Doctor of Health Sciences (DHSc)

Student Handbook

2020-2023

Revised: April 2020

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 (PG-1).
2. Encourage scholarly learning that is dynamic, reflective, and applied (PG-2).
3. Provide individuals with the knowledge and skills necessary to function as leaders and innovators in a variety of health service and academic settings (PG-3).

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

<table>
<thead>
<tr>
<th>NAME</th>
<th>ADDRESS</th>
<th>PHONE</th>
<th>E-MAIL</th>
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</thead>
<tbody>
<tr>
<td>Brian C Martin, PhD, MBA</td>
<td>Eastern Virginia Medical School</td>
<td>757-446-6196</td>
<td><a href="mailto:MartinBC@evms.edu">MartinBC@evms.edu</a></td>
</tr>
<tr>
<td>Professor</td>
<td>Lester Hall, Room 416</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate Dean</td>
<td>651 Colley Avenue, Norfolk, VA 23507</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director, DHSc</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kathleen Gabana, MEd</td>
<td>Eastern Virginia Medical School</td>
<td>757-446-7063</td>
<td><a href="mailto:GabanaKM@evms.edu">GabanaKM@evms.edu</a></td>
</tr>
<tr>
<td>Program Administrator</td>
<td>Lester Hall, Room 315</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Angel Baker</td>
<td>651 Colley Avenue, Norfolk, VA 23507</td>
<td>757-446-7935</td>
<td><a href="mailto:BakerAC@evms.edu">BakerAC@evms.edu</a></td>
</tr>
<tr>
<td>Office Coordinator II</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tyrah Vann</td>
<td>Eastern Virginia Medical School</td>
<td>757-446-0365</td>
<td><a href="mailto:VannT@evms.edu">VannT@evms.edu</a></td>
</tr>
<tr>
<td>Distance Learning Specialist</td>
<td>Lester Hall, Room 315</td>
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</tr>
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## PROGRAM FACULTY

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

<table>
<thead>
<tr>
<th>Faculty</th>
<th></th>
</tr>
</thead>
</table>
| Brian C. Martin, PhD | Professor  
Associate Dean for Administration  
Director, Master of Public Health Program  
Director, Doctor of Health Sciences Program |
| C. Donald Combs, PhD | Professor  
Vice President and Dean, EVMS School of Health Professions |
| Tina Cunningham, PhD | Director - Healthcare Delivery Science Program  
Director-Healthcare Analytics Program  
Associate Professor |
| Mohan Pant, PhD, PStat | Associate Professor, Health Analytics Program, School of Health Professions |
| Gregory T. Scott, PhD, MHA | Assistant Professor, School of Health Professions |
| Glen Yap, PhD, MBA | Assistant Professor, School of Health Professions |
| Vincent A. Rhodes, PhD | Educator |
| Julie Stoner, PhD, MPH | Educator |
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

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

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

2.02 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

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

3.02 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

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

4.02 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

5.01 Demonstrate the behavioral and social attributes vital to participation in a graduate-level academic program.
5.02 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**

Due to the fact that 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 Smith-Rogers Hall (358 Mowbray Arch, Norfolk, VA 23507) between the hours of 8AM – 4PM Monday through Friday. This badge must be worn prominently at all times on campus for access to EVMS facilities.

**COURSE REGISTRATION**

Students will register for courses approximately six weeks prior to the start of each semester. This registration process will take place in the myEVMS portal by clicking on the VZ Registration link. Once the student has logged into the portal and clicks on the link, a registration page will display. Click all of the course boxes listed for the semester and press submit. A confirmation email will be sent to the student’s EVMS email account. The registration will follow with an invoice that will be sent by mail to the student.

**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 [myEVMS Portal](https://myevms.evms.edu/). 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 Eastern Virginia Medical School or 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. Brian C. Martin and Kathleen Gabana 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 are located online at [Financial Aid's Satisfactory Academic Progress](https://www.evms.edu/financial-aid/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 distancelearning@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. Brian C. Martin at MartinBC@evms.edu.

We ask all students to fill out an evaluation or survey for each and every 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 MartinBC@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.
<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Grade Point Average</th>
<th>Grade Scale</th>
<th>Letter Grade</th>
<th>Grades Not Affecting GPA</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
<td>100 - 94</td>
<td>A</td>
<td>Audit - AU</td>
</tr>
<tr>
<td>A-</td>
<td>3.67</td>
<td>93 - 90</td>
<td>A-</td>
<td>Incomplete - I</td>
</tr>
<tr>
<td>B+</td>
<td>3.33</td>
<td>89 - 87</td>
<td>B+</td>
<td>Pass - P</td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
<td>86 - 84</td>
<td>B</td>
<td>Official Withdrawal - W</td>
</tr>
<tr>
<td>B-</td>
<td>2.67</td>
<td>83 - 80</td>
<td>B-</td>
<td>Unofficial Withdrawal - WF</td>
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<tr>
<td>C+</td>
<td>2.33</td>
<td>79 - 77</td>
<td>C+</td>
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<td>C</td>
<td>2.00</td>
<td>76 - 74</td>
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<td>C-</td>
<td>1.67</td>
<td>73 - 70</td>
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<td>D+</td>
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<td>69 - 67</td>
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<td>63 - 60</td>
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<tr>
<td>F</td>
<td>0.00</td>
<td>59 or less</td>
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**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 considered to be 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.
6. 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.

**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
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 and 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 and telemedicine.

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.
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.

<table>
<thead>
<tr>
<th>Student Name</th>
<th>Student ID #</th>
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<td>Student Signature</td>
<td>Date</td>
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List of Requirements Not Met

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SIGNATURES

<table>
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<tr>
<th>Program Director</th>
<th>Date</th>
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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.**

<table>
<thead>
<tr>
<th>Name:</th>
<th>Last Name</th>
<th>First Name</th>
<th>Middle Initial</th>
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Entry Year:  

Final Cumulative GPA:  

Check all courses that have been completed.

<table>
<thead>
<tr>
<th>Course No</th>
<th>Course Name</th>
<th>Credit Hours</th>
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<tbody>
<tr>
<td>DFSC 700</td>
<td>Strategic Communication</td>
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<tr>
<td>DFSC 701</td>
<td>Management of Organizational Change</td>
<td>3</td>
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<tr>
<td>DFSC 702</td>
<td>Healthcare Delivery Systems</td>
<td>3</td>
</tr>
<tr>
<td>DFSC 703</td>
<td>Conflict Analysis &amp; Negotiations</td>
<td>3</td>
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<td>DFSC 802</td>
<td>Learning Engineering</td>
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<td>DFSC 800</td>
<td>Essentials of Financial Management</td>
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<td>DFSC 704</td>
<td>Introduction to Healthcare Analytics</td>
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<td>DFSC 705</td>
<td>Effective Information Technology and Health</td>
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<tr>
<td>DFSC 801</td>
<td>Leveraging Data for Evidence-Based Decision Making</td>
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<td>DFSC 803</td>
<td>Program Evaluation</td>
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<td>DFSC 804</td>
<td>Leadership and Professionalism</td>
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<tr>
<td>DFSC 900</td>
<td>Policy &amp; Politics of Healthcare</td>
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<td>DFSC 901</td>
<td>Healthcare Strategy</td>
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<td>DFSC 903</td>
<td>Leading Innovation</td>
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**TOTAL CREDIT HOURS**  

42

Program Director  

Date