AmericanCollege *of*
HealthcareExecutives
for leaders who care ®

ACHE HEALTHCARE EXECUTIVE
**2020 COMPETENCIES
ASSESSMENT TOOL**

The American College of Healthcare Executives' *Healthcare Executive Competencies Assessment Tool* is offered as an instrument for healthcare leaders to use in assessing their expertise in critical areas of healthcare management.

How to Use This Tool

This tool can be used in several different ways to identify areas of strength and areas that may need professional skill development as well as formulating a development plan. Some examples of how this tool can be used are listed below.

• *Self or organizational assessment.* The tool is designed to help you identify strengths and areas for development in relation to ACHE's competencies. It may provide valuable information in your performance planning and review.

• *Team or group development.* The tool may help link individual performance to the goals of the organization. Integrating knowledge and skills needed for effective leadership will allow team members to achieve corporate goals, objectives and values.

• *Employee selection or job descriptions.* The tool may provide the ability to look beyond the individual and understand the composition of the entire workforce by exploring the strengths, weaknesses and gaps across the organization. You can make more informed decisions regarding training initiatives, allocate resources more effectively and align development opportunities with organizational goals.

• *Academic or professional development programs.* The tool may help uncover knowledge and skills you may wish to update or improve. Once you have completed the ratings, you will get results that point to the competencies you should focus on when choosing professional development opportunities.

This tool is self-scored with no right or wrong answers. Use the results to make a development plan, and complete the *ACHE Competencies Assessment Tool* at desired intervals to measure growth over time.

To assess expertise in the five domains of this tool, consider where you, the person, or the team you are assessing would fall on the scale of skill acquisition.

• *Novice (1)*–An individual's primary focus is understanding and gaining information in order to comprehend the skills needed. You have the level of experience gained in a classroom setting or on-the-job training. You are expected to need help when performing this skill.

• *Competent (3)*–People with considerable experience develop competence in solving problems within the learned guidelines and rules. You are able to successfully complete the competency as requested. Help from experts may be required from time to time, but you can usually perform the skill independently.

• *Expert (5)*–Experts work intuitively analyzing, recognizing patterns, critiquing and solving problems with ideas and expertise. You are known as the expert in this area. You can provide guidance, troubleshoot and answer questions related to this competency.

For your convenience, a complete list of ACHE resources, including readings, programs, assessments, and self-study courses are included in the back of the directory and referenced by number in each section of the assessment.

About This Tool

The competencies are derived from job analysis surveys of healthcare leaders across various management and administration disciplines. They are aligned with the challenges and opportunities experienced by leaders today. The tool is reviewed and updated annually.
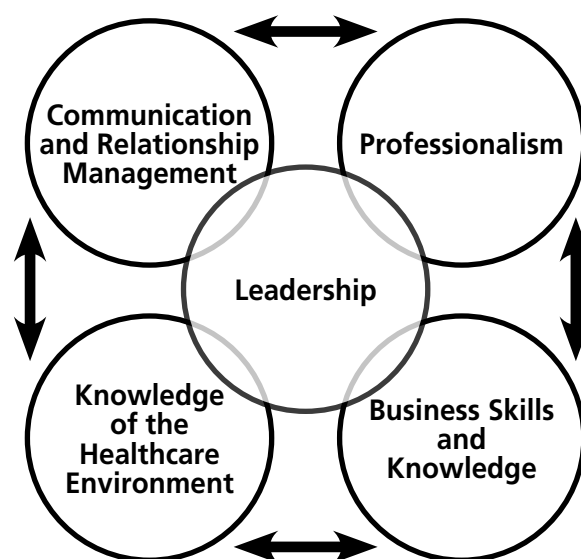
*derived from HLA Model

Within the *ACHE Healthcare Executive Competencies Assessment Tool*, 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. This domain includes:

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

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. Leadership intersects with each of the other four domains. This domain 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. This domain 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. This domain 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. This domain 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
    I. Patient Safety

Healthcare leaders should demonstrate competence in aspects of all five of these domain areas. As you work your way through the *ACHE Competencies Assessment Tool*, we hope you will find it valuable and that it provides guidance along your path of lifelong professional education as you face the ongoing challenges of management and leadership. We have made it available as a PDF file at **ache.org/CareerResources** and hope you will share it with other healthcare leaders.

