The American College of Healthcare Executives Healthcare Executive Competencies Assessment Tool is offered as an instrument for healthcare executives to use in assessing their expertise in critical areas of healthcare management. We trust you will find this latest edition of the assessment tool useful. ACHE updates the assessment annually to continually improve its value to you.

The competencies are derived from the Healthcare Leadership Alliance* Competency Directory (www. healthcareleadershipalliance.org). The competencies in this self-assessment tool comprise a subset relevant to management and leadership tasks typically performed by members of the American College of Healthcare Executives, regardless of work setting or years of experience.

The self-assessment is designed to help you identify areas of strength and areas you may wish to include in your personal development plan. You may choose to have your immediate supervisor use the tool to assess you, and then compare results from your self-assessment with perceptions from your supervisor. Used in such a manner, the competency self-assessment can be a powerful tool in facilitating feedback about gaps in skills necessary for optimizing performance.

Healthcare organizations also may choose to use this assessment tool and the components of the HLA Competency Directory to better define the requirements of specific roles within the organization. Once defined, the organization then can respond with a targeted training and development plan for those roles. Certain tasks also may require teams with a blend of strengths, and the self-assessment tool can be used to arrive at an ideal skill mix among such teams. As pointed out by Mary E. Stefl, PhD, professor and chair, Department of Health Care Administration, Trinity University, San Antonio, "The HLA competencies provide a common framework and lexicon for a variety of healthcare managers in a range of roles and settings; they serve to define the field. They can be used for individual as well as team self-assessment and improvement. Some teams may need common skills and knowledge while others may benefit from individuals whose skills and knowledge are complementary."

Within the HLA Competency Directory, the competencies are categorized into five critical domains: Communication and Relationship Management, Leadership, Professionalism, Knowledge of the Healthcare Environment, and Business Skills and Knowledge. The definitions for the domains are as follows:

1. Communication and Relationship Management

The ability to communicate clearly and concisely with internal and external customers, establish and maintain relationships, and facilitate constructive interactions with individuals and groups.

Communication and Relationship Management includes:
  A. Relationship Management
  B. Communication Skills
  C. Facilitation and Negotiation

ACHE Healthcare Executive Competencies Assessment Tool

2. Leadership

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. According to the HLA model, leadership intersects with each of the other four domains.

Leadership includes:
A. Leadership Skills and Behavior
B. Organizational Climate and Culture
C. Communicating Vision
D. Managing Change

3. Professionalism

The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.

Professionalism includes:
A. Personal and Professional Accountability
B. Professional Development and Lifelong Learning
C. Contributions to the Community and Profession

4. Knowledge of the Healthcare Environment

The understanding of the healthcare system and the environment in which healthcare managers and providers function.

Knowledge of the Healthcare Environment includes:
A. Healthcare Systems and Organizations
B. Healthcare Personnel
C. The Patient's Perspective
D. The Community and the Environment

5. Business Skills and Knowledge

The ability to apply business principles, including systems thinking, to the healthcare environment.

Business Skills and Knowledge includes:
A. General Management
B. Financial Management
C. Human Resource Management
D. Organizational Dynamics and Governance
E. Strategic Planning and Marketing
F. Information Management
G. Risk Management
H. Quality Improvement

Healthcare executives should demonstrate competence in aspects of all five domain areas. As you work your way through the self-assessment tool, we hope you will find it valuable and that it helps you along the path of lifelong professional education as you face the ongoing challenges of leadership. We have made it available as a PDF file at **ache.org/Careers** and hope you will share it with other healthcare executives.

