

University of Texas at Dallas Healthcare Leadership and Management Graduate Program

First Edition



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Preface and Context

The University of Texas at Dallas, founded in 1961, is the largest public university in the city of Dallas. The university offers more than 140 academic programs across 8 schools. The largest of these 8 schools is the Naveen Jindal School of Management. The School of Management boasts extensive research opportunities, excellent professors, and a range of knowledge and career-minded opportunities for students to thrive.

The Naveen Jindal School of management's mission is to meet the challenge of a rapidly changing, technology-driven, global society by partnering with the business community to: conduct research enhancing management knowledge, deliver high-quality management dedication to a diverse group of undergraduate and graduate students and practicing executives, and develop, innovate and continuously improve programs advancing management education and practice.

In addition to the school's mission statement, the Masters in Healthcare Leadership and Management's mission statement further expands to include goals in a healthcare environment. The program guides students with the help of values that are ingrained into the academics and structure of the school. The values are reflected in the students who lead the program, outreach by building relationships with community leaders. Integrity, diversity and inclusion are the cornerstones of the healthcare management program. As the healthcare environment rapidly evolves, we hope to cultivate and encourage ethical and effective leaders who will lead with compassion in their communities.

In response to the changes in the industry, we are developing several new programs to ensure our students have the competencies they need to excel in this dynamic industry. For example, the program has developed an Elite Scholar and Leader Program (ESLP) designed to give a select group of graduate students additional academic and technical competencies as well as the leadership skills they need to make an immediate impact in the healthcare industry. The university has also developed a new Professional MBA program that allows graduate students to earn a concentration in healthcare. At the undergraduate level, we have developed a Professional Program for Healthcare Management (PPHM). This program is designed for undergraduates that excel in academics and leadership, and is a complementary program to the graduate curriculum

Program Goals

Our competency model is based on the business and healthcare domains and competencies, and our program is designed to provide our students with the competencies across both of these domains. The curriculum systematically builds the competences and is infused with structured team projects, written assignments, oral presentations and leadership assessments (coaching, teaching and mentoring). Our faculty bring rigorous academic standards, blends operations and emerging technology and practical experience to the classroom.

PROGRAM GOALS

The MS in Healthcare Leadership and Management program will prepare graduates who:

1. Have a broad understanding of healthcare organization and delivery in the U.S. (PSLO 1)
2. Can analyze how laws, regulations, and policies control healthcare delivery. (PSLO 2)
3. Define and evaluate the role of information technology in healthcare organizations. (PSLO 3)
4. Are prepared to be skilled decision-makers through comprehensive analysis of internal and external factors in healthcare environments. (PSLO 4)

PROGRAM LEVEL STUDENT LEARNING OUTCOMES (PSLOs)

Students will be able to:

1. Assess the role of organized efforts to influence health policy formulation, and the contributions of technology, research, and societal values on our evolving health care delivery system
2. Describe how laws, regulations and policies control healthcare delivery and assess the relationship between cost, access, and quality in healthcare
3. Identify and evaluate the types of information systems prevalent in healthcare organizations
4. Analyze how healthcare organizations create sustainable strategies to stay competitive

Competencies Overview

The UTD MS degree is focused on 5 domains and 23 supporting competencies. The domains are: Communication and Relationship Management, Leadership, Professionalism, Knowledge of the Healthcare Environment and Business Knowledge and Skills. The model is pictured here:

HCLM Competency Model: 5 Domains and Competencies



The competencies associated with each domain were derived from feedback from various stakeholders: alumni, industry partners, faculty, advisory committee and students. Based on continuing feedback and assessment we will adjust the model as appropriate. Each domain is supported by a series of specific competencies that you will need to be successful as you transition from academia to practice. You will also note that we have grouped some of the competencies together to avoid overlap and redundancy. For example, under the domain “Communications” there are five competencies, three of which are complimentary and mutually reinforcing. As such, we have included some examples of how one would exhibit the “skilled” use of collaboration, building relationships and trust under one heading. We have also included examples of “unskilled” or derailleurs associated with that set of competencies. In some instances we have added some additional competencies that compliment a domain but are not competencies in the model. The intent here is to provide you with some additional insights and learnings that might further shape your development. You will also note that some of the competencies are overlapping and apply to multiple domains. This makes sense because developing one skill set often impacts the development or understanding of another.

Finally, these competencies are tied to specific core curriculum, program objectives, and our mission which is to prepare students to lead and thrive in a rapidly changing, technology driven healthcare environment. We do this by:

- Providing a student-centric, market-relevant, experiential learning that is service-oriented and technology enabled
- Attracting a diverse pool of motivated students, staff, and industry-experienced and non-tenure track faculty along with a strong alumni program to improve the quality of the program

- Leveraging key healthcare industry partners from the communities we serve to improve our curriculum and outcomes
- Working collaborative with our community and industry partners to improve awareness and support of the program
- Developing programs of distinction such as the Professional Program in Healthcare Management for undergraduates and the Elite Scholar and Leader Program for graduate students
- Providing opportunities for research leadership that adds to the body of knowledge in the healthcare industry
- Developing personalized leadership development opportunities that ensure our graduates have the knowledge, skills and attributes needed to improve healthcare costs, quality and access
- Designing a program creates options (i.e. MBA with a healthcare concentration, an undergraduate healthcare minor, dual degree and fast-track programs) that is flexible and relevant so that we accommodate traditional full-time students, as well as, working adults
- Implementing and monitoring program improvements by developing a longitudinal performance index
- Achieve program goals and student level learning objectives
- Supporting the Naveen Jindal School of Management Strategic Plan

An example of how the competencies support our mission and how they are linked to the specific class and student learning objectives is noted here:

