



PARKINSON
SCHOOL *of* HEALTH SCIENCES
AND PUBLIC HEALTH

Undergraduate Healthcare Administration
(HCA)
Student Handbook

2021-2022 Academic Year
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Welcome Message

On behalf of the entire faculty and staff of Loyola University Chicago's Healthcare Administration (HCA) program, I would like to welcome you to your HCA major. The Parkinson School of Health Sciences and Public Health houses the HCA program and it is our goal to make your educational experience a positive and rewarding time of growth.

In order to help you progress smoothly through the undergraduate HCA program, I refer you first to the Parkinson School Bachelor of Science Student Handbook. The Parkinson School handbook provides important information on policies, procedures and services relevant to all undergraduate students in the School. Secondly, I encourage you to become familiar with this handbook – the HCA Student Handbook, which provides additional information specific to students enrolled in the HCA major or minor.

The HCA Student Handbook is here to support you through your academic journey. It is the responsibility of each student to review the handbook as a way of preparing for successful academic life and progression toward graduation.

You are always welcome to visit with me to gain additional guidance on your HCA major or career path in healthcare administration. We look forward to assisting you on your successful path toward a Loyola University Chicago BS degree in Healthcare Administration.

Sincerely,



Dr. Maggie Ozan-Rafferty DHA, MBA, RN
Assistant Professor and Undergraduate Program Director
Healthcare Administration
Parkinson School of Health Sciences and Public Health
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I. Healthcare Administration (HCA) Program

A. Program Overview

Loyola University Chicago founded the undergraduate HCA program in 2006 to meet the growing need for healthcare administrators grounded in socially just and ethical management practices. The HCA major, housed within the Parkinson School of Health Sciences and Public Health (Parkinson School), is an excellent degree choice for students interested in the business side of health and health care. The B.S. in HCA explores the structure of health systems, the policy environment and management of health service organizations. Information about the HCA major is available here:

<https://www.luc.edu/parkinson/academics/areasofstudy/healthcareadministration/bshealthcareadministration/>

B. Program Certification

The Loyola University Chicago undergraduate major in Healthcare Administration has received full certification status granted by the Association of University Programs in Healthcare Administration (AUPHA).

C. Program Goal

The goal of the undergraduate Healthcare Administration program is to prepare graduates for careers in the administration and organization of health care delivery systems and health services.

D. Program Outcomes

Faculty and administrators are engaged in a collaborative effort to recruit, retain, educate, and graduate health care professionals who contribute to the well-being of society. At the successful completion of the program the graduate has the knowledge and skills to:

1. Understand the U.S. and global healthcare systems.
2. Understand the legal, social and economic environments affecting healthcare systems and healthcare delivery
3. Understand the needs and determinants of health at the individual, community and population levels
4. Apply fiscal and economic principles in the management of healthcare settings and services
5. Apply organizational and management theories and principles in a variety of healthcare settings

6. Apply principles of information management, data analysis and quality improvement in the organization, delivery and management of healthcare settings and services
7. Integrate values, ethics and social justice into the management and leadership of healthcare systems, services and delivery in keeping with the Jesuit Catholic tradition

E. Core Competencies for the B.S. in HCA

The Loyola University Chicago HCA program prepares graduates for career entry and provides a foundation for development in the administration and organization of health care delivery systems and health services. The HCA curriculum is designed to foster a set of core competencies deemed necessary to the successful management of healthcare organizations. The curriculum includes a broad range of didactic and experiential learning opportunities, each of which helps to build one or more core competencies. Because an undergraduate degree cannot lead to proficiency in all competencies, HCA majors are encouraged to engage in life-long learning and continued skill development beyond graduation. The HCA Program has adopted the Core Competencies defined by the Healthcare Leadership Alliance (2010) and used by the American College of Healthcare Executives (ACHE):

COMMUNICATION AND RELATIONSHIP MANAGEMENT

The ability to communicate clearly and concisely with internal and external customers, establish and maintain relationships, and facilitate constructive interactions with individuals and groups.

Relationship Management

The ability to build and maintain relationships with internal as well as external stakeholders that are anchored in trust and where decision-making is shared.

Communication Skills

Be able to utilize verbal, written and presentation skills to communicate an organization's mission, vision, values and priorities to diverse audiences.

