

# Health Systems Leadership, Certificate

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College of Nursing website (<http://www.marquette.edu/nursing/academicprograms-graduate.shtml/>)

Graduate School Graduate Nursing Program Overview website (<https://www.marquette.edu/grad/nursing-msn-dnp-certificate-graduate-programs.php>)

## Degree Offered

Post-master's Certificate

## Program Description

Nurses with graduate degrees in nursing may attain a health systems leadership post-master's certificate. This certificate prepares students for health care management and administrative roles, through nursing focused and inter-professional perspectives. Graduates are academically eligible to take certification exams in nursing administration or health care executive.

## General Information

### Overview

Upon acceptance to the graduate program, students must complete and submit the Graduate Student Health Status Report form. Information on CPR requirements, physical examination and immunization status, including results of a T.B. skin test and proof of Wisconsin R.N. licensure (or Indiana R.N. licensure for students in the adult-gerontology adult acute care nurse practitioner - Indianapolis M.S.N.) and a criminal background check and drug screen must be submitted to a web-based clinical data tracking program (castlebranch.com (<https://www.castlebranch.com/>)). Results of a T.B. skin test must be provided annually, an influenza vaccine is required annually, and a drug screen must be completed three months prior to beginning clinical practicum courses. Students are responsible for the cost of these services. The information is required for progression within the program.

Clinical courses in the College of Nursing are restricted to students in the degree program. Various clinical facilities in the greater Milwaukee area, throughout Wisconsin and in northern Illinois are utilized for clinical experiences. Indiana based programs have clinical experiences in Indiana. While Marquette University is concerned about the professional advancement of its students, facilitates the process of certification, and provides excellent educational opportunities, it cautions that professional success in a chosen field requires, above all else, constant development of individual abilities, personal initiative and a professional sense of commitment to fulfill all appropriate legal and technical responsibilities. Hence, the university assumes no responsibility for the success of the students in obtaining educational certification or other types of professional licensure.

Licensure in Wisconsin or eNLC state is mandatory for employment with compensation.

## Progression Policy

The College of Nursing Academic Progression Policy for Graduate Students applies to all course work taken during the academic year and summer sessions. The policies of the Graduate School on academic performance, professional integrity, professional performance, academic dishonesty and student conduct are all followed by the College of Nursing. A variety of responses to problems in any of these areas may be implemented, depending on the nature of the problems encountered. Warnings, remediation plans, probation, immediate withdrawal from clinical or laboratory activities, suspension and dismissal are all possible actions under these policies. Students are bound by all Graduate School policies including those related to repeating a course. See the Graduate School bulletin for information on academic performance (<https://bulletin.marquette.edu/grad/policiesofthegraduateschool/#academicperformance>).

Additionally:

1. Grades of F, ADW, WA, and WF are not acceptable in any course and are grounds for dismissal from the program. If the student is allowed to remain in the program, the course in which these grades were earned must be repeated with minimum grade of B-. The timing of when the course may be repeated is on a space-available basis and successful repeat of a course does not guarantee that the student will retain a space in their program.
2. A cumulative grade point average of at least 3.000 must be maintained each term.
3. For graduate students in advanced practice options, a minimum grade of B- in NURS 6030 Pathophysiological Concepts for Advanced Nursing Practice, NURS 6032 Pharmacology for Advanced Nursing Practice, NURS 6035 Advanced Health Assessment Across the Lifespan, and all specialty theory courses is required. Ph.D. students are required to earn at least a B- in all courses. A student who earns less than a B- in any of the above-mentioned courses is required to repeat the course. The timing of when the course may be repeated is on a space-available basis and may significantly delay program progression. The student is not guaranteed that they will retain a space in the advanced specialty program.
4. Graduate students in advanced practice options who earn a grade less than a B- in a clinical course will be dismissed from the program. If a student successfully appeals the dismissal decision and is allowed to continue in the program, the student must repeat the clinical course and earn at least a B- grade. The timing of when the course may be repeated is on a space-available basis. The student is not guaranteed that they will retain a space in their program. Students in the Direct Entry M.S.N. program must achieve at least a B- in a clinical course or the course must be repeated. The

timing of when the course may be repeated is on a space-available basis and successful repeat of a course does not guarantee that the student will retain a space in their program.