Competencies Table

MS, Healthcare Leadership and Management (MS, HCLM), Domain, Competency and Measures						
Domain	Competency	Keyword	Definition / Measure of Effectiveness	Key	Core Curriculum	Supporting / Elective Curriculum
Domain 1: Communication and Relationship Management	Build collaborative relationships	Collaboration	Understand the importance of collaboration to drive sustainable results, and builds relationships by effectively communicating intent and delivering on commitments. Able to give and receive feedback	B	HMGMT 6321 Strategic Leadership in Healthcare Organizations	HMGMT 6324 Negotiation and Dispute Resolution
	Develop and maintain medical staff relationships	Physicians Relationships	Understand the roles of clinical professionals and how diverse health care professionals collaborate to deliver patient care and meet organizational goals.	I	HMGMT 6325 Healthcare Operations Mgmt	HMGMT 6321 Strategic Leadership in Healthcare Organizations
	Build trusting, collaborative relationships with: Staff, peers, other disciplines, physicians, vendors, community leaders, legislators, nursing and other educational programs	Building Trust	Communicate clearly and persuasively one's own position to various audiences, in part by understanding their needs and interests and identifying points of consensus and conflict. Able to maintain effective working relationships and fosters a diverse and inclusive environment.	A	HMGMT 6321 Strategic Leadership in Healthcare Organizations	HMGMT 6311 Healthcare Financial Mgmt
	Present data analysis results to decision makers	Communication	Able to simplify analysis and recommendations for decision-makers	I	HMGMT 6323 Healthcare Informatics	HMGMT 6311 Healthcare Financial Mgmt
	Mediation, negotiation, and dispute resolution techniques	Negotiation	Works with suppliers, vendors, trading partners and internal stakeholders to reach the best solution for the enterprise	I	HMGMT 6324 Negotiation and Dispute Resolution	HMGMT 6331 Healthcare Economics
Domain 2: Leadership	Foster an environment of mutual trust and ethical decision-making	Culture	Builds relevant relationships of trust by considering other points of view; Understand the purpose of culture is drive performance; working within an ethical decision-making framework	A	HMGMT 6321 Strategic Leadership in Healthcare Organizations	OB6307 Strategic Human Relationships
	Advocate and participate in healthcare policy initiatives	External Relations	Communicate intended outcomes and work with internal and external policy makers to ensure best healthcare policies are developed to address current and emerging healthcare needs.	I	HMGMT 6330 Healthcare Policy Law and Regulations	OB 6331 Power and Politics in Healthcare Organizations
	Critically analyze organizational issues after a review of the evidence	Systems Thinking	Use systems-thinking and analytic methods to assess operations performance and improve organization processes	A	HMGMT 6323 Healthcare Informatics	HMGMT 6331 Healthcare Economics
	Creates compelling vision; Serve as a change agent, assisting others in understanding needed changes, reasons for change and the change process	Change Management	Understand how leaders communicate a transformational vision and effectively lead and sustain change.	A	HMGMT 6321 Strategic Leadership in Healthcare Organizations	OB 6331 Power and Politics in Healthcare Organizations
	Promote continuous organizational learning/improvement	Quality Improvement	Leverages continuous improvement methods and ideas to build a culture of excellence	I	HMGMT 6332 Quality Improvement in Healthcare	HMGMT 6311 Healthcare Financial Mgmt
Domain 3: Professionalism	Participate in the legislative process concerning health care through membership in professional organization and personal contact with public officials	Advocate	Understand the importance of advocacy by participating in professional organizations that move the healthcare agenda forward	I	HMGMT 6330 Healthcare Policy Law and Regulations	OB 6331 Power and Politics in Healthcare Organizations
	Healthcare and medical terminology	Communication	Understand healthcare medical terminology in order to build understanding and trust in a clinical setting	B	HMGMT 6320 American Healthcare System	HMGMT 6325 Healthcare Operations Mgmt
Domain 4: Knowledge of the Healthcare Environment	Managed care models, structures, and environment (e.g., group, staff, IPA, PPO)	Models	Understand the various healthcare models to include patient-center home health and managed care organizations	I	HMGMT 6325 Healthcare Operations Mgmt	HMGMT 6311 Healthcare Financial Mgmt
	Evidence-based management practice	Evidence-based practice	Understand the roles of clinical professionals and how diverse health care professionals collaborate to deliver patient care and meet organizational goals.	A	HMGMT 6323 Healthcare Informatics	OB 6331 Power and Politics in Healthcare Organizations
	Healthcare economics and emerging trends	Trends	Understand emerging trends in managed care, e-health, m-health and the impact of costs and revenue	A	HMGMT 6331 Healthcare Economics	HMGMT 6327 Electronic Health Records
	Ability to analyze and evaluate information to support a decision or recommendation	Decision-Making	Understand and use statistical and financial methods and metrics to set goals and measure organizational performance	A	HMGMT 6323 Healthcare Informatics	HMGMT 6311 Healthcare Financial Mgmt
Domain 5: Business Knowledge and Skills	Demonstrate critical thinking and analysis	Analysis	Understand the importance of critical thinking decision-making	I	HMGMT 6325 Healthcare Operations Mgmt	HMGMT 6321 Strategic Leadership in Healthcare Organizations
	Assess organizational perception of system effectiveness and departmental effectiveness	Analysis	Develop tools for assessing organizational effectiveness and plans to improve performance	I	HMGMT 6332 Quality Improvement in Healthcare	HMGMT 6336 Management
	Financial management and financial analysis principles (e.g., balance sheets, income & cash flow statements, ratio analysis)	Analysis	Understand and explain financial and accounting information, prepare and manage budgets, and evaluate investment decisions.	I	HMGMT 6311 Healthcare Financial Mgmt	HMGMT 6331 Healthcare Economics
	Outcomes measures and management	Analysis	Develop a schedule, budget, and goals for a project and manage project resources to meet goals.	A	HMGMT 6311 Healthcare Financial Mgmt	HMGMT 6325 Healthcare Operations Mgmt
	Define roles, responsibilities, and job descriptions	Roles & Responsibilities	Understand the role and function of governing boards and the methods for establishing effective board relationships with executive management. Understand the roles of clinical professionals and how diverse health care professionals collaborate to deliver patient care and meet organizational goals.	B	HMGMT 6325 Healthcare Operations Mgmt	OB 6331 Power and Politics in Healthcare Organizations
	Evaluate existing and emerging technologies in planning the technological direction to support organizational strategy and systems architecture	Technology	Able to evaluate current and emerging technologies that support cost reduction, improved access and quality. Able to define supporting organizational strategy and construct.	I	HMGMT 6323 Healthcare Informatics	HMGMT 6331 Healthcare Economics
	Strategic planning processes development, and implementation	Implementation	Formulate strategic goals and objectives with appropriate consideration of the business, demographic, ethno-cultural, political, and regulatory environment and develop programs and business plans in response to these goals	I	HMGMT 6321 Strategic Leadership in Healthcare Organizations	HMGMT 6325 Healthcare Operations Mgmt

eLearning link to the self-paced competency learning modules

<https://d.docs.live.net/95f1c4291fe64eac/Business%20Opportunties/Delivering%20healthcare%20in%20America/CAHME/April%20CAHME%20Comp%20Booklet.docx>

University of Texas at Dallas M.S in Healthcare Leadership and Management Degree Competencies Matrix
(5 Domains and 23 Supporting Competencies)

Communication and Relationship Management Competencies :	Leadership Competencies:	Professionalism Competencies:	Knowledge of the Healthcare Environment Competencies:	Business Knowledge and Skills Competencies:
Building collaborative teams	Ethical decision-making	Participate in legislative process & in industry associations	Medical terminology	Data and decision-making
Building consensus / staff relationships	Advocate for HC policy		Healthcare models	Critical thinking and analysis
Build Trust	Analyze organizational issues		Understand evidence-based management practices / KSA	Organizational effectiveness
Present Data	Serves as a change agent		Understand HC economics and trends / where to look	Financial Analysis
Negotiation and resolution	Continuous improvement			Outcomes & KPI
				Roles, responsibilities in a HC organization
				Evaluate technologies (current and emerging)
				Strategic planning and Organizational impact

Domain #1

Communication and Relationship Management Competencies

Present Data / Written and Oral Presentation

A written presentation refers to the process of writing research, briefing, or exploratory papers. This is an important communication skill to present large swaths of information succinctly and without bias. An oral presentation refers to the act of public speaking. This is an important communication skill for a professional to possess because the future is about teamwork and collaboration.

