CLM 104 MINDFULNESS PRACTICES AND STRESS REDUCTION. (1)
This course is designed for students interested in gaining personal insight into their busy mind’s activity and learning how to settle the mind and more effectively deal with daily life stressors. Mindfulness practices will be discussed on evidenced based health outcomes and will be applied through personal mindfulness practice experiences. (Same as HHS 104.)

*CLM 120 CAREERS IN CLINICAL LEADERSHIP AND MANAGEMENT. (2)
This course is designed to give students an overview of clinical leadership and management and related careers by examining aspects of professional practice, areas of specialization, and professional issues. Students will explore personal values and academic goals through guest speakers, individual projects, class exercises and group interaction and examine how these values and goals connect to careers in Clinical Leadership Management. Prereq: CLM Major designation, CHS pre-major status, or consent of instructor.

*CLM 241 HEALTH AND MEDICAL CARE DELIVERY SYSTEMS. (3)
Review of the wellness-illness spectrum and the societal response in terms of health services. Topics to be covered include the nature and functions of health services agencies and professionals, and the impact of social, political, economic, regulatory, and technological forces. Also includes a discussion of major health problems and related health care programs. Prereq: HHS or CLM Major designation, CHS pre-major status, or consent of instructor. (Same as HHS 241/HSE 241.)

#CLM 300 HEALTHCARE MANAGERS: WRITE, SPEAK, AND CREATE. (3)
This course prepares CLM majors for their careers by further developing effective written, oral, and visual/digital communication skills, applied specifically to today’s healthcare management environment. Students will communicate effectively based on audience analysis in face-to-face and online settings; deliver effective formal public healthcare presentations (informative and persuasive) based on audience analysis and using a variety of presentational aids that enhance the message. This course provides GCCR credit for the CLM program. Prereq: CIS110/111 or CIS112, WRD 110/111 or 112 or equivalent and CLM major status.

#CLM 323 SOCIAL DETERMINANTS OF HEALTH. (3)
The social determinants are instruments that influence health outcomes and risk patterns across the lifespan. This course will provide students with an understanding of how the social determinants influence health outcomes with a focus on a variety of patient and community populations. An overarching theme of the course addresses how the social determinants of health adversely affect health outcomes and contribute to health disparities. Prereq: CLM 325 or equivalent or permission of instructor.

*CLM 325 INTRODUCTION TO HEALTH CARE MANAGEMENT. (3)
The purpose of the course is to provide an integrated approach to understanding management in a variety of healthcare organizations (HCOs). This course highlights the major functions of healthcare managers and introduces students to the skills necessary to be successful managers. It also serves a foundation for the leadership series of courses that come after this course in the major. Prereq: CLM 241 or equivalent or permission of instructor.

#CLM 335 HEALTH INFORMATION MANAGEMENT. (3)
The course is designed to introduce challenges facing managers of integrated healthcare information systems and delivery networks. Specifically, the course will address the following: A. Overview of the field of health informatics and its specialty fields; B. The role of health informatics in day-to-day management and practical applications of information systems in health care; C. Current trends that impact the design and evolution of healthcare informatics. Prereq: CLM 325 or equivalent or permission of instructor.

#CLM 342 LEADERSHIP: MANAGEMENT COMPETENCIES ESSENTIAL TO LEAD IN HEALTHCARE. (3)
This course introduces theories and concepts of leadership and management and provides opportunities to translate learning into action through the simulation of various healthcare settings and scenarios. Students will engage in opportunities designed to increase their Emotional Intelligence and further develop leadership and management competencies essential for future clinical and/or healthcare leaders. The foundation learning strategy will be an assessment tool that will help students better understand themselves and others and identify ways to adapt their communication and leadership presence to be an effective leader. Prereq: CLM 325 or equivalent or permission of instructor.
*CLM 345 QUALITY AND PRODUCTIVITY IMPROVEMENT AND EVALUATION. *(3)*
A core program course that focuses on leadership and management knowledge, skills, and practices that promote healthcare quality, efficiency, and productivity. Methods to measure, monitor, and evaluate quality and productivity will be discussed. Prereq: CLM 325 or equivalent or permission of instructor.

*CLM 350 HEALTH POLICY, POLITICS, AND LAW. *(3)*
This is a survey course in U.S. health policy and law. It begins by describing the basic machinery of policymaking and legal process that underpin the individual health care and health systems and then turns to an exploration of many of the fundamental problems and contemporary issues in health policy and law. Students will learn to think systematically about these issues and the various methods available to public and private policymakers to solve them. Students should also be able to [1] discern when significant legal issues exist in a situation and when consultation with legal counsel is appropriate; [2] have a basic familiarity and facility with legal terminology to be in a position to consult effectively with legal counsel; [3] be able to identify and critically assess news reports and professional matters related to legal issues in health care. Prereq: CLM 325 or equivalent or permission of instructor.