Facilitation and Negotiation

The ability to move a group toward a conclusion, guiding the group collectively through substantive discussion, compromise and consensus.

LEADERSHIP

The ability to inspire individual and organizational excellence, create and attain a shared vision and successfully manage change to attain the organization's strategic ends and successful performance.

Leadership Skills and Behavior

The ability to exercise appropriate leadership styles and behavior, employ critical thinking skills, and advocate for the organization and its values in the community and public policy arena.

Organizational Climate and Culture

Foster a culture that values diversity, promotes teamwork, and engenders a commitment to the purpose and values of the organization.

Communicating Vision

Establish and communicate a compelling vision for the organization that guides strategy formulation and direction.

Managing Change

Be able to promote organizational development and continuous improvement, and use systems thinking to enact change in complex organizations.

PROFESSIONALISM

The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.

Personal and Professional Accountability

Practice and advocate ethical decision-making and actions, promote patients' rights and responsibilities, effectively manage stress and personal resources, and act in accord with professional roles and norms.

Professional Development and Lifelong Learning

Participate in proactive career planning and continually update professional knowledge.

Contributions to the Community and Profession

Mentor or coach others in the workplace, provide service to the community that improves community health status and standards of care, and adds to the professional body of knowledge by teaching, research or other means.

KNOWLEDGE OF THE HEALTH CARE ENVIRONMENT

The understanding of the health care system and the environment in which health care managers and providers function.

Health Care Systems and Organizations

Demonstrate an understanding of how the various components of the health care system are organized and financed, and how they interact to deliver medical and health care.

Health Care Personnel

Understand the professional roles, responsibilities, and values of the range of health care professionals in order to foster effective relationships and promote an optimal care environment.

The Patient's Perspective

Understand the patient experience, demonstrate a commitment to patients' rights and responsibilities, and ensure that the organization provides a safe environment for patients and their families.

The Community and the Environment

Monitor trends in the local and national environment to the delivery of care, demonstrate a familiarity with the regulations impacting health care delivery, and understand the impact of public policy decisions on cost, quality and access to care.

BUSINESS SKILLS and KNOWLEDGE

The ability to apply business principles, including systems thinking, to the health care environment.

General Management

Demonstrate analytic and problem-solving skills, and understand the impact of individual decisions on other parts of the organization and the environment.

Financial management

Understanding of financial analysis, reimbursement techniques and strategies, and financial outcome measures. Application of financial analysis and planning to achieve organizational objectives.

Human resource management

Understanding of the rights and protection of employees, effective workforce planning, and performance management.

Organizational dynamics and governance

An understanding of governance structures and the ability to foster trust and effectively support governance systems and achieve organizational goals.

Strategic planning and marketing

Setting organizational direction and strategies based on an understanding of the market and market forces, and communicating an organization's capabilities and strengths to consumers.

Information management

An understanding of how technology can be used to promote managerial and clinical efficiency and improve health care delivery. The ability to effectively manage information resources and plan for future needs.

Risk management

Knowledge of liability and compliance regulation, the ability to employ strategies to mitigate risk, avoid malpractice and plan for disasters.

Quality improvement

Application of techniques that continually improve the quality of care provided, patient safety, organizational performance, and the financial health of the organization.

II. HCA Program Policies

A. Admission into HCA Program

- Admission to the HCA major is open to incoming freshmen and internal or external transfers.
- A minimum cumulative GPA of 2.5 is required to transfer into the HCA major.

B. Progression Requirements

All of the following are required to progress in the HCA Program:

- A minimum cumulative GPA of 2.5

- A minimum grade of C minus in all courses required for the major; this requirement includes both HCA and non-HCA major courses (any course with a prefix of: PSYC, ACCT, ECON, FINC, ISSCM, etc.). The student is required to repeat any major course in which a minimum of C minus is not earned. A course may be repeated only once.
- Any student who does not achieve a “C minus” or better in 2 or more required courses will be dismissed for poor scholarship from the program and the Parkinson School.
- Resolution of an incomplete grade (I) per LUC policy

C. Alterations in Program Plan

1. Withdrawal

Definition: The election of a student to change enrollment status by removing themselves from the official class roster. Withdrawal from specific courses in the BS program may impact a student’s ability to progress in the program. For more information about withdrawing from a course, or assistance, please see your assigned Academic Advisor.

