



**COLLEGE OF SCIENCE, ENGINEERING AND TECHNOLOGY
DEPARTMENT OF NURSING AND ALLIED HEALTH**

**BACHELOR OF SCIENCE IN HEALTH SERVICES MANAGEMENT
UNDERGRADUATE PROGRAM STUDENT HANDBOOK
Fall 2021-Spring 2022**

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PROGRAM OVERVIEW

The Bachelor of Science in Health Services Management curriculum is a 120-credit hour undergraduate degree program. The program has a curriculum with a set of competencies that aligns with the mission of the University, and addresses the skill sets for the types of jobs graduates will require when entering the health services management industry. The curriculum includes the required general education courses; business management courses; the core of health services management courses; and the internship training needed to prepare students to enter entry-level positions in health services organizations.

The core courses will train students in the knowledge of the healthcare sector and healthcare management; communications and interpersonal effectiveness; critical thinking, analytic, and problem solving skills. Students will learn financial management theory and concepts that are unique to healthcare organizations and the tools required to provide insights into financial decision-making. Coursework will educate students to examine the traditional and contemporary processes and strategies in which healthcare marketers based their decisions, including the market in which healthcare organizations operate, the customers in the market, and the needs, wants, motivation, and behaviors of those customers.

The program will provide students with the knowledge of epidemiology and population health concepts and principles to develop community-based strategies to improve health outcomes. Students will complete course content focused on the leadership, professional and ethical skills that guide the performance, behavior, interaction, judgment and the decision-making of health services workers. They will examine legal issues that affect the healthcare industry and acquire knowledge of regulations and principles unique to healthcare and how the knowledge gained could guide behavior and practice.

The students will gain knowledge and skills of scientific research techniques and principles to carry out a research proposal in healthcare services, with emphasis on problem conceptualization and formulation, and research design and interpretation. Students will have a broad understanding of public health policy issues to explore strategies for decision-making in healthcare, with emphasis to control costs while improving patient care; they will acquire knowledge about market demand, profitability, risk, and regulations that healthcare organizations face in their daily operations.

The students will learn about healthcare information systems and their effects on the work of managers on a daily basis, in terms of structure, behavior of healthcare systems, organizations and their members, and patients. Coursework in human resources will allow students to apply human resources concepts and strategies in developing a highly skilled and qualified workforce. Emphasis will be on strategic human resources management thinking, planning, including workforce diversity, job analysis and design, recruitment, selection and retention, workforce development, performance management, disaster preparedness, and competitive compensation. The students will have the opportunity to apply research theories, concepts and strategies to solve a real problem in the delivery of healthcare services. Through a memorandum of agreement, students will be engaged in experiential learning in the form of an internship in healthcare organizations; as well as contributing to the field of health services management.

NSU MISSION STATEMENT

Norfolk State University, a comprehensive urban public institution, is committed to transforming students' lives through exemplary teaching, research and service. Offering a supportive academic and culturally diverse environment for all, the University empowers its students to turn their aspirations into reality and achieve their full potential as well rounded, resourceful citizens and leaders for the 21st century.

PROGRAM MISSION

The mission of the Bachelor of Science in Health Services Management aligns with the mission of Norfolk State University such that through teaching, scholarly activity, and service, the program prepares undergraduate students for entry-level positions in a variety of health services organizations. The program strives to empower students to “achieve their full potential as well rounded, resourceful citizens and leaders for the 21st century”.

PROGRAM VISION

The Bachelor of Science in Health Services Management will be a premier program to produce “well rounded and resourceful” graduates to help improve the health outcomes of the citizens that they will serve.

