

DEPARTMENT OF HEALTH POLICY AND MANAGEMENT (GRAD)

The Gillings School's top-ranked Department of Health Policy and Management trains the next generation of leaders in management, policy making, and research to address the complex challenges of health care delivery and produce cutting-edge research. We prepare our students to improve population health both domestically and globally. We are committed to ensuring that all people – irrespective of age, gender, race, ethnicity, disability, sexual orientation, geographic origin, religion, or economic resources – have access to high-quality health care services.

Mission

To improve health for all by creating and translating knowledge into policy and practice and educating current and future health leaders, managers, policymakers, practitioners, and researchers.

Vision

High quality, accessible and affordable health systems that achieve optimal population health in North Carolina, across the United States, and around the world.

Our research strengths include:

- Cancer care
- Rural health
- Mental health
- Comparative effectiveness
- Financial management and performance
- Health outcomes
- Organization and implementation science
- Quality of and access to care

The Department of Health Policy and Management (<https://sph.unc.edu/hpm/hpm-degrees-and-certificates/>) offers two master's degrees, two doctoral degrees, and one graduate-level certificate program.

Master of Healthcare Administration (M.H.A.)

The M.H.A. is a professional degree for individuals wishing to pursue management careers in health organizations, including health systems, hospitals, consulting firms, managed care organizations, insurance companies, medical group practices, government agencies, or other health related organizations. The M.H.A. degree provides strong preparation in the management disciplines, a comprehensive understanding of the health care sector, and professional development. Students are encouraged to take elective courses in particular areas of interest. The M.H.A. program is CAHME accredited.

The Executive Master's Program (Distance Education)

The Executive Master's Program (M.H.A.) provides graduate-level education to employed public health professionals and health care administrators. This program helps students build and expand their

decision making and leadership skills to advance their careers in health and public health organizations throughout the United States and beyond. The two-year program consists of six intensive sessions on the Chapel Hill campus as well as faculty-guided, synchronous distance learning. The M.H.A. program is CAHME accredited.

Master of Science in Public Health (M.S.P.H.)

The M.S.P.H. is a professional degree that prepares individuals for careers in health policy analysis, health services research, program planning, program evaluation in the public and private sector. Students obtain a comprehensive understanding of the health care system and receive in-depth training in health policy analysis, health services research methods, evaluation, and professional development. Students are encouraged to take elective courses in particular areas of interest.

Doctor of Philosophy (Ph.D.)

The Ph.D. program in health policy and management is designed to provide students with the research experience, academic foundation, and competencies to become independent and creative health services/health policy researchers. All students take required courses in health services research, research design, quantitative methods, qualitative and mixed methods, and health policy. In addition, students develop expertise in a minor area, including decision sciences and outcomes research, economics, financial management, health politics and policy, quality and access, and organization and implementation science. Students must pass written comprehensive examinations after completing coursework, then present and defend a dissertation proposal and the final dissertation based on original research. The Ph.D. program is designed to be completed in four years.

Doctoral Program in Health Leadership (Dr.P.H.)

UNC-Chapel Hill's executive doctoral program in health leadership prepares mid-to-senior-career professionals for greater leadership positions in organizations working to improve the public's health. This cohort-based mostly distance program is for individuals with substantial leadership responsibilities in health-related organizations focused domestically or internationally. Students must have at least a master's degree and at least five years leadership experience (post graduate degree) before matriculating into the Dr.P.H. program. Students come to campus (or an alternative site outside North Carolina or overseas) three times a year (August, January, and May for one week) over the first two years. With the exception of these in-person visits, students connect synchronously to the faculty and their peers one night a week via computer. The program uses technology that allows students and faculty to share data and interact via live video and audio. The distance format allows working professionals to complete doctoral leadership training while continuing full-time employment, remaining in their home location throughout the duration of their education. Students participate in classes for the first two-years, and then complete their dissertation thereafter. Most students complete their dissertations within three to four years of matriculation.

Certificate Program in Community Preparedness and Disaster Management

The professional certificate program in community preparedness and disaster management is designed to provide students, as well as

community leaders in emergency services (fire, law enforcement, EMS, 911 communications), public health, emergency management, health services, veterinary services, and all who prepare for and respond to disasters, with the opportunity to enhance their knowledge of disaster management systems used to combat natural and man-made disasters, including terrorism. The certificate consists of three courses (nine credit hours) that are all completed online. The courses can be used for undergraduate and graduate degree programs. The certificate is open to residential students as well, who may take just one course, or opt for all three courses to complete the certificate.

Following the faculty member's name is a section number that students should use when registering for independent studies, reading, research, and thesis and dissertation courses with that particular professor.

Professors

Ethan Basch, Medical Oncologist, Health Services Research
George Mark Holmes (014), Hospital Finance, Rural Health, Workforce, Health Policy, Patient-Centered Outcomes
Sheila Leatherman (286), Quality of Care, Health Systems Performance, International Health Policy
Jessica Lee (312), Access to Care for Children, Evidence-Based Practice of Dentistry
Benjamin Meier, Global Health Policy, Interdisciplinary Research at Intersection of International Law, Public Policy, and Global Health
Jonathan Oberlander (016), Health Care Politics and Policy, Health Care Reform, Medicare
George Pink (018), Integrated Health Care, Health Services Accounting and Finance, Financial Performance Measurement, Executive Compensation, Nursing Cost Analyses
Kristin Reiter (020), Healthcare Financial Management, Management Accounting
Rebecca Slifkin (025), Health Policy, U.S. Health Care System
Sally Stearns (021), Health Economics, Health Policy
Justin Trogdon (031), Health Economics, Economic Burden of Cancer, Health Policy Cost-Effectiveness Evaluation
Morris Weinberger (045), Quality Management, Health Outcomes Research, Health Services Research
Stephanie Wheeler (033), Health Services Research, Decision Sciences, Financial Impacts of Cancer, Health Disparities

Professors of the Practice

Sandra Greene (011), Research Design and Methodology, Health Insurance, Health Services Research Involving Insurance Claims Data
Pam Silberman (024), Public Health Legal Issues
John Wiesman (047), Workforce Development, Public Health Funding, Transformational Leadership, Public Health Policy and Advocacy.

Associate Professors

Antonia Bennett (002), Health Services Research, Patient-Reported Outcomes
Alyssa Damon (004), Epidemiology, Care Delivery and Outcomes Analysis, Modeling Efficient Care Delivery, Data Management
William B. Gentry (036), Emergency Preparedness and Disaster Management
Erin Kent (012), Epidemiology, Health Services Research, Mixed Methods Research, Community-Based Participatory Research
Valerie Lewis (038), Accountable Care Organizations, Payment Models, Health Care Disparities
Kristen Hassmiller Lich (013), Applying Operations Research to Complex Systems, Econometrics Tools in Health Care, Infectious Disease Modeling

Chris Shea (023), Organizational Behavior, Health Informatics
Karl Umble (032), Program Design and Evaluation, Management and Leadership Development in Public Health
Karen Volmar (040), Health Policy Development Through Program Evaluation and Legal Research, Provider and Payer Performance Measurement, Health Law

Assistant Professors

Leah Frerichs (009), Community-Based Participatory Research and Systems Science to Address Health Disparities, Social and Physical Environment Influences on Youth Health Behaviors, Chronic Disease Prevention
Susan Helm-Murtagh (008), Strategic Management, Leadership
Arrianna Planey (017), Health/Medical Geography, Measuring Health Care Access, Health Care Equity, Spatial Epidemiology
Jeffrey Simms (037), Professional Development, Job Placements, Internships, Professional Networking, Alumni Relations
Lisa Spees (027), Health Services Research, Health Disparities, Cancer Care Quality and Access, Implementation Science in Cancer Care
Angela Stover (028), Health Services Research, Patient-Reported Outcomes, Mixed Methods and Implementation Science
Melanie Studer (030), Undergraduate Public Health Education, Health Systems, Human Resources, Professionalism in Health Care
Sean Sylvia (029), Health and Development Economics, Delivery of Health Services in Developing Countries, Econometrics, Impact Evaluation, Cost Effectiveness Analysis
J. Bennett Waters, Emergency Preparedness and Disaster Management, Intergovernment Relations, Homeland and National Security Policy, Strategy and Programs.
Ciara Zachary (046), Health Policy Research, Policy Advocacy to Increase Access, State and Federal Health Policy Analysis