According to University policy: Complete withdrawal before the beginning of the term start date will result in no financial responsibility. Complete withdrawal from all classes after the term start date will result in tuition charges according to the withdrawal schedule of the university.

According to University policy: During the late and change registration period, a student may withdraw from a course without penalty, or notation, on their academic record. After the late and change registration period, a designation of “W” will appear on the academic record. After a specified point in the semester, withdrawal from a course will result in a “WF” grade for the course, which is the equivalent of a failing grade (F) for the course. Dates for these withdrawal conditions are published in the university academic calendar.

More information about the University Policy is available at:

http://www.luc.edu/academics/catalog/undergrad/reg_credithour.shtml#d.en.1.20577

(Note: A student who withdraws from a course with a grade of “WF” has

this course attempt designated as a course failure, and is subject to the progression policy related to failing grades.)

A student who withdraws from the same required course twice and receives a notation of “W” on their academic record, will be placed on probation. For the probation to be lifted, the student must complete the course with a grade of C- or higher during the next semester in which the course is offered.

If the course is not successfully completed with a C- or higher, or if the student withdraws a third time from this same course, the student will be dismissed from the program.

Important: Students who transfer into a Parkinson program will still be required to follow the above policy (i.e. if the student withdrew twice from a required course for their new Parkinson major, prior to transferring in, the student will not be admitted into the program.) Withdraws that occurred prior to entry into the Parkinson major are included in this policy.

Also refer to “Dismissal from the Parkinson School” section of the handbook for specific application of the withdrawal policy.

2. Leave of Absence (LOA)

It is expected that the student will maintain registration within the University from the time of initial enrollment until graduation. If this is not possible, a leave of absence (LOA) must be requested prior to the anticipated date of the leave.

The student may request a leave of absence that is not to exceed two academic years, consecutively, or interspersed throughout the program. Accruing more than two years of LOA will result in automatic dismissal from the program.

The student is advised to contact their Academic Advisor when considering a LOA to fill out the required paperwork. When the student returns from the LOA, they will be assigned to courses according to the current program plan, on a space available basis.

3. Coursework completed outside of LUC

4-year Degrees

The Parkinson School abides by the policies of LUC regarding coursework taken outside of LUC. If a student anticipates transfer course credit from a

course taken outside of LUC, the student must obtain approval from their Academic Advisor and their Program Director prior to enrolling in coursework outside of LUC. Failure to obtain prior approval may result in non-acceptance of transferred credit hours.

4. Pass/ No Pass Policy

All required major courses must be successfully completed with a grade of a C- or better. Students cannot take required major courses for Pass/ No Pass.

D. Senior Internship Policies

- Students enroll in HSM 360 Field Internship (6 credit hours) during the semester of the internship.
- A minimum cumulative GPA of 2.5 is required at the completion of the previous semester.
- All pre-requisite coursework must be complete prior to the start of the internship semester.
- Internship Orientation session must be attended in the previous spring semester.
- All required documents as outlined in the HCA Senior Internship Handbook must be submitted within prescribed timelines.
- Students may only attend internships after completing all health, security and other human resource requirements as required by the internship agency.

Students are responsible for their own transportation to and from internship sites. It is imperative that students plan for transportation needs prior to the senior internship semester.

Important: Internship experiences are scheduled during the student's final spring semester. Changes to internship placements and timelines cannot be accommodated.

Parkinson School and the HCA Program abide by the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Failure to abide by HIPAA Privacy Rules and Guidelines may result in dismissal from the internship, the HCA program, Parkinson School and/or Loyola University Chicago. Refer to Parkinson School Bachelor of Science Handbook for complete discussion of HIPAA guidelines.

Students are expected to abide by all agency-specific requirements regarding confidentiality and proprietary information. Confidentiality is to be maintained in all forms of written and spoken communication including any communication on Facebook, blogs or other forms of social media. You may be asked to sign a Confidentiality or Non-Disclosure Agreement at your internship site. Confidentiality is to be maintained regarding all matters and content related to the business operations and policies of internship sites.

