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ACHE Healthcare Executive

Competencies Assessment Tool 2012

A supplement to *Healthcare Executive* magazine

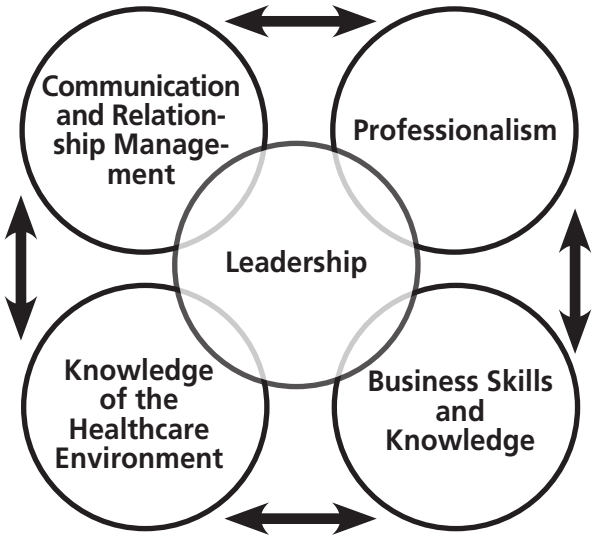
The American College of Healthcare Executives (ACHE) Healthcare Executive Competencies Assessment Tool is offered as an instrument for healthcare executives to use in assessing their expertise in critical areas of healthcare management. We trust you will find this latest edition of the assessment tool useful. ACHE updates the assessment annually to continually improve its value to you.

The competencies are derived from the Healthcare Leadership Alliance* (HLA) Competency Directory (www.healthcareleadershipalliance.org). The competencies in this self-assessment tool comprise a subset relevant to management and leadership tasks typically performed by affiliates of the American College of Healthcare Executives, regardless of work setting or years of experience.

The self-assessment is designed to help you identify areas of strength and areas you may wish to include in your personal development plan. You may choose to have your immediate supervisor use the tool to assess you, and then compare results from your own self-assessment with perceptions from your supervisor. Used in such a manner, the competency self-assessment can be a powerful tool in facilitating feedback about gaps in skills necessary for optimizing performance.

Healthcare organizations also may choose to use this assessment tool and the components of the HLA Competency Directory to better define the requirements of specific roles within the organization. Once defined, the organization then can respond with a targeted training and development plan for those roles. Certain tasks also may require teams with a blend of strengths, and the self-assessment tool can be used to compose an ideal skill mix among such teams. As pointed out by Andrew N. Garman, PsyD and Matthew P. Johnson of Rush University, "Competency definitions can also create a path to a portfolio of strategic human resources management practices, including targeted recruiting, prescreening, using balanced scorecard, identifying career ladders, and talent management/succession planning" (*Journal of Healthcare Management*, January/February, 2006).

Within the HLA Competency Directory, the competencies are categorized into five critical domains: Communication and Relationship Management, Leadership, Professionalism, Knowledge of the Healthcare Environment and Business Skills and Knowledge. The definitions for the domains are as follows:



1. Communication and Relationship Management

The ability to communicate clearly and concisely with internal and external customers, establish and maintain relationships, and facilitate constructive interactions with individuals and groups.

Communication and Relationship Management includes:
A. Relationship Management
B. Communication Skills
C. Facilitation and Negotiation

2. Leadership

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. According to the HLA model, leadership intersects with each of the other four domains.

* *In addition to the American College of Healthcare Executives, other members of the Healthcare Leadership Alliance (HLA) are: American College of Physician Executives, American Organization of Nurse Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society, and the Medical Group Management Association.*

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Leadership includes:
A. Leadership Skills and Behavior
B. Organizational Climate and Culture
C. Communicating Vision
D. Managing Change

3. Professionalism

The ability to align 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.

Professionalism includes:

A. Personal and Professional Accountability
B. Professional Development and Lifelong Learning
C. Contributions to the Community and Profession

4. Knowledge of the Healthcare Environment

The understanding of the healthcare system and the environment in which healthcare managers and providers function.

Knowledge of the Healthcare Environment includes:
A. Healthcare Systems and Organizations
B. Healthcare Personnel
C. The Patient's Perspective
D. The Community and the Environment

5. Business Skills and Knowledge

The ability to apply business principles, including systems thinking, to the healthcare environment.

Business Skills and Knowledge include:
A. General Management
B. Financial Management
C. Human Resource Management
D. Organizational Dynamics and Governance
E. Strategic Planning and Marketing
F. Information Management
G. Risk Management
H. Quality Improvement

Healthcare executives should demonstrate competence in aspects of all five domain areas. As you work your way through the self-assessment tool, we hope you will find it valuable and that it helps you along the path of lifelong professional education as you face the ongoing challenges of leadership. We also hope you will share it with other healthcare executives, and we have made it available as a PDF document at **ache.org/Careers**.

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Healthcare Executive Competencies

	Competency Level				
	Novice		Competent		Expert

1. COMMUNICATION AND RELATIONSHIP MANAGEMENT

A. Relationship Management

Organizational structure and relationships	**1**	**2**	**3**	**4**	**5**
Build collaborative relationships	**1**	**2**	**3**	**4**	**5**
Demonstrate effective interpersonal relations	**1**	**2**	**3**	**4**	**5**
Develop and maintain medical staff relationships	**1**	**2**	**3**	**4**	**5**
Develop and maintain relationships with suppliers	**1**	**2**	**3**	**4**	**5**
Identify stakeholder needs/expectations	**1**	**2**	**3**	**4**	**5**
Provide internal customer service	**1**	**2**	**3**	**4**	**5**
Practice and value shared decision making	**1**	**2**	**3**	**4**	**5**

Readings: 9, 11, 12, 16, 17, 25, 48, 54, 58, 62, 68, 78
Programs: 8, 9, 10, 12, 15, 25, 35, 36, 41, 45, 55
Leadership Assessments: 1, 3, 4, 6
Self-Study Courses: 2, 3, 6, 15, 17, 26, 33, 34

B. Communication Skills

Public relations	**1**	**2**	**3**	**4**	**5**
Principles of communication and their specific applications	**1**	**2**	**3**	**4**	**5**
Sensitivity to what is correct behavior when communicating with diverse cultures, internal and external	**1**	**2**	**3**	**4**	**5**
Communicate organizational mission, vision, objectives and priorities	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Identify and utilize human and technical resources to develop and deliver communications	**1**	**2**	**3**	**4**	**5**
Prepare and deliver business communications including meeting agendas, presentations, business reports and project communications plans	**1**	**2**	**3**	**4**	**5**
Present results of data analysis to decision makers	**1**	**2**	**3**	**4**	**5**
Provide and receive constructive feedback	**1**	**2**	**3**	**4**	**5**
Use factual data to produce and deliver credible and understandable reports	**1**	**2**	**3**	**4**	**5**

