

MS HEALTH SYSTEMS MANAGEMENT COMPETENCY MODEL (December 2017; 1

<i>III.A.2 Knowledge of Health Sector & Healthcare Management</i>	
1	Health Care Systems or Models
2	Sociocultural, Political Awareness and Social and Economic Determinants of Health
<i>III.A.3 Communication & Interpersonal Effectiveness</i>	
3	Collaboration*
4	Communication Skills

III.A.4	<i>Critical Thinking, Analysis & Problem Solving</i>
5	Process Management and Organization Design
6	Financial Skills
7	Strategic Orientation

8	Information Technology Management
9	Program Design and Performance Measurement
III.A.5 <i>Management & Leadership</i>	
10	Change Leadership
11	Human Resources
III.A.6 <i>Professionalism & Ethics</i>	
12	Professionalism

*Adopted (in-part) from NCHL Health Leadership Competency Mo

updated August 2022)

Description

Understanding the complexity of how past, present and future payment/care models align with quality and patient engagement and overall outcomes; understanding the variety of providers and how they work together, types of public and private health services organization and how these provider types and structures contribute to outcomes, quality and accountability. The ability to consider how globalization affects health, health systems and the delivery of care in the US and internationally; develop programs and services that effectively integrate these implications into efficient and effective systems of care.

The ability to work effectively within diverse cultural settings and across local, regional, and international legal/political landscapes; conceptualize domestic and global health challenges in terms of their multidisciplinary nature and ethical and ideological underpinnings to include cultural, social, economic, environmental, behavioral and political systems; and, to analyze the role of leading factors, institutions and policy frameworks in shaping the organization and governance of domestic and international health since the mid-20th century.

Description

Solicits input from individuals, organizations and stakeholder groups to achieve organization and community goals and objectives (3C3). The ability to work cooperatively with others, to be part of a team, to work together, as opposed to working separately or competitively. Collaboration applies when a person is a member of a group of people functioning as a team, but not the leader.

The ability to influence others through written and spoken word (in formal and informal situations) to achieve a goal or desired outcome. To authentically write or present in a clear, logical, and grammatical manner, considering the literacy of the audience. Facilitates group interactions through the use of effective meeting management techniques(3B1).

Writing - The ability to use written communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward. **Speaking & Facilitating** - The ability to use spoken communications in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.

Description

The ability to analyze and design or improve (innovate) an organizational process, including incorporating the principles of quality management as well as customer/patient engagement. Takes measures to minimize internal and external barriers that may affect the delivery of safe and effective care/services (8C5).

The ability to understand and explain financial and accounting information, prepare and manage budgets (7C5, 7C6, 7C7, 7C11), make sound long-term investment decisions (7C9-7C11) and leverage a variety of funding mechanisms and procedures (e.g. grants, fees, third party reimbursement, tobacco taxes, value-based purchasing, budget approval processes) to support organization and community-based services goals and objectives (7C4,7C8).

The ability and commitment to consider the business, demographic, ethno-cultural, political, and legal/regulatory and ethical implications of decisions and develop strategies that continually improve the long-term success and viability of the organization and communities they serve. Ensures the development of a state/Tribal/community health improvement plan (2C1).

The ability to see the potential in and understand the use of, administrative and clinical information technology and decision-support tools in process and performance improvement. Actively sponsors their utilization and the continuous upgrading of information management capabilities.

Engage the organization in community-based needs assessment and program development (5C11). Ensuring community input is used for developing, implementing and evaluation and improving policies, programs and services (5C8). The ability to understand and accurately use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance, commitment to and employment of evidence-based techniques.

Description

The ability to energize stakeholders and sustain their commitment to changes in approaches, processes, and strategies.

Understanding of domestic and global trends in the availability and movement of the health care workforce. The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the performance and strategic goals of the organization.

