Doctor of Health Sciences (DHSc)

Student Handbook

2022-2025

NOTE: This handbook reflects current institutional and program information, including admissions criteria and curricula. Information is subject to change.

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DOCTOR OF HEALTH SCIENCES PROGRAM

The Doctor of Health Sciences (DHSc) is an advanced professional degree designed to facilitate advancement or career change for persons in healthcare and public health, clinical practice, administration, and education. The curriculum consists of 14 3-credit courses (42 credit hours) completed over three years. All courses are taught online and are typically offered in either a 16-week or 12-week format.

MISSION

To prepare scholarly health services professionals to serve as leaders and change agents in their place of employment and in their communities.

VALUES

- ☐ Academic integrity is the foundation of higher education.
- ☐ The student-teacher relationship is based on mutual respect, trust, and a desire for shared learning experiences.
- ☐ Diversity in many forms will strengthen the learning environment.
- ☐ We are accountable and responsive to our constituents.

GOALS

1. Prepare professionals to effectively serve organizations and communities based on a curriculum of diverse yet interrelated topics.
2. Encourage scholarly learning that is dynamic, reflective, and applied.
3. Provide individuals with the knowledge and skills necessary to function as leaders and innovators in a variety of health service and academic settings.

STUDENT LEARNING OUTCOMES

Graduates will be able to:
1. Explain how healthcare organizations function, drive change, and disseminate best practices to employees.
2. Demonstrate the ability to communicate professionally and effectively using a variety of tools.
3. Apply key principles of financial management.
4. Demonstrate an understanding of healthcare systems and how to optimize delivery of care.
5. Apply evidence and statistical reasoning principles in making data-driven decisions.
6. Analyze how health policy and strategy influence and shape healthcare organizations.
7. Demonstrate leadership skills and professionalism.

KEY PROGRAM CONTACT INFORMATION

NAME	ADDRESS	PHONE	E-MAIL
Gregory Scott, PhD, MHA, CMRP, FAHRMM Assistant Professor Director, DHSc	Eastern Virginia Medical School Lester Hall Room 414 651 Colley Avenue, Norfolk, VA 23501	757-446-0572	ScottGT@evms.edu
Angel Baker Office Coordinator II	Eastern Virginia Medical School Waitzer Hall Suite 1100 735 Fairfax Avenue, Norfolk, VA 23501	757-446-7935	BakerAC@evms.edu
Angela Schlender Distance Learning Specialist	Eastern Virginia Medical School Waitzer Hall Suite 1100 735 Fairfax Avenue, Norfolk, VA 23501	757-446-7935	SchlenAM@evms.edu

PROGRAM FACULTY

Program faculty are certified in accordance with institutional policies and procedures.

Faculty	
Gregory T. Scott, PhD, MHA	Assistant Professor Director, Doctor of Health Sciences Program EVMS School of Health Professions
C. Donald Combs, PhD	Professor Vice President and Dean, EVMS School of Health Professions
Brian C. Martin, PhD, MBA	Professor Associate Dean, Director of Master Public Health Program EVMS School of Health Professions
Mohan Pant, PhD, PStat	Associate Professor, Health Analytics Program EVMS School of Health Professions
Glen Yap, PhD, MBA	Assistant Professor EVMS School of Health Professions
Vincent A. Rhodes, PhD	Educator
Julie Stoner, PhD, MPH	Educator
Donald S. Buckley, PhD, MHA	Teacher

TECHNICAL STANDARDS

The essential abilities and skills that candidates and students must possess in order to complete the education and training associated with the Doctor of Health Sciences program.

1.0   Observation Skills Technical Standard

1.1   Demonstrate sufficient attention and accuracy in observation skills (visual, auditory, and tactile) in the lecture hall, in clinical and education settings, and online.

1.2   Indicators include but are not limited to accurate visualization and discrimination of text, numbers, patterns, graphic illustrations, and other imaging texts.

