Resolution # 20

TO: President John E. Van de Wetering

FROM: The Faculty Senate Meeting on: April 22, 1996

RE: I. Formal Resolution (Act of Determination)
   II. Recommendation (Urging the fitness of)
   III. Other (Notice, Request, Report, etc.)
       For your information

SUBJ: Resolution on New Program in Health Care Administration (attached)

Signed: [Signature]
Date Sent: 4/22/96
(Faculty Senate President)

TO: The Faculty Senate

FROM: President John E. Van de Wetering

RE: I. Decision and Action Taken on Formal Resolution
   a. Accepted. Effective Date
   b. Deferred for discussion with the Faculty Senate on
   c. Unacceptable for the reasons contained in the attached explanation

II, III.
   a. Received and acknowledged
   b. Comment:

DISTRIBUTION: (Cover sheet only) Contact Faculty

Signed: [Signature]
(President of the College)

Distribution Date: 5/1/96
THE DEPARTMENT OF HEALTH SCIENCE'S

PROPOSAL FOR A NEW TRACK IN

HEALTH CARE ADMINISTRATION

Submitted to:
The Faculty Senate
SUNY College at Brockport

by:

Thomas Golaszewski, Ed.D.
Pending Program Coordinator,
Joseph Balog, Ph.D.
Chair, Health Science
and
Charles Callahan, III, Ph.D.
Chair, Business and Economics

April, 1996
Table of Contents

Section I: Health Care Administration Background Information

<table>
<thead>
<tr>
<th>Section</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>1-2</td>
</tr>
<tr>
<td>Employment Trends</td>
<td>2-3</td>
</tr>
<tr>
<td>Educational Preparation</td>
<td>3-4</td>
</tr>
<tr>
<td>Summary</td>
<td>5</td>
</tr>
</tbody>
</table>

Section II: Faculty Senate Information

| Faculty Senate Undergraduate Curriculum Committees Request for Information | 5       |
| Academic Administration Commentary       | 9       |
| a.) Letter from the Dean                | 10      |
| b.) Letter from the Department Chair     | 11      |
| Appendix 2 Facilities and teaching Needs | 12      |
| a.) Letter and Library Resumes           | 13      |
| b.) Letter from Academic Computing Services | 15     |
| c.) Letter from Business Administration and Economics | 16     |
The Department of Health Science's Proposal for a New Track in Health Care Administration

The Department of Health Science in conjunction with the Department of Business Administration and Economics presents the following proposal to implement a new track within the Department of Health Science's Liberal Arts Major. This new track will be Health Care Administration which follows the general format of the existing 30 hours Health Science Liberal Arts programs, including core requirements. The following report contains three sections. The first section presents background information and a general overview of the need and rationale for such a program. The second section presents brief answers that flow from section one and addresses the questions presented by the Faculty Senate's Undergraduate Curriculum Committee. The third section presents related documents in the Appendix.

SECTION I: HEALTH CARE ADMINISTRATION BACKGROUND INFORMATION

Introduction

Health care is changing more rapidly than almost any other field. The field is changing in terms of how and where care is delivered, who is providing services, and how care is financed. These changes are driven in part by the anticipated passage of national health care reform legislation. While the full impact of national health care reform is unclear, a number of current trends are expected to continue, including:

- integration of health care delivery organizations to create accessible, appropriate, and comprehensive care pathways for all people;
- continual advances in medical technology;
- collaboration among providers, business, insurers, and other stakeholders to improve community health status;
- increased emphasis on disease prevention and wellness;
- a growing elderly population;
- better-informed patients demanding high-quality care;
- pressure from business, government, insurers, and patients to control costs and demonstrate the values of the services delivered; and
- efforts to implement continuous quality improvement initiatives similar to those found in other fields.

