



**CONCORDIA
UNIVERSITY**
IRVINE

**MASTER OF
HEALTHCARE
ADMINISTRATION**

Program Competencies

DOMAIN/LEARNING OBJECTIVE 1: COMMUNICATION AND RELATIONSHIP MANAGEMENT Demonstrate the ability to communicate clearly and concisely, establish and maintain relationships, and facilitate constructive interactions with individuals and groups in the healthcare setting.	
Domain 1 Competencies	Definitions
1. Build collaborative relationships	Developing collaborative relationships in healthcare administration is the ability to cultivate effective partnerships and network across various teams and with stakeholders. Building trust, establishing open communication, and creating mutual respect to achieve shared objectives and better patient outcomes is paramount. A demonstration of active listening and conflict resolution help to demonstrate a culture of teamwork and accountability in healthcare environments.
2. Communicate organizational mission, vision, objectives and priorities	Healthcare administrators must effectively communicate their organization's mission, vision, objectives, and priorities. This entails communicating the organization's purpose, long-term goals, and current focus areas to ensure clarity and alignment among team members and stakeholders. By tailoring messages to different audiences and using different communication channels, they foster a shared understanding of the organization's strategic direction, promoting engagement and contributing to overall success.
3. Use factual data to produce and deliver credible and understandable reports	To produce credible reports, healthcare administrators must effectively collect, analyze, and present data. They can gather relevant data, apply analytical techniques, and compile the results into comprehensive reports. They encourage evidence-based decision-making and organizational effectiveness by presenting complex data in a clear and understandable manner.

4. Facilitate group dynamics, processes, meetings, and discussions	Healthcare administrators exhibit strong group dynamics, hold meetings, and engage in meaningful discussions, creating collaborative environments for effective communication and productive outcomes. They manage multiple perspectives, promote open dialogue, and adapt to changing situations in order to improve teamwork and decision-making processes. Creating a positive work culture and focusing on organizational goals helps healthcare administration succeed.
DOMAIN/LEARNING OBJECTIVE 2: LEADERSHIP Demonstrate the ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization's strategic ends and successful performance.	
Domain 2 Competencies	Definitions
5. Apply leadership theory and situational applications	Applying leadership theory necessitates a thorough understanding of various leadership models and styles. Healthcare administrators apply these theories to address unique challenges in the healthcare sector, tailoring their strategies to specific organizational needs. This competency emphasizes the application of theoretical knowledge and practical insights to navigate complex healthcare environments, inspire teams, and effectively contribute to organizational goals.
6. Create an organizational climate that encourages teamwork	This competency involves developing a work environment that encourages collaboration and mutual support among healthcare providers. Healthcare administrators who possess this skill foster a positive culture that encourages effective communication, trust-building, and the recognition of diverse points of view. This contributes to increased organizational efficiency, better patient outcomes, and a work environment that attracts and retains talented healthcare professionals.
7. Create an organizational culture that values and supports diversity	Healthcare administrators demonstrate the ability to foster an organizational environment that prioritizes and embraces diversity within the healthcare setting. Healthcare administrators who possess this skill actively promote inclusivity, equity, and respect for diverse perspectives and backgrounds among employees and stakeholders.
8. Establish a compelling organizational vision and goals	Healthcare administrators with this skill effectively communicate the vision and goals to staff, stakeholders, and the wider community. They ensure that the vision and goals are achievable, measurable, and relevant to the organization's mission, values,