2.0   Communication Skills Technical Standard

2.1   Demonstrate effective communication skills with professionals of varying cultures, ethnicities, and personalities.

2.2   Indicators include, but are not limited to, these examples:

- Clear, efficient, and intelligible articulation of spoken English language.
- Legible, efficient, and intelligible written English language.
- Accurate and efficient English language reading skills.
- Accurate and efficient, expressive and receptive communication skills.
- Ability to accurately follow directions (oral and written).

3.0   Critical Reasoning Skills Technical Standard

3.1   Demonstrate critical reasoning skills, including, but not limited to, intellectual, conceptual, integrative, and quantitative abilities.

3.2   Indicators include, but are not limited to, these examples:

- Demonstrate ability to measure, calculate, reason, analyze, integrate, and synthesize information.
- Demonstrate ability to acquire, retain, and apply new and learned information.

4.0   Motor and Sensory Function Technical Standard

4.1   Demonstrate sufficient motor and sensory function to perform typical clinical laboratory duties.

4.2   Indicators include, but are not limited to, these examples:

- Execute motor movements that demonstrate safety and efficiency in the various learning settings (i.e., classroom, online).
- Physical stamina sufficient to complete the online didactic study, which will include prolonged periods of sitting.

5.0 Behavioral and Social Attributes Technical Standard

5.1 Demonstrate the behavioral and social attributes vital to participation in a graduate-level academic program.

5.2 Indicators include, but are not limited to, these examples:

- Possess the emotional health required for full utilization of mental faculties (judgment, orientation, affect, and cognition).
- Ability to develop mature and effective professional relationships with faculty and other members of the educational and healthcare team.
- Possess personal qualities that facilitate effective therapeutic interactions (compassion, empathy, integrity, honesty, benevolence, confidentiality).
- Demonstrate impartial motives, attitudes, and values in roles, functions, and relationships.
- Ability to monitor and react appropriately to one's own emotional needs and responses.
- Display appropriate flexibility and adaptability in the face of stress or uncertainty in teaching and learning environments.
- Compliance with standards, policies, and practices set forth in the Program Handbook.

STUDENT IDENTIFICATION POLICY

Since the DHSc program is offered entirely online through Internet access, there is no need for distance learners to obtain a photo identification badge. However, students enrolled in the program who live near the EVMS campus have the option to obtain a photo identification badge in case they wish to visit the program office, library, etc. To obtain a student ID badge please visit the Human Resources Department located in Waitzer Hall (735 Fairfax Avenue, Norfolk, VA 23507) between the hours of 8AM – 4PM Monday through Friday. This badge must be always worn prominently on campus for access to EVMS facilities.

COURSE REGISTRATION

Students will register for courses six weeks prior to the start of a new semester. This registration process will take place in the myEVMS portal and instructions are provided by the Distance Education Administrative team.

TRANSFER OF CREDITS

External Transfer Credits
Requests to transfer graduate credits from another accredited US or Canadian institution will be considered on an individual basis after students are admitted to the DHSc Program.

A student may transfer up to 12 graduate credit hours, if all of the following conditions hold:
- Graduate course credits were completed at an accredited US or Canadian institution and reflected on an official transcript.
- Transfers can feasibly occur within the seven-year matriculation limit of this DHSc Program;
- The grade earned is a 'B' or better; and
- The transfer course is approved by the DHSc Program.

All transfer requests must be made no later than the end of the first semester of the DHSc Program. Students requesting graduate credits to be transferred into the DHSc Program must submit a copy of the syllabus for the course and a Transfer Approval Request Form to the Program Director, who will consult with teaching faculty as appropriate. The Program Director will communicate approval decisions to the student via the Transfer Approval Request Form.

DHSC 903 Leading Innovation is a capstone course and is not eligible for transfer credit.

Approved transfer grades are included on a DHSc student's transcript; however, transfer grades are not included in

semester or cumulative GPA calculations.

Internal Transfer Credits
Non-degree-seeking students taking courses in the DHSc Program may transfer up to 15 internal credit hours. A grade of 'B' or better is required for each transferred course.

Non-degree-seeking students who apply to matriculate into the DHSc Program may be granted admission for the Fall, Spring, or Summer terms. In those cases, non-degree-seeking students must meet all admission requirements for matriculating students.