5. A student may be removed from a clinical course and dismissed from a program at any time due to unsafe clinical performance, lack of preparedness to care for patients, unprofessional behaviors or other patient-safety related issues. See the Graduate School bulletin for information on academic performance (<https://bulletin.marquette.edu/grad/policiesofthegraduateschool/#academicperformance>).
6. A lack of substantial and visible progress toward completion of program requirements, including failure to complete the qualifying examination, thesis, dissertation or capstone project may be grounds for dismissal.
7. No more than two different courses may be repeated due to unsatisfactory grades. The student must abide by university policy governing the repeat of any courses. See the Graduate School bulletin for information on repeated courses (<https://bulletin.marquette.edu/grad/policiesofthegraduateschool/#repeatedcourses>).

## Attendance

The College of Nursing follows this university Attendance policy (<https://bulletin.marquette.edu/undergrad/academicregulations/#attendance>). Students should refer to course syllabi, as each course may have additional attendance requirements.

## Laboratory/Clinical Courses

Attendance at all clinical experiences (includes skills labs and simulation) is a demonstration of professionalism and accountability. It is the opportunity for the student to be evaluated by the clinical faculty in performance of clinical skills, assessment of clinical judgement and successful mastering of course objectives. Clinical attendance and completion of all clinical related course work is mandatory within the time frame of the given semester.

It is the student's responsibility to notify the course instructor about any absence prior to the start of the clinical time. Being tardy, or not being at a clinical site on an assigned clinical day will result in an absence. Any absence may negatively impact the student's ability to achieve course objectives thereby impacting their grade. In alignment with the university absence policy in the Graduate Bulletin (<https://bulletin.marquette.edu/grad/policiesofthegraduateschool/#academicperformance>), a student may be withdrawn from a course due to excessive absences. Absences that prevent a student from meeting all course objectives will result in failure of the clinical course.

## Special Fees

1. \$60 – Cardiopulmonary Resuscitation (CPR) Certification (approximate fee). (This certification must be maintained throughout the student's program through biannual recertification.)
2. \$124 – Health requirements and criminal background check initial fee (approximate fee) and drug test. Additional costs may be required for immunizations, antibody titers and physical examinations. ([castlebranch.com](http://www.castlebranch.com) (<https://www.castlebranch.com/>)).
3. \$50 - Clinical Placement fees (Approximate fees for individual clinical site requirements; based on individual site request; may vary every term).
4. \$90 – A one-time clinical tracking system (Typhon (<http://www.typhongroup.com/products.html>)) fee for M.S.N. and D.N.P. students in the specialty clinicals.

## Additional Fees for Direct Entry M.S.N. Students

1. \$500 – Non-refundable deposit, which is then applied toward tuition, for students admitted to the Milwaukee and Pleasant Prairie locations.
2. \$570 – Assessment Tests, predictor examination, and NCLEX review course for the M.S.N. program for Non-Nursing Graduates. Paid in increments throughout the program. (Approximate fee. Exact amount based upon vendor costs in effect at time of registration.)
3. \$300 – Uniforms for the M.S.N. program for Non-Nursing Graduates. (Approximate fee. Must be purchased through a private vendor. Vendor list available from the College of Nursing.)
4. \$175 – Assessment Equipment for the M.S.N. program for Non-Nursing Graduates. (Stethoscope \$70. Sphygmomanometer \$60. Approximate fee. Exact amount based upon vendor costs in effect at time of registration. Must be purchased through a private vendor.)
5. For Milwaukee based Direct Entry students, a laptop computer that meets the minimum recommendations (<https://www.marquette.edu/its/help/getting/studentpc.shtml/>) specified by the university is required. All Direct Entry students are required to have a computer with webcam, microphone and internet access.

## Program Fees for Nurse Anesthesia Students

### Acceptance Fee

- The College of Nursing requires that all students accepting an offer of admission to the graduate nurse anesthesia educational program submit a non-refundable deposit of \$1,000 to the Graduate School to be guaranteed a spot in the program. The deposit is then applied toward tuition and fees after the students register for the initial fall term.