	and strategic priorities. By providing direction and focus, they empower teams to work collaboratively towards achieving the organization's overarching objectives.
9. Promote and manage change	Healthcare administrators must clearly communicate the rationale for change. They use strategic planning and change management techniques to overcome resistance and navigate obstacles during the change process. This includes facilitating transitions and transformations within the healthcare organization in order to respond to changing needs and circumstances.
DOMAIN/LEARNING OUTCOME 3: PROFESSIONALISM Demonstrate an alignment of personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement.	
Domain 3 Competencies	Definitions
10. Apply organizational business and personal ethics	This competency requires a commitment to upholding and promoting ethical principles and standards in all aspects of the organization. This requires demonstrating a commitment to integrity, honesty, and transparency in decision-making and behavior. Healthcare administrators must ensure compliance with legal and regulatory requirements while also fostering a culture of accountability and ethical conduct among staff.
11. Apply professional standards and codes of ethical behavior	Healthcare administrators with this competency demonstrate a thorough understanding of relevant regulations, guidelines, and best practices in the field. They consistently apply these standards to their decision-making, interactions, and organizational practices to ensure integrity and accountability in all that they do. By upholding professional ethics, they safeguard patient welfare, maintain public trust, and contribute to the overall quality and credibility of healthcare services.
12. Acquire and stay current with the professional body of knowledge	This competency involves continuously seeking and updating knowledge relevant to healthcare administration to ensure proficiency and effectiveness in the field. This requires engagement in ongoing learning, professional development, and staying up to date with current trends, research, and best practices. By prioritizing lifelong learning and professional growth, they enhance their capacity to make informed decisions, adapt to changes, and drive positive outcomes within the healthcare organization.

13. Participate in community service	Healthcare administrators who demonstrate this competency actively engage in activities that serve their communities and the profession. This demonstrates a commitment to social responsibility by volunteering time, expertise, or resources to support the needs of the community and the profession.
DOMAIN/LEARNING OUTCOME 4: KNOWLEDGE OF HEALTHCARE ENVIRONMENT Demonstrate an understanding of the healthcare system and the environment in which healthcare managers and providers function.	
Domain 4 Competencies	Definitions
14. Distinguish healthcare and medical terminology	This competency involves possessing a comprehensive understanding of healthcare and medical terminology used within the healthcare industry. Healthcare administrators with this skill are proficient in distinguishing between various terms and terminology specific to medical practice, procedures, and healthcare systems. They effectively communicate with healthcare professionals, patients, and stakeholders using accurate terminology.
15. Explain levels of healthcare along the continuum of care	Healthcare administrators must demonstrate an ability to comprehend and articulate the different levels of healthcare services available across the continuum of care. Explaining the various stages of healthcare delivery helps to facilitate informed decision-making, resource allocation, and strategic planning to optimize healthcare delivery and patient outcomes. Healthcare administrators must understand the roles, functions, and interactions of each level within the healthcare system, including the coordination of services and transitions between levels.
16. Distinguish between the healthcare sectors	This competency requires understanding and recognizing the distinctions between various sectors within the healthcare industry. Healthcare administrators with this skill can differentiate between the unique characteristics, objectives, and operational models of each sector. They comprehend the regulatory frameworks, funding mechanisms, and service delivery models specific to different healthcare sectors.
17. Examine workforce issues	This competency entails thoroughly researching and analyzing various issues concerning the healthcare workforce. Healthcare administrators with this skill evaluate staffing levels, workforce demographics, training requirements, and employee satisfaction to identify potential challenges and opportunities. They