Approved internal grades will be included on a DHSc student's transcripts and will be included in cumulative GPA calculations.

STUDENT FINANCES

EVMS Financial Services will mail an invoice one month prior to the start of each semester. Your first invoice will include tuition and student fees, less your acceptance deposit.

PAYMENTS

Tuition payments for the Doctor of Health Sciences program must be paid by the first day of each semester, based on the total number of credit hours for which a student has enrolled. Tuition is subject to change. Please contact Financial Services at 757-446-6063 or by email AR@evms.edu if you do not receive a tuition invoice or if you have questions about your bill.

TUITION STATEMENTS

You can access your financial statements at any time online using the Student Portal. If you have any questions or do not receive an invoice, please contact Financial Services at 757-446-6063 or by email AR@evms.edu.

FINANCIAL AID

To qualify and maintain eligibility for Federal Student Aid programs, an applicant must be accepted for admission to Eastern Virginia Medical School, be enrolled in good standing at least half time, be a U.S. citizen or permanent resident, be registered with the Selective Service if a male, at least 18 years old, under 26 years old, and not currently a member of the Armed Forces, not be in default on a previous student loan or owe a refund on any Title IV funds received at another educational institution, maintain satisfactory academic progress and be creditworthy (for credit based loans). To be considered enrolled at least half time, students must be registered and attending at least three (3) credit hours per semester. Failure to maintain enrollment in at least three (3) credits per term could result in loans being returned to the Title IV granting agency and could result in a balance due to EVMS. Sources of financial aid can be confirmed by the EVMS Office of Financial Aid at 757-446-5804 or email at finaid@evms.edu or online at Office of Financial Aid. Financial aid staff can provide detailed information and counseling.

TUITION DISCOUNTS

If you are employed by Sentara, you are eligible to receive a 10% tuition discount for this program. To receive the discount, we must be able to verify your employment in advance of each semester, so please send an e-mail to Dr. Gregory Scott and Angel Baker confirming your request for the discount by July 1, November 1, and March 1.

FINANCIAL AID AND ACADEMIC PROBATION

In order to continue to receive federal, state, and institutional financial aid, you must maintain satisfactory academic progress according to your program's guidelines, but you must also meet the pace and completion requirements of the federal regulations. More information on the Satisfactory Academic Progress requirements is located online at Financial Aid's Satisfactory Academic Progress.

ATTENDANCE

Once the semester begins, students are notified of new course openings. Students are required to log into their new course(s) the first day of the term. Information about the course schedule, such as start and stop dates, is available in this handbook (Program Schedule), the DHSc Overview Course and the DHSc Class Calendar. Failure to log into a course and missing important deadlines may lead to withdrawal from a course.

ONLINE COURSE PROCEDURES

EXAMINATION PROCEDURE

Some courses may administer examinations and quizzes online. Due to the differing time zones, specific time slots are allocated for each online assessment based on Eastern Standard Time (EST). Each instructor may vary the exam format (e.g., multiple choice questions, short answer, essay). Follow the instructions provided by the course instructor. For questions or concerns with Blackboard, please contact distance learning at DEAdmin@evms.edu or (757) 446- 5051 during normal business hours.

ASSIGNMENTS

Deadlines and instructions for submitting assignments are included in each course syllabus.

GRADES

Grades for assignments and exams are typically posted in the Blackboard course site within approximately one week after the assessment or deadline. At the conclusion of each course and after the course survey or evaluation has been completed by all students, the course grades will be posted. Please contact the instructor if you have not received a grade within the allotted time. If you do not receive a clear or prompt response, contact the Program Director, Dr. Gregory Scott at ScottGT@evms.edu .

We ask all students to fill out an evaluation or survey for each course. These are anonymous questions that evaluate the course and instructors. As soon as the Course Evaluation Surveys are complete, your grades are released.

INSTRUCTOR RESPONSE TIME

Faculty are expected to respond to email within 48 hours. Feedback on assignments is usually provided within one week of receipt. If there are any concerns about faculty response, please contact the Program Director, Dr. Brian C. Martin at ScottGT@evms.edu .