In order to demonstrate proficiency, students must:

- Present a thesis paper
- Participate in a team collaboration project
- Present briefing papers on topics relevant to healthcare
- Be able to present data analysis results to decision makers
- Actively participate in classroom discussions

UNSKILLED	SKILLED
● Not clear in writing approach	● Describes the bottom line up front
● Hard to tell what the point is	● Easy to understand with logical format
● Too wordy / grammar & usage problems	● Gets message across to a variety of audiences
● No logical format	● Connects insights to action
● Unable to adapt to different audiences	● Commands attention and can manage group process during presentation

Core curriculum in the MHLM program which demonstrate these skills:

- HMG 6323 Healthcare Informatics
- HMG 6320 The American Healthcare System
- HMG 6321 Strategic Leadership of Healthcare Organizations
- HMG 6324 Healthcare Negotiation and Dispute Resolution
- HMG 6330 Healthcare Law, Policy and Regulation

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMG 6311 Healthcare Economics
- OB 6321 Principles of Leadership

Building Collaborative Relationships / Relationship Management Building Trust

Relationship management is a characteristic associated with interpersonal skills. It is a cornerstone of being a leader who has the ability to resolve conflict and help others grow their knowledge and skills. A leader’s ability to communicate, inspire and influence will be important in all aspects of delivering care to patients, project management and team work within a holistic healthcare team. This competency is important as it relates to peer, subordinate and superior relationships, as well as, staff, physicians, vendors, legislators and other business and community leaders.

In order to demonstrate proficiency, students must:

- Build collaborative relationships*
- Engage in interpersonal relations*
- Develop ability to establish and maintain medical staff relationships*
- Develop ability to establish and maintain relationship with buyers and suppliers*
- Build trusting, collaborative relationships with: staff, peers, other disciplines, physicians, vendors, community leaders, legislators, nursing and other educational programs leaders*

UNSKILLED	SKILLED
● Doesn't relate to a variety of people	● Relates well to others
● Doesn't take time to build rapport	● Builds appropriate rapport with others
● Panics in face of conflict	● Can diffuse high-tension situations
● Lacks confidence around others	● Uses diplomacy and tact
● Lacks approachability	

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6323 Healthcare Informatics
- HMGT 6325 Healthcare Operations Management

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6333 Ethics in Healthcare Management
- HMGT 6340 Principles of Hospital Administration
- OB 6301 Organizational Behavior
- OB 6307 Strategic Human Resource Management
- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations

Negotiation

Negotiation is a dialogue between two or more parties aimed to reach a compromise. Negotiation is an extremely important business communication skill to avoid potential conflicts and create innovative solutions. It is an important tool for a leader to possess, especially in a field involving conflicting theories of care delivery, enormous supply chains, and a great diversity of individuals in different job roles.

In order to demonstrate proficiency, students must:

- Practice and develop skills in mediation, negotiation and dispute resolution techniques*
- Actively participate in classroom discussions about relevant topics in healthcare
- Be able to understand the terms of a contract and be able to assess possible long-term consequences
- Be able to demonstrate an understanding of the different levels of organizational operations and the general responsibilities of the roles at each level

UNSKILLED	SKILLED
<ul style="list-style-type: none">● Afraid to take tough stands	<ul style="list-style-type: none">● Can negotiate skillfully for internal and external customers
<ul style="list-style-type: none">● Poor listener	<ul style="list-style-type: none">● Seeks a third alternative
<ul style="list-style-type: none">● Does not seek common ground	<ul style="list-style-type: none">● Gains trust of others
<ul style="list-style-type: none">● Uses ineffective tactics	<ul style="list-style-type: none">● Can settle differences
<ul style="list-style-type: none">● Lacks approachability	

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6321 Strategic Leadership of Healthcare Organizations

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6331 Healthcare Economics
- OB 6301 Organizational Behavior
- OB 6307 Strategic Human Resource Management
- OB 6331 Power and Politics in Organizations

Vendor Management

Vendor management is defined as the processes organizations use to manage their suppliers. Healthcare resources are vital to managing care delivery and patient outcomes. It includes resources from gauze and medical devices to Electronic Health Records systems. Vendor management includes negotiating contracts, controlling costs, reducing vendor-related risks and ensuring continuing delivery of resources. (etc.)

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of the supply chain
- Demonstrate an ability to efficiently and effectively communicate through oral or written communications
- Practice and learn skills regarding negotiation and dispute resolutions
- Understand the basic principles of contracts and what may be considered a breach
- Demonstrate an understanding of resource management

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand how the supply chain works and the role of strategic partners 	<ul style="list-style-type: none"> ● Understands how the supply chain works and can integrate key operational concepts to improve the system.
<ul style="list-style-type: none"> ● Cannot integrate insights of strategic trading partners 	<ul style="list-style-type: none"> ● Can see how strategic partners view the enterprise and create collaboratives solutions
<ul style="list-style-type: none"> ● Cannot develop "win-win-win" solutions that improve the overall healthcare system 	<ul style="list-style-type: none"> ● Can drive innovation and alternatives that enable growth but also ensure key components of the triple aim are achieved.
<ul style="list-style-type: none"> ● Cannot develop a P4P contract 	<ul style="list-style-type: none"> ● Creates meaningful contracts that drive performance
<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Based on evidence, can outline operational and organizational changes to improve the system

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management

- OPRE 6301 Statistics and Data Analysis
- OPRE 6362 Project Management in Engineering and Operations
- OPRE 6371 Purchasing, Sourcing and Contract Management

Domain #2 Leadership Competencies

Organizational Effectiveness / Human Resource Management

Human resources is defined as maximizing employee performance in service of the organization’s strategic objectives. Human resource management is especially important in a service industry such as healthcare. It can be critical to providing high quality care through the hiring, recruiting and managing process.

In order to demonstrate proficiency, students must:

- Be able to demonstrate an understanding of the different levels of organizational operations and the general responsibilities of the roles at each level
- Be able to build collaborative relationships with their classmates by participating in group projects
- Advocate for healthcare policy initiatives and change that help deliver on the triple aim (see also Domain #3, Healthcare Advocacy and Domain #4, Healthcare Law).

