

ACHE HEALTHCARE EXECUTIVE
**2018 COMPETENCIES
ASSESSMENT TOOL**



American College of
Healthcare Executives
for leaders who care®

The American College of Healthcare Executives 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.

The competencies are derived from job analysis surveys of healthcare executives across the healthcare continuum so that they are aligned with the challenges and work experienced by leaders today.* They represent knowledge needed to successfully perform as a healthcare manager regardless of the setting. ACHE updates the assessment annually. For your convenience, a complete list of ACHE resources, including readings, programs, assessments and self-study courses, are included in the back of the directory and referenced in each section.

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 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. Another way to use this assessment is to share the results with your mentor and work toward addressing identified professional growth areas.

Healthcare organizations also may choose to use this assessment tool 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 arrive at an ideal skill mix among such teams. The competency tool provides a common framework and lexicon for a variety of healthcare managers in a range of roles and settings; they serve to define the field. They can be used for individual as well as team self-assessment and improvement.

New this year is a sub-domain (under Business Skills and Knowledge) of Patient Safety, emphasizing competencies required and knowledge needed to address the core leadership challenges of achieving zero harm for both patients and the

workforce. While specific components of a patient safety and quality strategy will vary by organization, ACHE believes healthcare executives should lead a comprehensive approach to ensuring patient safety and quality. As supporting documents for this sub-domain, use *Leading a Culture of Safety: A Blueprint for Success* and *Free from Harm: Accelerating Patient Safety Improvement Fifteen Years after To Err Is Human* for understanding and advancing patient safety in your organization. These tools can be downloaded at ache.org/Blueprint and npsf.org/freefromharm.

Within the Healthcare Executives Competency Assessment Tool, 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:



*derived from HLA Model

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

* The directory was derived from job analysis surveys conducted by Healthcare Leadership Alliance associations. In addition to the American College of Healthcare Executives, other members of the Healthcare Leadership Alliance are: American Association of Physician Leadership, American Organization of Nurse Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society, and the Medical Group Management Association.

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.

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 includes:

- 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
- I. Patient Safety

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 have made it available as a PDF file at [ache.org/CareerResources](https://www.ache.org/CareerResources) and hope you will share it with other healthcare executives.

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 supplier relationships | 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 |
| Other professional norms and standards of behaviors as defined by professions such as AHA, physician’s oaths and other professional pledges | 1 | 2 | 3 | 4 | 5 |
| Creating an ethical culture in an organization | 1 | 2 | 3 | 4 | 5 |

Readings: 7, 10, 14, 15, 27, 50, 58, 65, 77, 82, 86, 95, 97, 98, 107, 112

Programs: 8, 11, 12, 14, 15, 18, 21, 35, 36, 38, 42, 46, 48, 58

Leadership Assessments: 1, 2, 6, 7

Self-Study Courses: 2, 3, 19

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 |
| Identify and use 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 |

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 |
| Collaborative techniques for engaging and working with physicians | 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: 3, 13, 17, 19, 24, 29, 30, 38, 41, 46, 50, 66, 68, 73, 74, 75, 78, 82, 95, 105, 106

Programs: 3, 13, 15, 18, 21, 30, 34, 37, 41, 42, 45, 46, 57, 58

Leadership Assessments: 1, 2, 4, 7

Self-Study Courses: 1, 3, 5, 7, 13, 20

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 |
| Knowledge of own and others' cultural norms | 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: 36, 74, 79, 85, 90, 98, 106

Programs: 2, 8, 16, 23, 31, 35, 46, 58

Leadership Assessments: 7

Other: 3

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 |

| | COMPETENCY LEVEL | | | | |
|--|------------------|-----------|---|---|--------|
| | Novice | Competent | | | Expert |
| 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: 10, 15, 19, 24, 29, 65, 66, 74, 77, 78, 79, 82, 106, 112, 123

Programs: 2, 8, 12, 13, 15, 18, 35, 36, 46

Leadership Assessments: 7

Self-Study Courses: 1, 13, 20

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, 2, 3, 7, 10, 14, 15, 19, 24, 28, 29, 43, 52, 58, 65, 74, 77, 78, 79, 82, 83, 85, 95, 96, 98, 102, 107, 112