Readings: 11, 22, 80
Programs: 8, 12, 35, 36, 43
Self-Study Courses: 7, 30

C. Facilitation and Negotiation

Mediation, negotiation and dispute resolution techniques	**1**	**2**	**3**	**4**	**5**
Team building techniques	**1**	**2**	**3**	**4**	**5**
Labor relation strategies	**1**	**2**	**3**	**4**	**5**
Build effective physician and administrator leadership teams	**1**	**2**	**3**	**4**	**5**
Create, participate in and lead teams	**1**	**2**	**3**	**4**	**5**
Facilitate conflict and alternative dispute resolution	**1**	**2**	**3**	**4**	**5**
Facilitate group dynamics, process, meetings and discussions	**1**	**2**	**3**	**4**	**5**

Readings: 9, 12, 20, 22, 25, 45, 48, 54, 67, 74, 78
Programs: 6, 15, 20, 24, 35, 36, 41, 46, 55
Leadership Assessments: 3, 6
Self-Study Courses: 2, 3, 15, 26, 33, 34

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COMMUNICATION AND RELATIONSHIP MANAGEMENT DEVELOPMENT PLAN

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	Competency Level				
	Novice		Competent		Expert

2. LEADERSHIP

A. Leadership Skills and Behavior

Leadership styles/techniques	**1**	**2**	**3**	**4**	**5**
Leadership theory and situational applications	**1**	**2**	**3**	**4**	**5**
Potential impacts and consequences of decision making in situations both internal and external	**1**	**2**	**3**	**4**	**5**
Adhere to legal and regulatory standards	**1**	**2**	**3**	**4**	**5**
Champion solutions and encourage decision making	**1**	**2**	**3**	**4**	**5**
Develop external relationships	**1**	**2**	**3**	**4**	**5**
Incorporate and apply management techniques and theories into leadership activities	**1**	**2**	**3**	**4**	**5**
Foster an environment of mutual trust	**1**	**2**	**3**	**4**	**5**
Support and mentor high-potential talent within the organization	**1**	**2**	**3**	**4**	**5**
Advocate and participate in healthcare policy initiatives	**1**	**2**	**3**	**4**	**5**

Readings: 5, 15, 20, 22, 25, 28, 33, 34, 38, 52, 54, 55, 57, 58, 65, 74
Programs: 10, 13, 14, 15, 16, 22, 26, 33, 35, 36, 43, 52
Leadership Assessment: 1, 5, 6, 7
Self-Study Courses: 1, 8, 9, 10, 21, 22

B. Organizational Climate and Culture

Create an organizational climate that encourages teamwork	**1**	**2**	**3**	**4**	**5**
Create an organizational culture that values and supports diversity	**1**	**2**	**3**	**4**	**5**
Assess the organization including corporate values and culture; business processes and impact of systems on operations	**1**	**2**	**3**	**4**	**5**

Readings: 30, 61, 64, 74
Programs: 8, 10, 14, 15, 19, 26, 33
Self-Study Courses: 29
Other: 4

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	Competency Level				
	Novice		Competent		Expert
C. Communicating Vision					
Establish a compelling organizational vision and goals	**1**	**2**	**3**	**4**	**5**
Create an organizational climate that facilitates individual motivation	**1**	**2**	**3**	**4**	**5**
Encourage a high level of commitment to the purpose and values of the organization	**1**	**2**	**3**	**4**	**5**
Hold self and others accountable for organizational goal attainment	**1**	**2**	**3**	**4**	**5**
Gain physician buy-in to accept risk and support new business ventures	**1**	**2**	**3**	**4**	**5**

Readings: 12, 17, 20, 22, 25, 48, 54, 55, 58, 74, 78, 90
Programs: 8, 12, 14, 16, 33
Leadership Assessment: 7
Self-Study Courses: 1, 10, 15, 21, 22, 26

D. Managing Change					
Promote and manage change	**1**	**2**	**3**	**4**	**5**
Explore opportunities for the growth and development of the organization on a continuous basis	**1**	**2**	**3**	**4**	**5**
Promote continuous organizational learning/improvement	**1**	**2**	**3**	**4**	**5**
Anticipate and plan strategies for overcoming obstacles	**1**	**2**	**3**	**4**	**5**
Anticipate the need for resources to carry out initiatives	**1**	**2**	**3**	**4**	**5**
Develop effective medical staff relationships in support of the organization's mission, vision and strategic plan	**1**	**2**	**3**	**4**	**5**

Readings: 1, 3, 5, 9, 12, 16, 17, 18, 19, 20, 22, 24, 25, 35, 41, 47, 48, 54, 55, 58, 59, 61, 76, 78
Programs: 9, 14, 15, 16, 26, 31, 38, 39, 43, 48, 52
Leadership Assessment: 4, 5, 7
Self-Study Courses: 2, 3, 5, 15, 20, 21, 22, 26, 33, 34

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LEADERSHIP DEVELOPMENT PLAN

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	Competency Level				
	Novice		Competent		Expert

3. PROFESSIONALISM

A. Personal and Professional Accountability

Patients rights and responsibilities	**1**	**2**	**3**	**4**	**5**
Ethics committee's roles, structure and functions	**1**	**2**	**3**	**4**	**5**
Consequences of unethical actions	**1**	**2**	**3**	**4**	**5**
Organizational business and personal ethics	**1**	**2**	**3**	**4**	**5**
Cultural and spiritual diversity for patients and staff as they relate to healthcare needs	**1**	**2**	**3**	**4**	**5**
Conflict of interest situations as defined by organizational bylaws, policies and procedures	**1**	**2**	**3**	**4**	**5**
Professional roles, responsibility and accountability	**1**	**2**	**3**	**4**	**5**
Professional standards and codes of ethical behavior	**1**	**2**	**3**	**4**	**5**
Balance professional and personal pursuits	**1**	**2**	**3**	**4**	**5**
Uphold and act upon ethical and professional standards	**1**	**2**	**3**	**4**	**5**
Adhere to ethical business principles	**1**	**2**	**3**	**4**	**5**

Readings: 25, 54, 63, 89
Programs: 6, 25, 37
Other: 1, 2, 3, 5, 6, 9

B. Professional Development and Lifelong Learning

Professional norms and behaviors	**1**	**2**	**3**	**4**	**5**
Professional societies and memberships	**1**	**2**	**3**	**4**	**5**
Contribute to professional knowledge and evidence	**1**	**2**	**3**	**4**	**5**
Time and stress management techniques	**1**	**2**	**3**	**4**	**5**
Conduct self-assessments	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Network with colleagues	**1**	**2**	**3**	**4**	**5**
Participate in continuing education and career planning	**1**	**2**	**3**	**4**	**5**
Acquire and stay current with the professional body of knowledge	**1**	**2**	**3**	**4**	**5**

