

# University of South Carolina - Master of Health Administration Program Competency Model and Targets

**Levels:**

Level 0 - No or minimal knowledge of information needs and skill sets of the specific competency

Level 1 – Cognition (Know): Student knows about the information needs and skill sets including affective skills required. Moreover, student knows what he or she does not know yet and knows what he or she needs to learn to be proficient.

Level 2 – Conceptual Proficiency (Demonstrate understanding of “how to” carry out the function): Student can conceptually articulate the steps for gaining competency and knows how to seek information needed.

Level 3: Execution Proficiency: Student demonstrates executive ability in the competency by appropriately applying his/her understanding and integrating knowledge and skills to address a limited range of applications related to the competency domain.

Level 4 – Mastery (Adaptive proficiency, i.e., students are able to do the functions with confidence): Student integrates his/her knowledge, skills, and information from different relevant sources to management problems, consistently and independently, demonstrating a command of the professional elements required for the functions or tasks.

| Competency   | Courses/Competency levels targeted* (see last page for course titles) |   |                                  |   |                                      |
|--|---|---|----------------------------------|---|--------------------------------------|
|  | First Fall Semester - HSPM 714, 733, 765, 769, 775                    | First Spring Semester - HSPM 712, 716, 718, 731 | Summer I & II-HSPM 724, 766, 713 | Second Fall Semester - HSPM 732, 768, 770, 774, 776 | Program target for the competency ** |
| <b>1. Critical thinking, analysis, and problem solving</b>   |   |   |                                  |   | <b>3.6</b>                           |
| <b>1.1 Scientific approaches to decision-making and problem solving</b>  |   |   |                                  |   |                                      |
| a) Understands and is able to apply quantitative analytical tools and techniques, (such as regression analysis, linear programming, and bivariate comparison methods) for economic, financial, and operational decision-making and problem solving                                 | 775 (1,2,3)   | 712 (2,3); 716 (1,2)                            |                                  | 770 (3); 768 (2); 774 (3); 776 (4)                  | 4                                    |
| b) Understands the appropriateness of and application of selected qualitative data sources and analytical methods, (e.g. case studies, stakeholder assessments) to understand processes, contexts, dynamics, and multiple stakeholder perspectives related to healthcare phenomena | 775 (1,2)   | 718 (1,2,3)                                     | 713 (1,2)                        | 768 (1,2,3); 774 (3)                                | 4                                    |
| c) Understands and is able to apply quantitative data in population health and program planning (e.g. descriptive statistics, descriptive epidemiology) to determine patterns and trends   | 775 (1,2,3)   | 712 (2); 716 (1,2); 718 (1,2,3)                 |                                  |   | 4                                    |

Competency

Fall  
Year I

Spring  
Year I

Summer I & II  
Year I

Fall  
Year II

Prog.  
target

| <b>1.2 Financial Management</b>  |                           |                                      |                               |   |          |
|--|---------------------------|--------------------------------------|-------------------------------|---|----------|
| a) Define and describe the fiscal terminology and tools used in healthcare organizations, and evaluate the impact of cost behavior relative to changes in the level of business activity                               | <b>733 (Levels 1,2)</b>   | <b>712 (2,3); 718 (1,2); 731 (2)</b> |                               | <b>732 (2);</b>                               | <b>3</b> |
| b) Explain and use accounting functions such as budgeting, financial reporting and cost analysis for managing financial resources including allocation of scarce resources in an evolving regulatory environment       | <b>733 (Levels 1,2)</b>   | <b>718 (1,2,3); 731 (3)</b>          |                               | <b>732 (3); 776 (3)</b>                       | <b>3</b> |
| c) Able to develop a pro forma/budget and to use these plans to make projections for the future  |                           | <b>718 (1,2,3); 731 (3)</b>          | <b>713 (1,2,3)</b>            | <b>732 (3)</b>                                | <b>3</b> |
| d) Able to execute financial management functions under managed care and under evolving payment methods (e.g. pay-for performance, accountable care organizations) including contract negotiation                      | <b>733 (Level 1)</b>      | <b>731 (2)</b>                       |                               | <b>732 (4);</b>                               | <b>4</b> |
| <b>1.3 Organizational performance management</b>   |                           |                                      |                               |   |          |
| a) Demonstrates skills and knowledge needed for stewardship of organizational resources for organizational performance improvement   | <b>733 (1,2,3)</b>        | <b>718 (1,2,3)</b>                   | <b>713 (1,2)</b>              | <b>768 (2); 774 (2); 776 (4)</b>              | <b>4</b> |
| b) Understands the importance of using organizational strategy to guide decisions  | <b>769 (Levels 1,2,3)</b> | <b>718 (1,2,3)</b>                   | <b>713 (1,2)</b>              | <b>768 (2,3); 770 (3,4); 774 (2); 776 (4)</b> | <b>4</b> |
| c) Demonstrates ability to optimize resource use through appropriate application of quantitative and qualitative methods, including simulation, queuing, demand forecasting, linear programming, and decision analysis | <b>775 (Levels 1,2)</b>   | <b>712 (1,2); 716 (1,2)</b>          |                               | <b>768 (2,3); 774 (3); 776 (4)</b>            |          |
| <b>1.4 Operations and business process management</b>  |                           |                                      |                               |   |          |
| a) Able to identify and analyze business processes in healthcare organizations   |                           |                                      | <b>724 (1,2); 713 (1,2,3)</b> | <b>768 (2,3); 774 (3); 776 (4)</b>            | <b>4</b> |
| b) Demonstrates knowledge and application of essential operations management functions (such as supply chain management, inventory management, enterprise  |                           | <b>716 (1,2,3)</b>                   |                               | <b>768 (1,2,3)</b>                            | <b>3</b> |