Programs: 2, 11, 13, 18, 25, 27, 30, 34, 35, 36, 37, 38, 45, 46, 57, 58, 61

Leadership Assessments: 4, 6

Self-Study Courses: 2, 13, 19

LEADERSHIP DEVELOPMENT PLAN

COMPETENCY LEVEL

Novice Competent Expert

3. PROFESSIONALISM

A. Personal and Professional Accountability

| | | | | | |
|---|---|---|---|---|---|
| Patient 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 |
| Other professional norms and standards of behaviors as defined by professions such as AHA, physician’s oaths and other professional pledges | 1 | 2 | 3 | 4 | 5 |
| Creating an ethical culture in an organization | 1 | 2 | 3 | 4 | 5 |

Readings: 27, 29, 58, 77, 88, 89, 120

Programs: 21, 34, 46, 48

Other: 1, 2, 4, 5, 6, 8

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 |
| 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: 23, 29, 81, 90, 118, 121

Programs: 8, 30, 33, 58

Leadership Assessments: 2, 3, 8

Self-Study Course: 5

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 |
| Levels of healthcare along the continuum of care | 1 | 2 | 3 | 4 | 5 |
| Levels of service from a business perspective | 1 | 2 | 3 | 4 | 5 |
| Evidence-based management practice | 1 | 2 | 3 | 4 | 5 |
| Healthcare economics | 1 | 2 | 3 | 4 | 5 |
| Requirements for nonprofit healthcare organizations | 1 | 2 | 3 | 4 | 5 |
| The interrelationships among access, quality, cost, resource allocation, accountability and community | 1 | 2 | 3 | 4 | 5 |

Readings: 1, 10, 16, 21, 28, 53, 54, 55, 94, 102, 108

Programs: 2, 8, 10, 29, 36, 55, 61

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 |
| Educational funding for healthcare personnel | 1 | 2 | 3 | 4 | 5 |
| Workforce issues | 1 | 2 | 3 | 4 | 5 |

Readings: 11, 19, 32, 50, 56, 62, 66, 90, 106, 123

Programs: 11, 15, 29, 42, 48

Self-Study Courses: 3, 20

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 |
| Justify a new business model or business plan | 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 problems or opportunities | 1 | 2 | 3 | 4 | 5 |
| Distinguish 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 |
| 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 |

| | COMPETENCY LEVEL | | | | |
|---|------------------|---|-----------|---|--------|
| | Novice | | Competent | | Expert |
| 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 |
| 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 |
| 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: 10, 19, 24, 28, 33, 49, 53, 58, 62, 71, 72, 86, 93, 94, 98, 116, 117, 123

Programs: 9, 42, 44, 59

Leadership Assessments: 1, 3

Self-Study Courses: 4, 5, 9, 17, 21, 24

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 |

| | COMPETENCY LEVEL | | | | |
|--|------------------|---|-----------|---|--------|
| | Novice | 2 | Competent | 4 | Expert |
| Financial controls and auditing principles | 1 | 2 | 3 | 4 | 5 |
| Revenue generation | 1 | 2 | 3 | 4 | 5 |
| Asset management, including depreciation schedule, 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 |
| 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 |
| Potential impacts and consequences of financial decision making on operations, healthcare, human resources and quality of care | 1 | 2 | 3 | 4 | 5 |
| Financing including funding sources, the process of obtaining credit and bond ratings, and issuing bonds | 1 | 2 | 3 | 4 | 5 |
| Philanthropy and foundation work, including source of funding for non-profit organizations or to target for-profit organizations' activities | 1 | 2 | 3 | 4 | 5 |
| Supply chain systems, structures and processes | 1 | 2 | 3 | 4 | 5 |

Readings: 6, 31, 33, 35, 36, 40, 44, 69, 85, 97, 114, 116, 122

Programs: 2, 3, 5, 6, 7, 14, 23, 24, 25, 42, 61

Self-Study Courses: 14, 21, 23, 24

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 |
| 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 |

| | COMPETENCY LEVEL | | | | |
|---|------------------|---|-----------|---|--------|
| | Novice | 2 | Competent | 4 | Expert |
| 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 |
| 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 systems | 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 |
| Potential impacts and consequences of human resources | 1 | 2 | 3 | 4 | 5 |
| Decision making on operations, finances, healthcare and quality of care | 1 | 2 | 3 | 4 | 5 |
| Selection techniques, including commonly available assessments and relative benefits | 1 | 2 | 3 | 4 | 5 |
| Labor relations practices and strategies | 1 | 2 | 3 | 4 | 5 |
| Job design processes | 1 | 2 | 3 | 4 | 5 |
| Succession planning models | 1 | 2 | 3 | 4 | 5 |

