

# PHPM - PUBLIC HLTH POL & MGMT

## PHPM 601 Foundations of Population and Public Health

**Credits 3. 3 Lecture Hours.** An introduction to the field of public health and to health conditions, issues, professions, organizations, and policies relevant to the health of communities. **Prerequisite:** Master of Health Administration Majors.

## PHPM 602 Managerial Statistics

**Credits 3. 3 Lecture Hours.** This course will cover analytical techniques to support managerial decision making in health care. The course will cover descriptive statistical techniques for the presentation of health care data and applicability of descriptive statistical techniques, a survey commonly used inferential statistical techniques for data analysis is presented. Throughout the course material, emphasis is on the sources and uses of health care data and information for decision-making, and on the interpretation and evaluation of health care research.

## PHPM 603 Managing Healthcare Data and Information

**Credits 3. 3 Lecture Hours.** Applicability of descriptive statistical techniques for the presentation of health care data; presentation of commonly used inferential statistical techniques survey for data analysis. **Prerequisite:** Enrolled in EMHA program, or approval of instructor.

## PHPM 604 Population and Public Health for Health Professionals

**Credits 4. 4 Lecture Hours.** Public health and its concentration areas; examination of how the federal, state and local health care and public health system/infrastructure has evolved; public health problems, diseases and risk factors; role of public health in preventing/alleviating same; reviews the core functions of public health. **Prerequisite:** Enrollment in Executive MHA only.

## PHPM 605 Introduction to Health Policy and Management

**Credits 3. 3 Lecture Hours.** Prepares students for administrative or policy positions in governmental programs, voluntary health organizations, or in other health service organizations. Supports effectiveness of public health and health services professionals by providing knowledge of health organizations and services and associated management policy issues. Introduces the U.S. health system and health management areas and emphasizes policy topics.

## PHPM 606 Health Systems Management

**Credits 3. 3 Lecture Hours.** Introduction to conceptual frameworks and practices associated with key functions in the management of complex health organizations. **Prerequisite:** Graduate classification.

## PHPM 607 Health Workforce: Issues and Challenges

**Credits 3. 3 Lecture Hours.** This course will focus on the development, impact and needs of the U.S. workforce. Options for the future direction and strategies to improve the effectiveness and efficiency of the health workforce will be analyzed.

## PHPM 608 Overview of Maternal and Child Health Systems and Policy

**Credits 3. 3 Lecture Hours.** This proposed course is designed to address a growing demand for courses focused on maternal child health. It is designed to be offered to public health students and doctoral students at Health Science Center. In this Health Policy focused MCH course, students will be exposed to a broad range of health policy and health systems level issues concerning maternal child health. Grading and evaluation is based on exams, short quizzes, papers, and participation in classroom discussion.

## PHPM 611 Introduction to Military Preventative Medicine Policy & Management II

**Credits 3. 3 Lecture Hours.** Introduction to Military Preventative Medicine Policy & Management II. Focuses on the clinical specialty areas (physicians, nurses, physician assistants and veterinarians) and the knowledge base and skill sets necessary for providers to operate in population-based systems.

## PHPM 612 Application in Military Preventative Medicine Policy & Management

**Credits 3. 3 Lecture Hours.** Application in Military Preventative Medicine Policy & Management. Given a scenario and pertinent information, ability to make sound management decisions and effectively employ public health policy.

## PHPM 614 Strategic Planning and Marketing

**Credits 3. 3 Lecture Hours.** Introduction to strategic planning and management in health services organizations; processes and formats employed in strategic planning and marketing; elements of market assessment, environmental analysis and strategy development; case studies and practices. **Prerequisite:** PHPM 605 or PHPM 606, or concurrent enrollment.

## PHPM 615 Strategic Planning And Marketing II

**Credits 3. 3 Lecture Hours.** This course builds upon strategic planning and marketing concepts introduced in PHPM 614. It provides an overview of marketing and how it can be applied effectively to health care organizations. The course covers the history of health care marketing, basic marketing concepts and tools, the process of developing and managing a marketing plan, and the nature of health care markets and consumers. **Prerequisites:** PHPM 605 or PHPM 606 prior or concurrently and PHPM 614.

## PHPM 616 Management of Human Resources

**Credits 3. 3 Lecture Hours.** An introduction to the range of human resources issues facing the health delivery system administrator from benefits to grievances and human resources management in health organizations; personnel practices such as job analysis and description, recruitment, selection and compensation in various health delivery system settings. **Prerequisite:** PHPM 601 or concurrent enrollment.