About the Competencies

The competencies were derived from job analysis surveys conducted by Healthcare Leadership Alliance associations. In addition to the American College of Healthcare Executives, members of the Healthcare Leadership Alliance are American Association of Physician Leadership, American Organization of Nurse Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society and Medical Group Management Association.

	Novice		Competent		Expert

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
Other professional norms and standards of behaviors as defined by professions such as AHA, physician's oaths and other professional pledges	1	2	3	4	5
Creating an ethical culture in an organization	1	2	3	4	5

Readings: 3, 11, 17, 18, 21, 23, 31, 34, 57, 59, 67, 74, 84, 86, 88, 91, 101, 102, 108, 112
Programs: 8, 9, 10, 14, 15, 21, 36, 37, 39, 44, 48, 50, 51, 60
Leadership Assessments: 1, 2, 6, 7, 8
Self-Study Courses: 2, 3, 18

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: 11, 21, 23, 25, 86
Programs: 9, 14, 36, 38, 48, 58
Leadership Assessments: 7, 8

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: 3, 11, 22, 36, 69, 74, 84, 87, 98, 100, 106, 108, 112
Programs: 3, 36, 38, 44, 48, 60
Leadership Assessments: 5, 7, 8
Self-Study Courses: 2, 18, 19, 24

COMMUNICATION AND RELATIONSHIP MANAGEMENT DEVELOPMENT PLAN

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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: 3, 6, 15, 19, 22, 23, 36, 38, 50, 54, 57, 59, 76, 81, 82, 83, 85, 86, 88, 105, 106
Programs: 3, 8, 9, 21, 32, 34, 38, 44, 48, 50, 59, 60
Leadership Assessments: 1, 2, 4, 7, 8
Self-Study Courses: 1, 3, 5, 7, 13, 19

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: 21, 23, 31, 37, 45, 57, 82, 87, 90, 95, 102, 106
Programs: 2, 8, 10, 16, 23, 33, 36, 48, 50, 60
Leadership Assessments: 8
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

	Novice		Competent		Expert
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: 18, 22, 23, 36, 74, 82, 84, 85, 87, 88, 106, 112, 123
Programs: 2, 10, 14, 36, 37, 48
Leadership Assessments: 8
Self-Study Courses: 1, 13, 19

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, 2, 3, 6, 11, 17, 18, 21, 22, 23, 26, 35, 36, 39, 57, 61, 67, 74, 82, 84, 85, 87, 88, 90, 100, 102, 104, 108, 112
Programs: 2, 8, 25, 32, 34, 36, 37, 38, 39, 48, 59, 60
Leadership Assessments: 4, 6
Self-Study Courses: 2, 13, 18

LEADERSHIP DEVELOPMENT PLAN

	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
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
Other professional norms and standards of behaviors as defined by professions such as AHA, physician's oaths and other professional pledges	1	2	3	4	5
Creating an ethical culture in an organization	1	2	3	4	5

Readings: 34, 36, 67, 84, 86, 93, 94, 119
Programs: 21, 34, 48, 51
Other: 1, 2, 4, 5, 6, 8

B. *Professional Development and Lifelong Learning*

	Novice		Competent		Expert
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: 28, 36, 86, 95, 117, 121
Programs: 8, 10, 32, 50, 60
Leadership Assessments: 2, 3, 7, 9
Self-Study Course: 5

	COMPETENCY LEVEL		
	Novice	Competent	Expert

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: 2, 21, 50, 57, 75, 94
Programs: 9, 27
Self-Study Courses: 1, 7, 19
Other: 7, 8

PROFESSIONALISM DEVELOPMENT PLAN

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	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
The interrelationships among access, quality, cost, resource allocation, accountability and community	1	2	3	4	5

Readings: 1, 5, 21, 25, 31, 35, 57, 62, 63, 64, 99, 104, 107
Programs: 2, 10, 30, 37, 50, 57

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: 14, 21, 22, 29, 40, 59, 65, 71, 86, 95, 106, 123
Programs: 8, 30, 44, 50, 51
Self-Study Courses: 3, 19

C. *The Patient's Perspective*

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

Readings: 2, 7, 46
Program: 29
Self-Study Course: 12

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
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, 15, 34, 46, 48, 57, 70, 81, 83, 104, 124
Programs: 9, 27, 37
Self-Study Course: 12
Other: 8

KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT DEVELOPMENT PLAN

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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

