Competencies In
Executive Management
Competencies in Executive Management

HAP'S Concentration in Executive Management has established a set of competencies as the basis of its curriculum and has linked course content and learning objectives to the competencies. Students in the concentration are expected to have attained proficiency in each of these competencies upon completion of the program.

1. Communication: The ability to speak and write in a clear, logical, and grammatical manner in formal and informal situations, and to prepare cogent business presentations.

2. Relationship Management: The ability to establish and maintain effective relationships, and facilitate constructive interactions with individuals and groups to achieve optimum organization performance.

3. Leadership and Management: The ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization's strategic ends and successful performance.

4. Organization and Governance: The ability to apply Principles and theories of organization governance to executive decision making.

5. Critical Thinking and Analysis: The ability to apply a systematic analytical process to executive decision making.

6. Professionalism: The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, service orientation and service to the profession.

7. Knowledge of the Healthcare Environment: Understanding the healthcare system and the environment in which healthcare managers and providers function

8. Financial Management: The ability to understand and explain financial and accounting information, prepare and manage budgets, make sound long-term investment decisions and legally execute fiduciary responsibility and institutional accountability.

9. Human Resource Management: The ability to manage the organization's human resources that represent contemporary best practices.

10. Strategic Management: The ability to formulate, implement, and evaluate cross-functional decisions that will enable an organization to achieve its objectives.

11. Information Technology and Management: The ability to develop and manage administrative and clinical information technology and decision-support tools in healthcare enterprises.

12. Performance and Quality Management: The ability to understand and use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance
Competencies in Executive Management

Competency Components

Each of the competencies is made up of number of components which provide the focus for the courses in the Executive Management Concentration.

1. **Communication**: The ability to speak and write in a clear, logical, and grammatical manner in formal and informal situations, and to prepare cogent business presentations.
   a. Written, oral communication, and presentation skills
   b. Communication applications
   c. Business communications including meeting agendas, presentations, business reports, project communication plans

2. **Relationship Management**: The ability to establish and maintain effective relationships, and facilitate constructive interactions with individuals and groups to achieve optimum organization performance.
   a. Building collaborative relationships
   b. Working in teams
   c. Negotiation skills
   d. Cultural competency

3. **Leadership and Management**: The ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization's strategic ends and successful performance.
   a. Organizational behavior
   b. Principles and practices of management
   c. Leadership styles and techniques
   d. Leadership ethics
   e. Organizational structures and dynamics
   f. Organizational culture
   g. Group dynamics and teams
   h. Diversity management
   i. Decision-making
   j. Change management
   k. Time and stress management
   l. The functions of management
4. **Organization and Governance**: The ability to apply Principles and theories of organization governance to executive decision making.
   a. Organization theories and structures
   b. Role and functioning of the board of directors
   c. Not-for-Profit and For-Profit structures
   d. Relationship of the CEO to the Board
   e. Structure and role of physician governance
   f. Federal, state and local regulations and laws

5. **Critical Thinking**: The ability to apply a systematic analytical process to executive decision making. This competency has two components:
   
   **A. Critical Thinking Process**: Critical thinking is a habit of mind characterized by the comprehensive exploration of issues, ideas, artifacts, and events before accepting or formulating an opinion or conclusion. It includes five steps.
   
   a. Issue/problem to be considered critically is stated clearly and described comprehensively, delivering all relevant information necessary for full understanding.
   b. Information is taken from source(s) with enough interpretation and evaluation to develop a comprehensive analysis or synthesis. Viewpoints of experts are questioned thoroughly.
   c. Thoroughly (systematically and methodically) analyzes own and others' assumptions and carefully evaluates the relevance of contexts when presenting a position.
   d. Specific position (perspective, thesis / hypothesis) is imaginative, taking into account the complexities of an issue. Limits of position (perspective, thesis / hypothesis) are acknowledged. Others' points of view are synthesized within position (perspective, thesis / hypothesis).
   e. Conclusions and related outcomes (consequences and implications) are logical and reflect student's informed evaluation and ability to place evidence and perspectives discussed in priority order.

   **B. Critical Thinking Methods**: When applying a critical thinking process, proficiency in the follow areas is expected.
   
   a. Problem definition and hypothesis development
   b. Statistical analysis
   c. Research methods and research bias
   d. Analytical techniques and methods
   e. Cause and effect relationships
6. **Professionalism**: The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, service orientation and service to the profession.
   a. Professional standards and ethical business principles
   b. Codes of professional ethics
   c. Conflict of interest
   d. Patients rights and responsibilities
   e. Maintaining professional knowledge currency
   f. Self assessments for personal growth
   g. Continuing education and career planning
   h. Professional societies, memberships, and networking

7. **Knowledge of the Healthcare Environment**: Understanding the healthcare system and the environment in which healthcare managers and providers function
   a. Regulatory and political environment
   b. Healthcare economic issues
   c. Population Health, Socioeconomic and Public Health Trends
   d. Financing and reimbursement trends
   e. Technology trends
   f. Changing role of consumers.
   g. Regulatory and compliance environment
   h. Healthcare legislation and public policy
   i. Anatomy of the healthcare delivery system

8. **Financial Management**: The ability to understand and explain financial and accounting information, prepare and manage budgets, make sound long-term investment decisions and legally execute fiduciary responsibility and institutional accountability.
   a. Cost accounting methodologies
   b. Financial planning methodologies
   c. Reimbursement methodologies
   d. Productivity, performance, and financial outcomes measures
   e. Operating, project, and capital budgeting
   f. Revenue cycle and accounts receivable management
   g. Accounting and financial control
   h. Fiduciary responsibilities and stewardship
   i. Due diligence
   j. Asset management
   k. Analyze financial statements
   l. Analyze financial reward versus risk
9. **Human Resource Management**: The ability to manage the organization's human resources that represent contemporary best practices.
   a. Legal and regulatory requirements
   b. Workforce performance evaluation
   c. Diversity management
   d. Staff development
   e. Compensation and benefits systems
   f. Performance appraisal and incentives systems
   g. Issues in labor relations
   h. Employee satisfaction
   i. Organizational policies and procedures
   j. Worker safety, security, and employee health issues
   k. Workforce planning (recruitment, selection, retention)

10. **Strategic Management**: The ability to formulate, implement, and evaluate cross-functional decisions that will enable an organization to achieve its objectives.
    a. Business and environmental assessment
    b. Strategic planning processes
    c. Mission, vision, philosophy, and values
    d. Setting goals and strategies
    e. Tactical planning
    f. Strategic decision support (planning; marketing; modeling; forecasting; consultants)
    g. Identifying and managing stakeholder's expectations
    h. Strategic adaptation
    i. Crisis and disaster planning
    j. Business planning
    k. Role of marketing

11. **Information Technology and Management**: The ability to develop and manage administrative and clinical information technology and decision-support tools in healthcare enterprises.
    a. Standards for health information integration, interoperability and continuity
    b. Administrative systems and programs
    c. Clinical systems and programs
    d. Data analysis and manipulation
    e. Information systems planning and management
    f. IT systems selection criteria and review
    g. Privacy, confidentiality and security requirement for information management
    h. Information systems and technology trends
    i. Misuse of IT systems and security/privacy issues
12. **Performance and Quality Management**: The ability to understand and use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance
   a. Use of evidence-based techniques
   b. Analyzing and designing organizational process
   c. Quality planning and management
   d. Anticipating business, clinical, and other risks
   e. Clinical pathways and disease management
   f. Customer satisfaction assessment
   g. Data collection, measurement, and analysis
   h. Credentialing and Peer Review
   i. Patient safety
   j. Accreditation and licensure