Readings: 25, 57, 64, 88
Programs: 26, 40
Leadership Assessments: 2, 6, 7

C. Contributions to the Community and Profession

Ethical implications of human-subject research	**1**	**2**	**3**	**4**	**5**
Serve as the ethical guide for the organization	**1**	**2**	**3**	**4**	**5**
Practice due diligence to carry out fiduciary responsibilities	**1**	**2**	**3**	**4**	**5**
Mentor, advise and coach	**1**	**2**	**3**	**4**	**5**
Advocate for patients, families and communities	**1**	**2**	**3**	**4**	**5**
Advocate with physicians for the importance of hiring professionally trained and certified administrators and supporting their professional development	**1**	**2**	**3**	**4**	**5**
Participate in community service	**1**	**2**	**3**	**4**	**5**

Readings: 4, 33, 34, 63, 89
Programs: 10, 11, 13
Self-Study Courses: 1, 8, 30, 31
Other: 7, 8

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PROFESSIONALISM DEVELOPMENT PLAN

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	Competency Level				
	Novice		Competent		Expert

4. KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT

A. Healthcare Systems and Organizations

Healthcare and medical terminology	**1**	**2**	**3**	**4**	**5**
Managed care models, structures and environment	**1**	**2**	**3**	**4**	**5**
The interdependency, integration and competition among healthcare sectors	**1**	**2**	**3**	**4**	**5**
Evidence-based management practice	**1**	**2**	**3**	**4**	**5**
Healthcare economics	**1**	**2**	**3**	**4**	**5**
The interrelationships among access, quality, cost, resource allocation, accountability and community	**1**	**2**	**3**	**4**	**5**
Funding and payment mechanisms of the healthcare system	**1**	**2**	**3**	**4**	**5**

Readings: 1, 21, 24, 42, 43, 76
Programs: 38, 44, 51
Self-Study Courses: 5, 23

B. Healthcare Personnel

Ancillary services	**1**	**2**	**3**	**4**	**5**
Physician roles	**1**	**2**	**3**	**4**	**5**
The healthcare sectors	**1**	**2**	**3**	**4**	**5**
Staff perspective in organizational settings	**1**	**2**	**3**	**4**	**5**
Nurse and allied health professionals' scope of practice	**1**	**2**	**3**	**4**	**5**
Support services	**1**	**2**	**3**	**4**	**5**
Role of nonclinical professionals in the healthcare system	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Educational funding for healthcare personnel	**1**	**2**	**3**	**4**	**5**
Workforce issues	**1**	**2**	**3**	**4**	**5**

Readings: 13, 20, 29, 43, 46, 64, 74, 90
Programs: 9, 20, 30
Self-Study Courses: 16, 32

C. The Patient's Perspective

The patient perspective (e.g., cultural differences, expectations)	**1**	**2**	**3**	**4**	**5**

Readings: 3, 14, 75
Programs: 10, 32
Self-Study Courses: 30

D. The Community and the Environment

Socioeconomic environment in which the organization functions	**1**	**2**	**3**	**4**	**5**
Healthcare trends	**1**	**2**	**3**	**4**	**5**
Implications of community standards of care	**1**	**2**	**3**	**4**	**5**
Healthcare technological research and advancements	**1**	**2**	**3**	**4**	**5**
Organization and delivery of healthcare	**1**	**2**	**3**	**4**	**5**
Community standards of care	**1**	**2**	**3**	**4**	**5**
Corporate compliance laws and regulations	**1**	**2**	**3**	**4**	**5**
Regulatory and administrative environment in which the organization functions	**1**	**2**	**3**	**4**	**5**
Governmental, regulatory, professional and accreditation agencies	**1**	**2**	**3**	**4**	**5**
Legislative issues and advocacy	**1**	**2**	**3**	**4**	**5**

Readings: 1, 15, 51, 76, 91
Programs: 11, 13, 15, 23, 31, 34, 43
Self-Study Courses: 5, 19, 31
Other: 9

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KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT DEVELOPMENT PLAN

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	Competency Level				
	Novice		Competent		Expert
5. BUSINESS SKILLS AND KNOWLEDGE					
A. General Management					
Ability to analyze and evaluate information to support a decision or recommendation	**1**	**2**	**3**	**4**	**5**
Ability to distinguish relevant from irrelevant information	**1**	**2**	**3**	**4**	**5**
Ability to integrate information from various sources to make decisions or recommendations	**1**	**2**	**3**	**4**	**5**
Collect and analyze data from internal and external sources relevant to each situation	**1**	**2**	**3**	**4**	**5**
Basic business contracts	**1**	**2**	**3**	**4**	**5**
Techniques for business plan development, implementation and assessment	**1**	**2**	**3**	**4**	**5**
Principles of public affairs and community relations	**1**	**2**	**3**	**4**	**5**
The functions of organizational policies and procedures	**1**	**2**	**3**	**4**	**5**
Analyze the current way of doing business and clinical processes	**1**	**2**	**3**	**4**	**5**
Anticipate cause and effect relationships	**1**	**2**	**3**	**4**	**5**
Conduct needs analysis, identify and prioritize requirements	**1**	**2**	**3**	**4**	**5**
Define the problem or opportunities	**1**	**2**	**3**	**4**	**5**
Discriminate between important and unimportant aspects of business and clinical situations as a basis for sound decision making	**1**	**2**	**3**	**4**	**5**
Identify alternate processes and potential solutions	**1**	**2**	**3**	**4**	**5**
Promote and apply problem-solving philosophies	**1**	**2**	**3**	**4**	**5**
Utilize comparative analysis strategies	**1**	**2**	**3**	**4**	**5**
Demonstrate critical thinking and analysis	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Prioritize or triage as necessary to ensure critical functions are repaired, maintained or enhanced	**1**	**2**	**3**	**4**	**5**
Broad systems connections—potential impacts and consequences of decisions in a wide variety of situations both internal and external	**1**	**2**	**3**	**4**	**5**
Systems theory	**1**	**2**	**3**	**4**	**5**
Systems thinking	**1**	**2**	**3**	**4**	**5**
Champion systems thinking	**1**	**2**	**3**	**4**	**5**
Identify how a system design accommodates business processes	**1**	**2**	**3**	**4**	**5**
Seek information from a variety of sources	**1**	**2**	**3**	**4**	**5**
Evidence-based practice	**1**	**2**	**3**	**4**	**5**
Facilities planning	**1**	**2**	**3**	**4**	**5**
Inventory control systems	**1**	**2**	**3**	**4**	**5**
Project management	**1**	**2**	**3**	**4**	**5**
Purchasing procurement	**1**	**2**	**3**	**4**	**5**
Develop work plans	**1**	**2**	**3**	**4**	**5**
Perform audits of systems and operations	**1**	**2**	**3**	**4**	**5**
Asset management, including investments, equipment, etc.	**1**	**2**	**3**	**4**	**5**
Management functions	**1**	**2**	**3**	**4**	**5**
Assess organizational perception of systems effectiveness and departmental effectiveness	**1**	**2**	**3**	**4**	**5**
Develop requests-for-information and requests-for-proposals	**1**	**2**	**3**	**4**	**5**
Manage vendor contracts	**1**	**2**	**3**	**4**	**5**
Measure quantitative dimensions of systems and departmental effectiveness	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Organize and manage the human and physical resources of the organization to achieve input, buy-in and optimal performance	**1**	**2**	**3**	**4**	**5**

