

HARVARD SCHOOL OF PUBLIC HEALTH

DEPARTMENT OF HEALTH POLICY & MANAGEMENT

Department Handbook

SM1 and SM2 Program Requirements



Academic Year
2014 - 2015

Questions about HPM courses and programs can be directed to:

Anne Occhipinti
Director of Academic Programs and Student Services
Kresge Building, Room 324
Telephone: (617) 432-4511
Email: aocchipi@hsph.harvard.edu

Or

Elizabeth Nolan
Program Coordinator
Kresge Building, Room 322
Telephone: (617) 432-4506
Email: enolan@hsph.harvard.edu

Table of Contents

Purpose of Handbook.....	1
Other HSPH Resources.....	2
Department of Health Policy and Management Overview.....	3
Key HPM Contacts for Students.....	4
One-Year Master of Science Program (SM1).....	5
Program Requirements.....	5
A. School Academic Program Core Course Requirements	5
B. Departmental Requirements.....	7
Two-Year Master of Science Program (SM2).....	8
General Requirements.....	8
A. School Core Course Requirements	8
B. Departmental Course and Practice Requirements.....	12
Waiver of General Requirements.....	14
Management Track	15
Management Track Requirements	15
Policy Track.....	17
Policy Track Requirements.....	18
Research Track Requirements	20
Two-Year Master of Science Program - Summer Internship	22
Two-Year Master of Science - Applied Research and Practice (HPM 290)	24
Cross-Registering from HSPH.....	25
HPM Policy on WinterSession	28
Other Useful Information for HPM Students.....	29

***NOTE: Courses are subject to change. Please be sure to check for updated course information at: <http://www.hsph.harvard.edu/administrative-offices/registrar/courses-and-schedules/> when planning your class schedule.**

Purpose of Handbook

This handbook provides the degree requirements for the One-Year Master of Science (SM1) and Two-Year Master of Science (SM2) programs in the Department of Health Policy and Management.

We encourage you to review carefully the requirements for your academic program, and to consult with your faculty advisor and program director to develop a course of study that fulfills the requirements of your degree program and best meets your interests and career goals.

Please also become familiar with the HPM policy on WinterSession on page 28 of this handbook.

Other Degree Programs

HPM participates in a number of other degree programs, including: the school-wide Master of Public Health (MPH) program, the joint JD/MPH program with Harvard Law School, and the university-wide doctor of philosophy (PhD) in Health Policy program. The degree requirements for these programs can be obtained by contacting:

Degree Program	Contact	Office	Telephone and E-Mail
Master of Public Health (MPH) *	Roberta Gianfortoni Assistant Dean for Professional Education	Kresge G-29	617-432-3530 rgianfor@hsph.harvard.edu
PhD in Health Policy	Deborah Whitney Executive Director, PhD Program in Health Policy	14 Story Street Cambridge, MA 02138	617-496-5506 deborah_whitney@harvard.edu

***Students in the MPH Concentrations of Health Care Management and Policy (CMP), Law and Public Health (LPH) and the joint JD/MPH program must follow the MPH Curriculum Guide which is available in the Office of Education office in Kresge G29 or on the HSPH website at: <http://www.hsph.harvard.edu/master-of-public-health-program/wp-content/uploads/sites/55/2014/06/2014-2015-MPH-Curriculum-Guide-July-DRAFT.pdf>**

Other HSPH Resources

Students should become familiar with the following resources found on the school's website or by visiting the appropriate office:

HSPH Courses and Schedules

www.hsph.harvard.edu/registrar/courses

Procedure for Cross-Registration at Other Schools

<http://www.hsph.harvard.edu/admissions/registrar/cross-registration>

Contact: Norris Guscott, HSPH Cross-Registration Coordinator

University-Wide Course Catalog

<https://coursecatalog.harvard.edu/icb/icb.do>

Academic Calendar 2014-2015

<http://www.hsph.harvard.edu/registrar/2014-2015-academic-calendar-summary/>

HSPH Student Handbook

<http://www.hsph.harvard.edu/academics/student-handbook>

HSPH Photo Directory

<http://www.hsph.harvard.edu/people/>

Student Financial Services

<http://www.hsph.harvard.edu/osfs>

Contact: Kathryn Austin, Director of Student Financial Services

Office for Student Affairs

<http://www.hsph.harvard.edu/administrative-offices/student-affairs>

Contact: Leah Kane, Director for Student Affairs

Office for Alumni Affairs and Career Advancement

<http://www.hsph.harvard.edu/careers>

Contact: Peter Crudele, Director of Career Advancement

See in particular the career resources for students at: www.hsph.harvard.edu/careers

Office for Alumni Affairs and Career Advancement

<http://www.hsph.harvard.edu/alumni>

Contact: Jim Smith, Assistant Dean for Alumni Affairs and Career Advancement

See in particular the alumni network resources for students at:

<http://alumni.sph.harvard.edu/s/1319/GID2/index.aspx?sid=1319&gid=2&pgid=353>

Department of Health Policy and Management Overview

Katherine Baicker, PhD
Department Chair
Professor of Health Economics
Kresge 401
kbaicker@hsph.harvard.edu

Bethany Maylone
Department Coordinator
Kresge 415
bmaylone@hsph.harvard.edu

The Department of Health Policy and Management (HPM) is committed to training and inspiring the next generation of health care leaders. Our students and faculty are passionate about making the world a better place by improving health and health care. We work on compelling and important problems, from making the delivery of care safer and more efficient, to expanding health insurance coverage and eliminating disparities, to designing and improving the performance of entire health systems. Our educational programs focus on helping students develop the critical thinking and applied problem-solving skills needed to address a wide variety of public health challenges.

The research priorities in the Department of Health Policy and Management (HPM) are organized into seven broad areas: decision science; health economics; law and public health; management; quality and access; political policy; and public health policy.