	Novice		Competent		Expert
			COMPETENCY LEVEL		
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: 5, 21, 22, 23, 31, 35, 41, 57, 58, 62, 67, 71, 79, 80, 86, 91, 98, 99, 102, 116, 123
Programs: 11, 44, 46, 62
Leadership Assessments: 1, 3, 7
Self-Study Courses: 4, 5, 9, 17, 20, 23

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
Fundamental productivity measures	1	2	3	4	5

	Novice		Competent		Expert
	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 depreciation schedule, 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
Financing including funding sources, the process of obtaining credit and bond ratings, and issuing bonds	1	2	3	4	5
Philanthropy and foundation work, including source of funding for non-profit organizations or to target for-profit organizations' activities	1	2	3	4	5
Supply chain systems, structures and processes	1	2	3	4	5

Readings: 10, 16, 26, 31, 41, 43, 44, 45, 49, 52, 57, 77, 90, 101, 114, 122
Programs: 2, 3, 5, 15, 23, 24, 25, 31, 44
Self-Study Courses: 14, 20, 22, 23

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

	COMPETENCY LEVEL				
	Novice		Competent		Expert
	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
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
Selection techniques, including commonly available assessments and relative benefits	1	2	3	4	5
Labor relations practices and strategies	1	2	3	4	5
Job design processes	1	2	3	4	5
Succession planning models	1	2	3	4	5

Readings: 5, 11, 22, 29, 31, 40, 41, 50, 69, 71, 86, 93, 108
Program: 8, 10, 36, 40, 50, 62
Self-Study Courses: 1, 7, 18, 19

D. *Organizational Dynamics and Governance*

Organization systems theories and structures	1	2	3	4	5
How an organization's culture impacts its effectiveness	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice		Competent		Expert
	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
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: 3, 21, 22, 29, 30, 36, 41, 54, 57, 97, 100, 101, 108, 123
Programs: 1, 10, 16, 34, 48
Self-Study Course: 19
Other: 8

E. *Strategic Planning and Marketing*

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

	COMPETENCY LEVEL				
	Novice		Competent		Expert
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
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: 32, 39, 41, 52, 56, 57, 61, 69, 96, 97, 99, 104, 106, 114, 115, 116, 120
Programs: 4, 16, 23, 34, 37, 38, 48, 56, 59
Self-Study Courses: 8, 10, 11, 16

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

	COMPETENCY LEVEL				
	Novice		Competent		Expert
Compatibility of software, hardware and network components to facilitate business operations	1	2	3	4	5
Ensure staff members are 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 management systems	1	2	3	4	5
Information systems continuity, including disaster planning, recovery, backup, security, sabotage and natural disasters	1	2	3	4	5
Factors that influence selection, acquisition, and maintenance of IT systems, including upgrades and conversions, and technology lifecycles	1	2	3	4	5
Healthcare analytics	1	2	3	4	5

Readings: 16, 31, 35, 41, 49, 58
Programs: 11, 21, 62

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

	COMPETENCY LEVEL				
	Novice		Competent		Expert
	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
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: 6, 15, 37, 66, 71, 80, 81, 104, 110, 111
Programs: 37
Self-Study Courses: 4, 11, 17

H. Quality Improvement

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

	COMPETENCY LEVEL				
	Novice		Competent		Expert
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, 7, 8, 9, 16, 31, 37, 41, 47, 60, 75, 78, 104, 111, 118
Programs: 2, 5, 11, 38, 44, 58
Self-Study Courses: 6, 10

BUSINESS SKILLS AND KNOWLEDGE DEVELOPMENT PLAN

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	Novice		Competent		Expert

I. *Patient Safety**

Establish and sustain a safety culture	1	2	3	4	5
Collaborate with public agencies and private organizations to support patient safety	1	2	3	4	5
Create a common set of safety metrics that reflect meaningful outcomes	1	2	3	4	5
Funding for research in patient safety and implementation science	1	2	3	4	5
Address patient safety across the care continuum	1	2	3	4	5
Support the healthcare workforce by providing a safe and healthy work environment to optimize safe patient care	1	2	3	4	5
Partner with patients and families for the safest care	1	2	3	4	5
Ensure that technology is secure and optimized to improve patient safety	1	2	3	4	5

*These competencies were adapted from original source material from the Institute for Healthcare Improvement at www.IHI.org with its permission, ©NPSF 2015.