| <u>Competency</u>  | <u>Fall<br/>Year I</u> | <u>Spring<br/>Year I</u> | <u>Summer I &amp; II<br/>Year I</u> | <u>Fall<br/>Year II</u>                           | <u>Prog.<br/>target</u> |
|--|------------------------|--------------------------|-------------------------------------|---|-------------------------|
| resource planning, demand forecasting, scheduling, and capacity management) in healthcare context  |                        |                          |                                     |   |                         |
| c) Able to apply project management and quality management principles and techniques in operations management  |                        |                          | 713(1,2)                            | 768 (2);<br>774 (3)                               | 4                       |
| d) Understands the role and application of IT in operations and business process management  |                        |                          | 713 (1,2,3)                         | 768 (2);<br>776 (3);<br>770 (3,4)                 | 3                       |
| e) Understands the principles and approaches to hospital emergency preparedness and disaster management  |                        |                          | 766 (1,2);<br>713 (1,2)             |   | 2                       |
| <b>1.5 Quality improvement, patient safety management</b>  |                        |                          |                                     |   |                         |
| a) Able to implement continuous quality improvement concepts and skills to improve work processes  |                        |                          |                                     | 768 (1,2);<br>774 (1,2,3);<br>776 (4);<br>770 (3) | 4                       |
| b) Able to direct effective processes for continuous assessment and improvement of patient care delivery and service quality (e.g. work process design, clinical pathways, practice guidelines) for improved patient outcomes and satisfaction |                        |                          |                                     | 768 (1,2,3);<br>774 (2,3);<br>770 (3)             | 3                       |
| c) Understands how to employ tools and techniques to aid in process analysis and improvement (e.g., Lean and Six-Sigma approach; Root Cause Analysis, Failure Mode, Effects Analysis, etc.)  |                        |                          |                                     | 768 (1,2);<br>774 (1,2,3);<br>776 (4)             | 4                       |
| <b>1.6 Risk management</b>   |                        |                          |                                     |   |                         |
| a) Understands the implications of and able to implement technology- and process-based safeguards for information and information systems security   |                        |                          | 713 (1,2,3)                         | 776 (3)   | 3                       |
| b) Understands sources of organizational liability risk, and can describe approaches to risk management for minimizing financial losses from damages/risks associated with patients, employees, visitors, property, and other assets           |                        |                          | 724 (2,3,4)                         | 776 (3)   | 3                       |
| <b>1.7 Health law, policy, regulation, and compliance</b>  |                        |                          |                                     |   |                         |
| a) Understands the elements of, and can interpret the legal, regulatory, statutory, and accrediting body requirements for healthcare organizations from a compliance and liability minimization perspective                                    |                        | 718 (1,2)                | 724(2,3,4);<br>713 (1,2)            | 776 (4)   | 4                       |

