The EMHA course of study features an integrated thematic approach focusing on five themes related to accountability in health services organizations. This graduate program’s curriculum was designed by the Sol Price School of Public Policy faculty and approved by the Curriculum Committee (comprised of senior tenured faculty) and is specifically and uniquely designed to focus on the academic and leadership imperatives necessary to excel in our transformative health care delivery environment.

**Theme One: Thriving in Transformational Times through Innovative Leadership**
The focus of this theme is to develop executives who anticipate health care delivery system changes and who develop strategies to take advantage of these opportunities to maximize organizational potential. The learning objectives for Theme One include:

- Gaining a broad understanding of various leadership styles with the objective of enhancing overall effectiveness as a health care leader.
- Understanding the role of performance measurement, risk assumption and evidenced based medicine in an era of population health management.
- Gaining a greater understanding of the statutory and regulatory changes affecting the delivery of health care and how such changes can be effectively managed.
- Developing professional competencies portfolio based on the expertise gained in other courses throughout the EMHA learning experience.
- Courses: HMGT 520, HMGT 575, HMGT 570

**Theme Two: Delivering Cost Effective Care in an Era of Value-Based Purchasing**
The focus of this theme is to develop a cognitive and intuitive understanding of the fundamental factors driving health care delivery system evolution (cost and effectiveness) and how the organization can evolve to align with these objectives. The learning objectives for Theme Two include:

- Developing the ability to conduct economic analyses of various health care issues.
- Acquiring competence in solving financial problems through the application of core financial skills.
- Understanding the principles and implications of various aspects of risk assumption by health care organizations with special emphasis on evolving financial reimbursement and utilization trends.
- Courses: HMGT 540, HMGT 565, HMGT 600

**Theme Three: Providing Efficient Management and Administration**
The focus of this theme is the translation of the fundamental factors of cost and effectiveness in the internal operations of the organization to improve productivity, clinical outcome and patient experience. The learning objectives for Theme Three include:

- Development of a broad range of professional competencies in financial management as a foundation for effective management in a changing environment.
• Developing a thorough understanding of Six Sigma and Lean Methodology and the application to process improvement in health care organizations.
• Ability to effectively address emerging issues in the financing of health care brought about by federal and state statutory and regulatory requirements.
• Courses: HMGT 601, HMGT 602

Theme Four: Developing and Implementing Strategies to Enhance Patient Safety and Quality of Care
The focus of this theme is operationalizing outcomes that matter to payers, organizations, and clinicians. The learning objectives for Theme Four include:

• Understanding health risk, measuring performance and assessing opportunities for improvement in the area of patient safety and clinical outcomes.
• Gaining a rich understanding of the tools for tracking clinical performance and costs.
• Applying the tools for tracking cost in the coordination of clinical services across a continuum of care as a means to improve individual patient outcomes and enhance population health.
• Courses: PPD 518, HMGT 603

Theme Five: Demonstrating Organizational and Clinical Effectiveness through Health Information Technology
The focus of this theme is to understand how health information technology systems provide a foundation for the strategic growth of the organization. The learning objectives for Theme Five include:

• Understanding the requirements for real time data and information exchange between all participants in the continuum of care as well as the necessity of user-friendly patient portal accessibility.
• Understanding the role of Information Technology (IT) as an enabler for health care delivery transformation.
• Appreciating the role of IT to track and measure patient outcomes and experiences across multiple clinical settings: inpatient, long-term care, specialty outpatient and primary care.
• Courses: PPD 511, HMGT 512

Each of these program learning objectives (themes) are reflected in the course learning objectives. This information is posted online at:
http://priceschool.usc.edu/programs/masters/emha/curriculum/.