Adjunct Professors

Edward Baker
Donald A. Holzworth
Samuel Jackson
Joan Krause
Jennifer Lafata
Gene Matthews
Thomas C. Ricketts
Jane Weintraub

Adjunct Associate Professors

Travis Day
Fredrick Homan
Lawrence K. Mandelkehr
Michael Markowitz

Adjunct Assistant Professors

Megan Berlinger
Tim Carney
Oscar Fleming
Brigid Grabert
Tyonne Hinson
Christine Kim
Yesenia Merino
Paj Nandy
Eugene Pinder
Jim Porto
Stephanie Watson-Grant

Craig Westling
Abu Ugbede

Adjunct Instructors

Edwin Alcorn
Ben Balderas
Randall J. Egsegian
Franklin Farmer
Eric Griffin
Donald R. Markle
Ervin Drake Maynard
Anne McGeorge
Michael Patterson
Robert Patterson
Eric Wolak
Cameron Wolfe

Professors Emeriti

Edward Brooks
Laurel Files
Bruce Fried
Sagar Jain
Arnold Kaluzny
Joe Morrissey
John Paul
William N. Zelman

HPM

Advanced Undergraduate and Graduate-level Courses

HPM 420. Community and Public Health Security: Disasters, Terrorism, and Emergency Management. 3 Credits.

This course examines systems for emergency management at federal, state, and local levels. The roles of emergency management, health services, and public health in disaster management are also reviewed. Every other week, evening online sessions required with instructors.

Rules & Requirements

Grading Status: Letter grade.

HPM 422. Emergency Management I: Analytic Methods. 3 Credits.

Introduction of analytical tools to assess, evaluate, map, and investigate disasters (including biological outbreaks). These tools will be used to improve planning and evaluation of disaster management programs. Every other week, evening online sessions required with instructors.

Rules & Requirements

Grading Status: Letter grade.

HPM 423. Emergency Management II: Disaster Management. 3 Credits.

Explores issues of preparedness, response, recovery, mitigation, and research in disaster management. Students will participate in evacuation decision making, volunteer management, and the development of a disaster exercise. Every other week, evening online sessions required with instructors.

Rules & Requirements

Grading Status: Letter grade.

HPM 435. Marketing for Not-for-Profit Organizations. 3 Credits.

Permission of the instructor. Application of basic principles of marketing and marketing decision models to problems in health care and other not-for-profit organizations.

Rules & Requirements

Grading Status: Letter grade.

HPM 472. Program Evaluation. 3 Credits.

Concepts and methods of the program evaluation paradigm as applied in health administration.

Rules & Requirements

Grading Status: Letter grade.

HPM 496. Readings in Health Policy and Management. 0.5-3 Credits.

Directed readings or research. Written reports are required.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 550. Environmental and Science Journalism. 3 Credits.

Prepare students to work as environmental and science journalists. The course emphasizes writing skills in all delivery formats and interpreting environmental, science, and medical information for consumers. Honors version available.

Rules & Requirements

Grading Status: Letter grade.

Same as: MEJO 560, HBEH 660.

HPM 560. Media and Health Policy. 3 Credits.

Introduces students to news media organizations and their role in health policy development. Students will learn how to evaluate media content and strategies and to effectively communicate via mass media.

Rules & Requirements

Grading Status: Letter grade.

HPM 563. Advanced Health Policy Analysis. 3 Credits.

The course is for master's and doctoral students interested in health policy. The course is intended to go beyond an introduction to policy analysis to a discussion and exploration of theories of policy analysis in a context of competing democratic ethics and values.

Rules & Requirements

Grading Status: Letter grade.

HPM 565. Global Health Policy. 3 Credits.

Coursework will focus on public policy approaches to global health, employing interdisciplinary methodologies to understand selected public health policies, programs, and interventions. For students who have a basic understanding of public health.

Rules & Requirements

Making Connections Gen Ed: GL.

Grading Status: Letter grade.

Same as: PLCY 565.

HPM 571. Health and Human Rights. 3 Credits.

Course focuses on rights-based approaches to health, applying a human rights perspective to selected public health policies, programs, and interventions. Students will apply a formalistic human rights framework to critical public health issues, exploring human rights as both a safeguard against harm and a catalyst for health promotion.

Rules & Requirements

Making Connections Gen Ed: PH, GL.

Grading Status: Letter grade.

Same as: PLCY 570.

HPM 600. Introduction to Health Policy and Management. 3 Credits.

This course provides an overview of the United States health care system. Students will explore the system's organization, financing, management, resources, and performance. For each topic, they will analyze relevant legislation and discuss current issues. Students will develop skills in policy research and analysis, health care system evaluation, and basic financial literacy.

Rules & Requirements

Grading Status: Letter grade.

HPM 601. Issues in Health Care. 1 Credits.

Lectures on current topics in health care.

Rules & Requirements

Grading Status: Letter grade.

HPM 602. Concurrent Practice. 1-3 Credits.

Permission of the program director. Supervised activities in an approved health organization, to include one or more specific projects, approved by HPM faculty member and directed by an approved preceptor/mentor in the organization.

Rules & Requirements

Grading Status: Letter grade.

HPM 605. Practice Application Journaling I. 0.5 Credits.

This course is the first of six field-based Journal Practica in which students monitor their learning processes, identify where knowledge and skills learned in courses are helpful and relevant to areas of their professional responsibility, and apply that knowledge and those skills to actual work situations.

Rules & Requirements

Repeat Rules: May be repeated for credit. 1 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 606. Practice Application Journaling II. 0.5 Credits.

This course is the second of six field-based journal practica in which students monitor their learning processes, identify where knowledge and skills learned in courses are helpful and relevant to areas of their professional responsibility, and apply that knowledge and those skills to actual work situations.

Rules & Requirements

Requisites: Prerequisite, HPM 605.

Repeat Rules: May be repeated for credit. 1 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 607. Practice Application Journaling III. 0.5 Credits.

This course is the third of six field-based journal practica in which students monitor their learning processes, identify where knowledge and skills learned in courses are helpful and relevant to areas of their professional responsibility, and apply that knowledge and those skills to actual work situations.

Rules & Requirements

Repeat Rules: May be repeated for credit. 1 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 608. Practice Application Journaling IV. 0.5 Credits.

This course is the fourth of six field-based journal practica in which students monitor their learning processes, identify where knowledge and skills learned in courses are helpful and relevant to areas of their professional responsibility, and apply that knowledge and those skills to actual work situations.

Rules & Requirements

Repeat Rules: May be repeated for credit. 1 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 609. Practice Application Journaling V. 0.5 Credits.

This course is the fifth of six field-based journal practica in which students monitor their learning processes, identify where knowledge and skills learned in courses are helpful and relevant to areas of their professional responsibility, and apply that knowledge and those skills to actual work situations.

Rules & Requirements

Repeat Rules: May be repeated for credit. 1 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 610. Practice Application Journaling VI. 0.5 Credits.

This course is the sixth and final of six field-based journal practica in which students monitor their learning processes, identify where knowledge and skills learned in courses are helpful and relevant to areas of their professional responsibility, and apply that knowledge and those skills to actual work situations.

Rules & Requirements

Repeat Rules: May be repeated for credit. 1 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 611. Public Health Concepts in a Systems Context. 3 Credits.

This course develops systems reasoning in health policy and management students through the application of systems techniques and systems thinking to core public health concepts in health policy and management, environmental health, epidemiology, and health behavior and health education.

Rules & Requirements

Grading Status: Letter grade.

HPM 620. Implementing Health Informatics Initiatives. 3 Credits.