	investigate workforce issues in order to develop strategies for recruitment, retention, and professional development.
18. Value the patient's perspective (e.g., cultural differences, expectations)	Healthcare administrators who possess this skill prioritize patient-centered care by understanding and appreciating the diverse backgrounds and preferences of those receiving healthcare services. They actively seek patient feedback and incorporate it into organizational practices and policies to improve the quality of care delivered. By valuing the patient's point of view, administrators foster trust, increase patient satisfaction, and promote positive health outcomes.
19. Appraise healthcare trends	This competency requires healthcare administrators to assess and evaluate emerging trends in the healthcare industry. They look at changes in technology, regulations, patient demographics, and healthcare delivery models to predict future developments and challenges. They can adapt organizational strategies and policies to meet changing trends by staying up to date on current research and best practices.
DOMAIN/LEARNING OUTCOME 5: BUSINESS SKILLS & KNOWLEDGE Integrate scholarly research, critical thinking, analysis, problem-solving, and business principles to proactively address opportunities and issues in the healthcare environment.	
Domain 5 Competencies	Definitions
20. Demonstrate critical thinking and analysis	Healthcare administrators must evaluate, interpret, and assess data and situations with a critical mindset in order to make informed decisions. They consider multiple perspectives, evaluate information reliability, and draw sound conclusions when addressing complex challenges in healthcare settings. They help healthcare organizations make better decisions and solve problems by remaining open to new ideas, and using evidence-based reasoning.
21. Seek information from a variety of sources	Healthcare administrators who possess this skill take a proactive approach to gathering relevant data, insights, and perspectives from a variety of sources, including research studies, industry reports, and stakeholder feedback. They use critical thinking and discernment to determine the credibility and relevance of information gathered from various sources. By gathering information from various sources, they improve their understanding of complex issues, promote evidence-based decision-making, and foster innovation within healthcare

22. Apply financial management and analysis principles	This competency requires the practical application of financial management and analysis principles in order to effectively supervise financial activities within healthcare organizations. Healthcare administrators with this skill can perform financial analysis, budgeting, and forecasting to aid in strategic decision-making and resource allocation. They use financial data to assess organizational performance, identify areas for improvement, and ensure financial stability.
23. Identify potential impacts and consequences of human resources	Healthcare administrators with this skill can anticipate how personnel decisions will affect organizational dynamics, performance, and outcomes. They examine factors such as staffing levels, workforce development, and employee engagement to determine their potential impact on organizational effectiveness and employee well-being. They can make informed decisions to optimize workforce management and improve overall organizational success by understanding how human resources are linked to organizational goals.
24. Interpret and integrate federal, state and local laws and regulations	This competency entails understanding and applying federal, state, and local laws and regulations to healthcare organizational practices and policies. Healthcare administrators with this skill can interpret complex legal requirements, ensuring compliance and risk mitigation at all levels of governance. They incorporate legal considerations into decision-making processes, policies, and operational procedures in order to maintain ethical standards and protect patients' rights.
25. Apply strategic planning processes development and implementation	Using strategic planning processes to create and carry out initiatives that support healthcare organizations' long-term goals and objectives is critical to demonstrating this competency. This ability helps healthcare administrators develop strategic plans that meet the needs and challenges of their organizations through in-depth analysis, goal-setting, and decision-making. They supervise the plans' execution, making sure they are in line with organizational resources, deadlines, and priorities.
26. Demonstrate marketing plan development	This skill entails demonstrating the capacity to design extensive marketing strategies specific to healthcare companies' goals and requirements. That ability allows healthcare administrators to identify target customers, do market analysis, and comprehend marketing concepts, all of which contribute to strategic promotion. They use a variety of marketing platforms, including social media and neighborhood gatherings, to successfully promote healthcare programs and services.

27. Apply risk management principles and programs	This competency involves the application of risk management principles and programs to mitigate potential threats and uncertainties within healthcare organizations. Healthcare administrators with this skill can identify, assess, and prioritize risks to the organization's operations, finances, and reputation. By applying risk management principles effectively, they safeguard patient safety and ensure regulatory compliance.
28. Describe quality Improvement theories and frameworks	Healthcare administrators need to be able to explain and understand a variety of frameworks and ideas related to quality improvement in a healthcare setting. This ability enables healthcare managers to explain the best practices, approaches, and guiding concepts of quality improvement programs. They can apply quality improvement ideas to improve organizational performance, safety, and patient care. They also recognize the value of continual improvement.
29. Apply data analysis, including manipulation, understanding of and ability to explain data	This competency requires the ability to manipulate, understand, and interpret healthcare-related data using data analytic methodologies. This ability allows healthcare administrators to study and evaluate data sets to find trends and insights that are significant. They have the capacity to work with data using a variety of analytical methods and instruments, including data visualization and statistical analysis.