1. Communication and Relationship Management

A. *Relationship Management*

	Novice		Competent		Expert
Organizational structure and relationships	1	2	3	4	5
Build collaborative relationships	1	2	3	4	5
Demonstrate effective interpersonal relations	1	2	3	4	5
Develop and maintain medical staff relationships	1	2	3	4	5
Develop and maintain supplier relationships	1	2	3	4	5
Identify stakeholder needs/expectations	1	2	3	4	5
Provide internal customer service	1	2	3	4	5
Practice and value shared decision making	1	2	3	4	5

Readings: 8, 10, 14, 15, 27, 45, 52, 58, 67, 72, 77, 86, 97
Programs: 8, 9, 10, 13, 21, 35, 36, 46
Leadership Assessments: 1, 2, 6, 7
Self-Study Courses: 2, 3, 4, 7, 21, 33, 43, 44, 48

B. *Communication Skills*

	Novice		Competent		Expert
Public relations	1	2	3	4	5
Principles of communication and their specific applications	1	2	3	4	5
Sensitivity to what is correct behavior when communicating with diverse cultures, internal and external	1	2	3	4	5
Communicate organizational mission, vision, objectives and priorities	1	2	3	4	5
Identify and use human and technical resources to develop and deliver communications	1	2	3	4	5
Prepare and deliver business communications, including meeting agendas, presentations, business reports and project communications plans	1	2	3	4	5
Present results of data analysis to decision makers	1	2	3	4	5
Provide and receive constructive feedback	1	2	3	4	5
Use factual data to produce and deliver credible and understandable reports	1	2	3	4	5

Readings: 8, 23, 99
Programs: 8, 10, 35, 36, 43
Self-Study Courses: 8, 39

	Novice		Competent		Expert

C. *Facilitation and Negotiation*

	Novice		Competent		Expert
Mediation, negotiation and dispute resolution techniques	1	2	3	4	5
Team building techniques	1	2	3	4	5
Labor relations strategies	1	2	3	4	5
Build effective physician and administrator leadership teams	1	2	3	4	5
Create, participate in and lead teams	1	2	3	4	5
Facilitate conflict and alternative dispute resolution	1	2	3	4	5
Facilitate group dynamics, process, meetings and discussions	1	2	3	4	5

Readings: 8, 10, 20, 23, 27, 54, 58, 67, 69, 83, 85, 92, 97
Programs: 5, 13, 17, 35, 36, 41, 50, 60
Leadership Assessments: 5, 7
Self-Study Courses: 2, 4, 21, 33, 43, 44

COMMUNICATION AND RELATIONSHIP MANAGEMENT DEVELOPMENT PLAN

2. LEADERSHIP

A. Leadership Skills and Behavior

	Novice		Competent		Expert
Leadership styles/techniques	1	2	3	4	5
Leadership theory and situational applications	1	2	3	4	5
Potential impacts and consequences of decision making in situations both internal and external	1	2	3	4	5
Adhere to legal and regulatory standards	1	2	3	4	5
Champion solutions and encourage decision making	1	2	3	4	5
Develop external relationships	1	2	3	4	5
Collaborative techniques for engaging and working with physicians	1	2	3	4	5
Incorporate and apply management techniques and theories into leadership activities	1	2	3	4	5
Foster an environment of mutual trust	1	2	3	4	5
Support and mentor high-potential talent within the organization	1	2	3	4	5
Advocate and participate in healthcare policy initiatives	1	2	3	4	5

Readings: 5, 13, 18, 20, 23, 27, 29, 35, 36, 41, 42, 45, 65, 67, 68, 71, 72, 81, 92
Programs: 11, 12, 13, 14, 20, 21, 32, 34, 35, 36, 43, 57
Leadership Assessment: 1, 2, 4, 7, 8
Self-Study Courses: 1, 3, 10, 13, 14, 17, 27, 28

B. Organizational Climate and Culture

	Novice		Competent		Expert
Create an organizational climate that encourages teamwork	1	2	3	4	5
Create an organizational culture that values and supports diversity	1	2	3	4	5
Knowledge of own and others' cultural norms	1	2	3	4	5
Assess the organization, including corporate values and culture, business processes and impact of systems on operations	1	2	3	4	5

Readings: 33, 69, 76, 80, 92
Programs: 8, 12, 13, 16, 24, 30, 34
Self-Study Course: 35
Other: 3

