

# PH.300 (HEALTH POLICY AND MANAGEMENT)

## Courses

Course location and modality is found on the BSPH website (<https://publichealth.jhu.edu/courses/>).

### PH.223.623. Global Planetary Health. 2 Credits.

Introduces the field of planetary health as it relates to the health of low and middle income countries and US tribal areas. Explains how climate, environmental factors, human health and animal health are measured and studied globally. Discusses methods and challenges in the study of global climate change and its affect on health.

### PH.300.600. Introduction to Health Policy. 4 Credits.

### PH.300.603. The Tools of Public Health Practice and Decision Making. 3 Credits.

Introduces the core functions of public health and the core competencies for public health professionals. Students assess their strengths and academic goals while building their toolbox of public health competencies. Uses case studies to examine the application of the competencies in public health practices. Provides an opportunity to apply knowledge by working in teams to assess a public health problem and propose potential solutions.

### PH.300.610. Public Health Policy. 4 Credits.

Introduces MPH students to the many opportunities in public health policy to improve the health of populations in communities around the world. Focuses on identifying decision-makers, framing problems and key questions, developing and evaluating policy options, and advocating for change. Provides an introduction to some major policy challenges facing public health, such as inequity, injury, tobacco, nutrition, addiction, and violence.

### PH.300.615. The Tools of Public Health Practice. 1 Credit.

Introduces the challenges and rewards of public health practice. Presents and discusses the core functions and essential services of public health in the context of real world practice examples. Provides opportunities for application of the core competencies of public health professionals. Prepares students for their practicum experience.

### PH.300.650. Crisis and Response in Public Health Policy and Practice. 3 Credits.

Studies the phenomenon of crises in public health. From a historical perspective, demonstrates how much of U.S. public health policy traces back to crises and responses that riveted public attention. Explains how substantial increases in FDA authority came about through serial crises in drug, device, food and tobacco markets. Shows that modern vaccine infrastructure emerged out of both disease and vaccine-related crises. From a management perspective, reviews how public health leaders at all levels respond to crises – the good, the bad and the ugly. From a strategic perspective, explores how health officials effectively manage crisis and response in order to win significant policy advances.

### PH.300.651. Introduction to the U.S. Healthcare System. 4 Credits.

Focuses on the organization, financing, and delivery of healthcare in the U.S. Contrasts the private and public sectors and examines the effects of market competition and government regulation. Examines the ways that medical providers are paid, and explores the major issues currently facing physicians, hospitals, and the pharmaceutical industry. Discusses several potential small and large scale reforms to the U.S. healthcare system and evaluates their likely effects on healthcare spending, quality of care, and access to care.

### PH.300.652. Politics of Health Policy. 4 Credits.

### PH.300.690. Designing your MPH Capstone as a Research Report. 4 Credits.

Discusses the importance of clearly articulating a research question and its associated aims. Reviews search strategies and data bases for a literature review and critical appraisal. Critically examines how students can design research plans to answer their research questions, provides tips for formulating a conceptual framework, define variables and decide how to measure them and select the most appropriate study design (taxonomy).

### PH.300.712. Formulating Policy: Strategies and Systems of Policymaking in the 21st Century. 3 Credits.

Considers theories, strategies, and participants involved in formulating health and social policies. Discusses defining health and social problems, selecting and assessing policy options, and the role of stakeholders in policy process, as well as the context in which policy decisions are made. Analyzes case studies, discusses theories, participates in service-learning projects and writing exercises.

### PH.300.713. Research and Evaluation Methods for Health Policy. 3 Credits.

Introduces basic principles and methods for undertaking scientifically rigorous research with a special emphasis on evaluations of interventions intended to improve health and safety. Focuses on evaluations of policy, health care delivery systems, and public health programs. Topics include the evaluation and health policy analysis; common research designs and their strengths and weaknesses; and internal and external validity with the intent of giving students the fundamental tools needed to conduct health policy evaluations and/or making them better consumers of research conducted by others.

### PH.300.715. Advanced Research and Evaluation Methods in Health Policy. 4 Credits.

Introduces basic principles and methods for undertaking scientifically rigorous research with a special emphasis on evaluations of interventions intended to improve health and safety. Focuses on evaluation of health policies, health care delivery systems, and public health programs. Topics include the relationship between health services research, health policy research, health policy analysis and health program management; common research designs and their strengths and weaknesses; internal and external validity; survey research techniques; qualitative research methods; and basic cost effectiveness analysis with the intent of making students better conductors of research.

**PH.300.721. Foundations in Health Policy I. 2 Credits.**

Familiarizes students with some of the foundational readings in health policy and provides an understanding of the theories and conceptual frameworks used in the development, implementation and analysis of health policies. Explores how different disciplines (political science, ethics, law, economics, sociology, behavioral sciences and history) inform thinking about the development, implementation and analysis of health policies that make a difference in the public's health. Emphasizes critical reading and thinking, informed debate with respect for a range of opinions, and communication skills.

**PH.300.722. Foundations in Health Policy II. 2 Credits.**

Familiarizes students with some of the foundational readings in health policy and provides an understanding of the theories and conceptual frameworks used in the development implementation and analysis of health policies. Explores how different disciplines (political science ethics law economics sociology behavioral sciences and history) inform thinking about the development implementation and analysis of health policies that make a difference in the public's health. Emphasizes critical reading and thinking informed debate with respect for a range of opinions and communication skills.

**PH.300.723. Foundations in Health Policy III. 2 Credits.**

Familiarizes students with some of the foundational readings in health policy and provides an understanding of the theories and conceptual frameworks used in the development, implementation and analysis of health policies. Explores how different disciplines (political science, ethics, law, economics, sociology, behavioral sciences and history) inform thinking about the development, implementation and analysis of health policies that make a difference in the public's health. Emphasizes critical reading and thinking, informed debate with respect for a range of opinions, and communication skills.

**PH.300.724. Foundations in Health Policy IV. 2 Credits.**

Supplements and builds upon the course entitled Health Policy Analysis and Synthesis. Students analyze and discuss in depth the materials presented in that course.

**PH.300.741. PhD Seminar in Health Policy: Using Secondary Data to Conduct Health Policy Research. 2 Credits.**

Provides a small class-size, doctoral-focused experience and examines some of the most common data sources used in the field to study health policy and management research topics. Emphasizes secondary data sources and discusses: (1) data structure and challenges with conducting research with secondary data; (2) developing research questions and testable hypotheses using these data sources; (3) strategies for data cleaning, work flow management, and replication; (4) data protection and storage related concerns; and (5) orally communicating strengths and weaknesses of datasets in the context of research talks. Exposes doctoral students to faculty research projects and the specific datasets being used to conduct this research.

**PH.300.750. Teaching, Learning and Leading – in the Classroom, in the Workplace and in the Community. 3 Credits.**

Offers students opportunities for exploring how to design, develop, deliver, and evaluate educational approaches for a range of audiences and to attain professional aims. Considers a variety of approaches for integrating educational practices and strategies into professional practice. Engages students in developing educational philosophies and reflecting upon personal educational experiences and use of educational approaches for professional and leadership advancement. Presents strategies for designing an educational plan.

**PH.300.800. MPH Capstone Health Policy and Management. 2 Credits.**

The MPH Capstone is an opportunity for students to work on public health practice projects that are of particular interest to them. The goal is for students to apply the skills and competencies they have acquired to a public health problem that simulates a professional practice experience.

**PH.300.828. Teaching in Health Policy and Management. 1 Credit.****PH.300.830. Postdoctoral Research Health Policy and Management. 1 - 22 Credits.****PH.300.840. Special Studies and Research in HPM. 1 - 22 Credits.****PH.300.841. SS/R: Safe Communication for Safer Health Care. 2 Credits.**

Provides students with a comprehensive understanding of the communication pitfalls that can contribute to error and preventable harm in healthcare. Teaches ten misconceptions about communication that frequently cause interpersonal failures in communication, and how certain aspects of the healthcare setting facilitate their occurrence. Teaches specific interpersonal communication practices that are prone to failure, and how to replace them with five "safe communication" competencies that help them communicate more reliably and support safe, high-quality care.

**PH.300.844. SS/R: Public Health Policy in the Misinformation Age. 2 Credits.**

Reviews basic skills of public health policy and politics, including key definitions and principles, assessing policymakers, formulating and analyzing policy questions, and advocating for change. Discusses challenges of policy discussion amid a sea of misinformation and disinformation and the decline in traditional news media, as well as new opportunities for working with nontraditional media to advance consideration of major public health policy issues.

**PH.300.860. Special Studies/Research: The Media and the Message: What Public Health Needs to Know about the News. 3 Credits.**

Studies contemporary U.S. media through the lens of public health. Analyzes the economic, social and political forces behind the changing media landscape. Provides insight into how news is gathered and how coverage decisions are made. Reviews the current media landscape, provides insight on problems and potential solutions, with specific lessons for practitioners in public health.

**PH.300.862. Current Issues in Public Health. 1 Credit.**

Faculty experts present public health topics of current interest in both industrialized and developing nations, such as health promotion and disease prevention, health care delivery systems, environmental problems and the spectrum of factors influencing the health status of populations and communities.

**PH.300.863. HPM Academic Research Practicum. 1 Credit.**

Provides PhD students in HPM with an integrated, research experience, applying coursework and theory to real-world settings. Places students based on their individual goals and interests.