Further information about HPM, including faculty profiles and research interests, and departmental programs and courses can be found on the department's website at www.hsph.harvard.edu/departments/health-policy-and-management

Key Contacts for Students

Program	Key Contact	Office	E-Mail
One-Year Masters (SM1)	Anne Occhipinti	Kresge 324	aocchipi@hsph.harvard.edu
Two-Year Masters (SM2)	Nancy Turnbull	Kresge 303	nturnbul@hsph.harvard.edu
MPH-Health Care Management and Policy (CMP)	Howard Rivenson	Kresge 301	hrivenso@hsph.harvard.edu
MPH-Law and Public Health (LPH)	Roberta Gianfortoni	Kresge G-29	rgianfor@hsph.harvard.edu

HPM Academic Programs and Student Services Resources

Name	Position	Office	E-Mail and Telephone
Anne Occhipinti	Director of Academic Programs and Student Services	Kresge 324	aocchipi@hsph.harvard.edu 617-432-4511
Elizabeth Nolan	Program Coordinator	Kresge 322	enolan@hsph.harvard.edu 617-432-4506

MPH students may also contact Roberta Gianfortoni at:

617-432-3530 or rgianfor@hsph.harvard.edu

One-Year Master of Science Program (SM1)

The One-Year Master of Science Program (SM1) is an academic degree program designed for individuals with doctoral degrees in medicine, dentistry, or other health-related disciplines who are pursuing research careers and desire intensive exposure to analytic and quantitative skills. The program is appropriate for students who plan to pursue health policy research and for students interested in domestic or international research questions.

Program Competencies

Through coursework and supervised independent study, students in the SM1 program will be able to:

1. Demonstrate competencies in the core public health disciplines of biostatistics and epidemiology (see below)
2. Apply tools of microeconomic analysis to health care and public health problems
3. Apply the theory and methods of quality improvement in health care
4. Apply the technical methods and applications of decision analysis and cost-effectiveness analysis to research questions in health care technology assessment, medical decision-making and public health policy
5. Design and produce a health policy analysis or research study that results in a manuscript of publishable quality

Program Requirements

Students must take a minimum of 42.5 credits for graduation (at least 30 of which must be taken for ordinal credit), and fulfill the course requirements below.

A. School Academic Program Core Course Requirements

1. Biostatistics

Biostatistics is the collection, storage, retrieval, analysis and interpretation of health data; design and analysis of health-related surveys and experiments; and concepts and practice of statistical data analysis.

Biostatistics Core Competencies

- Demonstrate the roles biostatistics serve in the discipline of public health.
- Interpret graphical and descriptive techniques commonly used to summarize public health data.
- Describe basic concepts of probability, random variation, and commonly used statistical probability distributions.
- Apply common statistical methods for estimation and inference and use them appropriately according to underlying assumptions and type of study design.
- Interpret the results of statistical analyses to provide evidence within the context of public health, health care, biomedical, clinical and population-based studies and research.
- Develop basic skills for utilizing statistical computing software for performing data analyses.

Biostatistics courses that fulfill the core requirement are:

BIO 200 [Fall]	Principles of Biostatistics	5.0 credits
	<i>Or</i>	
BIO 201 [Fall]	Introduction to Statistical Methods	5.0 credits
	<i>Or</i>	
BIO 202/203 [Summer]	Principles of Biostatistics I and II	5.0 credits

2. Epidemiology

Epidemiology is the study of distributions and determinants of disease, disabilities and death in human populations; the characteristics and dynamics of human populations; and the natural history of disease and the biologic bases of health.

Epidemiology Core Competencies

- Describe the role of epidemiology as a quantitative approach to address problems in clinical medicine and public health.
- Describe and apply the basic principles and methods of epidemiology, including: disease measures, association and causation, bias, confounding and effect modification and susceptibility.
- Interpret descriptive epidemiologic results in order to develop hypotheses of possible risk factors of a disease.
- Develop a foundation for designing valid and efficient epidemiologic studies to address public health problems, including: understanding the strengths and limitations of descriptive, observational and experimental studies.
- Become a critical reader of epidemiologic literature by analyzing the appropriateness of study design, quality of data, methodological strategies, and interpretation of results.

Epidemiology courses that fulfill this requirement:

EPI 500 [Summer 1 or Fall 1]	Fundamentals of Epidemiology	2.5 credits
	<i>Or</i>	
EPI 201 [Fall 1]	Introduction to Epidemiology: Methods I	2.5 credits
	<i>Or</i>	
EPI 208 [Summer]	Introduction to Clinical Epidemiology	5.0 credits

B. Departmental Requirements

Students also must take an additional **10 credits** in the Department of Health Policy and Management, and complete an additional **5 credits** of supervised independent study under the direction of an HPM faculty member.

The 10 HPM course credits must include courses in each of the following subject areas: ***Economic Analysis; Quality of Care; and Health Decision Sciences***. Courses that fulfill these requirements are listed below.

1. Economic Analysis

HPM 206 [Fall]	Economic Analysis	5.0 credits
HPM 227 [Spring]	The Economics of Health Policy	5.0 credits

2. Quality of Care

HPM 516 [Spring 2]	Health Care Quality and Safety	2.5 credits
--------------------	--------------------------------	-------------

3. Health Decision Sciences

RDS 280 [Fall 2]	Decision Analysis for Health and Medical Practices	2.5 credits
RDS 282 [Spring 2]	Economic Evaluation of Health Policy and Program Management	2.5 credits
RDS 284 [Fall*]	Decision Theory	5.0 credits
RDS 285 [Spring 1]	Decision Analysis Methods	2.5 credits
RDS 286 [Summer1]	Decision Analysis in Clinical Research	2.5 credits
RDS 288 [Summer2]	Decision Making in Medicine	2.5 credits

*Taught alternating years (Offered in Fall 2014; not offered in Fall 2015).

Students may request to waive required courses in areas where they can demonstrate prior proficiency.

4. Tutorial/Supervised Independent Study

HPM 300 [Fall/Spring]	Independent Study/Tutorial	5.0 credits
--------------------------	----------------------------	-------------

Questions and More Information

Any questions about the One-Year Master of Science Program may be directed to:

Anne Occhipinti
Director of Academic Programs and Student Services
aocchipi@hsph.harvard.edu
617-432-4511

Two -Year Master of Science Program (SM2)

Program Director: Nancy Turnbull (nturnbul@hsph.harvard.edu or 617-432-4496)

The two-year Master of Science (SM2) program is a professional degree program designed for students who are building professional careers in public health and health-related fields and who aspire to attain leadership roles. The program emphasizes professional skills and concepts, a solid grounding in the substance of health problems, quantitative training, and a curriculum that combines professional, academic, and field practice activities. Acquired knowledge is applied to practical situations through a required summer internship and an applied field research and practice experience in the second year of the program.