Readings: 7, 10, 19, 24, 32, 33, 38, 41, 61, 62, 88, 107

Program: 15

Self-Study Courses: 1, 7, 19, 20

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 |

| | COMPETENCY LEVEL | | | | |
|---|------------------|---|-----------|---|--------|
| | Novice | 2 | Competent | 4 | Expert |
| 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 |
| 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 laws and regulation | 1 | 2 | 3 | 4 | 5 |

Readings: 19, 24, 29, 33, 46, 83, 92, 95, 96, 97, 107, 123

Programs: 1, 8, 15, 16, 34, 46

Self-Study Course: 20

Other: 8

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 |

| | COMPETENCY LEVEL | | | | |
|--|------------------|---|-----------|---|--------|
| | Novice | 2 | Competent | 4 | 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 ensure 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: 25, 33, 44, 48, 52, 61, 91, 92, 94, 102, 104, 106, 114, 115, 116, 117

Programs: 4, 10, 16, 23, 34, 36, 37, 46, 54, 57

Self-Study Courses: 8, 10, 11, 16

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 planning and implementation | 1 | 2 | 3 | 4 | 5 |
| Technology trends and clinical applications | 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 |

| | COMPETENCY LEVEL | | | | |
|---|------------------|-----------|---|---|--------|
| | Novice | Competent | | | Expert |
| Compatibility of software, hardware and network components to facilitate business operations | 1 | 2 | 3 | 4 | 5 |
| Ensure staff members are 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 management systems | 1 | 2 | 3 | 4 | 5 |
| Information systems continuity, including disaster planning, recovery, backup, security, sabotage and natural disasters | 1 | 2 | 3 | 4 | 5 |
| Factors that influence selection, acquisition, and maintenance of IT systems, including upgrades and conversions, and technology lifecycles | 1 | 2 | 3 | 4 | 5 |
| Healthcare analytics | 1 | 2 | 3 | 4 | 5 |

Readings: 28, 33, 40, 49

Programs: 9, 21, 59

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 |
| Patients' 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 |

| | COMPETENCY LEVEL | | | | |
|--|------------------|---|-----------|---|--------|
| | Novice | 2 | Competent | 4 | Expert |
| 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: 3, 13, 57, 62, 72, 73, 102, 110, 111

Programs: 36, 61

Self-Study Courses: 4, 11, 17

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 |
| Knowledge of tools for improving 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 |
| Recognition of quality as a strategic initiative | 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 |

ACHE RESOURCE LISTINGS

Readings:

