

Other Programs

Executive Master in Health Care Leadership (EMHCL)

Program Director:	Kassak, Kassem
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The Executive Master in Health Care Leadership (EMHCL) is designed for professionals who have significant responsibility in the healthcare sector, including those from health care delivery, pharmaceutical and product manufacturing, healthcare consulting, health management systems, insurance, patient advocacy, public health, and policy and regulatory institutions. The program seeks to identify a highly qualified and diverse student cohort. Candidates representing a broad range of experience in the healthcare sector are chosen for each cohort to ensure a rich peer-to-peer learning experience.

Admission Requirements

An applicant is considered for admission to the program if s/he meets the minimum admission requirements outlined under the Admissions section of this catalogue. Applicants to the program will be evaluated based on their academic and professional achievements with a minimum of a bachelor's degree recognized by AUB, record of previous professional experience (a minimum of five years), two letters of recommendation (academic and professional), and a personal statement. Applicants must be currently employed in a managerial post and demonstrate leadership potential and prospects for academic and professional success. They must also meet the Readiness for University Studies in English (RUSE) as stipulated in the Admissions section of this catalogue.

Applicants who fail to meet the RUSE may be eligible to take the University Preparatory Program (UPP) Graduate Course or enroll in other intensive English courses depending on their test scores. Their enrolment will be contingent upon passing these courses. Furthermore, applicants will be interviewed as part of the selection process. The decision about admission to the program will be based on a thorough review of student applications, supporting documents and the interview.

Program Outline

Curriculum

The EMHCL curriculum consists of 21 courses, totaling 45 credit hours, distributed across three healthcare themes which include Foundation, Advanced Managerial Functioning, and Health Systems Policy and Reform.

Course Type		Credits
Theme I: Foundation		
EHCL 300	Managing Healthcare Organizations	3
EHCL 301	Communication and Behavioral Change for Health	2
EHCL 303	Health Economics	2
EHCL 305	Research Methods and Application	3
EHCL 306	Evidence Based Management	1.5
EHCL 304	Statistical Tools and Analysis	2
EHCL 302	Epidemiology in Health Care	1.5
		Total 15
Theme II: Advanced Managerial Functioning		
EHCL 310	Health Informatics and Information Technology	2.5
EHCL 313	Data and Decision Making (Use of IT)	1.5
EHCL 307	Leadership	3
EHCL 314	Advanced Program Planning and Evaluation	2
EHCL 315	Strategic Planning and Management	2
EHCL 309	Financial Accounting and Management	2
EHCL 308	Marketing in Healthcare	1.5
EHCL 312	Performance Improvement and Innovation	1.5
EHCL 311	Human Resources Management	2
		Total 18
Theme III: Health Systems Policy and Reform		
EHCL 316	Organizational Restructure and Reform	1.5
EHCL 318	Policy, Politics and Decision Making	2
EHCL 317	Ethics and Law	1.5
EHCL 319	Communicating with Policy Makers	3
EHCL 320	Practicum and Capstone in Leadership	4
		Total 12
		Grand Total: 45

Program Delivery

The EMHCL Program is delivered in a highly interactive modular blended learning format which takes approximately 18 months to complete. This flexible program is delivered through 15 intensive sessions, each of which is offered every five weeks. Each intensive session requires on-campus or residential attendance of 5 days for a total of 75 residential days over the 18-month period.

The program totals 45 credit hours. Each credit hour consists of 12.5 hours of class instruction corresponding to 1.5 on-campus days. Each on-campus day consists of 8 class hours of instruction.

Credit Hour Equivalence to On-Campus Days

Credit Hours (per course)	Equivalent Teaching Days
1	1.5
1.5	2.5
2	3.5
2.5	4.5
3	5

Academic Rules and Regulations

Graduation Requirements

All recommendations for graduation are made by vote of the faculty on the recommendation of the Graduate Studies Committee.

To be eligible for graduation from the EMHCL Program, a student must accomplish the following:

- pass all required courses with a minimum grade of (C+)
- earn a cumulative GPA of at least 3.3
- and successfully complete a minimum of 45 credit hours.

Probation

Students are evaluated for potential placement or removal of probation upon their completion of every 9 credit hours (minimum) in the program.

Placement on Probation

A student is placed on probation if one of the following occurs:

- s/he fails any graduate course taken for credit (passing grade is C+)
- or s/he fails to obtain a minimum GPA of 3.3 on at least 9 credit hours.

A student with an admission score (cumulative and major averages) between GPA 3.0 and 3.3 will be admitted on probation.