Focuses on implementing informatics programs and projects in health organizations. Informatics initiatives aim to facilitate effective information use for the purpose of improving the quality of health services and/or efficiency of processes. Therefore, these initiatives have implications for various stakeholder groups, including consumers, practitioners, administrators, and policy makers.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 630. IHI Course in Healthcare Quality Improvement. 1.5 Credits.

The IHI Certificate demonstrates an investment in further education and a strong knowledge base in quality improvement. Upon completion of this course, students will have met the requirements for the IHI Open School Certificate and participated in two in-person sessions.

Rules & Requirements

Grading Status: Letter grade.

HPM 634. Public Health Issues in Community Preparedness and Disaster Management. 3 Credits.

Examines conventional public health constructs of community preparedness and disaster management. Includes a review of traditional and emerging literature. Emphasizes conceptual development and application of adaptive leadership strategies.

Rules & Requirements

Grading Status: Letter grade.

Same as: PWAD 634.

HPM 640. LEAN/Six Sigma I for Health Policy and Management. 1 Credits.

This course is an introduction to Lean Six-Sigma. Students will be exposed to continuous quality improvement (CQI) methods based on Toyota Production System (TPS or Lean) and Six-Sigma philosophy, methods, and tools.

Rules & Requirements

Grading Status: Letter grade.

HPM 641. LEAN/Six Sigma II for Health Policy and Management. 1 Credits.

This project-based course explores the phases of Six-Sigma approach to continuous quality improvement: define, measure, analyze, improve, and control (DMAIC). The overall objective of this course is to help students understand the challenges and pitfalls involved in completing a DMAIC project to drive change at organizational, unit, and individual levels.

Rules & Requirements

Requisites: Prerequisite, HPM 640.

Grading Status: Letter grade.

HPM 660. International and Comparative Health Systems. 3 Credits.

Methods of comparing health systems, examinations of related national health systems, and analysis of related high prevalence health issues.

Rules & Requirements

Grading Status: Letter grade.

HPM 664. Globalization and Health. 3 Credits.

Globalization—its economic, environmental, political, technological, institutional, and sociocultural dimensions—historically and currently contributes to beneficial and adverse effects on population, community, and family and individual health.

Rules & Requirements

Grading Status: Letter grade.

Same as: MHCH 664.

HPM 671. Statistical Methods for Health Policy and Management. 3 Credits.

Introduction to statistical analysis for healthcare settings using an Excel framework. Topics include variable types, sampling, probability distributions, descriptive statistics, hypothesis testing, categorical data analysis, ANOVA, and introduction to regression methods. Previously offered as HPM 470.

Rules & Requirements

Grading Status: Letter grade.

HPM 690. Special Topics in Health Policy and Management. 0.5-3 Credits.

Special topics course for health policy and management undergraduate students.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 2 total completions.

Grading Status: Letter grade.

 **HPM 691H. Honors Research I. 3 Credits.**

Students design a research project, known as the Honors Thesis. Students write a research proposal and complete an IRB application toward partial completion of the thesis. Requires a UNC-approved cumulative GPA by the end of the junior year and permission of the instructor.

Rules & Requirements

 **IDEAs in Action Gen Ed:** RESEARCH.

Making Connections Gen Ed: EE- Mentored Research.

Grading Status: Letter grade.

 **HPM 692H. Honors Research II. 3 Credits.**

Students complete, write up and present the Honors Thesis research project that they designed in HPM 691H. Requires having maintained the UNC-approved cumulative GPA by the end of the senior fall semester and permission of the instructor.

Rules & Requirements

 **IDEAs in Action Gen Ed:** RESEARCH.

Making Connections Gen Ed: EE- Mentored Research.

Requisites: Prerequisite, HPM 691H.

Grading Status: Letter grade.

HPM 696. Research in Health Policy and Management. 1-3 Credits.

This course is for health policy and management undergraduate or graduate students who wish to pursue applied research or practice opportunities with healthcare organizations under the supervision of a faculty member in the Department of Health Policy and Management.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 6 total completions.

Grading Status: Letter grade.

HPM 697. B.S.P.H. Capstone. 3 Credits.

The capstone course is an "integrative exercise" for B.S.P.H. students prior to graduation. It is intended to simulate the integration of various disciplines—finance, human resources, ethics, policy, operations, and information technology—into a comprehensive and practical framework. Students work with healthcare organizations to solve financial or operational problems.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

Graduate-level Courses**HPM 701. Professional Training I. 1 Credits.**

Restricted to HPM majors. Supervised professional training (fee is \$550).

Rules & Requirements

Grading Status: Letter grade.

HPM 702. Professional Training II. 1 Credits.

Restricted to HPM majors. Supervised professional training (fee is \$500).

Rules & Requirements

Grading Status: Letter grade.

HPM 703. Professional Training III. 1-15 Credits.

Restricted to HPM majors. Supervised professional training (fee is \$500).

Rules & Requirements

Grading Status: Letter grade.

HPM 705. Healthcare Management Skills Development Workshop I. 0.5 Credits.

This course is the first of two workshops for students in the Executive Master's Program. These workshops are designed to provide students exposure to key cross cutting skills that will be used in the program. These skills also are essential for effective healthcare management.

Rules & Requirements

Grading Status: Letter grade.

HPM 706. Healthcare Management Skills Development Workshop II. 0.5 Credits.

This course is the second of two workshops for students in the Executive Master's Program. These workshops are designed to provide students exposure to key cross cutting skills that will be used in the program. These skills also are essential for effective healthcare management.

Rules & Requirements

Requisites: Prerequisite, HPM 705.

Repeat Rules: May be repeated for credit.

Grading Status: Letter grade.

HPM 710. Health Law. 3 Credits.

An introduction to law and the legal system as it relates to the delivery and financing of health care.

Rules & Requirements

Grading Status: Letter grade.

HPM 711. Research Management and Ethics in Health Policy. 1 Credits.

This course is aimed at doctoral and M.S.P.H. students with interests in research management and ethics. Using cases and examples, the first part of the course focuses on major management and leadership issues, while the second part deals with ethically relevant matters.

Rules & Requirements

Grading Status: Letter grade.

HPM 712. Leadership and Ethics. 2 Credits.

This course is based on the notions that leadership and ethics are intertwined and that good leaders behave ethically. There is often no one right way to lead effectively. Also, there are few firm rules or principles that guide ethical decision making, and there is much room for debate.

Rules & Requirements

Grading Status: Letter grade.

HPM 713. Hospital Functions and Operations. 2 Credits.

This course provides exposure to the knowledge and skills required to solve the most pressing operational problems found across departments within today's complex health care institutions.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 714. Advanced Spreadsheet Modeling for Business. 3 Credits.

This course focuses on using advanced features of Microsoft Excel to create efficient spreadsheet models of common and complex business problems. It challenges students to use critical thinking and analysis to find effective solutions to real-life situations.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 715. Health Economics for Policy and Management. 3 Credits.

Permission of the instructor for nonmajors. Provides training in the theory of health economics and applies this theory to important issues in health policy and management.

Rules & Requirements

Requisites: Prerequisite, BIOS 600.

Grading Status: Letter grade.

HPM 715L. Microeconomics Lab. 1 Credits.

Permission of the instructor for nonmajors. Applications of health economics theory to current health care policy.

Rules & Requirements

Requisites: Corequisite, HPM 715.

Grading Status: Letter grade.

HPM 718. Mental Health Services Research and Policy. 3 Credits.

This course is an introduction to mental health services research and policy. Topics include the financing of mental health services, supply of services, quality measures, assessing need, and barriers to care. The course includes seminar presentations by local and nationally recognized experts in mental health services research and discussion sessions.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 720. Management of Human Resources in Health Organizations. 3 Credits.

Emphasis is on clarifying concepts of human resources management and identifying the importance of human resources in health organizations.

Rules & Requirements

Requisites: Prerequisite, HPM 730; permission of the instructor for students lacking the prerequisite.

Grading Status: Letter grade.

HPM 725. Health Care Strategy and Marketing. 3 Credits.

