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It’s a real privilege to serve as Department Chair of Health Care Administration at California State University, Long Beach. Departments like ours take pride in our diverse student body, relevant field research, excellence in teaching, and connectivity to local and regional organizations where our work makes a profound difference.

The health care industry is a rewarding field with great opportunities for growth and success, and it continues to thrive due to the many innovations and improvements introduced by creative organizations, by health care providers, and by the Affordable Care Act. With these new changes, there is no better time to begin a career in health care administration.

As a result of the health care industry expanding and creating more professional opportunities, our department has experienced great growth in recent years and has implemented changes in order to keep up with the industry trends. For example, in 2011, HCA had nearly two hundred undergraduate health care administration majors; for Fall 2016, we have admitted 479 declared undergraduate majors, 117 pre-majors, and nineteen certificate students. Too, the department currently has fifty-nine students in our graduate degree programs (with thirty-three in our traditional and twenty-six students in our accelerated programs); with the fall 2016 cohort of graduate students, our total graduate program enrollment will exceed one hundred students.

This growth would not have been possible without the efforts of our full-time core and executive faculty members who have been creatively and diligently improving our curriculum for both graduate and undergraduate programs. Their hard work and dedication to excellence have earned HCA not only a great reputation in Southern California, but also have resulted in the recertification by AUPHA and reaccreditation by CAHME for our undergraduate and graduate programs, respectively. Additionally, the success of HCA’s alumni as they enter the workplace in health care organizations both near and far contributes to the growing reputation of our department as a place to go to for quality recruitment. Too, the integration of social media and online forums—as well as the establishment of our HCA Alumni Network of over one thousand graduates—helps to keep us in contact with our alumni and gives us the opportunity to hear and read about their accomplishments.

Our minor program with the CSULB College of Business Administration (CBA) has also been a great success for our undergraduate students, allowing HCA majors to minor in one of CBA’s business programs—such as finance, information systems, human resource management, marketing, and entrepreneurship—while earning credit for select HCA courses, thus reducing the number of units required for the business minor. This agreement will help our students gain additional expertise in an area of great interest and strength in our industry, giving them additional competitive advantages in the employment market.

If you’re a graduate of any of our health administration programs, we urge you to get involved with our HCA Alumni Network. We offer numerous ways for your organization to participate in our students’ development such as involvement with both internship and mentoring opportunities as well as lending financial support to our organization. Your support will pay dividends both to your organization and to the health care industry as a whole, all while helping today’s students become our industry leaders of tomorrow. Please be sure to check out our department’s Annual Report to catch up with the happenings in our department.

On behalf of our core and executive faculty and staff, thank you for your strong support of the CSULB Department of Health Care Administration.

Best regards,
Tony Sinay, PhD and Chair
CSULB Department of Health Care Administration
ABOUT HCA

OUR MISSION STATEMENT

The mission of the CSULB Health Care Administration Program is to prepare professionals to manage, lead and improve a changing health care system. Our graduate and undergraduate programs are designed, and continually strive to improve their efforts, to meet the needs of the dynamic health care system, and to emphasize culturally appropriate patient-centered service delivery systems. The mission is supported by the following:

Vision: Being the highly sought program of choice by undergraduate and graduate students who aspire to meaningful and successful careers in health care management.

Values: The Program’s values are lifelong learning, research and innovations, collaboration, servant leadership, student-centeredness, applied knowledge, professionalism, and ethical behavior.

OUR ACADEMIC PROGRAMS

We’re proud to offer the following academic programs with the full certification of the Association of University Programs in Health Administration (AUPHA) and accreditation of the Commission on Accreditation of Healthcare Management Education (CAHME):

• Bachelor of Science in Health Care Administration (BSHCA)
• Certificate in Health Care Administration
• Master of Science in Health Care Administration (MSHCA)
• Accelerated Master of Science in Health Care Administration (MSHCA-AP)

OUR 2015-2016 FACULTY

Full-Time Faculty

Dr. Tony Sinay, Professor and Department Chair
Dr. Henry O’Lawrence, Professor
Dr. Erlyana Erlyana, Associate Professor
Dr. Brenda Freshman, Associate Professor
Dr. Grace Reynolds, Associate Professor
Dr. Nathan Gerard, Assistant Professor
Dr. Yanling Qi, Assistant Professor
Dr. Sandhya Shimoga, Assistant Professor

