MASTER OF APPLIED SCIENCE IN POPULATION HEALTH MANAGEMENT, MAS

Program Overview
The Master of Applied Science (MAS) is a fully online, part-time degree designed for working professionals, delivered through the Online Programs for Applied Learning (OPAL). Programs focus on emergent industry sectors in public health and health care that have a need for highly skilled professionals. By building on the strengths of the School, they provide unmatched opportunities for advanced training and focus on both local and global health issues. Students are prepared to create innovative solutions through multidisciplinary approaches that apply the latest scientific knowledge. All MAS programs will culminate in a final Integrative Activity. The goal of this activity is for students to synthesize knowledge and skills obtained through coursework in a final project that demonstrates mastery of program competencies, as applied to real-world public health and health care questions.

Population health management has emerged as an important strategy for health care providers and payers. The MAS program in Population Health Management prepares students to examine and respond to both challenges and opportunities to improve health within and across populations. The program is structured to guide health care professionals seeking to transform systems into sustainable models of value-driven accountable care.

The interdisciplinary curriculum also examines the importance of the determinants of health, including medical care, public health, genetics, personal behaviors and lifestyle, and a broad range of social, environmental, and economic factors.

LinkedIn Group
We have established a LinkedIn group for each of the OPAL program areas in order to strengthen connections between current students, faculty, and alumni of OPAL programs, as well as to facilitate student-to-student peer networking.

Participation is voluntary, but we encourage you to join this professional networking community.


JHU OpenCourseWare
JHSPH OpenCourseWare makes JHSPH course materials used in the teaching of actual courses freely and openly available on the Web. OCW can be used to supplement learning on a particular topic, or provide background material. You are free to review the information on an OpenCourseWare Website (https://ocw.jhsph.edu/) at your own pace, free of charge.

For a brush up on statistical skills:
- Statistical Reasoning I (http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/StatisticalReasoning1/coursePage/index/)
- Methods in Biostatistics I (http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/MethodsInBiostatistics1/coursePage/index/)

For a general introduction to the field of health policy and public health:
- Introduction to Health Policy (http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/introHealthPolicy/coursePage/index/)
- Introduction to Methods for Health Services Research and Evaluation (http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/HSRE/coursePage/index/)
- JHSPH Faculty Interviews (http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/facultyinterviews/coursePage/index/)
- Ethical Issues in Public Health (http://ocw.jhsph.edu/index.cfm/go/viewCourse/course/EthicalIssuesPublicHealth/coursePage/index/)

Additional options are available through the Open Education (https://www.oeconsortium.org/courses/category/) Global (https://www.oeglobal.org/), including courses on
- Democracy in America,
- Introduction to American Politics, and
- Introduction to the American Political Process.

MAS in Population Health Management Contact Information
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Program Requirements
Course location and modality is found on the JHSPH website (https://www.jhsph.edu/courses/).

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Students will complete 50 credits to graduate. The program is designed to be completed in eight academic terms - two academic years (Sept-
May). In addition to the coursework, students must complete an Integrative Activity, where newly acquired knowledge and skills are used to create an applicable activity (e.g., a service-learning project that showcases the collective impact on an aspect of public health) – with a final paper that describes the methodology used and the final assessment. While courses have no formal prerequisites, second year courses cannot be taken until first year courses are completed.

If the 2-credit Professional Development Workshop courses are not included in the required curriculum, students are still welcome to take them, in addition to the required degree courses outlined below. Current offerings include Effective Online Searching and Writing for Results. OPAL scholarship funds will apply towards these credits. Students should refer to the online course directory (www.jhsph.edu/courses) for additional details.

**Satisfactory Academic Progress (SAP)**

The OPAL Office expects students to maintain satisfactory academic progress for the duration of the degree program. For the MAS program, satisfactory academic progress is defined as follows:

Maintaining a minimum cumulative grade point average of 2.75 and grades of C or better in all required courses. Grades of P are sufficient in courses that are graded as Pass/Fail. Students falling below this minimum should consult with the OPAL Program Office and their Academic Adviser in order to develop a course plan to allow them to raise the GPA above 2.75 as soon as possible, in order to return to good academic standing.

Failure to maintain satisfactory academic progress as defined by any of the criteria above may be grounds for dismissal from the program, and financial aid status will be affected. Full details of the School’s Satisfactory Academic Policy can be found here.

**Program Plan of Study**

Students should follow the plan outlined below if they wish to complete the MAS program in two years. This plan will also allow students to maintain minimum credits needed for financial aid eligibility each term, and to follow any prerequisite sequencing. Courses can be taken at a slower pace if needed, so long as course prerequisites are met.