**PH.300.870. The Research and Proposal Writing Process I. 2 Credits.**

This course is the first in the 2-term Health Policy and Management proposal writing course designed to assist doctoral students in developing their dissertation proposals through updates and discussion of progress, and faculty lectures on relevant topics. Classes during both terms are structured to cover major components of the proposal including, thesis topics and conceptualization, specific aims, hypotheses, methods (including study design, data, etc.), and logistical aspects of the oral examination process. Evaluation will be based on class participation and progress made on the student's own dissertation proposal demonstrated by student presentations and written assignments.

**PH.300.871. The Research and Proposal Writing Process II. 2 Credits.****PH.300.895. MPH Practicum: HPM. 1 - 4 Credits.****PH.301.615. Seminar in Health Disparities. 3 Credits.**

Addresses the nature of racial and ethnic disparities in health status and introduces the research literature on race disparities. Develops an annotated bibliography of research on a minority health topic selected by the class and produces a literature review on that topic.

**PH.301.627. Understanding and Preventing Violence. 3 Credits.****PH.301.635. Policing and Public Health. 3 Credits.**

Provides an overview of the history and evolution of policing in the United States and the intersections between policing and public health. Considers both short- and long-term policing impacts, both positive or negative, on the health and safety of communities and individuals through various interactions with the public. Explores how public safety is reimagined through a public health lens to understand the impacts of police on social determinants of health, justice, and equity. Examines needed reforms, police-community relationships, and strategies to co-create public safety

**PH.301.640. Bloomberg American Health Initiative Public Health Advocacy Seminar. 1 Credit.**

Provides an introduction to advocacy concepts and real-world applications. Provides foundational advocacy skills related to developing a campaign for policy change, leveraging the media, and working with legislators. Includes guest lectures from public health professionals participating in advocacy activities in each of the five Bloomberg American Health Initiative Focus Areas.

**PH.301.645. Health Advocacy. 3 Credits.**

Prepares public health professionals, (including government officials, health care providers, business leaders, non-profit organization representatives and scientists) to advance public health policy improvements through written and oral advocacy. Uses lectures, group exercises, and a "mock" congressional hearing, to develop the skills to evaluate the policymaking process, create opportunities to inform and influence policymaking, and become more effective in translating and communicating in a policymaking environment.

**PH.301.650. Crafting Effective Solutions to Gun Violence: Problem Solving Seminar. 3 Credits.**

Provides a foundation of data, theory and perspectives on understanding gun violence within the United States. Students apply common public health methods for assessing risk and protective factors for multiple forms of gun violence at many levels (individual, family, community), assessing available evidence on prevention options, and determining how to enhance population-level success. Provides an understanding of the legal, political, and institutional constraints and opportunities for enacting policies to curb gun violence. Opportunities to develop plans to prevent gun violence with examples dealing with urban gun violence, domestic violence, and situations in which someone is threatening to commit an act of gun violence (e.g., school or workplace shooting) and develop creative public health alternatives to current approaches to gun violence that promote equity and justice as well as safety will be available.

**PH.301.660. Connecting Public Health Research with the U.S. Policymaking Process. 3 Credits.**

Considers the contradictory role of public health research in the U.S. policy making process. Examines the question of when does research influence the policy-making process and how is it verified and what role can and should researchers play in the process.

**PH.301.692. The Role of Community-Based Organizations (CBOs) and Non-Governmental Organizations (NGOs) in Improving Global Public Health. 3 Credits.**

Provides students with a working knowledge of NGOs and CBOs in health and public health, both domestically and internationally. Acquires on-the-ground insights and skills important to those planning a public health career from public health research, to service delivery, to health policy and management, both novice and expert. Presents the roles of CBOs/NGOs in a variety of arenas, including infectious disease control, environmental health, and disaster and humanitarian response. Provides basic skills and lessons, from starting and sustaining an organization, to working with CBOs/NGOs to achieve and maximize the success of your particular public health goals. Discusses the roles of CBOs/NGOs within the larger contexts of globalization, world politics, and social development. Includes guest lectures from domestic and internationally recognized organizations such as the American Red Cross, the National AIDS Fund, and the Center for Disaster and Humanitarian Assistance Medicine.

**PH.301.820. Thesis Research in Health Policy and Management. 1 - 22 Credits.****PH.301.861. Graduate Seminar in Health and Public Policy. 1 Credit.**

Reviews and critiques current literature in health and public policy and evaluates studies from a methodological and conceptual basis.

**PH.302.610. State Healthcare Policy. 3 Credits.**

Acquaints participants with the critical role states play in developing and implementing policies that affect both health and health care. Reviews how the role of states has evolved within the US federal system of government where states and the national government both have significant responsibilities. Drawing upon the experience of implementing the health insurance exchanges in Maryland and Alabama, participants assess how state differences affect the implementation of a major new national health program--the Affordable Care Act.

**PH.302.675. Crisis Response in Public Health Practice: International Perspectives. 2 Credits.**

Examines crises from the point of view of an agency leader responsible for designing and implementing an effective response while maintaining credibility and securing long-term policy change. Discusses recent crises including: global response to Ebola and Zika, responses to regulatory failures, foodborne outbreaks, and vaccine controversies. Offers students an opportunity to apply their knowledge by proposing a crisis response plan for a public health agency

**PH.302.843. SS/R: CRISIS RESPONSE IN PUBLIC HEALTH PRACTICE: INTERNATIONAL PERSPECTIVES. 2 Credits.**

Examines crises from the point of view of an agency leader responsible for designing and implementing an effective response while maintaining credibility and securing long-term policy change. Discusses recent crises including: global response to Ebola and Zika, responses to regulatory failures, foodborne outbreaks, and vaccine controversies. Offers students an opportunity to apply their knowledge by proposing a crisis response plan for a public health agency.

**PH.305.605. Public Health Policy: The Intersection of Science and Politics. 3 Credits.**

Employs both lecture and interactive formats to explore the nature of the public health policy process, including how policy is a reflection of knowledge, political will and social strategy. Through presentations by instructors and guest speakers, offers examples of public health policy development highlighting the intersection of science and politics. Deepens and enriches the learning process through field trip(s) that actively engage students with Washington, D.C. public health advocates and policy makers with varying policy roles and perspectives.

**PH.305.607. Public Health Practice. 4 Credits.****PH.305.608. Maryland Legislative Session Health Policy Seminar. 2 Credits.**

Follows key public health legislation throughout all steps of the Maryland legislative session to foster student learning about how the process works and key factors that impact policy debates and outcomes.

**PH.305.610. Issues in Injury and Violence Prevention. 2 Credits.**

Addresses prominent sources of injury, including motor vehicles, falls, fires, and firearms. Explores the biological, behavioral, and social issues relating to injury and violence prevention and policy. Emphasizes basic strategies for preventing injuries and deaths in the workplace, home, travel, and recreation, and the relative effectiveness of various types of approaches.

**PH.305.615. Occupation Injury Prevention and Safety Policy and Practice. 2 Credits.**

Provides a link between the public health approach to injury prevention, the traditions of safety science and engineering, and their relationship with ergonomics and biomechanics. Topics covered include identifying the injury problem; using surveillance and record-keeping systems; preventing injuries by government, unions, health departments, and industry; and comparing safety sciences and a public health approach to injury prevention.

**PH.305.623. Fundamentals of Clinical Preventive Medicine. 3 Credits.**

Examines the complex interplay between clinical preventive medicine, population medicine, and the practice of public health. Covers core topics for practice and for the preventive medicine board examination: prevention at the individual and community level; the evidence-based policy approach to prevention; and the creation and use of clinical governance standards and practice guidelines for prevention. Covers high-yield topics in short modules that focus on a clinical prevention frame, including the latest science and best practices in integrative medicine, chronic diseases, communicable diseases, injury and violence prevention. Covers prevention-based approaches to various issues of public health significance including the use of: mind-body medicine, lifestyle medicine, diet and nutrition wellness, motivational interviewing and health coaching, and evidence-based complementary and alternative medicine.

**PH.305.630. Transportation Policy, Equity and Health. 2 Credits.**

Provides an overview of the significant role of national politics on transportation safety policy in the United States. Using case studies of notable safety enhancement efforts in aviation, highway, and other transportation modes, students discover the significant roles and interactions of lobbyists, industry associations, politicians, and Federal Agencies in transportation safety research and subsequent safety improvement rulemaking. Through informal lectures, readings and a field trip to the Baltimore Washington International airport tower, students learn that transportation safety and injury prevention improvements often require significant efforts to successfully navigate the path from research findings to interventions that improve the traveling public's safety and health.

**PH.305.670. Principles and Practice of Injury Prevention. 3 Credits.****PH.305.684. Health Impact Assessment. 3 Credits.**

Since health impact assessment (HIA), is an approach that informs decision-makers about the potential health effects of proposed projects, programs, and policies made in areas outside of the health sector (e.g., education or housing), students learn about HIA through readings, lectures, and hands-on experience. Students study the rationale for conducting HIAs, review a range of analytic methods used to conduct HIAs, analyze cases from international and domestic settings, understand its role in policymaking, and walk through the steps of how to conduct a HIA. Students then apply these skills through working on a HIA with a partnering organization.

**PH.305.861. Graduate Seminar in Injury Research and Policy. 1 Credit.**

Weekly seminar advances understanding of injury, violence, and resulting disabilities as public health problems. Topics include methodological approaches, substance use and overdose, occupational injury, violence prevention, and disability. Emerging topics as well as the application of policy, law and practice for injury and violence prevention are considered.

