

MASTER OF HEALTHCARE ADMINISTRATION (BUSINESS ANALYTICS)

Web Site: <https://twu.edu/health-care-administration/graduate-degrees/mha-business-analytics/>

The Master of Healthcare Administration (M.H.A.) with an emphasis in Business Analytics degree provides the skills needed to gather, analyze, and evaluate meaningful patterns represented in data that all healthcare organizations must understand and manage. This program option explores technology, interface, and security issues related to data access and use within healthcare organizations, while also imparting the professional skills required to effectively communicate complex technical information to various management levels within an organization.

Completion of the emphasis will immediately qualify the student to sit for the Health Information and Management Systems Society (HIMSS) first level of medical informatics certification as a CAHIMS (certified associate). For the next certification level, CPHIMS (certified professional), the M.H.A. degree with the business analytics emphasis substitutes for two years of equivalent experience. A person with a master's degree (including the Business Analytics emphasis) and three years of experience, rather than five years of experience, will qualify to sit for the CPHIMS certification.

The emphasis in Business Analytics is an extension of the regular M.H.A. degree program, and is available only to those students enrolled for the M.H.A. All regular M.H.A. admission requirements apply. A student can declare their interest in the Business Analytics emphasis at any time through their advisor. This emphasis requires an additional four courses (12 credit hours). However, two of these four courses can be substituted for two required electives in the overall M.H.A. degree; so the net increase for this emphasis is only two courses (six credit hours.)

The emphasis does not impact the Program's accreditation through the Commission on Accreditation of Healthcare Management Education (CAHME).

Marketable Skills

Defined by the Texas Higher Education Coordinating Board's 60x30 Strategic Plan (<https://reportcenter.highered.texas.gov/agency-publication/miscellaneous/thecb-60x30-strategic-plan/>) as, "Those skills valued by employers that can be applied in a variety of work settings, including interpersonal, cognitive, and applied skills areas. These skills can be either primary or complementary to a major and are acquired by students through education, including curricular, co-curricular, and extracurricular activities."

Our MHA Program uses the National Center for Healthcare Leadership (NCHL) competency model as the framework for curriculum planning and operation. Texas Woman's University was one of the universities and healthcare groups that worked together to develop the initial model. Our competency model (<https://twu.edu/health-care-administration/mha-competencies/>) was reviewed and updated in June 2023 by the HCA faculty, alumni, and its practitioner-based Advisory Board. The foundation of the Program's curriculum is to facilitate the development of a depth and breadth of knowledge in the health sector as well as 17 professional

competencies to support career success in healthcare management and leadership.

The competencies are organized in their support of four domains: Critical Thinking, Analysis, Problem Solving and Business Skills; Communication and Interpersonal Effectiveness; Professionalism and Ethics; Management and Leadership. Students completing the MHA program will be assessed on their ability to demonstrate the competencies at the basic (B), intermediate (I), and advanced (A)-levels.

All MHA students monitor their growth and development according to these competencies through a series of self- and faculty-assessments, and use this feedback to create professional development plans to guide them toward their career goals.

Critical Thinking, Analysis, Problem Solving, and Business Skill

- L3. Analytical Thinking (A)
- L8. Financial Skills (A)
- L17. Performance Measurement (I)
- L18. Process Management & Organizational Design (A)

Communication and Interpersonal Effectiveness

- L5. Collaboration (A)
- L22. Communication Skills (A)
- L21. Relationship Building (A)

Professionalism and Ethics

- L1. Accountability (A)
- L22. Self-Confidence (A)
- L23. Self-Development (A)
- L26. Team Leadership (A)

Management and Leadership

- L4. Change Leadership (I)
- L9. Human Resource Management (I)
- L12. Intuition Technology Management (A)
- L14. Innovative Thinking (A)
- L20. Project Management (I)
- L24. Strategic Orientation (I)

Admissions

All students must meet the University requirements as outlined in the Admission to the TWU Graduate School (<https://catalog.twu.edu/graduate/graduate-school/admission-graduate-school/>) section of the catalog.

The academic program may have additional admission criteria that must also be completed as outlined on the program's website.

Degree Requirements

Semester Credit Hours Required

51-60 Semester credit hours (SCH).