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Does not delegate 	<ul style="list-style-type: none"> ● Can clearly define the end state and purpose of the team or organization
<ul style="list-style-type: none"> ● Doesn't have a leadership philosophy 	<ul style="list-style-type: none"> ● Builds appropriate rapport across functions
<ul style="list-style-type: none"> ● Doesn't understand the difference between management and leadership 	<ul style="list-style-type: none"> ● Brings out the best in people
<ul style="list-style-type: none"> ● Doesn't value diversity and inclusion 	<ul style="list-style-type: none"> ● Holds others accountable
<ul style="list-style-type: none"> ● Tells others how to do things vs. what has to be done 	<ul style="list-style-type: none"> ● Can clearly articulate a position with sound logic and reasoning

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6321 Strategic Leadership of Healthcare Organizations

- HMGT 6330 Healthcare Policy Law and Regulations

Supporting curriculum in the MHLM program which demonstrate these

skills:

- HMGT 6340 Principles of Hospital Administration
- OB 6301 Organizational Behavior
- OB 6307 Strategic Human Resource Management
- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations

Change Management

Change management is defined as the approaches to provide support individuals and teams in an organization adapt to change. Through a sponsor and proper communication, the organization must come to understand the reasons for change and regular check-ins with employees will be important to the process. Change management is especially important concerning changes in EHR systems and other technologies.

In order to demonstrate proficiency, students must:

- Foster an environment of mutual trust and ethical decision making
- Serve as a change agent, assisting others in understanding needed changes, reasons for change and the change process*
- Utilize the resources available to graduates
- Advocate and participate in healthcare policy initiatives*

UNSKILLED	SKILLED
<ul style="list-style-type: none">● Doesn't build relationships of trust	<ul style="list-style-type: none">● Builds a guiding team
<ul style="list-style-type: none">● Willing to accept the status quo	<ul style="list-style-type: none">● Communicates why the change is necessary
<ul style="list-style-type: none">● Doesn't build rapport	<ul style="list-style-type: none">● Can diffuse high-tension situations
<ul style="list-style-type: none">● Lacks confidence around others	<ul style="list-style-type: none">● Develops process and systems that can sustain the change
<ul style="list-style-type: none">●	<ul style="list-style-type: none">● Able to create a compelling vision and mission and engage others in developing those statements

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6323 Healthcare Informatics
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6327 Electronic Health Records Applications
- HMGT 6334 Healthcare Analytics
- HMGT 6336 Information Technology Audit and Risk Management
- OB 6307 Strategic Human Resource Management

Understand Key Organizational Issues / Systems Thinking

Systems thinking is a major tool of system analysis. Systems thinking will assist an individual in viewing overall structures, patterns and trends. Systems thinking is a problem solving method that applies scientific data to understand the elements that influence health outcomes, model the relationships between variables and will help to create positive outcomes in healthcare based on improvements between the variables.

In order to demonstrate proficiency, students must:

- Critically analyze organizational issues after a review of the evidence*
- Act on feedback about own strengths and weaknesses*
- Be able to conduct an organizational analysis (SOWT as an example)
- Be able to display critical thinking and writing skills

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't see the larger picture 	<ul style="list-style-type: none"> ● Builds bridges of understanding between and among functions
<ul style="list-style-type: none"> ● Doesn't see or can't explain the strengths or weaknesses of the enterprise 	<ul style="list-style-type: none"> ● Leverages an organizational analysis to build out successful strategies
<ul style="list-style-type: none"> ● Sees only discrete functions 	<ul style="list-style-type: none"> ● Uses insights from data to create meaningful strategies and action plans
<ul style="list-style-type: none"> ● Doesn't understand the five basic tenets of a learning organization 	<ul style="list-style-type: none"> ● Explain the basic tenets of a learning organization
<ul style="list-style-type: none"> ● Lacks approachability 	

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6323 Healthcare Informatics
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6334 Healthcare Analytics
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management
- OPRE 6301 Statistics and Data Analysis

Quality Improvement

Quality improvement is the framework used to improve the ways care is delivered to patients. The delivery and production processes can be measured, analyzed, controlled, and improved to change the standards and provide a more quality service. Quality improvement promotes continuous organizational learning.

In order to demonstrate proficiency, students must:

- Demonstrate a knowledge and understanding of Lean and Six Sigma
- Critically analyze organizational issues after a review of the evidence to make any necessary changes
- Demonstrate an understanding of healthcare history and its role in the organizational and systemic progress in the delivery of care
- Participate in current event discussions pertaining to the healthcare industry with their peers
- Demonstrate an understanding of organizational workflows
- Promote continuous learning and improvement*

UNSKILLED	SKILLED
<ul style="list-style-type: none">● Doesn't understand the importance of continuous improvement	<ul style="list-style-type: none">● Knows and can use some of the continuous improvement tools
<ul style="list-style-type: none">● Doesn't understand or know of the various tools that drive results and continuous improvement	<ul style="list-style-type: none">● Understands the connection between costs, quality and access
<ul style="list-style-type: none">● Doesn't see how the parts are connected	<ul style="list-style-type: none">● Can lead discussions regarding quality that result in action
<ul style="list-style-type: none">●	<ul style="list-style-type: none">● Is a proponent of continuous improvement and quality initiatives

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6334 Healthcare Analytics
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management
- HMGT 6V99 Special Topics in Healthcare Management
- ENTP 6370 Innovation and Entrepreneurship
- OPRE 6301 Statistics and Data Analysis

Domain #3

Professionalism Competencies

Healthcare Advocacy

Advocacy is defined as the act or process of supporting a cause or proposal. Healthcare advocates participate in the legislative process concerning healthcare through membership in professional organizations and personal contact with public officials. Advocates also act as support for patients and their families in making healthcare decisions.

In order to demonstrate proficiency, students must:

- Show an understanding of the importance of advocacy by participating in a professional organization
- Show an understanding of the legislative process in (state and federal?) government
- Show an understanding of healthcare statutes and regulations
- Show an understanding of the history of healthcare
- Show an understanding of current events in healthcare through briefing papers
- Participate in the legislative process through membership in a professional organization and contact with public officials

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't know what is mission-critical 	<ul style="list-style-type: none"> ● Understands key policy issues and can prioritize advocacy efforts
<ul style="list-style-type: none"> ● Doesn't identify the critical issues in healthcare 	<ul style="list-style-type: none"> ● Understands how the legislative process works and can identify the key issues
<ul style="list-style-type: none"> ● Can't explain key laws, regulations and policies that impact healthcare 	<ul style="list-style-type: none"> ● Can eliminate roadblocks
<ul style="list-style-type: none"> ● Doesn't understand the legislative process 	<ul style="list-style-type: none"> ● Knows the key stakeholders and can see things from their point of view
<ul style="list-style-type: none"> ● Can't identify key stakeholders 	<ul style="list-style-type: none"> ● Active member in healthcare organizations (i.e HAM or ACHENTX as examples)

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6330 Healthcare Law, Policy, and Regulation

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMG 6333 Ethics in Healthcare Management
- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations

Professional Ethics

Ethics concerns philosophical definitions of right and wrong. Professional ethics includes both personal and organizational standards of behavior that are expected by professionals in any career field. Healthcare ethics deals with a lot of complex issues from the practice and provision of care to the appropriateness of certain research and medical advancements.

