

MHA Program Competencies

The Master of Health Administration Program has adopted the National Center for Healthcare Leadership (NCHL) competencies model. Three competency domains (Transformation, Execution and People), and 18 competencies within those domains guide the MHA Program curriculum.

TRANSFORMATION - Visioning, energizing, and stimulating a change process that coalesces communities, patients and professionals around new models of healthcare and wellness.

MHA 1: Achievement Orientation: A concern for surpassing a standard of excellence. The standard may be one's own past performance (striving for improvement); an objective measure (results orientation); outperforming others (competitiveness); challenging goals, or something that has not been done previously (innovation).

MHA 2: Financial Skills: The ability to understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions.

MHA 3: Analytical Thinking: The ability to understand a situation, issue, or problem by breaking it into smaller pieces or tracing its implications in a step-by-step way. It includes organizing the parts of a situation, issue, or problem systematically; making systematic comparisons of different features or aspects; setting priorities on a rational basis; and identifying time sequences, causal relationships, or if-then relationships.

MHA 4: Information Seeking: An underlying curiosity and desire to know more about things, people, or issues, including the desire for knowledge and staying current with health, organizational, industry, and professional trends and developments.

MHA 5: Strategic Orientation: The ability to draw implications and conclusions in light of the business, economic, demographic, ethno-cultural, political, and regulatory trends and developments, and to use these insights to develop an evolving vision for the organization and the health industry that results in long-term success and viability.

EXECUTION - Translating vision and strategy into optimal organizational performance

MHA 6: Accountability: The ability to hold people accountable to standards of performance or ensure compliance using the power of one's position or force of personality appropriately and effectively, with the long-term good of the organization in mind.

MHA 7: Communication Skills: The ability to speak and write in a clear, logical, and grammatical manner in formal and informal situations, to prepare cogent business presentations, and to facilitate a group.

MHA 8: Impact and Influence: The ability to persuade and convince others (individuals or groups) to support a point of view, position, or recommendation.

MHA 9: Information Technology Management: The ability to see the potential in and understand the use of administrative and clinical information technology and decision-support tools in process and performance improvement. Actively sponsors their utilization and the continuous upgrading of information management capabilities.

MHA 10: Initiative: The ability to anticipate obstacles, developments, and problems by looking ahead several months to over a year.

MHA 11: Organizational Awareness: The ability to understand and learn the formal and informal decision-making structures and power relationships in an organization or industry (e.g., stakeholders, suppliers). This includes the ability to identify who

the real decision makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.

MHA 12: Performance Measurement: The ability to understand and use statistical and financial methods and metrics to set goals and measure clinical as well as organizational performance; commitment to and employment of evidence-based techniques.

MHA 13: Process Management and Organizational Design: The ability to analyze and design or improve an organizational process, including incorporating the principles of quality management as well as customer satisfaction.

MHA 14: Project Management: The ability to plan, execute, and oversee a multi-year, large-scale project involving significant resources, scope, and impact. Examples include the construction of a major building, implementation of an enterprise-wide system (patient tracking, SAP), or development of a new service line.

PEOPLE – Creating an organizational climate that values employees from all backgrounds and provides an energizing environment for them. Also includes the leader’s responsibility to understand his or her impact on others and to improve his capabilities, as well as the capabilities of others.

MHA 15: Human Resources Management: The ability to implement staff development and other management practices that represent contemporary best practices, comply with legal and regulatory requirements, and optimize the performance of the workforce, including performance assessments, alternative compensation and benefit methods, and the alignment of human resource practices and processes to meet the strategic goals of the organization.

MHA 16: Professionalism: The demonstration of ethics and professional practices, as well as stimulating social accountability and community stewardship. The desire to act in a way that is consistent with one’s values and what one says is important.

MHA 17: Self-Confidence: A belief and conviction in one’s own ability, success, and decisions or opinions when executing plans and addressing challenges.

MHA 18: Change Leadership: The ability to energize stakeholders and sustain their commitment to changes in approaches, processes and strategies.