Master of Health Services Administration Program
Armstrong Atlantic State University
List of Program Competencies

1. Communication and Relationship Management
   A. Interpersonal Communication: the ability to effectively communicate ideas, information, opinions, and feelings as well as the ability to listen to and understand others’ ideas, information, opinions, and feelings.
   B. Presentation Skills: the ability to effectively communicate ideas, information, and positions through professional presentations (including oral and written presentations), including the ability to speak effectively and persuasively in front of small and large groups of people, prepare and use visual aids such as PowerPoint presentations or other media, and write clearly, concisely, and persuasively.
   C. Team Participation and Leadership: the ability to work effectively as a member of a group or team, including contributing to team productivity and working cooperatively with other team members in a non-leadership role, as well as helping to organize and lead team-based activities when appropriate.
   D. Technical Communication: the ability to effectively communicate technical information, such as communicating the results of a data analysis to decision makers or explaining to someone else the proper steps for completing a complex task.
   E. Collaboration with Clinical Professionals: the ability to effectively communicate and collaborate with clinical professionals in a health care setting, including the ability to understand and appreciate the roles/values/perspectives of other professional disciplines such as medicine, nursing, and allied health professionals.

2. Leadership
   A. Personal Leadership Style: the ability to identify and define one’s personal leadership style including core values, as well as the ability to develop a personal leadership development plan, including specific goals and strategies.
   B. Leading Others: the ability to lead other people, including developing and communicating a common vision/goals, organizing and directing subordinates’ activities, motivating individuals and groups, and fostering effective relationships.
   C. Systems-based Thinking: the ability to view and evaluate situations from a systems perspective, including the ability to understand the concept of systems-based thinking, make decisions that incorporate this perspective and effectively consider the implications of one’s decisions on all components of the system.

3. Professionalism
   A. Professional Ethics: the understanding and application of personal, organizational, and professional ethics, including the extent to which one adheres to ethical business principles as well as the extent to which one exhibits ethical behavior in one’s daily life and interactions with other people.
   B. Professional Service: a commitment to and involvement in professional service, including professional associations and activities (such as membership or leadership roles in the American College of Health Executives, the Medical Group Management Association, or the
Georgia Association of Health Care Executives) as well as community-based service and volunteer activities.

C. Professional Development: a commitment to and involvement in professional and career development activities, including participating in continuing education programs/seminars, specific skill-building activities (such as Toastmasters), or professional networking activities.

4. Healthcare Environment

A. Legal and Regulatory Environment: knowledge and understanding of the legal and regulatory environment of the health care system, including how courts, legislatures, and regulators interact and function; how the legal system influences health policy, providers, health care organizations, and organizational strategy; how to apply basic tort, contract, and corporate law principles; and patient’s rights and responsibilities.

B. Public Policymaking Environment: knowledge and understanding of how policymaking impacts the health care system, including how public policies are developed, implemented, and analyzed.

C. Health Care Workforce Environment:

D. Financial and Economic Environment: knowledge and understanding of the financial and economic forces affecting the health care system currently and in the future, including the role of accounting and finance in health care organizations, forms of business organization, third party payers and reimbursement methods, the theory of insurance and the types insurance products.

E. Socio-Cultural Environment: knowledge and understanding of the socio-cultural aspects of health care delivery, including disparities in health care access and health outcomes, the medical education process, and cultural factors that impact patient-provider interaction, health, and illness behavior.

5. Business Knowledge and Skills

A. Critical Thinking/Decision Making: ability to critically assess and make decisions in complex situations, including the ability to “actively and skillfully conceptualize, apply, analyze, synthesize, and/or evaluate information gathered from, or generated by, observation, experience, reflection, reasoning, or communication, as a guide to belief and action” (Scriven and Paul, 1987).

B. Financial Analysis and Management: knowledge and understanding of financial analysis and management, including financial statement composition and analysis, cost allocation methods, cost behavior, pricing decisions, planning and budgeting, time value analysis, risk assessment, debt and equity financing, capital budgeting, and lease financing.

C. Human Resources Management: knowledge and understanding of human resources management issues, including internal customer service, workforce diversity, employee satisfaction, motivation and improvement strategies and measurements.

D. Organizational Design and Behavior: knowledge and understanding of the processes of managing individuals, groups, and systems in organizations, including organizational governance, structure, culture, personality, communication, motivation, and leadership.

E. Strategic Management and Marketing: knowledge and understanding of strategic management and marketing, including environmental assessment, stakeholder analysis, competitor analysis, market analysis and segmentation, and strategy development, implementation, and tracking.
F. Information Systems and Management:

G. Quality/Performance Improvement: knowledge and understanding of quality/performance improvement practices, including quality improvement theories and frameworks, accreditation organizations, evidence-based practices, and utilization of clients’ perspectives.