

EMU-MHA Competencies definitions
 12/6/16-Revised and agreed upon electronically
 1/5/17-minor revision

EMU MHA Program- Competencies	Definitions ¹ EMU Definitions
Domain 1: Communication and Interpersonal effectiveness	
SLO 1.1: Writing skills:	Produce cogent and persuasive written materials to address healthcare, and organizational issues appropriate to the audience
SLO 1.2: Oral communication/Presentation skills	The ability to speak in a clear, logical, and grammatical manner in formal and informal situations, to prepare cogent presentations, to address healthcare, and organizational issues appropriate to the audience.
SLO 1.3: Collaboration-Ability to Working in Teams	The ability to work cooperatively with others as part of a team or group, including demonstrating positive attitudes about the team, its members, and its ability to get its mission accomplished.
SLO 1.4 Interprofessional collaboration	Describe the roles of diverse healthcare professionals in delivering patient care and in facilitating collaboration to meet organizational goals.
SLO 1.5 Cultural competency	The ability to describe, develop and evaluate organizational policies and procedures that are sensitive to the social, cultural and linguistic needs of patients and staff. This definition includes the recognition of the importance of cultural competency in the design and delivery of healthcare services to improve health outcomes and reduce disparities as well as the development of management strategies to recruit and retain a diverse workforce to achieve organizational objectives.
Domain 2: Business skills and knowledge	
SLO 2.1: Financial management	The ability to explain and use financial and accounting information, prepare and manage budgets, evaluate capital investment alternatives, and apply financial planning methodologies to achieve organizational objectives.

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SLO 2.2: Data analysis, synthesis and application	The ability to obtain, integrate, evaluate and analyze information from various sources to support organizational decision-making. This definition includes the ability to develop, utilize and communicate (both narratively and graphically) metrics appropriate to support the organizational context or process.
SLO 2.3: Research methods	The ability to conceptualize and design research strategies appropriate for the organizational problem or context. This definition includes the development of the research question, identification and synthesis of the relevant evidence, application of appropriate qualitative or quantitative methods, and communication of research findings.
SLO 2.4: Quality and performance improvement	The ability to design, implement and analyze an internal quality management system that leads to continuous organizational improvement. This definition includes the application of quality improvement principles and methodologies, and the identification of interrelationships impacting cost, quality, access, safety and accountability under a variety of organizational contexts and scenarios.
Domain 3: Leadership	
SLO 3.1: Leading and managing others	The ability to lead and guide the human resources of an organization to achieve its outcomes. This includes the ability to communicate a transformational vision and effectively lead and sustain change.
SLO 3.2: Human resources management	The ability to implement staff development and other personnel processes that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce. This includes performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.
SLO 3.3: Healthcare management	The ability to apply management principles in the health care environment.

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SLO 3.4: Organizational dynamics and governance	The ability to conceptualize the formal and informal decision-making structures, functions, and techniques for working with boards, governance structures, and stakeholder relationships in an organization or industry. This includes the ability to establish effective board relationships with executive management and to predict how new events will affect individuals and groups within the organization.
SLO 3.5: Problem-solving and Evidence Based decision-making	The ability to critically evaluate and analyze organizational performance utilizing statistical, financial and evidence-based techniques. This includes the ability to identify and assess alternate processes and potential solutions to set goals and measure clinical and organizational performance
Domain 4: Professionalism	
SLO 4.1: Professional Ethics	The ability to demonstrate ethical and professional practices, social accountability and community stewardship. Act in a way that is consistent with one's personal and organizational values and priorities. The ability to examine ethical dilemmas from multiple perspectives.
SLO 4.2: Professional development	The ability to appraise and critique individual and professional goals and values, identify avenues for ongoing education, and discuss the value of cultivating professional networks.
SLO 4.3: Social responsibility and community contribution	The ability to align one's own and the organization's priorities with the needs and values of the community, including its cultural and ethnocentric values and to move health forward in line with population-based wellness needs and national health agenda.
Domain5: Knowledge of the healthcare environment	
SLO 5.1: Healthcare issues and trends	Demonstrate knowledge of the healthcare system and the environment in which it operates.

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SLO 5.2: Healthcare legal & regulatory principles & requirements	Articulate federal and state laws and regulations that affect organizational operations and the provision of patient care. Articulate federal and state laws and regulations and standards of accrediting and professional organizations that affect organizational operations and the provision of patient care and analyze their impact.
SLO 5.3: Health policy	Describe the roles of the political system, the policy process, and analyze the impact on healthcare costs, quality and access.

1. Health Leadership Alliance Directory, (2010) <http://www.healthcareleadershipalliance.org/directory.htm>
2. National Center for Healthcare Leadership (2006) Competency Integration in Health Management Education