As a result of the transformation taking place in health care systems, career options in health care administration are becoming more diverse and in greater demand. The Department of Health Science recognizes this trend and is presenting this proposal to address society's growing need for health care administrators.
For purposes of this proposal, the term health administrator is used as a broad and generic term that includes health professionals with titles such as: health service managers, health service administrators, managed care administrators, long-term care coordinators, and clinical managers. However, no matter which title is used to describe health care administrators, the trend is still the same; there is, according to the United States Department of Labor's Bureau of Labor Statistics, a faster than average and growing demand for health care administrators who practice in such settings as: ambulatory facilities, consulting firms, health care associations, health agencies, hospices, hospitals, long-term care facilities, managed care organizations (such as HMOs), mental health organizations, physician-group practices, public health departments, and university or research institutions.

Employment Trends

According to the Bureau of Labor Statistics which uses the generic category of health services managers, these health professionals held about 302,000 jobs in 1992. Over one-half of all jobs were in hospitals. About one in seven were in nursing and personal care facilities, and one in eight were in offices and clinics of physicians. The remainder were in home health agencies, medical and dental laboratories, offices of dentists and other practitioners, and other health and allied services.

A report by the Pew Health Professions Commissions entitled, "Health Professions Education for the Future: Schools in Service to the Nation", notes similar trends and projects that 181,652 health service administrators should be trained at either the baccalaureate or master's level to meet present and future demands. In addition, the Bureau of Labor Statistics reports that the employment outlook is very good, pointing out that between 1992 and 2005, the United States will need to add 135,000 new positions in health services administration. The Bureau of Labor Statistics states that as the health care industry expands and diversifies, most new jobs will be in hospitals, offices, and clinics of physicians, nursing facilities, and home health care. Furthermore the employment prospects in this area are growing much faster than the average growth of employment.

Employment of health care administrators is expected to grow much faster than the average for all occupations through the year 2005 as health services continue to expand and diversify. Hospitals will continue to employ the most managers, although employment in home health agencies and long term care facilities will grow the fastest, due to an increased number of elderly who will need care. In addition, as medical group practices and HMO's become larger and more complex, more management opportunities should emerge.
Health care managers in hospitals will face very keen competition for upper level management jobs, a reflection of the pyramidal management structure characteristic of most large organizations. In nursing homes and other long term care facilities, job opportunities for individuals with strong business and management skills will continue to be good.

Health care administrators have training or experience in both health and management. Other occupations that require knowledge of both fields are public health directors, social welfare administrators, directors of voluntary health agencies and health professional associations, and underwriters in health insurance companies and others. As a result, employment opportunities for health care administration are good in both health administration and management, and in related professional fields.

In 1990, a survey conducted by the Korn/Ferry International's Health Care Division for the Association of University Programs in Health Administration, entitled, "Health Administration Employment: A Survey of Early Career Opportunities", found that approximately 75 percent of the survey respondents indicated that they obtained their position of first choice in the health care field. Approximately 83 percent of graduates from undergraduate programs found employment. In summary, employment trends for health care administrators are very promising and are expected to continue and grow well into the next century.

Educational Preparation

Bachelor's, master's and doctoral degree programs in health administration are offered by colleges, universities, and schools of public health, medicine, health science, allied health, public administration, and business administration. There are also some certificate or diploma programs, generally lasting less than one year, in health services administration and medical office management. A master's degree in hospital administration, health services administration, long-term care administration, health sciences, public health, public administration, or business administration was regarded as the standard credential for most generalist positions in this field. Recently, however, the demand for bachelor's prepared individuals is growing and becoming more accepted for entry-level and middle-level management positions, especially for smaller health care operations. The editor of the Journal of Health Administration Education, Gary Filerman, in a special issue dedicated to undergraduate education states that "If undergraduate education for health services administration did not exist today, there would be an urgent need to create it." Filerman states that, "Undergraduate professional education has proven to be an indispensable contributor to the shift from a clinically driven to a managerial driven health services system."
Overview of Baccalaureate Health Administration Education

The American College of Health Care Executives and Association of University Programs in Health Administration (AUPHA) wrote a paper in 1990 entitled "Report on Baccalaureate Career Development" that helps to describe baccalaureate health administration education. This report notes that health administration is a relatively new profession. The first graduate programs were developed 50 years ago and most were baccalaureate programs developed in the late 1960s and 1970s in response to rapid expansion of the health care industry.