In order to demonstrate proficiency, students must:

- Participate in discussions of ethics
- Show an understanding of workplace ethics and philosophy
- Be able to write debate-style papers defending their stances on certain topics relevant to industry operations
- Demonstrate honesty, leadership, and ethics in the classroom and with their peers
- Demonstrate the ability to make value-driven decision making and critical thinking skills

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't think about own values and how they come across to others 	<ul style="list-style-type: none"> ● Acts consistent with personal and organizational values
<ul style="list-style-type: none"> ● Doesn't walk the talk 	<ul style="list-style-type: none"> ● Recognizes and rewards the right values...models the right behaviors
<ul style="list-style-type: none"> ● Low concern for others and their points of view 	<ul style="list-style-type: none"> ● Has developed an ethical decision-making framework
<ul style="list-style-type: none"> ● Lacks confidence around others 	<ul style="list-style-type: none"> ● Uses appropriate style for oral and written communications
<ul style="list-style-type: none"> ● Lacks approachability 	<ul style="list-style-type: none"> ● Takes immediate action to stop "bad actors"

- Core curriculum in the MHLM program which demonstrate these skills:
 - HMGT 6320 The American Healthcare System
 - HMGT 6321 Strategic Leadership of Healthcare Organizations
 - HMGT 6324 Healthcare Negotiation and Dispute Resolution
 - HMGT 6330 Healthcare Law, Policy and Regulation
 - HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6333 Ethics in Healthcare Management
- OB 6301 Organizational Behavior
- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations

Accountability

Accountability is an important concept in professionalism and ethics. Accountability involves taking responsibility for important personal and professional decisions. Accountability can be central to how an organization is run and the values held.

In order to demonstrate proficiency, students must:

- Demonstrate honesty, leadership, and ethics in the classroom and with their peers
- Demonstrate the ability to make value-driven decision making and critical thinking skills
- Actively participate in group projects and discussions
- Demonstrate the values of the school in their everyday actions
- Be a good classroom citizen?

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● May not take immediate action / procrastinates 	<ul style="list-style-type: none"> ● Is personally accountable and responsible
<ul style="list-style-type: none"> ● Doesn't set SMART / FAST or challenging goals 	<ul style="list-style-type: none"> ● Sees opportunities in adversity
<ul style="list-style-type: none"> ● Lacks confidence to take action 	<ul style="list-style-type: none"> ● Has a bias for action and takes action based on priorities and enterprise strategies
<ul style="list-style-type: none"> ● Blames others when things don't go right 	<ul style="list-style-type: none"> ● Takes the initiative to drive results and accountability ; holds team accountable
<ul style="list-style-type: none"> ● Sees an opportunity but does not take action 	

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6330 Healthcare Law, Policy and Regulation
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6333 Ethics in Healthcare Management
- OB 6301 Organizational Behavior
- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations

Domain #4

Knowledge of the Healthcare Environment Competencies

Healthcare Law

Healthcare law is a field encompassing local, state, and federal regulations regarding healthcare. The emphasis is placed on understanding and the application of the basics of legal principles involved in producing care in the current system.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of Federal and state healthcare regulations
- Demonstrate an understanding of legal principles in civil and private suits
- Demonstrate an understanding of compliance law in the new quality care system
- Demonstrate an understanding of the rights of patients
- Demonstrate an understanding and participating in the advocacy of healthcare services
- Demonstrate an understanding of contracts and legal consequences of breaching a contract

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand the basic laws regulations and policies in the healthcare space 	<ul style="list-style-type: none"> ● Can articulate the basic laws, regulations and policies that impact healthcare
<ul style="list-style-type: none"> ● Doesn't understand the triple aim and how best to achieve the right balance in the healthcare industry 	<ul style="list-style-type: none"> ● Understands how to work with policy makers to ensure attainment of the triple aim
<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Understands the key stakeholders and can develop relationships

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6330 Healthcare Law, Policy and Regulation
- HMGT 6331 Healthcare Economics

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6333 Ethics in Healthcare Management
- HMGT 6V98 Healthcare Internship
- HMGT 6V99 Special Topics in Healthcare Management
- OB 6301 Organizational Behavior

- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations

Medical Terminology

Healthcare terminology is a system of words used to describe clinical and administrative processes in a healthcare system. Medical terminology is a system of standard roots, prefixes and suffixes that is used to describe certain medical conditions. A stable understanding of field terminology will allow healthcare administrators to understand the problems and needs, work in collaboration with provider and administrative teams and create inclusive solutions.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of medical terminology in order to build trust and understanding in a clinical setting*
- Demonstrate an understanding of the revenue cycle
- Demonstrate an understanding of the medical coding system like ICD codes
- Demonstrate an understanding of clinical workflows - charts and such
- Demonstrate an understanding of administrative positions and their duties
- Demonstrate a basic understanding of workflows in quality control

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't know basic terminology 	<ul style="list-style-type: none"> ● Understands and uses healthcare terminology with healthcare professionals; uses data to provide insights
<ul style="list-style-type: none"> ● Cannot make the connection between the medical coding system and cannot describe various payment models. 	<ul style="list-style-type: none"> ● Can simplify terminology so external stakeholders understand key issues
<ul style="list-style-type: none"> ● Tries to drive change without understanding the data and basic processes 	<ul style="list-style-type: none"> ● Can explain the quad framework as it relates to payment and payment reform
<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Can implement quality and operational improvements
<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Can explain the importance of governance and various roles

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6323 Healthcare Informatics
- HMGT 6330 Healthcare Law, Policy and Regulation
- HMGT 6331 Healthcare Economics

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6325 Healthcare Operations Management
- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6327 Electronic Health Records Applications
- HMGT 6340 Principles of Hospital Administration
- OB 6307 Strategic Human Resource Management
- OB 6321 Principles of Leadership
- OPRE 6301 Statistics and Data Analysis

Managed Care Models / Healthcare Management Theory

Management theories are ideas of how directors and officers in an organization can implement successful strategies to achieve an organization’s mission, vision and values. Management theory may further explore employee motivations and organizational structure. In healthcare, an effective use of resources, communication and leadership will have a positive effect in improving quality of care while achieving management goals.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of healthcare history
- Demonstrate an understanding of different organizational structures*
- Demonstrate an understanding of the management roles at all levels of an organization
- Demonstrate the ability to effectively communicate problems
- Practice and learn skills in negotiation and dispute resolution
- Demonstrate an understanding of organizational workflows
- Demonstrate an understanding of the supply chain internal and external to the organization
- Demonstrate an understanding of the roles of clinical professionals and how diverse healthcare professionals collaborate to deliver patient care and meet organizational goals*