Description

The demonstration of ethics, sound professional practices, social accountability, and community stewardship. The desire to act in a way that is consistent with one's values and what one says is important.

Learning outcome (Reference to Core Competencies for Public Health Professionals)

Describe different national models or health systems for the provision of health care and their respective effects on the impact on health care outcomes and health care expenditures. Compare and contrast the organization, structure and function of health care, public health and legal/regulatory systems across national and international settings and describe the relationship between system/model and clinical, quality and cost outcomes. Evaluate new systems/models of care and identify potential impact on cost, quality and patient engagement.

Describe the roles and relationships of the major entities influencing domestic and global health (3C2; 5C1); the roles and relationships of the entities influencing global health; the legal/ethical context as well as multi-agency policy-making in response to complex health emergencies; the inter-relationship of foreign policy and health diplomacy; and the social and structural determinants of health and their impacts on individuals and communities (1C12). The ability to analyze the impact of transnational movements on population health, the means by which structural bias, social inequities and racism undermine health and create challenges to achieving health equity at organizational, community and societal levels and context-specific policy making processes that impact health, and public health initiatives.

Learning outcome

Acts to promote good working relationships among individual and organizations (3C3) regardless of personal or professional biases (3C7); Breaks down barriers across groups; Builds good morale or cooperation within the team, including creating symbols of group identity or other actions to build cohesiveness; Encourages or facilitates a beneficial resolution to conflict; Creates conditions for high- performance committees/workgroups/teams (3C7).

Prepares effective written documents using accurate and complete presentation of supporting evidence (facts, data, etc.) in a logical yet balanced presentation of arguments. Incorporates diverse perspectives (4C4), develops well-reasoned recommendations, and prepares concise executive summaries. Makes persuasive oral presentations with effective audiovisual media, engages in non-defensive Q&A and stays within the allotted time. Uses varied communication management techniques, brainstorming, consensus building, group problem solving, and conflict resolution (#B4, 3C5, 3C6).

Writing: Uses Generally Accepted English Grammar - Uses subject-verb agreement and parallel structure; Uses rules of punctuation and sentence and paragraph construction; Uses concise thematic construction. **Writes Clearly and Persuasively** – Uses first-person appropriately; avoids use of generalities and imprecise language (e.g., clichés); ensures technical material is conveyed clearly according to the audience. **Prepares Effective Written Business Cases and Reports** - Uses accurate and complete presentation of facts; Uses logical presentation of arguments pro and con; Develops well-reasoned recommendations; Effectively balances writing with graphical communications (e.g., charts, scorecards); Prepares concise executive summaries

Speaking & Facilitating - Speaks Clearly and Effectively – Uses effective articulation, volume, word choice, and tone; Conveys meaning clearly and efficiently; Checks for understanding as appropriate. **Prepares Effective Oral Presentations** - Identifies audience’s interests, needs, and level of understanding; Uses understanding of audience to tailor presentation content, structure, and length; Seeks feedback on presentation plans. **Presents Persuasively** - Uses clear and understandable voice that is free of extraneous phrases (i.e., “uh” and “you know”); Uses effective audiovisual media (presentation software, exhibits, etc.); Stays on topic; Engages in non-defensive Q&A; Stays within time allotment; Changes approach as needed based on audience response. **Facilitates Group Interactions** - Demonstrates effective meeting management techniques (e.g., agenda development; clarifying purpose and goals; time management); Uses varied communication management techniques (e.g., brainstorming, consensus building, group problem solving, and conflict resolution); Ensures all group members are encouraged to participate

Learning outcome

Conducts process flow analysis, identifies key decision points, determines staffing requirements with cost and service implications; Conducts benchmarking and best practice research to improve clinical/non-clinical practices, understands customer service, satisfaction and even patient engagement drivers, understands the continuum of care, defines roles and responsibilities of providers of care/administrators/public health/community partners (3C8), understands the basics of organizational and legal, accrediting, and regulatory requirements (2C9); Assesses organizational structures, understands basic differences in provider structures, and uses organization/system and public health structure to design and improve performance (2C10-2C13, 4C6). Understands internal and external organization governance practices (board relations, committee structure, fiduciary, ethics, and clinical review responsibilities) (7C1,7C3); defines role and responsibilities other auxiliary and community-based organizations; and, uses these key governing and regulatory organizations such as state, county and city governments to enhance quality, customer satisfaction/engagement, and the overall performance of organizations to meet community need (7C1-7C3).