No HCA student is to be involved in direct or indirect patient care at any time during the internship experience. This directive includes the provision of foreign language translation and interpreting services. Students asked to perform such duties are instructed to consult with your faculty supervisor. Failure to abide by this policy may result in dismissal from the internship, the HCA program, Parkinson School and/or Loyola University Chicago.

Refer to complete policies and procedures of the HCA senior internship in the HCA Internship Handbook found on your Sakai page “Info for UHCA Students”. Access internship materials by clicking [here](#) and going to “HCA Field Internship” in the drop-down menu.

E. Senior Capstone Policies

The HCA capstone course may be held at any one of the three local LUC campuses, including Lakeshore, Water Tower, and the Health Sciences Campus in Maywood, IL. Generally, students enroll in the capstone course during the same semester as the internship. The capstone is a project-based culmination of all required course work taken in the HCA program. The course is conducted immersion style with days interspersed throughout the senior spring semester. Meeting dates are provided well in advance. Students are required to attend each day. Students are responsible for their own transportation to and from the capstone campus. It is imperative that students plan for transportation needs prior to the senior capstone semester.

When meeting at the Health Sciences Campus and in keeping with patient safety policies at Loyola University Health System, the Health Sciences Campus requires all students to receive an influenza vaccination. Students are required to show proof of vaccination or approved exemption before attending the capstone course at the Health Sciences Campus. Students who do not present with proof of vaccination or approved exemption by required deadlines will be withdrawn from HSM350. This action can result in delaying graduation. It is the student’s responsibility to comply fully with this patient safety policy.

F. Academic Probation

Definition: Probation is an academic status whereby the student is warned of non-compliance with academic standards.

4-year Degrees

If a student's cumulative GPA falls below 2.5 the student is placed on probation for the next semester (excluding summer sessions). If the student does not raise the cumulative GPA to ≥ 2.5 by taking courses listed in the curriculum plan at the end of the next semester or after 9 credit hours of graded study, the student will be dismissed from the program. If the student's cumulative GPA is ≥ 2.0 at the time of dismissal, the student may be eligible to transfer to another program within the University.

Following the semester of probation, the student must maintain a minimum cumulative GPA of 2.5 through the end of their program. Failure to maintain the GPA >2.5 after the period of probation will result in dismissal from the program. The student must have a minimum GPA of 2.5 to meet Parkinson School graduation requirements.

Additionally, the previously failed course must be successfully completed (C- or higher) during the next semester in which the course is offered (excluding summer sessions). If the course is not successfully completed, or the student withdraws a third time from the same course, the student will be dismissed from the program.

The student is expected to adhere to Parkinson School and LUC academic policies. Refer to LUC academic policies at:

<http://www.luc.edu/academics/catalog/undergrad/reg.shtml>.

G. Dismissal from HCA Program – Readmission Requirements

Definition: Readmission is the process whereby a student seeks to be reinstated as a HCA major in the Parkinson School.

Refer to the Parkinson School Bachelor of Science Handbook for information on dismissal and readmission applicable to all students. This section provides detailed information specific to HCA students.

The student dismissed from the HCA Program has an opportunity to apply for readmission within one calendar year after dismissal. If the student was dismissed due to low GPA, the student must raise their cumulative GPA to at least a 2.5/4.0 to be eligible to apply for readmission. The student who seeks readmission is required to meet with the HCA Academic Advisor to discuss the process. The Academic Advisor will collect and submit the necessary information to the Chair of

the HCA Program Committee. Students must submit the following materials to the HCA Academic Advisor one week in advance of the HCA Program Committee Meeting:

1. Personal Statement
 - a. Statement should be no longer than one to two pages single spaced
 - b. Statement must include the circumstances that led to dismissal and the steps taken that demonstrate the student's ability to succeed in the HCA program
2. Two Letters of Recommendation from Loyola University Chicago faculty
 - a. It is advised that letters be from current HCA faculty as these letters are given greater weight
 - b. Letters must be received directly from the author of the letter
3. Transcripts: If the student attended another college/university since the time of dismissal, an official copy of the transcript, either a digital copy or hardcopy in a sealed envelope, are to be included with the readmission materials.
4. A complete readmission packet includes the personal statement, two letters of recommendation, and transcripts where applicable

A student who has been dismissed from the HCA program more than one time is not eligible to apply for readmission.

