



high tech world;
high touch career

MASTER OF HEALTH CARE
ADMINISTRATION





ABOUT THE UNIVERSITY Founded in 1898, Des Moines University has three colleges – Health Sciences, Osteopathic Medicine, and Podiatric Medicine and Surgery – that offer graduate degree programs in physical therapy, health care administration, public health, physician assistant studies, osteopathic medicine, podiatric medicine, anatomy and biomedical sciences. Continuing medical education is also offered on a variety of topics. Total University enrollment is approximately 1,760 full- and part-time students.

All DMU programs focus on medicine and the health sciences, so students and faculty share a commitment to patient-centered care with an emphasis on evidence-based practice and the discovery of knowledge.



The organizations that deliver health care are much more than businesses. While they require expert management, they're also people-intensive, patient-centered entities with unique employee, customer and community-service dynamics. That reality, along with the fluid health care environment, calls for special skills in leadership, service and performance. Des Moines University's rigorous, real-world and relevant master of health care administration (M.H.A.) degree program hones those skills among individuals with a wide variety of backgrounds and experience levels. A DMU M.H.A. degree will equip you to lead and succeed in a critical, demanding and rewarding industry.

A DEGREE IN ACTION *Ryan Meyer enrolled in DMU's M.H.A. program as soon as he completed his bachelor's degree. The knowledge he was gaining on quality improvement was particularly relevant to his internship with the Iowa Healthcare Collaborative, a nonprofit organization that promotes continuous improvement in the industry. Eventually promoted to the collaborative's project coordinator, Meyer – who completed his M.H.A. degree in 2011 – praises the faculty and students he interacted with, including in his online courses.*

“One of the best parts of the DMU program is having professionals in the working world who are also teaching classes and mentoring students,” he says. “The diversity of students and their different backgrounds, from nursing to law, opens up discussions as well.”

Now an assistant administrator at Wheaton Franciscan Healthcare, an organization with health care and housing centers in four Midwestern states, Meyer is involved in operational, clinical, planning, public relations and other initiatives in his work.

“The DMU program connects you with different aspects of health care, the whole picture of the health care system,” he says.

The on-campus executive residencies of DMU's M.H.A. program feature innovative simulations of real-world health care settings and situations.

Advantages that will advance your career



- » The M.H.A. program's **competency- and evidence-based curriculum emphasizes practical knowledge and incorporates industry standards.** Students consistently report they immediately apply what they're learning, and they gain confidence in their ability to do so.
- » The program's **blend of on-campus executive residencies and web-based instruction offers the best of both worlds:** face-to-face and technology-enabled education proven to optimize learning outcomes.
- » **All M.H.A. faculty members have real-world professional experience, certified credentials and teaching expertise.** They know what health care looks like, understand what students need to shape and lead its future, and are highly proficient in and passionate about teaching it.
- » Varying levels of enrollment and a convenient academic calendar **give students flexibility while keeping them on track** to complete the degree.
- » The program **emphasizes interaction among students, faculty and health care leaders in class and beyond.** The DMU Health Leaders, a member organization of the American College of Healthcare Executives network, provides opportunities for students and executives to explore issues and share knowledge about successful leadership, management and effective problem-solving.
- » The M.H.A. program is a **member of the Association of University Programs in Health Administration (AUPHA)** with candidate status for accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME).
- » The program is one of nine graduate degree programs in the health sciences and medicine offered by DMU. Founded in 1898, the University has **an enduring reputation, a distinctive history and a singular focus on educating future health care professionals.**

A DEGREE IN ACTION: *A nurse since 1979, Kathy Goetz increasingly took on administrative and management roles in her positions with the Iowa Heart Center. She decided earning her M.H.A. degree would allow her to bring value to the organization. "The M.H.A. program built on my prior professional experience, providing a greater insight and understanding of global health care issues, and enhanced both my strategic and administrative management skill sets," she says. In 2013, a few months after she completed the degree, Goetz was given the opportunity to apply for the position of vice president of perioperative and specialty physician services at central Iowa's Mercy Medical Center, a partner organization of the Iowa Heart Center. Her responsibilities have since expanded. "Certainly, none of those opportunities would have presented themselves had I not completed my master's degree," she says.*

Whether M.H.A. students are working on-campus or online, they benefit from great engagement with other students and faculty.