| <u>Competency</u>   | <u>Fall<br/>Year I</u>        | <u>Spring<br/>Year I</u>            | <u>Summer I &amp; II<br/>Year I</u> | <u>Fall<br/>Year II</u>           | <u>Prog.<br/>target</u> |
|---|-------------------------------|-------------------------------------|-------------------------------------|-----------------------------------|-------------------------|
| b) Demonstrates understanding of how to manage processes related to providers business relationships, contracts and agreements  |                               |                                     | <b>724 (2,3);</b>                   |                                   | <b>3</b>                |
| c) Able to ensure compliance with confidentiality requirements and associated handling of medical, quality assurance, risk management, and peer review records  |                               |                                     | <b>724 (2,3);<br/>713 (1,2)</b>     | <b>776 (2)</b>                    | <b>3</b>                |
| <b>1.8 External environment management</b>  |                               |                                     |                                     |                                   |                         |
| a) Business Plan Design and Implementation:<br><ul style="list-style-type: none"> <li>• Develops, directs, and evaluates the business plan</li> <li>• Able to critically evaluate programs within the strategic plan including risk and outcome evaluation</li> <li>• Able to identify approaches for effective health care resourcing in a resource-constrained environment</li> <li>• Able to execute decision analyses and formulate alternatives to achieve most effective uses of constrained resources</li> </ul> |                               | <b>712 (2,3); 718<br/>(1,2,3,4)</b> | <b>713 (1,2,3)</b>                  | <b>770 (4)</b>                    | <b>4</b>                |
| b) Demonstrates understanding of how to assess the impacts and expectations of external stakeholders, and of approaches to manage stakeholders and the political environment  | <b>769 (Levels<br/>1,2,3)</b> | <b>718 (1,2)</b>                    | <b>713 (1,2)</b>                    | <b>770 (3,4);<br/>774 (1,2,3)</b> | <b>4</b>                |
| <b>1.9 Economic analysis and applications to healthcare management</b>  |                               |                                     |                                     |                                   |                         |
| a) Demonstrates understanding of and applications of key economic concepts and techniques in healthcare planning and management - supply and demand theory, planning production and diminishing returns, labor costs, exchange, discounting and investment, organizational efficiency, and insurance  |                               | <b>712 (2,3,4)</b>                  |                                     |                                   | <b>4</b>                |
| <b>2. Management and leadership</b>   |                               |                                     |                                     |                                   | <b>3.7</b>              |
| <b>2.1 Human resource management</b>  |                               |                                     |                                     |                                   |                         |
| a) Demonstrates understanding of the elements of HR development and their implementation for maximizing organizational performance, employee performance and employee satisfaction  | <b>769 (Levels<br/>1,2)</b>   |                                     | <b>766 (1,2,3)</b>                  | <b>776 (4)</b>                    | <b>4</b>                |

| <u>Competency</u>   | <u>Fall<br/>Year I</u>  | <u>Spring<br/>Year I</u> | <u>Summer I &amp; II<br/>Year I</u> | <u>Fall<br/>Year II</u>                        | <u>Prog.<br/>target</u> |
|---|---|--------------------------|-------------------------------------|--|-------------------------|
| b) Demonstrates understanding of the relevant elements of HR administration, processes and procedures from employee recruitment through hiring, maintenance and separation/severance  | <b>769 (Levels 1,2)</b>   |                          | <b>766 (1,2,3,4)</b>                | <b>776 (4)</b>                                 | <b>4</b>                |
| c) Demonstrates understanding of the regulatory and accrediting agency/ statutory requirements related to HR administration and ensuring compliance   |   |                          | <b>724 (2,3);<br/>766 (1,2)</b>     |  | <b>3</b>                |
| d)Able to describe the unique processes and approaches used in HR management of physicians – credentialing, privileging, compliance, and medical staff/physician relations management   |   |                          | <b>724 (2,3,4);</b>                 |  | <b>3</b>                |
| <b>2.2 IT management</b>  |   |                          |                                     |  |                         |
| a) Possesses a working understanding of the role and potential of information systems, as well of IT infrastructure for health service delivery and knowledge management  |   |                          | <b>713 (1,2,3)</b>                  | <b>776 (3);<br/>770 (3)</b>                    | <b>3</b>                |
| b) Plans for and optimally utilizes health information systems (through systems analysis, project planning, and considerations for application software and IT infrastructure requirements)   |   |                          | <b>713 (1,2,3)</b>                  | <b>776 (3);<br/>770 (3)</b>                    | <b>3</b>                |
| c) Able to analyze information exchanges within and across healthcare organizations   |   |                          | <b>713 (1,2,3)</b>                  | <b>770 (4)</b>                                 | <b>3</b>                |
| d) Able to describe and potentially leverage IT innovations to impact substantive healthcare organization performance, in areas such as patient safety, quality management, revenue cycle management, and drug delivery   |   |                          | <b>713 (1,2,3)</b>                  | <b>768 (2);<br/>776 (3);<br/>770 (3,4)</b>     | <b>3</b>                |
| <b>2.3 Leadership and governance</b>  |   |                          |                                     |  |                         |
| a) Comprehends and applies a systems approach to healthcare management in decision-making and problem-solving   | <b>714 (Levels 1,2); 765 (1,2)</b>                                    | <b>718 (1,2,3)</b>       | <b>713 (1,2,3)</b>                  | <b>768 (2,3);<br/>770 (3,4);<br/>774 (2,3)</b> | <b>3</b>                |
| b) Personal leadership skills: Demonstrates understanding of important leadership skills and behaviors – professional values and ethics, stewardship of resources, leader-relevant interpersonal relationship management and communication, cultural competency, appropriate use of the types of power and influence, change and innovation management, and conflict resolution | <b>733 (Level 1);<br/>765 (1,2,3);<br/>769 (1,2,3);<br/>775 (1,2)</b> | <b>718 (1,2,3)</b>       |                                     | <b>770 (3,4);<br/>774 (2,3);<br/>776 (3,4)</b> | <b>4</b>                |