## Annual Fees

- Annual, nonrefundable, technology and evaluation fee of \$2,761 to be paid in full at the start of each fall term.
- Annual malpractice insurance fee of \$275 to be paid in full at the start of each fall term. Nurse anesthesia students are required to hold malpractice insurance coverage as identified by the program with a policy start date of 9/1 for each year enrolled in the program. This coverage must be maintained throughout the program. A lapse in malpractice coverage results in removal of students from clinical site rotations.

## Additional Expenses

- Associate membership with the American Association of Nurse Anesthetists (AANA) (approximately \$200) Purchased in fall of the first year in the program, and membership is valid for the duration of nurse anesthesia educational program enrollment.
- BLS/ACLS/PALS certification: variable cost - Active BLS/ACLS/PALS certifications must be maintained throughout program enrollment.
- Text books and other personal instructional aids.
- Any costs incurred while on rotation to various clinical sites, attending professional meetings or external review courses.
- Scrub attire and lab coat (approximately \$100). Students are required to purchase one set of scrub attire and one lab coat.
- Clinical verification process: approximately \$125 first year in program; \$40 in years two and three of the program. Nurse anesthesia students must maintain compliance with all clinical-related requirements for the duration of program enrollment or risk being removed from clinical site rotations.

## Accreditation

The bachelor of science in nursing, master of science in nursing, doctor of nursing practice, and post-graduate APRN certificate programs at Marquette University College of Nursing are accredited by

The Commission on Collegiate Nursing Education (CCNE)  
655 K Street NW, Suite 750  
Washington, DC 20001  
(202) 887-6791  
[aacnursing.org/CCNE](http://www.aacnursing.org/CCNE/) (<http://www.aacnursing.org/CCNE/>);

The Accreditation Commission for Midwifery Education (ACME) of the American College of Nurse-Midwives (ACNM)  
8403 Colesville Road, Suite 1550  
Silver Spring, MD 20910-6374  
(240) 485-1800  
<http://www.midwife.org/>;

Council on Accreditation of Nurse Anesthesia Educational Programs (COA)  
10275 W. Higgins Road, Suite 906  
Rosemont, IL 60018-5603  
(224) 275-9130  
<https://www.coacrna.org/>

A post-master's certificate program prepares the nurse who already has a graduate degree in nursing to become academically eligible for certification as an advanced practice nurse or nurse leader.

Specific information regarding application and course requirements may be obtained from

The College of Nursing  
Clark Hall  
P.O. Box 1881  
Milwaukee, WI 53201-1881  
(414) 288-3800.

## Health Systems Leadership Certificate

Prepares nurses for health care management and administrative roles, through nursing focused and interprofessional perspectives. Academically eligible to take certification exams in nursing administration (American Organization of Nurse Leaders – AONL; American Nurses Credentialing Center – ANCC) or health care executive (American College of Health Care Executives – ACHE).

The post-master's certificate is individually designed based on the course work documented on the transcript of the student's master's degree. Course work and clinical hours needed for the certificate are based on a detailed plan of study agreed upon prior to admission. All courses are online except for three, one-credit immersive courses that provide on-campus learning experiences.

The courses listed are required in the post-master's curriculum plan unless these courses, or their acceptable equivalent, are documented on the master's transcript. A minimum of 12 credits is required for the post-master's certificate. The typical credit requirement range is 24-30 credits.

Code	Title	Hours
HEAL 6007	Ethics Policy and Advocacy in Health Care Organizations	3
HEAL 6961	Health Systems Leadership Immersion Experience (taken three times for 1 cr. each)	3
HEAL 6009	Health Care Systems: Managing Populations and Access	3
HEAL 6830	Quality Improvement Science in Health Care	3
HEAL 6835	Health Care Informatics, Technology and Professional Issues	3
HEAL 6836	Marketing and Economics in Health Care	3
HEAL 6837	Workforce Solutions: Culture, People and Processes	3
HEAL 6838	Leading People, Innovation and Strategic Change in Health Care Organizations	3
HEAL 6839	Healthcare Financial Literacy	3
NURS 6854	Professional Role Development - Clinical	3
<b>Total Credit Hours:</b>		<b>30</b>