A DEGREE THAT WILL TAKE YOU FROM WHERE YOU ARE TO WHERE YOU WANT TO GO

Advances in clinical medicine and technology, the need to control costs and increase health care access, and the growing complexity of the industry underscore the ongoing need for well-trained professionals able to manage these changes and challenges. DMU's M.H.A. degree is designed for individuals who are passionate about delivering high-quality health care; who want to learn to apply their experience and learning to addressing complex health care situations; and who seek to learn foundational theory that will drive improvement in their practice. The degree equips individuals with a variety of backgrounds, including the following.

• **Health services providers and professionals:** The M.H.A. degree will give you the tools to succeed in management and administration. It also will open up

opportunities for advancement in your chosen segment of the health industry.

• **Executives and managers:** The M.H.A. program provides the theoretical foundation to support continued competence development. It fosters leadership characteristics, career advancement and professional commitment to populations served by health care organizations.

• **Career-changers:** Want to build a new career path in health care administration? The M.H.A. program lets you network with and learn from professionals in a variety of health care careers, and the degree will make you more competitive and capable to make the transition successfully.

To learn more about careers in health care administration, visit the American College of Healthcare Executives website, www.ache.org.

Join a welcoming community

You will enjoy high interaction and a lively learning environment in both online and on-campus courses. The M.H.A. on-campus executive residencies are as professionally and personally engaging as they are intellectually intense.

While you're on campus, you can utilize the amenities of the Student Education Center, including the library, café and comfy study areas. Take advantage of DMU's wellness program, the nation's first and only university/college-based program to earn platinum status, the highest recognition of the Wellness Councils of America. Or take a break in Des Moines, Iowa's user-friendly capital. The city offers countless options for dining, shopping, entertainment, recreation and more.

PROGRAM STRUCTURE & CURRICULUM



The M.H.A. program gives you the opportunity to learn as a member of diverse teams, because that's how you'll work in health care.

The M.H.A. program's course content, discussions and assignments embody recommendations of two professional groups, the Commission on the Accreditation of Healthcare Management Education (CAHME) and the National Center for Healthcare Leadership (NCHL). The M.H.A. curriculum covers these professional recommendations through an industry-standard, competency-based model developed by the NCHL.

Students progress through the curriculum following a sequence of three blocks. All courses are offered at least once a year, with many offered twice a year or year-round. Your faculty adviser, assigned to you upon your acceptance into the program, will work with you to plan an order of course work appropriate for you. All students experience an orientation prior to beginning courses.

Other than the program's three required on-campus residencies, all courses are offered online with a few course sessions also offered on campus. The program's blend of online and face-to-face learning produces the highest student outcomes, reports the U.S. Department of Education.

EXECUTIVE RESIDENCIES

Designed to enrich your professional development, the three required five-day executive residencies are on-campus sessions that bring together students and faculty for intense, in-depth learning, discussions and professional interaction. Sessions cover current issues in health care, from leadership and quality assessment to governance, conflict resolution, and strategy formulation and implementation.

An innovative component of the second executive residency is an exercise in DMU's Standardized Performance Assessment Laboratory. Small groups of students are assigned roles in a health care organization. They're given the task of investigating, assessing and resolving a case based on interviews of "actors" involved in the case. Students then review video of those interviews and discuss the experience.

A DEGREE IN ACTION: *Kari Dyjak was a full-time biopharmaceutical representative and mother of two preschool children when she enrolled in DMU's M.H.A. program in 2010. She did so for two big reasons, she said at the time: "The M.H.A. program, combined with my professional experience, will prepare me to deal with the integration of health care delivery systems, technological innovations, an increasingly complex regulatory environment and an increased focus on preventive care," she stated. "Its flexibility will allow me to continue my education while being able to implement my knowledge and skills immediately."*

That indeed was her experience. In the spring of 2014, she completed her degree shortly after landing a position she loves, project manager working on systems initiatives with UnityPoint Health, Des Moines. She had made key contacts there, as a student and president of DMU Health Leaders, when she attended a networking event with the organization. "Networking is an advantage of the M.H.A. program," she says. "All the professors are experts in their own fields, and students can get to know health care leaders in the community... I wouldn't be where I am today without DMU."

FIELD BASED LEARNING

In this culminating course, students apply knowledge gained from their graduate experience to the resolution of a "real" administrative problem or to take advantage of an opportunity. This field based exercise fosters the integration and synthesis of program content through critical thinking; it also facilitates the student's transition from education to professional practice.