Full-Time Lecturers

Mr. Terence Cunningham (Internship Coordinator)
Dr. Linda Martinez
Ms. Natalie Whitehouse-Capuano (AP Coordinator)

Executive Faculty

Dr. Veronica Acosta-Deprez • Ms. Laurel Adler
Ms. Courtney Atkins • Ms. Liz Barnett • Dr. Rus Billimoria
Ms. Lyzette Blanco • Ms. Louise Borda • Mr. Ron Byrum
Ms. Kim Brant-Lucich • Ms. Dana Brown
Ms. Ana Carricchi-Lopez • Mr. Charles Del Campo
Dr. Alan Durocher • Dr. Daniel Fahey • Ms. Heidi Girling
Ms. Nora Goto • Dr. Cindy Gotz • Mr. Matthew Graeser
Ms. Nancy Hays • Mr. David Hook • Ms. Kim Kaiser
Mr. David Keele • Mr. Anthony Kellogg • Mr. Michael Kerr
Mr. Youngjae Kim • Ms. Stacey Koeckritz • Mr. Gary Lawson
Mr. Robert Layton • Ms. Inna Lisker • Dr. James Lott
Ms. Deborah Ludke • Mr. Thomas McCabe
Ms. Monica Montano • Mr. Thomas Nagle
Ms. Jamie Newman • Ms. Rebecca Perley • Ms. Dana Platt
Mr. Aaron Reich • Ms. Bridget Rogala
Ms. Evelyn “Gerrie” Schipske • Dr. Dennis Sevilla
Dr. Richard Tradewell • Mr. Vi Tran • Mr. Thomas Vaughan
Dr. Mustafa Younis

About HCA

Tel. +1 562 985 5694 | Email: hca@csulb.edu
1. Communication and Relationship Management
   - Relationship Management
   - Communication Skills
   - Facilitation and Negotiation

2. Leadership
   - Leadership Skills and Behavior
   - Organizational Climate and Culture
   - Communicating Vision
   - Managing Change

3. Professionalism
   - Personal and Professional Accountability
   - Professional Development and Lifelong Learning
   - Contributions to the Community and Profession

4. Knowledge of the Healthcare Environment
   - Healthcare Systems and Organizations
   - Healthcare Personnel
   - The Patient’s Perspective
   - The Community and the Environment

5. Business Skills and Knowledge
   - General Management
   - Financial Management
   - Human Resource Management
   - Organizational Dynamics and Governance
   - Strategic Planning and Marketing
   - Information Management
   - Risk Management
   - Quality Improvement
The HCA Advisory Board includes individuals from the management teams of local health care facilities. Advisory Board members are also an excellent source for part-time faculty. The HCA Advisory Board meets on a biannual basis and provides input on health care industry trends including: what competencies and skills are most important in health care administration, what specific training needs are emerging, and what jobs are in demand.

The Advisory Board also reviews the HCA curriculum, is involved in program development, presents research and development opportunities, and makes available preceptors and field experience opportunities for both graduate and undergraduate students. Advisory Board members are an invaluable source when it comes to providing feedback on HCA interns and graduates. Students interact with Advisory Board members through guest lectures, field work, and when Advisory Board members attend student events. The program actively seeks input from the Advisory Body through discussion and periodic surveys.

The Health Care Administration program conducts regular surveys of its Advisory Board members inquiring as to the skill sets that are needed in the field and the expected outcomes for graduates of the program. Advisory Board surveys help the HCA department to inform/motivate students of what employers want, advise faculty for curriculum development, and market the HCA department and degree programs.
Established in 1949 by then-Governor Earl Warren to serve the rapidly expanding post-World War II population of Orange and Southern Los Angeles counties, California State University, Long Beach (CSULB) has grown significantly over the decades and is now the third-largest campus of one of the largest public university systems in the country. CSULB offers nearly 140 different bachelor’s degrees, over ninety master’s degrees, five doctoral degrees, and nearly thirty kinds of teaching credentials. CSULB is pleased to rank consistently high in several publications’ list of top-value public universities.