**PH.305.864. SS/RES: SOCIAL INEQUALITIES IN HEALTH IN LIGHT OF ROAD TRAFFIC SAFETY. 3 Credits.**

Provides an overview of the various manners in which the road traffic infrastructure and environment may contribute to the occurrence of accidents and injuries and also to social inequalities in mobility and safety. Examines analytic methods related to injury research and prevention using examples from both LMICs and HICs

**PH.305.865. Advanced Injury Institute: Suicide Prevention. 1 Credit.**

Broadens, advances, and challenges existing skills and knowledge of injury prevention students and/or multi-disciplined injury prevention practitioners. Elaborates on the 9 Core Competencies for Injury and Violence Prevention, as developed by the SAVIR-STIPDA Joint Committee on Infrastructure Development. In addition to interactive lecture, students are given as many opportunities as possible, within the constraints of the 2-day training, to practice skills through practical application sessions for a facilitated hands-on, skills-development experience.

**PH.305.866. Advanced Injury Institute: Overdose Prevention. 1 Credit.**

Provides advanced training in overdose prevention. Covers the epidemiology of overdose, leading drugs and drug combinations that contribute to overdose, surveillance of fatal and nonfatal overdose, prevention strategies, and promising policies.

**PH.306.601. Introduction to Bioethics in Public Health Practice and Research. 1 Credit.**

Introduces MPH students to the basic principles and frameworks for research and public health ethics as well as concepts in professional and research integrity as a public health professional. Explores both domestic and global health examples. Focuses on introductory material on public health ethics, research ethics and professional integrity.

**PH.306.650. Public Health and the Law. 3 Credits.**

Introduces non-lawyers to the important role played by the law in determining the public's health. Analyzes judicial opinions, statutes, and regulations in classroom discussions. Covers substantive law and policy topics including the balance between individual rights and public health initiatives, privacy, environmental health law/policy, vaccine law/policy, and the role of public health agencies.

**PH.306.655. Ethical Issues in Public Health. 3 Credits.****PH.306.660. Legal and Public Health Issues in the Regulation of Intimacy. 3 Credits.**

Examines the ways in which the state regulates intimate and private relations and the justifications for such regulation. Particularly focuses on the attention paid to the public health and morality justifications offered by the state for the enactment and enforcement of privacy laws. Topics include: when state regulation of intimate decisions, actions and relationships is justified; the regulation of consensual sexual activity; the regulation of contraception and abortion; the regulation of same-sex sexual activity; and the regulation of same-sex marriage.

**PH.306.662. Public Health Agencies: Law, Policy and Practice. 3 Credits.**

Explores the important and expanding role that regulatory or administrative agencies, such as FDA and EPA, play in protecting and promoting the public's health. Examines agencies' ability to create and implement health policy, and discusses the legal limits on agency powers. Discusses how agencies develop regulations and employ other regulatory tools. Uses case studies to illustrate key concepts, such as the role of science in the regulatory process and the influence of politics on agency actions. Class sessions involve the interpretation and analysis of judicial opinions, regulations, and other administrative materials. Focuses on U.S. regulatory policy, but also examines examples and implications for international health policy. This course builds on the skills introduced in 306.650, and exposes students to new public health law and policy topics relevant to regulatory agencies.

**PH.306.663. Legal and Ethical Issues in Health Services Management. 3 Credits.****PH.306.665. Research Ethics and Integrity. 3 Credits.**

Introduces ethical theory and principles, including ethics requirements when conducting research with human subjects in the U.S. and/or developing countries. Covers the following topics through lecture and case studies: ethical theory and principles; informed consent in research; Institutional Review Boards; the just selection of research participants; cultural relativism; genetic research; ethical issues in vaccine research; ethics and human rights; appropriate use of placebos; what is owed to research participants, communities, and countries after research is completed; the use of animals in research; and scientific and academic integrity. Familiarized students with research ethics in both the U.S. and global contexts.

**PH.306.670. Issues in LGBTQ Health Policy. 3 Credits.**

Examines the impact and importance of health policy on the health, well-being, and lives of LGBTQ people. Explores how particular health policies, both historically and currently, have contributed to and/or reduced health disparities within LGBTQ communities.

**PH.306.861. Graduate Doctoral Seminar in Bioethics. 1 Credit.****PH.306.864. Fogarty Bioethics Fellows Seminar. 1 Credit.****PH.307.864. Mental Health Services and Systems Practicum I. 0.5 Credits.**

Part I of a year-long practicum that complements traditional coursework by providing exposure to the real-world settings and organizations that compose the mental health care infrastructure. Through site visits and opportunities to interact with representatives from different components of the mental health care system, students will develop an understanding of the historical evolution of the mental health care system in the U.S. and be introduced to the various settings through which mental health services are delivered, including emergency psychiatric services, intensive outpatient treatment, psychiatric rehabilitation, and early intervention.

**PH.307.865. Mental Health Services and Systems Practicum II. 0.5 Credits.**

Part II of a year-long practicum that complements traditional coursework by providing exposure to the real-world settings and organizations that compose the mental health care infrastructure. Through this course, students will develop an understanding of the operational, organization, and financial aspects of service delivery, barriers to implementation of evidence-based services, and the interaction of other service settings (e.g., social services, criminal justice) with the mental health care system.

**PH.308.600. SS/R: Managing the COVID-19 Pandemic: From Epidemiology to Policy. 1 Credit.****PH.308.604. Effective Writing for Public Health Change. 3 Credits.**

Sharpens writing skills for clear, effective public health communication. Introduces the key elements of successful writing, and how to successfully apply those fundamentals to different communication formats and goals, both traditional and modern. Writing and organization skills practiced through writing assignments focused on practical real-world examples students will face in their careers, including one-pagers, policy memos, and data summaries, including learning to edit, improve, and pressure test the work of others. Presents professional standards for accuracy, readability, structure, and style that help communicate more effectively and persuasively in the pursuit of public health goals.

**PH.308.605. THE IMPACT OF THE FINANCIAL, ECONOMIC AND POLITICAL CRISES ON HEALTH, QUALITY OF LIFE AND WELL-BEING OF POPULATIONS. 3 Credits.**

Analyzes the causes of the current worldwide crises, both in developed and developing countries, with a special emphasis on the United States, Canada and Europe. Focuses on the consequences of those crises on health and social policies that affect the quality of life, the well-being and the health of populations. Considers these issues from the political economy, social policy and health policy perspectives.

**PH.308.610. The Political Economy of Social Inequalities and Its Consequences for Health and Quality of Life. 3 Credits.****PH.308.615. The Opioid Crisis: Problem Solving Seminar. 3 Credits.**

Uses interactive case-based and problem-based strategies to provide an overview of the impact of the opioid crisis in the United States. Enables students to develop skills to address different aspects of the opioid crisis. Addresses topics including stigma attached to opioid use and treatment of opioid use disorders, the development of strategies to address such stigma, the importance of data in identifying opportunities for response, assessment of current policy options for addressing the opioid crisis in the United States, and addressing the political challenges to support effective policymaking. Prepares students to undertake data collection at the state level.

**PH.308.620. Graduate Seminar in Racism and Measurement in Public Policy & Analysis. 3 Credits.**

Prepares researchers and health leaders (governments, businesses, non-profit organizations, and social reformers) to conceptualize and analyze the development, design, validity, and outcomes of measures of structural and systemic racism in research and policy analysis. Uses lectures, group exercises, information-gathering tasks and their own interests, to teach existing racism measures and their limitations, enhances their skill to examine and apply measurement concepts to the definition and impact of structural and systemic racism, and develops tools of policy analysis as they propose how measures of structural and systemic racism may be incorporated at specific stages of the public policy process.

**PH.308.630. U.S. Pharmaceutical Policy. 3 Credits.**

Examines the pharmaceutical market and addresses the core issues related to pharmaceutical policy within the US health care system, such as drug pricing, regulation, and financing, drug coverage decisions, and ethical aspects of drug regulation. Considers the role of multiple health care system actors involved in and affected by pharmaceutical policy: drug manufacturers, drug regulation agencies, insurers, pharmaceutical benefits managers, health care providers, patients, families, and others. Provides an in-depth analysis of drug pricing strategies, coverage decisions, and access and affordability issues.

**PH.308.640. A Values-Based Framework to Help Jump Start Your Public Health Job Search. 2 Credits.**

Introduces personal and professional values concepts and emphasizes the importance of using a values-based framework to ground the job search process. Presents ways to identify and define work values for translation into CV/resumes, interviewing, networking, and branding for an authentic personal and effective job search strategy. Prepares masters students to engage in an active, self-reflective, relational job search process in alignment with their values and career goals. Includes drafting job application materials, interviewing, networking and presentation practice.

**PH.308.650. Public Health Perspectives on U.S. Drug Policy. 3 Credits.**

Presents a critical examination of U.S. drug policy through a public health lens. Course topics include: policy mechanisms for reducing drug-related harm; implications of various drug control policies on population health and wellbeing; drug control enforcement and the role of the criminal justice system; stigma and the politics of drug policy; the organization and financing of services for people who use substances, including treatment of substance use disorders; and policies and services targeting special populations.

**PH.308.660. Food Industry, Politics and Public Health. 3 Credits.****PH.308.680. Health Care and Congress: Perspective From K Street. 2 Credits.**

Introduces the roles and functions of the entire legislative process – from bill introduction, to committee markup, to the enactment of legislation. Examines the essential role of congressional lobbyists in shaping health care policy stemming from coalition building, knowing your opponents, organizing grassroots and campaign contribution efforts, identifying key Members of Congress and staff, working with the Administration, testifying on Capitol Hill, and knowing what and what not to tell your constituency. Uses a case-study approach, to walk through the process of how an idea goes from an organization into federal or state law.