M.H.A. LEARNING ePORTFOLIO

M.H.A. students build a portfolio throughout the program. It organizes the students' experiences in the program around competency development while reinforcing the practice of content integration and self-evaluation as a discipline of leadership.

During the first executive residency, program faculty introduce students

DMU's M.H.A. program offers flexible enrollment. Its year-round calendar is based on three 12-week terms. Students earn 48 total credit hours in 20 courses – 45 academic course credit hours and a three-credit-hour Field Based Learning project.

CURRICULUM – Master of Health Care Administration

BLOCK I	BLOCK II	BLOCK III
Orientation	Legal and Ethics II: The Business of Health Care	Health Care Economics and Policy
Executive Residency I	Organizational Development I: Systems Improvement	Organizational Development II: Process Improvement
<ul style="list-style-type: none"> Professional Development Seminar I: Blending Theory with Practice Health Care Human Relations Management 	Health Care Financial Management II	Strategic Marketing and Communications
Overview of the U.S. Health Care System	Health Information Management	Executive Residency III
Health Care Financial Management I	Population Health & Managerial Epidemiology	<ul style="list-style-type: none"> Professional Development Seminar III: Blending Theory with Practice Organizational Development II: Tools Application
Health Care Statistics & Research	Executive Residency II	Field Based Learning or Long Term Care Internship
Organizational Behavior & Leadership Theory	<ul style="list-style-type: none"> Professional Development Seminar II: Blending Theory with Practice Strategy Formation & Implementation 	
Legal and Ethics I: Clinical Decision Making		

Meet some of our faculty



Carla Stebbins, Ph.D., M.S.

Associate Professor; Program Chair/Director

Dr. Stebbins teaches in the areas of marketing, management, leadership and communication. She serves on several committees for national associations serving health care administration education and also has served on a number of DMU and M.H.A. program committees on accreditation, outcomes assessment, human resources and program development. She is a qualified administrator of the Myers-Briggs Type Indicator® and Flex Care™, providing training to students and practicing professionals around the state and country.



Richard Belloff, D.B.A., FACHE

Assistant Professor

Dr. Belloff teaches courses in health care financial management, strategy formulation and implementation. He also teaches select modules for DMU's doctor of physical therapy and doctor of podiatric medicine and surgery degree programs. His research interests are in the areas of health economics and policy. A fellow of the American College of Healthcare Executives, he was a longtime C-level executive in the managed health care industry as well as a health care consultant.



Denise M. Hill, J.D., M.P.A.

Associate Professor

Associate Professor Hill teaches health law and ethics under a joint appointment in DMU's three colleges. She is also an adjunct professor at Drake University Law School and an of-counsel attorney with the law firm Whitfield & Eddy. At DMU, she founded the nation's first M.H.A. student chapter of the American Health Lawyers Association. She is co-author of the 2013 text *Powerful Learning Communities: A Guide to Developing Student, Faculty and Professional Learning Communities*.



Sarah Pavelka, M.H.A.

Instructor

Ms. Pavelka has more than 14 years of experience in teaching and coaching in organizational performance and continuous improvement in business, industry, education and health care. She is the owner of Pavelka's Point Consulting, LLC; an independent consultant for the Iowa Healthcare Collaborative; a five-time National Baldrige examiner; and a seven-year state examiner for the Iowa Recognition for Performance Excellence. A fellow of the National Association for Healthcare Quality and a certified professional in health care quality, she has credentials in occupational therapy and ergonomics and a Lean Six Sigma Black Belt.



Ann M. York, Ph.D., P.T., FACHE

Associate Professor

Dr. York teaches primarily health care economics and policy, organizational behavior and leadership theory. A fellow of the American College of Healthcare Executives, she has served in senior management positions in rural health care organizations. She began her health care career as a physical therapist and worked for more than 20 years in a variety of clinical settings around the United States and in New Zealand.



to this portfolio exercise; give students access to a web-based tool to build their electronic “ePortfolio”; provide a template of required and elective documents (or artifacts); and outline a process of self- and external review to guide the students as they integrate their learning into practice. Replicating a 360-degree evaluation, students identify a professional mentor to review their portfolio and provide feedback, while the academic adviser serves as the primary evaluator of the students’ work.

The use of an electronic portfolio allows students to take these reflective documents with them into their professional careers. They can continue to update and reflect on their development activities.