| <u>Competency</u>  | <u>Fall<br/>Year I</u>          | <u>Spring<br/>Year I</u>   | <u>Summer I &amp; II<br/>Year I</u> | <u>Fall<br/>Year II</u>                    | <u>Prog.<br/>target</u> |
|--|---------------------------------|----------------------------|-------------------------------------|--|-------------------------|
| c) Knows the key elements of and approaches to the decision-making process in order to make informed decisions   | 765 (Levels 1,2,3); 769 (1,2)   | 718 (1,2,3)                | 713 (1,2,3)                         | 768 (2,); 770 (3,4); 774 (2,3)             | 4                       |
| d) Demonstrates understanding of the structure, roles and responsibilities of organizational governance, and the governance-executive leadership relationship                                | 769 (Levels 1,2)                | 718 (1,2)                  | 713 (1,2)                           | 776 (3,4)                                  | 4                       |
| <b>2.4 Strategic planning/ management and marketing</b>  |                                 |                            |                                     |  |                         |
| a) Understands and applies basic concepts and tools that are integral to strategic thinking, planning and management   | 769 (Levels 1,2)                | 718 (1,2,3,4)              | 713 (1,2)                           | 768 (2,3); 770 (3,4); 774 (2,3)            | 4                       |
| b) Uses system and strategic thinking models and methods to make decisions and solve problems  | 769 (Levels 1,2)                | 716 (1,2,3); 718 (1,2,3,4) |                                     | 770 (3,4); 774 (3); 776 (4); 768 (2,3)     | 4                       |
| c) Demonstrates understanding of market analysis, consumer behavior analysis, adoption of innovation, market expansion and market research   | 769 (Levels 1,2)                | 712 (2,3); 718 (1,2,3)     | 766 (1,2)                           | 770 (3,4); 776 (3)                         | 4                       |
| <b>2.5 Organizational behavior</b>   |                                 |                            |                                     |  |                         |
| a) Demonstrates understanding of application of organization behavior theories and practices to establish an organizational culture and climate of high level of morale and job satisfaction | 769 (Levels 1,2,3)              |                            |                                     | 770 (4); 776(4)                            | 4                       |
| b) Understands effective motivational strategies including compensation mechanisms to elicit desired behavior and response from others   | 769 (Levels 1,2,3)              |                            | 766 (1,2,3)                         | 776 (3,4)                                  | 4                       |
| <b>2.6 Innovation, change and creativity management</b>  |                                 |                            |                                     |  |                         |
| a) Identifies and analyzes innovation opportunities in healthcare organizations  |                                 | 718 (1,2,3)                | 713 (1,2,3)                         | 768 (2,3); 770 (3,4); 774 (2,3); 776 (3,4) | 4                       |
| b) Understands and applies models and methods of organizational change and innovation  | 765 (Levels 1,2,3); 769 (1,2,3) |                            | 766 (1,2); 713 (1,2)                | 770 (4); 774 (2,3); 776 (4)                | 4                       |