Readings: 37, 68, 111
Programs: 50, 62
Other: 9, 10

PATIENT SAFETY DEVELOPMENT PLAN

ACHE RESOURCE LISTINGS

Readings:

1. *Accountable Care Organizations: Your Guide to Strategy, Design, and Implementation* by Marc Bard, MD, and Mike Nugent
2. *Achieving Service Excellence: Strategies for Healthcare*, Second Edition, by Myron D. Fottler, PhD; Robert C. Ford, PhD; and Cherill P. Heaton, PhD
3. *A New Compact: Aligning Physician-Organization Expectations to Transform Patient Care* by Mary Jane Kornacki, with Jack Silversin
4. *An Insider's Guide to Physician Engagement* by Andrew C. Agwunobi, MD
5. *An Insider's Guide to Working with Healthcare Consultants* by Andrew Agwunobi, MD
6. *Anticipate, Respond, Recover: Healthcare Leadership and Catastrophic Events* by K. Joanne McGlown, PhD, RN, FACHE, and Phillip D. Robinson, FACHE, editors
7. *A Physician Guidebook to The Best Patient Experience* by Bo Snyder, FACHE
8. *Applying Quality Management in Healthcare: A Systems Approach*, Fourth Edition, by Patrice L. Spath and Diane L. Kelly, DrPH, RN
9. *The Best Patient Experience: Helping Physicians Improve Care, Satisfaction, and Scores* by Robert M. Snyder Jr., FACHE
10. *Best Practice Financial Management: Six Key Concepts for Healthcare Leaders*, Third Edition, by Kenneth Kaufman
11. *Better Communication for Better Care: Mastering Physician-Administrator Collaboration* by Kenneth H. Cohn, MD, FACS
12. *Boost Your Nursing Leadership Career: 50 Lessons that Drive Success* by Kenneth R. White, PhD, RN, FACHE, and Dorrie Fontaine, PhD, RN
13. *Capital Projects and Healthcare Reform: Navigating Design and Delivery in an Era of Disruption* by Robert D. Levine and Georgeann B. Burns
14. *Consumer-Centric Healthcare: Opportunities and Challenges for Providers* by Colin Konschak, FACHE, FHIMSS, and Lindsey P. Jarrell, FACHE
15. *Contemporary Issues in Healthcare Law and Ethics*, Fourth Edition, by Dean M. Harris, JD
16. *The Core Elements of Value in Healthcare* by Paveljit S. Bindra, MD
17. *Creating the Hospital Group Practice: The Advantage of Employing or Affiliating with Physicians* by Eric Lister, MD, and Todd Sagin, MD, JD
18. *Creating Sustainable Physician-Hospital Strategies* by Jay C. Warden
19. *Developing Physician Leaders for Successful Clinical Integration* by Carson F. Dye, FACHE, and Jacque J. Sokolov, MD
20. *Dimensions of Long-Term Care Management: An Introduction*, Second Edition, by Mary Helen McSweeney-Feld, PhD; Carol Molinari, PhD; and Reid Oetjen, PhD, editors
21. *Diversity on the Executive Path: Wisdom and Insights for Navigating to the Highest Levels of Healthcare Leadership* by Diane Dixon, EdD
22. *Dunn and Haimann's Healthcare Management*, Tenth Edition, by Rose T. Dunn, CPA, FACHE, FHFMA
23. *Dyad Leadership and Clinical Integration: Driving Change, Aligning Strategies* by Alan Belasen, PhD
24. *Economics for Healthcare Managers*, Fourth Edition, by Robert H. Lee, PhD
25. *The Economics of Health Reconsidered*, Fourth Edition, by Thomas Rice, PhD, and Lynn Unruh, PhD, RN
26. *18 Levers for High-Impact Performance Improvement: How Healthcare Organizations Can Accelerate Change and Sustain Results* by Gary Auton
27. *Electronic Health Records: Strategies for Long-Term Success* by Michael Fossel, MD, and Susan Dorfman, DHA
28. *The Emerging Healthcare Leader: A Field Guide*, Second Edition, by Laurie K. Baedke, FACHE, FACMPE, and Natalie D. Lamberton, FACHE
29. *Employed Physician Networks: A Guide to Building Strategic Advantage, Value, and Financial Sustainability* by David W. Miller, FACHE; Terrence R. McWilliams, MD; and Travis C. Ansel
30. *Essential Operational Components for High-Performing Healthcare Enterprises* by Jon Burroughs, MD, FACHE
31. *Essentials of Healthcare Management: Cases, Concepts, and Skills*, Second Edition, by Leigh Cellucci, PhD; Michael R. Meacham, JD; and Tracy J. Farnsworth, EdD
32. *Essentials of Strategic Planning in Healthcare*, Second Edition, by Jeffrey P. Harrison, PhD, FACHE