General Requirements

Total credits: A minimum of 80 credits is necessary for graduation. (At least 60 credits must be taken for an *ordinal* grade. Other credits may be graded pass/fail or taken for an ordinal grade.)

Tracks: The SM2 program is comprised of three tracks that offer training in general skills as well as advanced work in specialized areas of problem solving: ***Management, Policy, and Research***. Each student must complete the requirements of one of the tracks.

School-wide and departmental core requirements: In addition to satisfying the specific track requirements, all students must complete the School and Departmental requirements listed below. *Students may request a waiver of any of the General Requirements, based on previous coursework, from the relevant HSPH department. (See list of contacts at end of this section.)*

A. School Core Course Requirements:

SM2 students must satisfy school core requirements in: Biostatistics, Environmental Health, Epidemiology, Ethics, Health Services Administration (HSA), and Social and Behavioral Sciences. *The HSA core requirement is satisfied by the required HPM courses for each SM2 track.*

The core competencies and approved courses for each core area are listed on the following pages.

1. Biostatistics

Biostatistics is the collection, storage, retrieval, analysis and interpretation of health data; design and analysis of health-related surveys and experiments; and concepts and practice of statistical data analysis.

Biostatistics Core Competencies

- Demonstrate the roles biostatistics serve in the discipline of public health.
- Interpret graphical and descriptive techniques commonly used to summarize public health data.
- Describe basic concepts of probability, random variation, and commonly used statistical probability distributions.
- Apply common statistical methods for estimation and inference and use them appropriately according to underlying assumptions and type of study design.
- Interpret the results of statistical analyses to provide evidence within the context of public health, health care, biomedical, clinical and population-based studies and research.
- Develop basic skills for utilizing statistical computing software for performing data analyses.

Biostatistics courses that fulfill the core requirement are:

BIO 200 [Fall]	Principles of Biostatistics	5.0 credits
	<u>Or</u>	
BIO 201 [Fall]	Introduction to Statistical Methods	5.0 credits

2. Environmental Health Science

Environmental health science is the study of environmental factors including biological, physical and chemical factors that affect the health of a community.

Environmental Health Science Core Competencies

- Characterize the human health effects, both acute and chronic, of major environmental and occupational hazards such as: air pollution, metals, organic pollutants, microbial contamination of drinking water, and physical hazards.
- Analyze sources, pathways and routes of exposure to these environmental and occupational hazards (and safety), and determine the populations with a high risk of exposure.
- Assess the factors that can modify the overall impact of environmental and occupational hazards on a population (e.g., age, genetic polymorphisms, nutritional states).
- Apply risk assessment and risk management concepts to develop effective guidelines and policies to mitigate and manage environmental and occupational hazard.

Environmental health courses that fulfill this requirement:

EH 201 [Fall 2]	Introduction to Environmental Health	2.5 credits
	<u>Or</u>	
EH 202 [Spring 1]	Principles of Environmental Health	2.5 credits
	<u>Or</u>	
EH 278 [Spring 2]	Human Health and Global Environmental Change	2.5 credits

Other approved courses to meet the EH requirement (Note: These courses have prerequisites and require prior permission of the instructor for SM2 students):

EH 232 [Spring]	Introduction to Occupational & Environmental Medicine	2.5 credits
	<u>Or</u>	
ID 215 [Spring or Summer 1]	Environmental and Occupational Epidemiology	2.5 credits

3. **Epidemiology**

Epidemiology is the study of distributions and determinants of disease, disabilities and death in human populations; the characteristics and dynamics of human populations; and the natural history of disease and the biologic bases of health.

Epidemiology Core Competencies

- Describe the role of epidemiology as a quantitative approach to address problems in clinical medicine and public health.
- Describe and apply the basic principles and methods of epidemiology, including: disease measures, association and causation, bias, confounding and effect modification and susceptibility.
- Interpret descriptive epidemiologic results in order to develop hypotheses of possible risk factors of a disease.
- Develop a foundation for designing valid and efficient epidemiologic studies to address public health problems, including: understanding the strengths and limitations of descriptive, observational and experimental studies.
- Become a critical reader of epidemiologic literature by analyzing the appropriateness of study design, quality of data, methodological strategies, and interpretation of results.

Epidemiology courses that fulfill this requirement:

EPI 201 [Fall 1]	Introduction to Epidemiology: Methods I	2.5 credits
	<u>Or</u>	
EPI 500 [Fall 1]	Fundamentals of Epidemiology	2.5 credits

4. **Ethics**

Ethics is the application of moral and political philosophical principles and processes of moral reasoning to resolve dilemmas arising in public health policy and practice.

Ethics Core Competencies

- Develop facility in analyzing the ethical assumptions and components underlying health policy decisions
- Develop proficiency in examining critically the basic vocabulary and concepts of the main alternative lines of argument in areas of moral philosophy relevant to public health contexts
- Develop and apply philosophical ideas and arguments to practical problems underlying public health problems
- Develop competency in criticizing and defending ethical arguments that are applied to public health problems
- Develop facility in explaining how student's arguments and defenses of them are sensitive to changes in evidence, circumstances, or assumptions

Ethics courses that fulfill this requirement:

ID 250 [Fall 1 or Spring 1]	Ethical Basis of the Practice of Public Health	2.5 credits
	<u>Or</u>	
GHP 293 [Fall 2]	Individual and Social Responsibility for Health	2.5 credits
	<u>Or</u>	
ID 513 [Spring 1]	Ethics and Health Disparities	2.5 credits
	<u>Or</u>	
ID 292 [Spring 2]	Justice and Resource Allocation	2.5 credits

5. Social and Behavioral Sciences

Social and Behavioral Sciences is the study of concepts and methods of social and behavioral sciences relevant to the identification and solution of public health problems

Social and Behavioral Sciences Core Competencies

- Compare social, developmental and behavioral theories of health, health behavior and illness, and analyze their applicability to different types of health problems.
- Formulate social and behavioral change interventions based on these theories that are appropriate and responsive to the social and cultural context.
- Develop program and policy implementation skills, including communication, advocacy and engaging the media.
- Design and implement program evaluations using qualitative and quantitative methods.
- Critique the validity of basic behavioral and evaluation research.
- Identify individual, organizational and community concerns, assets, resources and deficits for social and behavioral science interventions.