Competency

Fall  
Year I

Spring  
Year I

Summer I & II  
Year I

Fall  
Year II

Prog.  
target

| <b>3. Communications and interpersonal effectiveness</b>  |   |                                     |                                       |   | <b>4.0</b> |
|---|---|-------------------------------------|---------------------------------------|---|------------|
| <b>3.1 Personal communication and presentation skills</b>   |   |                                     |                                       |   |            |
| a) Able to develop, synthesize and articulate ideas and information   | 714 (Levels 1,2,3); 765 (1,2,3); 769 (1,2,3)              | 712 (2,3); 716 (1,2,3); 718 (1,2,3) | 724 (2,3,4); 766 (1,2,3); 713 (1,2,3) | 768 (2,3); 732 (4); 770 (4); 774 (3,4); 776 (3)   | 4          |
| b) Able to listen effectively and respond to others' ideas and thoughts, including non-verbal forms of communication                        | 714 (Levels 1,2,3); 765 (1,2,3); 769 (1,2,3); 775 (1,2,3) | 718 (1,2,3)                         | 724 (2,3,4); 766 (1,2,3); 713 (1,2,3) | 768 (2,3); 770 (4); 776 (3,4)                     | 4          |
| c) Speaks and presents information clearly and effectively before individuals and groups, in formal and informal settings                   | 733 (1,2); 765 (Levels 1,2,3); 769 (1,2,3)                | 718 (1,2,3)                         | 724 (2,3,4); 766 (1,2,3); 713 (1,2,3) | 732 (4); 768 (2,3); 770 (4); 774 (3,4); 776 (3,4) | 4          |
| d) Writes clearly and effectively   | 765 (Levels 1,2,3); 769 (1,2,3)                           | 712 (2,3); 718 (1,2,3)              | 724 (2,3,4); 766 (1,2,3); 713 (1,2,3) | 768 (2,3); 770 (4); 774 (4); 776 (3,4)            | 4          |
| <b>3.2 Developing and maintaining effective working relationships</b>   |   |                                     |                                       |   |            |
| a) Able to carry out effective communications with external stakeholders/audiences: marketing communications, public relations, advertising | 714 (Levels 1,2); 769 (1,2,3); 775 (1,2,3)                | 718 (1,2,3)                         |                                       | 732 (4); 774 (2); 776 (1,2)                       | 4          |
| b) Demonstrates understanding of and able to apply the critical elements of team development, dynamics and performance                      | 765 (Levels 1,2,); 769 (1,2,3)                            | 718 (1,2,3)                         | 724 (2,3,4); 766 (1,2); 713 (1,2)     | 732 (4); 770 (4); 774 (2); 776 (3,4)              | 4          |