Readings: 18, 19, 20, 22, 24, 39, 41, 46, 50, 62, 67, 68, 71, 81
Programs: 2, 15, 17, 20, 21, 37, 42, 49, 50, 53, 54
Leadership Assessments: 1, 2
Self-Study Courses: 4, 12, 13, 28

B. Financial Management

Basic accounting principles	**1**	**2**	**3**	**4**	**5**
Financial management and analysis principles	**1**	**2**	**3**	**4**	**5**
Financial planning methodologies	**1**	**2**	**3**	**4**	**5**
Financial statements	**1**	**2**	**3**	**4**	**5**
Outcomes measures and management	**1**	**2**	**3**	**4**	**5**
Reimbursement principles, ramifications and techniques including rate setting and contracts	**1**	**2**	**3**	**4**	**5**
Principles of operating, project and capital budgeting	**1**	**2**	**3**	**4**	**5**
Fundamental productivity measures	**1**	**2**	**3**	**4**	**5**
Financial controls and auditing principles	**1**	**2**	**3**	**4**	**5**
Capital funding sources	**1**	**2**	**3**	**4**	**5**
Revenue generation	**1**	**2**	**3**	**4**	**5**
Asset management, including facilities, equipment, etc.	**1**	**2**	**3**	**4**	**5**
Analyze financial reward versus risk	**1**	**2**	**3**	**4**	**5**
Apply financial planning methodologies to organizational objectives	**1**	**2**	**3**	**4**	**5**
Develop accounting and financial control systems	**1**	**2**	**3**	**4**	**5**
Develop and use performance monitoring metrics	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Develop coding and reimbursement policies and procedures	**1**	**2**	**3**	**4**	**5**
Establish business relationships with financial advisors	**1**	**2**	**3**	**4**	**5**
Maintain compliance with tax laws and filing procedures	**1**	**2**	**3**	**4**	**5**
Negotiate third-party contracts	**1**	**2**	**3**	**4**	**5**
Provide stewardship of financial resources	**1**	**2**	**3**	**4**	**5**

Readings: 8, 10, 30, 36, 37, 49, 61, 68, 71, 81
Programs: 2, 4, 5, 7, 18, 21, 28
Self-Study Courses: 11, 23

C. Human Resource Management

Human resources laws and regulations	**1**	**2**	**3**	**4**	**5**
Performance management systems	**1**	**2**	**3**	**4**	**5**
Recruitment and retention techniques	**1**	**2**	**3**	**4**	**5**
Selection techniques	**1**	**2**	**3**	**4**	**5**
Labor relations strategies and tactics	**1**	**2**	**3**	**4**	**5**
Staffing methodologies and productivity management	**1**	**2**	**3**	**4**	**5**
Employee satisfaction measurement and improvement techniques	**1**	**2**	**3**	**4**	**5**
Employee motivational techniques	**1**	**2**	**3**	**4**	**5**
Compensation and benefits practices	**1**	**2**	**3**	**4**	**5**
Worker safety, security and employee health issues	**1**	**2**	**3**	**4**	**5**
Conflict resolution and grievance procedures	**1**	**2**	**3**	**4**	**5**
Organizational policies and procedures and their functions	**1**	**2**	**3**	**4**	**5**
The need for and/or desirability of outsourcing	**1**	**2**	**3**	**4**	**5**
The varying work environments in which staff work	**1**	**2**	**3**	**4**	**5**
Define staff roles, responsibilities and job descriptions	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Manage departmental personnel processes, including performance appraisals; incentives; staff recruitment, selection, and retention; training and education; coaching and mentoring	**1**	**2**	**3**	**4**	**5**
Job classification systems	**1**	**2**	**3**	**4**	**5**
Develop and implement policies and procedures with physicians to address physician behavioral and burnout issues	**1**	**2**	**3**	**4**	**5**
Develop and manage employee performance management system	**1**	**2**	**3**	**4**	**5**
Develop effective physician recruitment and retention programs	**1**	**2**	**3**	**4**	**5**
Develop employee benefit and assistance plans	**1**	**2**	**3**	**4**	**5**
Engage in workforce planning	**1**	**2**	**3**	**4**	**5**
Evaluate and manage employee efficiency and productivity	**1**	**2**	**3**	**4**	**5**

Readings: 9, 12, 20, 22, 26, 29, 33, 34, 45, 46
Programs: 6, 47
Self-Study Courses: 1, 3, 8, 9, 12, 15, 33

D. Organizational Dynamics and Governance

Organization systems theories and structures	**1**	**2**	**3**	**4**	**5**
How an organization's culture impacts its effectiveness	**1**	**2**	**3**	**4**	**5**
Governance theory	**1**	**2**	**3**	**4**	**5**
Governance structure	**1**	**2**	**3**	**4**	**5**
Medical staff structure and its relationship to the governing body and facility operation	**1**	**2**	**3**	**4**	**5**
Public policy matters and legislative and advocacy processes	**1**	**2**	**3**	**4**	**5**
Organizational dynamics, political realities and culture	**1**	**2**	**3**	**4**	**5**
Principles and practices of management and organizational behavior	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Build trust and cooperation between/among stakeholders	**1**	**2**	**3**	**4**	**5**
Construct and maintain governance systems	**1**	**2**	**3**	**4**	**5**
Document and implement policies and procedures	**1**	**2**	**3**	**4**	**5**
Evaluate and improve governing bylaws, policies and processes	**1**	**2**	**3**	**4**	**5**
Facilitate physician understanding and acceptance of good business management	**1**	**2**	**3**	**4**	**5**
Manage the performance of subsystems in a manner that optimizes the whole synergy	**1**	**2**	**3**	**4**	**5**
Interpret and integrate federal, state and local regulations/laws	**1**	**2**	**3**	**4**	**5**

Readings: 20, 22, 25, 32, 38, 59, 69, 72, 74, 90
Programs: 1, 15, 19
Self-Study Courses: 6, 27, 32
Other: 8, 9