## PHPM 617 Quality and Process Improvement

**Credits 3. 3 Lecture Hours.** Overview of evolving health delivery system quality mechanisms and approaches for maximizing quality control in health care organizations; includes concepts and practices of quality assessment, control and improvement, and accreditation and outcome analysis in service delivery systems. **Prerequisite:** PHPM 602, PHEB 602, STAT 651, or STAT 652.

## PHPM 619 Organizational Theory

**Credits 3. 3 Lecture Hours.** The primary purpose of this course is to develop competency in application of several major organizational theories to health care systems. During the semester, students will become familiar with central assumptions, predictions, and implications of the following theories: sociology of professions, culture and climate, social networks, agency and stewardship, resource dependence, institutional theory, and change implementation. **Prerequisite:** PHPM-PhD students.

## PHPM 620 Operations Management

**Credits 3. 3 Lecture Hours.** Organized around the types of tactical and operational decisions made by health care operations managers; tactical decisions are medium- and long-term decisions that together determine the processes by which health care services are produced and delivered, while operational decisions are short-term decisions concerned with utilizing resources to meet the objectives of the organization in an efficient manner; building on a "system-based" approach to the health care environment, analytical tools are examined to aid problem solving and decision-making in health care organizations; spreadsheets used to ease computational work, facilitate analysis and aid in the presentation of results; examination of operational decisions through a combination of lectures, problem sets, organizational analysis and readings. **Prerequisites:** PHPM 617 and PHPM 631.

## PHPM 621 Seminar in Interorganizational Research

**Credits 3. 3 Lecture Hours.** Health services research in interorganizational relations includes applications of theories such as social exchange, transaction costs, resource dependence, organization ecology, political, economic and institutional theory; and their applications to community health networks, integrated delivery systems, and complex market and/or public policy approaches to health services. **Prerequisite:** PHPM 619.

## PHPM 622 Management of Innovation in Health Services

**Credits 3. 3 Lecture Hours.** This course examines the processes through which innovation is identified, studied, implemented, evaluated, and disseminated with particular attention to organization theory applied to innovation in the development, structure, and performance of health care organizations and/or health systems. **Prerequisite:** PHPM 619 or PHPM 621.

## PHPM 623 Health Care Financial Management I

**Credits 3. 3 Lecture Hours.** Overview of health financing and techniques for financial management in health service settings; examination of major sources of public and private health services funding. **Prerequisite:** Graduate classification or approval of instructor.

## PHPM 624 Health Care Financial Management II

**Credits 3. 3 Lecture Hours.** This is an intermediate course on health care financial management which covers several topics from PHPM 623 in depth and introduces new topics and tools relating to capital financing, financial evaluation, and developing forecast financial statements. Several special topics are included that deal with current trends and issues (e.g., mergers and acquisitions, physician integration, and new payment mechanisms). The course consists of lectures and case studies. As a team project, students develop a long-range financial plan for a hypothetical hospital. **Prerequisites:** Graduate classification.

## PHPM 625 Management Strategies and Principles for Public Health Organizations

**Credits 3. 3 Lecture Hours.** Designed to prepare for entry-level positions in public health organizations; exploration of planning, organizing, controlling, directing, staffing and decision making functions; includes discussions, in-class exercises and guest speakers pertaining to select topics. **Prerequisites:** Enrollment in Master of Public Health in Health Policy Management or approval of instructor.

## PHPM 626/MKTG 643 The Business of Healthcare

**Credits 3. 3 Lecture Hours.** Preparation for contributing to the healthcare system by gaining an understanding of selected business of healthcare topics such as the role of healthcare in the economy, the cost of healthcare, the patient experience, technology and ethics. **Prerequisites:** Public Health or Business majors; or approval of instructor. **Cross Listing:** MKTG 643/PHPM 626.

## PHPM 629 Organizational Assessment and Development

**Credits 3. 3 Lecture Hours.** This course provides skills needed to support collaborative processes in diagnosing organizational needs and problems and introducing innovative structures, processes, and other changes to enhance organizational responsiveness and accountability.

## PHPM 631 Health Information Management Systems

**Credits 3. 3 Lecture Hours.** Examination of computer-based information systems, architectures, and applications in the management of health services organizations; addresses systems designs, data management systems, data access and communications, and the implications of expanding technological capacities for information management systems. **Prerequisite:** PHPM 605 or PHPM 606, or approval of instructor.

