



Advanced Certificate in Leading Change in Healthcare Systems

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The Program

The Advanced Certificate in Leading Change in Healthcare Systems provides professional development for administrative and professional workers in New York City's healthcare industry. An important professional credential, the advanced certificate provides healthcare employees in both public and private health care systems an opportunity to advance their careers and serve the public more effectively.

Students will gain a rich understanding of the theory and practice of health care policy and administration while developing advanced analytic, research, writing, and presentation skills.

Graduates from the program may pursue careers as health care managers and administrators, as well as public policy analysts and advocates. The advanced certificate is a valuable credential for those working in government, non-profit organizations, and the private health care system or for those with a scholarly interest in health care.

Admissions Criteria

Candidates for admission to advanced certificate programs must possess a bachelor's degree with a 3.0 GPA or higher from an accredited undergraduate institution.

Program Requirements

12 credits are required for the certificate. Students must complete the following courses for 12 credits:

HCA 600- Fundamentals of Healthcare Systems and Organizations (3 credits)

Prerequisite: None

This course will examine critical issues confronting health care administration, focusing on the public and not-for-profit sectors. Readings and discussions will cover a broad range of topics and will include comparisons of public and private bureaucracies. Students will analyze theoretical questions of health care administration and will address the real-world experience of health care employees, both managers and staff. Students will examine and evaluate academic literature on current and future trends in health care human resources, including: evaluation of employee performance and motivation of employees; health care financing, including the impact of managed care and the role of third party payers; union-management relations and collective bargaining; quality improvement in health care; training and staff-development; the nursing shortage; organizational justice; and diversity management. Students will draw on both their practical experience and the scholarly literature discussed in the course to develop a research proposal that addresses an administrative challenge relevant to their work.

HCA 601 - Health Disparities (3 credits)

Prerequisite: None

This course will examine in detail the manifestations of health disparities and inequalities in the U.S., with particular reference to their relevance to health care policy and practice in New York City. Evidence of inequalities will be presented with regard to major health indicators, including: incidence and prevalence of disease; differential screening, diagnosis, treatment, and outcome; exposures to risk factors and preventive measures; access to and utilization of health care services; issues relating to the clinical encounter; biases in health research; and health of selected populations. Disparities will be studied through the lenses of race, class, gender, age, residence, and sexual orientation, as well as through the interactions of these factors. A variety of theoretical frameworks will be critically evaluated for their contribution to the explanation of the existence and distribution of health disparities. Although the course will focus on contemporary health disparities, some historical issues will be presented, particularly as these relate to the development of a contemporary research agenda free from the biases of the past. Within each area, strategies and policies for reducing or eliminating the particular health disparity and inequity will be discussed and analyzed. At the end of the course, an analysis and evaluation of broader policy issues will be presented.

HCA 602 - The Politics of Healthcare (3 Credits)

Prerequisite: None

This course will approach the politics of health care in the U.S. by examining and analyzing the interests of the major stakeholders in the system of care delivery. These stakeholders will include the federal, state and local governments; hospitals; insurance companies; the pharmaceutical, tobacco, and food industries; organized labor; health providers and professional organizations, the public health movement, and consumer health movements. Among the issues to be considered are financial gain, control of health care resources, and process and power in decision making. The historical conditions that set the stage for the current role of each stakeholder will be discussed. Relationships among the various stakeholders will be assessed as will their contributions to fostering or thwarting universal access to care, equitable health treatment, health promotion and disease prevention, and health research free from bias. At the conclusion of the class, several case studies that demonstrate how politics actually works in the practice of setting health care policy will be presented.

HCA 603 - Evaluation of Healthcare Policies and Programs (3 Credits)

Prerequisite: None

This course will present a variety of compelling issues and problems that confront the U.S. health care system today. It will examine policies that have been enacted or promulgated to address each of these issues as well as present alternative policies that address access to care and equity in services. These policies will include legislation at the federal, state, and local levels, regulations and guidelines issued by agencies at each governmental level, and positions or strategies offered by advocacy groups. Each policy will be examined in terms of how it came to be and whose interest or interests it serves. Policies will also be analyzed and evaluated in terms of their effectiveness as solutions to the problems they address, their feasibility, and their relationship to the concepts of health as a basic human right, equity in health care delivery, and health promotion and disease prevention. Throughout the course, specific examples of policies that have been successful and unsuccessful to varying degrees in achieving these goals will be discussed and evaluated. In each policy discussion, analysis of how competing forces shape



policies will be provided, such as how market forces compete with public need and how profit-making businesses and institutions affect health policy.

HCA 604 – Leading Change in Turbulent Times (3 Credits)

Prerequisite: None

In the context of the need for radical changes in healthcare organizations, this course provides an overview of leadership, management, and organizational behavior, reflecting both the uniqueness and fluidity of this sector. Based-on current developments to improve our healthcare system this course integrates theory with practice through readings, lectures, written assignments, and guest presentations from different organizational perspectives. Assigned readings highlight organizational change theory, large system interventions leadership strategies, contemporary human resources practices, as well as the sociological and applied psychological theories that underpin these practices. Approaches to leadership will include current practices, methods to engage and motivate the workforce, and nurturing the importance of meaningful work in oneself and others.