

HEALTHCARE ADMINISTRATION AND INTERPROFESSIONAL LEADERSHIP (MS)

Visit program website. (<https://healthleadership.ucsf.edu/>)

Degree Offered: MS

Program Leadership:

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Program Description

The Healthcare Administration and Interprofessional Leadership master's program (MS HAIL) is an innovative online graduate program providing healthcare administrators with opportunities to learn from expert faculty and leaders in healthcare, collaborate with interprofessional peers, contribute to their healthcare organization's mission, and develop a network of colleagues committed to making healthcare accessible, affordable, and sustainable.

- Enroll in Fall or Spring
- Graduate in 12 months
- Learn and interact online with expert faculty and colleagues
- Attend three on-campus sessions
- Implement a quality improvement project at your workplace

Graduates from the program — one of UCSF's first online education programs — will gain new knowledge and competencies needed to reshape the future of healthcare. Students will study with UCSF's highly esteemed, interprofessional faculty and healthcare leaders, and will become proficient in health systems research, healthcare policy and economics, leadership and organizational change, effective business practices and management of social and human capital.

For more information about this program, please visit the MS HAIL program website (<https://healthleadership.ucsf.edu/>).

Applications are accepted in summer (June) and winter (January).

The Healthcare Administration and Interprofessional Leadership program is offered by the UCSF Division of Graduate Education and Postdoctoral Affairs, administered by the UCSF School of Nursing, and delivered by faculty members in UCSF schools.

Admission Requirements

- Submission of a completed online application.
- Bachelor's degree from an accredited institution with a minimum cumulative grade point average of 3.0.
- Official academic transcripts of undergraduate degree(s), any other degrees, and any other college/university courses completed. Applicants who completed degrees or course work outside of the U.S. must submit a course-by-course credential evaluation in English from a credential evaluation service that is a member of NACES, such as World Education Services or Education Credential Evaluators.

- Applicants must be employed within a healthcare organization and remain employed while in the program. To be competitive, applicants should have at least two years of consecutive professional or management healthcare experience prior to starting.
- Resume/CV
- Three letters of reference are required. One must be from a former faculty or someone who can speak to your academic potential, a second from someone well acquainted with your professional preparation, experience and potential for leadership, and a third from an administrator within your healthcare organization.
- Personal and Goal Statements
- Interprofessional Capstone Project Idea
- Proficiency in English and academic writing

Learning Outcomes

At the end of the MS-HAIL program, students will be able to:

- Employ effective communication and relationship management strategies across disciplines to create and sustain an inclusive organizational culture that inspires collaboration and innovation.
- Apply change management strategies and interprofessional decision-making skills to optimize individual and organizational outcomes.
- Utilize best scientific evidence in organizational theory, human resource management, health care policy, and information technology to improve health care quality and patient safety.
- Commit to innovative and ethical leadership incorporating respect, integrity, and life-long learning.
- Analyze the relationship between health care policy and health care delivery to improve health outcomes in patients, populations and systems.
- Relate knowledge of the physical and organizational environment to appropriate health care leadership and management strategies.
- Utilize financial analytical skills to critique financial flow in health care, evaluate fiscal health and assess risks and opportunities for maximizing organizational strategy.
- Design, implement, lead and evaluate a meaningful evidence-based quality improvement (EBQI) project with an interprofessional team to improve health care processes and outcomes for individuals, populations and systems.
- Apply knowledge of social, political, cultural and health inequities to health care leadership.

Additional Information

Program Core Faculty

- Find a program faculty list (<https://healthleadership.ucsf.edu/faculty/>) on the program website.

Career Outcomes

- Find career outcomes and other data on master's programs (<https://graduate.ucsf.edu/ms-hail-statistics/>) on the Graduate Education and Postdoctoral Affairs website.