## University Policies

- Academic Censure - Graduate School (<https://bulletin.marquette.edu/policies/academic-censure/graduate/>)
- Academic Integrity (<https://bulletin.marquette.edu/policies/academic-integrity/>)
- Academic Misconduct (<https://bulletin.marquette.edu/policies/academic-misconduct-policy/>)
- Academic Program Definitions (<https://bulletin.marquette.edu/policies/academic-programs-defined/>)
- Accelerated Degree Programs (<https://bulletin.marquette.edu/policies/accelerated-degree-programs/>)
- Attendance - Graduate School (<https://bulletin.marquette.edu/policies/attendance/graduate/>)
- Awarding Diplomas and Certificates (<https://bulletin.marquette.edu/policies/awarding-diplomas-certificates/>)
- Background Checks, Drug Testing (<https://bulletin.marquette.edu/policies/background-checks-drug-testing/>)
- Class Rank (<https://bulletin.marquette.edu/policies/class-rank/>)
- Commencement (<https://bulletin.marquette.edu/policies/commencement/>)
- Conferral of Degrees and Certificates (<https://bulletin.marquette.edu/policies/conferral-degrees-certificates/>)
- Course Levels (<https://bulletin.marquette.edu/policies/course-levels/>)
- Credit Hour (<https://bulletin.marquette.edu/policies/credit/>)
- Credit Load - Graduate School (<https://bulletin.marquette.edu/policies/credit-load/graduate/>)
- Faculty Grading (<https://bulletin.marquette.edu/policies/faculty-grading/>)
- Family Education Rights and Privacy Act-FERPA (<https://bulletin.marquette.edu/policies/ferpa/>)
- Grade Appeals (<https://bulletin.marquette.edu/policies/grade-appeals/>)
- Grading System - Graduate School and Graduate School of Management (<https://bulletin.marquette.edu/policies/grading-system/graduate-management/>)
- Graduation - Graduate School (<https://bulletin.marquette.edu/policies/graduation/graduate/>)
- Immunization and Tuberculosis Screening Requirements (<https://bulletin.marquette.edu/policies/immunization-and-tuberculosis-screening/>)
- Last Date of Attendance/Activity (<https://bulletin.marquette.edu/policies/last-dateof-attendance-activity/>)
- Military Call to Active Duty or Training (<https://bulletin.marquette.edu/policies/militarycall-active-duty-training/>)
- Registration - Graduate School (<https://bulletin.marquette.edu/policies/registration/graduate/>)
- Repeated Courses - Graduate School (<https://bulletin.marquette.edu/policies/repeated-courses/graduate/>)
- Student Data Use and Privacy (<https://bulletin.marquette.edu/policies/student-data-use-privacy/>)
- Transcripts-Official (<https://bulletin.marquette.edu/policies/transcripts-official/>)
- Transfer Course Credit - Graduate School (<https://bulletin.marquette.edu/policies/transfer-course-credit-policy/graduate/>)
- Withdrawal - Graduate School (<https://bulletin.marquette.edu/policies/withdrawals/graduate/>)