The Accrediting Commission on Education for Health Services Administration reports that in 1993, there were 29 colleges and universities offering bachelor's degree programs in health services administration. This same commission reports that there are 64 schools which have accredited programs leading to the master's degree in health services administration. AUPHA reports that about 1,172 students were awarded degrees from the undergraduate programs, and notes that this number is clearly not adequate to meet the growing demand for competent health professionals that are essential to responsive health system reform.

The model undergraduate program in health care administration, as recommended by AUPHA, can be conceptualized as a pyramid with four essential components: (1) sound preparation in the liberal arts; (2) conceptual and technical competency in management; (3) conceptual and technical competency in health knowledge, trends, issues, and services; and (4) a field placement or practicum that provides opportunities for the application of skills and knowledge gained in the classroom to the field of practice. Emphasis should be placed on developing the competencies necessary for successful practice and establishing a foundation for future professional growth. Given these recommendations, SUNY Brockport's combination of undergraduate courses in General Education, Health Science, and Business Administration and Economics, makes our campus an attractive location for such a program. In this proposal, all of the above four components are part of the Health Care Administration Liberal Arts track.

The above mentioned report, "Report on Baccalaureates Career Development" also noted that baccalaureate programs are designed to serve two distinct populations. One group is young, usually 20 to 24 years old, having little or no work experience in the industry, and enrolled for full-time study. Students in the second group are older, may have prior clinical or technical training, have worked in the health care field, and are usually part-time students. This latter group of students are the target population of this proposed weekend/evening program. In addition, the Department of Health Science believes that students who graduate from this program will be excellent candidates for SUNY Brockport's master's degree program in Public Administration.
Summary

The Department of Health Science, in conjunction with the Department of Business Administration and Economics, is proposing to offer a new track within the Department of Health Science's Liberal Arts Major. This program was designed to meet the growing demand and need for undergraduate programs in health care administration, and entry-level and middle-level health care administrators. National trends support the need for such a program and SUNY Brockport provides an ideal academic opportunity and geographical location to serve nontraditional-aged potential clientele. As of today, no local Rochester area college or university has a baccalaureate program in health care administration to serve this population. SUNY Brockport's Department of Health Science, Department of Business Administration and Economics, and General Education program, presently offer courses that meet the ideal curriculum for such a program. This proposal represents the formal combining of courses and the establishment of a coordinated and unified curriculum. As a result, this new track in the Department of Health Science can immediately be offered. On the following pages, summary information is presented to address the items requested by the Faculty Senate Undergraduate Curriculum committee.

SECTION II:
FACULTY SENATE INFORMATION

Faculty Senate Undergraduate Curriculum Committee's Request for Information

1. A comparison of the new to the old program in a side-by-side illustration. The following is a comparison of Department Health Science's "Human Services" Liberal Arts Health Science track (this is one of four Health Science tracks in the Liberal Arts Major) to the proposed Health Care Administration Liberal Arts track. The Human Services track is presented to represent the general structure of Health Science's Liberal Arts track, e.g. a 30 credit program with a six credit required core. In general, the current Human Services track is intended to accommodate the goals of students who are interested in a career in the area of human services and want to major in Health Science. The major difference between the Human Service track and the proposed Health Care Administration track is that the latter will have more required courses and fewer electives. Also, the Health Care Administration track is made up of courses that are highly recommended by accrediting bodies.
**Existing Human Service**

- **Required Core (36 credits)**
  - HLS 301: Health Behavior and Wellness 3 cr.
  - HLS 306: Contemporary Issues in Health or HLS 307: Consumer Issues in Health Care 3 cr.

