

**School of Public Health and Health Services  
Department of Health Services Management and Leadership**

**Master of Public Health and Graduate Certificate  
Public Health Management  
2009-2010**

Note: All curriculum revisions will be updated immediately on the website <http://www.gwumc.edu/sphhs/>

**Program Director**

Kurt Darr, JD, MHA, ScD  
Professor, Department of Health Services Management and Leadership  
2175 K Street NW, Suite 320  
Washington, DC 20037  
Tel: 202-994-5567  
Fax: 202-994-5577  
Email: [hsmkjd@gwumc.edu](mailto:hsmkjd@gwumc.edu)

**Mission**

The mission of the Master of Public Health (MPH) degree - Public Health Management is to train clinicians and mid-career public health professionals with approximately ten years of experience to manage in a variety of public health programs and services.

**Goals**

Graduates of this program will be expected to have:

- ◆ Managerial skills appropriate to a variety of public health programs and services (e.g., organization planning, organizing, leading/motivating, controlling, budget/resource allocation, quality improvement, decision making/problem solving, and ethical analysis);
- ◆ An understanding of program/service planning, design, marketing, and evaluation for purposes of developing business plans and grant proposals;
- ◆ Basic skills in financial analysis related to management decision-making; and
- ◆ Practical management experience gained through a special project conducted under a preceptor or mentor.

**Background and Course Requirements**

All GW School of Public Health and Health Services (SPHHS) MPH students who select the Public Health Management Program enroll in Core Courses (17 credits) and Program-Specific Courses and topics/electives (28 credits). The total requirement of 45 semester credits includes a Practicum and a Culminating Experience, both of which allow students to apply their didactic education. The objective of the MPH in Public Health Management is to train clinicians or mid-career health care professionals to become managers in state and local public health agencies. Some graduates have continued their education for the doctor of public health. A major feature of the MPH in Public Health Management program is that it provides clinicians with the management skills that will augment their clinical skills and public health knowledge.

**Program-Specific Competencies**

Upon completion of the MPH Public Health Management Program students should possess the following functional competencies:

- ◆ Managerial expertise including the skills necessary to manage in a variety of public health programs and services (e.g., planning, organizing, leading/motivating, controlling, budget/resource allocation, quality improvement, decision making/problem solving, ethical analysis). Relevant Courses: HSML 203, 209, 212, 218, and 263; PubH 208
- ◆ Preventive and community perspective on health care including the ability to view health care systems as a comprehensive, dynamic, community-wide, and prevention-oriented system. Relevant Courses: HSML 212 and 213; PubH 203, 204 and 207

- ◆ Scientific approach to disease control including the epidemiological concepts and biostatistical/computer skills necessary for successfully analyzing and applying the results of epidemiological studies, for effectively undertaking complex administrative decisions, especially in areas of health planning. Relevant Courses: HSML 212; PubH 202 and 203
- ◆ Program/service planning, design, marketing, and evaluation skills to successfully deliver business plans and grant proposals. Relevant Courses: HSML 213, 238, 246, and 263; PubH 208
- ◆ Organizational development/goal implementation to maximize organizational success in reaching internally and socially approved objectives through socially responsive planning and by avoiding the legal, political, and ethical hazards in the administrative environment, and by enhancing organizational effectiveness. Relevant Courses: HSML 212 and 218, PubH 207, 208, and 284
- ◆ Financial analysis including the concepts and skills necessary to describe, monitor, and manipulate the economic and financial components of the manager's responsibilities (e.g., understanding funding sources, and grants as they affect public health management). Relevant Courses: HSML 209 and 263; PubH 208
- ◆ Practical application of knowledge and skills through practicum conducted under a preceptor or mentor. Relevant Course: PubH 214
- ◆ Individual interests are explored through special topics courses. Relevant Course: HSML 270; PubH 209

<b>MASTER OF PUBLIC HEALTH SPECIAL PROJECT SAMPLE LIST PUBLIC HEALTH MANAGEMENT</b>	
TITLE	SITE
Hospital Admissions	Emergency Department, The Fairfax Hospital, Fairfax, VA
Materials Management	The Children's Hospital of Philadelphia, Philadelphia, PA
Staff Satisfaction	Inpatient Psychiatric Service, GW Medical Center
Quality Improvement	Inpatient Medical and Surgical Units, GW Medical Center
Demographic/Market Analysis	In-and Out-patient Gastroenterology Services, Children's National Medical Center
Patient Workflow	Out-patient Endoscopy Center, Children's National Medical Center and GW Medical Faculty Associates
Community Needs Assessments	American Red Cross of the National Capital Area
Developing a New Health Facility	Johns Hopkins School of Nursing