E. Strategic Planning and Marketing

Business plan development and implementation process	**1**	**2**	**3**	**4**	**5**
Business planning including business case and exit strategy development	**1**	**2**	**3**	**4**	**5**
Evaluate whether a proposed solution aligns with the organizational business plan	**1**	**2**	**3**	**4**	**5**
Marketing principles and tools	**1**	**2**	**3**	**4**	**5**
Marketing plan development	**1**	**2**	**3**	**4**	**5**
Manage projects and/or resources	**1**	**2**	**3**	**4**	**5**
Healthcare system services	**1**	**2**	**3**	**4**	**5**
Implementation planning	**1**	**2**	**3**	**4**	**5**
Crisis and disaster planning	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
Characteristics of strategic decision support	**1**	**2**	**3**	**4**	**5**
Strategic planning processes development and implementation	**1**	**2**	**3**	**4**	**5**
Develop and monitor departmental strategic and tactical objectives	**1**	**2**	**3**	**4**	**5**
Develop a benefits realization model that measures product or service performance to assure that strategic goals are met	**1**	**2**	**3**	**4**	**5**
Organizational mission, vision, objectives and priorities	**1**	**2**	**3**	**4**	**5**
Plan for business continuance in the face of potential disasters that could disrupt service delivery	**1**	**2**	**3**	**4**	**5**
Pursuing and establishing partnerships and strategic alliances	**1**	**2**	**3**	**4**	**5**

Readings: 23, 36, 41, 47, 66, 73, 74, 81
Programs: 3, 15, 19, 27, 30, 44, 51, 52, 53
Self-Study Courses: 13, 14, 18, 24, 25

F. Information Management

Application software	**1**	**2**	**3**	**4**	**5**
Characteristics of administrative systems/programs	**1**	**2**	**3**	**4**	**5**
Characteristics of clinical systems/programs	**1**	**2**	**3**	**4**	**5**
Confidentiality principles and laws	**1**	**2**	**3**	**4**	**5**
Data analysis including manipulation, understanding of and ability to explain data	**1**	**2**	**3**	**4**	**5**
Electronic education and information resources and systems	**1**	**2**	**3**	**4**	**5**
Health informatics	**1**	**2**	**3**	**4**	**5**
Information systems continuity	**1**	**2**	**3**	**4**	**5**
Information systems planning and implementation	**1**	**2**	**3**	**4**	**5**
Technology trends and clinical applications	**1**	**2**	**3**	**4**	**5**

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	Competency Level				
	Novice		Competent		Expert
IT systems selection criteria and review	**1**	**2**	**3**	**4**	**5**
Principles of database and file management	**1**	**2**	**3**	**4**	**5**
Technology privacy, confidentiality and security requirements	**1**	**2**	**3**	**4**	**5**
Role and function of information technology in operations	**1**	**2**	**3**	**4**	**5**
Testing and evaluation activities of IT systems	**1**	**2**	**3**	**4**	**5**
Information systems continuity	**1**	**2**	**3**	**4**	**5**
Analyze problem reports for trends	**1**	**2**	**3**	**4**	**5**
Conduct demonstrations, evaluate and select healthcare IT systems	**1**	**2**	**3**	**4**	**5**
Ensure accuracy and integrity of data	**1**	**2**	**3**	**4**	**5**
Compatibility of software, hardware and network components to facilitate business operations	**1**	**2**	**3**	**4**	**5**
Ensure staff is trained to use information systems	**1**	**2**	**3**	**4**	**5**
Evaluate results of a system security/privacy effectiveness assessment	**1**	**2**	**3**	**4**	**5**
Integrate IT systems that support decision making	**1**	**2**	**3**	**4**	**5**
Link the IT plan to the business plan	**1**	**2**	**3**	**4**	**5**
Monitor IT systems sustainability, reliability and maintainability	**1**	**2**	**3**	**4**	**5**
Monitor and adjust IT system capacity	**1**	**2**	**3**	**4**	**5**
Recommend policies and procedures for information systems management	**1**	**2**	**3**	**4**	**5**

Readings: 7, 27, 30
Programs: 17, 21, 29

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	Competency Level				
	Novice		Competent		Expert
G. Risk Management					
Risk management principles and programs	**1**	**2**	**3**	**4**	**5**
Confidentiality principles and laws	**1**	**2**	**3**	**4**	**5**
Corporate compliance laws and regulations	**1**	**2**	**3**	**4**	**5**
Medicare/Medicaid/third-party payment regulations	**1**	**2**	**3**	**4**	**5**
Inspection and accrediting standards, regulations and organizations	**1**	**2**	**3**	**4**	**5**
Patient's rights, laws and regulations	**1**	**2**	**3**	**4**	**5**
Compliance with regulatory agencies and tax status requirements	**1**	**2**	**3**	**4**	**5**
Contingency planning	**1**	**2**	**3**	**4**	**5**
Corporate history and record-keeping procedures	**1**	**2**	**3**	**4**	**5**
Credentialing, medical malpractice and professional liability	**1**	**2**	**3**	**4**	**5**
Personnel and property security plans and policies	**1**	**2**	**3**	**4**	**5**
Professional resource networks for risk-related activities	**1**	**2**	**3**	**4**	**5**
Risk assessments and analyses	**1**	**2**	**3**	**4**	**5**
Risk mitigation	**1**	**2**	**3**	**4**	**5**
Risks related to personnel management	**1**	**2**	**3**	**4**	**5**
Risks related to quality management and patient safety	**1**	**2**	**3**	**4**	**5**
Conflict resolution and grievance procedures	**1**	**2**	**3**	**4**	**5**
Establish patient, staff and organizational confidentiality policies	**1**	**2**	**3**	**4**	**5**
Maintain compliance with government contractual mandates	**1**	**2**	**3**	**4**	**5**
Plan for business continuance in the face of potential disasters that could disrupt service delivery	**1**	**2**	**3**	**4**	**5**

Readings: 5, 15, 44, 46, 51, 52, 77, 86
Programs: 22
Self-Study Courses: 4, 17

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	Competency Level				
	Novice		Competent		Expert
H. Quality Improvement					
Benchmarking techniques	**1**	**2**	**3**	**4**	**5**
Medical staff peer review	**1**	**2**	**3**	**4**	**5**
Clinical methodologies	**1**	**2**	**3**	**4**	**5**
Utilization review and management regulations	**1**	**2**	**3**	**4**	**5**
Clinical pathways and disease management	**1**	**2**	**3**	**4**	**5**
National quality initiatives including patient safety	**1**	**2**	**3**	**4**	**5**
Customer satisfaction principles and tools	**1**	**2**	**3**	**4**	**5**
Data collection, measurement and analysis tools and techniques	**1**	**2**	**3**	**4**	**5**
Patient communication systems	**1**	**2**	**3**	**4**	**5**
Quality improvement theories and frameworks	**1**	**2**	**3**	**4**	**5**
Quality planning and management	**1**	**2**	**3**	**4**	**5**
Training and certification	**1**	**2**	**3**	**4**	**5**
Develop and implement performance and process improvement programs	**1**	**2**	**3**	**4**	**5**
Develop and implement quality assurance and patient satisfaction programs	**1**	**2**	**3**	**4**	**5**
Develop clinical pathway structure and function	**1**	**2**	**3**	**4**	**5**