## Graduate School Policies

- Academic Performance (<https://bulletin.marquette.edu/graduate/policies/academic-performance/>)
- Academic Programs Overview (<https://bulletin.marquette.edu/graduate/policies/academic-programs-overview/>)
- Advising (<https://bulletin.marquette.edu/graduate/policies/advising/>)
- Assistantships and Fellowships (<https://bulletin.marquette.edu/graduate/policies/assistantships-andfellowships/>)
- Certificate Concurrent Enrollment (<https://bulletin.marquette.edu/graduate/policies/certificate-concurrent-enrollment/>)
- Conduct (<https://bulletin.marquette.edu/graduate/policies/conduct/>)
- Confidentiality of Proprietary Information (<https://bulletin.marquette.edu/graduate/policies/confidentiality-proprietary-information/>)
- Continuous Enrollment (<https://bulletin.marquette.edu/graduate/policies/continuous-enrollment/>)
- Courses and Prerequisites (<https://bulletin.marquette.edu/graduate/policies/courses-prerequisites/>)
- Cross-listed Courses (<https://bulletin.marquette.edu/graduate/policies/cross-listed-courses/>)
- Deadlines (<https://bulletin.marquette.edu/graduate/policies/deadlines/>)
- Graduate Credit (<https://bulletin.marquette.edu/graduate/policies/graduate-credit/>)
- Graduate School Policies (<https://bulletin.marquette.edu/graduate/policies/>)
- Independent Study (<https://bulletin.marquette.edu/graduate/policies/independent-study/>)
- Intellectual Property (<https://bulletin.marquette.edu/graduate/policies/intellectual-property/>)
- Research Involving Humans, Animals, Radioisotopes or Recombinant DNA/Transgenic Organisms (<https://bulletin.marquette.edu/graduate/policies/research-involving-humans-animals-radioisotopes-recombinant-dnatransgenic-organisms/>)
- Temporary Withdrawal from Graduate Program (<https://bulletin.marquette.edu/graduate/policies/temporary-withdrawal-graduate-program/>)
- Time Limitations (<https://bulletin.marquette.edu/graduate/policies/time-limitations/>)
- Working with Minors (<https://bulletin.marquette.edu/graduate/policies/working-minors/>)

## Graduate Nursing Programs

### Master of Science in Nursing Programs

- Nursing Direct Entry, MSN (<https://bulletin.marquette.edu/graduate/nursing-direct-entry-msn/>)
- Nursing, MSN (<https://bulletin.marquette.edu/graduate/nursing-msn/>)

### Post-Master's Certificate Programs

- Adult-Gerontology Acute Care Nurse Practitioner, Certificate (<https://bulletin.marquette.edu/graduate/adult-gerontology-acute-care-nurse-practitioner-certificate/>)
- Adult-Gerontology Primary Care Nurse Practitioner, Certificate (<https://bulletin.marquette.edu/graduate/adult-gerontology-primary-care-nurse-practitioner-certificate/>)
- Dual Primary Care and Acute Care Pediatric Nurse Practitioner, Certificate (<https://bulletin.marquette.edu/graduate/dual-primary-care-acute-care-pediatric-nurse-practitioner-certificate/>)
- Health Systems Leadership, Certificate (p. 1)
- Nurse Midwifery, Certificate (<https://bulletin.marquette.edu/graduate/nurse-midwifery-certificate/>)
- Pediatric Acute Care Nurse Practitioner, Certificate (<https://bulletin.marquette.edu/graduate/pediatric-acute-care-nurse-practitioner-certificate/>)
- Pediatric Primary Care Nurse Practitioner, Certificate (<https://bulletin.marquette.edu/graduate/pediatric-primary-care-nurse-practitioner-certificate/>)

### Post-Graduate Certificate Program

- Teaching Certificate for Nurse Educators (<https://bulletin.marquette.edu/graduate/teaching-certificate-nurse-educators/>)

### Doctoral Programs

- Nursing, DNP (<https://bulletin.marquette.edu/graduate/nursing-dnp/>)
- Nursing, PHD (<https://bulletin.marquette.edu/graduate/nursing-phd/>)

#### HEAL 5200 Natural Family Planning (3 credits)

Physiological, behavioral, and spiritual aspects important to teaching and using natural family planning.

*Level of Study:* Graduate

*Last four terms offered:* 2010 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%205200>)

**HEAL 5201 Natural Family Planning Practicum (3 credits)**

Practical application of theory and skills for teaching natural family planning.

*Level of Study:* Graduate

*Last four terms offered:* 2012 Spring Term, 2011 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%205201>)

**HEAL 5901 Interdisciplinary Palliative Care (3 credits)**

Provides an understanding of the breadth and depth of palliative care practices and services available to caregivers, patients and their families.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Summer Term, 2023 Spring Term, 2022 Fall Term, 2022 Summer Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%205901>)

**HEAL 5931 Topics in Health (3 credits)**

Selected topics in Health. The topics will be designated in the Schedule of Classes.