PROGRAM VALUES

The Bachelor of Science in Health Services Management embraces the following core values that align with the core values of Norfolk State University:

- **Excellence** – We are dedicated to fostering a culture of excellence by transforming the lives of students through teaching, research and service.
- **Student-Centered** – Students are our top priority, and we are committed to helping them become leaders for the 21st century. We are preparing them to help healthcare organizations to operate at their highest efficiency.
- **Diversity & Inclusiveness** – We foster a multicultural program respecting all people, cultures, ideas, beliefs, identities, socio economic backgrounds, and perspectives. We train our students to turn their aspirations into reality and achieve their full potential in a multi-cultural society.
- **Integrity and Civility** – We expect everyone to be accountable for his or her actions and to engage in honest, ethical behavior. We value the contributions of each person, treating all with respect and civility, and affirm our shared responsibility for the program and its success.
- **Engagement** – We continually enhance the program’s role and influence in communities through education and outreach activities.

- **Pride** – We display great admiration for the program and its contribution to the University, healthcare industry, and nationwide communities.

PROGRAM DESCRIPTION

The Health Services Management Program prepares individuals to enter the administrative side of the health care field as entry-level managers. The program is organized around a core of lower level general education courses, a core of business management taken in the intermediate years, and further generic orientation to the unique managerial processes in the health services industry in the form of an internship and on the job experiential learning in the last year. The program is offered fully online and face- to- face based on student demand.

PROGRAM GOALS (distinct from student learning goals)

Program goals address the domains of teaching, scholarly activity, and professional development and service.

Teaching

- Goal 1: Provide a program with a curriculum that prepares students for entry- level positions in health services organizations.

Scholarly Activity

- Goal 2: Provide a program whose faculty and students are engaging in scholarly activities.

Professional Development and Service

- Goal 3: Provide a program whose faculty members are committed to professional development, and service to the University and professional organizations.

PROGRAM STUDENT LEARNING GOALS

The learning goals address what students will know upon completion of the program.

- Goal 1: Provide students with the foundational skills and knowledge in general management for improving the performances, effectiveness, and productivity of healthcare organizations.
- Goal 2: Provide students with the basic level of competencies in epidemiology that have social relevance to address issues such as population health and chronic diseases.
- Goal 3: Develop students' research consumer skills in order to understand the research process and acquiring knowledge that contribute to the practice of Health Services Management Research.

PROGRAM CURRICULUM

FIRST YEAR

Course	Course Title	Hours
SEM 101	Spartan Seminar	1
ACC 201	Principles of Financial Accounting	3
ACC 202	Principles of Managerial Accounting	3
ENG 101	College English I	3
ENG 102	College English II	3
HRP 120	Medical Terminology	3
SEM 102	Spartan Seminar	1
HED 100	Personal and Community Health	2
PED 100	Fundamentals of Fitness for Life	1
CSC 150	Computer Concepts and Applications	3
MTH 151	College Algebra or MTH 131, MTH 132, MTH 153	3
XXX XXX	Natural Sciences: BIO 100, BIO 100L, SCI 101	7
	Total Hours Required	33

SECOND YEAR

Course	Course Title	Hours
SEM 201	Spartan Seminar	1
ECN 211	Principles of Microeconomics	3
ECN 212	Principles of Macroeconomics	3
ENG 203	Advanced Communication Skills or BUS 330	3
ENG 285	Public Speaking	3
HSM 300	Health Services Management	3
HSM 300L	Health Services Management Lab	1
HSM 310	Health Personnel Management	3
PSY 210	Introduction to Psychology	3
MTH 250	Elementary Statistics Concepts or PSY 270, SOC 355, POS 345, DSC 270	3
XXX XXX	Social Sciences: BUS 175, ECO 200, HIS 101, HIS 103, SOC 101	3
XXX XXX	Cultural Humanities: ENG 383, MUS 234	3
	Total Hours Required	32

THIRD YEAR

Course	Course Title	Hours
HRP 310	Current Trends in Healthcare Delivery	3
HSM 311	Legal Aspects and ethics of Health Care Delivery	3
HSM 331	Health Financial Management	4
BUS 365	Organizational Behavior and Theory	3
HSM 368	Healthcare Marketing	3
HSM 387	Population Health	3
HSM 397	Healthcare Information Systems	3
XXX XXX	Humanities ENG 207, MUS 301, FIA 201	3
XXX XXX	Cultural Social Science: HIS 335, HIS 336, HIS 371, HRP 320	3
	Total Hours Required	28