| <u>Competency</u>   | <u>Fall<br/>Year I</u>                                 | <u>Spring<br/>Year I</u>          | <u>Summer I &amp; II<br/>Year I</u> | <u>Fall<br/>Year II</u>     | <u>Prog.<br/>target</u> |
|---|--|-----------------------------------|-------------------------------------|-----------------------------|-------------------------|
| c) Demonstrates cultural sensitivity and competence   | 765 (Levels 1,2,); 769 (1,2,3)                         | 718 (1,2,3)                       | 724 (2,3); 766 (1,2,3); 713 (1,2)   | 770 (4)                     | 4                       |
| <b>4. Professionalism and ethics</b>  |  |                                   |                                     |                             | <b>3.7</b>              |
| <b>4.1 Ethical decision-making, compliance, accountability, and integrity</b>   |  |                                   |                                     |                             |                         |
| a) Understands the roots of ethical behavior and decisions – personal, professional, organizational, and biomedical ethics, and identifies effective decision-making approaches to reconcile personal ethical values with the various ethical standards/codes   | 765 (Levels 1,2,3); 769 (1,2); 775 (1,2,3)             | 718 (1,2)                         | 724 (2,3)                           | 774 (2)                     | 4                       |
| b) Identifies the key elements of medical ethics, patient autonomy, beneficence, non-maleficence, and justice, and principles of ensuring organizational compliance   | 769 (Levels 1,2); 775 (1,2)                            |                                   | 724 (2,3)                           |                             | 3                       |
| <b>4.2 Professionalism in interfacing with other professionals</b>  |  |                                   |                                     |                             |                         |
| a) Able to interact and work effectively with other professionals, including cross-disciplinary team communication/ negotiation skills, and professionally acceptable norms of comportment and demeanor   | 714 (Levels 1,2); 765 (1,2,3); 769 (1,2,3); 775(1,2,3) | 716 (1,2,3); 718 (1,2,3)          | 724 (2,3); 713 (1,2)                | 770 (4); 774 (2); 776 (3,4) | 4                       |
| <b>5. Population Health Improvement, Public Health &amp; Community Development (Health system understanding)</b>  |  |                                   |                                     |                             | <b>3.3</b>              |
| <b>5.1 Social determinants of health and partnerships with public health agencies for advancing community health</b>  |  |                                   |                                     |                             |                         |
| a) Demonstrates understanding of population health and its applications in healthcare service planning and resource use optimization, including the social determinants of health and health disparities, and approaches to address the social responsibility of healthcare organizations   | 714 (Levels 1,2,3); 769 (1,2); 775 (1,2,3)             | 712 (2,3); 716 (1); 718 (1,2)     |                                     | 776 (3)                     | 4                       |
| b) Able to acquire and use the data needed for community health planning and services development, Affordable Care Act, developing the Affordable Care Act-mandated community health needs assessment (CHNA) and associated hospital strategy by non-profit hospitals, including sourcing data from public health agencies and stakeholders | 714 (Levels 1,2,3)                                     | 712 (1,2); 716 (1,2); 718 (1,2,3) |                                     |                             | 3                       |
| <b>5.2 Integrating population health with management of health service planning and delivery</b>  |  |                                   |                                     |                             |                         |

| <u>Competency</u>   | <u>Fall<br/>Year I</u>                 | <u>Spring<br/>Year I</u> | <u>Summer I &amp; II<br/>Year I</u> | <u>Fall<br/>Year II</u> | <u>Prog.<br/>target</u> |
|---|--|--------------------------|-------------------------------------|-------------------------|-------------------------|
| a) Describes how epidemiological surveillance tools are used to monitor community health and facilitate health promotion and prevention programs                | <b>714 (Levels 1,2,3); 775 (1,2,3)</b> |                          |                                     |                         | <b>3</b>                |
| *The Management Residency (3 credits, required) is not listed. Competencies addressed in the residency are unique to each project.                              |  |                          |                                     |                         |                         |
| <b>*MHA required course list:</b>   |  |                          |                                     |                         |                         |
| HSPM 714 - Perspectives in Community Health Organizations   |  |                          |                                     |                         |                         |
| HSPM 733 - Health Care Accounting   |  |                          |                                     |                         |                         |
| HSPM 765 - Leadership in Health Care Organizations  |  |                          |                                     |                         |                         |
| HSPM 769 - Organizational Behavior  |  |                          |                                     |                         |                         |
| HSPM 775 - Managerial Epidemiology  |  |                          |                                     |                         |                         |
| HSPM 712 - Health Economics   |  |                          |                                     |                         |                         |
| HSPM 716 - Quantitative Methods for Health Administration   |  |                          |                                     |                         |                         |
| HSPM 718 - Health Planning  |  |                          |                                     |                         |                         |
| HSPM 731 - Health Care Finance I  |  |                          |                                     |                         |                         |
| HSPM 724 - Health Law   |  |                          |                                     |                         |                         |
| HSPM 766 - Health Services Administration I (Human resources management)  |  |                          |                                     |                         |                         |
| HSPM 713 - Information Systems in Health Administration   |  |                          |                                     |                         |                         |
| HSPM 732 - Health Care Finance II   |  |                          |                                     |                         |                         |
| HSPM 768 - Health Services Administration II (Operations management)  |  |                          |                                     |                         |                         |
| HSPM 770 - Health Care Decision Making  |  |                          |                                     |                         |                         |
| HSPM 774 - Applied Quality Management in Health Care  |  |                          |                                     |                         |                         |
| HSPM 776 - Physician Practice Management (not required though advised for all MHA students, in process to make it required beginning with the fall 2015 cohort) |  |                          |                                     |                         |                         |

\*\* Program performance benchmark is  $\geq 80\%$  of target for the cohort achievement average.