Social and behavioral sciences courses that fulfill this requirement:

SBS 201 [Fall 1]	Society and Health	2.5 credits
	<u>Or</u>	
SBS 506 [Fall 1]	Disease Distribution Theory/A	2.5 credits
	<u>Or</u>	
SBS 281 [Fall 2]	Principles of Social and Behavioral Research	2.5 credits
	<u>Or</u>	
SBS 503 [Spring 2]	Explaining Health Behavior: Insights from Behavioral Economics	2.5 credits
	<u>Or</u>	
SBS 207 [Spring 2]	Race, Ethnicity & Health: Perspectives from the Social and Behavioral Sciences	2.5 credits

Students who wish to take another SBS course to fulfill this requirement may complete a petition to be reviewed by the SBS department. The petition must be submitted in advance of the start of the course. The petition must state the reason for the request and why the student cannot take one of the courses listed above. SBS will assess alternative courses to determine if they explicitly address the social and behavioral roots of problems to understand their nature and/or to develop appropriate interventions.

B. Departmental Course and Practice Requirements

1. Economics

Economics Core Competencies

- Articulate the functions of supply and demand.
- Assess the extent to which real markets diverge from perfect markets.
- Apply models of rational choice to markets.
- Assess the effects of financial and payment incentives on the behavior of individuals and organizations.
- Apply these tools of economic analysis to new policy issues and proposals.

Economics course that fulfills this requirement:

HPM 206 [Fall] Economic Analysis 5.0 credits

2. Leadership and Communication

Leadership and Communication Core Competencies

- Communicate orally and in writing in a clear, logical, and effective manner in formal and informal situations; prepare cogent presentations, and meaningfully contribute to group discussions
- Accurately assess one's own strengths and development needs, including one's impact on others; show willingness to address needs through interactions with classmates and other colleagues.
- Describe how leaders can act to bring about changes in health care and public health and exercise effective leadership to accomplish such change

Students must take 5 credits from the following courses (or other leadership courses approved by Nancy):

SBS 296 [Fall]	Leadership in Minority Health Policy	2.5 credits
HPM 552 [Fall 1 and Fall 2]	Health Policy, Leadership, and Politics at the State Level	1.25 credits
HPM 554 [Fall 2]	Leadership in Public Health: From Theory to Action	2.5 credits
HPM 223 [Fall 2 and Spring 2]	Public Speaking for Managers	1.25 credits
HPM 245 [Winter]	Public Health Leadership Skills	2.5 credits
HPM 536 [Spring]	Leading Change	2.5 credits
GHP 552 [Fall 2*, Spring 1 and Spring 2]	Leadership Development in Global Health	2.5 credits
HPM 278 [Spring 2]	Skills & Methods of Health Care Negotiation & Conflict Resolution	1.25 credits
HPM 539 [Spring 2]	Health Care Organizations & Organizational Behavior	2.5 credits

*Course bracketed this academic year (not offered in Fall 2 of 2014).

3. Summer Internship

Required, carries no credits. (See page 22 for more detail)

4. Practice and Culminating Experience (must be taken in second year of program)

HPM 290 [Fall and Spring] Applied Research and Practice 5 credits

(See page 24 for more detail)

Summary of HPM SM2 Degree Requirements

School-wide Core Requirements*	<u>Credits</u>
Biostatistics	5.0 credits
Epidemiology	2.5 credits
Environmental Health	2.5 credits
Social and Behavioral Sciences	2.5 credits
Department Requirements	
Ethics	2.5 credits
Economics	5.0 credits
Leadership and Communication	5.0 credits
Applied Research and Practice	5.0 credits
Summer Internship	0.0 credits
Track requirements: See pages 15-20	25.0 credits
Electives	25.0 credits
Total Requirements	<hr/> 80.0 credits

Waiver of General Requirements

Students may request a waiver of any of the General Requirements, based on previous coursework. To do so, a student should complete a **Waiver of Core Course Form** (for Biostatistics and Epidemiology) available from the Enrollment Services Office or a departmental waiver of course form for EH, SBS and HPM available from each department, attach a syllabus from the prior course(s) and a transcript, and send this material to the relevant key contact listed below.

Department Requirement	Contact	Phone	e-mail	Location
Biostatistics	Jelena Tillotson-Follweiler	2-1087	jtillots@hsph.harvard.edu	SPH2-408
Environmental Health	Barbara Zuckerman	2-2109	bzuckerm@hsph.harvard.edu	SPH1-1301
Epidemiology	John Paulson	2-1055	jpaulson@hsph.harvard.edu	Kresge-912
Social and Behavioral Sciences	Elizabeth Solomon	2-3761	esolomon@hsph.harvard.edu	Kresge-622
HPM: Economics	Professor David Hemenway	2-4493	hemenway@hsph.harvard.edu	Kresge-309
Ethics	Professor Daniel Wikler	2-2365	wikler@hsph.harvard.edu	641 Huntington Avenue

Management Track

This track prepares professionals for managerial and leadership positions in health care organizations, such as public or private sector health delivery systems, financing systems, and supply sector organizations. The coursework is designed to give students a range of financial, operational and strategic skills. Students will be able to analyze and take actions to improve organizational performance using the skills and frameworks learned in coursework and through field experiences.

Management Track Competencies

Through coursework and practice experiences, students in the Management Track will demonstrate the ability to:

1. Describe and apply the basic language and concepts that underpin managerial decision-making (financial, operations, organizational behavior, marketing, strategy)
2. Critically evaluate organizational structures, processes, and performance in managerial terms and apply appropriate principles and concepts to address organizational issues
3. Assess a health care management situation, develop alternative courses of action, and make appropriate managerial decisions consonant with that assessment
4. Demonstrate ability to understand, analyze, and make decisions based on financial and accounting information; and be able to analyze the behavioral, financial and ethical implications of third party payment systems
5. Design and execute performance measurement systems using statistical, qualitative, clinical, financial, and other administrative measures to drive organizational performance toward strategic goals.