*CLM 353 ETHICS IN HEALTH SERVICES MANAGEMENT. *(3)*
This course introduces students to moral reasoning and ethics in health services management relevant to ethical dilemmas likely to be encountered in the healthcare industry. Basic concepts, methods, and resources for ethical decision-making in healthcare administration will be included. Obligations to patients, the community, healthcare workers and the organization (institutions, agencies, associations) will be considered. Prereq: CLM 325 or equivalent or permission of instructor.

CLM 354 HEALTH LAW. *(3)*
Introduction to concepts of administrative and tort law applicable to health care settings. Topics to be considered include governance, patient rights, informed consent, medical/moral problems, malpractice, tax laws, contracts, labor law, regulation and institutional liability. Prereq: Professional program status (which includes an earned Associate Degree in a health care discipline and one year of post-degree work in a health care setting) or consent of instructor. (Same as HHS/HSM 354.)

CLM 370 ELECTRONIC HEALTH RECORDS. *(2)*
The Electronic Health Records course is an undergraduate level introduction to the concepts and trends in health care electronic health records in today’s technology driven health care field. Several areas will be introduced that will provide baseline knowledge for EHRs. Topics include Meaningful Use, EHR Adoption, Quality of Care, Workflow, Implementation, Acute Care, Ambulatory Care, Specialty-specific EHRs, Health Information Exchange, and other related topics. It is highly recommended for students to either have experience working in a health care related field or have a health care major or minor. Some exceptions to being in a health care profession would be computer science or related majors in which the student plans to apply the profession in a health care organization or consent of instructor. (Same as HHS 370.)

CLM 380 LONG-TERM CARE ADMINISTRATION. *(3)*
An overview of the long-term care industry. Includes a survey of the history and philosophy of long-term care administration. Provides an introduction to and application of regulatory standards. Specializations within the long-term care industry are discussed. Semester Hours 3 (3 lec). Prereq: Admission to CLM Program, CLM Track C, or by consent of instructor.

#CLM 401 PRACTICUM I: FOUNDATIONS. *(3)*
This practicum is the first in a three-course sequence. In this foundational practicum, students gain practical general training and integrate learning from foundation Clinical Leadership and Management courses in a healthcare setting context. Through their experiences in a healthcare work environment and interaction with healthcare and administrative professionals, students further develop their fundamental knowledge and skills in areas of professionalism, critical thinking, cultural humility, and inter-professional practice—essential elements for collaborative leadership and the development of the professional “self”. Students will apply for the practicum course and work with faculty and the practicum coordinator to secure a clinical leadership and management focused placement in a healthcare setting that is appropriate for the course and student learning goals. Students develop a site-specific individualized learning plan and class seminars assist students with integrating their workplace experiences with foundational coursework as a cohort. This course includes specified hours per semester of seminar and experiential learning. Prereq: Completion of CLM 325 or equivalent.
#CLM 402 PRACTICUM II: INTERMEDIATE.  
This practicum is the second in a three-course sequence. This advanced level practicum builds on the foundation practicum and provides students with the opportunity to further develop the knowledge and skills essential for effective, collaborative clinical leadership, to manage complex processes, resolve multi-faceted problems, build teams and productive work environments, and promote organizational health, growth, and quality of services. The advanced clinical leadership and management practicum focuses on the 1) application of theory, knowledge, and skills essential for effective and collaborative leadership in health care, and 2) the integration of CLM student learning outcomes and foundational learning dimensions addressed in CLM 401 through applied experiences and seminar/course assignment activities.

Students will apply for the practicum course and work with faculty and the practicum coordinator to secure a clinical leadership and management focused placement in a healthcare setting that is appropriate for the course and student learning goals. Students develop a site-specific individualized learning plan and class seminars assist students with integrating their workplace experiences with foundational coursework as a cohort.

CLM 402 and CLM 403 offer concentrated professional practicum immersion experiences. Simultaneous enrollment in courses other than the Capstone course is discouraged. Employment is also discouraged so that students may fully engage in the professional practicum experience.

