

Health Policy and Management Master's Degree Competency Model (Effective 2018)

The HPM Competency Model comprises 5 domains and 26 competencies identified as relevant for graduates in health policy and management: The HPM Competency Model was originally developed in 2009 based upon key stakeholder input and review of existing models from AUPHA, NCHL, and CEPH. It has subsequently been revised using a similar methodology in 2018. Each HPM competency is targeted for development at one of three levels: Level 1: Recognition (“knows”); Level II: Proficiency (“demonstrates”); and Level III: Mastery (“does”).

Domains and Competency Definitions

Domain 1: Communication and Relationship Management. Competencies in this domain include:

Communication Skills: Demonstrate effective oral and written communication skills

Interpersonal Awareness: Develop and accurate view of one's strengths and limitations, including the impact one has on others

Team Citizenship: Engage effectively as an accountable team member

Domain 2: Leadership and Professionalism. Competencies in this domain include:

Accountability: Hold self and other accountable to standards of performance

Innovative Thinking: Develop creative solutions to complex problems or adapt previous solutions in new ways

Organizational Dynamics: Develop organization structures and processes to achieve desired outcomes

Professionalism: Exhibit attitudes and behaviors consistent with a professional environment

Systems Thinking: Assess the potential impacts and consequences of decision across a variety of system stakeholders

Ethics: Recognize the role of ethics in organizations and professional communities

Domain 3: Knowledge of the Healthcare Environment. Competencies in this domain include:

Healthcare Legal Principles: Analyze health-related legal principles and their impact on health administration and policy

Health Policy: Discuss multiple dimensions of the policy-making process

Population Health Management: Apply tools and strategies to manage the health of a population

Public Health Principles: Understand the role of social determinants, environment, and individual behaviors on the health of populations

U.S. Healthcare System Structure and Financing: Examine past, current, and emerging issues related to the organization, financing, and management of health delivery in the US

Domain 4: Management. Competencies in this domain include:

Governance: Analyze models of governance structures, roles, and responsibilities as they apply to different organizational types

Human Resource Management: Apply methods and techniques related to management of health care organizations, employees, and professional staff

Performance Evaluation & Quality Improvement: Apply concepts of process and quality improvement to the administration of health care organizations

Project Management: Propose a plan to manage a project involving resources, scope and impact. (Larry or Steve please review)

Strategic Management & Analysis: Develop competitive and collaborative strategic alternatives that continually improve the long-term success and viability of the organization

Domain 5: Finance and Analytics. Competencies in this domain include:

Data Analytics: Apply quantitative and modeling techniques to the analysis of data in order to make informed business decisions for healthcare organizations

Economic Analysis & Application: Apply economic theory, concepts and decision making to understand how stakeholder incentives affect behavior, costs, and other outcomes.

Financial Accounting: Apply methods and techniques related to management of health care organizations, employees, and professional staff

Financial Management: Conduct financial analyses to make capital acquisition and allocation decisions.

Managerial Accounting: Apply management accounting concepts to measure costs, plan, assess performance and recommend managerial actions

Reimbursement: Differentiate payment methods used to reimburse health service providers

Statistical Analysis: Apply basic statistical methods relevant to public health and health care