This course introduces students to strategic planning and marketing in health services organizations. Students develop practical skills such as assessing the internal and external environment, competitor analysis, and evaluating strategic alternatives in different health care settings. It also explores the role the governing board plays in strategy development and management.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 726. Health Care Strategy and Marketing. 4 Credits.

This course introduces students to strategic planning and marketing in health services organizations. Students develop practical skills such as assessing the internal and external environment, competitor analysis, and evaluating strategic alternatives in different health care settings. It also explores the role the governing board plays in strategy development and management.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 728. Leadership and Workforce Management Strategies. 4 Credits.

This course provides an introduction and overview to leadership, management, human resources and organizational behavior, with the goal of aligning these with the organization's strategy and mission. The course integrates theory with practice through readings, lectures, written assignments, and guest presentations from different organizational perspectives. Assessment, practice and development of leadership, managerial and organizational skills will be accomplished through team exercises and small group work.

Rules & Requirements

Grading Status: Letter grade.

HPM 730. Leadership and Workforce Management Strategies. 3 Credits.

This course provides an introduction and overview of leadership, management, workforce challenges, and organizational behavior. The course emphasizes the importance of aligning management practices with the organization's mission and goals. The course integrates theory with practice through readings, lectures, written assignments, experiential exercises, and guest presentations. Assessment, practice and development of leadership, managerial and organizational skills are accomplished through team exercises, self and peer assessments, and small group work.

Rules & Requirements

Grading Status: Letter grade.

HPM 734. Approaches to Business Plan Development. 1 Credits.

Approaches to Business Plan Development ('Capstone Prep') is a one-credit course to introduce and jumpstart the Spring Semester Capstone business plan process necessary for HPM 735.

Rules & Requirements

Grading Status: Letter grade.

HPM 735. Advanced Concepts and Applications in Health Policy and Management. 3 Credits.

Required preparation, completion of master's core (can be concurrent). Restricted to HPM graduate students. Integrating and building upon the HPM master's core, this comprehensive course focuses on organization policymaking and administration from the perspective of the CEO and top management.

Rules & Requirements

Requisites: Prerequisite, HPM 734.

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 738. Health Operations Management. 3 Credits.

Operations management (OM) involves the day-to-day management of an organization, by focusing on the analysis, design, planning and control of work processes in order to create value for clients. All organizations must manage their work processes, however surprisingly many do not have a systematic or rigorous approach to managing them.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 740. Health Care Financial Accounting. 2 Credits.

This introduces concepts of financial accounting to the non-accountant user of financial information. Basic accounting transactions, financial report preparation, concepts of accrual vs. cash accounting, not-for-profit health care accounting, and the analysis of health care organization financial reports.

Rules & Requirements

Grading Status: Letter grade.

HPM 741. Management Accounting for Health Administrators. 3 Credits.

Permission of the instructor for non-MHA majors. Covers selected topics in managerial accounting applied to health care.

Rules & Requirements

Requisites: Prerequisite, HPM 740; permission of the instructor for students lacking the prerequisite.

Grading Status: Letter grade.

HPM 742. Health Care Finance. 3 Credits.

Basic financial management concepts, including time value analysis, financial risk and required return, long-term debt financing, equity financing and securities markets, capital structure and the cost of capital, the basics of capital budgeting, project risk analysis, revenue cycle and current accounts management, and financial condition analysis.

Rules & Requirements

Requisites: Prerequisite, HPM 741 or 746.

Grading Status: Letter grade.

HPM 743. Health Care Reimbursement. 1 Credits.

This online course in health care reimbursement is designed to provide students with relevant and current information about health care reimbursement methods and the complexities around it. After completion of the course, students should have an operational knowledge of health care reimbursement theory and practice.

Rules & Requirements

Grading Status: Letter grade.

HPM 744. Health Care Finance II. 2 Credits.

Focuses on capital allocation, financial condition analysis and forecasting, and other topics. Course is the conclusion to a five-course sequence in healthcare financial management. Each builds on the prior course with the intent of providing a comprehensive foundation in the concepts and practice of healthcare financial management.

Rules & Requirements

Requisites: Prerequisites, HPM 740, 741, 742.

Grading Status: Letter grade.

HPM 745. Financial Management and Analysis for Public and Nonprofit Entities. 3 Credits.

This course teaches financial concepts for students seeking leadership roles in the non-profit and government sector, including business planning, budgeting, accounting, performance management, and resource blending and braiding. Students will develop a business plan and learn key strategy and evaluation tools.

Rules & Requirements

Repeat Rules: May be repeated for credit.

Grading Status: Letter grade.

HPM 746. Introduction to Financial and Managerial Accounting for Healthcare Organizations. 4 Credits.

Focuses on learning and applying key financial and managerial accounting tools and concepts to healthcare problems. Provides a broad introduction to key concepts, issues, tools, and vocabulary useful for policymakers and administrators. Topics include: reading and analyzing healthcare financial statements, recording transactions, budgeting, full costing, incremental costing, and responsibility accounting.

Rules & Requirements

Repeat Rules: May be repeated for credit. 8 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 747. Health Care Finance. 4 Credits.

The course focuses on financial management and analysis. The course includes the healthcare environment, basic financial management concepts, capital acquisition, cost of capital and capital structure, and capital allocation. After completion of the course, students should be able to apply financial management concepts in real world healthcare settings.

Rules & Requirements

Requisites: Prerequisite, HPM 746.

Grading Status: Letter grade.

HPM 748. Economic Principles, Health Insurance & Behavioral Economics in Health. 3 Credits.

This course provides students with an opportunity to investigate topics of healthcare policy and insurance from a finance and economics perspective. The course covers contemporary health policy topics in great depth and with a focus on economic and financial analysis as a tool to evaluate healthcare policies and proposed new legislation.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 749. Data Visualization. 3 Credits.

Introduction to data visualization principles and tools for business professionals. Topics include cognitive processing of visual information, best practices in data visualization, effective data storytelling, data acquisition and preparation, and designing data visualizations using Tableau Desktop software.

Rules & Requirements

Requisites: Prerequisite, BIOS 600 or HPM 671 or SPHG 711 with a grade of P or better; permission of the instructor for non-majors or for students lacking the prerequisite.

Grading Status: Letter grade.

HPM 750. Introduction to Dental Public Health. 3 Credits.

Permission of the instructor. Survey of the theory and practice of dental public health, with an emphasis on basic knowledge and skills necessary for planning and evaluating dental public health programs.

Rules & Requirements

Grading Status: Letter grade.

HPM 751. Dental Public Health and Access to Oral Health. 3 Credits.

Students will evaluate systems of care that impact oral health and will understand the health policy process and engage in policy analysis. Issues to be explored will include: dental care policy and the health policy process; policy analysis; the legislative process; access to care for high risk populations; integrating dental services into public health programs; trends in the demand for dental care; trends expenditures for dental services; and managed dental care. Permission of the instructor.

Rules & Requirements

Grading Status: Letter grade.

HPM 752. Oral Epidemiology for Health Policy and Management. 3 Credits.

Focuses on the epidemiology of oral diseases and the implications and uses of this knowledge for dental health policymaking and administration of dental programs.

Rules & Requirements

Requisites: Prerequisite, EPID 600 or HPM 750; permission of the instructor for students lacking the prerequisite.

Grading Status: Letter grade.

HPM 753. Health Care in the United States: Structure and Policy. 4 Credits.

This core course is designed to provide students with an overview of the structure, systems, and policies of health care delivery in the United States. The goal is to increase students' knowledge and abilities to analyze and address health care issues from both management and policy perspectives.

Rules & Requirements

Repeat Rules: May be repeated for credit.

Grading Status: Letter grade.

HPM 754. Health Care in the United States Structure and Policy. 3 Credits.

This core course is designed to provide students with an overview of the structure, systems, and policies of health care delivery in the United States. The goal is to increase students' knowledge and abilities to analyze and address health care issues from both management and policy perspectives.

Rules & Requirements

Grading Status: Letter grade.

HPM 756. Conceptualizing & Measuring Access to Healthcare. 3 Credits.