**Please see the curriculum sheets that follow:**

THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER WASHINGTON DC	<b>School of Public Health and Health Services</b>  <b>Master of Public Health</b> <b>Public Health Management Program</b>  <b>Program-at-a-Glance</b> <b>2009-2010</b>			
<i>Begin Planning Your Practicum During Year 1</i>				
<b>Required Core Courses</b>				
<b>Required Core Course</b>		<b>Credits</b>	<b>Semester Taken</b>	<b>Grade</b>
PubH 201	Biological Concepts for Public Health (waived for MDs who take 2 credit hours of electives, instead)	2	Fall, Spring, Summer I	
PubH 202	Biostatistical Applications for Public Health	3	Fall, Spring, Summer 10 wk	
PubH 203	Principles and Practice of Epidemiology	3	Fall, Spring, Summer 10 wk	
PubH 204	Environmental and Occupational Health in a Sustainable World	2	Fall, Spring, Summer I	
PubH 205	Policy Approaches to Public Health	2	Fall, Spring, Summer 10 wk	
PubH 207	Social and Behavioral Approaches to Public Health	2	Fall, Spring, Summer	
PubH 208	Management Approaches to Public Health	3	Fall, Spring, Summer 10-wk	
Total	Core Credits	17		
<b>Required Program-Specific Courses</b>				
<b>Required Program Specific Course</b>		<b>Credits</b>	<b>Semester Taken</b>	<b>Grade</b>
HSML 207	Health Services Information Applications	2	Fall	
PubH 284	Public Health and Law	3	Spring	
HSML 203	Introduction to Health Management	2	Fall	
HSML 213	Health Services Marketing and Planning	2	Fall	
HSML 216	Human Resources Management and Organizational Behavior	2	Fall	
HSML 246	Service Line and Project Management	2	Spring	
HSML 263 or HSML 209	Health Services Financial Management or Health Services Finance*	2	Fall	
HSML 212	Community Health Management and Advocacy	2	Spring	
HSML 238	Ambulatory Care Management	2	Spring	
<b>Electives</b>	SPHHS graduate courses selected in consultation with advisor	5	Summer, Fall, Spring	
PubH 214.20	Practicum	2	See Advisor	
HSML 218	Seminar in Health Services Management and Leadership – Culminating Experience	2	To be taken your final spring semester	
Course Distribution		Credits		
Public Health Core Courses		17		
Program-Specific Courses		28		
<ul style="list-style-type: none"> <li>• Department Courses (19 Credits)</li> <li>• Electives (5 Credits)</li> <li>• Practicum (2 Credits)</li> <li>• Culminating Experience (2 credits)</li> </ul>				
<b>Total Degree Credits</b>		<b>45</b>		

\* a prerequisite of 2-3 semester hours of Basic Accounting is required for HSML 209.

**NOTE: Always see your advisor for course scheduling and sequencing strategies, but remember that proper course selection, fulfilling requirements, and on-time graduation are your responsibilities.**

The Master of Public Health (MPH) curriculum consists of four types of courses:

- Required Core Courses (PubH 201, 202, 203, 204, 205, 207, and PubH 208)
- Required Program-Specific Courses, including 2 EOH selective credits
- General Electives
- Required Practicum and Culminating Experience

The MPH core courses are designed to provide students with a broad public health context as well as a critical foundation for subsequent coursework. Early completion of core courses ensures that students will have the base of knowledge to successfully complete the program specific courses and to get as much as possible out of them. As such, entering students are expected to enroll in MPH core courses in accordance with the following guidelines:

- MPH students should complete the MPH core courses in the first year of graduate study (fall/spring/summer). This does not include PubH 208 (Management Approaches to Public Health), which should be taken in the second half of the program of study, and which requires every other core course as a pre-requisite.
- Further, MPH students should complete the following MPH courses in the first 2 semesters of study:
  - PubH 201 – Biological Concepts for Public Health
  - PubH 202 – Biostatistics OR PubH 203 – Epidemiology
  - PubH 205 – Policy Approaches to Public Health

Part-time students (who generally take 6 or 7 credits per semester) will typically take core courses in the first year, and then take program-specific courses in the second and third years.

