

**San Diego State University
Graduate School of Public Health
Graduate Program in Health Management and Policy**

Current Program Competencies

Program faculty regularly review and update program competencies. Faculty sought input from its students, alumni, and other key stakeholders to develop our current competency model. The HMP Program's current (2011) Competency model includes 34 individual competencies covering four different domains. These competencies represent appropriate knowledge and skills expected of Program graduates needed to obtain initial employment and achieve success throughout their careers as they transition from early careerists to upper management and health care executives.

Domain A: Knowledge of Health Care Policy and the Environment

This domain addresses basic knowledge that all health care managers would be expected to possess in order to understand how to make appropriate decisions across a wide variety of private and public organizations.

Competencies:

- A1. Discuss health care organizations and their relationship to access, quality, cost, accountability, and the health of patients and the community.
- A2. Describe trends in health care expenditures, and their causes and consequences on health and health care organizations.
- A3. Describe how changes in technology, politics, regulation, health systems, and other factors interact with individual behavior and the social and physical environments to determine individual and population health.
- A4. Describe key features of the legal system, the role of law, and the impact of the legislative process on health care systems.
- A5. Discuss the roles that legislators, providers, interest groups, consumers, professional and accrediting agencies, and other stakeholders in the community have in shaping and influencing policy.
- A6. Identify revenue sources and reimbursement methods in the U.S. health care system, including historical origins and current policy, and their impact on health service delivery.
- A7. Compare and contrast characteristics of different health care delivery models and evaluate their effectiveness in the current health environment.
- A8. Relate health disparities, lack of insurance, and changes due to health care reform to the challenges posed by delivering health care services to diverse populations.

Domain B: Analysis and Critical Thinking

This domain includes more specific high-level skills used by health care managers to evaluate different options and make decisions that achieve the objectives of its organization.

Competencies:

- B1. Apply statistical knowledge and reasoning to identify and implement evidence-based strategies in health care management and policy.
- B2. Utilize common epidemiological methods to determine patterns and trends in disease, injury, and population health.
- B3. Apply a systems thinking approach to identify problems and evaluate alternative solutions for improving organizational performance.
- B4. Apply quantitative methods, such as survey research, health care market analysis, operations research, and statistical analysis, to health care managerial decision making.
- B5. Conduct service area competitive market analysis to determine the strategic direction of different health care organizations.
- B6. Translate health data into relevant information for appropriate audiences using statistical software for data management, analysis, and reporting results.
- B7. Apply managerial and cost accounting information to evaluate financial performance and decision making in health care organizations.
- B8. Understand and calculate different reimbursement formulas and strategies for cost containment and revenue enhancement used by the government and health services organizations.
- B9. Compare alternatives for health care transformation and reform at the state, national, and international levels, and assess their potential impacts on health care organizations.
- B10. Understand and articulate economic models, concepts, and tools necessary to engage in effective policy analysis, formulation, evaluation, and advocacy.

Domain C: Management

This domain encompasses skills and knowledge necessary to make decisions that allow health care organizations to operate efficiently.

Competencies:

- C1. Understand how health care organizations are structured, and how their different components (such as human resources, governance, information systems, and patient care) interact and influence performance.
- C2. Apply an evidence-based management framework to evaluate and implement different management theories.
- C3. Use strategic and business planning principles to develop and align the mission, vision, goals, and objectives for operating a health care organization.
- C4. Assess an organization's external environment and apply principles of marketing to gain and maintain competitive advantage.
- C5. Identify critical legal and ethical issues related to the delivery of health services, and understand their application to organizational decision making.
- C6. Understand how personal roles and styles affect team and organizational performance, and develop skills for managing group dynamics effectively.
- C7. Articulate how health information systems support and contribute to the financial and nonfinancial performance of health care organizations.
- C8. Understand the importance of compliance for health organizations related to data privacy, confidentiality, data security, coding, billing, and government regulations.
- C9. Discuss managerial roles in planning, adopting, implementing, and evaluating interventions designed to improve the performance of health care organizations.
- C10. Demonstrate awareness of how different cultural beliefs, practices, and needs presented by patients and their communities influence health care management and service delivery.

Domain D: Professional Skills and Leadership

This domain addresses communication and other skills necessary to become successful health care leaders.

Competencies:

- D1. Identify and use appropriate oral and written communication strategies for different audiences, such as line staff, executives, board members, policy makers, the general public, and other key stakeholders.
- D2. Demonstrate leadership skills and understand how leaders can ethically motivate and influence individuals, groups, and organizations.
- D3. Understand the role of advocacy and how it influences community health and the development of health policies.
- D4. Understand the importance of networking and professional development through engagement with professional associations such as ACHE, MGMA, HFMA, APHA, and AUPHA.
- D5. Form and lead teams to improve organizational, project, and task performance.
- D6. Apply professional standards of business and medical ethics in the analysis of health care problems and issues.