This course addresses theoretical and applied approaches to measuring health care access in public health and health services research. Drawing principally from health and medical geography, linking foundational concepts and methods addressing access with health economics and health services research more broadly. Students explore spatial approaches to health and healthcare in place. This course will include reading responses, GIS lab exercises, and a research project addressing health care access. Prior exposure to statistical methods preferred.

Rules & Requirements

Grading Status: Letter grade.

HPM 757. Health Reform: Political Dynamics and Policy Dilemmas. 3 Credits.

This course focuses on the political and policy dynamics of health care reform.

Rules & Requirements

Grading Status: Letter grade.

HPM 758. Underserved Populations and Health Reform. 3 Credits.

This course gives students a greater understanding of programs available to serve underserved populations, and how the ACA (or any replacement) will impact on care provided to underserved populations. The course is designed to help students think critically about the impact of policy changes on different populations.

Rules & Requirements

Grading Status: Letter grade.

HPM 759. Health Policy Analysis and Advocacy for Health Leaders. 2 Credits.

The course will familiarize students with the history of health reform in the U.S., explore issues in health policy, and analyze the impact of health politics on policymaking.

Rules & Requirements

Grading Status: Letter grade.

HPM 760. Healthcare Quality and Information Management. 3 Credits.

Integrates essential methods and principles in healthcare quality and information management. Emphasis on use of information to measure and improve quality. Will include presentations, individual/group projects, exercises, and group discussion.

Rules & Requirements

Grading Status: Letter grade.

HPM 761. Quality and Utilization Management. 3 Credits.

Evolution and current status of health care quality management systems and programs for utilization control. Includes discussion of alternative quality assurance methods, hospital accreditation, and government programs.

Rules & Requirements

Requisites: Prerequisite, HPM 564 or 754.

Grading Status: Letter grade.

HPM 762. Quality of Care. 3 Credits.

The quality of health care in the US has garnered significant attention. This course will examine 1) the current state of the quality of care in the US, 2) approaches to assess quality of care, and 3) strategies that have been implemented or proposed to improve the quality of care.

Rules & Requirements

Grading Status: Letter grade.

HPM 765. Cancer Prevention and Control Seminar. 3 Credits.

An interdisciplinary overview of cancer prevention and control. Emphasis on projects and activities from perspectives of epidemiology, health behavior and education, and health policy and management. Appropriate research design and methodologies are covered.

Rules & Requirements

Grading Status: Letter grade.

Same as: EPID 772, HBEH 765.

HPM 766. Making Equity a Priority in Health Care Quality: Strategies for Research, Policy and Practice. 3 Credits.

This course examines recent work on defining, measuring, and improving health care equity in the contexts of research, policy, and practice. Health care inequities according to race/ethnicity, socioeconomic status, and geography will especially be highlighted.

Rules & Requirements

Grading Status: Letter grade.

HPM 767. Implementation Science in Health. 3 Credits.

This course introduces the concepts, theories, and methods of disseminating and implementing evidence-based health, behavioral health, and social service interventions. The course also examines the methods for conducting rigorous research on dissemination and implementation.

Rules & Requirements

Grading Status: Letter grade.

HPM 768. Informed Decision-Making in Cancer Care. 3 Credits.

This course will examine clinical decision-making in cancer care from the perspectives of providers, patients, and families.

Rules & Requirements

Grading Status: Letter grade.

HPM 769. Cancer Outcomes Research Seminar. 1 Credits.

The Cancer Outcomes Research Program (CORP) offers a weekly seminar for faculty, students, and fellows/trainees interested in multidisciplinary cancer outcomes research. Guest speakers' topics include Quality of Care, Patient-reported Outcomes (PROs), Comparative Effectiveness, Health Informatics, Cancer Disparities, Decision Making, Dissemination/Implementation, and Health Economics, as related to cancer outcomes.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 770. Operations Research for Healthcare Systems. 3 Credits.

Review of the systems analysis process in healthcare systems. Deterministic and random models, mathematical programming, queueing, simulation, forecasting, and measurement. Emphasis on model formulation and computer solution of decision models.

Rules & Requirements

Grading Status: Letter grade.

HPM 771. Introduction to Regression Models for Health Services Research. 3 Credits.

This course provides an introduction to regression models used in health services research. We will discuss both ordinary least squares regression models, in which the dependent variable is continuous, and logit models, in which the dependent variable is binary. Stata software will be used for examples and assignments.

Rules & Requirements

Grading Status: Letter grade.

HPM 772. Techniques for the Economic Evaluation of Health Care. 3 Credits.

This course provides an investigation of the theory, methods, and application of economic evaluation to health care. Topics include methods used to structure an economic evaluation, measure and summarize health outcomes and estimate their value to patients or to the public, and identify resources used and estimate their costs.

Rules & Requirements

Requisites: Prerequisite, EPID 600.

Grading Status: Letter grade.

HPM 773. Introduction to Program Evaluation in Public Health and Health Care Settings. 3 Credits.

This course is a three-credit hour introduction to program evaluation in public health and health care settings. We discuss key concepts in planning, conducting, reporting, and utilizing evaluations. Through a semester-long project students develop a viable program evaluation design for a real-world program.

Rules & Requirements

Repeat Rules: May be repeated for credit. 3 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 775. Analytic Techniques in Health Policy and Management. 3 Credits.

This course covers a variety of analytic techniques and methodologies basic to more advanced analysis of decision problems in health administration.

Rules & Requirements

Grading Status: Letter grade.

HPM 776. Healthcare Quality and Information Management. 2 Credits.

The HPM 776/777 and 776/778 course sequences integrate essential methods and principles in healthcare quality and information management, emphasizing use of information to measure and improve quality.

Rules & Requirements

Repeat Rules: May be repeated for credit. 4 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 777. Health Information and Quality Applications. 2 Credits.

The HPM 776/777 and 776/778 course sequences integrate essential methods and principles in healthcare quality and information management, emphasizing use of information to measure and improve quality.

Rules & Requirements

Repeat Rules: May be repeated for credit. 4 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 778. Public Health Information and Quality Application. 1.5 Credits.

The HPM 776/777 and 776/778 course sequences integrate essential methods and principles in healthcare quality and information management, emphasizing use of information to measure and improve quality.

Rules & Requirements

Repeat Rules: May be repeated for credit. 3 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 779. Operations Research for Healthcare Systems. 4 Credits.

Healthcare administrators face a range of decisions: some strategic, some financial, others operational. Through your program of study, you are developing analytical and conceptual skills that will help you to make better decisions when the time comes.

Rules & Requirements

Repeat Rules: May be repeated for credit. 8 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 780. Pharmaceutical Health Policy. 2 Credits.

Overview of the pharmaceutical industry including organization, financing, major regulations, drug development, and ethical considerations. Topics will give a real-world perspective from professionals in the pharmaceutical industry. Students will debate and discuss some controversial topics related to pharmaceuticals and public health including patient safety, data integrity, financial conflicts of interest, and pricing. These topics will introduce students to careers in the pharmaceutical industry and provide a relevant background for careers in public policy or research.

Rules & Requirements

Grading Status: Letter grade.

HPM 781. Seminar in Comparative Effectiveness Research. 1 Credits.

The course provides an overview of substantive and methodological issues in CER, including randomized controlled trials; inferences from observational studies; literature syntheses; decision sciences/decision modeling; dissemination and implementation science; cross-cutting skills (e.g., strengths and limitations of administrative and clinical databases and electronic health records for CER).

Rules & Requirements

Grading Status: Letter grade.

HPM 783. Introduction to Healthcare Data and Applied Informatics. 3 Credits.

Explore and analyze healthcare data across the claims processing lifecycle. Using case studies and SAS software as a platform, gain skills for data management, analysis, and reporting to access healthcare utilization and patient outcomes, improve clinical practice, manage healthcare operations, gauge quality and performance, report financial metrics, and conduct research.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 785. Advanced Decision Modeling. 3 Credits.