CLASS DEMEANOR

Students are expected to interact in a professional demeanor with classmates, faculty, and staff. Inappropriate language, dissension, or disruption will be removed from any web posting and disciplinary action may be taken.

EMAIL

Your EVMS email account is your official means of communication with the DHSc Program and will be used for the duration of the program. Email may be sent from within Blackboard, but it will use your EVMS email account as the sending account.

TROUBLESHOOTING

If you cannot log into Blackboard (Bb), or access your email, contact the Network Information Center (ACC), 757-446-5871, comphelp@evms.edu. If you are having difficulty saving or submitting an exam, call the Help Desk 757-446-5051, distancelearning@evms.edu during normal business hours or ExamSoft support from 8:30 am until 8:30 pm EST: 866-429-8889 or support@examsoft.com. After hours contact the on-call contact numbers in the order indicated at the beginning of the exam in the instruction window.

GRADING POLICIES

Students receive course letter grades using the scale below. Final course grades are calculated according to the course syllabus, and mathematical rules for rounding to the nearest whole number based on two decimal places are applied. For example, a final grade of 93.45 would round to a 94 (A), while a final grade of 93.44 would round to a 93 (A-).

A grade less than 70 (below C-) in any course is not considered as successfully passing, which means that the course must be repeated. When the course is repeated and a grade of C- or higher is achieved, the GPA will be calculated using the higher grade. The original course and grade will appear on the transcript.

Letter Grade	Grade Point Average	Grade Scale	Letter Grade	Grades Not Affecting GPA
A	4.00	100 - 94	A	Audit - AU
A-	3.67	93 - 90	A-	Incomplete - I
B+	3.33	89 - 87	B+	Pass - P
B	3.00	86 - 84	B	Official Withdrawal - W
B-	2.67	83 - 80	B-	Unofficial Withdrawal - WF
C+	2.33	79 - 77	C+	
C	2.00	76 - 74	C	
C-	1.67	73 - 70	C-	
D+	1.33	69 - 67	D+	
D	1.00	66 - 64	D	
D-	0.67	63 - 60	D-	
F	0.00	59 or less	F	

LATE ASSIGNMENTS

Assignments must be submitted on or before their due date. Assignments submitted after a deadline are subject to penalties as specified in the course syllabus. If you are unable to meet a time frame for submission of an assignment, please communicate with the course faculty member as early as possible.

STUDENT PROGRESS

Student progress is monitored during all courses and at the end of each semester. Students who do not meet certain academic standards are subject to formal warnings, probation, and/or dismissal.

ACADEMIC STANDING, WARNING AND PROBATION

1. Students are in good academic standing if their term and cumulative GPA is 3.00 or greater.
2. If a student's term or cumulative GPA falls below 3.00, a written warning is issued. Students who receive a warning must increase their cumulative GPA to 3.00 or higher by the completion of the following semester, or they will be placed on academic probation.
3. Students placed on academic probation must achieve a term GPA of 3.00 or higher by the completion of the following semester, or they will be subject to dismissal. Students on probation who achieve a term GPA of 3.00 or higher, but whose cumulative GPA is below 3.00, may remain on probation for one additional semester.
4. No student may remain on probation for more than two consecutive semesters. Any student who fails to attain a cumulative GPA of 3.00 or higher after two semesters of probation will be subject to dismissal from the program.
5. Any student receiving a grade of a C- or lower in two courses is subject to dismissal from the program.
7. The Program will make every reasonable effort to notify students of their academic status. A letter is mailed to each student placed on academic warning, probation, or dismissal. However, it is the responsibility of every student to monitor their academic progress and to check with the Program Director if there are any questions about their academic status.

NOTE: Eligibility to receive financial aid may be affected if a student is placed on academic probation.

LEAVE OF ABSENCE

A student may file for Leave of Absence (LOA) from the program in accordance with Federal Title IV Refund Regulations. The LOA policy may be found here.