Code	Title	SCHs
Foundation Courses		0-9
HCA 5103	Foundations of Health Services	

HCA 5463	Research Methods for Managerial Decision Making	
or MKT 5153	Research Methods in Business	
HCA 5513	Financial Accounting in Health Care Administration	
Required Courses for M.H.A. major		
Health Systems Organization Sequence		
HCA 5393	Health Law and Ethics	3
HCA 5633	Health Policy Analysis	3
Management and Leadership Sequence		
HCA 5223	Strategic Planning in Healthcare	3
HCA 5343	Human Resources Management in Health Care Administration	3
HCA 5883	Professional Portfolio and Healthcare Career Competencies	3
HCA 5933	Capstone in Health Care Administration	3
Quantitative Methods Sequence		
HCA 5443	Operations Analysis in Healthcare Administration	3
HCA 5473	Health Information Management	3
or CSCI 5103	Fundamentals of Informatics	
HCA 5483	Population Health Management	3
HCA 5493	Performance Measurement and Quality in Health Care Administration	3
Finance, Accounting and Economics Sequence		
HCA 5533	Management Accounting for Health Care Organizations	3
HCA 5543	Health Care Finance	3
HCA 5623	Economics of Health Care	3
Required Courses for emphasis in Business Analytics		
CSCI 5673	Big Data: Management, Access, and Use	3
MGT 5763	Strategic Information Systems	3
MGT 5683	Business Decision Process	3
MGT 5693	Enterprise Applications of Business Intelligence	3
Total SCHs		51-60

Degree/Course Format

The MHA Program offers a flexible, year-round, sequenced, hybrid program that accommodates students to complete full- or part-time degree requirements. Three specially designed immersion courses (HCA 5883, HCA 5633, and HCA 5933) require students to attend a portion of class on the Dallas or Houston campus (see Immersion Sequence description to follow). The balance of courses are offered 100% online. Online courses may or may not include required or optional "live" evening courses via synchronous video. All required remote or in-person meeting dates are communicated in the TWU Class Schedule (<https://webadvisor.twu.edu/WebAdvisor/WebAdvisor/?TOKENIDX=3379389169&type=M&constituency=WBST&pid=CORE-WBST>).

Courses are sequenced to support student success using four levels: Foundation, Levels I, II, and III. Students are required to fully complete a level (or be enrolled concurrently in the final courses in a level) before they can enroll in the subsequent level.

MHA Program Faculty/Staff

The MHA program recruits a blend of full-time tenured or tenure-track, visiting, and adjunct faculty. The MHA Program strives to blend industry expertise with student-centered teaching and rigorous scholarship to prepare students for career success. An introduction to the MHA Faculty/Staff highlights the careers, teaching, and research experience these professionals bring to their students.

Foundation Courses/Placement Assessment

The MHA Program attracts students with highly diverse backgrounds, experiences, and interests. The foundation courses are the first level of preparation for specialized study in Health Care Administration and serve as "leveling" courses to ensure that our diverse student body enters the level I-III curriculum prepared for success.

The Program offers three Placement Assessments to all admitted students. Admitted students are invited to complete 1, 2, or all 3 of the assessments to determine their placement in the curriculum or where they will start the program. A 70% or higher score on these assessments will allow students to skip one or more of the Foundation Courses.

Immersion Sequence

Three MHA courses (HCA 5883, HCA 5633, and HCA 5933) are designed as hybrid courses (hybrid = online + in-person course) that require all students to travel to either Dallas or Houston to participate in in-person learning experiences with program faculty. HCA 5883 and HCA 5933 will require participation in a 3-day extended weekend and HCA 5933 will require students to participate in-person for 3 days during the scheduled term on a TWU campus or another approved off-site location. Online pre and post-work will be required to prepare for the course and to wrap up final assignments. These special courses will immerse students in graduate-level, dynamic courses that are designed to support student advancement on competencies that benefit most from in-person instruction.

Internship/Fieldwork Opportunities

Internships and field experiences are available with healthcare organizations. They are designed to provide students with the opportunity to integrate and apply knowledge and skills from their course experiences. While an internship or fieldwork is not required, it is strongly recommended for all individuals who lack health care experience or whose experience is primarily technical or clinical. The decision regarding whether the internship or fieldwork should be included as one of the elective courses is made jointly by the faculty advisor and student at the completion of 12 semester credit hours of study. In addition, many courses include fieldwork projects, tours, and assessments of local healthcare organizations. A maximum of three semester credit hours may be earned in internship or fieldwork and applied toward the degree. In order to receive academic credit for an internship or fieldwork the student must contact his/her faculty advisor and complete the necessary documentation with the HCA internship/fieldwork coordinator prior to applying or accepting an internship or fieldwork assignment.

Professional Development Portfolio

Each MHA student is required to develop and maintain a professional portfolio throughout their time in the Program. The portfolio is a professional development tool students use to monitor their achievements, strengths, and areas for development against the TWU MHA Competency Model (<https://twu.edu/health-care-administration/mha-competencies/>). Each student presents their portfolio to the faculty or their faculty advisor at the conclusion of each of the three courses in

the Immersion Sequence. Faculty or faculty advisors work with students to develop professional development plans to support their career goals.

Additional Grading Requirements

In addition to the general University grading requirements, the HCA Program limits the number of courses in which a grade of C is made in HCA program-specific courses to two. If a grade of C is made in a third HCA program-specific course, then regardless of the cumulative grade point average, the student will be dropped from the HCA Program. Since this is an HCA grading requirement and not a University requirement, the student may choose to apply to another TWU program.

The two C Rule applies even if the student retakes a course in which the initial grade was a C.