This course covers advanced decision modeling methods in health care, including probabilistic sensitivity and value of information analysis, economic evaluation using clinical trial data, and discrete event simulation and agent-based/system dynamics modeling techniques. The course teaches analytical techniques and interpretation as well as and state-of-the-art best practices.

Rules & Requirements

Requisites: Prerequisite, HPM 772.

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 786. Introduction to Participatory Systems Science in Health: Methods Overview. 3 Credits.

This course introduces systems science methods and their uses for promoting health. Topics include an overview of systems science methods and the breadth of health-related applications. Students learn how to identify complex problems for which different types of systems science methods are useful.

Rules & Requirements

Repeat Rules: May be repeated for credit. 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 789. Master's Paper Development. 2 Credits.

Second-year M.S.P.H. students in HPM only. Course supports the year-long master's paper process. Broad topics related to the development and management of a research project are covered. The Master's Paper Proposal Defense at the end of the Fall Semester, and the Final Master's Paper, as approved by the student's First and Second Readers at the end of the Spring Semester, are critical steps to meet the UNC Graduate School's requirements for graduation. M.S.P.H. students only.

Rules & Requirements

Grading Status: Letter grade.

HPM 790. Advanced Health Policy Analysis and Advocacy. 3 Credits.

This class will provide students with an opportunity to learn about the health policy analysis and advocacy processes in the United States. Students will gain an understanding of the different ways in which health policies are made at the legislative, regulatory, and judicial systems. Students will also learn how to identify and analyze different policy options to address health problems, conduct a stakeholders' analysis, and design an advocacy campaign.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 793. Health Policy and Management Internship. 1-2 Credits.

Restricted to HPM majors. Supervised field experience in approved health agencies. (Internship fee: \$450.)

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 794. Patient-Reported Outcomes Measurement and Application in Healthcare Research and Practice. 3 Credits.

Patient-reported outcomes (PROs) include measures of health status, quality of life, and satisfaction with healthcare. This course provides an overview of the PRO measurement and research field, and discusses how to design and evaluate a PRO measure and best practices for integrating PRO in clinical research and healthcare settings.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics; 6 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 795. Introduction to Healthcare: Organizations and Policy. 4 Credits.

This course introduces students to the structure and systems of healthcare by examining policy issues surrounding choices for healthcare financing, organization, payment, regulation, and public health. The goal is to increase students' knowledge and abilities to analyze and address health care issues from both management and policy perspectives.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 797. Systems Thinking & Collective Impact. 3 Credits.

This course is designed to help you become familiar with and thoughtfully apply a variety of practical, structured, systems thinking approaches to improve population health by changing aspects of care, service delivery systems, policy, and/or environments in which we live and work. We'll use these methods to both understand individuals' experiences as the foundation for driving change as well as to "zoom out" and see the broader system around a population health challenge.

Rules & Requirements

Grading Status: Letter grade.

HPM 804. Introduction to Healthcare Database Research. 3 Credits.

Course will provide foundational knowledge for using administrative health care claims and other relational data for health services research. Students will learn to: manage large databases in SAS, identify key variables in administrative data, and design and implement a study protocol.

Rules & Requirements

Grading Status: Letter grade.

Same as: DPOP 804.

HPM 810. Leadership in Health Law and Ethics. 2 Credits.

Course is designed to provide learners with an introduction and overview of critical issues relating to law, ethics, and public health.

Rules & Requirements

Grading Status: Letter grade.

HPM 815. Graduate Health Economics Seminar. 1 Credit.

Permission of the instructor. Discussion of recent papers in health economics. Students must have solid knowledge of graduate microeconomics theory and econometrics.

Rules & Requirements

Grading Status: Letter grade.

HPM 820. Organizational Leadership Theory and Practice. 2 Credits.

Focus is on the behavioral, power-influence, trait, and situational approaches to leadership. Addresses core leadership principles plus leadership-followership theory, transformational and strategic leadership, and creating change.

Rules & Requirements

Grading Status: Letter grade.

HPM 823. Global Health. 1 Credit.

This course analyzes health systems in global perspective. Although health systems vary in structure, they face similar issues. This course includes discussion about the U.S. health system as well as health systems of developing, low-income, and middle-income countries. This course will assess WHO health systems building blocks, and will identify system elements from different countries that could be used to improve access, quality or health outcomes in the student's home or work country.

Rules & Requirements

Grading Status: Letter grade.

HPM 830. Translational Health Disparities: Research, Practice & Policy. 3 Credits.

This course will focus on the concepts, principles, methods, and applications of health disparities science, practice, and policy. It will integrate principles and practice of community engagement. Experts from diverse disciplines will give lectures on health disparities research, practice, and policy. Student teams will work on real life case studies.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 860. Population Perspectives for Health. 2 Credits.

This course examines historical and contemporary population health and public health perspectives. These perspectives shape the politics and policy making that affect global health. The practical goal is to help the entering DrPH student develop a grounding for further exploration of topics that may evolve into a dissertation.

Rules & Requirements

Grading Status: Letter grade.

HPM 871. Seminar in Teaching Health Policy and Management. 1 Credit.

Problems and processes of teaching health policy and management, including supervised practicum experience.

Rules & Requirements

Grading Status: Letter grade.

HPM 872. Selected Topics in Health Policy and Management: Advanced Seminar. 3 Credits.

Permission of the instructor. Integrated study of selected theory and research as it relates to the organization and delivery of health services. Separate seminars are developed to correspond to the doctoral student's specific interests and needs.

Rules & Requirements

Grading Status: Letter grade.

HPM 873. Policy Seminar in Health Policy and Management. 1 Credit.

Seminar on policy issues in health policy and management.

Rules & Requirements

Grading Status: Letter grade.

HPM 874. Advanced Research Seminar in HPM. 1 Credits.

This seminar will develop core competencies through a: (1) journal club to develop competencies in research design and expose students to diverse content and methodologies; and (2) professional development series.

Rules & Requirements

Grading Status: Letter grade.

HPM 880. Principles of Health Policy Research Methods. 3 Credits.

First course in the department's sequence in empirical analysis. Covers principles of statistical inference, univariate and bivariate analysis, statistical software applications, and mathematical concepts necessary for linear regression and further topics.

Rules & Requirements

Repeat Rules: May be repeated for credit. 3 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 881. Linear Regression Models. 3 Credits.

Equivalent background in probability theory/statistics for student lacking the prerequisite. Required preparation, matrix algebra, derivatives, logs/exponentials, and Stata. This course is an introduction to linear regression models. Topics include least squares regression, multicollinearity, heteroscedasticity, autocorrelation, and hypothesis testing.

Rules & Requirements

Requisites: Prerequisite, BIOS 600.

Grading Status: Letter grade.

HPM 882. Advanced Methodology in Health Policy and Management. 3 Credits.

This course is an introduction to linear regression models. Topics include linear algebra, least squares regression, multicollinearity, heteroscedasticity, autocorrelation, and hypothesis testing.

Rules & Requirements

Requisites: Prerequisites, HPM 496 and 796.

Grading Status: Letter grade.

HPM 883. Analysis of Categorical Data. 3 Credits.

This course is an introduction to the analysis of categorical data using maximum likelihood and other non-linear techniques and specification tests. Topics include models in which the dependent variable is not continuous, including logit, probit, censored data, two-part, and count models.

Rules & Requirements

Requisites: Prerequisites, HPM 881 and 882; permission of the instructor for students lacking the prerequisites.

Grading Status: Letter grade.

HPM 884. Overview to Health Services Research/Health Policy. 3 Credits.

Pre-doctoral standing or permission of the instructor. This course provides an overview of the field of health services research and health policy. It introduces basic components of the research process, including literature synthesis, development of a research question and hypothesis, and use of conceptual models to guide research questions.

Rules & Requirements

Grading Status: Letter grade.

HPM 885. Health Services/Health Policy Research Methods. 3 Credits.

This course explores how to develop answerable, policy-relevant, ethical research questions; operationalize questions with actionable specific aims' and identify optimal research design for answering a particular question. It introduces primary data collection methods (e.g., interviews, focus groups, surveys) and secondary data sources (e.g., administrative claims, medical, records).