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand the evolution of the healthcare system 	<ul style="list-style-type: none"> ● Understands how the healthcare system evolved and how to change it
<ul style="list-style-type: none"> ● Doesn't understand various operating models and how they impact the triple aim 	<ul style="list-style-type: none"> ● Understands managed care models (ACO, PPO, etc.,...)
<ul style="list-style-type: none"> ● Doesn't understand the culture of the organization and how various stakeholders work together to improve outcomes and costs 	<ul style="list-style-type: none"> ● Can diffuse high-tension situations ● Builds appropriate rapport with others to drive change
<ul style="list-style-type: none"> ● Does not negotiate well within the organization 	<ul style="list-style-type: none"> ● Understands how “things get done” inside the organization
<ul style="list-style-type: none"> ● Lacks a deep understanding of operational issues 	<ul style="list-style-type: none"> ● Based on evidence, can outline operational and organizational changes to improve the system

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Management

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6340 Principles of Hospital Administration
- ENTP 6370 Innovation and Entrepreneurship
- OB 6301 Organizational Behavior
- OB 6307 Strategic Human Resource Management
- OB 6321 Principles of Leadership
- OB 6331 Power and Politics in Organizations
- OPRE 6301 Statistics and Data Analysis

Healthcare Economics

Health economics is concerned with efficiency, effectiveness and value in the consumption of healthcare. Within healthcare economics there is a focus on market trends and the impacts of costs and revenue in the overall effectiveness and delivery of care.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding emerging trends in managed care and telehealth*
- Demonstrate an understanding of the principles of healthcare accounting and finance*
- Demonstrate an understanding of regular cycles within the economy
- Demonstrate an understanding of market trends and the impacts of changes of healthcare policy
- Demonstrate an understanding of the value of both products and providers services
- Demonstrate an ability to understand and explain financial and accounting information, prepare and manage budgets, and evaluate investment decisions*

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand how the larger macro economic trends impact the healthcare system. 	<ul style="list-style-type: none"> ● Is aware of macro trends that impact the healthcare system and can discuss them
<ul style="list-style-type: none"> ● Cannot explain emerging trends in the healthcare system 	<ul style="list-style-type: none"> ● Understands emerging technology trends and how they impact the healthcare system
<ul style="list-style-type: none"> ● Cannot read a basic operating statement 	<ul style="list-style-type: none"> ● Can read an operating statement and make informed recommendations for improvement
<ul style="list-style-type: none"> ● Does not have a framework for making financial decisions 	<ul style="list-style-type: none"> ● Has developed a decision making framework
<ul style="list-style-type: none"> ● Lacks a deep understanding of financial and operational issues 	<ul style="list-style-type: none"> ● Based on evidence, can outline operational and organizational changes to improve the system

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6330 Healthcare Law, Policy and Regulation
- HMGT 6331 Healthcare Economics

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management
- ACCT 6331 Cost Accounting

- FIN 6301 Financial Management
- OPRE 6301 Statistics and Data Analysis

Public Health

Public health has been defined as the science of art and preventing disease. Public health involves improving quality of life with far-reaching (all encompassing?) public health standards and organized efforts. Public health starts at the community level with education and care coordination. (Something about UTD being involved in the community?) Assessment, policy development and assurance are three core focuses of public health which expand on the foundations of leadership, community and health education.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of how local and state public health programs are run
- Participate in discussions of public health policy
- Be able to discuss current events and relate it to public health policy by discussing the pros, the cons, and the possible alternative solutions
- Create a project of a public health crisis and how they would tackle it at the local, state, or federal level
- Take an in-depth look at the circumstances that resulted in the COVID-19 crisis and the resulting actions by officials from across the state, nation, and world and discuss what could have been done differently or the same

UNSKILLED	SKILLED
<ul style="list-style-type: none">● Doesn't understand the top public health issues	<ul style="list-style-type: none">● Can create a public health crisis action plan and share broadly across multiple domains and organizations
<ul style="list-style-type: none">● Doesn't understand past public health issues nor describe how we can learn from them	<ul style="list-style-type: none">● Can develop alternative courses of action to address public health care policies
<ul style="list-style-type: none">● Can't explain the basic concepts of SDoH	<ul style="list-style-type: none">● Understands the SDoH and how they impact public and population healthcare issues

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6330 Healthcare Law, Policy and Regulation
- HMGT 6331 Healthcare Economics
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6333 Ethics in Healthcare Management
- HMGT 6V98 Healthcare Internship

- HMG 6V99 Special Topics in Healthcare Management
- ENTP 6370 Innovation and Entrepreneurship
- OB 6321 Principles of Leadership

Healthcare History

An understanding of the history of healthcare is important in developing a foundation of knowledge of the healthcare system as a whole. Learning how care has evolved will be important to better understand modern healthcare, healthcare trends and the possibilities of reform in the future.

In order to demonstrate proficiency, students must:

- Show an understanding of major historical events in healthcare and medicine
- Show an understanding of major changes in law and policy
- Show an understanding how the healthcare industry has changed both with providers and management
- Show an understanding of how current decisions may affect the future of the healthcare industry through multiple timelines and flows

UNSKILLED	SKILLED
<ul style="list-style-type: none">● Doesn't understand how the healthcare system evolved	<ul style="list-style-type: none">● Has a deep understanding of the evolution of the healthcare system and knows what levers to pull given the history
<ul style="list-style-type: none">● Does not understand how current laws and policies impact the healthcare industry	<ul style="list-style-type: none">● Understands how current laws and policies impact the healthcare industry and takes action where appropriate
<ul style="list-style-type: none">● Does not understand the second and third order effects of decisions and policies	<ul style="list-style-type: none">● Has developed a good understanding of how decision and policies impact the short-term and long-term industry

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6323 Healthcare Informatics
- HMGT 6330 Healthcare Law, Policy and Regulation
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6340 Principles of Hospital Administration
- OB 6301 Organizational Behavior
- OB 6331 Power and Politics in Organizations

Domain #5

Business Knowledge and Skills Competencies

Analytics

Data analytics is defined as the science of analyzing raw data to draw conclusions and make it valuable for human consumption. Data analytics in healthcare uses historical data and current trends to improve outreach of care, improve clinical health management and improve business management workflows. As technology usage becomes more prevalent in healthcare, it is vital to manage the data and systems to improve quality of care and the health of the population at large.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of big data
- Demonstrate an understanding of using analytics software to draw conclusions
- Demonstrate an understanding of statistics in analyzing data
- Demonstrate an understanding of how analytics can be used to implement positive changes in the industry
- Show the ability to critically think and analyze data*

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand the importance of data and how to use it 	<ul style="list-style-type: none"> ● Can use data to draw out conclusions and make recommendations
<ul style="list-style-type: none"> ● Understands data but can't translate it into actionable insights 	<ul style="list-style-type: none"> ● Can use data and other insights to create actionable strategies
<ul style="list-style-type: none"> ● Doesn't have a good understanding of software and other technologies that can drive outcomes 	<ul style="list-style-type: none"> ● Understands how to use a variety of tools, tips and techniques to drive outcomes
<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Can present complex ideas in a simple way

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6323 Healthcare Informatics

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6327 Electronic Health Records Applications
- HMGT 6334 Healthcare Analytics
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management