*Level of Study:* Graduate

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%205931>)

**HEAL 6007 Ethics Policy and Advocacy in Health Care Organizations (3 credits)**

Forum for the interprofessional exploration of ethical issues in healthcare organizations. Introduces ethical theories and principles and applies ethical decision-making processes to clinical and organizational issues. Examines personal values and professional codes and their impact on ethical issues at the individual, institutional and societal levels.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Summer Term, 2022 Summer Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206007>)

**HEAL 6009 Health Care Systems: Managing Populations and Access (3 credits)**

Exploration of healthcare systems, models and implications for leadership. Examines concepts of systems, complexity, change, access, continuum of care, population health and health inequities.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206009>)

**HEAL 6010 Translational Research (3 credits)**

Principles of evidence-based practice and implementation science applied to the translation of evidence to health care practice.

*Prerequisite:* NURS 6010, HEAL 8015 or equiv.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206010>)

**HEAL 6101 Foundations of Learner-Centered Teaching (3 credits)**

Introduction to the role of the academic educator and developing learner-centered educational experiences to meet cognitive, affective and psychomotor learning outcomes in healthcare education. Explores evidence-based practices for teaching, using cognitive and learning theories, with an emphasis on application of practical strategies to plan and conduct educational experiences in nursing and other healthcare disciplines.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2020 Fall Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206101>)

**HEAL 6102 Curriculum Design and Implementation (3 credits)**

Introduction to the process of curriculum development including philosophical, social, political, economic and professional issues that need to be considered in planning new curricula, evaluating existing curricula and understanding changing curricula for the academic educator in health care disciplines. Examines unique aspects of planning and implementing curricula in different educational environments, with an emphasis on application of practical and evidence-based strategies.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206102>)

**HEAL 6103 Assessment and Evaluation of Individuals and Programs in Health Care Education (3 credits)**

Introduces the role of the academic educator in integrating concepts of assessment and evaluation of individuals and programs within healthcare education. Assessment, feedback and evaluation concepts, models and frameworks are analyzed for applicability to teaching and learning environments in the classroom, clinical settings and programs. Item writing, implementation, analysis and revision pertinent to testing is applied to different environments.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2020 Fall Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206103>)

**HEAL 6104 Facilitating Learning in Clinical Environments (3 credits)**

Focuses on the role of the academic educator in clinical environments within healthcare education. Includes application of theory, evidence-based practice, curriculum, instruction, assessment and evaluation strategies to successfully conduct educational experiences in traditional and simulation clinical environments.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206104>)

**HEAL 6105 Facilitating Learning in Classroom and Online Environments (3 credits)**

Focuses on the role of the academic educator in classroom and online environments within healthcare education. Includes application of theory, evidence-based practice, curriculum, instruction, assessment and evaluation strategies to successfully conduct educational experiences in the classroom and online (synchronous and asynchronous) environments.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Summer Term, 2022 Summer Term, 2021 Fall Term, 2020 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206105>)

**HEAL 6825 Quality & Patient Safety in Health Care (3 credits)**

Theories and principles of leadership and organizational change applied to quality and patient safety in health care. Strategies for developing the culture and infrastructure needed to support patient safety and quality improvement initiatives.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Summer Term, 2023 Spring Term, 2022 Fall Term, 2022 Summer Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206825>)

**HEAL 6830 Quality Improvement Science in Health Care (3 credits)**

Explores improvement science including quality and patient safety theories, models, methods and tools. Application of measurement, data management and analysis to quality improvement and patient safety challenges.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206830>)

**HEAL 6835 Health Care Informatics, Technology and Professional Issues (3 credits)**

Examines current health care realities, with an emphasis on the use of technology for policy, regulation, collaboration and interdisciplinary practice issues. Includes information technology applications in healthcare administration, clinical practice and education.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Summer Term, 2023 Spring Term, 2022 Fall Term, 2022 Summer Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206835>)

**HEAL 6836 Marketing and Economics in Health Care (3 credits)**

Provides a grounding in basic marketing concepts and practices and an economic framework from which to better understand the health care environment, its challenges and opportunities.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206836>)

**HEAL 6837 Workforce Solutions: Culture, People and Processes (3 credits)**

Principles and practices for creating and managing the evolving, engaged workforce. Knowledge and skills needed to create a thriving, responsive health care workplace.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206837>)

