interpretation of epidemiological data, and the limitations of epidemiological methods, providing the background needed by students to critically review, draw conclusions from, and use

information encountered in their roles as healthcare managers. Emphasis is placed on practical applications of epidemiology to health services planning, problem solving, policy development, and systems-thinking. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: Department consent required

HLTH_ADM 7580: Project Management for Health Administration (cross-leveled with HLTH_ADM 4580). This course is designed to provide an in-depth understanding of the fundamentals of project management and its application to the provision of health care. A problem-based approach is used to frame both the theoretical underpinnings of project management and hands-on practical application. Students will develop an understanding of the foundations of project management designed to enable them to successfully complete the certification exam to become a certified project manager. Course content includes project scope development, project work breakdown, financial control, and human resources management for projects. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 7880: Agile Project Management in Healthcare for Health Administration

Project management within the context of healthcare operations. Focus of the course is on knowledge of agile principles and agile techniques and the use of appropriate analysis tools. Course encompasses many approaches to agile project management including Scrum, Kanban, Lean, extreme programming (XP) and test driven development (TDD), and appropriate construction and management of information projects that are supportive of best practice clinical, administrative, and strategic policy and procedure in the delivery of health. A problem-based approach is used to provide the basis for addressing issues and solutions specific to the health delivery environment. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 7580 or permission of instructor

HLTH_ADM 8090: Thesis Research in Health Administration

Research leading to a thesis. May be repeated to maximum of 9 hours. Graded on S/U basis only.

Credit Hour: 1-6

Prerequisites: Advisor's consent

HLTH_ADM 8401: Topics in Health Administration

Organized study of selected topics. Subjects will vary from semester to semester. May be repeated for credit with departmental consent. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 8450: Methods of Health Services Research

Writing intensive course provides students with basic understanding of literature search, experimental designs, evaluation methods, ethics, reporting and application of health services research. Practical research problems are discussed and students prepare a professional, managerially relevant research proposal. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 7410; Satisfactory completion of a college-level course in statistics

HLTH_ADM 8451: Individual Executive Health Administration Projects

Students will investigate and address important issues in their organizations. Students will use scientific evidence and techniques to solve applied problems. They will develop data collection protocols, collect and analyze data, draw conclusions, and develop recommendations using basic research methods tools. They will provide actionable and feasible recommendations based on their analysis. Graded on S/U basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 7410, HLTH_ADM 8450 or permission of instructor

HLTH_ADM 8453: Executive Management Studies

Students will use scientific evidence and techniques to solve applied problems in health care organizations. Students will serve as professional consultants, working within small teams to develop project specifications and plans in collaboration with their clients. They will develop data collection protocols, collect and analyze data, draw conclusions and develop recommendations using basic research methods tools. They will provide actionable, feasible recommendations to their clients based on their analysis. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 7410; Graduate standing or permission of the instructor

HLTH_ADM 8460: Administration of Health Care Organizations

Analyzes health care organizations, emphasizing organizational structure, and strategy, and managerial leadership. Topics include governance, adaptation, design, interorganizational networks, and organizational performance. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 8470: Strategic Planning and Marketing for Health Care Organizations

Analysis of strategic planning and services management and marketing concepts, techniques, and tools in the health care industry. Includes

analyzing the environment, assessing the organization's strengths and weaknesses, formulating strategy to achieve competitive advantage, and implementing strategy through service management and marketing. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 7410, and HLTH_ADM 8524

HLTH_ADM 8472: Financial Management for Health Care Organizations

Application of concepts, tools and techniques of financial management and their interrelationships as they apply to current and future operation of health care organizations. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: For Residential students - HLTH_ADM 7410, HLTH_ADM 7471, HLTH_ADM 8460, HLTH_ADM 8524. For Executive students - HLTH_ADM 7410, HLTH_ADM 8460, HLTH_ADM 8524, and satisfactory completion of college-level courses in managerial accounting and financial management or satisfactory completion of MHA's online accounting and finance module

HLTH_ADM 8485: Problems in Health Administration

Intensive study of an area of health services management. Graded on A-F basis only.

Credit Hour: 1-6

Prerequisites: Instructor's consent

HLTH_ADM 8545: Methods in Public Health Informatics

This course will cover foundational statistical knowledge and methods relevant to Public Health Informatics (PHI). The purpose of this course is to teach students to identify and perform appropriate statistical methods for the data analysis of data from many commonly used experimental designs in the field of PHI. The emphasis of the course is on the understanding of theoretical assumptions underlying these statistical methods. The focus of this course is to perform selected statistical analyses using, SPSS and/or R and to interpret statistical results, in a manner relevant to public health informatics in the context of public health. This course builds upon previous knowledge of basic statistics, concepts, and tools by applying them specifically to the public health field. Graded on A-F basis only.

Credit Hours: 3

Recommended: college algebra

HLTH_ADM 8546: Public Health Information and Visualization (GIS) in Public Health

(same as P_HLTH 8470) The purpose of this course is to understand the capacity and limitations of geographic information system (GIS) in public health. The guiding principle of developing the course is the practical aspects of using GIS while understanding the basic science behind mapping. The course is based on a weekly format of brief narrated

lectures, readings, and assignments similar to what you would have in a classroom. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 8545

HLTH_ADM 8571: Decision Support Systems for Health Administration

Applies principles and techniques of computer-assisted decision making to solve health care problems. Clinical and managerial applications of artificial intelligence, including expert systems reviewed. Advantages of integrating decision support programs with databases are discussed. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 8573: Decision Making for Health Care Organizations

Applies and integrates data and decision making techniques with process analytic and improvement tools and techniques. Also includes applications of spread sheets and relational databases in healthcare settings. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 8574: Health Care Law

Survey of the function and methods of law as applied to health care administration and health care. Graded on A-F basis only.

Credit Hours: 3

Prerequisites: HLTH_ADM 7410, HLTH_ADM 7471, HLTH_ADM 8460, HLTH_ADM 8524. Non MHA students with a Graduate or professional school career may be able to take the course with instructor consent

HLTH_ADM 8575: Health Policy and Politics

Overview and critical analysis of health policy issues in the United States, including how the dynamics of the policy making process have shaped outcomes, successful and unsuccessful, of a number of important policy initiatives. Graded on A-F basis only.

Credit Hours: 3

HLTH_ADM 8610: Consumer Health Informatics

Consumer health informatics is the branch of medical informatics that analyzes consumers' needs for information; studies and implements methods of making information accessible to consumers; and models and integrates consumers' preferences into medical information systems. This course focuses on aspects of consumer health information seeking as well as resources which respond to these information needs. Topics include models for the delivery of consumer health information; Internet-based information delivery; access to patient information and privacy issues; quality of consumer health information; health literacy and

health information literacy; design and development of consumer health information resources; consumer access to clinical information; and current research topics.

Credit Hours: 3

Prerequisites: Graduate standing or permission of the instructor

HLTH_ADM 8689: Field Experience in Health Administration

Supervised field experience in approved health agencies and institutions. Opportunity for observation and service participation in various fields of health. Graded on an A-F basis only.

Credit Hours: 3
