

DOMAIN/COMPETENCY/INDICATORS

DOMAIN	COMPETENCY	INDICATOR
<p>I. Understanding of the Healthcare Environment:</p> <p><i>The understanding of the healthcare system and the environment in which healthcare managers and providers function.</i></p>	A. Healthcare Systems and Organizations	1. Demonstrate knowledge of the healthcare system, its funding and payment mechanisms, and the environment in which it operates
		2. Assess the interrelations among access, quality, cost, resource allocation, accountability, and community
	B. Public Health and Health Outcomes	1. Understand and articulate health and public health policy outcomes
		2. Develop outcome measures for planning and policy
DOMAIN	COMPETENCY	INDICATOR
<p>II. Business Skills and Knowledge:</p> <p><i>The ability to apply business principles, including systems thinking, to the healthcare environment.</i></p>	A. General Management	1. Analyze and evaluate information to support a decision or recommendation
		2. Conduct needs analysis, identify and prioritize requirements
		3. Demonstrate critical thinking and analysis
		4. Identify alternate processes and potential solutions
	B. Financial Management	1. Understand and apply basic accounting, financial management, and financial analysis principles
	C. Human Resource Management	1. Familiarity with and ability to apply human resource laws and regulations
		2. Performance management and employment satisfaction measurement and improvement systems
		3. Examine and implement selection, recruitment, and retention techniques
		4. Develop organizational policies and procedures
	D. Organizational Dynamics and Governance	1. Ability to analyze and apply organizational systems theory and structure
		2. Ability to analyze and apply governance theory and structure
		3. Assess organizational culture and its impact on effectiveness
		4. Interpret and integrate federal, state, and local regulation/laws
	E. Strategic Planning and Marketing	1. Define and construct strategic planning principles and processes
		2. Analyze and assess markets, market segmentation, strategy, change and innovation
	F. Information Management	1. Explain the role and function of information technology in operations
		2. Ability to plan and implement

		information systems
		3. Ability to integrate technology security requirements
		4. Interpret and analyze data necessary for decision making
	G. Quality Improvement	1. Understand and apply quality management principles
		2. Familiarity with and ability to apply data collection, measurement, and analysis tools and techniques
	H. Health Economics and Policy	1. Analyze and apply economic theory and concepts to business decisions
		2. Identify policy issues and key stakeholders
		3. Design and evaluate policy strategies
DOMAIN	COMPETENCY	INDICATOR
<p>III. Communication and Relationship Management:</p> <p><i>The ability to communicate clearly and concisely with internal and external stakeholders, establish and maintain relationships, and facilitate constructive interactions with individuals and groups.</i></p>	A. Communication Skills	1. Demonstrate effective written, oral communication, and presentation skills
		2. Provide and receive constructive feedback
		3. Listen and respond effectively to the ideas and thoughts of others
	B. Relationship Management	1. Build collaborative relationships
		2. Demonstrate effective interpersonal relations
		3. Practice and value shared decision making
	C. Facilitation and Negotiation	1. Demonstrate effective negotiation and facilitation techniques
		2. Facilitate conflict, mediation, and alternative dispute resolution
	DOMAIN	COMPETENCY
<p>IV. Leadership:</p> <p><i>The ability to inspire individual and organizational excellence, create a shared vision and effectively manage change to attain the organization's strategic ends and successful performance.</i></p>	A. Leadership Skills and Behavior	1. Champion solutions and encourage decision making
		2. Engage in critical thinking and decision making
		3. Utilize relevant data to critically analyze financial and organizational issues
		4. Provide visionary leadership identifying future possibilities for the organization
	B. Organizational Climate and Culture	1. Create an organizational climate that encourages teamwork
		2. Establish an organizational culture that values and supports diversity
		3. Support innovation and creativity
	C. Communicating Vision	1. Create and communicate a shared vision
		2. Promote systems thinking in operations
		3. Identify opportunities for growth and development of the organization
	D. Managing Change	1. Demonstrate change management skills
		2. Anticipate and plan strategies for

		overcoming obstacles
		3. Anticipate the need for resources to carry out initiatives
<b>DOMAIN</b>	<b>COMPETENCY</b>	<b>INDICATOR</b>
<p>V. Professionalism:</p> <p><i>The ability to 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.</i></p>	A. Personal and Professional Accountability	1. Uphold and act upon ethical and professional standards and principles
		2. Demonstrate and promote cultural sensitivity
	B. Professional Development and Lifelong Learning	1. Provide personal commitment to enhance knowledge, skills, and abilities in healthcare administration
		2. Value and act on feedback that is provided about one's own strengths and weaknesses
	C. Contributions to the Community and Profession	1. Participate in community service
		2. Support collegial relationships with peers through networking, information sharing, and mentoring