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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td><strong>First Year</strong></td>
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<tr>
<td><strong>First Term</strong></td>
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<tr>
<td>PH.550.860</td>
<td>Academic &amp; Research Ethics at JHSPH</td>
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<tr>
<td>PH.602.631</td>
<td>Essentials of Population Health Management</td>
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<tr>
<td>PH.602.651</td>
<td>Principles and Applications of Advanced Payment Models in Population Health Management</td>
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<tr>
<td><strong>Second Term</strong></td>
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<tr>
<td>PH.602.671</td>
<td>Collective Impact: Developing and Leading Community Partnerships to Improve Population Health</td>
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<tr>
<td>PH.602.681</td>
<td>Applications in Accountable Care: Assessing Quality and Effectiveness of Population Health initiatives</td>
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<td><strong>Credits</strong></td>
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<tr>
<td><strong>Second Year</strong></td>
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<td><strong>First Term</strong></td>
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<tr>
<td>PH.602.701</td>
<td>Applied Concepts and Foundations of High Performance for Population Health</td>
<td>3</td>
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<tr>
<td>PH.602.711</td>
<td>Health Behavior: Improving Health Through Health Education/Promotion</td>
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<tr>
<td><strong>Second Term</strong></td>
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<tr>
<td>PH.602.721</td>
<td>Organizing for Public Health: A Systems Approach</td>
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<td>PH.602.741</td>
<td>Behavioral Economics and Risk: Value-Based Payment Methods and incentives</td>
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<td><strong>Credits</strong></td>
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<td><strong>Third Term</strong></td>
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<td>PH.602.751</td>
<td>The Built Environment: Influences and Challenges to Improving Population Health</td>
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<td>PH.602.761</td>
<td>Value-Based Concepts of Socially-Responsible Leadership</td>
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<td><strong>Credits</strong></td>
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<td><strong>Fourth Term</strong></td>
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<td>PH.604.771</td>
<td>Social &amp; Cultural Basis for Community and Primary Health Programs</td>
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<td>PH.602.880</td>
<td>Population Health Management integrative Activity</td>
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<td><strong>Total Credits</strong></td>
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**Integrative Activity**

**Online Programs for Applied Learning (OPAL) Integrative Activity: Human Subjects Research and Other Activities**

This culminating experience will provide Master of Applied Science students with the opportunity to synthesize lessons learned via the application of concepts and techniques. Please note that individual degree programs may have specific guidelines related to their particular Integrative Activity course including, but not limited to the format, presentation, and composition of final course deliverable.

As you begin planning the research for your Integrative Activity within the MAS program, please review the information below and proceed accordingly. Regardless of whether IRB review is required, all OPAL students should apply ethical principles in their interactions with humans and/or their data. Please follow the JHSPH Ethical Code for Student Activities that Involve Human Interactions.

1. As long as the project is limited to the context of the course, or courses if components of the Integrative Activity is spread among...
more than one course, there is no need for IRB approval, even if the project involves human subjects research. These types of student projects are considered learning exercises when there is no plan to disseminate beyond the class, School, or affiliated agency.

2. If you do wish to publish your project while you are a student, you will need to test to see if you are conducting Human Subjects Research (HSR) which would necessitate IRB approval. You can test your project for HSR by using the IRB worksheet or consulting the IRB guidance flowchart. You will need to go to IRB for official/final determination before beginning your research in order to be approved for publication. All student-initiated research projects which you intend to publish must have a preliminary review by the IRB Office to determine whether they are human subjects research requiring IRB oversight, unless: (1) the student is working with a Principal Investigator (PI) from another institution, or (2) the PI is adding you as a student investigator to an existing, IRB-approved study. If you are using human subjects data, you must obtain a determination from the JHSPH IRB. If you are collecting primary new data, complete the IRB Office Determination Request Form for Primary Data Collection or if you are using existing data, complete the IRB Office Determination Request Form for Secondary Data Analysis in collaboration with your adviser and submit it to the JHSPH IRB Office e-mail address jhsph.ireboffice@jhu.edu. Be sure to include your adviser in your e-mail submission.

3. If you do not intend to publish the project while you are a student, IRB approval will not be required. However, if you would be interested in publishing it after graduating from JHU, you should note that the project must meet the ethical standards of your institution and that many institutions will not allow you to present/publish human subjects research without having prior IRB approval. For this reason, we strongly recommend that you consult your organization now if you think that you may wish to publish in the future.

PROGRAM COMPETENCIES
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By the end of the program, students should be able to:

1. Apply the essentials of public health practice to identifying determinants of population health that impact health outcomes in a community and design low cost interventions;
2. Apply leadership in the formation and management of health systems organizations that consist of, and rely upon, diverse stakeholders in the organization and delivery of community-based systems of care;
3. Communicate effectively to constituencies both within and outside of the health system;
4. Articulate and apply frameworks for collecting, analyzing and using data to inform decisions, facilitate care coordination and improve health outcomes of targeted populations within and outside the health system;
5. Support state and local public health agency efforts in assessing health needs, quality of services and strategies for health services research.
6. Evaluate payment systems and risk mitigation strategies and develop new structures to function under evolving value-based payment models emphasizing low cost, high quality care;
7. Describe new methods for assessing the health needs of a population, working with stakeholders to establish meaningful targets and applying scientific frameworks for measuring and reporting progress;
8. Apply social and behavioral constructs to develop and enhance community engagement and involvement to improve health;
9. Engage in a population health practicum designed to allow the student to work on a project to integrate clinical care and public health practice around an identified community need.