- **Electives (24 credits)**
  - HLS 305: Human Service Systems
  - HLS 312: Mental Health
  - HLS 409: Introduction to Psycho-active Substance Use & Abuse
  - HLS 418: Alcohol Use and Abuse
  - HLS 419: Human Sexuality
  - HLS 424: Alcoholism/Substance Abuse Counseling for Diverse Populations
  - HLS 436: HIV/AIDS Issues and Implications
  - HLS 440: Aging and Community Service
  - HLS 471: Childhood and Adolescent Stress
  - HLS 475: Computer Applications in Health Education

  **TOTAL** 30 cr.

*New courses - See item #3.*

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**Proposed Health Care Administration**

- **Required Core (Six credits)**
  - HLS 301: Health Behavior and Wellness 3 cr.
  - HLS 306: Contemporary Issues in Health or HLS 307: Consumer Issues in Health Care 3 cr.

- **Health Sciences:**
  - HLS 410: Introduction to Health Care Administration 3 cr.
  - HLS 411: Management Communications in Health Care Administration 3 cr.
  - HLS 412: Health Care Administration Planning 3 cr.
  - HLS 496: Internship in Health Care Administration 3 cr.

- **Business:**
  - BUS 363: Principles of Management 3 cr.
  - BUS 463: Personnel Administration* 3 cr.
  - BUS 333: Principles of Marketing 3 cr.
  - BUS 289: Introduction to Accounting* 3 cr.

  **Total** 12 cr.

*Require prerequisites

**GRAND TOTAL** 30 cr.

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2. A rationale for changes. See Section i; this section addresses the need and rationale for a Health Care Administration Program.

3. Evidence of demand for proposed revisions. See Section i; the information on employment opportunities addresses this question.

4. Potential clientele, competition with Rochester area colleges, uniqueness of program in the Rochester area. No Rochester area college or university currently has an undergraduate program in health care administration.

5. Description of new courses. Several new courses are proposed in this track. These courses are described as follows:
HLS 410 INTRODUCTION TO HEALTH CARE ADMINISTRATION
This course will provide an overview of health systems in this country, including the personal health care and public health sectors. Critical factors in the history, organization, delivery and financing of health services will be presented. Emphasis will be placed on identifying and analyzing current trends in the health field and their implications for health care administrators. A background review of health care administration will also be provided, including job prospects, competencies, role expectations, and professional affiliations.

HLS 411 MANAGEMENT COMMUNICATION IN HEALTH CARE ADMINISTRATION
This course will provide an overview of communication issues essential in performing the managerial role. Instruction will encompass a wide variety of topics that will enhance skill development in areas of interpersonal, public speaking, and persuasive communication; meeting organization and management; and business letter, memo and policy writing. Instruction will also be provided in the use of graphics presentation software.

HLS 412 HEALTH CARE ADMINISTRATION PLANNING
This course investigates the planning process as applied to a health care setting. Topics of study will include: assessing need, analyzing quantitative and qualitative data, health care law and regulations, budgeting, and process and outcome evaluation. A key experience in the course will be applying the planning process towards the preparation of a funding proposal.

HLS 496 INTERNSHIP IN HEALTH CARE ADMINISTRATION
This course provides an administrative field work experience at a health care setting. The focus of activity will allow the student to apply course work, knowledge, and skills to a health care administrative problem. The expectation of the course is to complete a major, negotiated project at the targeted organization.

6. **Definition of program entrance and exit requirements.** This program will follow the same standards as the existing Department of Health Science’s professional preparation program. Students will need a 2.0 GPA to enter the program.

7. **Staffing/budget items**
   a. **Sufficiency of existing staff.** The Department of Health Science anticipated the need for one additional full-time faculty. This need has been filled with the hiring of Dr. Thomas Golaszewski, an experienced academician and private-sector manager. Dr. Golaszewski assumes both a major teaching role as well as serving as the program’s coordinator.
   b. **Need for new staff.** At least one additional adjunct faculty is anticipated for year two, with the possibility of supplemental adjunct faculty in subsequent years. Resources to support the additional adjunct faculty in year two should be available from the department’s existing budget.
   c. **Cost of supplies/materials for students use.** The Department of Health Science estimates that it will need an estimated $500 per semester for expenses.
8. Academic administration commentary. See Appendix I.
   a. Letter of review/comment from Dean
   b. Letter of review/comment from department chair
   c. Letter of review by external accrediting agency - Not appropriate at this time.