Management Track Requirements

1. General Requirements (see pages 8-14)

2. Required Management Course

Students must take all of the following management courses:

HPM 219 [Fall 1]	Financial Transactions and Analysis	2.5 credits
HPM 220 [Fall 2]	Financial Management and Control	2.5 credits
HPM 233 [Spring 2]	Strategic Marketing Management in Health Systems	2.5 credits
HPM 231 [Spring 1]	Competitive Strategy	2.5 credits
HPM 232 [Spring 1]	Operations Management in Service Delivery Organizations	2.5 credits
HPM 222 [Spring 2]	Financial Management of Health Care Organizations	2.5 credits
HPM 255 [Spring 2]	Payment Systems in Healthcare	2.5 credits
HPM 539 [Spring 2]	Health Care Organizations and Organizational Behavior	2.5 credits

3. Policy courses

Management track students must take **5 credits** from the following policy courses:

HPM 210 [Fall 2]	United States Health Policy	2.5 credits
HPM 213 [Spring 1]	Public Health Law	2.5 credits
HPM 227 [Spring]	The Economics of Health Policy	5.0 credits
HPM 247/KSG SUP-575 [Spring]	Political Analysis and Strategy for U.S. Health Policy	5.0 credits
HPM 545 [Spring 1]	Health Care Issues: Public vs. Market Resolutions	2.5 credits

4. Recommended elective courses

Management track students are strongly encouraged to take the following course:

HPM 516 [Spring 2]	Health Care Quality and Safety	2.5 credits
--------------------	--------------------------------	-------------

Policy Track

This track prepares students for leadership positions in health policy in the public or private sectors, as consultants, advocates, analysts, or directly as policymakers. Students develop skills in applying economics and political analysis to the design, implementation, and evaluation of health care and public health policies. Policy track students also are encouraged to develop technical expertise in one area of concentration, such as health economics, program evaluation, decision science, or health care financing.

Policy Track Competencies

Through coursework and practice experiences, students in the Policy Track will demonstrate the ability to:

1. Analyze how political processes influence health policy outcomes, and develop effective political strategy.
2. Describe contexts in which regulatory intervention into health care market is appropriate (and when it is not) in pursuit of public health goals.
3. Demonstrate knowledge of healthcare provider payment systems, analyze the incentives they engender, and develop alternative payment systems that more fully address public health goals
4. Evaluate the effectiveness of public health policy using formal methods of policy analysis and program evaluation
5. Describe the major policy tools and processes for improving the health status of populations and the strengths and weaknesses of each
6. Assess a health care policy situation, develop alternatives, and make appropriate recommendations
7. Describe and apply some of the basic language and concepts that underpin managerial decision-making (financial, operations, organizational behavior, marketing, and/or strategy)

Policy Track Requirements

1. General Requirements (see pages 8-14)

2. Required Policy Courses

Policy track students must take the following courses:

a. Political Analysis

HPM 247/KSG SUP-575 [Spring] Political Analysis and Strategy for U.S. Health Policy 5.0 credits

b. Program Evaluation

HPM 543 [Spring 2] Quantitative Methods in Program Evaluation 2.5 credits

c. Health Economics

HPM 227 [Spring] The Economics of Health Policy 5.0 credits

Or

HPM 545 [Spring 1] Health Care Issues: Public vs. Market Resolutions 2.5 credits

And one of the following:

GHP 244 [Fall 2] Health Sector Reform: A Worldwide Perspective 2.5 credits

GHP 269 [Spring 2] Applied Politics and Economics I: Political Economy of International Health 2.5 credits

HPM 546 [Spring 2] Health Policy Issues Facing Aging Populations 2.5 credits

3. Elective Policy Courses

Policy track students must take **an additional 7.5 credits*** from the following courses:

HPM 210 [Fall 2] United States Health Policy 2.5 credits

HPM 520 [Fall 2] Organizing Consumer and Community Interests in the Health System 2.5 credits

RDS 280 [Fall 2] Decision Analysis for Health and Medical Practices 2.5 credits

HPM 227 [Spring] The Economics of Health Policy 5.0 credits

HPM 545 [Spring 1] Health Care Issues: Public vs. Market Resolutions 2.5 credits

HPM 213 [Spring 1] Public Health Law 2.5 credits

HPM 255 [Spring 2] Payment Systems in Healthcare 2.5 credits

RDS 282 [Spring 2] Economic Evaluation of Health Policy and Program Management 2.5 credits

*The same courses may not fulfill both the required and elective policy course requirements

4. Management Courses

Policy track students must take **5 credits** from the following management courses:

HPM 219 [Fall 1] Financial Transactions and Analysis 2.5 credits

HPM 220 [Fall 2] Financial Management and Control 2.5 credits

HPM 233 [Spring] Strategic Marketing Management in Health Systems 2.5 credits

HPM 231 [Spring 1] Competitive Strategy 2.5 credits

HPM 232 [Spring 1] Operations Management in Service Delivery Organizations 2.5 credits

HPM 222 [Spring 2]	Financial Management of Health Care Organizations	2.5 credits
HPM 539 [Spring 2]	Health Care Organizations and Organizational Behavior	2.5 credits

Recommended Electives at HSPH

BIO 211 [Fall]	Regression and Analysis of Variance in Experimental Research	5.0 credits
BIO 212 [Spring]	Survey Research Methods in Community Health	2.5 credits
EPI 203 [Spring 2]	Study Design in Epidemiologic Research	2.5 credits
ID 240 [Spring 1]	Principles of Injury Control	2.5 credits
RDS 285 [Spring 1]	Decision Analysis Methods in Public Health and Medicine	2.5 credits
HPM 516 [Spring 2]	Health Care Quality and Safety	2.5 credits
HPM 546 [Spring 2]	Health Policy Issues Facing Aging Populations	2.5 credits

Research Track

This track is designed for students planning to pursue careers in academic or research settings. Coursework emphasizes empirical methods and techniques for analytical research. Students in this concentration intend to pursue doctoral level studies in public health or related fields, either upon completion of the master's program or after a year or two of professional experience in an analytical and research capacity.

Research Track Competencies

Through coursework and practice experiences, students in the research track will demonstrate the ability to:

1. Locate, interpret, and critically evaluate research literature related to specific health policy topics, including program evaluations, health services research, and quality of care research
2. Synthesize evidence, including conflicting evidence, on a health policy question
3. Weigh the advantages and disadvantages of alternative study designs for evaluating the effectiveness, safety, and/or economic consequences of a health care intervention
4. Describe the technical methods and applications of decision analysis and cost-effectiveness analysis in health care technology assessment, medical decision-making and public health policy.
5. Plan and design a health services research study
6. Describe the structure and process of law and regulation, apply stakeholder analysis to health policy issues, and formulate an effective political strategy for achieving a public policy goal
7. Apply some of the basic language and concepts that underpin managerial decision-making (financial, operations, organizational behavior, marketing, and/or strategy)

Research Track Requirements

1. General Requirements (see pages 8-14)

Biostatistics and Epidemiology

BIO 201 and EPI 201 are strongly recommended for students in the Research Track.