AT DMU, YOU'RE CONNECTED

Technology is incorporated across DMU's academic programs and wireless campus to support your education. Students have access to a help desk staffed by highly trained education technicians 11 hours a day, Monday through Friday, with additional phone support available on weekends and holidays.



- Online courses are highly interactive, taught by faculty who know how to engage students via technology as well as in person.
- DMU Pulse is your gateway to web-based services. You can view your grades, class schedule and e-mail inbox and access other services and information through just a few customizable pages.
- DMU's web-based learning management system gives you access to course material, recorded lectures, audio files, quizzes, discussion boards and other resources. Talk with classmates and faculty via Skype and other web-based tools wherever you are.

MORE ADVANTAGES IN YOUR M.H.A. EDUCATION

The Des Moines University Health Leaders Group lets students interact with health care executives from the community. Membership maximizes the benefits of your M.H.A. degree and supplements course material. This student organization is an active participant in the American College of Healthcare Executives (ACHE) Higher Education Network. Members of DMU

Health Leaders gain student membership in ACHE and membership in ACHE of Iowa.

Clinical dual degree option:

Students in DMU's doctor of osteopathic medicine, doctor of podiatric medicine and surgery, and doctor of physical therapy programs can pursue a dual degree leading to a master's degree in health care administration. This option enables students to combine their clinical knowledge and practice with expertise gained in the master's degree program, helping patients and enhancing their organization, professional options and career. For more information, visit www.dmu.edu/mha/dual-degree.

Law and M.H.A. degrees: Health care management, public policy and legal issues are increasingly intertwined. To equip professionals with knowledge in these areas, **DMU and Drake University Law School offer joint master of health care administration and law degrees.**

Students may transfer some credits between the two institutions. Students must be independently accepted by each institution. For more information, call 515-271-1410.

FREQUENTLY ASKED QUESTIONS

Q: How long will it take to earn the master's degree?

A: You can complete the M.H.A. program in three years as a part-time student and in 24 months as a full-time student.

Q: Can I earn the degree online?

A: You will complete approximately 80 percent of M.H.A. course work online. Students are required to participate in three on-campus executive residencies, an essential component in preparing highly competent health care leaders. Each five-day residency is offered twice a year.

Q: I have a full-time job and a family. Is it possible for me to earn an M.H.A. degree?

A: Most of our students work full-time and have families and many other commitments outside of school. The program's structure – with its mix of online and on-campus courses and options for full- or part-time attendance – provides a great deal of flexibility to students in completing the program. On average, students complete 12 to 15 semester hours per year. Students are required to enroll in at least one semester hour per year and have a total of seven years to complete the program.

Q: What is the application deadline?

A: Applications are accepted throughout the year, with deadlines scheduled several months prior to the start of each term. New students are admitted each fall, spring and summer term.

Q: What kind of undergraduate degree do I need to qualify for admission?

A: DMU accepts a bachelor's degree in any field from a regionally accredited college or university.

Q: Are graduate test scores such as the GRE required?

A: Graduate test scores and interviews are not required for admission.

Q: Can I transfer credits from another program or receive credit for a previously earned master's degree?

A: Students have the potential to earn transfer credit for previously earned graduate course work. Faculty review previously earned graduate credit for transfer after the student has been admitted to the program.



QUICK FACTS: M.H.A. PROGRAM

- DMU's M.H.A. program has approximately 150 students from more than 20 states.
- Less than three years typically are required to complete the degree.
- 75 percent of students work full-time.
- 70 percent of students work in health care.
- Students range in age from 21 to 58; the average age is 32.
- Alumni live in 38 states and in Canada.

A DEGREE IN ACTION: *After finishing his undergraduate degree in health care management, Kyle Kellum became director of diagnostic and therapy services at a health care center in Grangeville, Idaho. He also enrolled in DMU's M.H.A. program. "The experience was exceptional. Most of the things I was learning, as I was learning them, were also challenges I was dealing with at work. It was uncanny," he says.*

Earning his master's degree led to a new opportunity, too. Kellum had met the chief executive officer of Pagosa Springs, Colorado, Medical Center at a conference both were attending; four months later, the CEO invited him to become the center's chief operating officer. "He wanted someone with an M.H.A.," Kellum says. "Our service area is rapidly expanding. I'm busier than I've ever been, and I'm continuing to learn. That opportunity has come my way as a result of the M.H.A. program."