## PHPM 632 Inter-professional Health Care Ethics

**Credits 2. 2 Lecture Hours.** This proposed course is an inter-professional Health Care Ethics and Professionalism Course. It is designed to be offered to combined medicine, nursing, pharmacy and public health students at the Health Science Center. It now includes the Chaplaincy program at Scott & White Health System. Students in public health will be in combined large lecture classes and small groups with students enrolled in medicine, nursing, pharmacy and chaplaincy. Students will be exposed to a wide range of ethical, professional, and policy issues. Grading and evaluation is based on short quizzes and participation in small group discussion.

## PHPM 633 Health Law and Ethics

**Credits 3. 3 Lecture Hours.** Torts, contract law, corporate liability, malpractice, key federal and state regulations, and records management relative to health care; important health case law; ethical considerations as they relate to the law and management of health delivery systems.

**Prerequisite:** PHPM 605 or PHPM 606.

## PHPM 636 Project Management in Health Systems

**Credits 3. 3 Lecture Hours.** Focuses on project management within health systems; discusses various project management approaches, project management tools, communication approaches, risk management strategies, and best practices to successfully complete projects within public health organizations. **Prerequisites:** Enrollment in the MHA or MPH program.

## PHPM 637 Political Foundations of Public Health

**Credits 3. 3 Lecture Hours.** Study of how the political process works; how the political process shapes health policy; identification of key theories of political science; evaluation of how current health policy impacts subsequent political debates.

## PHPM 638 Global Health Systems: Design & Analysis

**Credits 3. 3 Lecture Hours.** Global Health Systems: Design & Analysis. Comprehension of the role of international organizations, state actors and civil society in global health; application of structured theoretical framework for evaluating, designing and reforming national health systems; development and analyses of goals and metrics for health system performance; financing, payment, organization, regulation and behavioral mechanisms in different countries. **Prerequisite:** Graduate classification.

## PHPM 639 Global Health

**Credits 3. 3 Lecture Hours.** Globalization of health is evolving dramatically spurred on by the globalization of trade and commerce, migration of peoples, and advances in communication. These changes are having a significant impact on health and health care. Multiple diseases, as influenza, emerging in a local site but then are transmitted at a global or pandemic proportion with a few short weeks or months. International travel and the migration of populations across countries can lead to the introduction of diseases or conditions previously unheard of or noted in only small numbers.

## PHPM 640 Health Policy and Politics

**Credits 3. 3 Lecture Hours.** Examination of concepts and tools for understanding the complexities and dynamics around health care policy in the U.S.; analysis of key features of the current U.S. health care and political system; assessment of political and socio-economic concepts central to health policy debates; evaluation of pressing health policy problems. **Prerequisites:** Graduate classification.

## PHPM 641 Advanced Health Policy

**Credits 3. 3 Lecture Hours.** Examination of the process by which national health policy is made including the role of government, interest groups and the public, and how policy analysis and program evaluation can inform health policy but also be constrained by the politics of health.

## PHPM 642 Public Health Emergency Preparedness Policy Issues

**Credits 3. 3 Lecture Hours.** This course examines design and implementation of public health at federal, state, and local levels. It addresses development, organization, financing, regulation, delivery and evaluation in many health policy areas. The course examines public health policy issues across the emergency preparedness continuum.

## PHPM 643 Health Policy Analysis

**Credits 3. 3 Lecture Hours.** Study of problems in public health and identification of policy-based solutions to those problems; identification of policy problems, development of policy solutions, evaluation of options and implementation of changes aimed at addressing public health issues. **Prerequisites:** PHPM 640; or approval of instructor.

## PHPM 644 Texas Training Initiative For Emergency Response (T-Tier)

**Credits 3. 3 Lecture Hours.** This course develops the knowledge, skills, and abilities needed to effectively respond to bioterrorism, infectious disease outbreaks, and other public health threats and emergencies in a multi-disciplinary approach. The course will focus on competencies paralleling the critical benchmark of emergency preparedness as identified by the Centers for Disease Control and Prevention, as well as to gain the knowledge, skills and abilities along with practice to protect the public's health. Roles of the many public health workers will be explored.

## PHPM 645 Critical Issues in Health Policy

**Credits 3. 3 Lecture Hours.** Overview of how U.S. national and state health policy is formulated and considers competing interests in the political process; emphasis on the unique needs of special interest groups from the financially disadvantaged to special needs populations, ethnic and other minorities and rural populations. **Prerequisite:** Graduate classification.

## PHPM 646 Health Systems and the Aging

**Credits 3. 3 Lecture Hours.** Overview of the current U.S. infrastructure designed to provide health services to the aging. Includes federal and illustrative state policies that affect the health of the older citizens and the systems designed to meet their health care needs.