33. *Ethics and Professionalism for Healthcare Managers* by Elizabeth J. Forrestal, PhD, FAHIMA, and Leigh W. Cellucci, PhD

34. *Evaluating the Healthcare System: Effectiveness, Efficiency, and Equity*, Fourth Edition, by Charles E. Begley, David R. Lairson, Robert O. Morgan, Paul J. Rowan and Rajesh Balkrishnan, PhD

35. *Evidence-Based Management in Healthcare: Principles, Cases and Perspectives*, Second Edition, by Anthony R. Kovner, PhD, and Thomas D'Aunno, PhD, editors

36. *Exceptional Leadership: 16 Critical Competencies for Healthcare Executives*, Second Edition, by Carson F. Dye, FACHE, and Andrew N. Garman, PsyD

37. *Five Disciplines for Zero Patient Harm: How High Reliability Happens* by Charles Mowll, LFACHE

38. *Followership: A Practical Guide to Aligning Leaders and Followers* by Tom Atchison, EdD

39. *From Competition to Collaboration: How Leaders Cultivate Partnerships to Drive Value and Transform Health* by Tracy L. Duberman, PhD, FACHE, and Robert H. Sachs, PhD

40. *Fundamentals of Human Resources in Healthcare*, Second Edition, by Bruce J. Fried, PhD, and Myron D. Fottler, PhD, editors

41. *Fundamentals of Medical Practice Management* by Stephen L. Wagner, PhD, FACHE, FACMPE, FACEM, FACHT

42. *Futurescan 2017: Healthcare Trends and Implications 2017–2022*, copublished with the Society for Healthcare Strategy and Market Development

43. *Gapenski's Cases in Healthcare Finance*, Sixth Edition, by George H. Pink, PhD and Paula H. Song, PhD

44. *Gapenski's Fundamentals of Healthcare Finance*, Third Edition, by Kristin L. Reiter, PhD, and Paula Song, PhD

45. *Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success* by Kenneth H. Cohn, MD, FACS, and Steven A. Fellows, FACHE

46. *The Global Healthcare Manager: Competencies, Concepts, and Skills* by Michael Counte, PhD; Bernardo Ramirez, MD; Daniel J. West Jr., PhD; FACHE, FACMPE; and William Aaronson, PhD

47. *Going Lean: Busting Barriers to Patient Flow* by Amy C. Smith; Robert Barry, PhD; and Clifford E. Brubaker, PhD

48. *The Guide to Healthcare Reform: Readings and Commentary* by Daniel B. McLaughlin

49. *Healthcare Applications: A Casebook in Accounting and Financial Management* by Thomas E. McKee, PhD, and Linda J. B. McKee, PhD

50. *The Healthcare C-Suite: Leadership Development at the Top* by Andrew N. Garman, PsyD, and Carson F. Dye, FACHE

51. *Healthcare Executive Compensation: A Guide for Leaders and Trustees* by David A. Bjork, PhD

52. *Healthcare Facility Planning: Thinking Strategically*, Second Edition, by Cynthia Hayward, FA AHC

53. *Healthcare Finance: An Introduction to Accounting and Financial Management*, Sixth Edition, by Louis C. Gapenski, PhD, and Kristin L. Reiter

54. *Healthcare Governance: A Guide for Effective Boards*, Second Edition, by Errol L. Biggs, PhD, FACHE

55. *The Healthcare Leaders Guide to Actions, Awareness, and Perception*, Third Edition, Carson F. Dye, FACHE, and Brett D. Lee, FACHE

56. *Healthcare Marketing: A Case Study Approach* by Leigh Cellucci, PhD; Carla Wiggins, PhD; and Tracy Farnsworth, EdD

57. *The Healthcare Nonprofit: Keys to Effective Management* by Stephen F. Gambescia, PhD; Sylvia V. Bastani; and Bruce Melgary

58. *Healthcare Operations Management*, Third Edition, by Daniel B. McLaughlin and John R. Olson, PhD

59. *Healthcare Philanthropy: Advance Charitable Giving to Your Organization's Mission* by Betsy Chapin Taylor