9. Facilities and non-teaching staff needed to implement the program at the current time as well as in the future. See Appendix II.
   a. Comment from Drake Library (More detailed library information is on file in the Department.)
   b. Comment from Academic Computing
   c. Comment from cooperating departments, agencies, institutions, etc.
   d. Availability of lab, studio or classroom, space - No additional space is needed.
Appendix I

a. Letter from the Dean

b. Letter from the Department Chair
TO:       Dr. Thomas Golaszewski  
          Department of Health Science

FROM:    Michael Marter  
          Dean, School of Professions

RE:       Health Care Administration Track

I have reviewed the Health Care Administration Track within the baccalaureate degree Liberal Arts Program in Health Science. As a former health administrator and a current dean, I am pleased to lend my support to this program, and would hope that it could be approved as soon as possible.

If there is any assistance I can provide to you or to the faculty in the Department of Health Science, please do not hesitate to contact me.

Via
Health Care Administration Proposal

December 1, 1995

TO: Thomas Golaszewski
   Department of Health Science

FR: Joseph E. Balog, Chair
    Department of Health Science

RE: Health Care Administration Proposal

I received the proposal that you wrote concerning the development of a Health Care Administration Program/Track. I reviewed this proposal, and I support and recommend that this program be implemented and offered within the Department of Health Science's Liberal Arts Major.
Appendix II

a. Comment from Drake Library

b. Comment from Academic Computing

C. Comment from Cooperating Department: Business and Economics
To: Tom Golaszewski, Health Science  
From: Carolyn McBride, Chair, Library Collection Development Committee  
Re: Proposal for a Major in Health Care Administration  
Date: November 16, 1995  

The Drake Library Collection Development Committee has reviewed current library holdings related to health care administration and believes they are sufficient to support this proposal. Attached are the supporting data.
I. Total availability of funds
   Books/Media: $8,000
   Serials: $8,755

II. Monographic Holdings: Library of Congress classifications that are thought to be relevant. See attached list. (II)

III. Serial Holdings: Current subscriptions to journals that are thought to be relevant. See attached list. (III)

IV. Reference Holdings:
   A. Relevant periodical indexes/abstracts (paper)
      1. General
      2. Specialized
   B. Relevant on-line databases
      1. General
      2. Specialized
   C. Other standard sources
      1. Encyclopedias/dictionaries
      2. Bibliographies
      3. Directories
      4. Handbooks/manuals
      5. Yearbooks/statistical guides/almanacs
   D. Government publications: Major agencies
      Department of Health & Human Services
      National Center for Health Statistics
      Social Security Administration

V. Media Holdings in Special Materials Center: Titles in various types of media that are thought to be relevant.
   6 videos directly related to health care administration and/or education
   19 videos on management, supervision of employees, personnel management

VI. Microforms:

VII. Other:
November 6, 1995

Dr. Thomas Golaszewski
Health Sciences Department
Holmes Hall

Dear Dr. Golaszewski:

This letter is sent regarding the Health Science’s proposal to offer a Health Care Administration Undergraduate Program.

Although competencies in computer skills will be required, we do not foresee any impact on Academic Computing resources, such as new hardware and software, at this time. Academic Computing Services supports the Health Science program in their efforts.

Sincerely,

Mary Jo Orzech, Ph.D.
Director
Academic Computing Services

MJO/ms
April, 1996

TO: Dr. Thomas Golazewski  
Program Coordinator, Health Science

FROM: Dr. Charles Callahan, III  
Chairman, Business Administration and Economics

RE: Letter of Support for the Health Care Administration Program

The Department of Business Administration and Economics strongly supports the establishment of the Health Care Administration Program. The Department will staff some core courses in the program: BUS 365, Principles of Management; BUS 335, Principles of Marketing; BUS 280, Introduction to Accounting; and BUS 465, Personnel Administration. The staffing of these courses causes no hardship on the Department currently.