**HEAL 6838 Leading People, Innovation and Strategic Change in Health Care Organizations (3 credits)**

Models, competencies and practices of highly effective, ethically driven and data focused strategic leaders in health care. Highlights principles and practices for managing change and innovation.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206838>)

**HEAL 6839 Healthcare Financial Literacy (3 credits)**

Describes the foundational concepts of accounting, budgeting and finance in healthcare environments. emphasizes the leader's role in understanding, analyzing and using relevant financial information for management decision making in a healthcare setting.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206839>)

**HEAL 6840 The Environment of Health Care Delivery (2-3 credits)**

Overview of U.S. health care system, environmental influences, and current models for health care delivery (e.g., fee for service, modified fee for service, managed care, capitated care, IPOs, HMOs), and the ascendancy/descendency of various models in different geographic regions and in response to economic incentives.

*Prerequisite:* Enrolled in Graduate School.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206840>)

**HEAL 6845 Case Management (3 credits)**

Care services coordination of individuals and families to maximize resources for optimal health outcomes. Emphasis on integration of clinical and management processes. Includes one credit of practicum.

*Prerequisite:* Health profession experience or cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2010 Fall Term, 2009 Fall Term, 2008 Fall Term, 2007 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206845>)

**HEAL 6848 Health Care Policy (3 credits)**

Concepts of public policy including the political process. Analysis of health care issues using a variety of policy models.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2020 Fall Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206848>)

**HEAL 6931 Topics in Health Care (1-4 credits)**

In-depth study of current issues in health care. Course content will be announced each term.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Fall Term, 2021 Summer Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206931>)

**HEAL 6961 Health Systems Leadership Immersion Experience (1 credits)**

Immersion experience focused on development of deep understanding of Self as Leader, effective communication skills, learning and networking with health care leaders.

*Prerequisite:* Admitted to a graduate program in HSLD.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Fall Term, 2022 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206961>)

**HEAL 6963 Individual Study and Practice (1-3 credits)**

Individual study and development of in-depth knowledge and skill in a selected area of health care. Experience and activities planned in an area for specialization, based on aptitude and interests of the student. May be repeated for credit.

*Prerequisite:* Cons. of instr.

*Level of Study:* Graduate

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206963>)

**HEAL 6965 Applied Health Data Analytics Practicum (3 credits)**

Application of advanced health care data analytics knowledge in a mentor-guided experience in a practical setting.

*Prerequisite:* HEAL 8016.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2021 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206965>)

**HEAL 6995 Independent Study in Health Care (1-3 credits)**

Faculty-supervised, independent study/research of a specific area or topic in Health Care.

*Prerequisite:* Cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2019 Fall Term, 2019 Spring Term, 2017 Fall Term, 2010 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%206995>)

**HEAL 7010 Translational Research (3 credits)**

Principles of evidence-based practice and implementation science applied to the translation of evidence to health care practice.

*Prerequisite:* NURS 6010, HEAL 8015 or equiv.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%207010>)

**HEAL 7012 Epidemiology (3 credits)**

Study of patterns of health/illness in specific populations and analysis of risk. Application of epidemiology methods, including biostatistics.

*Prerequisite:* NURS program and HEAL 8015, which may be taken concurrently; or cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2020 Fall Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%207012>)

**HEAL 7049 Outcomes Management (3 credits)**

Evolution of outcomes management. Exploration of methodologies, assessment instruments and issues that guide outcomes research.

*Prerequisite:* NURS 6010 or cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%207049>)

**HEAL 7825 Quality and Patient Safety in Health Care (3 credits)**

Theories and principles of leadership and organizational change applied to quality and patient safety in health care. Strategies for developing the culture and infrastructure needed to support patient safety and quality improvement initiatives.

*Level of Study:* Graduate

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%207825>)

**HEAL 7830 Quality Improvement Science in Health Care (3 credits)**

Explores improvement science including quality and patient safety theories, models, methods and tools. Application of measurement, data management and analysis to quality improvement and patient safety challenges.