1. *Accountable Care Organizations: Your Guide to Strategy, Design, and Implementation* by Marc Bard, MD, and Mike Nugent
2. *Achieving Service Excellence: Strategies for Healthcare*, Second Edition, by Myron D. Fottler, PhD; Robery C. Ford, PhD; and Cherill P. Heaton, PhD
3. *Anticipate, Respond, Recover: Healthcare Leadership and Catastrophic Events* by K. Joanne McGlown, PhD, RN, FACHE, and Phillip D. Robinson, FACHE, editors
4. *Applying Quality Management in Healthcare: A Systems Approach*, Fourth Edition, by Patrice L. Spath and Diane L. Kelly, DrPH, RN
5. *The Best Patient Experience: Helping Physicians Improve Care, Satisfaction, and Scores* by Robert M. Snyder Jr., FACHE
6. *Best Practice Financial Management: Six Key Concepts for Healthcare Leaders, Third Edition*, by Kenneth Kaufman
7. *Better Communication for Better Care: Mastering Physician-Administrator Collaboration* by Kenneth H. Cohn, MD, FACS
8. *Boost Your Nursing Leadership Career: 50 Lessons that Drive Success* by Kenneth R. White, PhD, RN, FACHE, and Dorrie Fontaine, PhD, RN
9. *Capital Projects and Healthcare Reform: Navigating Design and Delivery in an Era of Disruption* by Robert D. Levine and Georgeann B. Burns
10. *Collaborate for Success! Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives* by Kenneth H. Cohn, MD, FACS
11. *Consumer-Centric Healthcare: Opportunities and Challenges for Providers* by Colin Korschak, FACHE, FHIMSS, and Lindsey P. Jarrell, FACHE
12. *Consumer-Directed Healthcare and Its Implications for Providers* by Robert S. Bonney, JD, FACHE
13. *Contemporary Issues in Healthcare Law and Ethics, Fourth Edition*, by Dean M. Harris, JD
14. *Creating the Hospital Group Practice: The Advantage of Employing or Affiliating with Physicians* by Eric Lister, MD, and Todd Sagin, MD, JD
15. *Creating Sustainable Physician-Hospital Strategies* by Jay C. Warden
16. *Delivering Value in Healthcare* by Paeljit S. Bindra, MD (available May 2018)
17. *Developing Physician Leaders for Successful Clinical Integration* by Carson F. Dye, FACHE, and Jacque J. Sokolov, MD
18. *Dimensions of Long-Term Care Management: An Introduction*, Second Edition, by Mary Helen McSweeney-Feld, PhD, Carol Molinari, PhD, and Reid Oetjen, PhD, editors
19. *Dunn and Haimann's Healthcare Management*, Tenth Edition, by Rose T. Dunn, CPA, FACHE, FHFMA
20. *Economics for Healthcare Managers*, Third Edition, by Robert H. Lee, PhD
21. *The Economics of Health Reconsidered*, Fourth Edition, by Thomas Rice, PhD, and Lynn Unruh, PhD, RN
22. *Electronic Health Records: Strategies for Long-Term Success* by Michael Fossel, MD, and Susan Dorfman, DHA
23. *The Emerging Healthcare Leader: A Field Guide* by Laurie K. Baedke, FACHE, and Natalie D. Lamberton, FACHE
24. *Essential Techniques for Healthcare Managers* by Leigh W. Cellucci, PhD, and Carla Wiggins, PhD
25. *Essentials of Strategic Planning in Healthcare*, Second Edition, by Jeffrey P. Harrison, PhD, FACHE
26. *Ethics and Professionalism for Healthcare Managers* by Elizabeth J. Forrestal, PhD, FAHIMA, and Leigh W. Cellucci, PhD
27. *Evaluating the Healthcare System: Effectiveness, Efficiency, and Equity, Fourth Edition*, by Charles E. Begley, David R. Lairson, Robert O. Morgan, Paul J. Rowan and Rajesh Balkrishnan, PhD
28. *Evidence-Based Management in Healthcare: Principles, Cases and Perspectives*, Second Edition by Anthony R. Kovner, PhD, and Thomas D'Aunno, PhD, editors
29. *Exceptional Leadership: 16 Critical Competencies for Healthcare Executives*, Second Edition, by Carson F. Dye, FACHE, and Andrew N. Garman, PsyD
30. *FollowerShip: A Practical Guide to Aligning Leaders and Followers* by Tom Atchison, EdD
31. *Fundamentals of Healthcare Finance*, Second Edition, by Louis Gapenski, PhD
32. *Fundamentals of Human Resources in Healthcare*, Second Edition by Bruce J. Fried, PhD, and Myron D. Fottler, PhD, editors
33. *Fundamentals of Medical Practice Management* by Stephen L. Wagner, PhD, FACHE, FACMPE, FACEM, FACHT
34. *Futurescan 2017: Healthcare Trends and Implications 2017–2022*, co-published with the Society for Healthcare Strategy and Market Development
35. *Gapenski's Cases in Healthcare Finance*, Sixth Edition by George H. Pink, PhD and Paula H. Song, PhD