Students will be required to attend a mandatory Orientation session prior to participating in CLM 402 and CLM 403. The schedule for Orientation will be available on the first day of the semester. Preceptors may also request to meet with and/or interview potential student interns prior to acceptance at the site. Prereq: Completion of all required CLM coursework and CLM 401 Practicum Foundations (with a grade of “C” or better) or equivalents except for CLM 443, CLM 444, CLM 403, and CLM 495 or consent of the instructor.

#CLM 403 PRACTICUM III: ADVANCED.  
This practicum is the third in a three-course sequence. This advanced level practicum continues the development and integration of clinical leadership and management core learning outcomes associated with CLM 402. Students continue to focus on 1) application of theory, knowledge, and skills essential for effective and collaborative leadership in health care, and 2) the integration of CLM student learning outcomes and foundational learning dimensions addressed in CLM 401 through applied experiences and seminar/course assignment activities. Additionally, CLM 403 assists students in deepening their knowledge and skills through preceptor mentorship and engagement in activities such as quality improvement projects, system/process/service assessments, data collection, analysis, synthesis and presentation as part of their individualized, agency-specific learning agreements.

Students will apply for the practicum course and work with faculty and the practicum coordinator to secure a clinical leadership and management focused placement in a healthcare setting that is appropriate for the course and student learning goals. Students develop a site-specific individualized learning plan and class seminars assist students with integrating their workplace experiences with foundational coursework as a cohort.

CLM 402 and CLM 403 offer concentrated professional practicum immersion experiences. Simultaneous enrollment in courses other than the Capstone course is discouraged. Employment during the practicum is also discouraged so that the student may fully concentrate on the professional practicum experience.

Students will be required to attend a mandatory Orientation session prior to participating in CLM 402 and CLM 403. The schedule for Orientation will be available on the first day of the semester. Preceptors may also request to meet with and/or interview potential student interns prior to acceptance at the site. Prereq: Completion of all required CLM coursework and CLM 401 Practicum Foundations (with a grade of “C” or better) or equivalents except for CLM 443, CLM 444, CLM 402, and CLM 495 or consent of the instructor.

CLM 405 SOCIAL AND CULTURAL EVOLUTION OF DISEASE.  
This course provides students with the opportunity to understand the intersection between culture, society, and disease as it relates to their future careers as healthcare professionals. Topics to be covered include epidemics, pandemics, and the spread of infectious disease. How cultural and social factors evolve over time to influence the way disease is framed, starting in the 1600s and ending in the present day. Prereq: HHS/CLM 241 and 350. Admission to the CLM or HHS program or consent of instructor. (Same as HHS 405.)
#CLM 443 LEADERSHIP: STRATEGIC VISION, MISSION AND PLANNING IN HEALTHCARE. (3)
This course is one of three (3 credit) courses in the Clinical Leadership and Management Leadership Course Series. Strategy development from planning to action is an important process in healthcare administration. The course begins with developing a mission and vision and proceeds toward planning, marketing and how that leads managers to action. Prereq: Completion of all required CLM coursework or equivalents except for CLM 444, CLM 402, CLM 403, and CLM 495 or consent of the instructor.

*CLM 444 LEADERSHIP: HUMAN RESOURCES MANAGEMENT IN HEALTHCARE. (3)
This course covers strategic human resources management concepts for contemporary healthcare environments. Students will explore the relationship between human resources management and strategic advantage. Topics such as human resources functions, compensation and benefits, personnel planning, recruitment and selection, training and development, employee appraisal and discipline, and union-management relations will be covered. Prereq: Completion of all required CLM coursework or equivalents except for CLM 443, CLM 402, CLM 403, and CLM 495 or consent of the instructor.

CLM 452 COMMUNITY AND INSTITUTIONAL PLANNING FOR HEALTH SERVICES DELIVERY. (3)
Theoretical foundations for health planning. History of health planning and regulation. Specific attention will be given to integration of institutional planning with community health planning. Prereq: Professional program status (which includes an earned Associate Degree in a health care discipline and one year of post-degree work in a health care setting). Completion of CLM 241, CLM 350, CLM 351, and admission to the CLM Program or consent of instructor. (Same as HSM 452.)

#CLM 453 CULTURAL COMPETENCE IN HEALTHCARE. (3)
This course is designed to introduce students to concepts of culture, race, ethnicity, and competence. Emphasis will be placed on identifying individual characteristics and their influence on bias, especially in the context of healthcare. Factors related to culturally and linguistically appropriate healthcare will be reviewed. Prereq: CLM 323 or equivalent or permission of instructor.