*Level of Study:* Graduate

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%207830>)

**HEAL 7835 Health Care Informatics, Technology and Professional Issues (3 credits)**

Examines current health care realities, with an emphasis on the use of technology for policy, regulation, collaboration and interdisciplinary practice issues. Includes information technology applications in health care administration, clinical practice and education.

*Level of Study:* Graduate

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%207835>)

**HEAL 8002 Qualitative Research (3 credits)**

Analysis of key qualitative research methods, issues related to these approaches, and the nature of knowledge generated.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208002>)

**HEAL 8003 Quantitative, Mixed and Multi-Methods Research (3 credits)**

Exploration and analysis of advanced quantitative, mixed and multi-methods methodologies and issues related to these approaches.

*Prerequisite:* NURS 8000, HEAL 8015, which may be taken concurrently and HEAL 8016, which may be taken concurrently.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2020 Fall Term, 2019 Fall Term, 2017 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208003>)

**HEAL 8004 Advanced Qualitative Research (3 credits)**

Provides an in-depth study of select qualitative methodologies within the context of origins, history and philosophical foundations. Methods and data analysis are applied to a research question to generate ethical, rigorous results that are congruent with methodology.

*Prerequisite:* NURS 8000 and HEAL 8002 or cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208004>)

**HEAL 8008 State of the Science (3 credits)**

Cultivates an understanding of knowledge development and the current state of the science in a chosen phenomenon of inquiry. Students analyze, synthesize and critique relevant disciplinary and interdisciplinary literature to advance the knowledge and understanding associated with the selected phenomenon.

*Prerequisite:* NURS 8000 or cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Summer Term, 2022 Summer Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208008>)

**HEAL 8010 Health Equity and Disparity (3 credits)**

Concepts, theories and research relevant to health equity, with emphasis on the multiple contextual influences that contribute to health disparities.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2021 Spring Term, 2020 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208010>)

**HEAL 8015 Applied Statistics for Health Sciences (3 credits)**

Overview of applied statistics, including descriptive statistics, probability, sampling, power calculations, bivariate parametric and non-parametric analysis, and introduction to multivariate analysis. Emphasis on appropriate statistics for study design, level of measurement, and interpretation of results.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2020 Fall Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208015>)

**HEAL 8016 Advanced Applied Statistics (3 credits)**

An overview of advanced applied statistics focusing on multivariate analysis, including multivariate normal distribution, principle components analysis, factor analysis and cluster analysis. Emphasizes appropriate statistics for study design, level of measurement and interpretation of results., or cons. of instr.

*Prerequisite:* HEAL 8015 or equiv.

*Level of Study:* Graduate

*Last four terms offered:* 2023 Spring Term, 2022 Spring Term, 2020 Spring Term, 2019 Spring Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208016>)

**HEAL 8017 Advanced Statistical Methods for Large Data Set Analysis (3 credits)**

Applies the four types of data analysis (descriptive, diagnostic, predictive and prescriptive) to large data sets using advanced statistical methods. Uses data analytic tools to analyze and systematically extract information from large, diverse data sets to create meaningful models, patterns, visualization and relevant insights for exploratory and confirmatory big data analysis.; or cons. of instr.

*Prerequisite:* HEAL 8015; HEAL 8016 or equiv.

*Level of Study:* Graduate

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208017>)

**HEAL 8018 Advanced Measurement in Health Care (3 credits)**

Theory and science of measurement commonly used in health care. Analytic procedures for addressing measurement issues.

*Prerequisite:* HEAL 8015 or PSYC 8101; HEAL 8016 or PSYC 8102, which may be taken concurrently; or cons. of instr.

*Level of Study:* Graduate

*Last four terms offered:* 2022 Fall Term, 2021 Fall Term, 2020 Fall Term, 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%208018>)

**HEAL 9970 Graduate Standing Continuation: Less than Half-Time (0 credits)**

Fee. SNC/UNC grade assessment. Designated as less than half-time status only, cannot be used in conjunction with other courses, and does not qualify students for financial aid or loan deferment.

*Prerequisite:* Cons. of dept. ch.

*Level of Study:* Graduate

*Last four terms offered:* 2019 Fall Term

Schedule of Classes (<https://bulletin.marquette.edu/class-search/?details&code=HEAL%209970>)