- OPRE 6301 Statistics and Data Analysis

Strategic Planning, Outcomes and Implementation

Results matter. Designing the right strategies and supporting tactics that can be implemented is critical. Implementation is defined as the process that turns strategies and plans into actions in order to achieve certain organizational goals. Implementation is especially prevalent in healthcare as technology becomes increasingly important to the delivery of care. Proper implementation of technology within the system can affect the quality of care delivered. Individuals, processes and culture within the organization are as integral to the implementation process as the technology components. All of this is underpinned by a performance mgmt. system that measures the right outcomes.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of strategic planning in implementation
- Demonstrate the ability to formulate strategic goals and objectives with consideration for business, demographic, etho-cultural, political and regulatory environment and develop programs and business plans in response*
- Demonstrate an understanding of principles such as project scope, discovery, and end-user adoption
- Demonstrate an understanding of technical infrastructure
- Demonstrate an understanding of management after the original implementation to sustain it
- Demonstrate an ability to assess organizational perception of system effectiveness and departmental effectiveness by developing tools and plans to improve performance*

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Understands the vision , but cannot develop supporting strategies to implement them 	<ul style="list-style-type: none"> ● Turns vision and insights into action
<ul style="list-style-type: none"> ● Does not understand how to develop a strategy with supporting tactics and key measures 	<ul style="list-style-type: none"> ● Can develop a strategy with supporting tactics and KPIs
<ul style="list-style-type: none"> ● Does not have a basic understanding of project management skills 	<ul style="list-style-type: none"> ● Can leverage PMI tools and skill sets. Understands the importance of milestone mgmt.
<ul style="list-style-type: none"> ● Does not have a framework that supports continuous improvement activities 	<ul style="list-style-type: none"> ● Has a mindset of continuous improvement and measures the right outcomes
<ul style="list-style-type: none"> ● Lacks a deep understanding of financial and operational issues 	<ul style="list-style-type: none"> ● Based on evidence, can outline operational and organizational changes to improve the system

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6321 Strategic Leadership in Healthcare organizations
- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6323 Healthcare Informatics

- HMGT 6325 Healthcare Operations Management

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6327 Electronic Health Records Applications
- HMGT 6334 Healthcare Analytics
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management
- OB 6307 Strategic Human Resource Management
- OB 6321 Principles of Leadership
- OPRE 6301 Statistics and Data Analysis

Operations Management and Financial Mgmt

Operations management is an area of business responsible for creating efficiency within the organization. Operations management also deals with productive clinical workflows. It is particularly important in healthcare because it is the overall coordination of delivering products and services. As an industry, healthcare is service-oriented and requires the quality and economic delivery of care while managing costs.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of the supply chain
- Demonstrate an ability to efficiently and effectively communicate through oral or written communications
- Demonstrate an understanding of organizational structure and clinical workflows
- Demonstrate an understanding of resource management
- Be able to work together with their peers in presenting ideas and implementing projects
- Show proficiency in critical thinking skills

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand how the supply chain works and the role of strategic partners 	<ul style="list-style-type: none"> ● Understands how the supply chain works and can integrate key operational concepts to improve the system.
<ul style="list-style-type: none"> ● Cannot integrate insights of strategic trading partners 	<ul style="list-style-type: none"> ● Can see how strategic partners view the enterprise and create collaboratives solutions
<ul style="list-style-type: none"> ● Cannot develop "win-win-win" solutions that improve the overall healthcare system 	<ul style="list-style-type: none"> ● Can drive innovation and alternatives that enable growth but also ensure key components of the triple aim are achieved.
<ul style="list-style-type: none"> ● Cannot develop a P4P contract 	<ul style="list-style-type: none"> ● Creates meaningful contracts that drive performance
<ul style="list-style-type: none"> ● Does not understand the basic financial reports and how to leverage the data 	<ul style="list-style-type: none"> ● Based on evidence (Financial and other), can outline operational and organizational changes to improve the system

Core curriculum in the MGLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MGLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6336 Information Technology Audit and Risk Management
- OPRE 6301 Statistics and Data Analysis

Healthcare Information Technology

Health IT is the use of computer hardware, software, and infrastructure to records and retrieve information essential to healthcare operations. Health IT supports information management across platforms and providers and provides a mechanism for secure data exchange between payors, providers and patients.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of the Electronic Health Records systems (major and minor)
- Demonstrate an ability to analyze and evaluate information to support a decision or recommendation*
- Demonstrate an understanding of implementation and sustaining the implementation
- Demonstrate an understanding of data sources
- Show the ability to critically think and analyze data*
- Demonstrate an understanding of technical infrastructure
- Demonstrate an understanding of potential security problems
- Demonstrate an ability to evaluate existing and emerging technologies in planning the technological direction to support organizational strategy and systems architecture

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Doesn't understand how EHR systems impact the healthcare system 	<ul style="list-style-type: none"> ● Can use the EPIC HER tool
<ul style="list-style-type: none"> ● Lacks an understanding emerging technologies and how they can improve quality, access and costs 	<ul style="list-style-type: none"> ● Has developed a point of view on HCIT and how it can be used
<ul style="list-style-type: none"> ● Does not know how to evaluate technologies to make an informed decision on best in class 	<ul style="list-style-type: none"> ● Can use data and other analytical tools to support and improve decision making
<ul style="list-style-type: none"> ● Does not know how to leverage HCIT to improve outcomes 	<ul style="list-style-type: none"> ● Based on evidence, can outline operational and organizational changes to improve the system
<ul style="list-style-type: none"> ● Lacks an understanding of cybersecurity and data integrity 	<ul style="list-style-type: none"> ● Understands that technology is a key enabler that supports the organizational strategies and outcomes

Core curriculum in the MHLM program which demonstrate these skills:

- HMG 6323 Healthcare Informatics
- HMG 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMG 6327 Electronic Health Records Applications
- HMG 6334 Healthcare Analytics
- HMG 6335 Spreadsheet Modeling and Analytics

- HMGT 6336 Information Technology Audit and Risk Management
- OPRE 6301 Statistics and Data Analysis

Roles & Responsibilities / Organizational Alignment / Project Management

Generally, a project manager's responsibilities are to lead a team in meeting specified criteria of an intended goal or purpose within certain constraints. A project manager must be able to ensure completion of a project while ensuring the projects are on time, on budget and within the scope. Within healthcare, this may focus on improving the operations of a healthcare organization and improving patient care and quality.