C. Communicating Vision

	Novice		Competent		Expert
Establish a compelling organizational vision and goals	1	2	3	4	5
Create an organizational climate that facilitates individual motivation	1	2	3	4	5
Encourage a high level of commitment to the purpose and values of the organization	1	2	3	4	5
Hold self and others accountable for organizational goal attainment	1	2	3	4	5
Gain physician buy-in to accept risk and support new business ventures	1	2	3	4	5

Readings: 10, 15, 20, 23, 27, 58, 67, 68, 69, 72, 92, 97, 110
Programs: 8, 10, 12, 14
Leadership Assessment: 8
Self-Study Courses: 1, 14, 21, 27, 28, 33

D. Managing Change

	Novice		Competent		Expert
Promote and manage change	1	2	3	4	5
Explore opportunities for the growth and development of the organization on a continuous basis	1	2	3	4	5
Promote continuous organizational learning/improvement	1	2	3	4	5
Anticipate and plan strategies for overcoming obstacles	1	2	3	4	5
Anticipate the need for resources to carry out initiatives	1	2	3	4	5
Develop effective medical staff relationships in support of the organization's mission, vision and strategic plan	1	2	3	4	5

Readings: 1, 3, 5, 8, 10, 14, 15, 16, 17, 20, 23, 26, 27, 38, 47, 52, 56, 58, 67, 68, 69, 72, 73, 76, 85, 94, 97
Programs: 9, 12, 13, 14, 26, 28, 34, 37, 38, 43, 51, 57
Leadership Assessments: 4, 6, 8
Self-Study Courses: 2, 4, 6, 21, 26, 27, 28, 33, 43, 44

LEADERSHIP DEVELOPMENT PLAN

	COMPETENCY LEVEL				
	Novice		Competent		Expert

3. PROFESSIONALISM

A. *Personal and Professional Accountability*

	Novice		Competent		Expert
Patient rights and responsibilities	1	2	3	4	5
Ethics committee's roles, structure and functions	1	2	3	4	5
Consequences of unethical actions	1	2	3	4	5
Organizational business and personal ethics	1	2	3	4	5
Cultural and spiritual diversity for patients and staff as they relate to healthcare needs	1	2	3	4	5
Conflict of interest situations as defined by organizational bylaws, policies and procedures	1	2	3	4	5
Professional roles, responsibility and accountability	1	2	3	4	5
Professional standards and codes of ethical behavior	1	2	3	4	5

	Novice		Competent		Expert
Balance professional and personal pursuits	1	2	3	4	5
Uphold and act upon ethical and professional standards	1	2	3	4	5
Adhere to ethical business principles	1	2	3	4	5

Readings: 27, 52, 67, 78, 79, 108
Programs: 5, 21, 32
Other: 1, 2, 4, 5, 6, 8

B. Professional Development and Lifelong Learning

Professional norms and behaviors	1	2	3	4	5
Professional societies and memberships	1	2	3	4	5
Contribute to professional knowledge and evidence	1	2	3	4	5
Time and stress management techniques	1	2	3	4	5
Conduct self-assessments	1	2	3	4	5
Network with colleagues	1	2	3	4	5
Participate in continuing education and career planning	1	2	3	4	5
Acquire and stay current with the professional body of knowledge	1	2	3	4	5

Readings: 27, 71, 80, 109
Programs: 34, 40
Leadership Assessments: 2, 3, 7, 8

C. Contributions to the Community and Profession

Ethical implications of human subject research	1	2	3	4	5
Serve as the ethical guide for the organization	1	2	3	4	5
Practice due diligence to carry out fiduciary responsibilities	1	2	3	4	5
Mentor, advise and coach	1	2	3	4	5
Advocate for patients, families and communities	1	2	3	4	5
Advocate with physicians for the importance of hiring professionally trained and certified administrators and supporting their professional development	1	2	3	4	5
Participate in community service	1	2	3	4	5

Readings: 4, 35, 36, 59, 79, 108
Program: 11
Self-Study Courses: 1, 10, 39, 40
Other: 7, 8

PROFESSIONALISM DEVELOPMENT PLAN

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	COMPETENCY LEVEL			
	Novice		Competent		Expert

4. KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT

A. Healthcare Systems and Organizations

	Novice		Competent		Expert
Healthcare and medical terminology	1	2	3	4	5
Managed care models, structures and environment	1	2	3	4	5
The interdependency, integration and competition among healthcare sectors	1	2	3	4	5
Levels of healthcare along the continuum of care	1	2	3	4	5
Levels of service from a business perspective	1	2	3	4	5
Evidence-based management practice	1	2	3	4	5
Healthcare economics	1	2	3	4	5
Requirements for nonprofit healthcare organizations	1	2	3	4	5

| | COMPETENCY LEVEL | | | |
	Novice		Competent		Expert
The interrelationships among access, quality, cost, resource allocation, accountability and community	1	2	3	4	5
Funding and payment mechanisms of the healthcare system	1	2	3	4	5

Readings: 1, 21, 26, 49, 50, 84, 94
Programs: 37, 44, 55, 58
Self-Study Courses: 6, 30

B. Healthcare Personnel

	Novice		Competent		Expert
Ancillary services	1	2	3	4	5
Physician roles	1	2	3	4	5
The healthcare sectors	1	2	3	4	5
Staff perspective in organizational settings	1	2	3	4	5
Nurse and allied health professionals' scope of practice	1	2	3	4	5
Support services	1	2	3	4	5
Role of nonclinical professionals in the healthcare system	1	2	3	4	5
Educational funding for healthcare personnel	1	2	3	4	5
Workforce issues	1	2	3	4	5

Readings: 11, 20, 31, 45, 50, 55, 80, 92, 110
Programs: 9, 17, 27, 47
Self-Study Courses: 3, 18, 36, 42

C. The Patient's Perspective

	Novice		Competent		Expert
The patient's perspective (e.g., cultural differences, expectations)	1	2	3	4	5

Readings: 3, 12, 93
Program: 29
Self-Study Course: 39

D. The Community and the Environment

	Novice		Competent		Expert
Socioeconomic environment in which the organization functions	1	2	3	4	5
Healthcare trends	1	2	3	4	5
Implications of community standards of care	1	2	3	4	5
Healthcare technological research and advancements	1	2	3	4	5
Organization and delivery of healthcare	1	2	3	4	5

	Novice		Competent		Expert
Community standards of care	1	2	3	4	5
Corporate compliance laws and regulations	1	2	3	4	5
Regulatory and administrative environment in which the organization functions	1	2	3	4	5
Governmental, regulatory, professional and accreditation agencies	1	2	3	4	5
Legislative issues and advocacy	1	2	3	4	5

Readings: 1, 13, 25, 53, 64, 94, 111
Programs: 11, 13, 28, 31, 43
Self-Study Courses: 6, 25, 40
Other: 8

KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT DEVELOPMENT PLAN

5. BUSINESS SKILLS AND KNOWLEDGE

A. *General Management*

	Novice		Competent		Expert
Ability to analyze and evaluate information to support a decision or recommendation	1	2	3	4	5
Ability to distinguish relevant from irrelevant information	1	2	3	4	5
Ability to integrate information from various sources to make decisions or recommendations	1	2	3	4	5
Collect and analyze data from internal and external sources relevant to each situation	1	2	3	4	5
Basic business contracts	1	2	3	4	5
Techniques for business plan development, implementation and assessment	1	2	3	4	5
Justify a new business model or business plan	1	2	3	4	5
Principles of public affairs and community relations	1	2	3	4	5
The functions of organizational policies and procedures	1	2	3	4	5
Analyze the current way of doing business and clinical processes	1	2	3	4	5
Anticipate cause and effect relationships	1	2	3	4	5
Conduct needs analysis, identify and prioritize requirements	1	2	3	4	5
Define problems or opportunities	1	2	3	4	5
Distinguish between important and unimportant aspects of business and clinical situations as a basis for sound decision making	1	2	3	4	5
Identify alternate processes and potential solutions	1	2	3	4	5
Promote and apply problem-solving philosophies	1	2	3	4	5
Utilize comparative analysis strategies	1	2	3	4	5
Demonstrate critical thinking and analysis	1	2	3	4	5
Prioritize or triage as necessary to ensure critical functions are repaired, maintained or enhanced	1	2	3	4	5
Broad systems connections—potential impacts and consequences of decisions in a wide variety of situations both internal and external	1	2	3	4	5
Systems theory	1	2	3	4	5
Systems thinking	1	2	3	4	5
Champion systems thinking	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice		Competent		Expert
Identify how a system design accommodates business processes	1	2	3	4	5
Seek information from a variety of sources	1	2	3	4	5
Evidence-based practice	1	2	3	4	5
Facilities planning	1	2	3	4	5
Inventory control systems	1	2	3	4	5
Project management	1	2	3	4	5
Purchasing procurement	1	2	3	4	5
Develop work plans	1	2	3	4	5
Perform audits of systems and operations	1	2	3	4	5
Management functions	1	2	3	4	5
Assess organizational perception of systems effectiveness and departmental effectiveness	1	2	3	4	5
Develop requests for information and requests for proposals	1	2	3	4	5
Manage vendor contracts	1	2	3	4	5
Measure quantitative dimensions of systems and departmental effectiveness	1	2	3	4	5
Organize and manage the human and physical resources of the organization to achieve input, buy-in and optimal performance	1	2	3	4	5

Readings: 16, 17, 20, 23, 26, 44, 47, 52, 55, 62, 63, 77, 83, 84, 86, 89, 100, 101, 110
Programs: 13, 17, 19, 42, 54, 56, 59
Leadership Assessments: 1, 3
Self-Study Courses: 5, 16, 35, 41

B. Financial Management

	Novice		Competent		Expert
Basic accounting principles	1	2	3	4	5
Financial management and analysis principles	1	2	3	4	5
Financial planning methodologies	1	2	3	4	5
Financial statements	1	2	3	4	5
Outcomes measures and management	1	2	3	4	5
Reimbursement principles, ramifications and techniques, including rate setting and contracts	1	2	3	4	5
Principles of operating, project and capital budgeting	1	2	3	4	5

	Novice		Competent		Expert
	1	2	3	4	5
Fundamental productivity measures	1	2	3	4	5
Financial controls and auditing principles	1	2	3	4	5
Revenue generation	1	2	3	4	5
Asset management, including facilities, equipment, etc.	1	2	3	4	5
Analyze financial reward versus risk	1	2	3	4	5
Apply financial planning methodologies to organizational objectives	1	2	3	4	5
Develop accounting and financial control systems	1	2	3	4	5
Develop and use performance monitoring metrics	1	2	3	4	5
Develop coding and reimbursement policies and procedures	1	2	3	4	5
Establish business relationships with financial advisors	1	2	3	4	5
Maintain compliance with tax laws and filing procedures	1	2	3	4	5
Negotiate third-party contracts	1	2	3	4	5
Provide stewardship of financial resources	1	2	3	4	5
Potential impacts and consequences of financial decision making on operations, healthcare, human resources and quality of care	1	2	3	4	5

Readings: 7, 9, 30, 33, 39, 40, 60, 76, 86, 89, 100
Programs: 3, 4, 6, 15, 19, 24, 25, 26
Self-Study Courses: 15, 19, 29, 30, 45, 46, 47

C. *Human Resource Management*

	Novice		Competent		Expert
Human resources laws and regulations	1	2	3	4	5
Performance management systems	1	2	3	4	5
Recruitment and retention techniques	1	2	3	4	5
Staffing methodologies and productivity management	1	2	3	4	5
Employee satisfaction measurement and improvement techniques	1	2	3	4	5
Employee motivational techniques	1	2	3	4	5
Compensation and benefits practices	1	2	3	4	5
Worker safety, security and employee health issues	1	2	3	4	5
Conflict resolution and grievance procedures	1	2	3	4	5
Organizational policies and procedures and their functions	1	2	3	4	5