Any student who is not able to complete the required readmission materials will be denied readmission into the program. A student whose readmission application is denied is not eligible to apply for readmission a subsequent time.

The student will be notified by the HCA Academic Advisor the final decision regard their readmittance two business days after the committee hearing.

If the student is readmitted, the student must follow the most recent curriculum. As such, the student should discuss this requirement with their Academic Advisor prior to starting the readmission process.

H. Appeal to Register for Over 18 Hours

A cumulative GPA of 3.0 or higher is required to register for greater than 18 hours in a semester. Students need to submit an Appeal to Register for Over 18 Hours form to the Academic Advisor of the Healthcare Administration program. Appeals must be approved by the Program Director.

III. Healthcare Administration Minor

- A. Students wishing to fulfill the requirements for a minor in the HCA Program must:
1. Successfully complete 18 credit hours of courses from the major as evidenced by a grade of C- or better.
- B. A student who does not pass with a C- or better or withdraws from a required HCA course must repeat the course and achieve a grade of C- or better. Courses can be repeated only once. If the student repeats the course and does not achieve a grade of C- or better, the student is dismissed from the HCA Minor.
- C. Course requirements for the HCA Minor can be found here: <https://www.luc.edu/media/lucedu/schoolhealthsciencespublichealth/documents/hca-minor-2020-2021.pdf>
- D. HCA Minors are not eligible to enroll in:
1. HSM 310 Healthcare Project Management
 2. HSM 315 Healthcare Quality and Performance Improvement
 3. HSM 338 Healthcare Strategy and Marketing
 4. HSM 350 Healthcare Administration Capstone
 5. HSM 358 Healthcare Management Research
 6. HSM 360 Healthcare Administration Internship
- E. HCA Minors who are academically eligible and intend to transfer into the HCA Major must transfer before spring of their junior year in order to enroll in internship spring of their senior year. Failure to comply with this required timeline can delay graduation.

IV. Access to HCA Courses

- A. The following HCA courses are open to any student in the University regardless of his/her major:
- *Service-Learning*
1. HSM 110 Healthcare in America *
 2. HSM 120 Medical Terminology for Healthcare Professionals
 3. HSM 200 Careers in Healthcare Administration
 4. HSM 210 Introduction to Global Health *
 5. HSM 220 Healthcare Services for Healthy Aging *
 6. HSM 230 Fundamentals of Health Equity
- B. Public Health and Exercise Science majors may enroll in any HCA course providing pre-requisites are met with the exception of HSM 350 Healthcare Administration Capstone and HSM 360 Healthcare Administration Internship.

V. Accelerated Graduate Degrees

The HCA program offers two accelerated graduate degree options: BS in HCA/Masters Business Administration (MBA) and BS in HCA/Masters in Public Health (MPH). A third option, the BS in HCA/Masters in Healthcare Administration (MHA) is slated to open in the 2021-2022 Academic Year. Students must meet eligibility requirements and apply for acceptance to either degree program. Confer with the HCA Academic Advisor on program specific eligibility and application requirements.

VI. Opportunities within HCA

Refer to the Parkinson School Bachelor of Science Handbook for discussion of opportunities available to all Parkinson students. This section provides information on opportunities specific to HCA majors and minors:

A. Student Organizations and Service

The student is encouraged to participate in HCA organizations and service. In addition to extemporary opportunities that emerge each semester, standing opportunities include the following:

1. Healthcare Administration Program Committee – Student Representative
2. Upsilon Phi Delta – Healthcare Administration Honor Society
3. Healthcare Administration Student Council

B. Academic Awards

In addition to awards open to all students of the Parkinson School, the following recognition is available to HCA students or alumni:

1. Spirit of St. Ignatius Award
2. Healthcare Administration Advocacy and Leadership Award
3. Healthcare Administration Internship Excellence Award
4. Healthcare Administration Alumni Emerging Leader Award

C. Parkinson Scholars Scholarship

This scholarship is awarded annually to both undergraduate and graduate students in the Parkinson School of Health Sciences and Public Health. Students must apply to be eligible. Questions pertaining to Parkinson Scholars can be sent to the Director of Student Affairs, Lucia Garcia at lucgarcia@luc.edu.