In order to demonstrate proficiency, students must:

- Demonstrate an understanding of quality measures
- Demonstrate an understanding of various roles within a healthcare organization
- Demonstrate an understanding of spreadsheet modeling and statistics
- Be able to develop a schedule, budget and goals for a project and manage project resources to meet goals*
- Demonstrate the ability to formulate strategic goals and objectives with consideration for business, demographic, etho-cultural, political and regulatory environment and develop programs and business plans in response*

UNSKILLED	SKILLED
<ul style="list-style-type: none"> ● Cannot develop a simple spreadsheet with modeling capabilities 	<ul style="list-style-type: none"> ● Has a good understanding of how to use spreadsheet modeling capabilities
<ul style="list-style-type: none"> ● Lacks an understanding project management and how to leverage the process 	<ul style="list-style-type: none"> ● Understands the basic tenets of project management to drive better outcomes
<ul style="list-style-type: none"> ● Does not know how to evaluate quality initiatives 	<ul style="list-style-type: none"> ● Can incorporate data, strategy and other measures to improve quality, costs and access
<ul style="list-style-type: none"> ● Does not know how to build out an enterprise strategy with supporting tactics and objectives 	<ul style="list-style-type: none"> ● Understand the importance of strategy and can develop an executable strategy
<ul style="list-style-type: none"> ● Isn't clear on roles and responsibilities; can't hold other accountable 	<ul style="list-style-type: none"> ● Aligns organizational resources to achieve the visions and execute strategies; develops systems to hold others accountable

Core curriculum in the MHLM program which demonstrate these skills:

- HMGT 6311 Healthcare Financial Accounting
- HMGT 6320 The American Healthcare System
- HMGT 6321 Strategic Leadership of Healthcare Organizations
- HMGT 6324 Healthcare Negotiation and Dispute Resolution
- HMGT 6325 Healthcare Operations Management
- HMGT 6332 Quality Improvement in Healthcare: Six Sigma and Beyond

Supporting curriculum in the MHLM program which demonstrate these skills:

- HMGT 6322 Healthcare Cost Management and Control

- HMGT 6333 Ethics in Healthcare Management
- HMGT 6335 Spreadsheet Modeling and Analytics
- HMGT 6340 Principles of Hospital Administration
- ENTP 6370 Innovation and Entrepreneurship
- OB 6301 Organizational Behavior
- OB 6307 Strategic Human Resource Management
- OB 6321 Principles of Leadership
- OPRE 6301 Statistics and Data Analysis

Competency Coverage across the Curriculum example

Competency (abridged)	Required Courses					
	HMGT 6311 Healthcare Financial Accounting	HMGT 6324 Negotiation and Dispute Resolution	HMGT 6325 Healthcare Operations Management	HMGT 6331 Healthcare Economics	HMGT 6330 Healthcare Law, Policy and Regulation	HMGT 6332 Quality Improvement in Healthcare
Domain: Communications & Relationship Mgmt						
Oral and Written Presentation Skills		B				
Relationship Management		A	A			B
Dispute Resolution and Negotiation		A				
Domain: Leadership						
Quality Improvement						A
Systems Thinking			A			A

As the model evolves we will begin to collect qualitative and quantitative information to fully assess and improve the program. For example, prior to the start of the class / term, it is expected that the entire class receives the course syllabus that outlines the course objectives and

competencies that the student will be expected to achieve at the end of the class. We intend to tie the grade of the student to competency attainment using a cross reference as noted here.

- 1=Beginner: Basic Knowledge of recalling facts but does not synthesize the information. Letter grade range from 70-79
- 2=Advanced Beginner: Can explain key concepts and models the competency behaviors. Letter grade range from 80-85
- 3=intermediate: Able to apply ideas and concepts in class or experiential setting and models the competency behaviors consistently. Letter grade range from 86-90.
- 4=Advanced. Demonstrates critical thinking skills to create new solutions. And competency behaviors are embedded in daily living. Letter grade from 90-95
- 5=Expert. Able to independently evaluate, synthesize and create new knowledge in the healthcare space and has fully internalized the associated competency behaviors. Letter grade from 96-100.

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Glossary

Accountable: (of a person, organization, or institution) required or expected to justify actions or decisions; responsible.

Analytics: The systematic computational analysis of data or statistics.

Benchmark: A standard of excellence, achievement, etc., against which similar things must be measured or judged.

Competency: The ability to do something successfully or efficiently.

Competency Assessment: Competency assessment is defined as any system for measuring and documenting personnel competency. Competency assessments conducted either initially or periodically help to identify or prevent performance problems that may be solved through task-specific training.

Competency Model: A competency model is a collection of competencies that together define successful performance in a particular work setting.

Electronic Health Records: An electronic health record is the systematized collection of patient and population electronically stored health information in a digital format. These records can be shared across different health care settings.

Ethics: Moral principles that govern a person's behavior or the conducting of an activity.

Healthcare Informatics: The integration of healthcare sciences, computer science, information science, and cognitive science to assist in the management of healthcare information.

Healthcare Information Technology: Health information technology is health technology, particularly information technology, applied to health and health care. It supports health information management across computerized systems and the secure exchange of health information between consumers, providers, payers, and quality monitors.

Healthcare Management: Healthcare management, also referred to as healthcare administration, is the administration, management or oversight of healthcare systems, public health systems, hospitals, entire hospital networks or other medical facilities.

Implementation: The process of putting a decision or plan into effect; execution.

Innovation: The creation, development and implementation of a new product, process or service, with the aim of improving efficiency, effectiveness or competitive advantage.

Knowledge: Facts, information, and skills acquired by a person through experience or education; the theoretical or practical understanding of a subject.

Leadership: Leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

Lean: a method that relies on a collaborative team effort to improve performance by systematically removing waste and reducing variation. It combines lean manufacturing/lean enterprise and Six Sigma to eliminate the eight kinds of waste. Lean Six Sigma not only reduces process defects and waste, but also provides a framework for overall organizational culture change.

Negotiation: Discussion aimed at reaching an agreement.

Operations: An area of management concerned with designing and controlling the process of production and redesigning business operations in the production of goods or services.

Professionalism: The skill, good judgment, and polite behavior that is expected from a person who is trained to do a job well.

Proficiency: A high degree of competence or skill; expertise.

Qualitative: Relating to, measuring, or measured by the quality of something rather than its quantity.

Quality: The standard of something as measured against other things of a similar kind; the degree of excellence of something.

Quantitative: Quantitative data is defined as the value of data in the form of counts or numbers where each data-set has a unique numerical value associated with it.

Six Sigma: A set of management techniques intended to improve business processes by greatly reducing the probability that an error or defect will occur. It was introduced by American engineer Bill Smith while working at Motorola in 1986.

Supply Chain: In commerce, supply chain management, the management of the flow of goods and services, involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods as well as end to end order fulfilment from point of origin to point of consumption.

Vendors: In a supply chain, a vendor, or a seller, is an enterprise that contributes goods or services. Generally, a supply chain vendor manufactures inventory/stock items and sells them to the next link in the chain.

Appendix A

Reference Material That Support the Competencies

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Appendix B

Reflective Learning Journal and Self-Assessment

References and other insights:

<https://www.thebalancecareers.com/self-assessment-524753>

<https://www.zerotothree.org/resources/413-leadership-self-assessment-tool>

NOTE: Develop rating matrix

1. What are my strengths?
2. What are my top e skilled competencies
3. What are my opportunities?
4. What are my top 3 unskilled competency gaps?
5. My plans to close the gaps between my current state and best self?