*CLM 455 FINANCIAL MANAGEMENT OF HEALTHCARE ORGANIZATIONS. (4)
This course examines the current system of healthcare financing and factors affecting it. Topics covered include exploration and analysis of budgetary concepts, financial management, cost accounting and management under rate control and competition, as well as differences between the goods and service industries within the healthcare context. The pros and cons of a single payer system are also considered. Spreadsheet software will be used to develop budgets, business proposals, and other select applications in the financial management of healthcare organizations. Completion of ACC 201 Financial Accounting or equivalent is recommended but not required. Prereq: CLM 325 or equivalent or permission of instructor.

CLM 470 LONG-TERM CARE MANAGEMENT. (3)
An overview of the functional organizational structures common to long-term health care facilities. An examination of the departments in long-term care facilities, chain of command, personnel, regulatory requirements, quality indicators, and the role of the long-term care administrator. Prereq: CLM 241, CLM 350, CLM 351 and CLM 353 Admission to CLM Program or by consent of instructor.

CLM 480 SEMINAR IN HUMAN HEALTH SCIENCES (Variable topic). (1-3)
Study and analysis of current and topical problems and issues regarding the roles, trends and research for health care professionals. May be repeated to a maximum of six credits. Prereq: Admission to CLM or HHS program or consent of instructor. (Same as HHS 480.)

*CLM 495 CLINICAL LEADERSHIP AND MANAGEMENT CAPSTONE. (3)
The CLM Capstone course is a culmination of coursework and experiences in this program. Students will synthesize course material and major concepts from their CLM coursework and apply the major concepts to case studies in health services. Students will also examine their own competencies for entry-level healthcare administration jobs or graduate school and create an individualized learning plan to continue growth as a professional. Prereq: Completion of all required CLM coursework: CLM 443, CLM 444, CLM 402, and CLM 403 may be concurrent with CLM 495.
CLM 501 PRACTICUM IN CLINICAL LEADERSHIP AND MANAGEMENT. (1-6)
Students will gain practical general training and experiences in the healthcare workplace with a focus on exposure/experience in clinical leadership and management. The CLM faculty in coordination with the practicum coordinator will arrange these experiences with the site employer/personnel and develop an individualized plan for the student at each site. The plan relates the workplace training and experiences to the student's general and technical course of study. Prereq: Consent of instructor; HHS 102; student must earn a grade of C or better in previous practicum in order to re-enroll in this course. (Same as HHS 501.)

CLM 510 ORGANIZATION OF THE LONG-TERM CARE SECTOR. (3)
This course examines the structure and function of the long-term care sector with emphasis on nursing homes and the role of noninstitutional alternatives. Analysis focuses on the impact of changes in reimbursement and regulatory policy, interorganizational relations, newly emerging treatment modalities, and the influence of the external organizational, economic, and political environment. Prereq: A course in health care delivery systems or permission of instructor. (Same as HSM 510.)

CLM 570 MANAGING HEALTH ISSUES IN LONG-TERM CARE: TEAM APPROACH. (2)
This course will cover the identification and management of health issues commonly found in long-term care (LTC) settings. Specifically, this course is designed to recognize, screen and identify the most common health issues present in elder residents of LTC facilities. After identification of these health issues, information regarding the appropriate course of action, utilizing appropriate care team resources, to prevent, manage, as well as treat these health issues will be provided. Common health issues to be covered include unintentional weight loss (malnutrition, frailty); unintentional weight gain (obesity and related co-morbidities); major organ system dysfunction (heart, kidney, lungs, immune, gastrointestinal, endocrine/hormonal); diminished function of 'senses' (vision, hearing/balance and its implications); physical dysfunction (muscle wasting, mobility issues and implications); osteoporosis (bone health, risk of falls); mental decline (depression, dementia/Alzheimer's Disease); social isolation; spiritual support; polypharmacy. Prereq: HHS 101, HHS 102, CLM 241, GRN 250 or consent of instructor. (Same as HSE 570.)

CLM 595 DIRECTED STUDIES. (1-3)
Independent work devoted to research on specific problems, to challenge the student to synthesize concepts from his total program and relate them to his allied health specialty. Conference, one to three hours per week. May be repeated to a maximum of six credits. Prereq: Completion of CLM 241, CLM 350, CLM 351, CLM 353, CLM 354, CLM 355, CLM 405, CLM 444, CLM 445, CLM 452, CLM 495, or consent of instructor. (Same as HSE 595.) This course is a Graduation Composition and Communication Requirement (GCCR) course in certain programs, and hence is not likely to be eligible for automatic transfer credit to UK.