60. *The Healthcare Quality Book: Vision, Strategy, and Tools*, Fourth Edition, by Maulik Joshi, DrPH; Elizabeth Ransom, MD; David Nash, MD; and Scott Ransom, DO

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73. *Information Systems for Healthcare Management*, Eighth Edition, by Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD, FACHE, FHIMSS; and Donna J. Slovensky, PhD, RHIA, FAHIMA

74. *Inside the Physician Mind: Finding Common Ground with Doctors* by Joseph S. Bujak, MD, FACP

75. *Inspired to Change: Improving Patient Care One Story at a Time* by Linda Larin

76. *Intangibles: The Unexpected Traits of High-Performing Healthcare Leaders* by Amer Kaissi, PhD

77. *Introduction to the Financial Management of Healthcare Organizations*, Seventh Edition, by Michael Nowicki, EdD, FACHE, FHFMA

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108. *Redesign the Medical Staff Model: A Guide to Collaborative Change* by Jonathan Burroughs, MD, FACHE

109. *Risk Adjustment for Measuring Health Care Outcomes*, Fourth Edition, by Lisa I. Iezzoni, MD, editor

110. *Risk Management and the Emergency Department: Executive Leadership for Protecting Patients and Hospitals* by Shari J. Welch, MD, FACHE, FACEP; Kevin Klauer, DO, EJD, FACEP; and Sarah Freymann Fontenot, JD

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122. *Understanding Healthcare Financial Management*, Seventh Edition, by Louis C. Gapenski, PhD, and George H. Pink, PhD

123. *The Well-Managed Healthcare Organization*, Ninth Edition, by Kenneth R. White, PhD, RN, FACHE, and John R. Griffith, LFACHE

124. *World Health Systems: Challenges and Perspectives*, Second Edition, by Bruce J. Fried, PhD, and Laura M. Gaydos, PhD, editors

Programs:

1. Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability
2. Achieving a Sustainable Transformation to Operational Excellence
3. Achieving Speed, Spread, Scalability and Sustainability for Health Systems
4. Advanced Strategic Planning to Transform Your Organization
5. Aggressively Improve Margin and Market Growth: 2019 National Research for C-Suite
6. Agility and Resilience in Healthcare Leadership: Key Behaviors for Leading Change
7. A Proven Formula for Achieving Enterprise Operational Excellence
8. The Art and Principles of Physician Leadership and Engagement
9. Behavioral Health Challenges, Strategies and Solutions: The Business Case for Meeting Community Needs
10. Behavior Smarts: Increasing Healthcare Leadership Performance
11. Big Data and Analytics: A Perspective for Healthcare Leaders (online seminar)
12. Board of Governors Exam Review Course
13. Closing the Gap in Physician Engagement, Alignment and Integration in a Value-Based Environment
14. Compelling Communication: Creating Engagement, Understanding and Results
15. The Courage to Lead: Critical Skills for Healthcare Leaders
16. Critical Financial Skills for Hospital Success
17. Critical Success Factors in Moving Toward Value-Based Care
18. Culture, Process and Outcomes: Where Strategy Begins
19. Developing Leadership Competencies That Build Effective Teams and Create Extraordinary Physician Engagement
20. Developing Physician Leaders for Clinical Integration (online seminar)
21. Driving Significant Financial Returns: Using Analytics to Improve Your Bottom Line
22. Effective Approaches in Leading Patient Safety and Error Reduction
23. Exceptional Leadership (online seminar)
24. Executive Program
25. Growth in the Reform Era
26. Health Law Essentials (online seminar)
27. Health Systems as Stewards of Health: A Construct for Leading Transformation
28. Hospitals and Health Systems of the Future: Transforming to Thrive