In order to help assure that all students complete core courses in the first year of study, SPHHS will offer all Public Health Management core courses during all three semesters (fall, spring, and summer). This will allow students who wish to complete their MPH degree within two years to do so, and will allow every student to make steady progress toward completing the MPH degree.

There may be exceptional circumstances that make it difficult for a student to complete core courses in the first year as outlined above. Any such student should discuss this situation with his or her academic advisor. If the advisor and student agree that an exception is needed, the student should complete a Graduate Petition Form explaining the circumstances, obtain the academic advisor's signature, and submit the Petition to the SPHHS Office of Student Records, 222 Ross Hall. The Associate Dean for Student and Faculty Development must approve this petition before a student is permitted to defer core courses to the second year.

Table 1 (full time students) and Table 2 (part time students) present sample course schedules that MPH-Public Health Management students are required to take during their tenure at the SPHHS. It is noteworthy that fully 45 credits are required, including core courses (17 credits), program specific courses (19 credits), general elective credits (5 credits), and the practicum (2 credits) and culminating experience (2 credits).

School of Public Health and Health Services

Master of Public Health and Graduate Certificate Program Option

Public Health Management

2009-2010

Note: All curriculum revisions will be updated immediately on the website <http://www.gwumc.edu>

**Graduation Requirements**

**MPH**

1. **Graduate Credit Requirement.** 45 graduate credits are required.
2. **Course Requirements.** Successful completion of the Core Courses and the Program-Specific Courses is required.
3. **Grade Point Requirement.** A 3.0 (B average) overall grade point average is required.
4. **Time Limit Requirement.** The degree must be completed within four years.
5. **Transfer Credit Policy.** Up to 12 graduate credits that have not been applied to a previous graduate degree may be transferred to the MPH.
6. Up to 18 credits may be transferred to the MPH from the SPHHS Graduate Certificate. Credits must have been earned from an accredited institution in the last 3 years with a grade point of 3.0, or better.

**Graduation Requirements**

**Graduate Certificate Program**

1. Graduate Credit Requirement. 18 graduate credits are required.
2. Graduate Credit Requirement for students enrolled concurrently in a SPHHS Degree Program. 12 credits are required.
3. The Program Director/Advisor must pre-approve all course selections and course sequencing by developing a "program of study" prior to the student's initial registration. Graduate Certificate students meet with their advisor each semester before registration. All changes in this program of study must be pre-approved by the Program Director/Advisor.
4. Course Requirements. Since most graduate certificate students are currently enrolled in an MPH program or have previously earned a graduate degree, most course credits will be selected from the program-specific course list. Under no circumstances may a certificate student enroll in fewer than 9 credits of program-specific courses.
5. Grade Point Requirement. A 3.0 (B average) overall grade point average or better is required.
6. Time Limit Requirement. The certificate must be completed within 2 years.
7. Transfer Credit Policy. The Program Director/Advisor may approve up to 4 graduate credits that have not been applied to a previous degree to be transferred to the graduate certificate. (Exceptions: SPHHS master's students and alumni may transfer up to 6 credits from master's degree to the Graduate Certificate.) The course(s) must be relevant to the graduate certificate. Credits must have been earned from an accredited institution in the last 3 years with a grade point of 3.0 or better.

**Core Courses  
17 Credits**

PubH	201	Biological Concepts for Public Health	2	Provides an overview of current knowledge about biological mechanisms of major diseases causing death and disability in the US and globally; understanding and interpreting the reciprocal relationships of genetic, environmental, and behavioral determinants of health and disease in an ecologic context; analyzing, discussing, and communicating biologic principles of disease from a public health perspective. Fall, Spring, Summer 1
PubH	202	Biostatistical Applications for Public Health	3	Application of biostatistical principles to critical analysis of retrospective studies, prospective studies, and controlled clinical trials, as well as studies in the health services literature. Selection, basic calculations, and interpretation of statistical methods for detection of significant associations and differences. Fall, Spring, Summer 10 weeks