The CSULB Department of Health Care Administration (HCA) is pleased to join the ranks of some of the nation’s top-rated healthcare administration programs. Whether it’s our AUPHA-certified bachelor’s degree program or our CAHME-certified traditional and accelerated graduate degree programs, we offer a variety of subjects, taught by both research faculty and Southern California healthcare executives, in order to produce top-notch graduates for the ever-growing health care administration field.
Nathan Gerard joined the HCA faculty in fall 2015 as an assistant professor. His scholarly work explores the changing relationship between the individual and the organization with a specific focus on topics of motivation, meaning, creativity, and alienation at work. Dr. Gerard's work in the health care field spans two continents and involves initiatives in organizational development, group dynamics, and change management in the public, private, and charitable sectors.

Dr. Gerard received his PhD in Organizational Psychology from Columbia University; he also lectured at Columbia University and was a visiting scholar at the London Business School. He also holds a master's degree in philosophy from Kings College London, and a bachelor's degree in clinical psychology from Tufts University.

Dr. Gerard teaches the following courses: HCA312 (Health Personnel Management), HCA410 (Health Management and Organization), and HCA698 (Senior Project).

Yanling Qi, an economist, joined the CSULB Department of Health Care Administration as an assistant professor in fall 2015. Her fields of interest involve health economics, health care finance, and labor and public economics with a focus on program evaluation. Dr. Qi's research focuses on individual behavioral responses to public policies that impact health outcomes, health care utilization, and labor market outcomes. Her recent studies investigate the impact of the Affordable Care Act (ACA) for young adults on health outcomes, health care utilization, primary care quality, and risky behaviors.

Before receiving her PhD in Economics from Georgia State University, Dr. Qi was a visiting scholar at the Federal Reserve Bank of Atlanta and lectured at Georgia State University.

Dr. Qi teaches the following courses: HCA300 (The Health Care System), HCA341 (Financial Management in Health Care), and HCA503 (Health Care Economics).
Dr. Alain Durocher

Adjunct faculty member Dr. Alain Durocher presented "Palliative Care: Between Patient's Autonomy and Clinicians' Moral Responsibility" at the 8th Annual Palliative Care Summit by the Coalition for Compassionate Care of California on May 12th, 2016, Newport Beach, CA.

Dr. Brenda Freshman

Associate Professor Brenda Freshman was elected to a second term as Secretary of the Association of University Programs in Healthcare Administration (AUPHA). In this position, she serves on the Board and is chair of the Collaborative Partnerships Committee.

Dr. Nathan Gerard

Assistant Professor Dr. Gerard presented a paper at 76th Annual Academy of Management Conference. His dissertation was also recognized at the Conference, receiving Honorable Mention from the Critical Management Studies Division. In Spring 2016, Professor Gerard received a Certificate of Recognition by the CSULB Educational Opportunity Program for his teaching and mentorship.

Dr. Cindy Gotz

Adjunct faculty member Dr. Cindy Gotz completed her Lean Leader certification through MemorialCare Health System and is poised to facilitate future lean performance and quality improvement efforts, reducing waste and increasing efficiency in her organization.

Dr. Linda Martinez

Adjunct faculty member Dr. Linda Martinez became the editor for the peer-reviewed academic journal Workforce Education Forum for Pennsylvania State University.

Dr. Henry O’Lawrence

Professor Henry O’Lawrence served on the ad-hoc editorial board for a special summer 2016 issue of the Journal of Health and Human Services Administration (JHHSA), an issue guest-edited by fellow HCA adjunct faculty member Dr. Mustafa Younis. In this same issue, Dr. O’Lawrence co-authored two published studies: “A Post Analysis of a Preventive and Chronic Healthcare Tool” and “An Overview of the Efficacy of the 12-Step Group Therapy for Substance Abuse Treatment.”

Dr. Grace Reynolds

Associate Professor Dr. Grace Reynolds achieved promotion to full professor and served as interim department chair during Chair Sinay’s sabbatical in the spring and summer 2016 semesters.

Dr. Reynolds also presented a paper at the Society for Prevention Research Annual Meeting in San Francisco in May, 2016. The paper, titled "Mental distress associated
with lack of health care insurance and resources in four cities in the U.S.,” was co-authored with Dennis G. Fisher, Richard Cervantes, Melissa Dyo, Sandhya Shimoga and Lucy Huckabay.

In addition, Dr. Reynolds published a paper in the peer-reviewed journal Public Health Nursing. The article, titled “Using the Extended Health Belief Model to Predict Hepatitis A and B Vaccinations,” was co-authored with Hannah-Hanh D. Nguyen, Dennis G. Fisher, Savitri Singh-Carlson, Annie Odell and Pamela Xandre.