Readings: 2, 3, 6, 31, 40, 53, 56, 60, 70, 71, 79, 82, 83, 84, 85, 87
Programs: 5, 6, 21, 22
Self-Study Courses: 17, 30

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BUSINESS SKILLS AND KNOWLEDGE DEVELOPMENT PLAN

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ACHE Resource Listings

Readings:

1. *Accountable Care Organizations: Your Guide to Strategy, Design, and Implementation* by Marc Bard, MD, and Mike Nugent
2. *Achieving Safe and Reliable Healthcare: Strategies and Solutions* by Michael Leonard, MD; Allan Frankel, MD; Terri Simmonds, RN, CPHQ; with Kathleen Vega; Forewords by Lucian Leape, MD, HFACHE, and Donald M. Berwick, MD
3. *Achieving Service Excellence: Strategies for Healthcare*, Second Edition by Myron D. Fottler, PhD; Robery C. Ford, PhD; and Cherill P. Heaton, PhD
4. *Achieving Success Through Community Leadership* by Peter A. Weil, PhD, FACHE; Richard J. Bogue, PhD; and Reed L. Morton, PhD, FACHE
5. *Anticipate, Respond, Recover: Healthcare Leadership and Catastrophic Events* by K. Joanne McGlown, PhD, RN, FACHE, and Phillip D. Robinson, FACHE, editors
6. *Applying Quality Management in Healthcare: A Systems Approach*, Third Edition by Diane L. Kelly, DrPH, RN
7. *Austin and Boxerman's Information Systems for Healthcare Management*, Seventh Edition by Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD, FACHE, FHIMSS; and Donna J. Slovensky, PhD, RHIA, FAHIMA
8. *Best Practice Financial Management: Six Key Concepts for Healthcare Leaders*, Third Edition by Kenneth Kaufman
9. *Better Communication for Better Care: Mastering Physician-Administrator Collaboration* by Kenneth H. Cohn, MD, FACS
10. *Beyond the Giftshop: Boost Revenue, Your Brand, and Patient Satisfaction with Strategic Healthcare Retail* by Mindy Thompson-Banko
11. *Beyond Persuasion: The Healthcare Manager's Guide to Strategic Communication* by Patricia J. Parsons
12. *Collaborate for Success: Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives* by Kenneth H. Cohn, MD, FACS
13. *Consumer-Centric Healthcare: Opportunities and Challenges for Providers* by Colin Konschak and Lindsey D. Jarrell, FACHE
14. *Consumer-Directed Healthcare and Its Implications for Providers* by Robert S. Bonney, JD, FACHE
15. *Contemporary Issues in Healthcare Law and Ethics*, Third Edition by Dean M. Harris, JD
16. *Creating the Hospital Group Practice: The Advantage of Employing or Affiliating with Physicians* by Eric Lister, MD, and Todd Sagin, MD, JD
17. *Creating Sustainable Physician-Hospital Strategies* by Jay C. Warden
18. *Decision Analysis for Healthcare Managers* by Farrokh Alemi, PhD, and David H. Gustafson, PhD
19. *Decision Making for Improved Performance* by Ken E. Mack, FACHE; Mary Ann Crawford, PhD, RN; and Mary C. Reed
20. *Dunn and Haimann's Healthcare Management*, Ninth Edition by Rose T. Dunn, CPA, FACHE, FHFMA
21. *The Economics of Health Reconsidered*, Third Edition by Thomas Rice, PhD; and Lynn Unruh, PhD, RN
22. *Essential Techniques for Healthcare Managers* by Leigh W. Cellucci, PhD, and Carla Wiggins, PhD
23. *Essentials of Strategic Planning in Healthcare* by Jeffrey P. Harrison, PhD, FACHE
24. *Evidence-Based Management in Healthcare* by Anthony R. Kovner, PhD; David J. Fine, FACHE; and Richard D'Aquila
25. *Exceptional Leadership: 16 Critical Competencies for Healthcare Executives* by Carson F. Dye, FACHE, and Andrew N. Garman, PsyD
26. *Executive Compensation: Guidelines for Healthcare Leaders and Trustees* by Thomas P. Flannery, PhD
27. *The Executive's Guide to Electronic Health Records* by Detlev H. Smaltz, PhD, FACHE, FHIMSS, and Eta S. Berner, EdD, FACMI, FHIMSS
28. *Followership: A Practical Guide to Aligning Leaders and Followers* by Tom Atchison, EdD
29. *Fundamentals of Human Resources in Healthcare* by Bruce J. Fried, PhD, and Myron D. Fottler, PhD, editors
30. *Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success* by Kenneth H. Cohn, MD, and Steven A. Fellows, FACHE
31. *Going Lean: Busting Barriers to Patient Flow* by Amy C. Smith; Robert Barry, PhD; and Clifford E. Brubaker, PhD
32. *The Governance Factor: 33 Keys to Success in Healthcare* by Errol L. Biggs, PhD, FACHE
33. *Growing Leaders in Healthcare: Lessons from the Corporate World* by Brett D. Lee, PhD, FACHE, and James W. Herring, PhD
34. *The Healthcare C-Suite: Leadership Development at the Top* by Andrew N. Garman, PsyD, and Carson F. Dye, FACHE
35. *The Healthcare Executive's Guide to Allocating Capital* by Jason H. Sussman, CPA
36. *Healthcare Facility Planning: Thinking Strategically* by Cynthia Hayward, FAAHC
37. *Healthcare Finance: An Introduction to Accounting and Financial Management*, Fourth Edition by Louis C. Gapenski, PhD
38. *Healthcare Governance: A Guide for Effective Boards*, Second Edition by Errol L. Biggs
39. *Healthcare Operations Management* by Daniel B. McLaughlin and Julie M. Hays, PhD
40. *The Healthcare Quality Book: Vision, Strategy, Tools*, Second Edition by Elizabeth R. Ransom, MD; Maulik S. Joshi, DrPH; David B. Nash, MD; and Scott B. Ransom, DO, FACHE, Editors
41. *Healthcare Strategic Planning*, Second Edition by Alan M. Zuckerman, FACHE, FAAHC
42. *Health Insurance* by Michael A. Morrisey, PhD
43. *Health Policy Issues: An Economic Perspective*, Fifth Edition by Paul J. Feldstein, PhD