Removal of Probation

A student who is placed on probation because of grade and/or average is required to complete a three-week makeup plan mutually agreed upon with the EMHCL Program Director. After completion of the makeup plan, the student is re-evaluated for potential removal of probation.

To remove probation, the student should:

- attain a minimum grade of (C+) in every registered course and
- have an evaluated GPA of at least 3.3

A student admitted on probation will be removed from probation if after completion of at least 9 credit hours, s/he has passed all courses and attained a GPA 3.3.

Dismissal from the Program

A student on probation may be dismissed upon the recommendation of the EMHCL Program Director and the Graduate Studies Committee if one of the following occurs:

- s/he has failed to be removed from probation after the completion of the three-week makeup plan
- or the EMHCL Program Director and Graduate Studies Committee regard the student as not having made satisfactory academic progress or as not having behaved in accordance to the norms and values upheld by FHS or AUB.

Policy on Transfer of Credits

A transfer of credits may be considered when a course is satisfactorily completed with a minimum grade of B+ or equivalent at a recognized university, faculty or program. The transferred credits are accepted in lieu of credits earned in a comparable course in or outside FHS. Request for transfer of credits for EMHCL students is only possible if the student completed the course in which transfer is sought within five years of the transfer request date.

The number of credits that can be transferred in comparable courses cannot exceed 9 credits.

For courses taken at FHS, a transfer of credits may be considered for all passed courses.

Procedure for Transfer of Credits

For a student to be exempted from or to transfer courses from AUB or another university, the candidate should petition the FHS Graduate Studies Committee and attach the following official documents after consulting with the EMHCL Director:

- a letter of request for exemption and/or transfer
- the official catalogue of the transferring institution
- a detailed description of course content and syllabus
- an official statement of records/grades earned for the course(s)

Transferring universities must be considered to have comparable standards to those of AUB.

The EMHCL Director should seek the opinion of the course instructor(s) and the department faculty in writing and then submit the recommendation of the department, along with the supporting documents, to the FHS Graduate Studies Committee for final approval.

Course Descriptions

EHCL 300 Managing Healthcare Organizations 3 cr.

The course addresses the main components, resources and functions of health care systems. It is designed for an experienced audience to identify organizational and health system problems and apply systems thinking in resolving them. Furthermore, the course introduces various management theories and management processes that pertain to the healthcare service sector. Topics covered include strategic management, human resources management, information management and material management. This course equips future leaders of healthcare organizations with the necessary managerial skills needed to reach and implement decisions about future activities.

EHCL 301 Communication and Behavior Change for Health 2 cr.

The aim of this course is to discuss the communication concepts and frameworks that healthcare executives can employ to improve communication within their institution or with both the internal and external customer in order to enhance health and wellbeing. Major emphasis will be placed on the theoretical underpinnings in the field of communication including an understanding of influences on behavior and health, as well as the critical need for attention to ethics, justice and equity to achieve goals of communication for health.

EHCL 302 Epidemiology in Health Care 1.5 cr.

This course presents ways in which epidemiology can support the decision-making process in health services research, policies, management and evaluation.

EHCL 303 Health Economics 2 cr.

A course that covers the application of the principles of microeconomics to the health field, utilization of the techniques of microeconomics to the study of prices and markets in the health field, and developing competence in cost analysis and cost projections.

EHCL 304 Statistical Tools and Analysis 2 cr.

This course introduces basic statistical experimentation methods in addition to general concepts of estimation and inferences. Simple and multiple regression, single factor and multifactor analysis of variance, multiple comparisons, goodness of fit tests, nonparametric procedures, and power of tests are covered. Statistical software packages, such as SPSS, are also introduced.

EHCL 305 Research Methods and Application 3 cr.

The first component of this course presents an overview of the principles of quantitative and qualitative research methods. The second component aims at imparting to students some practical research skills. By becoming familiar with the research process, future healthcare leaders are equipped to critically appraise published research and communicate their research findings.

EHCL 306 Evidence Based Management 1.5 cr.

This course acquaints participants with evidence-based approaches in health care organizations including how information and knowledge can cure organizational ills and dysfunctions and how to gain competitive advantage with evidence. It covers decision making models and challenges of why leaders and managers do not use evidence in making decisions. The course provides guidance on evidence-based organizations and evidence-based leaders/managers (intuitive versus rational decision-making) and also on how to overcome decision inertia.

EHCL 307 Leadership 3 cr.

