

The Board of Governors Examination in Healthcare Management (BOG) Knowledge Areas

Origin of Knowledge Areas

In order to ensure the validity of the certification Exam, it is necessary to periodically reevaluate the content validity of the test specifications. The goal of the ACHE Board of Governors (BOG) Exam is to measure the knowledge needed for successful performance in the healthcare executive job. One way to ensure content validity is to base the assessment on job analysis data.

What is a Job Analysis?

A job analysis is a systematic examination of a particular job, occupation or profession. Typically, a job analysis delineates the tasks that are performed by job incumbents and the knowledge areas, skills and abilities (KSAs) required to successfully perform those tasks.

The most recent job analysis process used available documentation, interviews with healthcare executives, subject matter experts (SMEs) workshops, and a survey of job incumbents to describe the requirements of the healthcare executive. First, using prior job analysis requirements and SME interviews, the Human Resources Research Organization (HumRRO) job analysts drafted lists of tasks and knowledges, skills and abilities (KSAs). The task and KSA lists were reviewed and revised by several SMEs via telephone interviews. These lists were again reviewed and finalized by a group of SMEs during a face-to-face workshop. In order to keep the survey at a reasonable length, only the KSAs were incorporated into a web-based survey. The survey link was e-mailed to a stratified random sample of ACHE members who were asked to rate the KSAs in terms of importance. The results of the survey were translated into an updated test blueprint that describes the knowledge content to be tested on each Exam as well as the relative weight or proportion of test items in each content area.

10 Core Knowledge Areas

Business

This area includes knowledge that pertains to specific areas/concepts of the organization (e.g., marketing, business planning, strategic planning).

Finance

This area covers the planning, development, establishment, analysis and assessment of financial management processes for an organization's capital, budget, accounting and related reporting systems.

Governance and Organizational Structure

This area deals with the development and analysis of the organizational structure and with delineating responsibility, authority and accountability at all levels of the organization. Functions include the development and implementation of policies and procedures for the governance process.

Healthcare

This area focuses on a broad range of organizations and professions involved in the delivery of healthcare. Included are managed care models, healthcare trends and ancillary services provided.

Healthcare Technology and Information Management

This area covers management information and clinical information systems such as finding computer-based support for management, assessing how current technologies and major innovations are changing the way healthcare executives manage, using information systems for short-and long-range planning, using clinical information systems and acquiring information systems.

Human Resources

This area deals with assessing the need for and the supply of professional staff and other personnel. Functions include recruitment, selection, training, compensation and evaluation of such personnel and how to Examine ways of evaluating productivity and monitory accountability for results.

Laws and Regulations

This area covers identifying and interpreting the impact of government regulations and law on the organization; identifying the need for and working with others to develop new regulations and laws; investigating, monitoring, documenting and enforcing existing statutes; and maintaining communication and cooperation with both public and private organization.

Management

This area covers general management principles (planning, organizing, directing and controlling) to address overall organizational objectives.

Professionalism and Ethics

This area focuses on the development, monitoring and maintenance of procedures to ensure the needs of professional staff are met. Ethics includes identifying, monitoring and disseminating codes of professional conduct; understanding the implications of ethical decisions; providing procedures to monitor standards of behavior within the organization; and determining, maintaining and monitoring accountability procedures.

Quality and Performance Improvement

This area concentrates on the development, implementation and evaluation of organizational accountability, including quality improvement theories and frameworks programs, quality assessment and assurance philosophies, policies, programs and procedures.