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44. *Health Policymaking in the United States*, Fifth Edition by Beaufort B. Longest Jr., PhD, FACHE
45. *Hospitalists: A Guide to Building and Sustaining a Successful Program* by Joseph A. Miller; John Nelson, MD; and Winthrop F. Whitecomb, MD
46. *Human Resources in Healthcare: Managing for Success*, Third Edition by Bruce J. Fried, PhD; and Myron D. Fottler, PhD
47. *Improve Your Competitive Strategy: A Guide for the Healthcare Executive* by Alan M. Zuckerman, FACHE
48. *Inside the Physician Mind: Finding Common Ground with Doctors*, by Joseph S. Bujak, MD, FACP
49. *Introduction to the Financial Management of Healthcare Organizations*, Fifth Edition by Michael Nowicki, EdD, FACHE, FHFMA
50. *Launching a Capital Facility Project: A Guide for Healthcare Leaders*, Second Edition by John E. Kemper
51. *The Law and the Public's Health*, Seventh Edition by Kenneth R. Wing, JD, and Benjamin Gilbert, JD
52. *The Law of Healthcare Administration*, Fifth Edition by J. Stuart Showalter, JD
53. *Leadership for Smooth Patient Flow* by Kirk B. Jensen, MD, FACEP; Thom A. Mayer, MD, FACEP, FAAP; Shari J. Welch, MD, FACEP; and Carol Haraden, PhD, FACEP
54. *Leadership in Healthcare: Essential Values and Skills*, Second Edition by Carson F. Dye, FACHE
55. *Leadership's Deeper Dimensions: Building Blocks to Superior Performance* by Tom A. Atchison, EdD
56. *Leading a Patient-Safe Organization* by Matthew J. Lambert III, MD, FACHE
57. *Leading Others, Managing Yourself* by Peter McGinn, PhD
58. *Leading Transformational Change: The Physician-Executive Partnership* by Tom Atchison, EdD, and Joseph S. Bujak, MD
59. *Leading Your Healthcare Organization Through a Merger or Acquisition* edited by Alan M. Zuckerman, FACHE, FAAHC
60. *Leading Your Healthcare Organization to Excellence: A Guide to Using the Baldrige Criteria* by Patrice L. Spath
61. *Make it Happen: Effective Execution in Healthcare Leadership* by Daniel B. McLaughlin
62. *Management of Healthcare Organizations: An Introduction* by Peter Co. Olden, PhD
63. *Managing Healthcare Ethically: An Executive's Guide*, Second Edition edited by Paul B. Hofmann, DrPH, FACHE; and William A. Nelson, PhD
64. *Managing Stress and Preventing Burnout in the Healthcare Workplace* by Jonathan R.B. Halbesleban, PhD
65. *Managing Word of Mouth for Leadership Success: Connecting Healthcare Strategy and Reputation* by Michael E. Cafferky, PhD, FACHE
66. *Marketing Matters: A Guide for Healthcare Executives* by Richard K. Thomas, PhD, and Michael Calhoun
67. *Mastering the Negotiation Process: A Practical Guide for the Healthcare Executive* by Christopher L. Laubach
68. *Optimize Your Healthcare Supply Chain Performance: A Strategic Approach* by Gerald R. Ledlow, PhD, FACHE; Allison P. Corry; and Mark A. Cwiek, JD, FACHE
69. *Partnership of Equals: Practical Strategies for Hospital CEOs and Their Boards* by Peter McGinn, PhD
70. *Patient Satisfaction: Understanding and Managing the Experience of Care*, Second Edition by Irwin Press, PhD
71. *The Power of Clinical and Financial Metrics: Achieving Success in Your Hospital* by Steven Berger, CPA, FACHE, FHFMA
72. *Practical Governance* by J. Larry Tyler, FACHE, FAAHC, and Errol L. Biggs, PhD, FACHE
73. *The Primary Care-Market Share Connection: How Hospitals Achieve Competitive Advantage* by Marc D. Halley
74. *Reaching Excellence in Healthcare Management* by John R. Griffith, FACHE, and Kenneth R. White, PhD, FACHE
75. *Reinventing the Patient Experience: Strategies for Hospital Leaders* by Jon B. Christianson, PhD; Michael D. Finch, PhD; Barbara Findlay, RN; Wayne B. Jonas, MD; and Christine Goertz Choate, DC, PhD
76. *Responding to Healthcare Reform: A Strategy Guide for Healthcare Leaders* by Daniel B. McLaughlin
77. *Risk Management and the Emergency Department: Executive Leadership for Protecting Patients and Hospitals* by Shari Welch, MD, FACEP; Kevin Klauer, DO, FACEP; and Sarah Freymann Fontenot, JD
78. *Separately Together: A New Path to Healthy Hospital-Physician Relations* by C. Marlena Fiol, PhD, and Edward J. O'Connor, PhD
79. *The Six Sigma Book for Healthcare: Improving Outcomes by Reducing Errors* by Robert Barry, PhD; Amy Murcko, APRN; and Clifford E. Brubaker, PhD
80. *Social Media in Healthcare: Connect, Communicate, Collaborate* by Christina Beach Thielst, FACHE
81. *Strategic Cost Reduction: Leading Your Hospital to Success* by Michael E. Rindler
82. *10 More Powerful Ideas for Improving Patient Care* by Maureen A. Bisognano and Paul E. Plsek with Dan Schummers
83. *10 More Powerful Ideas for Improving Patient Care: Book 3* by Maureen A. Bisognano and Robert C. Lloyd, PhD, with Dan Schummers
84. *10 More Powerful Ideas for Improving Patient Care: Book 4* by Maureen A. Bisognano and James Conway with Dan Schummers
85. *10 Powerful Ideas for Improving Patient Care* by James L. Reinertsen, MD; Wim Schellekens, MD
86. *Terrorism and Disaster Management: Preparing Healthcare Leaders for the New Reality* by K. Joanne McGlown, PhD, RN, FACHE
87. *The Toyota Way to Healthcare Excellence: Increase Efficiency and Improve Quality with Lean* by John Black with David Miller
88. *Tyler's Guide: The Healthcare Executive's Job Search* by J. Larry Tyler, FACHE, FAAHC, FHFMA
89. *The Tracks We Leave: Ethics in Healthcare Management* by Frankie Perry, RN, LFACHE
90. *The Well-Managed Healthcare Organization*, Seventh Edition by Kenneth R. White, PhD, FACHE, and John R. Griffith, FACHE
91. *World Health Systems: Challenges and Perspectives* by Bruce J. Fried, PhD, and Laura M. Gaydos, PhD