This course describes the concept of leadership in healthcare organizations, identifies traditions through which leadership has been analyzed, considers the role of organizational culture, and explains the larger set of roles leaders may play in health care organizations while discussing the evidence from recent research literature on leadership in healthcare organizations.

EHCL 308 Marketing in Healthcare 1.5 cr.

This course addresses the principles of marketing and their application to the healthcare sector. It also sheds light on how these marketing principles need to respond to the changing environmental forces that are shaping the healthcare service sector. Through the employment of case studies, healthcare leaders learn how to identify and prioritize marketing challenges facing their organizations and develop creative strategies for solving these problems.

EHCL 309 Financial Accounting and Management 2 cr.

This course covers the most important principles and applications of healthcare finance including both accounting and financial management. It discusses the basic foundations of financial management and demonstrates how future healthcare leaders can apply financial management theory and principles to make better decisions that promote the financial wellbeing of their organizations.

EHCL 310 Health Informatics and Information Technology 2.5 cr.

This course explores the theoretical framework of Health Informatics and Information Technology and examines critical issues and challenges within the field as well as opportunities for improving the management of healthcare through information technology. Topics include electronic health records, telemedicine, human computer interfaces, and e-Health among others.

EHCL 311 Human Resources Management 2 cr.

This course highlights how to effectively deal with personnel management by focusing on the importance and impact of human resources on healthcare organizations. Topics to be discussed include: strategic HR management; planning, attracting and selecting human resources; placing, developing and evaluating HR; retention; HRH migration and brain drain.

EHCL 312 Performance Improvement and Innovation 1.5 cr.

This course focuses on the principles and current practices of performance improvement in healthcare settings. It incorporates human technology and service excellence in improving performance within health care settings and ensuring that innovative improvement is an integrated part of organizational and individual behavior. Future healthcare leaders also explore the use of various quality improvement tools including, but not limited to: FOCUS-PDCA, balanced scorecards and reengineering, among others.

EHCL 313 Data and Decision Making (Use of IT) 1.5 cr.

In an unstable and politically charged healthcare environment, the availability and understanding of objective and reliable data is crucial for determining healthcare needs and customer expectations as well as institutional service strategies. This course examines the generation of valid and reliable data and its functional use in decision making.

EHCL 314 Advanced Program Planning and Evaluation 2 cr.

This course aims to prepare healthcare leaders to become more competent planners and evaluators by applying the concepts and tools of planning and evaluation to real situations facing healthcare agencies, hospitals, and ministries of health. The opportunities and challenges that healthcare leaders face in planning and evaluating effective healthcare intervention programs are also covered.

EHCL 315 Strategic Planning and Management 2 cr.

This course imparts to healthcare leaders the skills needed to develop strategic plans to position their organization for long-term success. Major attention is placed on the management framework for identifying, communicating, crafting and managing strategic goals throughout a healthcare organization.

EHCL 316 Organizational Restructure and Reform 1.5 cr.

This course is designed to help future healthcare leaders develop a deeper understanding of the differences in organizational structures and the mechanisms and processes of coordination among different structures. It helps develop the capacity to influence the behavior of others in present-day health organizations. Emphasis is placed on small group relationships, communication networks, and the human side of the organization.

EHCL 317 Ethics and Law 1.5 cr.

This course examines the ethical and legal principles which health leaders in Lebanon and the region need to take into consideration when making systems decisions. The course draws a distinction between public health ethics and medical ethics, and it provides tools for ethical decision-making in healthcare.

EHCL 318 Policy, Politics and Decision Making 2 cr.

This course provides a comprehensive perspective of ‘systems thinking’ with regard to policy development and analysis processes. It introduces the participants to the field of health policy analysis and relevant concepts and methods in understanding the policy development cycle. Discussion includes the relationship between policy and politics, how politics can impede reform efforts and how policy analysts can influence policy makers and politicians during the policy process. The course is based on case studies debating policy issues at the national, regional and international levels.

EHCL 319 Communicating with Policy Makers 3 cr.

This course discusses the main tools to communicate with policy makers including evidence informed policy, priority setting and policy dialogues. It provides skills on how to prepare policy briefs and effective tips on how to communicate evidence (both published and tacit) with policy makers. Participants work on key questions that can be used to guide those preparing and using policy briefs to support evidence-informed policymaking.

EHCL 320 Practicum and Capstone in Leadership 4 cr.

This course offers the healthcare leader the chance to put into practice the theories and knowledge acquired in previous courses. Students need to identify and develop a healthcare project that puts their leadership skills and competencies into practice.