**PH.308.681. Health Policy Legislation: A Closer Look at the 2025 Virginia Legislative Sessions. 2 Credits.****PH.308.701. Media Interviews and Applied Public Health Communications. 3 Credits.**

Enhances skills to construct and deliver oral presentations with clarity and impact. Provides techniques and guidelines to increase your effectiveness in translating public health information to various audiences, as well as communicating through the news media during both crisis and non-crisis situations. Includes topics: basics of effective presentations, non-verbal communications, case studies, giving an interview, preparing talking points, advocacy and the news media, and communicating in a public health emergency. Reviews videotapes of news coverage and participate as spokespersons in on-camera simulation exercises.

**PH.308.721. Catalyzing Change Part 1: Practical Approaches to Health Policy. 3 Credits.**

Provides policy researchers with a set of analytical frameworks to gain a greater understanding of policy issues. Explores all aspects of a topical policy issue from its origins, transformations, and impact on health and social justice. Determines policy topics each year according to faculty interest, student needs, and policy saliency. Uses case studies, policy analysis readings, and discussions to foster student learning. Focuses directly on translating policy research into policy alternatives while others focus on the political and social environment.

**PH.308.722. Catalyzing Change Part 2: Health Policy Leadership. 3 Credits.**

Prepares students to lead teams to further a health policy intervention. Provides hands-on experience with delivering testimony, conducting media interviews, and discerning how one's leadership style can support this work. Second course in a two-part series on Catalyzing Change.

**PH.308.810. Field Placement Health Policy-MSPH. 1 - 22 Credits.**

Provides students with an intensive "hands on" extension of their academic training under the guidance of one or two senior level health policy professionals and program faculty. Students gain a deeper understanding of how health policies affect the public's health and further develop their professional health policy skills.

**PH.308.842. SS/R: Emerging Dimensions of Social Determinants of Health Inequalities: A Transdisciplinary Integrated Approach. 3 Credits.**

Introduces a novel transdisciplinary approach on Social Determinants of Health Inequities (SDHI). Provides an in-depth understanding of macro, meso and micro levels, all of which generate health inequities. Prepares students to examine the changes, causes, and potential policies to address systemic public health and equity-related subjects and the complex interactions between biology, behaviors, society and politics. Integrates a broad range of disciplines, 'systems thinking' practices, and methodological pluralism. Reviews research advances, including explanatory case studies and the evaluation of policies and interventions to reduce health inequities.

**PH.308.851. Phase Internship. 1 - 6 Credits.**

Public Health Applications for Student Experience (PHASE), offers students the opportunity to gain real world public health practice experience. PHASE internships require students to synthesize, integrate and apply academic theory in public health practice settings. Through PHASE, students have the opportunity to learn first-hand how public health agencies function and engage in public health decision-making on a daily basis

**PH.308.852. Applied Health Policy Experience: Health Policy Internship. 1 - 99 Credits.**

Provides JHSPH graduate students with experience and insight into the public health policy research and development process. Gains insight, while working directly with legislators, into the inner workings of the policy-making process including legal research, stakeholder engagement, and coalition building. Allows interns to provide legislative assistance to the policymaker throughout the legislative session, including legal research and analysis, stakeholder engagement, and writing testimony, bills and amendments.

**PH.308.860. SS/R: Introduction to Misinformation and Disinformation. 3 Credits.**

Explores the scope, sources, and systems that allows misinformation to flourish, with particular attention to its psychological, technological, and political foundations. Examines cross-cutting case studies including vaccine hesitancy, climate denialism, and political disinformation, to understand how misinformation operates across domains, how it is measured (often poorly), and what makes certain communities more vulnerable to its harms. Takes a systems-level view: how misinformation moves through algorithms, narratives, and power structures, and how public health professionals can respond, rather than focusing solely on communication tactics.

**PH.308.867. MSPH Seminar in Health Policy. 1 Credit.**

Introduces work undertaken in health policy settings and prepares MSPH students in Health Policy and Management for the field placement requirement in the second year of the program.

**PH.309.600. Evaluating Quality Improvement and Patient Safety Programs. 3 Credits.**

Prepares students to evaluate Quality Improvement/Patient Safety (QI/PS), projects by developing their competencies in the following areas: 1) Critiquing evaluations of QI/PS projects; 2) Designing a robust evaluation of a QI/PS project; and 3) Conducting a small scale qualitative study.

**PH.309.605. Health Issues for Aging Populations. 3 Credits.**

Organizes three modules that explore: (1) cross-cutting social and policy implications of aging societies (demography, socially defined roles and expectations, disability dynamics and trends, housing and the built environment, disparities in aging), (2) clinical issues in aging (aging and geriatric medicine, chronic care, long term care delivery, and death and dying), and (3) financial consequences for individuals and society (financing of health and long-term care, retirement and economic security, sustainability of entitlement programs).

**PH.309.609. Palliative and Hospice Care: Inequality, Equality and Quality of Care. 2 Credits.**

Addresses the policy problems related to improving access, quality and cost-effectiveness for palliative and hospice care within the current medical system, using case studies and workshop exercises. Also addresses the challenges and opportunities palliative and hospice care face under health reform. Considers questions such as: what communication strategies can be widely applied to help patients understand and choose care in accordance with their goals and values; how palliative care and hospice services should be delivered by accountable care organizations and medical homes; how palliative care can be integrated into the long-term care environment; and what quality measures should be integrated into performance measurement for all providers of the seriously ill.

**PH.309.616. Introduction to Methods for Health Services Research and Evaluation I. 2 Credits.****PH.309.617. Introduction to Methods for Health Services Research and Evaluation II. 2 Credits.****PH.309.620. Managed Care and Health insurance. 3 Credits.****PH.309.631. Population Health Informatics. 3 Credits.**

Introduces students to concepts, methods, and issues related to the application of health information technology (HIT) to population health. Emphasizes the population health potential of comprehensive electronic health records (EHRs), personal health records (PHRs), mobile health and telemedicine devices; and consumer focused internet-based based tools. Covers the uses of HIT to define and identify populations and sub-populations of interest, describe the health status and needs of populations, improve the health of populations, and evaluate services provided to populations. Emphasizes the use of HIT within both local, regional and federal public health agencies and population-based private health care organizations such as integrated delivery systems and health insurance plans. Lessons are mainly US oriented but are also applicable to other high and middle income countries.

**PH.309.632. Informatics Across the Healthcare Spectrum. 2 Credits.**

Introduces students to experts across a variety of industries including government, clinical care, research, and private and non-profit organizations who utilize information technology and informatics concepts in the real world. Covers topics: how information technology is utilized in a variety of settings including clinical, public health, and research; what ethical considerations must be considered as an informatics specialist; what are the challenges experienced in implementing and utilizing health information technology that informatics experts have faced.

**PH.309.635. Population Health: Analytic Methods and Visualization Techniques. 3 Credits.**

Introduces students to concepts, methods, and issues related to the application of data science to population health. Covers the uses of informatics to define and identify populations and sub-populations of interest, and describe the health status and needs of them. Describes the process of analyzing population health data from checking data quality to developing predictive models of utilization. Examines different data sources / methods to risk stratify a population of interest and compares the advantage and disadvantages of each data source / method. Describes various techniques to visualize data quality, depict the denominator selection process, and illustrate the risk adjustment results for large populations

**PH.309.670. Comparative Health insurance. 3 Credits.**

Provides an overview of the organization and financing of health systems in middle and high-income countries – focusing on population coverage, in terms of both how different groups are covered and the benefits package provided. Begins with a conceptual framework of financing flows in the health sector, and proceeds to identify a series of topics and case studies as the subject of specific lectures. Explores in depth the principal models for population coverage – including national health insurance, national health service, social insurance, private insurance, and mixed hybrid models. Provides case studies of health insurance coverage in specific countries, including the United Kingdom, France, Germany, Japan, Taiwan, Chile – with lessons drawn for transitional countries interested in expanding health insurance coverage

**PH.309.712. Assessing Health Status and Patient Outcomes. 3 Credits.****PH.309.716. Advanced Methods in Health Services Research: Analysis. 3 Credits.**

**PH.309.720. Applied Econometrics for Health Policy Research. 3 Credits.**

Advanced econometrics course that builds on techniques introduced in the prerequisite courses. Topics addressed include techniques for risk adjustment and provider profiling, advanced topics in instrumental variables analysis, calculating appropriate marginal effects and standard errors, heterogeneous treatment effects, decomposition approaches, and methods of assessing the robustness of various estimates. Students work on independent research projects that provide hands-on exposure to research design and data analysis with Stata.

**PH.309.730. Patient Safety and Medical Errors. 3 Credits.****PH.309.731. Patient Safety in Developing Countries. 2 Credits.**

Introduces students to the rapidly evolving field of patient safety in developing countries, focusing on health systems improvement. Explains the role of global organizations, national governments, institutions, local communities, and individuals in improving patient safety in developing countries. Reviews key global patient safety resources that can be utilized to enhance patient safety in developing country health systems. Students learn how to utilize a “problem solving paradigm” to patient safety, conduct a patient safety situational analysis, and develop an action plan for patient safety at the institutional level. Explores the use of patient safety partnerships between hospitals as a model for inter-continental collaboration.

**PH.309.750. Applied Research Methods for Health Policy and Management. 3 Credits.**

Helps Tsinghua DrPH cohort students synthesize methods content to conduct a valid statistical analysis applied to a Chinese-relevant data set or topic area. Students develop advanced skills in modeling and methods for conducting health policy, healthcare management, and health services research analysis.

**PH.309.861. Graduate Seminar in Health Services Research and Policy. 1 Credit.**

Provides opportunity to learn about the PhD process, faculty research, discuss issues and concepts relevant to the field of health services research, and learn skills important for academic and professional success in the field of health services research.