Rules & Requirements

Requisites: Prerequisite, HPM 884.

Grading Status: Letter grade.

HPM 886. Advanced Health Services Research Methods Applications. 3 Credits.

This course focuses on applications of research methods that are relevant to health services and health policy researchers. Skills and topics covered in HPM 884 and HPM 885.

Rules & Requirements

Requisites: Prerequisites, HPM 884 and 885.

Grading Status: Letter grade.

HPM 890. Special Topics in HPM. 0.5-3 Credits.

Course reserved for special topics in HPM for graduate-level students only.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 893. Public Health Informatics Practicum. 2 Credits.

Course will help students: conduct research, develop public health informatics tools/projects, and further develop professional skills and knowledge essential in the public health informatics field. Students will participate in weekly (2 hr) informatics discussions with practicum preceptors and have an opportunity to meet and interact with successful health informatics professionals.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 930. Doctoral Seminar in Organization Theory and Health Service Organizations. 3 Credits.

Permission of the instructor for nondoctoral students. Review and application of selected developments in organization theory to health services research.

Rules & Requirements

Grading Status: Letter grade.

HPM 940. Leadership in Health Informatics. 1 Credits.

This one credit hour course introduces health leaders to the field of health informatics. Topics include overviews of various informatics interventions and implementation considerations for using information to improve the delivery of health services in diverse settings.

Rules & Requirements

Repeat Rules: May be repeated for credit. 4 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 945. Dissertation Planning and Preparation. 2 Credits.

Part of a sequence to guide students in planning, development, and implementation of Dr.P.H. dissertations. Designed to prepare students to identify appropriate research topics, plan the approach, organize, and write.

Rules & Requirements

Grading Status: Letter grade.

HPM 946. Dissertation Planning and Preparation II. 1 Credits.

The purpose of this course is to build on students' progress on work initiated in HPM 945 and continue to guide students through the steps necessary to complete a dissertation proposal. In collaboration with faculty, learners will assess the current state of their proposals and complete revisions and additional refinements, culminating in dissertations that are ready to be defended by fall of the third year in the program.

Rules & Requirements

Repeat Rules: May be repeated for credit. 2 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 947. Dissertation Planning and Preparation III. 1 Credits.

The purpose of this course is to build on students' progress on work initiated in HPM 946 and continue to guide students through the steps necessary to complete a dissertation proposal. In collaboration with faculty, learners will assess the current state of their proposals and complete revisions and additional refinements, culminating in dissertations that are ready to be defended by fall of the third year in the program.

Rules & Requirements

Repeat Rules: May be repeated for credit. 2 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 951. Literature Reviews and Appraisal. 2 Credits.

This course is the second in a sequence of courses in research design and methods in the executive Dr.P.H. program. The course explores the nature and process of scientific inquiry in the field of public health, establishing a foundation for methodological exploration, and focusing on the process of developing researchable questions.

Rules & Requirements

Grading Status: Letter grade.

HPM 952. Community Involvement in Research. 1 Credits.

Relevant literature and guest speakers will highlight cases depicting different levels of community involvement in public health research.

Rules & Requirements

Grading Status: Letter grade.

HPM 953. Practice Based Research. 2 Credits.

Designed to provide Dr.P.H. students with grounding in basic quantitative and qualitative research techniques used in health services research. Topics include types of research designs, measurement scales and coding nomenclatures, analytical techniques for quantitative data, research techniques for primary data collection, research opportunities with secondary data, and qualitative research methods.

Rules & Requirements

Grading Status: Letter grade.

HPM 955. Health Strategy. 2 Credits.

The purpose of this class is to enhance participants' behavioral complexity as leaders. Examines several major approaches to organizational strategy. Topics include diversification, transaction cost economics, agency theory, the resource-based view of the firm, and processes of strategic decision making.

Rules & Requirements

Grading Status: Letter grade.

HPM 956. Fundamentals of Research Analysis. 3 Credits.

This course will provide students with "hands-on" experience in qualitative, quantitative, and policy analytical techniques.

Rules & Requirements

Grading Status: Letter grade.

HPM 957. Crisis Leadership. 1 Credits.

Offered exclusively to students in the Executive DrPH program, this course exposes students to the theoretical and practical aspects of organizational crises and prepares them to lead effectively in the midst of crisis situations.

Rules & Requirements

Repeat Rules: May be repeated for credit. 2 total credits. 2 total completions.

Grading Status: Letter grade.

HPM 958. Financial Leadership. 3 Credits.

Dr.P.H. students only. Understand the major concepts of financial oversight, including budgeting, financial statement analysis, internal controls, governance, and the Sarbanes-Oxley Act, and be able to apply them to all organizations, whether public, private, non-profit, or governmental. Utilizing both individual and team-based learning.

Rules & Requirements

Grading Status: Letter grade.

HPM 959. Strategic Management in Health Leadership. 2 Credits.

The purpose of this class is to enhance participants' competence in leading within complex and dynamic systems.

Rules & Requirements

Grading Status: Letter grade.

HPM 962. Marketing and Public Relations for Health Leaders. 2 Credits.

This course is one of a series of leadership courses in the executive Dr.P.H. Its main purpose is to help students understand public health from the perspective of external audiences.

Rules & Requirements

Grading Status: Letter grade.

HPM 963. Program Evaluation for Health Leaders. 2 Credits.

This course is one of a series of research courses in the executive Dr.P.H. Its main purpose is to help students understand the purposes of evaluation.

Rules & Requirements

Grading Status: Letter grade.

HPM 964. Implementation Science. 1 Credits.

This course will provide an overview of implementation research and practice. It will introduce students to guiding conceptual frameworks; barriers, facilitators, and implementation strategies at the intervention, individual, organizational, and policy levels; core issues related to sustainment and scale-up; and designs and methods to evaluate implementation research and practice efforts.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 965. Cultural Competence for 21st Century Health Leaders. 1 Credits.

We will examine the ways in which culture and cultural competency intersects with health, and how public health efforts (domestic-global) can benefit by understanding relationships between culture and health. Class sessions will be a combination of presentations by the instructor, class discussions, and student presentations. Two papers are required.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics; 9 total credits. 99 total completions.

Grading Status: Letter grade.

HPM 966. Systems Thinking/Collective Impact. 1 Credits.

This course has two parts, both focused on applying practical, structured systems thinking approaches to improve care, service delivery systems, policy, and/or environments in which we live. The first part of the course is person-centered applying systems thinking tools to understand individuals experiences as the foundation for driving change.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 967. Quality Improvement. 1 Credits.

Provides an introduction and overview of quality improvement efforts in health care. Explores the evidence for why quality improvements are needed, measurements of how health care quality is determined as well as how to implement and manage successful quality improvement techniques.

Rules & Requirements

Grading Status: Letter grade.

HPM 968. Managing the Healthcare Workforce. 1 Credits.

Workforce issues play a central role in virtually all organizational problems and challenges. At times, workforce issues may be the primary cause of a problem, while in other cases, they may be one of several underlying causes. Similarly, it is difficult to identify a solution to an organizational problem that does not involve some aspect of workforce management.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 969. Program Planning and Design. 1 Credits.

The course focuses on approaches to plan programs that promote individual and community health. The course is anchored in the Intervention Mapping approach. Students will develop an understanding of the essential steps in the program planning process: needs assessments, establishing program goals and objectives, and selecting and developing program strategies.

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics.

Grading Status: Letter grade.

HPM 970. Training and Pedagogy for Health Leaders. 1 Credits.

In this class you will learn how to apply best pedagogical practices to develop effective educational experiences that meet learning needs of audiences in academic, organizational, and community settings.

Rules & Requirements

Repeat Rules: May be repeated for credit.

Grading Status: Letter grade.

HPM 992. Master's (Non-Thesis). 3 Credits.**Rules & Requirements**

Repeat Rules: May be repeated for credit.