STUDENT DISABILITY SERVICES STATEMENT

EVMS is dedicated to providing reasonable accommodations to qualified students with a documented disability. The student must self-identify with the Office of Student Disability Services as having a disability to begin the accommodation process. It is in the best interest of the student to begin the accommodation process as soon as you are aware that you may need them, as accommodations are not retroactive. All students must be able to fulfill the academic and technical standards of their academic program with or without reasonable accommodations; however, accommodations are made available to aid in fulfilling those standards, not to waive them. If you have, or believe you have, a disability for which you wish to request accommodations under the Americans with Disabilities Act or Section 504 of the Rehabilitation Act, you must contact the EVMS Disability Officer   StudentDisability@EVMS.EDU . For more information about the disability accommodations process, please visit: the Student Disability Guide for Students provided online.

PROFESSIONALISM AND SCHOLARLY REQUIREMENTS

THE EVMS HONOR SYSTEM

The students, faculty, and administration of EVMS join together in support of the EVMS Honor Code for the purposes of providing an atmosphere of mutual trust, concern, and respect, fostering honorable and ethical behavior, and cultivating lifelong professional conduct. As a student in the DHSc program you are required to sign and abide by the EVMS Honor Code. Enforcement of the Honor Code is a responsibility which is shared by faculty and students.

Any action indicating lack of integrity or dishonesty in academic matters is considered a violation of academic ethics and the Honor Code. Such offenses include, but are not limited to, lying, stealing, engaging in or attempting to engage in cheating, plagiarism, sabotage, falsifying or manipulating data, or knowingly passing off work of another as one's own. Any student who fails to abide by the Honor Code or live up to its principles is subject to disciplinary action by the Honor Court. All students are obligated to support the Honor Code and report any violation thereof to the Honor Council. Each student subscribes to the Honor Code by signing in writing his/her support at the time of matriculation.

PLAGIARISM

Plagiarism can best be defined as stealing and passing off the ideas and/or exact words of another as your own. Examples of plagiarism are as follows: (1) submitting work that belongs to another person or has been written by someone other than you; (2) copying from a source without proper acknowledgment, quotation marks, or both, and (3) paraphrasing from a source without proper acknowledgment. The simplest way to prevent plagiarism is to maintain proper attribution and citation techniques. As you write academic papers, you must remember to conscientiously attribute ideas and quotes when referring to the writings of others.

Students in this program are trained to:
- Understand proper ways to cite and use material from others' work.
- Know the differences between citation, quotation, and plagiarism.

PUBLISHING POLICY

All scholarly work done as part of the requirements of completing the Doctor of Health Sciences Program must be attributed to EVMS.

GRADUATION REQUIREMENTS

LENGTH OF TIME TO COMPLETE THE DEGREE

Students are expected to complete the DHSc program in three years but must complete the program in 6 years. Any student who is unable to complete the program in the allotted time must submit a written plan to the Program Director that specifies a projected time frame for finishing the program. Financial aid could be impacted by failure to complete the degree in a timely manner. Students must pass all courses and achieve a cumulative grade point average of 3.00 or higher to graduate.

GRADUATION

EVMS confers formal academic degrees at an annual graduation ceremony to students in degree granting programs. All candidates for academic degrees, who qualify during a given academic year, will be graduated at this ceremony regardless of the actual completion date of the degree requirements. Students may participate in commencements while still completing requirements; however, they will be presented with an empty diploma folder during the ceremony. The diploma will be sent after all degree requirements are completed. In order to participate in graduation all degree requirements must be completed within 90 days after the date of graduation. The Program Director must confirm that all requirements have been completed or that adequate progress has been made one month prior to graduation or the student will not be approved to attend commencement (see Certification for Graduation in Appendices). The student must petition for approval to attend graduation one month prior if all requirements have not been met by completing the Petition to Attend Graduation.

The ceremony is conducted on the third Saturday in May. Caps and gowns for distance learning students are distributed on the day of graduation at Scope Auditorium in Norfolk, Virginia. A line-up sheet will also be given to inform graduates of the order of procession. Assistance will be provided for any questions or concerns. Commencement exercises are part of a larger academic tradition. Commercial activity is incompatible with these exercises.