FOURTH YEAR

Course	Course Title	Hours
HSM 451	Comprehensive Health Planning	3
HSM 454	Long Term Care Administration	3
HSM 460	Public Health Administration	3
HSM 470	Managerial Epidemiology	3
HSM 494	Health Services Management Internship	6
HSM 497	Health Services Management Problems and Research	3
XXX XXX	Free Electives	6
	Total Hours Required	27

SUBJECT AREA	Hours
General Education Core	40
Major Requirements	74
Free Electives	6
Total Degree Hours Required	120

COURSE DESCRIPTION**HSM Core Courses****HSM 300: Health Services Management**

Orientation to the health delivery system and the role of the health services manager and/or supervisor which provides organization theory and practical information about health administration. Investigation of the organizational and environmental context within which a health manager works.

HSM 300L: Health Services Management Lab

Study of various problems and work settings of a health manager. Visit to various community

health facilities required. The course introduces techniques to help students learn how to apply basic rules of APA style in writing assignments, literature reviews, research proposals, and presentations.

HSM 310: *Health Personnel Management*

Principles and practices in personnel recruitment, selection, management, and utilization. Emphasis on unique characteristics of professional, technical, skilled and unskilled health-care workers. In-depth study of legal responsibilities, contract administration, grievance procedures, and in-services training and education.

HSM 311: *Legal Aspects & Ethics of Health-Care Delivery*

Presentation of the historical perspectives, current status, and future projections in the field. Concepts of corporate liability, malpractice, and professional negligence. Informed consents, incident reporting, and the importance of accurate and complete records. Emphasis on the prevention of legal actions. Examination of the role of ethics and moral decision-making in the everyday life of the health-service manager with special emphasis on the various professional Codes of Ethics.

HSM 331: *Health Financial Management*

Overview of economic theory and practice in the financial interactions between consumers and providers of health-care services, including all forms of public and private prepayment mechanisms. Broad orientation to financial management problems and practices is provided.

HSM 368: *Healthcare Marketing*

This course provides a broad background in marketing with an emphasis in the foundations of healthcare marketing, market management, interpersonal skills for the healthcare marketer, and strategic actions of the healthcare marketer.

HSM 387: *Population Health*

This course is an overview of the essentials of population health practices to address the prioritized healthcare needs of populations with a goal of making recommendations to improve access to care, improve quality of care and reduce cost of care. Health issues will be examined from a population health perspective.

HSM 397: *Healthcare Information Systems*

This course focuses on the impact of government policy and healthcare reform on healthcare information technology (HIT), the various elements of an information system, HIT governance and strategic planning, key operational and technical processes for maximizing HIT efficiencies and effectiveness, electronic health records and financial applications, and major techniques used to evaluate HIT investment.

HSM 451: *Comprehensive Health Planning*

History of the development of health planning in the United States with understanding the principles, policies, and tools related to the planning process. Examination of the philosophical foundations of various methodologies of the planning process.

HSM 454: *Long Term Care Administration*

Study of the long-term care health-delivery system to gain a working knowledge of the holistic approach to the care of the elderly and long-term care individuals. An overview of the emotional and physiological needs of individuals who require long-term care. Emphasis on finances, management, standards, and compliance for quality.

HSM 460: *Public Health Administration*

Study of public health administration at the local, state, and national level. The focus is on the administration skills needed to achieve the goals of public health. Emphasis is on leadership and management, health policy, finance and marketing, public health surveillance, health systems, and disaster preparedness and responses. Exposure to information systems and performance improvement change efforts to assist in effective decision making.

HSM 470: *Managerial Epidemiology*

This course will illustrate how health services managers can use epidemiological concepts and tools to improve management decisions. Emphasis is placed on population health management, managerial epidemiological analyses, assessment of medical care processes/outcomes are taught in this course. Some of the topics covered will be study designs, descriptive epidemiology, quantitative measures, and related terminology.