ACCREDITATION: Des Moines University is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. Information regarding accreditation can be obtained by contacting the commission at 30 North LaSalle Street, Suite 2400, Chicago, IL 60602-2504; 800-621-7440; www.ncahlc.org. The M.H.A. program is seeking accreditation by the Commission on Accreditation of Healthcare Management Education (CAHME), the only organization authorized to accredit master's level health care management programs in the United States and Canada.



STATEMENT OF NONDISCRIMINATION: Des Moines University does not discriminate on the basis of race, color, gender, creed, national origin, age, marital status, sexual orientation, or disability in employment, admission, or access to education programs, activities, or health care.

THE ADMISSION PROCESS

The M.H.A. program brings together the perspectives of a wide variety of health care professionals, from providers and financial managers to lawyers and quality control and compliance officers.

The DMU M.H.A. program seeks degree candidates who are self-directed, goal-oriented and eager to see the relevance and application of their education. All applicants must take the following steps to be considered for admission to the program:

1. Submit the **ONLINE APPLICATION** and the \$60 **ADMISSION FEE**
2. Submit a **CURRENT RESUMÉ** with detailed work history
3. Prepare and submit **TWO ADMISSION ESSAYS**
4. Submit at least **ONE LETTER OF RECOMMENDATION**
5. Submit **OFFICIAL TRANSCRIPTS**

No GRE scores are required.

Applicants must have a bachelor's degree from a regionally accredited institution or complete the requirements of a bachelor's degree prior to matriculation at DMU. Applications are accepted throughout the year. Faculty review completed files after each deadline, taking into consideration each applicant's past academic performance, work experience, knowledge of and passion for health care, holistic self-awareness and evidence of leadership ability. New students are admitted to begin courses each fall, spring and summer.

For detailed admission requirements, visit the website at www.dmu.edu/mha/how-to-apply.

We encourage prospective applicants to contact the admissions office directly for assistance with application questions.

DEFINITION OF DIVERSITY: Diversity at Des Moines University is a campus environment shaped by individuals and groups that offer a broad spectrum of cultural differences, life experiences, and distinct characteristics. These include, but are not limited to, educational background and performance, gender, race, age, socio-economic background, leadership qualities, employment experiences, talents, geographical background, and other attributes that affirm the University's commitment to creating an inclusive environment.

DISABILITY STATEMENT: Qualified individuals with disabilities who seek accommodations should refer to "Policy on Special Accommodations in Educational Programming" and make application for such accommodations pursuant to the procedures set forth in that policy. See www.dmu.edu/mp/h/how-to-apply for the link to the DMU policy.

This brochure has been prepared for general information purposes only. Des Moines University reserves the right to make program changes without notice. Tuition may be adjusted annually at the discretion of the Board of Trustees. 2K 12-14

TECHNOLOGY REQUIREMENT

You are required to have a computer with reliable Internet access (broadband required). You are also expected to be familiar with the Internet and have basic contemporary computer skills. See www.dmu.edu/mha/admission-requirements for more specific requirements.

Computer technology is used extensively throughout the M.H.A. program with an emphasis on Microsoft Office and SPSS capabilities. Student computer capabilities need to work with the DMU learning management system. Students who do not have direct access to a computer and a broadband connection are expected to find access, whether through a local library or another source.

A majority of program information is communicated online. You are responsible for accessing your DMU e-mail and learning management system on a regular basis.

TUITION AND FINANCIAL AID

For current tuition rates and information on financial aid at DMU, visit the University's website or contact the Financial Aid Office at 800-240-2767, ext. 1470, or 515-271-1470; e-mail, financial.aid@dmu.edu. Additional information is available at www.dmu.edu/mha. Students must be enrolled in a minimum of five semester hours of required M.H.A. degree program course work per term in order to qualify for financial aid.

INTERNATIONAL STUDENTS

Individuals who are not U.S. citizens nor permanent legal residents are not eligible for admission to DMU except for its post-professional doctor of physical therapy program and its master of public health online-only program. If you have questions about the University's international student policy, call 515-271-7498 or e-mail dmuadmit@dmu.edu.

QUESTIONS?

Give us a call or reach us via e-mail at mhaadmit@dmu.edu. For more information about the M.H.A. program, visit our website at www.dmu.edu.

HOW TO REACH US

M.H.A. Program Admissions
Des Moines University
3200 Grand Avenue
Des Moines, Iowa 50312-4198
515-271-1499

Outside the 515 area code, call 1-800-240-2767, x1499
mhaadmit@dmu.edu



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DOING A WORLD
OF GOOD.**