2. Decision Analysis

Research track students must take the following courses:

RDS 280 [Fall 2]	Decision Analysis for Health and Medical Practices	2.5 credits
RDS 285 [Spring 1]	Decision Analysis Methods in Public Health and Medicine	2.5 credits

3. Intermediate-Level Data Analysis

Research track students must take ***at least one*** of the following courses:

BIO 210 [Fall or Spring]	The Analysis of Rates and Proportions	5.0 credits
BIO 211 [Fall]	Regression and Analysis of Variance in Experimental Research	5.0 credits
BIO 213 [Fall]	Applied Regression for Clinical Research	5.0 credits
GSE S-052 [Spring]	Applied Data Analysis	5.0 credits

4. Program Evaluation

Research track students must take:

GPH 525 [Fall]	Econometrics for Health Policy	5.0 credits
<i>Or</i>		
HPM 543 [Spring 2]	Quantitative Methods in Program Evaluation	2.5 credits

5. Management Courses

Research track students must take **5 credits** from the following management courses:

HPM 219 [Fall 1]	Financial Transactions and Analysis	2.5 credits
HPM 220 [Fall 2]	Financial Management and Control	2.5 credits
HPM 233 [Spring]	Strategic Marketing Management in Health Systems	2.5 credits
HPM 231 [Spring 1]	Competitive Strategy	2.5 credits
HPM 232 [Spring 1]	Operations Management in Service Delivery Organizations	2.5 credits
HPM 222 [Spring 2]	Financial Management of Health Care Organizations	2.5 credits
HPM 255 [Spring 2]	Payment Systems in Healthcare	2.5 credits
HPM 539 [Spring 2]	Health Care Organizations and Organizational Behavior	2.5 credits

6. Policy Courses

Research track students must take **5 credits** from the following policy courses:

HPM 210 [Fall 2]	United States Health Policy	2.5 credits
HPM 227 [Spring]	The Economics of Health Policy	5.0 credits
HPM 247/KSG SUP-575 [Spring]	Political Analysis and Strategy for U.S. Health Policy	5.0 credits
HPM 545 [Spring 1]	Health Care Issues: Public vs. Market Resolutions	2.5 credits
HPM 213 [Spring 1]	Public Health Law	2.5 credits

Recommended Electives for Research Track:

BIO 113 [Fall 1]	Introduction to Data Management and Programming in SAS	2.5 credits
BIO 111 [Winter]	Introduction to Programming in SAS	2.5 credits
BIO 212 [Spring]	Survey Research Methods in Community Health	2.5 credits
BIO 214 [Spring 1]	Principles of Clinical Trials	2.5 credits
EPI 202 [Fall 2]	Epidemiologic Methods 2: Elements of Epidemiologic Research	2.5 credits
EPI 203 [Spring 2]	Study Design in Epidemiologic Research	2.5 credits
GHP 263 [Winter]	Grant Writing for Funding of Research and Health Care Projects	2.5 credits

Two-Year Master of Science Program - Summer Internship

Students are required to complete a non-credit summer internship between the first and second years of the program. The purpose of the internship is for students to apply the classroom learning and skills they have developed in their first year to real world public health problems, and acquire further exposure to career possibilities in health policy and management. Because of diverse student needs and interests, the internship's requirements are flexible, allowing students to develop an internship experience that most closely meets their educational and career objectives. In the past, students have participated in summer internships in such settings as hospitals, community health centers, health plans, consulting firms, community-based organizations, state, local and federal governments, pharmaceutical companies, and universities. The summer internship sometimes leads to the student's Applied Research and Practice opportunity during the second year.

Criteria for Summer Internships

The Summer Internship should:

- Complement the student's career objectives;
- Require the student to apply and practice skills developed in the first year of the program;
- Focus on actual problems and needs of the host organization or sponsor;
- Integrate the student into the organizational setting, using whatever methods the sponsor deems appropriate; and
- Be full time and at least eight weeks in length.

Finding a Summer Internship

Most students locate placements on their own and are encouraged to discuss potential opportunities with Anne Occhipinti, Nancy Turnbull, faculty members, alumni, and current students, and to contact professionals in the field. A list of summer internship projects from prior years is available from HPM's office of academic programs and student services.

Responsibilities of the Summer Internship Sponsor

The sponsor is the personal and professional link between the intern and the organization. Responsibilities begin with an understanding and assessment of the intern's interests and academic preparation. An agenda of projects and activities should be developed that link the intern's efforts to the needs of the organization, and a working relationship should be established between intern and sponsor that encourages ongoing guidance, project planning, support, feedback, and evaluation.

The specific responsibilities of the sponsor are to:

- Develop, in conjunction with the intern, a plan for the summer that specifies work schedules as well as expected projects and written reports;
- Provide the intern with appropriate orientation to the organization and to fellow workers (this should include information on the purpose, history, and policies of the organization);
- Introduce the intern to the organization's structure, personnel, and other professionals, including any relevant community members;

- Provide adequate work space, special equipment, and support services for the intern to complete specified projects;
- Maintain regular (at least weekly) contact with the intern to ensure personal support, project direction, and performance feedback; and
- Complete an evaluation of the intern at the end of the summer.

Responsibilities of the Student

The student/intern is responsible for proactively seeking new learning opportunities within the host organization and for satisfactorily meeting the expectations of that organization during the summer. Specifically, the intern assumes the responsibility to:

- Develop a realistic work plan for the summer, in conjunction with the sponsor and host organization;
- Devote full-time hours of work each week (excluding vacation periods) to specified projects;
- Meet regularly with the sponsor to discuss direction and progress;
- Present any written reports in a well-organized and timely fashion;
- Submit an abstract and give a presentation describing the internship upon the student's return to HPM in the fall; and
- Complete an evaluation of the summer internship.

For more information please contact: Anne Occhipinti, the Director of Academic Programs and Student Services, aocchipi@hsph.harvard.edu or Nancy Turnbull, Director of the SM2 program, nturnbul@hsph.harvard.edu).