HSM 494: *Health Services Management Internship*

On-the-job experience in selected institutions and agencies providing first-hand knowledge of the operational world by devoting full-time effort to observing and participating in management functions (minimum of 250 work hours). Routine written reports, a major management project, and periodic peer-advising are required with faculty direction provided by telephone and on-site visitations.

HSM 497: *Health Services Management Problems & Research*

This course provides an introduction to research design. Applying statistical and research techniques to a problem in healthcare, each student will be required to develop a research proposal to its completion.

Health Related Profession (HRP) Courses

HRP 120: *Medical Terminology*

Study of medical terminology abbreviations, prefixes, suffixes, root words, and technical terms with emphasis on proper spelling and usage.

HRP 310: *Current Trends in Healthcare Delivery*

Study of the health care industry, governmental and voluntary care organizations in healthcare, the functions of health care providers, the organizational patterns of health care facilities, current issues, and forces impacting on the health care delivery system.

HRP 320: *African American Health*

This course will systematically examine the health care issues of African Americans in comparison to other racial/ethnic minority populations. The racial disparities in the leading

causes of deaths identified by the Centers for Disease Control and Prevention will be examined in the context of the five social determinants of health (physical environment, access to health services, biological and genetics, social environment, and individual behavior). Additionally, the course will examine the delivery of health care as impacted by health related events and the changing social, political, and economic influences.

INTERNSHIP

The program developed the internship course, HSM 494, to provide training for Health Services Management senior students and to enrich their academic experiences. The course is a planned and supervised learning experience gained through direct observation and actual practice of administrative responsibilities and processes in a selected health care organization. Students will complete their internship with an assigned preceptor through a Memorandum of Understanding between the health care organization and the University, as well as a clear line of communication between the faculty advisor and the preceptor.

The goals of the internship are:

- Students will gain knowledge, skills, and abilities that are not available in the classroom.
- Students will gain knowledge, skills, and abilities that are not available in the classroom but helpful for training in the field of health services management.
- Students will apply what they have learned from their undergraduate health services management program while contributing to the health care organization.
- Students will develop a sense of professional responsibility while enhancing their growth and building their confidence.

Please, note the following:

- The internship **is required** of all students.
- Students **must not** perform patient care.
- The program **does not permit** job experiences to substitute for the internship course.

DEPARTMENTAL HSM POLICIES

All students are responsible for maintaining academic standards in the program.

Transfer Credits

The program will accept transfer credits from other accredited institutions that match the HSM curriculum if the NSU Office of Admissions previously approved those credits.

Minimum Passing Grade

The minimum passing grade for all core HSM courses is a "C"
A grade of "C-" or lower is a failure and students must repeat the course.

Grading Scale (percentage)

100-94 = A

93-90 = A-

87-89 = B+

83-86 = B

82-80 = B-

79-77 = C+

76-73 = C

72-70 = C-

69-67 = D+

66-63 = D

62-60 = D-

Below 60 = F.

Licensure in Long Term Care Administration (LTCA)

- The Health Services Management program **does not offer** the internship required for licensure in Long Term Care Administration (LTCA). Therefore, students planning to seek licensure in LTCA will be responsible for arranging their own internship.

PROFESSIONAL OPPORTUNITIES FOR STUDENTS

- Students have the option to join the American College of Healthcare Executives (ACHE) as a student associate at <https://www.ache.org/about-ache/join-ache/student-associate>
- Further information about ACHE is at the following website: <https://www.ache.org>

PROGRAM PROFESSIONAL ORGANIZATION

The HSM program is a member of the Association of University Programs in Healthcare Administration (AUPHA). The following website provides information about AUPHA:
<http://www.aupha.org/home>

HSM STUDENTS

- Active in the Health Services Management Student Association.
- Members of Upsilon Phi Delta Chapter through the Association of University Programs in Health Administration (AUPHA).

- Engaged in community outreach such as sickle cell and breast cancer events.
- Opportunity for a junior student with the highest GPA to be awarded a scholarship for academic excellence.