36. *Getting It Done: Experienced Healthcare Leaders Reveal Field-Tested Strategies for Clinical and Financial Success* by Kenneth H. Cohn, MD, FACS, and Steven A. Fellows, FACHE
37. *Going Lean: Busting Barriers to Patient Flow* by Amy C. Smith; Robert Barry, PhD; and Clifford E. Brubaker, PhD
38. *Growing Leaders in Healthcare: Lessons from the Corporate World* by Brett D. Lee, PhD, FACHE, and James W. Herring, PhD
39. *The Guide to Healthcare Reform: Readings and Commentary* by Daniel B. McLaughlin
40. *Healthcare Applications: A Casebook in Accounting and Financial Management* by Thomas E. McKee, PhD, and Linda J. B. McKee, PhD
41. *The Healthcare C-Suite: Leadership Development at the Top* by Andrew N. Garman, PsyD, and Carson F. Dye, FACHE
42. *Healthcare Executive Compensation: A Guide for Leaders and Trustees* by David A. Bjork, PhD
43. *The Healthcare Executive's Guide to Allocating Capital* by Jason H. Sussman, CPA, FACHE
44. *Healthcare Facility Planning: Thinking Strategically*, Second Edition, by Cynthia Hayward, FA AHC
45. *Healthcare Finance: An Introduction to Accounting and Financial Management*, Sixth Edition, by Louis C. Gapenski, PhD, and Kristin L. Reiter
46. *Healthcare Governance: A Guide for Effective Boards*, Second Edition, by Errol L. Biggs, PhD, FACHE
47. *The Healthcare Leaders Guide to Actions, Awareness, and Perception*, Third Edition, Carson F. Dye, FACHE, and Brett D. Lee, FACHE
48. *Healthcare Marketing: A Case Study Approach* by Leigh Cellucci, PhD; Carla Wiggins, PhD; and Tracy Farnsworth, EdD
49. *Healthcare Operations Management, Third Edition*, by Daniel B. McLaughlin and John R. Olson, PhD
50. *Healthcare Philanthropy: Advance Charitable Giving to Your Organization's Mission* by Betsy Chapin Taylor
51. *The Healthcare Quality Book: Vision, Strategy, and Tools*, Third Edition, by Maulik Joshi, DrPH, Elizabeth Ransom, MD, David Nash, MD, and Scott Ransom, DO
52. *Healthcare Strategic Planning*, Fourth Edition, by John M. Harris, MBA
53. *Health Economics: Core Concepts and Essential Tools* by Steph Bernell, PhD
54. *Health Informatics: A Systems Perspective* by Gordon D. Brown, PhD, Kalyan S. Pasupathy, PhD, and Timothy B. Patrick, PhD
55. *Health Insurance*, Second Edition, by Michael A. Morrisey, PhD
56. *Health Policy Issues: An Economic Perspective*, Sixth Edition, by Paul J. Feldstein, PhD
57. *Health Policymaking in the United States*, Sixth Edition, by Beaufort B. Longest Jr., PhD, FACHE
58. *Health Services Management: A Case Study Approach*, Eleventh Edition, by Ann Scheck McAlearney, ScD, and Anthony Kovner, PhD
59. *High-Reliability Healthcare: Improving Patient Safety and Outcomes with Six Sigma*, Second Edition by Robert Barry, PhD; Amy C. Smith, DNP, FACHE; and Clifford E. Brubaker, PhD
60. *Hospitals and Community Benefit: New Demands, New Approaches* by Connie J. Evashwick, ScD, LFACHE
61. *Hospitalists: A Guide to Building and Sustaining a Successful Program* by Joseph A. Miller; John Nelson, MD; and Winthrop F. Whitecomb, MD
62. *Human Resources in Healthcare: Managing for Success*, Fourth Edition, by Bruce J. Fried, PhD, and Myron D. Fottler, PhD, editors
63. *Influential Leadership: Change Your Behavior, Change Your Organization, Change Health Care* by Michael E. Frisina, PhD
64. *Information Systems for Healthcare Management*, Eighth Edition, by Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD, FACHE, FHIMSS; and Donna J. Slovensky, PhD, RHIA, FAHIMA
65. *Inside the Physician Mind: Finding Common Ground with Doctors* by Joseph S. Bujak, MD, FACP
66. *An Insider's Guide to Physician Engagement* by Andrew C. Agwunobi, MD, MBA
67. *Inspired to Change: Improving Patient Care One Story at a Time* by Linda Larin
68. *Intangibles: The Unexpected Traits of High-Performing Healthcare Leaders* by Amer Kaissi, PhD
69. *Introduction to the Financial Management of Healthcare Organizations*, Seventh Edition, by Michael Nowicki, EdD, FACHE, FHFMA
70. *Introduction to Healthcare Quality Management, Second Edition*, by Patrice L. Spath
71. *Introduction to Health Policy* by Leiyu Shi, DrPH
72. *Launching a Capital Facility Project: A Guide for Healthcare Leaders*, Second Edition, by John E. Kemper
73. *The Law of Healthcare Administration*, Eighth Edition, by J. Stuart Showalter, JD
74. *Leadership for Great Customer Service: Satisfied Employees, Satisfied Patients*, Second Edition, by Thom A. Mayer, MD, FACEP, FA AP, and Robert J. Cates, MD