**PH.309.864. Quality, Patient Safety, and Outcomes Research Practicum. 3 Credits.**

Provides students in the Quality, Patient Safety, and Outcomes Research Certificate Program with an integrated experience in quality, patient safety, outcomes research, or a combination of the 3 domains in any one of a wide variety of settings in the health service delivery environment. Students are placed based on their individual goals and interests and the preceptors' needs. Students join an active work group and are supervised directly or indirectly by the practicum preceptor

**PH.309.865. Journal Club in Health Services Research: Topics in Aging & Disability. 1 Credit.**

Provides a structured forum for health services research students and faculty to critically review, discuss, and learn from recent peer-reviewed journal publications in the field. Focuses on topics, including health services methods, quantitative analyses, implementation science, and key policy applications. Emphasizes active participation; critique of the scope of the research question, methods, and interpretation; and exploring emerging trends (e.g., private equity investments, corporatization of long-term care facilities). Complements traditional coursework by providing exposure to critiquing research to inform aging services delivery and policy infrastructure.

**PH.309.871. Health Services and Outcomes for Aging Populations Practicum I. 0.5 Credits.**

Focuses on Home-Based Care and provides an in-depth overview of home-based medical care, skilled home health care, and telehealth. Complements traditional coursework by providing exposure to the real-world settings and organizations that comprise aging services delivery and infrastructure.

**PH.309.872. Health Services and Outcomes for Aging Populations Practicum II. 0.5 Credits.**

Students work in small groups to apply the concepts learned in Knowledge Translation, I (309.870.11) to a practical case study of a knowledge translation problem.

**PH.309.873. Health Services and Outcomes for Aging Populations Practicum III. 0.5 Credits.**

Focuses on the importance of interdisciplinary care in the care of older adults. Complements traditional coursework by providing exposure to the real-world settings and organizations that comprise aging services delivery and infrastructure.

**PH.309.874. Health Services and Outcomes for Aging Populations Practicum IV. 0.5 Credits.**

Fourth of 4-term sequence. Focuses on issues associated with provision of long-term services and supports in the community, assisted living, nursing homes, and innovative models of care. Complements traditional coursework by providing exposure to the real-world settings and organizations that comprise aging services delivery and infrastructure.

**PH.311.615. Quality of Medical Care. 3 Credits.****PH.311.720. Tsinghua DRPH Capstone. 2 Credits.**

Helps Tsinghua DrPH students synthesize course content with a specific focus on problem identification and the development of testable hypotheses; how to develop a conceptual model; approaches for conducting a literature review and synthesis. Provides an overview of the DrPH written qualifying examination.

**PH.311.820. Thesis Research HPM-DRPH. 1 - 22 Credits.****PH.311.861. DrPH Concentration Seminar in Health Policy and Management. 0.25 Credits.**

Provides opportunity to discuss concepts and issues related to organizational performance improvement, organizational performance indicators, and change strategies. Facilitates preparation for comprehensive exams and the design and conduct of dissertation projects.

**PH.311.865. Tsinghua DRPH Seminar. 1 Credit.**

Provides opportunity to learn about faculty research, discuss issues and concepts relevant to the field of health management and leadership, and learn skills important for academic and professional success in the field. Intended for DrPH students from the Tsinghua cohort.

**PH.311.867. Tsinghua Graduate Seminar. 1 Credit.**

Provides opportunity to discuss concepts and issues related to organizational performance improvement, organizational performance indicators, and change strategies. Facilitates preparation for comprehensive exams and the design and conduct of dissertation projects. Intended for DrPH students in the Tsinghua cohort program.

**PH.312.600. Managing Health Services Organizations. 4 Credits.**

Presents a framework for understanding and managing health services and health sector organizations. Discusses strategic and organizational management [e.g., health care environment, stakeholders and customers, missions, vision and values, governance, organizational structure and design]; management & performance improvement tools [e.g., budgeting and financial management, logistics, continuous quality improvement, balanced scorecard, logical framework, learning networks and collaboratives]; management role and functions [e.g., leadership style, employee performance, decision-making, human resource management]

**PH.312.601. Fundamentals of Management for Health Care Organizations. 3 Credits.**

Discusses how to manage in health care organizations, including management processes, organizational structures, and types of governance and management issues of U.S.-based health care delivery systems. Topics to be examined include introduction to health care systems; managing health care organizations; health care environments, administrative management responsibilities; approaches to performance improvement and financial management concepts.

**PH.312.602. Applied Methods for Optimizing Performance in Health Care Organizations. 2 Credits.**

Performance Optimization Methods for Health Care Organizations is designed for MHA students who seek an understanding of continuous improvement in healthcare organizations. The content and framework of the course are designed to provide students with a broad exposure to current knowledge, competencies and management tools required for the effective operation of health care delivery systems. Focus is on how to apply continuous improvement tools and methodologies in various health care environments. Provides a detailed explanation of Lean and Six Sigma methodologies with opportunity to apply these skills to real world examples within health care settings.

**PH.312.603. Fundamentals of Budgeting and Financial Management. 3 Credits.**

Provides students with an understanding of budgeting as an important management tool. Focuses on budget development, evaluation of the financial status of a department or operating unit and the ability to determine what, if any, corrective actions need to be taken. Includes strategies for measuring and reporting skills. Considers the analytical tools used to support evaluation and decision-making including; volume adjusted variance analysis, benefit-cost ratio analysis, breakeven analysis, process flow analysis, benchmarking, and methods for building cost standards.

**PH.312.604. Quantitative Tools for Managers. 3 Credits.****PH.312.607. Quantitative Tools for Managers in Asia. 3 Credits.**

Designed to provide concept and real-world application of quantitative tools (methods) commonly applied in the healthcare industry in Asia. Topics to be addressed include: facility location/payout, forecasting and financial analysis, re-engineering and utilization (productivity) management and quality matrix and improvement tools. Applications and case studies will focus specifically on the Asia-Pacific rim.

**PH.312.610. Foundations of Organizational Leadership. 3 Credits.**

Students develop an understanding of the role expectations of the organizational leader and the essential knowledge and skills the role requires. Provides a framework for understanding the process of working effectively with, influencing and leading others. Drawing from a variety of disciplines, emphasizes organizational effectiveness, developing a future vision and direction, leading change and building adaptive organizational cultures.

**PH.312.617. Fundamentals of Financial Accounting. 3 Credits.****PH.312.620. Performance Measurement in Health Care. 2 Credits.**

Focuses on performance measurement for hospitals and describes key aspects and challenges of measurement initiatives in the current context of health care reform in general, and payment reform more specifically. Includes the faculty, all senior health care professionals from the trenches, describing the regulatory environment and Joint Commission and CMS requirements. Summarizes key measures used for public reporting and payment such as chart-abstracted clinical process, administrative data based outcomes, satisfaction, and efficiency. Highlights the advantages and disadvantages of each type of measure and discusses appropriate use of analytics and comparison data including patient satisfaction. Covers current public reporting and pay for performance initiatives and associated challenges. Includes emerging initiatives in the context of the electronic medical records, such as e-measures and meaningful use.

**PH.312.621. Strategic Planning. 3 Credits.**

Focuses on principles of strategic management and competitive analysis to support strategy development for health care organizations. Provides an understanding of how current business and management knowledge is applied to health care organizations to promote future success and competitive advantage. Examining contemporary theory and models, students learn to assess and develop an organization's mission and vision; perform an internal and external strategic assessment; evaluate competitive threats and responses; develop organizational strategies and measures of success; and evaluate the decision-making approaches best able to develop and execute the best strategies.

**PH.312.623. Financial Management in Health Care I. 3 Credits.****PH.312.624. Financial Management in Health Care II. 3 Credits.****PH.312.630. Healthcare Financial Management. 3 Credits.**

Provides managers and professionals, both novice and experienced, with the financially quantitative knowledge needed for planning, controlling and managing in contemporary health care organizations under constantly changing conditions. Provides a foundation in the basic financial management skills as well as their advanced application. Introduces the basic business finance approaches to decision-making and governance. Provides students with a sound conceptual and applied understanding of the role that financial and cost management play in the business setting decision-making process.

**PH.312.633. Health Management Information Systems. 3 Credits.****PH.312.635. Human Resources in Health Organizations. 2 Credits.****PH.312.650. Non-Traditional & innovative Health Services Partnerships. 2 Credits.**

Introduces innovative, non-traditional partnerships as an integral part of achieving a value-based healthcare system. Examines growing trends in healthcare and basic principles and practices of non-traditional partnerships. Discusses the method of building balanced business models to ensure obtainable milestones and returns for all parties. Presents lessons learned by industry leaders who have experienced establishing partnerships with multi-national corporate, investor, and strategic entities focusing on clinical services, population health and health/IT activities.

**PH.312.651. Principles and Applications of Advanced Payment Models in Population Health Management. 3 Credits.**

Presents an overview of major issues related to the design, function, management, regulation, and evaluation of health insurance and managed care plans and implications for population health management. Provides a firm foundation in basic concepts pertaining to private and public sector health insurance/benefit plans. Includes key topics such as, population care delivery and payment innovations and management techniques, provider payment models, risk-sharing and other incentives for organizational integration, quality and accountability, cost-containment. Reviews innovative payment models and initiatives supporting health care providers and health care organizations in testing alternative care delivery in the context of three core strategies for improving the US health system: improving the way health care providers are paid, improving the way care is delivered, and increasing the availability of information to guide decision-making.