PubH	203	Principles and Practice of Epidemiology	3	General principles, methods, and applications of epidemiology. Outbreak investigations, measures of disease frequency, standardization of disease rates, study design, measures of association, hypothesis testing, bias, effect modification, causal inference, disease screening, and surveillance. Case studies apply these concepts to a variety of infectious, acute, and chronic health conditions affecting the population. Fall, Spring, Summer 10 weeks
PubH	204	Environmental and Occupational Health in a Sustainable World	2	Examines the connection between population health and exposures to chemical, physical, and biological agents in the environment. Through the use of problem-solving frameworks, students will become familiar with data sources, methodologies and policy approaches being used to address the public health impacts of environmental and occupational health hazards, including the consequences of climate change, natural resource degradation, and industrial chemicals. The course will integrate key concepts of environmental health with principles of sustainability to illustrate how public policies and practices on the local, national and global level affect population health. Fall, Spring, Summer 1
PubH	205	Policy Approaches to Public Health	2	Introductory multidisciplinary course focusing on the interplay of all aspects of global public health on health policy problems. Students will learn how health policy is made, how health care and public health services are delivered, and how to define and analyze key health policy problems drawing on the perspectives and skills of the public health disciplines. Fall, Spring, Summer 10 weeks
PubH	207	Social and Behavioral Approaches to Public Health	2	This course will emphasize social and behavioral science theories, models, and concepts that can be applied to public health problems and interventions. This course will describe the role of social and community factors, including race/ethnicity and culture, in both the onset and solution of public health problems and describe the inter-relationship between the social and behavioral science. Summer, Fall, Spring
PubH	208	Management Approaches to Public Health	3	An advanced multidisciplinary course examining global public health and health delivery issues through the use of a case study approach. Prerequisites: PubH 201.202.203.204.205.207 or 207, Fall, Spring , Summer 10 weeks
<b>Program Specific Courses 28 Credits</b>				
PubH	284	Public Health and Law	3	Examines how law can both promote and impede the public's health. Introduces students to the legal concepts that underlie the public health system and that inform public health policymaking in the United States. Topics to be covered include the role of law in public health care and policy (e.g., governmental powers vs. civil liberties, regulation of public health, tobacco regulation), managed care and public health, the role of public health officials in shaping law and policy, and public health law reform. Spring
HSML	203	Introduction to Health Management	2	Introduction to management theory essential for those seeking mid- and senior-level management positions in organizations that provide healthcare or public health services. Application of the problem-solving method; extensive use of cases. Fall
HSML	207	Health Services Information Applications	2	Organization and management of information technology in modern healthcare organizations with an emphasis on the acute care hospital. Use of information technology in hospital clinical, support, and administrative departments. Fall

HSML	209	Health Services Finance	2	Introduction to health resource management and funds administration for health services organizations. Budgets, financial statements, and reports. Financial analysis. Management of plant and equipment. Regulation and containment of costs. Safeguarding assets. Prerequisite: 2-3 semester hours of introductory accounting. Fall
HSML	213	Health Services Marketing and Planning	2	Concepts of planning and marketing as they apply to health services organizations. Particular emphasis on uses of planning and marketing techniques in managing departments and individual health services programs. Prerequisites: HSML 203 and 212 Fall
HSML	216	Human Resources Management and Organizational Behavior	2	Theory and application of human behavior, human resource management, and labor relations policies, concepts and practices as they affect health services organizations. Primary focus is on managing people at work and developing management skills. Prerequisites: HSML 203, Fall
HSML	246	Service Line and Project Management	2	Theory and application of management science techniques to manage and improve effectiveness of service lines, programs, and projects in health services. Business case development, planning, project management tools, and program evaluation. Prerequisite: HSML 203 and Pre or Co-req: HSML 263 or HSML 209 Spring
HSML	263	Health Services Financial Management	2	Economic concepts and the role of government and public health programs. Areas of focus include health services financing, reimbursement, and current issues related to changes in the health care system. Fall
HSML	212	Community Health Management and Advocacy	2	Concepts and techniques to planning, managing, and advocating for community health programs and services. Focus on social contract, the Precede-Proceed Model and principles of community-oriented primary care. Students will study or conduct a community health promotion project. Prerequisites: HSML 203. Spring
HSML	238	Ambulatory Care Management	2	Organizing and managing ambulatory care. Models, financing, institutional affiliations, estimating and planning for ambulatory care, and using medical group practice as part of comprehensive services delivery. Prerequisites: HSML 203 and 209. Spring
		Electives	5	Graduate SPHHS Course(s) Summer, Fall, Spring; physicians have seven credits of electives.
PubH	214.20	Practicum	1-3	This course provides the opportunity for MPH students to apply the knowledge and skills acquired through their programs of study. A planned, supervised and evaluated practice experience that is relevant to the student's program (s) is an essential component of a public health professional degree program. These opportunities can take place in a variety of agencies or organizations but should include especially local and state public health agencies to the extent possible and appropriate. (Credit/No Credit) Summer, Fall, Spring
HSML	218	Seminar in Health Services Management and Leadership	2	Intensive qualitative and quantitative analyses of major problem areas in health system administration and planning using the case study method. Cases cover the broad spectrum of health policy, planning and management of the health services system. Serves as the capstone course for health services students. Taken in the last semester on campus. Final Spring Semester