75. *Leadership for Public Health: Theory and Practice* by James W. Holsinger Jr., MD, PhD, and Erik L. Carlton, DrPH
76. *Leadership for Smooth Patient Flow: Improved Outcomes, Improved Service, Improved Bottom Line* by Kirk B. Jensen, MD, FACEP; Thom A. Mayer, MD, FACEP, FA AP; Shari J. Welch, MD, FACHE, FACEP; and Carol Haraden, PhD, FACEP
77. *Leadership in Healthcare: Essential Values and Skills*, Third Edition, by Carson F. Dye, FACHE
78. *Leadership's Deeper Dimensions: Building Blocks to Superior Performance* by Tom Atchison, EdD
79. *Leading a Hospital Turnaround: A Practical Guide* by Anthony Jones
80. *Leading a Patient-Safe Organization* by Matthew J. Lambert III, MD, FACHE
81. *Leading Others, Managing Yourself* by Peter McGinn, PhD
82. *Leading Transformational Change: The Physician-Executive Partnership* by Tom Atchison, EdD, and Joseph S. Bujak, MD, FACP
83. *Leading Your Healthcare Organization Through a Merger or Acquisition* edited by Alan M. Zuckerman, FACHE, FA AHC, editor
84. *Lean Done Right: Achieve and Maintain Reform in Your Healthcare Organization* by Thomas G. Zidel
85. *Make it Happen: Effective Execution in Healthcare Leadership* by Daniel B. McLaughlin
86. *Management of Healthcare Organizations: An Introduction*, Second Edition, by Peter C. Olden, PhD
87. *Managerial Epidemiology: Cases and Concepts*, Third Edition, by Steven T. Fleming, PhD
88. *Managerial Ethics in Healthcare: A New Perspective* by Gary L. Filerman, PhD, Ann E. Mills and Paul M. Schyve, PhD
89. *Managing Healthcare Ethically: An Executive's Guide*, Second Edition, edited by Paul B. Hofmann, DrPH, FACHE, and William A. Nelson, PhD, HFACHE
90. *Managing Stress and Preventing Burnout in the Healthcare Workplace* by Jonathon R.B. Halbesleben, PhD
91. *Marketing Health Services*, Third Edition, by Richard K. Thomas, PhD
92. *Marketing Matters: A Guide for Healthcare Executives* by Richard K. Thomas, PhD, and Michael Calhoun
93. *Mastering the Negotiation Process: A Practical Guide for the Healthcare Executive* by Christopher L. Laubach
94. *The Middleboro Casebook: Healthcare Strategy and Operations*, Second Edition by Lee F. Seidel, PhD, and James B. Lewis, ScD
95. *A New Compact: Aligning Physician-Organization Expectations to Transform Patient Care* by Mary Jane Kornacki with Jack Silversin
96. *The New Hospital-Physician Enterprise: Meeting the Challenges of Value-Based Care* by David Wofford and Stephan Messinger
97. *Optimize Your Healthcare Supply Chain Performance: A Strategic Approach* by Gerald R. Ledlow, PhD, FACHE; Allison P. Corry; and Mark A. Cwiek, JD, FACHE
98. *Organizational Behavior and Theory in Healthcare: Leadership Perspectives and Management Applications* by Stephen L. Walston, PhD
99. *Partnership of Equals: Practical Strategies for Healthcare CEOs and Their Boards* by Peter McGinn, PhD
100. *Patient Satisfaction: Understanding and Managing the Experience of Care*, Second Edition, by Irwin Press, PhD
101. *A Physician Guidebook to The Best Patient Experience* by Bo Snyder, FACHE
102. *Population Health: Principles and Applications for Management* by Rosemary Caron, PhD
103. *The Power of Clinical and Financial Metrics: Achieving Success in Your Hospital* by Steven Berger, CPA, FACHE, FHFMA
104. *The Primary Care—Market Share Connection: How Hospitals Achieve Competitive Advantage* by Marc D. Halley
105. *Principles of Healthcare Leadership* by Bernard J. Healey, PhD
106. *Reaching Excellence in Healthcare Management* by John R. Griffith, LFACHE, and Kenneth R. White, PhD, RN, FACHE
107. *Redesign the Medical Staff Model: A Guide to Collaborative Change* by Jonathan Burroughs, MD, FACHE
108. *Readmission Prevention: Solutions Across the Provider Continuum* by Josh D. Luke, PhD, FACHE
109. *Risk Adjustment for Measuring Health Care Outcomes*, Fourth Edition, by Lisa I. Iezzoni, MD, editor
110. *Risk Management and the Emergency Department: Executive Leadership for Protecting Patients and Hospitals* by Shari J. Welch, MD, FACHE, FACEP; Kevin Klauer, DO, EJD, FACEP; and Sarah Freymann Fontenot, JD
111. *The Safety Playbook: A Healthcare Leader's Guide to Building a High-Reliability Organization* by John Byrnes, MD and Susan Teman, RN, CPPS
112. *Separately Together: A New Path to Healthy Hospital-Physician Relations* by C. Marlina Fiol, PhD, and Edward J. O'Connor, PhD
113. *Social Media in Healthcare: Connect, Communicate, Collaborate*, Second Edition, by Christina Beach Thielst, FACHE
114. *Strategic Allocation and Management of Capital in Healthcare: A Guide to Decision Making, Second Edition* by Jason H. Sussman, CPA, FACHE
115. *Strategic Analysis for Healthcare: Concepts and Practical Applications* by Michael S. Wayland and Warren G. McDonald, PhD
116. *Strategic Cost Reduction: Leading Your Hospital to Success* by Michael E. Rindler
117. *Strategic Healthcare Management: Planning and Execution*, Second Edition by Stephen L. Walston, PhD
118. *Take Charge of Your Healthcare Management Career: 50 Lessons That Drive Success* by Kenneth R. White, PhD, RN, FACHE, and J. Stephen Lindsey, FACHE