LIBRARY AND LEARNING RESOURCES

Norfolk State University supports all NSU students, regardless of their location. Most of a student's research needs can be found on the library's website, including the ability to email a librarian for assistants, search the library's catalog, and search over a hundred online resources.

The program presents a brief list as follows:

Books

- eBook Collections
- EBSCO eBook Academic Collection
- ProQuest eBook Central
- Rittenhouse Digital Library
- Safari Tech Books Online
- Springer Link – Life Sciences collection (journals and books)

Journal Databases (Medical & Nursing) and related fields

- Academic Search Complete
- Business Source Complete
- CINAHL
- Consumer Health Complete
- Factiva
- Health Source/Consumer Edition
- Health Source/Nursing Academic
- Medline
- Oxford Reference Premium
- ProQuest SciTech Premium Collection
- SocIndex with Full Text
- US National Library of Medicine
- Wiley Online Library

Textbooks

Books and supplies are not included in the cost of tuition and fees and students should be prepared to pay for this expense. The University Bookstore is located in the New Student Center on campus. To purchase the textbook, go to [NSU Bookstore website](https://norfolkstate.bncollege.com/shop/norfolkstate/home) at <https://norfolkstate.bncollege.com/shop/norfolkstate/home>

ACADEMIC AND STUDENT SUPPORT SERVICES

Office of Extended Learning

The Office of Extended Learning (OEL) supports NSU online. NSU Online provides links to a variety of services and programs to support students. Among these services and support is an orientation to Blackboard, the learning management system supporting instructional delivery and design.

The OEL team provides faculty and student support for the suite of e-learning tools used by the University:

- Blackboard Learn and Mobile Apps – The learning management system facilitating online course content, assessments, and activities.
- Blackboard’s Online Video Tutorial Library.
- Medial Media Library –University’s In-house Video Portal.
- Online Text books and Course Content – Wiley Plus, McGraw-Hill, Pearson, et al. accessible via Blackboard with associated publisher texts.
- Pearson's MyLab & Mastering Products – Available through Blackboard with selected courses, My Labs is the world's leading collection of online homework, tutorial, and assessment content.
- Respondus Lock Down Browser – A test integrity tool allowing students to take secure assessments online.
- Smart Thinking - 24/7 academic support program that provides online access to live, one-to-one assistance from over 1,500 trained and qualified tutors in mathematics, biology, chemistry, physics, economics, accounting, statistics, Spanish, writing, and more.
- Virtual Computing Labs (VCL) – Provides a desktop virtualization server with Web accessible virtual machines, and can customized for students’ use. Software provided includes SPSS, Free CAD, Muse Scope, Avogadro, Adobe Pro, GMetrix, and QUCS Circuit Simulator.
- Virtual Study Rooms - Access through Blackboard Collaborate.
- Go to the following website to find further information:

<https://www.nsu.edu/Academics/Academic-Programs/Online-Learning>

Writing Center

The Center strives to cultivate active writers across all disciplines. Students may focus on editing a draft, polishing a project, and organizing content.

The hours of operation is Monday-Friday: 8:00AM - 6:00PM

Writing Center Website: <https://www.nsu.edu/writing-center>

Career Services

The career services team works directly with students by providing programs, activities, and resources designed to enhance their professional presence and fundamental skills for workplace success. The team provides face-to-face service to our residential students, as well as virtually, in support of our distance education students. For further information, visit the following website:

<https://www.nsu.edu/Campus-Life/Services-Resources/Career-Services>

Counseling Center

The mission of the Counseling Center is to assist students in achieving their fullest academic potential by providing culturally sensitive counseling and facilitating student development throughout their matriculation at the University. The Center provides a range of free professional services to students to assist with their personal concerns by providing crisis, individual, and group counseling. Students take advantage of the center services via face-to-face as well as virtually. Students contact the Counseling Center for reasons such as adjusting to college, sexual assault, stress management, relationship issues, depression, and other concerns. Counseling Center staff also consults with students, parents, faculty, and staff on various student issues and provides referral assistance. The center serves as a mental health resource for the entire University community, providing campus-wide education about issues students encounter that challenge productivity as students grow in becoming engaged leaders and productive global citizens (<https://www.nsu.edu/Campus-Life/Services-Resources/Counseling-Center>).