**PH.312.655. Organizational Behavior and Management. 2 Credits.**

Explores organizational behavior perspectives and theories, which provide the framework for the critical study of management, and the interpersonal skills and knowledge required by managers in the dynamic health sector. Develops an approach to thinking about health sector organizations and their complexity. Emphasizes current thinking and the application of theory to practice in the areas of governance, leadership, and management, employee motivation (e.g., empowering others), group behavior and team development (e.g., fostering collaboration and decision-making), power and influence plus conflict management and negotiation skills.

**PH.312.660. Marketing in Health Care Organizations. 3 Credits.**

Introduces students to marketing concepts in health care through readings, guest speakers, small group exercises and individual study. Prepares students to conduct a situational analysis, understanding the market and consumer behavior as well as assessing the capabilities of the organization. Explores primary and secondary market research techniques. Discusses marketing strategy, including positioning and branding, program/service development, pricing, distribution, and promotion. Explains evaluation and measurement methods.

**PH.312.670. Negotiation in Health Care Settings. 3 Credits.**

Addresses the basic skills needed for effective negotiation of business relationships in health care and other settings. Focuses on understanding and developing a systematic approach to preparing for, structuring, and negotiating key business relationships. Presents basic process and conflict management skills needed for effective negotiation of business relationships in health care. Also explores the ethics of negotiation.

**PH.312.675. Medical Practice Management. 3 Credits.****PH.312.678. Introduction to Healthcare Quality and Patient Safety: A Management Perspective. 2 Credits.**

Introduces students to the latest thinking on healthcare quality and patient safety through exposure to specific topics, interactive exercises and case studies that have direct relevance for the public health practitioner, healthcare administrator and clinician in improving the healthcare system. Focuses on defining and understanding quality and patient safety using a number of established and newer models, including Baldrige, STEEP, and SPLICE. Examines healthcare quality and patient safety from a strategic viewpoint with the goal of providing healthcare administrators the skills and knowledge to be effective drivers of quality and patient safety improvement.

**PH.312.693. Introduction to Comparative Effectiveness and Outcomes Research. 3 Credits.**

Introduces students to the motivation and methods of comparative effectiveness research. Reviews the problems faced by decision makers across the US health care system, and the priority topics for investigation. Explains the role of stakeholders, including payors, manufacturers, health care organizations, professional groups, providers and patients. Explains study designs and methods used in effectiveness research, focusing in particular on observational studies. Also describes the policy implications of this research.

**PH.312.700. Leading Organizations. 3 Credits.**

Focuses on the essential distinctions that helps participants develop their personal and interpersonal capabilities to generate meaningful results within public health. Explores and strengthens skill development in key leadership domains such as: 1) self-awareness; 2) listening; 3) effective speaking; and 4) learning, including distinctions such as self-awareness, speech acts, moods and emotions, and somatics. Allows participants to apply each distinction in a hands-on practical way that allows them to become a better observer of themselves and others and acting more skillfully, thereby leading more effectively. Surveys the contemporary issues and perspectives on leadership as well as classic leadership theory.

**PH.312.701. Strategic Leadership and Decision Making. 3 Credits.**

Examines how leaders formulate coherent and effective strategies for policy-making in a complex and unpredictable environment, consider planning, organization, persuasion, and adaptation to changing national and international pressures, as well as broader studies of strategic decision-making in the modern world. Considers what it means to be an effective strategist, policy-maker, agenda-setter, and change agent. Assess the difficulties involved with fulfilling these often difficult tasks within and outside of the organizational setting.

**PH.312.702. Leading Change: Building and Empowering Teams. 3 Credits.**

Examines the design, management, and leadership of teams in organizational settings. Focuses on the interpersonal processes and structural characteristics that influence the effectiveness of teams, the dynamics of intra-team relationships, and sharing of knowledge and information in teams. Participants will understand the theory and processes of group and team behavior to become successful leaders and adept in leading and managing groups and teams.

**PH.312.703. Learning Organizations & Knowledge Management. 3 Credits.**

Explores concepts of organizational learning, analyzes global research trends in how evidence-of-learning is captured in workplace settings around the world, and applies organizational learning models to foster and support innovative workplaces. Discusses how various factors such as diversity, complexity, crises, and increasingly advanced digital solutions (technology) change the pace in which an organization learns, adapts, and competes. Embraces a system perspective of learning at the organizational level-of-analysis grounded in the premise that innovation and sustainable change is contingent upon an organization's ability to create management structures that apply, analyze, evaluate and convey information, enhance decision-making, and achieve desired results through continuous learning.

**PH.312.720. Designing a Strategic Plan. 2 Credits.**

Deepens knowledge of designing an organizational level strategic plan, develops an understanding of the frameworks and processes used to effectively create a strategic plan, and applies various industry recognized approaches and tools utilized for strategic planning as learners design a strategic plan. Covers foundational learning concepts and includes models such as Porter's Five Forces Analysis and the Baldrige Excellence Framework.

**PH.312.810. MHA Residency. 1 - 22 Credits.****PH.312.861. MHA Case Competition. 2 Credits.**

Introduces students to the case competition early in the year as part of their seminar. Provides students with the opportunity to apply what they have learned in the classroom setting to a real-world case study.

**PH.312.862. MHA Capstone. 1 Credit.**

MHA students synthesize and integrate the knowledge and skills they have acquired throughout the program and their field placement to the examination and analysis of a current healthcare trend and its potential implications for health care services and delivery systems.

**PH.312.867. Pathways in Health Administration. 2 Credits.**

Introduces students to current health care finance and management issues through a series of discussion sessions with program directors and guest lecturers. Prepares students for the program's fourth term case competition and the second year field placement requirement.

**PH.312.868. Professional Development in Health Administration. 2 Credits.**

Focuses on the development of hard and soft skills and tools needed to prepare for residency placement in the second year of the program. Provides opportunities for engagement with alumni and interprofessional work environments. Prepares students to enter the healthcare management work environment through applied experiences and professional development activities. Builds CAHME Competencies in the areas of relationship management and the standards of professional behavior and leadership. Supports students through professional interviews and activities aimed at obtaining a residency placement. Continues to provide opportunities to develop skills in Diversity Equity and Inclusion in the healthcare field through the student-led Care for All Patients series.

**PH.312.869. Applied Concepts of Operations Management. 3 Credits.**

Focuses on the areas of performance improvement and project management to enhance the efficiency and effectiveness of clinical operations. Includes hands-on field experience in an inpatient or outpatient healthcare delivery setting. Develops skills in rapid-cycle improvement techniques and assessment. Introduces topics in this course that will be experientially designed to enhance hands-on learning and application.

**PH.312.873. SS/R: ADVANCED CONFLICT MANAGEMENT AND COACHING SKILLS. 1 Credit.**

Builds upon the strategies and approaches presented in #312.871.97 SS/R - Leadership Skills: Negotiation & Conflict Management in Health Care. Part One teaches participants how to analyze, prepare for, and conduct a successful conversation or negotiation when emotions are running high. Uses case studies, experiential learning, group discussion, and lecture to introduce the "Difficult Conversation" framework developed by members of the Harvard Negotiation Project and a diagnostic tool for managing conflict. Participants are videotaped while participating in a conflict management simulation. Each participant receives an analysis and critique of her/his taped performance and a copy of their filmed simulation. Part Two equips participants with the skills needed to coach supervisees and colleagues through workplace conflicts and strengthen conflict management capacity in the organization. Develops understanding of and proficiency in the use of a conflict coaching framework by using lectures, case studies, group discussions and experiential learning.

**PH.312.910. LAB for 312.810.**

Lab for PH.312.810

**PH.313.601. Economic Evaluation I. 3 Credits.**

Presents an introduction to the theory, methods, and application of economic evaluation in health care. Provides a specific focus on cost-effectiveness analysis, with an emphasis on identifying and measuring outcomes, understanding incremental cost-effectiveness ratios (ICERs), conducting sensitivity analyses, and incorporating time preferences. Considers decisions about the allocation of funds to different population segments or different types of programs, and to programs with great benefit for a few versus modest benefit for many. Prepares students for advanced topics in Economic Evaluation II-IV.

**PH.313.602. Economic Evaluation II. 3 Credits.**

Builds on the theory and methods taught in Economic Evaluation I to allow students to gain an understanding of intermediate topics in CEA. Provides students with experience of hands on development of decision trees. Focuses on having students become familiar with best practices in this growing field. Establishes the ability to critically appraise published work and construct simple cost-effectiveness models using Excel and other software. Prepares students for more complex modeling covered in Economic Evaluation III-IV.

**PH.313.603. Economic Evaluation III. 3 Credits.**

Builds upon the theoretical concepts taught in Economic Evaluation I-II by providing advanced content in the areas of decision analysis, cost-effectiveness, and alternative approaches of modeling research questions for these fields. Include approaches for calculation of costs and effectiveness measures using standard modeling methods. Compares outputs as a result of decision tree and Markov modeling and introduces sensitivity analysis. Includes group projects to produce a well-thought model on a topic of their own choosing in decision analysis or cost-effectiveness.

**PH.313.604. Economic Evaluation IV. 3 Credits.**

Builds upon the theoretical concepts taught in Economic Evaluation I-II and the methodological skills taught in Economic Evaluation III. Examines advanced methods, as well as areas of controversy with applications to international health. Explores methods for performing cost-effectiveness analysis (CEA) and benefit-cost analysis (BCA) with primary and secondary data. Examines alternatives to CEA, including cost-benefit analysis, stated preference methods, revealed preferences, and multi-criteria decision analysis. Emphasizes an applied experience in conducting economic analysis based on survey data as well as secondary data in a global context. Includes additional applications to adjust CEA to account for equity goals, to project program scale-up, and to account for "behavioral" agents.