119. *The Toyota Way to Healthcare Excellence: Increase Efficiency and Improve Quality with Lean*, Second Edition, by John Black with David Miller and Joni Sensel
120. *The Tracks We Leave: Ethics in Healthcare Management*, Second Edition, by Frankie Perry, RN, LFACHE
121. *Tyler's Guide: The Healthcare Executive's Job Search*, Fourth Edition, by J. Larry Tyler, FACHE, FA AHC, FHFMA
122. *Understanding Healthcare Financial Management*, Seventh Edition, by Louis C. Gapenski, PhD, and George H. Pink, PhD
123. *The Well-Managed Healthcare Organization*, Eighth Edition, by Kenneth R. White, PhD, RN, FACHE, and John R. Griffith, LFACHE
124. *World Health Systems: Challenges and Perspectives*, Second Edition, by Bruce J. Fried, PhD, and Laura M. Gaydos, PhD, editors

Programs:

1. Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability
2. Achieving a Sustainable Transformation to Operational Excellence
3. Achieving Speed, Spread, Scalability and Sustainability for Health Systems
4. Advanced Strategic Planning to Transform Your Organization
5. Advanced Topics in Hospital Financial Management
6. Aggressively Improve Cost, Quality and Throughput Using Lean Six Sigma
7. The Art of Building Relationships for Successful Teams and Partnerships
8. Behavior Smarts: Increasing Healthcare Leadership Performance
9. Big Data and Analytics: A Perspective for Healthcare Leaders (Online Seminar)
10. Care Continuum From ER to Post Acute: Making the Argument for Partnerships
11. Coach, Challenge, Lead: Developing an Indispensable Management Team
12. Compelling Communication: Creating Engagement, Understanding and Results
13. COO Challenge Seminar
14. The Courage to Lead: Critical Skills for Healthcare Leaders
15. Creating Successful Physician Integration and Engagement Strategies for Long-Term Success
16. Critical Financial Skills for Hospital Success
17. Culture: The Force Behind Strategy
18. Developing and Deploying a Hospital Business Intelligence Strategy That Works
19. Developing Leadership Competencies That Build Effective Teams and Create Extraordinary Physician Engagement
20. Developing Physician Leaders for Clinical Integration (Online Seminar)
21. Driving Significant Financial Returns: Using Analytics to Improve your Bottom Line
22. Effective Leadership for High-Reliability Healthcare
23. Exceptional Leadership (Online Seminar)
24. Executive Program
25. Growth in the Reform Era
26. Health Systems as Stewards of Health: A Construct for Leading Transformation
27. Hospitals and Integrated Networks of the Future; Transforming to Thrive
28. Improving the Patient Experience to Build Customer Loyalty
29. Improving the Performance of Physician Services Organizations in Integrated Health Systems
30. Leaders Conference
31. Leadership and Accountability in Project Management and Programs
32. Leadership Approaches to Patient-Centered Care
33. Leadership Development Program
34. Leading and Managing in Changing Times
35. Leading for Success: Creating a Committed Workforce
36. Leading in a Changing Environment: Focus on Population Health
37. Leading Strategic Change
38. Management Mistakes, Moral Dilemmas and Lessons Learned (Online Seminar)
39. Managing Healthcare Facility Design and Construction Programs
40. Physician Alignment and Engagement: Dos and Taboos (Online Seminar)
41. Physician and Executive Partnerships: Hard Facts, Soft Skills