Lastly, Dr. Reynolds also published a paper in the peer-reviewed journal Behavioral Medicine. The article, titled “Using the Bem and Klein Grid Scores to Predict Health Services Usage by Men,” was co-authored with Dennis G. Fisher, Melissa Dyo, and Lucy Huckabay.

DR. TONY SINAY

HCA professor Dr. Sinay was elected to treasurer position at the Association for Accredited Public Health Programs (AAPHP) in Spring 2016. The AAPHP supports, represents, and advances current and emerging accredited public health programs in preparing a competent public health workforce and advancing the science and practice of population-based health. Dr. Sinay currently serves as a member-at-large in the same organization.

DR. MUSTAFA YOUNIS

Adjunct faculty member Dr. Mustafa Younis served as guest editor for a special summer 2016 issue (vol. 39, no.1) of the Journal of Health and Human Services Administration (JHSHA) titled “Public Health, Healthcare Administration, Health Economics & Finance from USA, Europe and the Rest of the World.” Both HCA professors Dr. Henry O’Lawrence and Dr. Tony Sinay served as ad-hoc editorial board for this special issue.

SCHOLARSHIP RECIPIENTS

HCA alumni administer the annual student scholarship awards. The Department of Health Care Administration is deeply grateful to the following organizations which provided student scholarships in 2016, and congratulates the following award winners: Leticia Perez Nolasco and Yesenia Ayala for the HCA Long-Term Care Management Scholarship; Antonia Ortiz for the Molina Healthcare Endowed Scholarship; and Author Yao and Monica Marie Roque for the SCAN Health Plan Endowed Scholarship.

GRADUATION HONORS

We are pleased to announce that HCA graduate Krystle A. Morris was awarded the 2016 Outstanding Graduate for both the HCA department and the CSULB College of Health and Human Services.

As part of this honor, Ms. Morris had the opportunity to appoint the Most Valuable Professor award to a faculty member who the honoree deemed as exceptional. We’re pleased that Ms. Morris selected HCA lecturer Ms. Deborah Ludke for this honor. Ms. Ludke, who is also CSULB MSHCA graduate, is a tremendous asset to our program and was recognized by the University in May 2016 at both the CSULB Alumni Awards banquet and CSULB’s HCA Commencement ceremony on Friday, May 20, 2016.

Also honored at the Commencement Ceremony were Ekta Sharma and Trevor Eliot, recipients of the Graduate Dean’s List of University Scholars and Artists, Christina Stecki for the CHHS College Outstanding Project Award; and Bryan Bol Melgar and Natalie Wherry for CHHS Graduate Student Honors.
In alignment with the mission and vision of the University, which strives to become a University that emphasizes global engagement and civic participation, the Health Care Administration department has expanded its profile to include multiple international programs. Currently, the department offers opportunities for students to participate in short term study abroad programs in partnership with China Medical University (CMU) in Taichung, Taiwan and Hamburg University of Applied Sciences (HAW), Germany.

Partnerships with both universities allows students to be fully immersed in the respective cultures during their two-week period in the new environment. Both programs include lectures from distinguished speakers with expertise in health care systems; visits to health care related institutions such as hospitals, clinics, public/private insurance organizations, federal and local government offices, and long term care facilities; as well as visits to cultural sites, and landmarks of the countries.

As of Summer 2016, the program has taken dozens of students to Taiwan and to Germany. The program has received tremendous interest and has attracted students from interdisciplinary majors including Communication Studies, Health Science, in addition to those from Health Care Administration. Thirty students are enrolled in the courses for Summer 2015. The programs are well received and supported by the college and university.

The Health Care Administration department plans to continue offering the programs because we believe that these opportunities will enable our students to develop global competencies and awareness as well as foster intercultural proficiencies, a very crucial skill set needed in our interconnected world.

travel course for two weeks in Hamburg; it is to develop a semester abroad program for HCA students to spend a substantial amount of time at HU during the summer to experience the German culture.
TAIWAN (MARCH-APRIL 2016)

From March 24 through April 9, Dr. Sinay met with several China Medical University officials including Wen-Chen Tsai, Dean of School of Public Health, Chingju Lin, Associate Dean for International and Public Affairs, and Vice President Cheng-Chieh Lin. Dr. Sinay and CMU administrators agreed to improve the semester abroad program that is offered to CSULB’s health care administration students at CMU, and continue to enhance the International Student Exchange Program (ISEP) between two institutions.