## PHPM 647 Long-Term Care Policy and Management

**Credits 3. 3 Lecture Hours.** Examination of health policy and management in provision of care for the aged and other chronic care populations. Includes instruction on access, use, market issues, quality of services and cost containment. **Prerequisite:** PHPM 605.

## PHPM 648 Systematic Review and Meta-Analysis for Population Health Sciences

**Credits 3. 3 Lecture Hours.** Preparation of systematic reviews for population health sciences using meta-analysis.

## PHPM 652 Health Care Reimbursement

**Credits 3. 3 Lecture Hours.** Study of reimbursement policies and practices of public and private third party payers, and self-insured employers. In addition the course presents an overview of the impact these different payers have on health providers, including incentives, quality and access to care. **Prerequisite:** PHPM 605.

## PHPM 653 Health Economics and Insurance

**Credits 3. 3 Lecture Hours.** Basic concepts in economic theory and analysis applied to health care delivery and financing in the United States; supply and demand issues for health services, market competition and public sector involvement; emphasis on issues of health insurance including adverse selection, moral hazard, underwriting, selective contracting, employer-sponsored health insurance, the Affordable Care Act, Medicare and Medicaid. **Prerequisite:** Graduate classification.

## PHPM 654 Health Insurance and Managed Care

**Credits 3. 3 Lecture Hours.** Overview of health insurance in the U.S., with emphasis on the private health insurance markets and managed care; demand for insurance, insurance underwriting and rate making; the role of employer-sponsored health insurance; the impact of managed care on hospitals and physician markets; health savings accounts and consumer-directed plans. **Prerequisites:** Graduate classification.

## PHPM 655 Survey Design for Public Health Research and Practice

**Credits 3. 3 Lecture Hours.** Study of how to measure phenomena in public health; discussion of how to design surveys in public health; the identification of limitations of survey research; evaluation of how survey design can be applied to answer public health questions.

## PHPM 661 Introduction to Health Economics

**Credits 3. 3 Lecture Hours.** Basic concepts in economic theory and analysis applied to health care delivery in the United States; addresses supply and demand issues for health services, reimbursement systems and health insurance; issues in health delivery in a competitive market and public sector involvement. **Prerequisite:** Graduate classification.

## PHPM 662 Health Economics II: Advanced Health Economics

**Credits 3. 3 Lecture Hours.** This course is intended to provide a more in depth examination of the economic aspects of the supply of and demand for health and health care services. **Prerequisite:** PHPM 661.

## PHPM 663 Cost Effectiveness Analysis and Health Policy

**Credits 3. 3 Lecture Hours.** This course provides an overview of the methods of cost-effectiveness analysis and decision analysis and their applications to resource allocation decisions in public health and medicine, particularly as it relates to health policy. **Prerequisite:** PHPM 661.

## PHPM 664 Foundations of Translational Research

**Credits 3. 3 Lecture Hours.** This is a course in Foundations of Translational Research. The discipline of translational science provides a structure that expedites the translation of important discoveries that improve healthcare into practical applications. The course is an intense introduction to translational science and includes educational preparatory lectures and presentations by senior researchers. Topics include an introduction to types and tools of research, ethics in translational science, communication of science, research with underserved/under-represented populations, introduction to bioinformatics and health informatics, data/database management and analysis, clinical study/trial design and methodology, clinical research methods, basic statistics, an update on molecular biology and genetics, an update on basic science in translational research, protections of human subjects, animal welfare and use, and grantsmanship. **Prerequisite:** PhD program students.

## PHPM 668 Applied Health Services Research I

**Credit 1. 1 Other Hour.** Each step in the development and execution of a research project. Faculty in the doctoral program will discuss hypothesis development, measurement strategies, data collection option, analysis plans, research ethics and other issues that arise during a health services research project. **Prerequisite:** Graduate classification.

## PHPM 669 Applied Health Services Research II

**Credit 1. 1 Lecture Hour.** Weekly discussion of a research paper or research papers assigned by the instructor; faculty in the doctoral program may also present their work or lead the discussion of specific papers. **Prerequisite:** Graduate classification.

## PHPM 670 Health Policy Evaluation

**Credits 3. 3 Lecture Hours.** Comprehensive examination of approaches to evaluate health policies and programs. Includes both discussion of analytical methods and design issues. **Prerequisites:** PHPM 640, STAT 651.

## PHPM 671 Introduction to Health Services Research

**Credits 3. 3 Lecture Hours.** Examines issues pertaining to health care access, cost and quality across multiple health care settings. **Prerequisite:** PhD or MSPH students only.

