

AUM MHA Program Core Competencies

The proposed competency model for the MHA Program at AUM consists of 18 competencies within five Domains. The five domains are Knowledge of the Healthcare System, Analytical and Business Skills, Communications and Interpersonal Skills, Leadership and Management Skills, and Professionalism and Ethics. These competencies are embedded in the course curricula and undergo systematic evaluation during the students' educational experience.

Domain 1: KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT (HE)

B HE 1. Healthcare Issues and Trends: Make recommendations, written and oral, and take actions compatible with governmental, regulatory, professional, and accreditation agencies, including funding and payment mechanisms of the healthcare system.

I HE 2. Health Policy and Legal Principles: Understanding the creation of processes to incorporate industry, technology policy, infrastructure, legal, and regulatory environment trends (local, state, and federal levels) into the hierarchy of an organization.

B-I HE 3. Population Health: Understand U.S. and Global concepts of population health, community health assessments, accountable care organizations (ACO), risk, clinical methodologies (e.g., clinical pathways, evidence-based medicine, population health, pay for performance)

Domain 2: ANALYTICAL AND BUSINESS SKILLS (ABS)

I ABS 1. Financial Management: Ability to compile and analyze financial data: ratios, overhead rules, and allocations. Understand the organizational relationships to cost accounting, 3rd party payers, Profit and Loss, Balance Sheets, Capital needs planning.

I ABS 2. Workforce Management: Apply methods and techniques for effective management of employee, and professional staff development to ensure a cohesive, diverse clinical and non-clinical workforce. Address hostile work environment and unions.

B ABS 3. Organizational Dynamics and Governance: Understand corporate systems theory, structuring (e.g., span of control, chain of command, interrelationships of administrative units, matrixed organizations), the responsibilities, influence of governing bodieswater

B ABS 4. Strategic Planning and Marketing: Perform environmental analysis, differentiate competitive strategies, formulate business strategies and plans to support organizational goal achievement and opportunities.

I ABS 5. Information Management and Technology Skills: Develop a technology plan that establishes the criteria for selection, implementation, and appropriate use of information technology, including computer systems, internet strategies, social media, and telecommunications, using standard and non-standard data.

I ABS 6. Economic Analysis and Application: Ability to understand and interpret statistical evidence from economic data in healthcare, economic modeling, pricing, pricing controls, and economic impacts.

I ABS 7. Quality Improvement and Patient Safety: Develop skills in monitoring and evaluating the quality, safety, and appropriateness of patient care and operational services, utilizing the tools and techniques of high reliability leadership, continuous quality improvement, data system design, process management, and hazard analysis.

Domain 3: COMMUNICATIONS AND INTERPERSONAL EFFECTIVENESS (CIE)

A CIE 1. Interpersonal Skills: Demonstrate collaborative relationships, using oral and written communication to develop negotiation skills; demonstrate empathy and concern while attaining organizational goals and objectives.

I CIE 2. Value-based Decision-Making: Engage in critical thinking and use comprehensive information sources to create innovative solutions to address healthcare questions. Demonstrate obtaining cooperation through teams and collaboration.

I CIE 3. Communication Skills: Demonstrate effective written, oral, and presentation skills to various audiences. Exhibit a high level of Emotional Intelligence and self-awareness.

Domain 4: LEADERSHIP AND MANAGEMENT SKILLS (LMS)

I LMS 1. Transformational Leadership: Develop a leadership approach to create change in individuals and social systems (change and innovation), while enhancing motivation, morale, and performance.

B-I LMS 2. Leading and Managing Others: Synthesize and integrate divergent viewpoints in decision-making for the organization's good while holding yourself and others accountable for attaining organizational goals.

B LMS 3. Systems Thinking: Demonstrate, in a variety of situations, knowledge of the healthcare system, the environment in which it operates, and how decisions affect other functional areas, including the interdependencies among access, quality, and cost.

Domain 5: PROFESSIONALISM AND ETHICS (PE)

B-I PE 1: Ethical and Professional Standards: Advocate personal and business ethics. Apply ethical principles and norms to analyze managerial, organizational, and policy situations.

B-I PE 2: Professional Development: Demonstrate a commitment to nurturing broad professional networks and lifelong learning through self-awareness, reflection, self-improvement, and personal/professional goal setting.