Percentage of Exam Questions for Each Knowledge Area

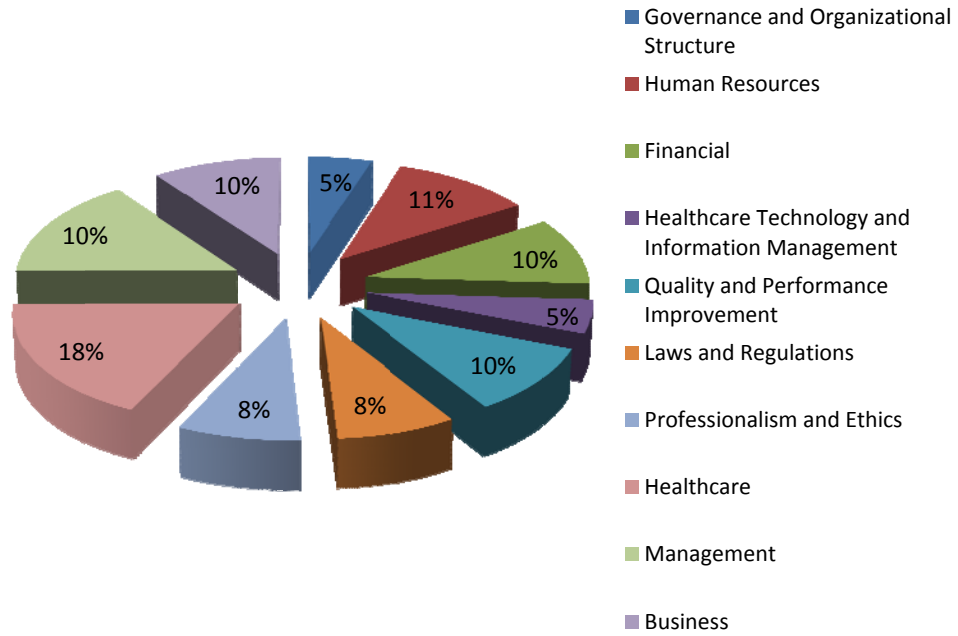
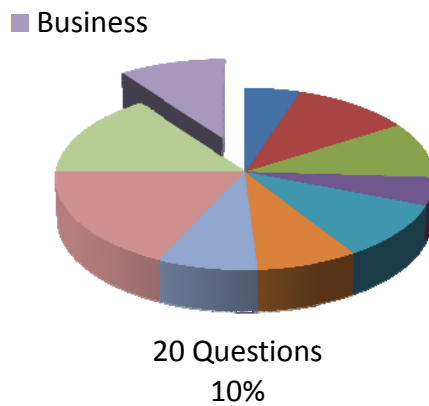


Figure 1- Percentage of Questions on Board of Governors Examination

Business Knowledge

Do you know what to look for in a contract? Are you familiar with marketing principles and tools?

- Knowledge of strategic planning principles (e.g., scenario planning, forecasting, etc.)
- Knowledge of basic business contracts (e.g., legal and financial implications)
- Knowledge of marketing principles and tools (e.g., market analysis, market research, sales, advertising)
- Knowledge of techniques for business plan development, implementation and assessment
- Knowledge of principles of public affairs and community relations
- Knowledge of the functions of organizational policies and procedures
- Knowledge of socioeconomic environment in which the organizations functions



Governance and Organizational Structure

What are the responsibilities of the Board of Directors? What is the structure of the medical staff?

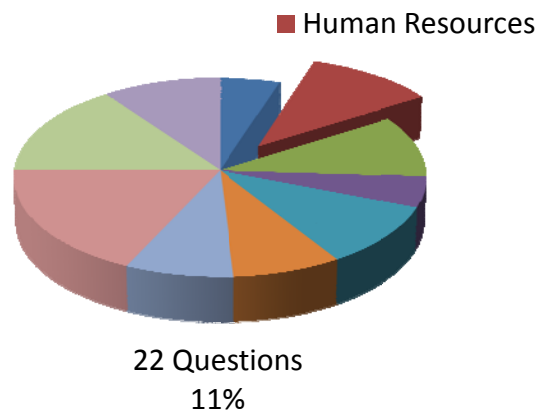
- Knowledge of governance theory (e.g., mission and values, relationships with board of directors, roles of governing board and management)
- Knowledge of governance structure (e.g., bylaws, articles of incorporation, fiduciary responsibilities)
- Knowledge of medical staff structure and its relationship to governing body and facility operation (e.g., credentialing, privileging and disciplinary process)
- Knowledge of public policy matters and legislative and advocacy processes



Human Resources

Do you have knowledge of recruitment and selection techniques? Are you familiar with compensation and benefits practices?

- Knowledge of performance management systems (e.g., performance-based evaluation, rewards systems, disciplinary policies and procedures)
- Knowledge of recruitment techniques
- Knowledge of selection techniques
- Knowledge of labor relations strategies and tactics
- Knowledge of staffing methodologies and productivity management (e.g., acuity-based staffing, flexible staffing, fixed staffing)
- Knowledge of employee satisfaction measurement and improvement techniques.
- Knowledge of motivational techniques
- Knowledge of compensation and benefits and practices
- Knowledge of worker safety, security and employee health issues (e.g., OSHA; workplace violence)
- Knowledge of conflict resolution and grievance procedure

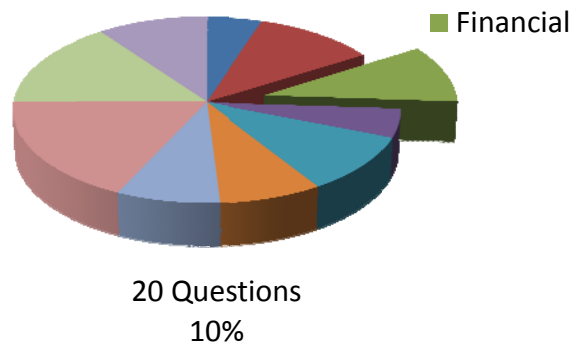


Finance

Are you aware of operating budget principles (i.e., zero-based, fixed)? Are you familiar with healthcare reimbursement and ramifications?