29. Improving the Patient Experience to Build Customer Loyalty
30. Improving the Performance of Physician Services Organizations in Integrated Health Systems
31. Key Financial Principles for the Nonfinancial Healthcare Executive
32. Leaders Conference
33. Leadership and Accountability in Project Management and Programs
34. Leading and Managing in Changing Times
35. Leading for Change: Creating a Humanistic Approach for Patient, Family and Staff Engagement
36. Leading for Success: Creating a Committed Workforce
37. Leading in a Changing Environment: Focus on Population Health
38. Leading Strategic Change
39. Management Mistakes, Moral Dilemmas and Lessons Learned (online seminar)
40. Managing Conflict, Confrontations and Disputes
41. Managing Healthcare Facility Design and Construction Programs
42. Monetizing Quality in a Pay-for-Value World
43. Physician Alignment and Engagement: Do's and Taboos (online seminar)
44. Physician and Executive Partnerships: Hard Facts, Soft Skills
45. Population Health: The Road to Transformation (online seminar)
46. Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments
47. Power and Politics in Healthcare Organizations
48. Practical Leadership Strategies in an Age of Change
49. Process and Technique of Negotiating
50. Professional Burnout in Healthcare: Lead Your Organization to Wellness
51. Redesign and Operationalize Your Medical Staff for Health Reform
52. Retooling for the Future in Healthcare Operations: The Changing Roles of Leaders
53. Secrets of Great Healthcare Organizations in Leading Change
54. Senior Executive Program
55. Solving the Enigma of Medical Group Performance: Methods to Identify and Add Meaningful Value
56. Strategic Planning: From Formulation to Action
57. Strategic Planning That Works: Integrating Strategy With Performance (online seminar)
58. The Strategic Use of Healthcare Analytics
59. Superior Productivity in Healthcare Organizations (online seminar)
60. Taking an Emotionally Intelligent Leadership Approach to Change Management
61. Thriving During Times of Change
62. Toxic Behaviors in Healthcare: How Everyday Civility Increases Patient Safety and Team Performance
63. Transitioning From the Military to Civilian Healthcare

Leadership Assessments:

1. Benchmarks® (A 360° Assessment)
2. Building an Authentic Leadership Image
3. Career Anchors Assessment
4. Change Management Leadership Assessment
5. Conflict Management Assessment
6. Emotional Intelligence Assessment
7. Extended DISC Assessment
8. Leadership Assessment
9. Power/Influence Assessment

Self-Study Courses:

1. Accelerating Leadership Development in Yourself and Your Organization
2. Achieving the Group Practice Advantage
3. Advancing the CEO's Role in Healthcare Philanthropy
4. Building Clinical Systems That Produce Excellent Outcomes
5. Building Self Awareness to Prevent Career Derailment
6. Coordinated Care: Improving Clinical and Financial Performance
7. Creating Readiness for Change: Preparing Physicians and Administrators for Collaboration
8. Effective Strategy Execution
9. Healthcare Leadership That Makes a Difference: Creating Your Legacy
10. Improve the Experience of Care in Your Emergency Department
11. Integrating Global Trends into Your Organization's Strategic Planning
12. The Law and Patient Confidentiality: A Commonsense Guide to HIPAA and Beyond
13. Leading with Meaning: Tapping the Deeper Dimensions
14. Making Better Capital Investment Decisions
15. Managing the Risks of Social Media
16. Marketing Your Healthcare Organization
17. Reducing Burnout by Developing a Participative Culture
18. Tools and Techniques for Physician Engagement
19. Understanding and Influencing Physician Behavior
20. Understanding Cost Allocation and Profit Analysis
21. Understanding Financial Statements
22. Understanding the Impact of Financing Decisions
23. Using Pricing, Budgeting, and Revenue Cycle Management to Improve Performance
24. Working Together While Maintaining Distinctiveness: Healthy Administrator-Physician Relations

Other:

1. ACHE's Career Center Products and Services (https://www.ache.org/career-resource-center)
2. ACHE's Code of Ethics (https://www.ache.org/about-ache/our-story/our commitments/ethics/ache-code-of-ethics)
3. ACHE's Diversity Resources (https://www.ache.org/about-ache/resources-and-links/diversity-resources)
4. ACHE's Ethical Policy Statements (https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/aches-ethical-policy-statements)
5. ACHE's Ethics Self-Assessment (https://www.ache.org/about-ache/our-story/our-commitments/ethics/ethics-self-assessment)
6. ACHE's Ethics Toolkit (https://www.ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/creating-an-ethical-culture-within-the-healthcare-organization/ethics-toolkit)
7. ACHE's Mentoring Network (member's-only area) (https://www.ache.org/career-resource-center/advance-your-career/leadership-mentoring-network)
8. ACHE's Policy Statements (https://www.ache.org/about-ache/our-story/our-commitments/policy-statements)
9. *Free From Harm: Accelerating Patient Safety Improvement Fifteen Years After To Err Is Human* from the National Patient Safety Foundation. Boston, MA: National Patient Safety Foundation; 2015.
10. *Leading a Culture of Safety: A Blueprint for Success* by ACHE and the IHI/NPSF Lucian Leape Institute (http://safety.ache.org/)

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