**PH.313.610. Health Economics for Managers. 3 Credits.**

Applies the analytical tools of economics to issues in health care that are especially relevant to managers and leaders of health care organizations. Examines topics including: the use of economic incentives to influence health behavior; asymmetric information and the role of agency in health care; the application of behavioral economics to health care; government as payer and regulator, and equity/ethical considerations; the role of health insurance; and the theory of the firm as it applies to physicians, hospitals, and systems.

**PH.313.620. Introduction to Behavioral Economics: Theory and Practice. 3 Credits.**

Explores the theoretical framework of behavioral economics, and applies that framework to issues in health and healthcare. Addresses elements of the theory of behavioral economics including: prospect theory, System 1/ System 2 thinking, hyperbolic discounting, loss aversion, the endowment effect, framing and anchoring, mental accounting and commitment contracts, heuristics and biases, the power of the default, and pricing strategies. Applies these concepts to human behavior in general, as well as that of patients and physicians.

**PH.313.641. Introduction to Health Economics. 3 Credits.**

Introduces students to the application of economic tools to the interaction among the many stakeholders in the health care system and the public health system. Intended for those students who want an overview of health economics, but who do not expect to pursue additional courses in the field. Uses a standard health economics text as the main reading; also draws on articles from the popular press and professional journals that illustrate the tools of economics or their application to health care and public health issues.

**PH.313.643. Health Economics. 3 Credits.**

Introduces the analytical tools of economics and applies them to issues in healthcare. Topics include: resource allocation in health care; government as payor and regulator; asymmetric information and the role of agency; the market for health insurance; market structure and competitive strategy as it applies to health care organizations; the market for labor in health care; and the market for innovations and technology. Uses mainstream neoclassical microeconomic theory as the basis for analysis, but also explores the implications when the assumptions of this model are violated. Uses a standard health economics text as the main reading, but uses journal articles in the field to examine how the profession is analyzing health care and public health issues.

**PH.313.644. Intermediate Health Economics. 3 Credits.**

Building on the basic concepts and applications presented in Health Economics I, students in Health Economics II are exposed to some of the seminal topics in health economics, with a particular focus on the issues of human capital, economics of the household and the demand for healthy and risky behaviors. Topics include: the economic returns of education; economics of the household; the demand for health (Grossman Model); addiction; teen sex; obesity, the statistical value of a life, and fertility. While it will not be the focus of the class, some time will be spent on the dynamic modeling and econometric techniques that are used in the papers that we review. Teaching methods include lectures, group discussion and problem solving exercises, and hands on experiments.

**PH.313.653. Advanced Health Economics I. 2 Credits.**

Covers seminal publications in health economics and is targeted towards advanced Ph.D. students. Describes theoretical models in health economics for the determinants of health and demand for healthcare services, the foundations for cost-effectiveness analysis, the supply of healthcare services in competitive, monopolistic, and government-regulated markets, and the provision of private and public health insurance.

**PH.313.654. Advanced Health Economics II. 2 Credits.**

Covers seminal publications in health economics and is targeted towards advanced Ph.D. students. Describes theoretical models in health economics for the determinants of health and demand for healthcare services, the foundations for cost-effectiveness analysis, the supply of healthcare services in competitive, monopolistic, and government-regulated markets, and the provision of private and public health insurance

**PH.313.655. Advanced Health Economics III. 2 Credits.**

Covers seminal publications in health economics and is targeted towards advanced Ph.D. students. Describes theoretical models in health economics for the determinants of health and demand for healthcare services, the foundations for cost-effectiveness analysis, the supply of healthcare services in competitive, monopolistic, and government-regulated markets, and the provision of private and public health insurance.

**PH.313.656. Advanced Health Economics IV. 2 Credits.**

Covers seminal publications in health economics and is targeted towards advanced Ph.D. students. Describes theoretical models in health economics for the determinants of health and demand for healthcare services, the foundations for cost-effectiveness analysis, the supply of healthcare services in competitive, monopolistic, and government-regulated markets, and the provision of private and public health insurance.

**PH.313.685. The Economics of Tobacco Control. 1 Credit.**

Introduces students to the economic tools and analysis used to confront the public health challenges caused by smoking. Reviews the evidence of the health and economic consequences of tobacco use. Emphasizes the rationale for increases in taxes, financial incentives to discontinue tobacco cultivation, and regulatory measures such as bans on smoking in public places and restrictions on access for minors. Provides economic tools and background information for public health specialists, policymakers, the news media, and others interested in using evidence-based policy to prioritize and address public health concerns related to tobacco control.

**PH.313.790. Introduction to Economic Evaluation. 3 Credits.**

Prepares students to read and interpret cost-effectiveness studies. Introduces the basic economic concepts that are needed in order to understand the recommendations from the United States Panel on Cost Effectiveness in Health and Medicine, such as the distinction between opportunity costs and budgetary costs. Considers review recommendations, particularly as they apply to cost-effectiveness research reports. Discusses the relationship between cost-effectiveness results and other elements of the health care policy decision-making process.

**PH.313.793. Extended Exercises in Cost Effectiveness. 2 Credits.**

Provides students with experience in seven short exercises that explore a variety of aspects of cost-effectiveness analysis. Students learn how to link all the steps together to complete a full cost-effectiveness analysis from start to finish. During the two day course, students work in Microsoft Excel to setup a workbook that will allow them to complete a cost-effectiveness analysis, manipulate the results to explore multiple possible assumptions, and have the opportunity to share their work in a format that is easily accessible.

**PH.313.860. Health Economics and Outcomes Research Program Seminar. 1 Credit.**

Exposes students to recent research in various areas of health economics and outcomes research. Prepares students for professional career development in the field.

**PH.313.865. MHS Capstone in Health Economics. 2 Credits.**

Produce a scholarly paper that provides a meaningful contribution to knowledge of the health economics. Affords the opportunity to work under the direction of a research mentor and presenting research results to a group of peers.

**PH.313.870. PhD Seminar in Health Economics & Policy. 1 Credit.**

Students engage with cutting-edge research in health economics, present and receive feedback on early-stage work, discuss professional development topics, and meet and network with economists external to Hopkins.

**PH.315.700. Health Information Systems: Design to Deployment. 3 Credits.**

Reviews health information systems, such as patient records, patient monitoring, imaging, public health, educational, bioinformatics and scholarly systems. Teaches the core architectures and technologies of these core systems, focusing on commonalities and differences and design.

**PH.315.703. Leading Change Through Health Informatics. 3 Credits.**

This course will review the health information systems through case studies in the evaluation processes. Presents a framework for design and evaluation of systems based on user needs, functions performed, related information activities, and available technology. Skills taught include the use of measures and methods for qualitative and quantitative evaluation of information systems, including cost, performance, effectiveness and benefit/outcome determination.

**PH.315.707. Introduction to Biomedical and Public Health Informatics. 3 Credits.**

This course will contrast differences in roles, needs, and solutions among major players in the national and commercial health IT and informatics communities. The course will define public health informatics and explain why things do or don't happen in IT at the national and institutional levels. The course will apply available sources of data, information, and knowledge to address healthcare and public health problems.

**PH.315.708. HIT Standards and Systems Interoperability. 3 Credits.**

Students learn the data, information, and knowledge standards critical to the successful implementation of local, regional, and national health-related information systems. Target competencies are to identify the appropriate level of HITSP standards for an informatics problem, and select the appropriate standard within that level; create use cases and an organizational process to define an interoperability standard for a specific healthcare/regional situation; participate in a national standards-creation process.

**PH.315.709. Health Sciences Informatics, Knowledge Engineering and Decision Support. 3 Credits.**

Provides a framework for understanding decision support in the workflow of the health sciences. Focuses on the types of support needed by different decision makers, and the features associated with those types of support. Discusses a variety of decision support algorithms, examining advantages and disadvantages of each, with a strong emphasis on decision analysis as the basic science of decision making. Students are expected to demonstrate facility with one algorithm in particular through the creation of a working prototype, and to articulate the evidence for efficacy and effectiveness of various types of decision support in health sciences and practice, in general.

**PH.315.725. Applied Clinical Informatics. 3 Credits.**

Introduces the field of Applied Clinical Informatics, which is focused on leveraging clinical information systems and technology to improve patient and family-centered care. Provides exposure to a range of clinical workflows as well as patient/caregiver needs and how these may be supported by health information technology. Topics include: Workflow analysis, clinical decision support (CDS), electronic health record (EHR) and patient portal best practices, health information exchange (HIE), integrated laboratory, imaging and pharmacy information, telehealth and digital health strategies, and evaluation. Considers topics in the appropriate context of care continuum, clinical care transitions, patient safety and care quality, regulatory requirements, information security, organizational governance and project management.

**PH.315.727. Database Querying in Health. 3 Credits.**

Introduces core concepts of relational databases using Structured Querying Language (SQL) along with terminologies related to clinical databases used in health information systems. Utilizes the Precision Medicine Analytics Platform with access to de-identified medical records of 70K patients with Diabetes with over 100 million data elements, including ICD, medications, encounters procedures, symptoms, and vitals. Focuses on answering clinical and research questions and discussion around effective data governance. Analyzes 3-years of data to look for clinical and population-level management strategies for type 1 and type 2 diabetes. Includes analysis of a thorough data quality evaluation framework as well as identifying predictors for hospitalization and rehospitalization.

**PH.317.600. Introduction to the Risk Sciences and Public Policy. 4 Credits.****PH.317.605. Methods in Quantitative Risk Assessment. 4 Credits.****PH.317.610. Risk Policy, Management and Communication. 3 Credits.****PH.317.615. Topics in Risk Assessment. 2 Credits.**

Uses a case study approach of a selected risk-based public health issue to integrate student's application of the skills in the risk sciences (risk assessment, risk management, and risk communication).