## PHPM 672 Data Science for Health Services Research

**Credits 3. 3 Lecture Hours.** Introduces multidisciplinary approaches to conducting health services research. Course focuses on both primary and secondary data analysis for the purpose of understanding the quality and effectiveness of various health delivery systems and the policy implications for the health of citizenry. PhD students only. **Corequisite:** PHPM 669.



## PHPM 673 Foundations of Health Services Research

**Credits 3. 3 Lecture Hours.** The class introduces doctoral students in health services research to the conceptual frameworks and research results related to three core issues in healthcare services research - the costs of care, access to care, and quality of care. The course is coordinated by a senior faculty member and faculty members provide readings and lectures on specific topics so that students are exposed to, and can explore, different aspects of costs, access, and quality.

**Prerequisite:** PHPM 671.

## PHPM 674 Secondary Analysis of Health Data

**Credits 3. 3 Lecture Hours.** Support secondary data analysis opportunities in health services research; introduction to available databases, mechanisms of access, health policy issues that can be addressed through secondary data analysis; data cleaning and analytical techniques necessary to examine key health policy issues. **Prerequisites:** Graduate classification.

## PHPM 675 Survey Research Methods

**Credits 3. 3 Lecture Hours.** Key elements in the design and execution of population and organizational surveys. **Prerequisites:** PHPM 671 and PHPM 672.

## PHPM 676 Analytical Issues in Health Services Research

**Credits 0 to 3. 0 to 3 Lecture Hours.** Provides an overview of analytic tools used in health services research. Primary focus is on application to non-experimental research settings. Topics include simple and multivariate regression models, dichotomous dependent variable models, polychotomous choice models, quantile regression, propensity score methods, and instrumental variables estimators. **Prerequisite:** PHEB 603 or equivalent.

## PHPM 677 Data Science in Public Health

**Credits 3. 3 Lecture Hours.** The primary purpose of this course is to apply data science to health data for public health applications in order to improve the three core dimensions in health care: (1) improve quality, (2) reduce costs, and (3) improve access. The course focuses on computer programming skills to turn raw data into valid information and the fundamentals of data science. For assignments, we will select a statistical package to practice the programming concepts learned.

**Prerequisite:** PHEB 602 or approval of instructor.

## PHPM 678 Qualitative Research in Public Health

**Credits 3. 3 Lecture Hours.** Focuses on qualitative research within public health; discusses various qualitative research theories, methods of data collection and data analysis, qualitative research design, research ethics, and disseminating qualitative data. **Prerequisite:** Graduate classification or approval of instructor.

## PHPM 680 Health Systems Leadership

**Credits 3. 3 Lecture Hours.** Integration of essential content presented in health policy and management curriculum by assessing issues confronted by health service organizations leaders and employing tools acquired in prior courses to address the issues. **Prerequisites:** Graduate classification; MHA or MPH program.

## PHPM 681 Seminar

**Credits 1 to 3. 1 to 3 Other Hours.** Discussion and review of current practice in Health Policy and Management. **Prerequisite:** Graduate classification or approval of instructor.

## PHPM 684 Practicum

**Credits 1 to 15. 1 to 15 Other Hours.** Field placement experience to work closely with a departmental faculty member and appropriate field professional(s) applying skills and techniques acquired through coursework. May be repeated for credit. Must be taken on a satisfactory/unsatisfactory basis. **Prerequisite:** Graduate classification.

## PHPM 685 Directed Study

**Credits 1 to 9. 0 Lecture Hours. 1 to 9 Other Hours.** Student investigation of a topic not covered by other formal courses. May be repeated for credit. **Prerequisite:** Approval of student's academic advisor.

## PHPM 686 Directed Research

**Credits 1 to 3. 0 Lecture Hours. 1 to 3 Other Hours.** Student research initiative not within the scope of a thesis or dissertation. May be repeated for credit. **Prerequisite:** Approval of student's academic advisor.

## PHPM 689 Special Topics - Health Policy and Management

**Credits 1 to 4. 1 to 4 Lecture Hours.** Revolving topics seminar in an area of specialization within the department. May be repeated for credit.

## PHPM 691 Research

**Credits 1 to 6. 0 Lecture Hours. 1 to 6 Other Hours.** Research for thesis or project. May be repeated for credit. Must be taken on a satisfactory/unsatisfactory basis. **Prerequisite:** Approval of the student's academic advisor and department head.

## PHPM 791 Doctoral Capstone

**Credits 1 to 9. 0 Lecture Hours. 1 to 9 Other Hours.** Doctoral dissertation or equivalent project(s). May be repeated for credit. Must be taken on a satisfactory/unsatisfactory basis. **Prerequisite:** Approval of instructor.