Two-Year Master of Science – Applied Research and Practice (HPM 290)

The Applied Research and Practice (ARP) is the practice and culminating experience for students in the two-year Master of Science degree program in the Department of Health Policy and Management. Students complete the ARP during the second year of the program. The objectives of the ARP are to help students:

- Integrate, synthesize and apply classroom learning to real world problems and issues;
- Work on a substantive public health problem or issue that is salient to the sponsoring organization;
- Learn from and be supervised by qualified professionals in the field;
- Enhance and develop skills needed to function in a professional public health setting, particularly:
 - Goal setting
 - Problem solving and analysis
 - Producing professional quality work
 - Interpersonal skills
 - Oral and written communication;
- Build professional and personal confidence; and
- Engage in professional self-assessment and critical reflection.

Students must register for HPM 290 in the fall and spring semesters and the courses must be taken for ordinal credit. Grades are based on the following requirements:

- A total of at least 140 hours of work on approved field project at an approved ARP site;
- Attendance and participation in class meetings;
- Periodic updates with the course instructor;
- Final written project report and presentation;
- ARP abstract;
- Evaluation by ARP preceptor; and
- Evaluation of the ARP project and site by the student.

Most students locate ARPs on their own and are encouraged to discuss potential opportunities with the course instructors, faculty members, alumni, and current students, and to contact professionals in the field. A list of ARP projects from prior years is available from HPM's Office of Academic Programs and Student Services. *Students may not begin the field work until the project and preceptor have been approved by the instructor for HPM 290.*

Cross-Registering from HSPH

HSPH students may enroll in courses offered by one of the other Harvard faculties, Massachusetts Institute of Technology (MIT), Tufts Fletcher School of Law and Diplomacy, and Tufts Friedman School of Nutrition Science and Policy -- the cross-registration consortium. Obtaining credit for cross-registered courses is permissible only for graduate-level courses appropriate to the student's HSPH degree program and if a similar course is not available at HSPH.

Please note that students may not, under any circumstance, register for courses that overlap time periods.

Students may obtain cross registration information via a web-based system developed by the Provost Office and the Harvard Registrars. The site is:

<http://coursecatalog.harvard.edu/icb/icb.do?keyword=CourseCatalog&tabgroupid=icb.tabgroup104752>

All Harvard graduate students who wish to cross-register for courses in other Harvard Schools must create and submit an online petition. If the course requires the signature of the instructor (as indicated in the course description), the instructor will receive an e-mail alerting them that students are interested in cross-registering. If the instructor approves the online petition, the Host School registrar will enroll the student based on availability. Students are not enrolled in a course until they receive e-mail confirmation from the Host School registrar. The Harvard Kennedy School uses an on-line registration system at: <http://www.hks.harvard.edu/degrees/registrar/cross-registration>.

Note: The process for cross-registering into non-Harvard Schools is not the same as the process for cross-registering into Harvard schools. Please follow the instructions on the Non-Harvard Petition Form.

Deadline dates for cross-registration and for the first day of classes may vary from school to school. Students should avoid visiting the Registrar's Office of a consortium school on the first day of their registration. Students must also list cross-registration courses on their Registration Form.

Students cannot enter cross-registered courses via the HSPH online registration system. The HSPH Registrar's Office will enter these courses upon receiving approval from the host school.

Cross-Registration Credit Requirements

For a cross-registered course to count toward a HSPH degree and to appear on the transcript, the course:

1. Must be a graduate-level course;
2. Must be relevant to the student's degree program;
3. Must be taken for pass/fail or ordinal credit; and
4. Must be approved by the student's advisor.

Undergraduate-level and language courses are not counted toward a HSPH degree. Radcliffe Seminars and Harvard Extension and Summer School courses are also not counted toward degree credit at HSPH.

Cross-Registration Credit Limits

Without prior approval, HSPH degree candidates can cross-register for a maximum of 1/2 of their total credits per semester. For example, a full-time student who is planning to register for a total of 20 credits may not register for more than 10 cross-registered credits without approval. Students who wish to take more than 1/2 of their total credits for the semester outside HSPH must file a **General Petition Form** (available at the HSPH Registrar's Office) for approval. This form requires the approval of the student's advisor and the Department Program Head. Please note that you do not need to have the Department Chair sign a petition; either Nancy or Anne can sign on the Chair's behalf. **Particularly in the fall of the second year, it is common for SM2 students to register for more than half of their credits outside of HSPH, and petitions to do so are routinely approved.**

Cross-Registration Deadlines:

Students cross-registering into consortium schools **must meet the deadlines set by both HSPH and the host school.** Therefore, a student who wishes to enroll in a cross-registered course **must meet the earlier add/drop/change deadline.** Please refer to the Cross-Registration Deadline Chart found in the registration packet or visit the [Harvard Cross-Registration website](#), which contains links to cross-registration information for all consortium schools.

A student dropping a cross-registered course **must do so by the earlier add/drop/change deadline** and must submit a completed **Add/Drop/Change Form** to the HSPH Registrar's Office. Students who do not drop a cross-registered course via the **Add/Drop/Change Form** will be considered enrolled in the course and will receive a grade for it.

Dropping a Cross-Registered Course after the Cross-Registration Deadline

Students dropping a cross-registered course after the earlier add/drop/change deadline must complete a late **Add/Drop/Change Form** and submit it to the HSPH Registrar's Office for review. The petition will be reviewed, and approved or rejected. If the petition is approved, the student will receive a grade of "WD" for the course. If the petition is not approved, the student will be expected to complete the course. Any add/drop/changes submitted after the HSPH deadline, if approved, are subject to a fee of \$80. Students may be charged the other school's late fees as well. HSPH students should continue to attend classes until notified by the Registrar's Office of the outcome of the petition.

Dropping an HSPH Course After the HSPH Add-Drop Deadline Because of Cross-Registration

Because of the differences in the add/drop deadlines among schools, HSPH students may not know if they will be registered in a cross-registered course before the add/drop period ends at HSPH. So, students are encouraged to register for and attend a backup HSPH course prior to the HSPH add/drop deadline. *Students cannot add an HSPH course after the HSPH add deadline.*

If a student will not know whether they will be registered successfully into a cross-registered course by the HSPH add/drop deadline, the student needs to contact the HSPH Registrar's Office in advance in order to be permitted to drop the HSPH course without penalty after the HSPH add/drop period

ends. Once the student has been registered successfully for the cross-registered course, however, the student must notify the Registrar's Office immediately in order to drop the backup HSPH course. Failure to do this in the time specified by the Registrar's Office will result in the back up course remaining on the student's record.