42. Physician Essentials: New Management Skills for a Transformational Era
43. Population Health: The Road to Transformation (Online Seminar)
44. Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments
45. Power and Influence in Healthcare Organizations
46. Practical Leadership Strategies in an Age of Change
47. Process and Technique of Negotiating
48. Redesign and Operationalize Your Medical Staff for Health Reform
49. Reducing the Financial Impact of Hospital Readmissions and Medical Mistakes
50. A Review of Health Law: 2013 Update (Online Seminar)
51. Secrets of Great Healthcare Organizations in Leading Change
52. Senior Executive Program
53. Service Line Management: The Next Generation
54. Strategic Planning: From Formulation to Action
55. Strategic Planning That Works: Integrating Strategy with Performance (Online Seminar)
56. The Strategic Use of Healthcare Analytics
57. Superior Productivity in Healthcare Organizations (Online Seminar)
58. Taking an Emotionally Intelligent Leadership Approach to Change Management
59. Toxic Behaviors in Healthcare: How Everyday Civility Increases Patient Safety and Team Performance
60. Using Metrics as a Road Map to Hospital Success
61. Value-Based Business Considerations and Strategies

Leadership Assessments:

1. Benchmarks® (A 360° Assessment)
2. Building an Authentic Leadership Image
3. Career Anchors Assessment
4. Change Management Leadership Assessment
5. Conflict Management Assessment
6. Emotional Intelligence Assessment
7. Leadership Assessment
8. Power/Influence Assessment

Self-Study Courses:

1. Accelerating Leadership Development in Yourself and Your Organization
2. Achieving the Group Practice Advantage
3. Advancing the CEO's Role in Healthcare Philanthropy
4. Building Clinical Systems That Produce Excellent Outcomes
5. Building Self Awareness to Prevent Career Derailment
6. Coordinated Care: Improving Clinical and Financial Performance
7. Creating Readiness for Change: Preparing Physicians and Administrators for Collaboration
8. Effective Strategy Execution
9. Healthcare Leadership That Makes a Difference: Creating Your Legacy
10. Improve the Experience of Care in Your Emergency Department
11. Integrating Global Trends into Your Organization's Strategic Planning
12. The Law and Patient Confidentiality: A Commonsense Guide to HIPA A and Beyond
13. Leading With Meaning: Tapping the Deeper Dimensions
14. Making Better Capital Investment Decisions
15. Managing the Risks of Social Media
16. Marketing Your Healthcare Organization
17. Reducing Burnout by Developing a Participative Culture
18. Successful Healthcare Strategic Planning: Approaches to Address Key Challenges
19. Tools and Techniques for Physician Engagement

20. Understanding and Influencing Physician Behavior
21. Understanding Cost Allocation and Profit Analysis
22. Understanding Financial Statements
23. Understanding the Impact of Financing Decisions
24. Using Pricing, Budgeting, and Revenue Cycle Management to Improve Performance
25. Working Together While Maintaining Distinctiveness: Healthy Administrator-Physician Relations

Other:

1. ACHE's Career Center Products and Services (<http://www.ache.org/CARSVCS/workshop.cfm>)
2. ACHE's Code of Ethics (http://www.ache.org/ABT_ACHE/code.cfm)
3. ACHE's Diversity Resources (http://www.ache.org/policy/diversity_resources.cfm)
4. ACHE's Ethical Policy Statements (http://www.ache.org/ABT_ACHE/EthicsToolkit/UsingPolicy.cfm)
5. ACHE's Ethics Self-Assessment: (<http://www.ache.org/newclub/career/ethself.cfm>)
6. ACHE's Ethics Toolkit (http://www.ache.org/ABT_ACHE/EthicsToolkit/ethicsTOC.cfm)
7. ACHE's Mentoring Overview (member's only area): http://www.ache.org/newclub/career/MentoringNetwork/mentor_network.cfm
8. ACHE's Policy Statements (<http://www.ache.org/policy/policy.cfm>)
9. *Leading a Culture of Safety: A Blueprint for Success* by ACHE and the IHI/NPSF Lucian Leape Institute
10. National Patient Safety Foundation. *Free from Harm: Accelerating Patient Safety Improvement Fifteen Years after To Err Is Human*. Boston, MA: National Patient Safety Foundation; 2015.



American College of
Healthcare Executives
for leaders who care[®]

ache.org/Join