

Report of Student Learning and Achievement
Concordia University Irvine
School of Health and Human Sciences – Healthcare Management Program

For Academic Year:	2022-2023
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School of Health and Human Sciences Mission
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Healthcare Management Program Purpose
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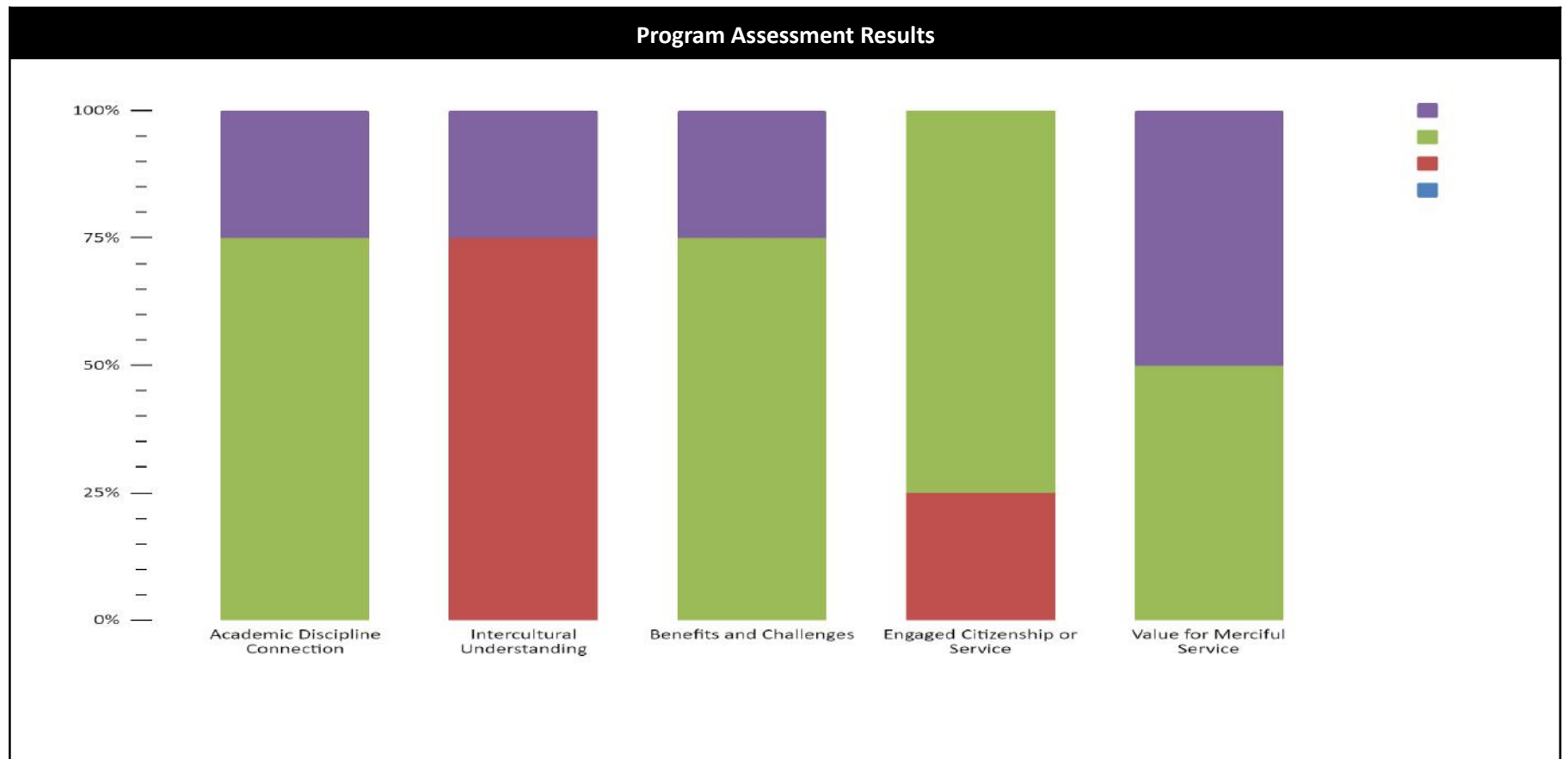
Guided by the Great Commission of Jesus Christ and as a Lutheran liberal arts institution, **the School of Health and Human Sciences (SHHS)** is committed to preparing students to become servant leaders and societal agents of change.

The mission of **the Healthcare Management major** is to develop and equip healthcare leaders of the future who demonstrate the competencies of the Healthcare Leadership Alliance (HLA), embrace and shape the dynamic healthcare environment, and serve their communities with Christian values.

Program Learning Outcomes (PLOs)

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| 1. Communicate clearly and concisely, establish and maintain relationships and facilitate constructive interactions with individuals and groups in the healthcare setting. |
| 2. Inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization's strategic ends and successful performance. |
| 3. Align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement. |
| 4. Understand the healthcare system and the environment in which healthcare managers and providers function. |
| 5. Business Skills and Knowledge: Integrate scholarly research, critical thinking, analysis, problem solving, and business principles to proactively address opportunities and issues in the healthcare environment. |

Program Assessment Overview			
Aligns with ULO: Informed & Responsive Citizenship / Service to Society & Church			
PLOs Assessed	Evidence and Assessment Instrument	Performance Objectives (Targets/Criteria) Measures:	Results for Measures of Student Learning:
Understand the healthcare system and the environment in which healthcare managers and providers function	HCM/475: Senior Seminar in Healthcare - Final Culminating Research Paper	70% of sample will score a 3 or 4 on CUI Informed & Responsive Citizenship; Service to Society & Church rubric.	The expected standard was achieved in 4 out of the 5 criterion assessed. Intercultural Understanding was the only one that was not met.