Office of Accessibility Services and International Students

The mission of Office of Accessibility Services and International Students (O.A.S.I.S.) is to promote the academic success of students with disabilities through high-quality educational assistance, faculty and staff seminars, workshops and training, and assistive technology training for all students, faculty, staff and administrators. O.A.S.I.S. reconciles administrative, faculty, staff, and students' issues as they pertain to the policies and procedures; rights and responsibilities in compliance with the Americans with Disabilities Act of 1990; and Section 504 of the Rehabilitation Act of 1973, as set forth in the O.A.S.I.S. Faculty and Student Resource Guides. O.A.S.I.S serves persons eligible for assistance under Section 504 of the Rehabilitation Act of 1973, as well as persons with temporary disabilities acquired through illness or injury. The Assistive Technology Lab supports the enhancement of student outcomes through the delivery of information, training, and the use of assistive technologies

<https://www.nsu.edu/Campus-Life/Services-Resources/Disability-Services>

The mission of International Student Services is to provide individualized quality-enhanced services and accurate information for international students in order to sustain an ethnically and culturally diverse campus, while minimizing legal risk to students and the University. The office also contributes to Norfolk State University's intellectual and cultural diversity through its service to the international student and its promotion of international education and intercultural understanding. The office processes petitions for non-immigrant students; provides advisory and counseling services; and serves as a liaison between the student, University, departments, U.S. and foreign government agencies, and the greater community. Additionally, O.A.S.I.S facilitates the assimilation of international students into the larger Norfolk community; acts as a referral source for students, staff, faculty, and the community; and provides support services and education to enhance student success (<https://www.nsu.edu/Campus-Life/Services-Resources/Disability-Services>)

TUITION AND FEES

The University's governing Board of Visitors establishes annual tuition and fees.

Visit the following website to find information about NSU tuition and fee schedule:

<http://www.nsu.edu/tuitionandfees.aspx>

The Student Accounts Department is the general billing and collections office.

Individual account representatives are available to assist you and answer your questions. Visit the following website to find further information: <http://www.nsu.edu/studentaccounts>

Students may be eligible for federal financial aid and are encouraged to complete FALSA to determine eligibility.

STUDENT CONDUCT

Information about student conduct is available at

<https://www.nsu.edu/Campus-Life/Services-Resources/Dean-of-Students/Student-Conduct>

STUDENT CONDUCT PROCESS

Information about student conduct process is available at

<https://www.nsu.edu/Campus-Life/Services-Resources/Dean-of-Students/Student-Conduct/Student-Conduct-Process>

ADMISSION REQUIREMENTS

Departmental requirements for entry into the HSM program are as follows:

- Admission to Norfolk State University.
- Declaration of major in the program.

- No additional application is required to enter the program.
- Applicants should start the process of admission through an online application

GRADUATION REQUIREMENTS

The program requires a minimum of 2.0 overall GPA and a minimum of 120 credits, including 40 credits of general education courses, 74 credits of major requirements, and 6 credits of free electives.

DEPARTMENT LOCATION AND CONTACT

Location

The Health Services Management program is located in the Nursing and General Education (NGE) Building, Third Floor, Room 311.

The Nursing and General Education (NGE) Building was completed during the fall of 2014. This 140,000 square foot building is a significant addition to our campus, complementing our new Lyman Beecher Brooks Library, Student Services Building and Student Center. The NGE facility provides state-of-the-art learning resources to assure that students have every opportunity to succeed.

Contact

Department of Nursing and Allied Health

Nursing and General Education Building, Third Floor, Suite 311

Norfolk State University

700 Park Avenue

Norfolk, Virginia 23504

Telephone: 757-823-8389

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Allied Health Website: <https://www.nsu.edu/allied-health>