	Novice		Competent		Expert
	1	2	3	4	5
The need for and/or desirability of outsourcing	1	2	3	4	5
The varying work environments in which staff work	1	2	3	4	5
Define staff roles, responsibilities and job descriptions	1	2	3	4	5
Manage departmental personnel processes, including performance appraisals; incentives; staff recruitment, selection and retention; training and education; coaching and mentoring	1	2	3	4	5
Job classification systems	1	2	3	4	5
Develop and implement policies and procedures with physicians to address physician behavioral and burnout issues	1	2	3	4	5
Develop and manage employee performance management systems	1	2	3	4	5
Develop effective physician recruitment and retention programs	1	2	3	4	5
Develop employee benefit and assistance plans	1	2	3	4	5
Engage in workforce planning	1	2	3	4	5
Evaluate and manage employee efficiency and productivity	1	2	3	4	5
Potential impacts and consequences of human resources	1	2	3	4	5
Decision making on operations, finances, healthcare and quality of care	1	2	3	4	5

Readings: 8, 10, 20, 23, 31, 35, 36, 54, 55, 78
Program: 5
Self-Study Courses: 1, 4, 10, 13, 16, 18, 21, 38, 43

D. Organizational Dynamics and Governance

	Novice		Competent		Expert
Organization systems theories and structures	1	2	3	4	5
How an organization's culture impacts its effectiveness	1	2	3	4	5
Governance theory	1	2	3	4	5
Governance structure	1	2	3	4	5
Medical staff structure and its relationship to the governing body and facility operation	1	2	3	4	5
Public policy matters and legislative and advocacy processes	1	2	3	4	5
Organizational dynamics, political realities and culture	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice		Competent		Expert
Principles and practices of management and organizational behavior	1	2	3	4	5
Build trust and cooperation between/among stakeholders	1	2	3	4	5
Construct and maintain governance systems	1	2	3	4	5
Document and implement policies and procedures	1	2	3	4	5
Evaluate and improve governing bylaws, policies and processes	1	2	3	4	5
Facilitate physician understanding and acceptance of good business management	1	2	3	4	5
Manage the performance of subsystems in a manner that optimizes the whole synergy	1	2	3	4	5
Interpret and integrate federal, state and local laws and regulation	1	2	3	4	5

Readings: 20, 23, 27, 41, 73, 85, 87, 90, 92, 110
Programs: 1, 13, 16
Self-Study Courses: 7, 34, 42
Other: 8

E. Strategic Planning and Marketing

	Novice		Competent		Expert
Business plan development and implementation process	1	2	3	4	5
Business planning, including business case and exit strategy development	1	2	3	4	5
Evaluate whether a proposed solution aligns with the organizational business plan	1	2	3	4	5
Marketing principles and tools	1	2	3	4	5
Marketing plan development	1	2	3	4	5
Manage projects and/or resources	1	2	3	4	5
Healthcare system services	1	2	3	4	5
Implementation planning	1	2	3	4	5
Crisis and disaster planning	1	2	3	4	5
Characteristics of strategic decision support	1	2	3	4	5
Strategic planning processes development and implementation	1	2	3	4	5
Develop and monitor departmental strategic and tactical objectives	1	2	3	4	5

	Novice		Competent		Expert
Develop a benefits realization model that measures product or service performance to ensure that strategic goals are met	1	2	3	4	5
Organizational mission, vision, objectives and priorities	1	2	3	4	5
Plan for business continuance in the face of potential disasters that could disrupt service delivery	1	2	3	4	5
Pursuing and establishing partnerships and strategic alliances	1	2	3	4	5

Readings: 24, 39, 43, 47, 56, 82, 84, 91, 92, 100, 101
Programs: 2, 13, 16, 23, 24, 27, 44, 53, 55, 56, 57
Self-Study Courses: 12, 20, 23, 31, 32, 41