CURRICULUM

The DHSc curriculum is designed to prepare leaders in various medical and health professions organizational settings. The 42-credit hour program is offered 100% online and designed to be completed in eight consecutive semesters.

Course Sequence

Fall-1 (6 credits):
- DHSC 700 Strategic Communication
- DHSC 702 Healthcare Delivery Systems

Spring-1 (6 credits):
- DHSC 701 Management of Organizational Change
- DHSC 703 Conflict Analysis & Negotiations

Summer-1 (3 credits):
- DHSC 805 Population & Preventive Healthcare

Fall-2 (6 credits):
- DHSC 704 Introduction to Healthcare Analytics
- DHSC 800 Essentials of Financial Management

Spring-2 (6 credits):
- DHSC 706 Research Methods

□   DHSC 803 Program Evaluation

Summer-2 (3 credits):

□   DHSC 804 Leadership & Professionalism

Fall-3 (6 credits):

□   DHSC 900 Policy & Politics of Healthcare

□   DHSC 901 Healthcare Strategy

Spring-3 (6 credits):

□   DHSC 705 Effective Information Technology for Healthcare

□   DHSC 903 Leading Innovation

COURSE DESCRIPTIONS

STRATEGIC COMMUNICATION

Communication skills have never been more important than in the 21st century where professionals must balance verbal and written interactions. Strategic communication must align with the message, the medium, and the audience to help organizations achieve their goals. This course will explore those concepts and help students improve their communication skills, including topics such as professional writing, developing effective PowerPoint presentations, importance of active listening, and evolving use of social media.

HEALTHCARE DELIVERY SYSTEMS

This course focuses on the identification and analysis of factors and interrelationships which influence the operation of health services organizations with specific attention to local health departments, hospitals, multi-institutional systems, integrated health systems and strategic alliances. These organizations will be viewed and discussed comparatively with other types of health service agencies.

MANAGEMENT OF ORGANIZATIONAL CHANGE

Examine issues and principles in the management of individuals, groups, and organizations. Topics include motivation and reward systems, group dynamics and organizational design and change.

CONFLICT ANALYSIS AND NEGOTIATIONS

Examine issues and principles in the management of conflict and negotiation within organizations. Topics include resolution strategies and organizational design and change. Students will examine case studies and develop a conflict scenario that applies concepts learned throughout the course.

POPULATION HEALTH AND PREVENTIVE CARE

This course discusses the determinants of health, health behavior change, measuring health status, and influences on health status including health disparities and socioeconomic status. This includes discussion on how healthcare organizations utilize this information to improve health status among populations. Additionally, students will be able to identify and understand population-based approaches aimed at health improvement.

ESSENTIALS OF FINANCIAL MANAGEMENT

This course covers financial management in health care organizations including, but not limited to, financial decision-making using accounting information, operation of business units, principals of economics and capital budgeting processes along with budgetary and financial controls. Financial performance will be analyzed along with revenue determination and profitability. General accounting foundations and terminology will be covered. Students will analyze "real-life" cases to apply cost allocation, marginal cost pricing, breakeven, budget variance, capital investment, and financial analysis skills. Students will also identify and explore a health care finance-related topic and prepare a research paper.

INTRODUCTION TO HEALTHCARE ANALYTICS

This course introduces basic concepts in healthcare analytics. Students will develop data analysis skills with an emphasis on statistical reasoning. The course is designed to teach students how to use data to make informed decisions. This process includes reviewing the data, exploring all the underlying assumptions, summarizing, and analyzing the data, and finally translating the results. Discussions and assignments will focus on honing data interpretation and the ability to strategically apply analysis results to improve health outcomes.

RESEARCH METHODS

This course introduces research methods and their applications in the healthcare environment. The course will provide an opportunity for students to establish and advance their understanding of research through exploring the fundamental definition of study design, technical methodology, data collection, data analysis, research ethics, statistical interpretation, and effective dissemination of research results. Students will be implementing theoretical concepts to critically review relevant literature and evaluate different types of research procedures and outcomes. Students will also apply the methodologies they learn to identify and explain and prepare a preliminary research protocol. The primary focus of this course is to develop the learner's ability to understand, evaluate, and apply research methods in healthcare settings and to prepare them to become effective leaders in that environment.