Knowledge of basic accounting principles (e.g., accounts receivable, cash flow, chart of accounts, GAAP)

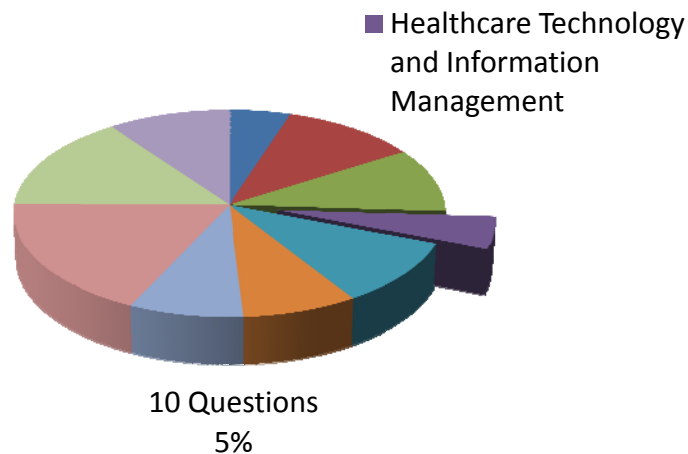
- Knowledge of financial management and financial analysis principles (e.g., balance sheets, income and cash flow statements, ratio analysis)
- Knowledge of operating budget principles (e.g., fixed vs. flexible, zero-based, variance analysis)
- Knowledge of capital budgeting principles
- Knowledge of reimbursement methodologies and ramifications
- Knowledge of fundamental productivity measures (e.g., hours per patient day, cost per patient day, units of service per man hour)
- Knowledge of financial controls and auditing principles
- Knowledge of capital funding sources
- Knowledge of revenue generation
- Knowledge of asset management, including facilities equipment, etc.



Healthcare Technology and Information Management

Are you aware of technology security requirements? Are you familiar with the role and function of information technology in operations?

- Knowledge of the role and function of information technology in operations
- Knowledge of technology trends and clinical applications
- Knowledge of technology security requirements (e.g., re: HIPAA, local governmental and organizational policies)
- Knowledge of health information (e.g., data equipment, inter-operability standards, decision support)
- Knowledge of information systems continuity (e.g., disaster planning, recovery, backup, sabotage, natural disasters)
- Knowledge of information systems planning and implementation (e.g., service architecture, technology lifecycles, obsolescence)

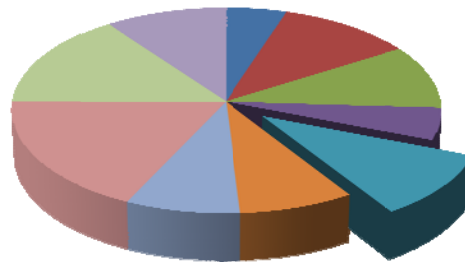


Quality and Performance Improvement

Are you familiar with benchmarking techniques? Do you have knowledge of risk management principles and programs?

- Knowledge of benchmarking techniques
- Knowledge of medical staff peer review
- Knowledge of risk management principles and programs (e.g., insurance, education, safety, injury management, patient complaint, patient and staff security)
- Knowledge of performance and process improvement
- Knowledge of customer satisfaction principles and tools
- Knowledge of clinical methodologies (e.g., clinical pathways, evidence-based medicine, population health, pay for performance)
- Knowledge of utilization review
- Knowledge of national quality initiatives including patient safety

■ Quality and Performance Improvement

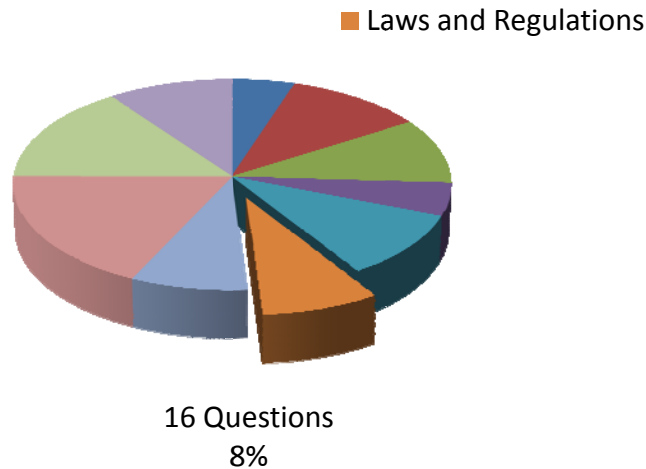


20 Questions
10%

Laws and Regulations

Are you familiar with the various laws affecting healthcare? Do you have knowledge of third party payment regulations?