Cross-Registration Grades

Students who cross-register are bound by the rules and regulations of the respective faculties regarding grades, examination schedules, make-up examinations, and incomplete work. These regulations are often very different from those at HSPH.

The HSPH Registrar's Office receives the grades from the consortium school's Registrar's Office and they are included as part of the student's official academic record. These grades will not be translated into HSPH's grading system. For example, HBS has a Roman numeral grading system such as: "I," "II," and "III." These grades will appear on the student's official transcript as roman numerals. Although HBS grades will not calculate into the HSPH G.P.A., the credits taken count for ordinal credit.

Degree candidates are urged to check the examination schedules of cross-registered courses to avoid possible problems of late grade reporting to the HSPH Registrar. Some schools give examinations at such a late date that HSPH degree candidates risk not receiving grades and credit for courses taken in time for them to be counted in the final degree audit for May Commencement. Please note that MIT grades will not be received in time for any spring MIT course to count towards May graduation requirements. Instead, MIT grades will count as additional credits, not toward the minimum credits required for graduation. Questions about this policy should be directed to the Registrar's Office.

Students should be aware that the Harvard Medical School will only allow students to take courses Pass/Fail.

Scheduling Cross-Registered Courses

Some schools pattern the length and activity of their classes much differently than those at HSPH. For example, Harvard Business School (HBS) classes meet intensively for several hours at a time instead of meeting in several one- or two-hour sessions per week. This may interfere with students' abilities to attend classes at the HSPH. In addition, commuting time to all but the Medical School and the School of Dental Medicine may be as long as 45 minutes each way, so that a course may require up to 1 ½ hours travel commitment on the days that the course meets, in addition to formal class meeting times. Students should discuss the desirability and feasibility of cross-registration with their advisor. ***Please note that students may not, under any circumstance, register for courses that overlap time periods.***

HPM Policy on WinterSession

- A. Each full-time HPM student is expected to participate in WinterSession activities that will enhance the student's academic experience. The nature of these experiences will vary in accordance with the needs and interests of individual students. Some of the activities that would be appropriate include:
- Courses on campus - these may be credit or non-credit courses at HSPH or at other Harvard graduate schools or MIT;
 - School-sponsored field trips;
 - Work conducted as part of HPM 290, the Applied Research and Practice for SM2 students;
 - Independent study under the auspices of a faculty sponsor (HPM 300 courses);
 - Research projects; and
 - Volunteer work in the community.
- B. Every full-time HPM student in the SM2 program is required to submit an agreement that designates the nature of the student's WinterSession activity. All agreements must be submitted to the Director of Academic Programs no later than December 8th. The agreement is available under the HPM section of the Departmental Participation Policies webpage on the HSPH website, at: <http://www.hsph.harvard.edu/administrative-offices/registrar/winter-session/departmental-participation-policies/index.html>.
- C. Part-time students are not required to participate in WinterSession activities. There will be a tuition charge for any credit courses taken by part-time students.

Other Useful Information for HPM Students

Advisors: Each student is assigned an advisor, who is an HPM faculty member. The advisor's role is to provide the student with academic guidance, information and general assistance. Each student must meet with his or her advisor at least twice during the academic year (before the start of the Fall and Spring semesters) to discuss the student's proposed course of study and any issues or problems relevant to the student's academic performance.

After meeting to review your proposed course of study, the advisor will approve your courses via the school's online system.

Your advisor's signature is required for certain other types of registration actions (e.g., General Petition forms). If your advisor is not available, the following people in HPM are surrogate advisors for the purposes of signing various forms:

Anne Occhipinti	Kresge Room 324
Nancy Turnbull	Kresge Room 303
Howard Rivenson	Kresge Room 301

A few advising tips: Schedule meetings in advance and let your advisor know what you would like to discuss. Some faculty members have regularly scheduled office hours but most prefer to schedule appointments through e-mail. Ask your advisor about the best way to arrange meetings.

Faculty members are usually not the best resource on administrative questions. So, if possible, look up your administrative questions in the HPM or HSPH student handbooks, ask Anne Occhipinti or Elizabeth Nolan in HPM's Office for Academic Programs and Student Services, or talk to Enrollment Services.

During the first three weeks of the semester, new students should set up an individual appointment with Anne Occhipinti, Director of Academic Programs and Student Services, so that she can answer any questions you may have and help get your semester off to a great start.

Your advisor is not the only faculty member who can give you guidance and support. We encourage you to talk with other faculty members, including those in other departments. Other students are invaluable resources too, particularly for advice on classes.

If you and your advisor are not a good match, you should feel comfortable changing advisors. Students who wish to change advisors should speak with Anne Occhipinti or Nancy Turnbull.

Toastmasters

Students interested in improving their public speaking and leadership skills may become student members of Toastmasters International, which is a non-profit educational organization that holds on campus workshops in which participants hone their speaking and leadership skills in a no-pressure atmosphere. If you are interested, e-mail hsph.toastmasters@gmail.com.

Lunchtime Discussions/Seminars: HSPH abounds with lunchtime speakers, talks and seminars. Four discussions/seminars of particular interest to HPM students are:

- **The Harvard Injury Control Research Center** sponsors a monthly seminar series. For dates and topics, check the Center's website at: <http://www.hsph.harvard.edu/hicrc/seminar-series/>.
- **Lunch with the Chair:** Several times a year, Professor Katherine Baicker, the Department Chair of HPM, has a lunchtime discussion with students in an informal question-and-answer format. Throughout the course of the year, you will receive e-mails inviting you to attend these events. Space is limited, so you will need to respond to the e-mail invitation to secure your place.
- **HPM Conversations Series:** This informal series is designed to facilitate conversation between HPM students and faculty. On a monthly basis you will be given the opportunity to sign up for this space-limited session. Bring your lunch and your questions! The conversation is entirely student driven.
- **HPM Monthly Research Seminars:** HPM faculty members present on recent research. The seminars are held from 12:30-1:20 pm in Kresge 439. Look for posters and e-mails for further information on specific sessions. Some presenters will be announced later in the academic year. This is a great opportunity to hear about cutting-edge research. While you do not need to sign up for these sessions, you should arrive promptly to secure a seat.