PROGRAM EVALUATION

To ensure student learning and program quality, address accreditation standards, and satisfy institutional initiatives, formative and summative program evaluation methods will be examined in depth. Formative evaluation topics include needs assessment, evaluability assessment, structured conceptualization, implementation evaluation, and process evaluation. Summative evaluation topics include outcome evaluations, impact evaluation, cost-effectiveness, and cost-benefit analysis, secondary analysis, and meta-analysis. Strategies for establishing an evaluation culture within an educational institution will be discussed. Learners will apply this knowledge to their actual working environment through a series of practical exercises.

LEADERSHIP AND PROFESSIONALISM

This course will expose learners to effective leadership approaches and skill sets. Topics will include fundamentals of leadership, leadership and professionalism self-assessment, leadership philosophy, professionalism, essential leadership and professionalism skills, modeling best leadership practices and behaviors, ethics in leadership, institutional and program accreditation, handling conflict, and emerging issues. Learners will apply this learning to their professional life through a series of practical exercises.

POLICY AND POLITICS OF HEALTHCARE

An introduction to the policy process, frameworks for understanding health policy issues, background research necessary for policy implementation and implementation strategies.

HEALTHCARE STRATEGY

Examination of strategy-making issues for healthcare organizations, including analysis of economic incentives, financial strategies, development of mission and goals and formulation and implementation of long-range strategies to accomplish those goals.

EFFECTIVE INFORMATION TECHNOLOGY FOR HEALTHCARE

This course provides the key concepts related to information technology within healthcare organizations. The course explores how information technologies are used as a tool to enhance performance within healthcare organizations for positive health outcomes. Topic areas include various information technologies used in the healthcare sector; methods for assessing and ensuring information technology value; laws, regulations, and standards to guide the practice; achieving effectiveness through information technology; and the latest development including business and clinical intelligence andtelemedicine.

LEADING INNOVATION

Increasingly complex environments require a commitment to develop innovative solutions to address changing systems and evolving needs. This course will examine concepts and case studies of innovation in a variety of organizations, along with the tools and strategies necessary to promote effective change through discovery and networking. Students will apply information learned throughout the program to develop an innovative proposal for their place of employment or for an organization they aspire to work for.

APPENDICES

PETITION TO ATTEND GRADUATION
Doctor of Health Sciences Program

This form must be completed and returned one month prior to graduation (the third week in April). This form is required by students who have not completed all degree requirements but would like to attend graduation or would like to officially graduate in the academic year under which you entered the program, (i.e. Class of 2020). Students must email the completed form for review by the Program Director. Any outstanding requirements must be completed within approximately 90 days from the date of the graduation ceremony.

Student Name		Student ID #	
Student Signature		Date	

List of Requirements Not Met

SIGNATURES	Date
Program Director	

CERTIFICATION FOR GRADUATION
Doctor of Health Sciences Program

This form will be completed and submitted by the Program Administrator. After student evaluation and signature are obtained the student will be allowed to graduate. To be completed by DHSC Office.

Name: _____

                Last Name   First Name   Middle Initial

Student ID #: _____

Entry Year:_____

Final Cumulative GPA:_____

Check all courses that have been completed.

Course	Course Name	Credit Hours
DHSC 700	Strategic Communication	3
DHSC 702	Healthcare Delivery Systems	3
DHSC 701	Management of Organizational Change	3
DHSC 703	Conflict Analysis & Negotiations	3
DHSC 805	Population Health and Preventive	3
DHSC 800	Essentials of Financial Management	3
DHSC 704	Introduction to Healthcare Analytics	3
DHSC 706	Research Methods	3
DHSC 803	Program Evaluation	3
DHSC 804	Leadership and Professionalism	3
DHSC 900	Policy & Politics of Healthcare	3
DHSC 901	Healthcare Strategy	3
DHSC 705	Effective Information Technology for Healthcare Organizations	3
DHSC 903	Leading Innovation	3
TOTAL CREDIT HOURS		42

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           Program Director   Date