- Knowledge of human resources laws and regulations (e.g., labor law, wage and hour, FMLA, FLSA, EEOC, ERISA, workers compensation)
- Knowledge of confidentiality principles and laws
- Knowledge of corporate compliance laws and regulations (e.g., physician contracts, billing and coding practices, antitrust, conflict of interest, EMTALA, Stark, fraud and abuse, anti-kickback, tax status)
- Knowledge of Medicare/Medicaid/Third Party payment regulations
- Knowledge of inspection and accrediting standards, regulations, and organizations (e.g., TJC/NCQA, OSHA, FDA, NRC, CDC)
- Knowledge of patient rights laws and regulations (e.g., organ donation, HIPPA, medical records, access to care, advance directives, durable power of attorney, involuntary commitments)



Professionalism and Ethics

What are the patient's rights and responsibilities? Do you know the role of the ethics committee?

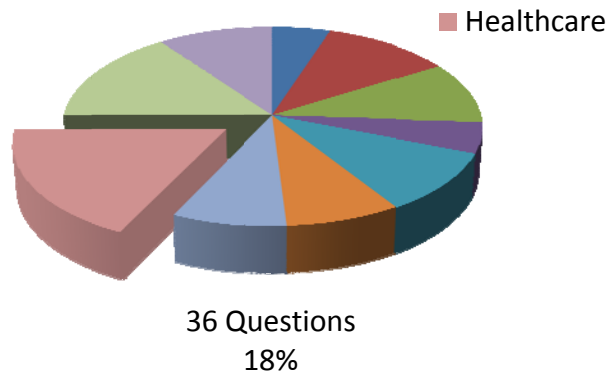
- Knowledge of professional codes of ethical behavior (e.g., ACHE, Hippocratic Oath, AMA)
- Knowledge of patients' rights and responsibilities
- Knowledge of ethics committee's roles, structure, and functions
- Knowledge of cultural and spiritual diversity for patients and staff as they relate to healthcare needs
- Knowledge of conflict of interest situations as defined by organizational bylaws, policies, and procedures
- Knowledge of professional norms and behaviors
- Knowledge of the consequences of unethical actions
- Knowledge of ethical implications of human-subject research



Healthcare

What are the latest trends in healthcare? Are you familiar with the common healthcare acronyms?

- Knowledge of healthcare and medical terminology
- Knowledge of healthcare trends
- Knowledge of managed care models, structures, and environment (e.g., group, staff, IPA, PPO)
- Knowledge of the ambulatory care sector (e.g., acute care, ambulatory care, post-acute, public health, long-term)
- Knowledge of the interdependency, integration, and competition among healthcare sectors
- Knowledge of ancillary services (e.g., lab, radiology, therapies)
- Knowledge of physician's roles
- Knowledge of implications of community standards of care
- Knowledge of evidence-based management practice
- Knowledge of staff perspective in organizational settings (e.g., frame of reference by discipline and role; orientation)
- Knowledge of healthcare economics
- Knowledge of the interrelationships among access, quality, cost, resources allocation, accountability and community
- Knowledge of nurse and allied health professionals scope of practice
- Knowledge of support services (e.g., plant operations, materials management, supply chain management, hospitality services)
- Knowledge of patient perspective (e.g., cultural differences, expectations)

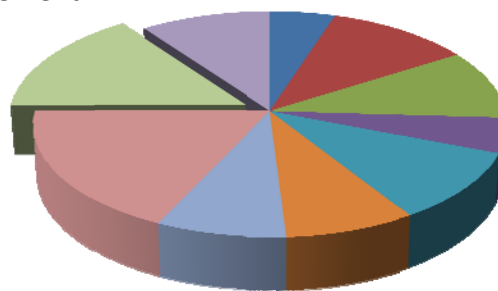


Management

Do you have knowledge of contingency planning? Are you familiar with team building techniques?

- Knowledge of implementation planning (e.g., operational plan, management plan)
- Knowledge of contingency planning (e.g., emergency preparedness and response)
- Knowledge of organizational systems theory and structuring (e.g., span of control, chain of command, interrelationships of organizational units)
- Knowledge of management functions (e.g., planning, organizing, directing, controlling)
- Knowledge of leadership theory and situational applications
- Knowledge of team building techniques
- Knowledge of mediation, negotiation and dispute resolving techniques
- Knowledge of potential impacts and consequences of decision making in situations both internal and external
- Knowledge of how an organization's culture impacts its effectiveness
- Ability to analyze and evaluate information to support a decision or recommendation
- Ability to distinguish relevant from irrelevant information
- Ability to integrate information from various sources to make decisions or recommendations

■ Management



30 Questions
15%