## MPH PHM 2-year Program Planning: Proposed for 2009-2010

Course #	Course Name	Credits
<b>Fall I</b>		<b>10</b>
PubH 203	Principles and Practice of Epidemiology	3
PubH 207	Social and Behavioral Approaches to Public Health	2
PubH 204	Environmental and Occupational Health in a Sustainable World	2
HSML 203	Introduction to Health Management	2
Elective	See Advisor for Recommendations	1
<b>Spring I</b>		<b>7</b>
PubH 202	Biostatistics	3
PubH 201	Biological Concepts of Public Health	2
HSML 204	Quality and Performance Improvement (sample elective)	2
<b>Summer I</b>		<b>4</b>
PubH 205	Policy Approaches to Public Health	2
	Elective	2
<b>Fall II</b>		<b>11</b>
HSML 213	Health Services Marketing and Planning	2
HSML 207	Health Services Information Applications	2
HSML 263 or HSML 209	Health Services Financial Management Health Services Finance	2
PubH 208	Management Approaches to Public Health	3
HSML 216	Human Resources Management and Organization	2
<b>Spring II</b>		<b>11</b>
PubH 284	Public Health and the Law	3
HSML 212	Community Health Management and Advocacy	2
HSML 218	Seminar in Health Services Management and Leadership-Culminating Experience	2
HSML 238	Ambulatory Care Management	2
HSML 246	Service Line and Project Management	2
<b>Summer II</b>		<b>2</b>
PubH 214.2	Practicum	2

### MPH PHM 3-year Program Planning: Proposed for 2009-2010

Course #	Course Name	Credits
<b>Fall I</b>		<b>8</b>
PubH 203	Principles and Practice of Epidemiology	3
PubH 207	Social Behavioral Approaches to Public Health	2
HSML 203	Introduction to Health Management	2
Elective	See Advisor for Recommendations	1
<b>Spring I</b>		<b>7</b>
PubH 202	Biostatistics	3
HSML 202	Introduction to Health Services Delivery (Sample Elective)	2
HSML 212	Community Health Management and Advocacy	2
<b>Summer I</b>		<b>5</b>
PubH 205	Policy Approaches to Public Health	2
PubH 201	Biological Concepts of Public Health	2
	Elective	1
<b>Fall II</b>		<b>5</b>
HSML 216	Human Resources Management and Organizational Behavior	2
HSML 263	Health Services Finance	2
HSML 209	Health Services Financial Management	
	Elective	1
<b>Spring II</b>		<b>5</b>
PubH 204	Environmental and Occupational Health in a Sustainable World	2
PubH 284	Public Health and the Law	3
<b>Summer II</b>		<b>2</b>
PubH 214.2	Practicum	2
<b>Fall III</b>		<b>5</b>
HSML 207	Health Services Information Applications	2
PubH 208	Management Approaches to Public Health	3
<b>Spring III</b>		<b>8</b>
HSML 213	Health Services Marketing and Planning	2
HSML 238	Ambulatory Care Management	2
HSML 246	Service Line and Project Management	2
HSML 218	Seminar in Health Services Management and Leadership-Culminating Experience	2