F. Information Management

	Novice		Competent		Expert
Application software	1	2	3	4	5
Characteristics of administrative systems/programs	1	2	3	4	5
Characteristics of clinical systems/programs	1	2	3	4	5
Confidentiality principles and laws	1	2	3	4	5
Data analysis, including manipulation, understanding of and ability to explain data	1	2	3	4	5
Electronic education and information resources and systems	1	2	3	4	5
Health informatics	1	2	3	4	5
Information systems planning and implementation	1	2	3	4	5
Technology trends and clinical applications	1	2	3	4	5
Principles of database and file management	1	2	3	4	5
Technology privacy, confidentiality and security requirements	1	2	3	4	5
Role and function of information technology in operations	1	2	3	4	5
Testing and evaluation activities of IT systems	1	2	3	4	5
Information systems continuity	1	2	3	4	5
Analyze problem reports for trends	1	2	3	4	5
Conduct demonstrations, evaluate and select healthcare IT systems	1	2	3	4	5
Ensure accuracy and integrity of data	1	2	3	4	5
Compatibility of software, hardware and network components to facilitate business operations	1	2	3	4	5

	Novice		Competent		Expert
Ensure staff is trained to use information systems	1	2	3	4	5
Evaluate results of a system security/privacy effectiveness assessment	1	2	3	4	5
Integrate IT systems that support decision making	1	2	3	4	5
Link the IT plan to the business plan	1	2	3	4	5
Monitor IT systems' sustainability, reliability and maintainability	1	2	3	4	5
Monitor and adjust IT system capacity	1	2	3	4	5
Recommend policies and procedures for information systems management	1	2	3	4	5

Readings: 22, 28, 33, 48
Program: 19

G. *Risk Management*

	Novice		Competent		Expert
Risk management principles and programs	1	2	3	4	5
Confidentiality principles and laws	1	2	3	4	5
Corporate compliance laws and regulations	1	2	3	4	5
Medicare/Medicaid/third-party payment regulations	1	2	3	4	5
Inspection and accrediting standards, regulations and organizations	1	2	3	4	5
Patients' rights, laws and regulations	1	2	3	4	5
Compliance with regulatory agencies and tax status requirements	1	2	3	4	5
Contingency planning	1	2	3	4	5
Corporate history and record-keeping procedures	1	2	3	4	5
Credentialing, medical malpractice and professional liability	1	2	3	4	5
Personnel and property security plans and policies	1	2	3	4	5
Professional resource networks for risk-related activities	1	2	3	4	5
Risk assessments and analyses	1	2	3	4	5
Risk mitigation	1	2	3	4	5
Risks related to personnel management	1	2	3	4	5
Risks related to quality management and patient safety	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice		Competent		Expert
Conflict resolution and grievance procedures	1	2	3	4	5
Establish patient, staff and organizational confidentiality policies	1	2	3	4	5
Maintain compliance with government contractual mandates	1	2	3	4	5
Plan for business continuance in the face of potential disasters that could disrupt service delivery	1	2	3	4	5

Readings: 5, 13, 51, 55, 63, 65, 96, 106
Self-Study Courses: 5, 18, 22

H. Quality Improvement

	Novice		Competent		Expert
Benchmarking techniques	1	2	3	4	5
Medical staff peer review	1	2	3	4	5
Clinical methodologies	1	2	3	4	5
Utilization review and management regulations	1	2	3	4	5
Clinical pathways and disease management	1	2	3	4	5
National quality initiatives, including patient safety	1	2	3	4	5
Knowledge of tools for improving patient safety	1	2	3	4	5
Customer satisfaction principles and tools	1	2	3	4	5
Data collection, measurement and analysis tools and techniques	1	2	3	4	5
Patient communication systems	1	2	3	4	5
Quality improvement theories and frameworks	1	2	3	4	5
Quality planning and management	1	2	3	4	5
Recognition of quality as a strategic initiative	1	2	3	4	5
Training and certification	1	2	3	4	5
Develop and implement performance and process improvement programs	1	2	3	4	5
Develop and implement quality assurance and patient satisfaction programs	1	2	3	4	5
Develop clinical pathway structure and function	1	2	3	4	5

Readings: 2, 3, 6, 34, 46, 59, 61, 66, 70, 74, 88, 89, 98, 102, 103, 104, 105, 107
Programs: 4, 5, 19, 30, 49
Self-Study Courses: 9, 22, 36, 39