Degree Requirements

- 13 courses (11: 3 units each, 2: 1.5 units each = 36 units)
- Three on-campus sessions, including a one-day new cohort orientation
- Administration practicum

- Evidence-based Quality Improvement (EBQI) project
- Comprehensive examination

Core Courses

| Course | Title | Units |
|--------------------|---|-----------|
| Quarter 1 | | |
| HLTH ADMIN 200A | Advanced Scholarship in Health Systems Research ¹ | 3 |
| HLTH ADMIN 200B | Healthcare Finance and Economics ¹ | 3 |
| HLTH ADMIN 207A | Essential Leadership: Foundations for Effective Performance (includes a 2-day on-campus intensive) ¹ | 3 |
| Units | | 9 |
| Quarter 2 | | |
| HLTH ADMIN 202 | Leadership: Environmental Systems | 3 |
| HLTH ADMIN 204 | Healthcare Economics, Policy, and Decision-making | 3 |
| HLTH ADMIN 401 | Administrative Practicum (Winter/Summer) ² | 3 |
| Units | | 9 |
| Quarter 3 | | |
| HLTH ADMIN 208A | Leadership and Healthcare Policy | 1.5 |
| HLTH ADMIN 208B | Strategic Healthcare Leadership | 1.5 |
| HLTH ADMIN 205 | Healthcare Quality, Safety and Interprofessional Dynamics | 3 |
| HLTH ADMIN 402 | Administrative Practicum (Fall/Spring) ² | 3 |
| Units | | 9 |
| Quarter 4 | | |
| HLTH ADMIN 201 | Leadership: Forces of Change | 3 |
| HLTH ADMIN 206 | Strategic Management of Human Resources | 3 |
| HLTH ADMIN 207B | Leadership in Action: Inquiry to Innovation ³ | 3 |
| Units | | 9 |
| Total Units | | 36 |

¹ HLTH ADMIN 200A Advanced Scholarship in Health Systems Research, HLTH ADMIN 200B Healthcare Finance and Economics and HLTH ADMIN 207A Essential Leadership: Foundations for Effective Performance must be completed successfully prior to enrolling in other program courses.

² Course activities occur online and at your healthcare organization

³ Includes a 1-day on-campus intensive, must be completed during final quarter

| Code | Title | Units |
|-----------------|---|-------|
| HLTH ADMIN 200A | Advanced Scholarship in Health Systems Research | 3 |
| HLTH ADMIN 200B | Healthcare Finance and Economics | 3 |
| HLTH ADMIN 201 | Leadership: Forces of Change | 3 |
| HLTH ADMIN 202 | Leadership: Environmental Systems | 3 |
| HLTH ADMIN 204 | Healthcare Economics, Policy, and Decision-making | 3 |
| HLTH ADMIN 205 | Healthcare Quality, Safety and Interprofessional Dynamics | 3 |
| HLTH ADMIN 206 | Strategic Management of Human Resources | 3 |
| HLTH ADMIN 207A | Essential Leadership: Foundations for Effective Performance | 3 |
| HLTH ADMIN 207B | Leadership in Action: Inquiry to Innovation | 3 |
| HLTH ADMIN 208A | Leadership and Healthcare Policy | 1.5 |
| HLTH ADMIN 208B | Strategic Healthcare Leadership | 1.5 |

| | | |
|----------------|--------------------------|---|
| HLTH ADMIN 401 | Administrative Practicum | 3 |
| HLTH ADMIN 402 | Administrative Practicum | 3 |

Non-course Core Requirements

Evidence-based Quality Improvement (EBQI) Project

The EBQI project is a central component of the MS-HAIL program. Working with MS-HAIL faculty and a worksite mentor, students will work with an interprofessional team to implement and evaluate an evidence-based, quality improvement project at their current place of employment.

Comprehensive Examination

Successful completion of the comprehensive examination process fulfills a Division of Graduate Education and Postdoctoral Affairs requirement for conferral of the Master of Science degree.

As part of the HLTH ADMIN 207B Leadership in Action: Inquiry to Innovation course and based on the Capstone Project, the student will complete three components that make up the comprehensive examination:

1. two scholarly papers (literature review and evidence-based practice capstone project),
2. an academic poster, and
3. a podium presentation.

Each component will demonstrate the student's ability to apply advanced knowledge in a select area of inquiry; synthesize, critique, and apply relevant empirical evidence and theory; analyze resulting data; discuss implications for healthcare and/or practice, and disseminate findings. A passing grade is required for each component of the comprehensive examination.