Summary of Program Assessment Findings

Results for Academic Discipline Connection met or exceeded the expected standard as 25% of the results were 4s and 75% were 3s. The students' papers demonstrated a good connection to the academic discipline of healthcare management, addressing issues related to quality of care, staffing shortages, and their impact on healthcare organizations. Reputable sources were included to support claims and statements. With 25% of the sample scoring a 4 in this area, one goal would be to encourage students to further explore and integrate relevant academic concepts, theories, and frameworks related to healthcare management in their papers.

Results for Intercultural Understanding did not meet or exceed the expected standard, as 25% of the results were 4s and 0% were 3s. The results revealed 75% of students needs improvement for this criteria. Although the students' papers focused on issues related to staffing shortages, burnout, quality of care within healthcare organizations, and mental health issues among children and adolescents during the COVID-19 pandemic, both papers did not, specifically, address intercultural understanding or the impact on different cultural groups. With 25% of the sample scoring a 4 in this area, a goal is to encourage students to explore the importance of cultural diversity within the healthcare workforce and its impact on patient care. Case studies or scenarios can be assigned to involve intercultural interactions in healthcare settings to prompt discussions and analysis of challenges and best practices.

Results for Benefits and Challenges met or exceeded the expected standard, as 25% of the results were 4s and 75% were 3s. One paper included information on the benefits and challenges related to staffing issues in healthcare organizations. The benefits of resolving staffing shortages and improving job satisfaction among healthcare workers includes better quality of care, increased patient satisfaction, and improved organizational efficiency. The second paper contained an outline on the benefits and challenges related to children's mental health during the COVID-19 pandemic. The negative effects of social isolation on mental health and the potential benefits of having a strong support system and access to mental health resources were highlighted in the paper. With 25% of the sample scoring a 4 in this area, one goal is to encourage students to use a variety of reputable sources, including academic journals, industry reports, and credible websites to support their arguments.

Results for Engaged Citizenship or Service met or exceeded the expected standard, as 0% were 4s and 75% were 3s. One paper included information on the impact of staffing issues on the quality of care in healthcare organizations. Engaged citizenship or service would involve discussing the role of healthcare organizations and their employees in actively contributing to the well-being of the community and society, as a whole. The second paper contained a discussion on the importance of providing resources for children's mental health and highlighted the significance of taking action to support their well-being. While the term "Engaged Citizenship or Service," was not explicitly mentioned, the paper indirectly addressed the concept by including a discussion on the need for community involvement, access to mental health resources, and initiatives to help children cope with mental health challenges during the COVID-19 pandemic. With 0% of the sample scoring a 4 in this area, one goal is to encourage students to explore ways in which healthcare managers can actively use their knowledge, skills, and gifts to benefit their organizations, staff, and the broader community. Facilitate discussions on the role of healthcare managers in addressing issues such as staff burnout, job satisfaction, and community engagement.

Results for Value for Merciful Service met or exceeded the expected standard, as 50% were 4s and 50% were 3s. While one paper included a discussion on the impact of staffing issues on patient care quality, it could have provided more information on the importance of merciful service in healthcare delivery. The empathy for healthcare workers and organizations were discussed in the paper. In the second paper, the student shared acts of compassion and support provided to children and adolescents during the pandemic, expressing empathy for the students. With 50% of the sample scoring a 4 in this area, one goal is to introduce the concept of merciful service in healthcare and its importance in providing compassionate and empathetic care to patients. Assign case studies that prompt students to consider how healthcare organizations can provide a culture of merciful service and its impact on staff well-being and patient experiences.

Summary of Achievement Outcomes		
Aligns with ULO: Informed & Responsive Citizenship / Service to Society & Church		
2022-2023 PLO Assessed	Student Evidence: Final Culminating Research Paper	Student Evidence: N/A
Criterion Measured	Performance Target Was...	Performance Target Was...
1. Academic Discipline Connection	Met	
2. Intercultural Understanding	Not Met	
3. Benefits and Challenges	Met	
4. Engaged Citizenship or Service	Met	
5. Value for Merciful Service	Met	

Program Proposed Course of Action for Improvement in Learning Outcomes

Several ideas for program improvement within the HCM/475 course exist based on the APLO results. The faculty raters included the following, additional comment for program improvement within the course:

- “I recommend that students provide more evidence of their Intercultural Understanding. For instance, students can give specific examples of real-world encounters integrated into the submission. The university could provide students with an outlet to demonstrate their Citizenship or Service through school-sponsored events.”

In addition to the course improvements, curriculum across the healthcare management programs should be examined to identify opportunities where we can enhance Informed & Responsive Citizenship; Service to Society & Church skills.