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Saint Louis University
College for Public Health and Social Justice
Department of Health Management and Policy

Master of Health Administration (MHA) Competencies
Reviewed Fall 2016

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COMPETENCIES BY DOMAIN

Domain 1: Leadership
1. Articulate, demonstrate and evaluate professional values and ethics.
2. Describe and demonstrate stewardship of organizational resources.
3. Identify, demonstrate and evaluate cultural sensitivity and competence.
4. Identify and articulate community values and needs.
5. Use system and strategic thinking models and methods to make decisions and solve problems.
6. Facilitate and influence the development, implementation and ownership of vision, mission, goals, and strategic objectives and plans.
7. Describe and apply models and methods of organizational change and innovation.
8. Use creative flexible problem-solving methods.
9. Select and use competitive and collaborative strategies appropriately.
10. Identify, explain and resolve critical tension.
11. Identify the bases of power and the political implications and effects of decisions.
12. Identify, explain and utilize effective motivational strategies to elicit desired behavior and inspire others toward a shared vision.
13. Work effectively with other professionals.
14. Identify, value and use team development methods.
15. Demonstrate effective listening and communication skills.
16. Identify effective techniques for working with Boards and governance structures.
17. Demonstrate the ability to make choices.
18. Commit to the execution of organizational strategy.
19. Selects the organizational structure that is appropriate for system functions.

Domain 2: Critical Thinking
1. Able to identify and implement systems and strategic thinking:
    - Identify the subsystems of the health system broadly defined; their relationships and interactions
    - Describe the roles, functions and responsibilities of system components
    - Identify internal/external system structures and social, cultural, economic, financial and political issues/factors
    - Apply models to develop structures and systems to support team functions
2. Ask the right questions when making decisions.
3. Comprehend cause-and-effect relationships.
4. Evaluate issues from different perspective.
5. Create innovative strategies.
6. Have confidence in the ability to make decisions in the presence of uncertainty.
7. Identify and prioritize managerial alternatives.
8. Able to learn from mistakes.
9. Project future scenarios.

Domain 3: Science/Analysis
1. Identify the scientific method and how to apply it to managerial decision-making and problem solving**.**
2. Identify and describe the structure and conduct of quantitative analytical methods: economic and financial evaluation, survey research, linear regression analysis, forecasting methods, linear programming, project management and bivariate comparison methods.
3. Identify and describe the structure and conduct of selected qualitative methods: focus groups, case studies, participant observation and ethnographies.
4. Examine data both qualitatively and quantitatively to determine patterns and trends.
5. Evaluate testable hypotheses commonly arising in a management setting, selecting and applying the appropriate quantitative methods.
6. Monitor data and identify deviations, whether for internal processes and procedures or for external trends.
7. Use and manage relevant computer technology (e.g. application software and database technology).
8. Be an educated consumer of more complex analytical methods.
9. Identify and describe information systems and knowledge management.

Domain 4: Management
1. Identify, describe and apply general management concepts regarding the organization of work, economics, finance and decision theory.
2. Work with and through people to achieve organizational goals.
3. Identify, describe and apply basic concepts and tools that are integral to strategic thinking, planning and management.
4. Describe and apply the basic principles and tools of effective human resource management, change management and organizational development.
5. Describe and apply the basic principles and tools of continuous quality improvement concepts and skills to improve work processes.
6. Design and implement business plans for health programs and services.
7. Identify, monitor and interpret the impacts of legal, regulatory and political environments on an organization.
8. Evaluate and modify appropriate governance structures and processes.
9. Identify and address needs of major stakeholders.
10. Provide effective communication linkages within an organization and to its external environments.
11. Measure, track and respond to the changing needs of the customer.
12. Describe and apply the basic aspects of management engineering and the redesign of organizations, systems and processes.

Domain 5: Political and Community Development
1. Identify the major stakeholders of an organization and their specific interests and historical relationships.
2. Effectively solicit and use input from the community in the process of policy and program development and evaluation.
3. Build appropriate collaborations/partnerships with stakeholders at the local, state and national level to create broader influence.
4. Use negotiation, consensus and conflict resolution methods to assist community development and evaluation.
5. Demonstrate "emotional intelligence" or the social and human relationship skills needed to address the diverse needs of the various community stakeholders.

Domain 6: Communication
1. Develop, organize, synthesize and articulate ideas and information.

2. Listen, hear and respond effectively to the ideas and thoughts of others.
3. Speak clearly and effectively before individuals and groups, in formal and informal settings.
4. Write clearly and effectively.
5. Identify and use appropriate communication strategies based on audience characteristics and communication goals.
6. Recognize and use non-verbal forms of communication.

Suggested citation for SLU MHA Competency Model:

Saint Louis University. Department of Health Management and Policy. "Saint Louis University Master of Health Administration (SLU MHA) Competency Model, April 2009 version." St. Louis, MO, 1999-2009. © 2009 Saint Louis University.

For additional information, see:
(1) Counte, Michael A. and John F. Newman. "Competency-based Health Services
       Management Education: Contemporary Issues and Emerging Challenges." *Journal of Health
       Administration Education* 20, No. 2 (Fall 2002): 113-122.

(2) Campbell, Claudia R., Ana Maria Turner Lomperis, Kathleen N. Gillespie and Barbara
       Arrington. "Competency-Based Healthcare Management Education: The Saint Louis University
       Experience." *Journal of Health Administration Education* 23, No. 2 (Spring 2006): 135-168.

(3) Or contact:
Carolyn Williams
Health Management and Policy Coordinator
Saint Louis University College for Public Health and Social Justice
PH: 314-977-8264
EM: Carolyn.williams@slu.edu