COMPETENCIES BY DOMAIN AND RELATED ACADEMIC COURSES

A. Management Science and Technology

A.1. Operational Definitions
Understand and demonstrate the use of scientific operational definitions and their measurement, e.g., efficiency, effectiveness (PHC 6000, PHC 6148, PHC 6180, PHC 6191).

A.2. Performance Measurement
Develop and use metrics to assess clinical and organizational performance (PHC 6000, PHC 6147, PHC 6161, PHC 6166, PHC 6180, PHC 6191, PHC 6196).

A.3. Information Systems and Technology
Comprehend the use and applications of information systems and technology in health services management, e.g., electronic medical records, decision support systems, and the use of software tools for decision-making (PHC 6147, PHC 6196).

A.4. Quantitative Analysis
Demonstrate the application of quantitative analytic techniques (e.g., descriptive and inferential statistics, regression, forecasting) and the use of software tools, such as Excel, in management decision-making (PHC 6050, PHC 6161, PHC 6191, QMB 6305).

A.5. Operations Management
Use process management methods and tools in performance and quality improvement, e.g., CQI, Six Sigma, flowcharts, Gantt charts, etc. (PHC 6102, PHC 6147, PHC 6148, PHC 6180, PHC 6191, PHC 6196).

A.6. Analytical Thinking
Build analytical thinking acumen, e.g., the ability to understand relevant concepts and issues by delving into its pertinent components and formulating solutions (PHC 6102, PHC 6147, PHC 6148, PHC 6180, PHC 6181, PHC 6191, PHC 6196, PHC 6420, PHC 6430, PHC 6435, PHC 6945, PHC 6977, QMB 6305).

B. Strategy and Leadership

B.1. Operational and Strategic Planning
Understand all components of operational and strategic plans, e.g., environmental scanning, competitive analysis, strategy development (PHC 6102, PHC 6148, PHC 6180, PHC 6181, PHC 6166).

B.2. Marketing
Apply marketing principles to management decision-making (PHC 6102, PHC 6148, PHC 6166, PHC 6180, PHC 6410).

B.3. Management of Organizational Design
Lead improvement upon organizational design and culture, e.g., formal and informal decision-making structures, and champion workforce diversity (PHC 6148, PHC 6180, PHC 6181, PHC 6410).

B.4. Leadership and Human Resources Management
Clarify the principles of change leadership and human resources management processes, e.g., staff development (PHC 6102, PHC 6180, PHC 6181).

B.5. Organizational Governance
Understand governance practices, e.g., board composition, relations and evaluation; committee structure; and clinical review, fiduciary, and ethical responsibilities (PHC 6102, PHC 6147, PHC 6180, PHC 6420).

C. Public Policies and Community Orientation

C.1. Healthcare System
Explain the organization and financing of the U.S. healthcare system (PHC 6102, PHC 6147, PHC 6430, PHC 6435).

C.2. Community Engagement
Assess community needs and values and the role of external relations, e.g., demographic/population contexts for business development (PHC 6000, PHC 6102, PHC 6148, PHC 6410).

C.3. Legal and Regulatory Environment
Comprehend the legal and regulatory environment for health services (PHC 6102, PHC 6148, PHC 6151, PHC 6180, PHC 6420, PHC 6430).

C.4. Public Policy
Comprehend the policy process and analyze public policy context and choices (PHC 6102, PHC 6151, PHC 6420, PHC 6430, PHC 6435).

C.4. Understanding Health Disparities
Analyze the associations between provider cultural competencies and diversity and patient health disparities (PHC 6102, PHC 6181, PHC 6410).

D. Economics & Financial Management

D.1. Budgets
Comprehend budgets, e.g., sources of revenue and expense, use of standards in budget development (PHC 6102, PHC 6161, PHC 6180).

D.2. Cost Accounting
Explain the principles and applications of cost accounting, e.g., the costing process, measurement, and control (ACG 6026, PHC 6161, PHC 6166).

D.3. Financial Statement Analysis
Understand financial statements, e.g., net income and cash flow statements, ratio analysis, pro forma statements (ACG 6026, PHC 6148, PHC 6161, PHC 6166).

D.4. Financial Mathematics
Execute financial mathematics, e.g., time value of money calculations, capital budgeting, return on investment, risk analyses, payback (PHC 6161, PHC 6430).

D.5. Reimbursement Methods
Understand differential reimbursement methodologies used by payers (e.g., Medicare, Medicaid, self-pay, commercial, managed care) and the major principles of health insurance (PHC 6102, PHC 6161, PHC 6166, PHC 6180, PHC 6430, PHC 6435).

D.6. Economic Evaluation
Explain economic evaluation, e.g. cost benefit/cost effectiveness analysis (PHC 6161, PHC 6430).

E. Professionalism and Communication Skills

E.1. Values and Ethical Decision-Making
Demonstrate public health values and reinforce ethical decision-making (PHC 6102, PHC 6148, PHC 6151, PHC 6180, PHC 6181, PHC 6196, PHC 6410, PHC 6420).

E.2. Written Communication
Integrate and demonstrate effective written communication (PHC 6147, PHC 6148, PHC 6161, PHC 6166, PHC 6180, PHC 6181, PHC 6191, PHC 6420, PHC 6430, PHC 6945, PHC 6977).

E.3. Oral Communication
Integrate and demonstrate effective oral communication with other individuals and in groups (PHC 6148, PHC 6166 PHC 6180, PHC 6181, PHC 6420, PHC 6430, PHC 6945).

E.4. Professionalism
Demonstrate professionalism, e.g., abilities to effectively work with others, to engage in relationship building, to be accountable, to act with integrity (PHC 6102, PHC 6161, PHC 6166, PHC 6180, PHC 6181, PHC 6191, PHC 6945, PHC 6977).

Approved: July 19, 2013