During this visit, Dr. Sinay also gave a presentation to CMU faculty, students and staff concerning Obama Care and its comprehensive provisions to address the US health care challenges; cost, quality and access iron triangle, which was well-received by audience.

GERMANY (MAY 2016)

Dr. Sinay visited Hamburg University (HU) Applied Sciences from May 17 to May 21, 2016, attending meetings with Chair of Health Sciences Department, Chistina Faber, Dean of School of Life Sciences, Professor Dr. Andreas Biesterfeld, and Health Economist, Dr. York Zollner to create new opportunities for HCA students at Hamburg University, Hamburg, Germany.

The CSULB’s HCA Department already has a travel course, visiting Hamburg University, Bergedorf campus for the last three years in June; however our goal goes beyond a travel course for two weeks in Hamburg: it is to develop a semester abroad program for HCA students to spend a substantial amount of time at HU during the summer to experience the German culture, and to understand the structure and functioning of German Health system.

It is likely that HCA students will take several short course offered in English at Hamburg University to accumulate an equivalent of full time course credit during this time. These relatively short courses offered at HU could include Consumer Behavior, Eating Behavior, German Food and Culture, International Human Resource Management & Leadership, Marketing Research, Project Management, Public Health Nutrition, Public Health Project, Scientific Ergonomics with lab, Sensory Analysis, Working in multi-cultural groups, and German.

Dr. Sinay participated in the 25th year anniversary celebrations of Hamburg University Applied Sciences
and was a part of a panel that discussed the future challenges for health sciences and health management. The HU administrators want to continue to send students to CSULB to take courses during regular semesters, and most importantly they would like to send students to do an internship and possibly to write a thesis with CSULB professors. Several HU students will visit CSULB in Fall 2016.

Overall, Dr. Sinay said this was an excellent visit with HU Applied Sciences and we continue to advance our relationship with both Universities.

BACK TO TAIWAN (JUNE-JULY 2016)

Dr. Sinay visited CMU with HCA 422 Global Health Issues students again in June 25 to July 10 as a part of ISEP. Under this program CSULB students are matched with CMU medical, pharmacy, dentistry and Chinese medicine students, called “Buddy System” to learn from each other during the two-week stay.

Several CMU professors and Dr. Sinay delivered lectures that included US and Taiwanese health systems, US and Taiwanese Health polices, Chinese Medicine, Acupuncture, Tai Chi, hospital accreditation and hospital management, and eastern cultures.

Fields trip included Preventive and Chinese Medicine Departments of China Medical University, a complete tour of Chang Bing Show Chwan Memorial Hospital, and National Health Insurance regional headquarters. Cultural trips included Sun Moon Lake, Chong Tai Buddhist Temple, Mirror Glass Museum, Li-Fu Museum of Chinese Medicine and Lu Gang Scenic old time Taiwanese streets.

According to Dr. Sinay, China was an eye-opening experience for HCA students learning about Taiwanese culture, people, and not to forget its world-known Chinese cuisine.

ABOUT HCA422

GLOBAL ISSUES IN HEALTHCARE SERVICES

An examination of factors that impact global health; analysis of health care delivery systems and the governmental, economic, social and political forces that influence them.

Letter grade only (A-F). (Lecture)
CINDY ESPINOZA (2015)

Current Employer: Kaiser-Permanente Downey Medical Center
9333 E. Imperial Highway
Downey, CA 90242

Current Title: Unit Manager of Emergency Services

Education: MSHCA, CSULB (2015)

What I’m Doing Now:
After graduating, I had the opportunity to interview and get hired as the Emergency Services Unit Manager at Kaiser-Permanente Downey Medical Center. As a Unit Manager, I serve as the right hand of the ED Director. I manage her agenda and work on special projects for the department. Furthermore, I round the department to ensure that all the necessary equipment is readily available for providers and staff to utilize. Lastly, I generate various analytical reports for the providers regarding patient volume and provider ratios. These reports are essential to accurately schedule providers and staff during peak hours thus decreasing wait time and bed turn-around.