Explains organizational financial metrics and reports; manages budgets and assets; understands impact of reimbursement models; evaluates financial analyses and investments; and, develops long-term financial plans for funding growth and development to achieve organization and community goals and objectives.

Conducts environmental scanning; employs a variety of strategy tools to identify the competitive/market, legal/regulatory environment, ethical/public opinion, community/population need, etc. (2C6, 2C7). Positions the organization in light of these environmental forces. Develops strategic goals and plans (2C2, 2C3) for the organization that take advantage of its strengths, addresses its shortcomings, builds on opportunities, attempts to minimize environmental threats (2C5, 8C5); Aligns organizational units and investment strategy (financial, people, technology, materials) to achieve strategy. Understands the forces that are shaping health care (market, social, cultural, economic, and political); aligns strategy, structure, or people with long-term environment.

Recognizes the potential of information systems in process and patient/client service improvement; Understands and actively promotes information systems implementation to collect, track and share information across local- and wide-area networks (1C4, 2C14); Champions decision-support system implementation; seeks and challenges the organization to use leading-edge and developing technology to alter the way the organization operates or promotes health and wellness.

Accurately uses a variety of measures of health/social determinants of health to identify present and future needs and design programs and services that ensures timeliness, effectiveness, and efficiency of services; advocates for treatment and other care decisions that are evidenced based and patient/customer centered (1C14-15). Accurately monitors and reports organizational indicators of performance; a scorecard of quantitative and qualitative measures, and establishes procedures based on evidence. Uses measurement systems to determine early warning as well as "rear window" indicators (1C8-1C10) and monitors community wellness (1C11-1C13). Measures programs and organizational success by tracking outcomes achieved against organizational goals, community wellness and performance against regional and national criteria and priorities.

Learning outcome

Identifies areas for change; expresses vision for change, modifies previous vision and outlines strategies for change; ensures change message is heard while providing others the opportunity to engage in change initiatives; and, publicly challenges the status quo by comparing it to an ideal or a vision of change; Creates a realistic sense of crisis or a disequilibrium in order to prepare the ground for change; Energizes others for change while valuing/support individual transitioning to support change (8C8).

Describes general trends and influences in the domestic and global health care workforce. Familiarity with basic employment processes and laws and uses of alternative compensation and benefit programs as well as other tactics to align human resource functions with strategy. Understands the importance of aligning recruitment and selection, job design and work systems, learning and development, reward and recognition, and succession planning to achieve an engaged and learning workforce to achieve organizational/population health strategic outcomes (7C14-7C16, 8C6, 8C9). Demonstrates and advocates for a workforce that meets the diverse needs of the population served (4C5, 4C7, 4B8).

Learning outcome

No matter if acting as an individual or representative of an organization or community, acts openly and honestly, deals with staff/public/government/community stakeholders in open and truthful manner, expresses beliefs even when not welcomed, and shares information/insights/comments when it would be easier not to. Maintains social accountability through the development of systems for tracking and sustaining commitments, acknowledges issues and contributing factors, publicly admits mistakes with openness/honesty/fairness (1C1, 3C4). Promotes community stewardship through the development of professional roles/values compatible with improving population and individual health; Commits to addressing the health and wellness needs of the total population, including adapting new approaches that address diverse cultural attitudes about health; Ensures organizational stewardship and accountability for honesty and fair dealing with all constituents (4C4-4C5).