HPM 994. Doctoral Research and Dissertation. 3 Credits.**Rules & Requirements**

Repeat Rules: May be repeated for credit.

Master of Public Health (M.P.H.) Health Policy Concentration

The Health Policy concentration (<https://sph.unc.edu/resource-pages/master-of-public-health-2/health-policy-concentration/>) trains future leaders in policy making and practice so they can produce cutting-edge analyses that address the complex challenges of health care delivery. Students learn the skills to design, implement, and evaluate health care and public health policies in a variety of settings, and to advocate for and lead changes in a policy setting. Graduates can demonstrate an intricate understanding of the current U.S. health care system, have expertise in analysis and advocacy, and possess the skills to effectively manage financial and human resources.

Are you unsure of what Health Policy Master's degree best fits your future goals? Please visit our website (<https://sph.unc.edu/hpm/which-degree-is-right-for-you/>) where you can compare the Department's Master's degrees.

Requirements

Requirements for the M.P.H. degree in the Health Policy concentration

Code	Title	Hours
M.P.H. Integrated Core		
SPHG 711	Data Analysis for Public Health ^{Fall 1}	2
SPHG 712	Methods and Measures for Public Health Practice ^{Fall 1}	2
SPHG 713	Systems Approaches to Understanding Public Health Issues ^{Fall 1}	2
SPHG 701	Leading from the Inside-Out ^{Spring 1}	2
SPHG 703	MPH Pre-Practicum Assignments ^{Spring 1}	0.5
SPHG 721	Public Health Solutions: Systems, Policy and Advocacy ^{Spring 1}	2

SPHG 722	Developing, Implementing, and Evaluating Public Health Solutions ^{Spring 1}	4
Practicum: 200 minimum hours ^{Summer 1}		
SPHG 704	MPH Post-Practicum Assignments ^{Fall 2}	0.5
M.P.H. Concentration		
HPM 754	Health Care in the United States Structure and Policy ^{Fall 1}	3
HPM 745	Financial Management and Analysis for Public and Nonprofit Entities ^{Spring 1}	3
HPM 790	Advanced Health Policy Analysis and Advocacy ^{Fall 2}	3
HPM 730	Leadership and Workforce Management Strategies ^{Fall 2}	3
HPM 758	Underserved Populations and Health Reform ^{Fall 1 or Fall 2}	3
M.P.H. Electives		
Elective (Graduate-level courses)		3
Elective (Graduate-level courses)		3
Elective (Graduate-level courses)		3
M.P.H. Culminating Experience		
HPM 992	Master's (Non-Thesis) ^{Final Term}	3
Total Hours		42

Competencies

Students will develop the following Health Policy competencies, building on the foundational public health knowledge they attain in the Gillings M.P.H. Integrated Core courses.

HPM01.	Examine past, current, and emerging issues related to the organization, financing, and management of health care delivery in the U.S.
HPM02.	Apply policy analysis skills to make evidence-informed policy recommendations that improve the health of populations.
HPM03.	Demonstrate an ability to influence the formulation of health policies by developing a broad-based advocacy strategy for policy change at the regulatory or legislative level.
HPM04.	Analyze existing and proposed governmental policies to assess implementation challenges and the impact of those policies on different populations and stakeholders.
HPM05.	Apply knowledge of governmental and nonprofit financial management and financial analysis to plan for, operate, monitor, and report the financial results of nonprofit and publicly financed health programs.
HPM06.	Apply key principles of organizational behavior, management, leadership, and workforce management.

Admissions

Please visit Applying to the Gillings School (<https://sph.unc.edu/students/how-to-apply/>) first for details and information. Application to the residential M.P.H. is a two-step process. Please apply separately to (1) SOPHAS and (2) UNC–Chapel Hill (via the Graduate School application). Visit <https://gradschool.sites.unc.edu/master-of-public-health/> for more details. If you are interested in the online M.P.H., please visit the MPH@UNC (<https://onlinemph.unc.edu/>) website and fill out an inquiry form.

Degree Milestones Practicum

To satisfy degree and accreditation requirements, a Gillings MPH practicum must:

- Be a public health practice experience.
- Allow for the application of graduate-level public health skills.
- Yield at least two student-generated products, produced in the practicum setting for the practicum setting, that allow for demonstration of five M.P.H. Foundational Competencies (https://sph.unc.edu/wp-content/uploads/sites/112/2017/07/22-MPH-Core-Competencies_2019-11-26.pdf).
- Be mentored by a supervisor (preceptor) with public health expertise and experience to guide the practicum work.
- Take place in a location approved for student travel (UNC Travel Policy (<https://global.unc.edu/travel-global-operations/travel-policies/>)), and the student must complete UNC Gillings International Pre-Departure Travel Requirements (<https://sph.unc.edu/global-health/global-travel-toolkit-2/>) prior to travel if applicable.
- Comprise a minimum of 200 hours (equivalent to five weeks of full-time work).

Gillings M.P.H. students must successfully complete SPHG 711, SPHG 712, SPHG 713, SPHG 701, SPHG 721, and SPHG 722 prior to beginning their practicum. For more information, please visit our M.P.H. Practicum web page.

Comprehensive Exam

A milestone degree requirement for all graduate students at UNC–Chapel Hill, including M.P.H. students at the Gillings School of Public Health, is the comprehensive exam. The comprehensive exam will cover the public health foundational knowledge and competencies covered in the M.P.H. Core courses: SPHG 711, 712, 713, 721, 722. Students will have an opportunity to demonstrate synthesis and higher order learning of the 22 core competencies achieved in the M.P.H. Core courses during the exam. The exam will be administered and graded by Gillings faculty and clear instructions on how to prepare for and complete the comprehensive exam will be provided. Should students not successfully pass the comprehensive exam a remediation plan will be developed. Students cannot retake the comprehensive exam for 90 days after the initial exam and must be registered in at least one credit while taking the comprehensive exam.

Culminating Experience

M.P.H. students must have permanent grades in all M.P.H. Core or concentration courses before taking the culminating experience (992) course. An Incomplete in any M.P.H. Core or concentration course will prevent a student from beginning the culminating experience (992) course. Each student completes a 3-credit culminating experience and produces a high-quality written product that is completed in the

last term of the program of study. The high-quality written product demonstrates a synthesis of two foundational and two concentration-specific competencies appropriate to the student's educational and professional goals. This culminating experience ideally is delivered in a manner that is useful to external stakeholders, such as nonprofit or governmental organizations, and could take the form of a course-based capstone project or master's paper but will be tailored to the concentration a student chooses.

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Academic Advising and Faculty Mentoring

We are committed to providing quality academic advising and mentoring for all students. We ensure that M.P.H. students get the guidance they need with several components: 1) an orientation program that provides an overview of the types and sources of M.P.H. advising; 2) cohort advising sessions to disseminate information that is relevant to course planning and registration; 3) faculty mentoring that provides students with tailored support for their academic, professional, personal development, and practicum support.

M.P.H. students will complete a 15-credit-hour **Integrated Core** taught by an interdisciplinary team of instructors. The 6-credit first semester focuses on understanding public health issues, and the second semester, 8-credit focuses on creating solutions to those issues. Lastly, students will complete a 1-credit Practicum Assignments and Interprofessional Practice Activities course in the second year.

All M.P.H. students complete **COMPASS (Core Online Modules to Promote and Accelerate Student Success)**. These self-paced online modules are open for students prior to their first academic year. Students can complete any and all parts of COMPASS up to and including the first week of class.

Electives

Students in the M.P.H. program are required to take 9 credits of elective coursework. Students are expected to use their electives in a thoughtful way to strengthen their public health knowledge/skills and are encouraged to consult with their academic coordinator early prior to the registration period for this purpose. In addition to those courses offered in the Gillings School there are many appropriate electives elsewhere in the University.

For information on policies and procedures, please visit the Gillings School Student Handbook (<https://sph.unc.edu/students/gillings-school-student-handbook/>) website.

Contact Information

Department of Health Policy and Management

Visit Program Website (<http://sph.unc.edu/hpm/health-policy-and-management-home/>)

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