Programs:

1. Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability
2. Achieving On-Time, On-Budget Projects
3. Advanced Strategic Planning to Transform Your Organization
4. Advanced Topics in Hospital Financial Management
5. Aggressively Improve Cost, Quality and Throughput
6. Are Medical Groups in Your Portfolio? Critical Factors to Manage Your Investment
7. The Art of Building Relationships for Successful Teams and Partnerships
8. Beyond the Silver Bullet: Ensuring Patient and Employee Satisfaction
9. Coach, Challenge, Lead: Developing an Indispensable Management Team
10. Community Benefit Reporting, IRS Form 990 and the Mission of Nonprofit Healthcare
11. Community Health Assessment and Your Organization (Online Seminar)
12. Compelling Communication: Creating Engagement, Understanding and Results
13. Comprehensive Leadership for Senior-Level Executives
14. Conflict Management, Alternative Dispute Resolution and the Cost-Effective Use of Legal Services
15. COO Seminar
16. The Courage to Lead: Critical Skills for Healthcare Leaders
17. Creating and Leading Error-Free Management Systems
18. Critical Financial Skills for Hospital Success
19. Culture, Process and Outcomes: Where Strategy Begins
20. Developing Proactive Physician Alignment and Employment Practices
21. Driving Significant Financial Returns: Using Analytics to Improve your Bottom Line
22. Effective Approaches in Leading Patient Safety and Error Reduction
23. Emerging Trends in Healthcare: Preparing for Tomorrow Today
24. Ethical Strategies for Confronting Clinical, Financial and Legal Imperatives in Healthcare
25. Exceptional Leadership (Online Seminar)
26. Executive Leadership Development Program
27. From Roots to Wings: 12 Variables for Sustaining Organizational Success
28. Health Information Technologies and Their Application in Healthcare (Online Seminar)
29. Hospital of the Future: Strategies in an Era of Healthcare Reform
30. Improving Hospital-Physician Relations: A Journey From Autonomy to Partnership
31. Improving the Patient Experience to Build Customer Loyalty
32. Integration vs. Competition: The Future of Hospital-Physician Relations
33. Key Marketing Strategies to Maximize Revenue and ROI
34. Leaders Conference
35. Leadership Persuasion Skills: Getting the Results You Want
36. Management Mistakes, Moral Dilemmas and Lessons Learned (Online Seminar)
37. Managing Change: Thriving in the 21st Century
38. Managing Conflict, Confrontations and Disputes
39. Managing Healthcare Facility Design and Construction Programs
40. Physician Integration Strategies: Advanced Lessons From Successful Organizations
41. Positioning Philanthropy as a Key Revenue Resource
42. Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments
43. Power and Politics in Healthcare Organizations
44. Practical Strategies for Engaging Physicians
45. Process and Technique of Negotiating
46. A Review of Health Law (Online Seminar)
47. Risky Business: How High-Performing Emergency Departments Manage Risk
48. Secrets of Great Healthcare Organizations in Leading Change
49. Service Line Management: Creating a Strategy That Fits Your Organization
50. Strategic Planning: From Formulation to Action
51. Strategic Planning That Works: Integrating Strategy With Performance (Online Seminar)
52. Superior Productivity in Healthcare Organizations (Online Seminar)
53. Successful Executive Onboarding: Achieving Mastery and Influence in 100 Days
54. Toxic Behaviors in Healthcare: Creating Systems of Respect to Impact the Double Bottom Line
55. Using Metrics as a Road Map to Hospital Success

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Leadership Assessments:

1. Benchmarks® (A 360° Assessment)
2. Career Anchors Assessment
3. Conflict Management Assessment
4. Emotional Quotient Inventory (Self-Assessment)
5. Leading Change Assessment
6. Power/Influence Assessment
7. Visionary Leadership Assessment

Self-Study Courses:

1. Accelerating Leadership Development in Yourself and Your Organization
2. Achieving the Group Practice Advantage
3. Breaking Down Barriers: Collaborating with Clinical Staff
4. Building Clinical Systems That Produce Excellent Outcomes
5. Building the Foundation for Healthcare Reform
6. Building and Maintaining Referral Relationships
7. Connect, Communicate, Collaborate: Exploring New Media
8. Creating a Leadership Development Program in Your Healthcare Organization
9. Finding and Keeping Talent at the Executive Level
10. Followership: Increasing Trust, Respect, and Pride
11. Healthcare Finance series
12. Healthcare Human Resources series
13. Healthcare Strategic Planning
14. How to Improve Your Competitive Strategy
15. How to Revitalize Your Medical Staff Organization
16. The Impact of Consumer-Directed Healthcare on Organizational Strategy
17. Improving Clinical and Financial Performance by Providing More Coordinated Care
18. Integrating Future Trends into Strategic Planning for Your Organization
19. The Law and Patient Confidentiality: A Common-Sense Guide to HIPAA
20. Leadership During Challenging Times: Essential Values and Skills
21. Leading With Meaning: Tapping the Deeper Dimensions
22. Learning to Lead
23. Managed Care Contract Terms
24. Managing Reputation: Strategy and Branding by Word of Mouth
25. Marketing Your Healthcare Organization
26. A New Path to Physician-Administrator Relations series
27. Practical Board Strategies for CEOs
28. Preparing a Long-Range Facility Investment Strategy
29. Reducing Burnout by Developing a Participative Culture
30. The Role of Communication in Patient Safety
31. Strategies for Improving Community Health
32. Thinking Forward: Applying CHI's Model for Success
33. Tools and Techniques for Physician Engagement
34. Understanding and Influencing Physician Behavior

Other:

1. ACHE Ethical Policy Statements (http://www.ache.org/ABT_ACHE/EthicsToolkit/UsingPolicy.cfm)
2. ACHE's Career Center Products and Services (http://www.ache.org/CARSVCS/workshop.cfm)
3. ACHE's *Code of Ethics* (http://www.ache.org/abt_ache/code.cfm)
4. ACHE's Diversity Resources (http://www.ache.org/policy/diversity_resources.cfm)
5. ACHE's Ethics Self-Assessment: (http://www.ache.org/ABT_ACHE/EthicsToolkit/UsingSelfAssessment.cfm)
6. ACHE's Ethics Toolkit (http://www.ache.org/ABT_ACHE/EthicsToolkit/ethicsTOC.cfm)
7. ACHE's Mentoring Overview (affiliates only area): (http://www.ache.org/NEWCLUB/CAREER/mentoring_overview.cfm)
8. ACHE's Professional Policy Statements (http://www.ache.org/policy/prof_policy.cfm)
9. ACHE's Public Policy Statements (http://www.ache.org/policy/public_initiatives.cfm#statements)

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