ALI AL-MASRI (2015)

Current Employer: Aurora Las Encinas Hospital
2900 East Del Mar Blvd.
Pasadena, CA 91107

Current Title: Mental Health Worker/Nurse Assistant

Education: MSHCA, CSULB (2015)

What I’m Doing Now:
My current position exposed me to the mental health field. As a mental health worker, I am in contact with patients who suffer from mental illnesses such as psychosis, bipolar disorders, schizophrenia, depression, and drug abuse. I currently assist registered nurses in attending to patients when being admitted and discharged, attend to basic medical needs such as taking blood pressure, heart rate, constant patients rounds, and basic hygiene services.

I also do “one to one” sessions with patients and assist them with their daily activities, such as setting short and long term goals, listening to their problems, and reporting health conditions to registered nurses. With this eye opening experience, I am able to say that I look forward to working with mental health patients when I become a nurse practitioner.

SONIA YAZMINE MOENADI (2014)

Current Employer: Dignity Health St. Mary Medical Center
1050 Linden Avenue
Long Beach, CA. 90813

Current Title: Education Coordinator

Education: MSHCA, CSULB (2014)

What I’m Doing Now:
My position is responsible for the coordination of hospital staff education, including the Learning Management System (LMS), and other electronic data base programs related to the Education department. I assist in the coordination of student rotations, and record retention and with hospital Safe Patient Handling Program. Additionally, assist with the development and delivery of training and educational initiatives under the Director of Education.

Some of my responsibilities include: LMS maintenance, trouble shooting, training of usage features, liaison to user groups, assistance with annual education, delivery and tracking; training related to regulatory compliance; service excellence and quality initiatives; and facilitating education as needed.
HCA SURVEY RESULTS

HCA STUDENT EMPLOYMENT PROFILES (ALL LEVELS), 2015-2016

Graph showing employment distribution:
- Hospital or Health System: 18%
- Physician Practice: 18%
- Military or Veterans Administration: 2%
- Long-term Care Facility/Home Health Agency: 10%
- Consulting: 8%
- Insurance/HMO: 23%
- Pharmaceutical/bio-tech/medical device company: 3%
- Other: 18%

HCA STUDENT SALARY PROFILES (ALL LEVELS), 2015-2016

Graph showing average salary:
- Undergraduate ($36.0K/Year)
- Traditional Graduate ($54.0K/Year)
- Accelerated Graduate ($74.0K/Year)
## HCA Survey Results

### Student Exit Polls (2014-2015)

Our 2015 graduating BSHCA, MSHCA, and MSHCA-AP (Accelerated Program) students reported that...

- HCA was a worthwhile investment of time and money
  - BSHCA: 87%
  - MSHCA: 100%
  - MSHCA-AP: 100%
- HCA helped to develop a strategic career plan and direction
  - BSHCA: 80%
  - MSHCA: 100%
  - MSHCA-AP: 100%
- HCA was worthy of recommendation to others.
  - BSHCA: 87%
  - MSHCA: 100%
  - MSHCA-AP: 100%
- They plan to join HCA’s LinkedIn group.
  - BSHCA: 94%
  - MSHCA: 100%
  - MSHCA-AP: 93%
- They plan to join HCA’s Alumni Network (HCAAN).
  - BSHCA: 83%
  - MSHCA: 100%
  - MSHCA-AP: 93%

### Incoming Graduate Student (Accelerated Program) Profiles (2015-2016)

#### In What Discipline Did You Receive Your Bachelor's Degree?

<table>
<thead>
<tr>
<th>Discipline</th>
<th>BSHCA</th>
<th>MSHCA</th>
<th>MSHCA-AP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Science and Mathematics</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Administration</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fine Arts</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>1</td>
<td></td>
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</tr>
</tbody>
</table>

#### What Is Your Current Practice Setting?

<table>
<thead>
<tr>
<th>Practice Setting</th>
<th>BSHCA</th>
<th>MSHCA</th>
<th>MSHCA-AP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinic/Community Health Center</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance Company</td>
<td>13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospital or Health Network</td>
<td>14</td>
<td></td>
<td></td>
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<tr>
<td>Business</td>
<td>6</td>
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<tr>
<td>LTC</td>
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<td>Managed Care</td>
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<tr>
<td>Physician’s Office</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>County Health Department</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
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