**PH.317.700. Climate Change Adaptation in Public Health: Large World Cities. 3 Credits.**

Provides an overview of the science behind climate change and highlights the particular risks of global mega-cities due to their concentrated populations, urban heat-island effect, frequent proximity to coasts and rivers, and locus of transport and trade. Uses the WHO and US CDC Guides to Vulnerability for Public Health and the UN Habitat Guide to Vulnerability Assessment for Cities to identify populations at greatest risk from climate impacts. Critically evaluates through case studies actual climate and health adaptive policies as they are implemented in real-life contexts in several large, innovative world cities including San Francisco, London, Rio de Janeiro, Durban, and Copenhagen.

**PH.317.864. Advanced Topics in Climate Change Policy. 2 Credits.**

Focuses on advanced issues at the forefront of climate change and public health policy and practice. Takes a complex-systems view that traverses the boundaries between sectors, spans government levels, and integrates perspectives across public and private actors. Topics to be determined each year according to faculty interest and student need. Uses case studies, policy analysis readings, and discussions to foster student learning.

**PH.318.603. Applied Microeconomics for Policymaking. 3 Credits.**

Introduces the basic principles of microeconomics by emphasizing applications to the solutions of public problems. Students examine how markets operate and the role of government intervention. Acquaints students with public versus private goods, externalities, information asymmetry and other issues. Provides a theoretical framework for addressing policy problems.

**PH.318.616. Program Evaluation in Public Policy II. 3 Credits.**

Introduces the fundamental principles and practices involved in the design, implementation, and analysis of program evaluations. Topics to be considered include the evaluation of ongoing programs and test of new interventions being considered for broader adoption; determining whether programs are 'working'; procedures involved in implementing an evaluation in the field, including potential pitfalls; procedures for collecting and analyzing data.

**PH.318.623. Social Policy for Marginalized and Disenfranchised Populations in the U.S.. 3 Credits.**

Explores the social determinants underlying poor health outcomes among marginalized and disenfranchised populations in the U.S. and considers policy approaches to address those determinants. Explores examples of marginalized and disenfranchised populations including but not limited to groups facing extreme poverty, homelessness, serious mental illness, addiction, and disability. Examines the array of social determinants contributing to poor health outcomes among marginalized and disenfranchised populations in the U.S.; current U.S. social policy approaches these populations in the areas of healthcare, disability, poverty, housing, and criminal justice policy; and the politics of social policy in the US. Provides students with opportunities for integrating social policy concepts, theories, and frameworks through an in-depth analysis of the sources of vulnerability and related policy approaches to improve health and social outcomes in specific vulnerable populations.

**PH.318.625. Management of Nonprofit Organizations. 3 Credits.**

Provides the necessary tools to effectively manage a nonprofit organization. Emphasizes financial, personnel and operations management, focusing on skills necessary to be an executive running a program within a large institution or heading an independent nonprofit agency. Addresses budgeting (both grant and organizational), reading and interpreting financial reports, grant writing techniques and staff and compensation management. Also examines how to work with the legal restraints and opportunities to maximize organizational effectiveness within the laws and regulations that make nonprofits different from the government and for-profit sectors.

**PH.318.636. Urban Policy. 3 Credits.**

Explores urban issues through a policy lens. Examines a wide range of urban characteristics and the challenges cities face from fiscal stress and governance to poverty, homelessness, and drugs. Explores policy remedies proposed or tried in the past, how well they have worked, and what other strategies may be tried.

**PH.318.640. PRACTICAL POLITICS, POLICY AND PUBLIC HEALTH. 3 Credits.**

Explores how one effectively influences policy and the connection between policy and politics. Addresses how the two are related via a practical and hands-on approach, focusing on effectiveness, influencing the legislative process, and practical skills. Addresses how to approach legislators and other policy makers, gain insight into the political process, understand how bills are drafted and amended, develop persuasive arguments, and build strategic political coalitions. A sample of issues, with a focus at the state level, include: insurance regulation, reproductive rights, mental health systems, air/water quality, programs for the disabled, and gun policy. Also considers non-health care issues, including education funding and policy, transportation, criminal justice system and jails, gambling/gaming, building development, and election law.

**PH.318.864. Current Issues in Policy: Special Topics in Advanced Policymaking for DrPH. 3 Credits.**

Provides policy researchers with a set of analytical frameworks to gain a greater understanding of policy issues. Explores all aspects of a topical policy issue from its origins, transformations, and impact on health and social justice. Policy topics are determined each year according to faculty interest, student need, and policy saliency. Uses case studies, policy analysis readings, and discussions to foster student learning. Some sessions focus directly on translating policy research into policy alternatives while others focus on the political and social environment

**PH.319.600. Quality Management in Health Care. 3 Credits.**

Teaches students the basic concepts of quality in health care, and also equips them with approaches and skills to implement sustainable quality assurance programs in the health system. Introduces students to various quality improvement approaches (QC, QA, CQI, TQM), role of standards and norms, use of quality improvement tools, methods of quality assessment, and approaches to operationalize and implement quality assurance programs. Explains the concepts of organization for quality improvement, including Quality Teams (QT) and Quality Control Circles (QCC).

**PH.319.601. Health Information Management and Decision-Making. 3 Credits.**

The course provides an overview of Health Information Management System, its structure and functions. Identify information needs and indicators in the health systems and public health. Describe uses of information for effective management of health services. Review framework and organizational structure of HMIS. Provide a critical review of current issues/problems in information management in the health systems in the context of developing countries. Describes various decision models and reviews decision making process in health care; application of information in performance tracking and analysis; monitoring of services and programs, supervision and impact evaluation. The course emphasizes designing health information systems and uses of IT.

**PH.319.602. Project Management and Evaluation. 3 Credits.**

Covers basic concepts and principles of project management and project management cycles. Provides learning opportunities for developing project management skills, and translates modern management concepts into project planning and management using a Log Frame Approach (LFA). Describes implementation structure, coordination and supervision mechanisms, and project evaluation methods. Reviews human aspects of project management such as motivating people, team building, and improving personal influence and effectiveness

**PH.319.603. Strategic Management. 3 Credits.**

Presents a practical framework for formulating, implementing and controlling organizational and program strategies in public health. Provides an overview of the sub-systems, processes and models in strategic management as applicable to public health and health care organizations. Critically reviews the major environmental trends affecting healthcare organizations. Discusses how to use internal and external environmental analysis to identify the bases of sustained competitive advantage. Presents frameworks for strategy formulation and implementation including SWOT analysis and decision logic.

**PH.319.606. Health Economics and Cost Effectiveness. 3 Credits.**

Introduces economic concepts and principles for better resource management in the health care sector. Examines the public finance approach to policy questions relating to the role of government and other stakeholders. Acquaints students with the methodologies of both cost and demand analyses. Demonstrates how to make use of such analyses in policy planning and evaluation, including practical skills in cost effectiveness analysis of public health services and programs.

**PH.319.607. Human Resources Management for Health. 3 Credits.**

Focuses on the skills necessary for managing people in the health organizations and systems. Introduces concepts of human resource management in the context of organizations including organizational characteristics, learning organizations, human resource planning, recruitment and selection, job analysis and evaluation, performance appraisal, career planning, motivation, leadership, team work, and managing employee relations.

**PH.319.608. Finance Management, Accounting and Budgeting. 3 Credits.**

Explains the role of budgeting as a key component of the administrative process. Describes basic financial management concepts and techniques, and provides a foundation for integrating these techniques into health care organizations. Presents strategies for evaluating the financial status of a department or health unit in order to determine whether corrective actions need to be taken. Presents various analytical methods in management decision making, including benefit/cost ratio analysis, variance analysis, and break-even analysis

**PH.319.610. Principles of Management in Public Health. 3 Credits.**

Introduces the basic principles of management in the context of public health. Covers basic management functions such as planning, organizing, implementation, coordination, monitoring, supervision, leading and controlling. Explores strategic management and decision making tools. Addresses core management areas in public health – planning, human resources management, management information systems, logistics and supply chain, financial management and budgeting, communication, and organizational culture and behavior. Discusses concepts of leadership and motivation.

**PH.552.601. Foundational Principles of Public Health. 0.5 Credits.**

Provides a broad systematic understanding of the executive practice of public health from its inception to modern day. Uses case studies, as well as ethical and public health practice frameworks to provide students with a grounding in “what is public health practice,” why it is important, and why it is contested.

**PH.552.602. The Role of Quantitative Methods in Public Health. 0.5 Credits.**

Covers the bases for the role of quantitative methods in public health, including how to formulate scientific questions quantitatively, different types of data, properties characterizing high or poor quality of measurements, the implications of statistical uncertainty, and the difference between association and causation. Uses illustrative case examples including the opioid epidemic and aging.

**PH.552.623. Principles of Negotiation and Mediation for Public Health Professionals. 0.5 Credits.**

Examines the theory and principles of negotiation and mediation. Through readings and didactic instruction, explores negotiation and mediation processes, models and techniques. Investigates verbal and nonverbal communication and persuasion as well as other factors that influence successfully negotiated compromises of complex public health issues.

**PH.552.624. Applications of Negotiation and Mediation for Public Health Professionals. 0.5 Credits.**

Offers students opportunities to apply negotiation and mediation principles and models to “get to yes” in their public health negotiation simulations. Uses a negotiation and mediation simulation that will enable students to practice the art of negotiating and examine their personal strengths and weaknesses in these processes.