

Appalachian State University
Master of Health Administration
Domains & Competencies

Domain	Competency	Definition
1.0 Students will demonstrate communication and interpersonal effectiveness skills appropriate for mid-level administrative positions in health care settings.		
	1.1 Relationship management & teamsmanship	Establishes, builds and maintains collaborative relations with colleagues and is accountable for team outcomes.
	1.2 Written communication skills	Utilizes constructive written communication skills to address varied audiences on appropriate issues.
	1.3 Verbal communication skills	Exhibits effective verbal communication skills within individual and group relationships
2.0 Students will demonstrate leadership and professionalism skills appropriate for mid-level administrative positions in health care settings.		
	2.1 Leadership skills and behaviors	Utilize relevant data to critically analyze situations and organizational issues to provide visionary leadership that improves subsequent outcomes
	2.2 Organizational climate and culture	Foster an environment of mutual trust, teamwork, innovation, and inclusion
	2.3 Managing change	Serve as a change agent, assisting others in understanding needed changes, reasons for change and the change process
	2.4 Professional and Ethical behavior	Exhibit a personal commitment to enhancing one's knowledge, skills and abilities while adhering to ethical standards and principles
3.0 Students will demonstrate knowledge of the health care environment appropriate for mid-level administrative positions in health care settings.		

	3.1 Health care professions, organizations, and systems	Analyze and interpret the characteristics and services of the health care professions, organizations, and U.S. health care system in the environments in which they operate as compared to systems throughout the world.
	3.2 The community and the environment	Apply analytical tools and strategies to manage the health of a population such as social determinants of health, government regulations on the environment, and public health interventions.
	3.3 Health care economics and policy	Evaluate the functioning of the health care system by applying the principles of economics and policy analysis.
4.0 Students will demonstrate business and management skills appropriate for mid-level administrative positions in health care settings.		
	4.1 General management & governance	Design and enact organizational structures, policies and bylaws that results in productive working relationships between the organization, its governing body and its medical staff.
	4.2 Financial management	Analyze and direct organizational operations that result in efficient expense management, revenue enhancement and capital asset protection, compliant with GAAP and other regulatory requirements.
	4.3 Human resources management	Manage the personnel functions to include recruitment and hiring, performance evaluation, compensation and benefits, staffing and job design, employee morale and motivation improvement.
	4.4 Strategic planning and marketing	Devise long-range plans and implement tactics that result in successful competitive or collaborative positions of the organization.
	4.5 Quality improvement	Design quality management processes that lead to the improvement of health care delivery and ensures patient safety.
5.0 Students will demonstrate information systems management and health care data analytics skills		

appropriate for mid-level administrative positions in health care settings.		
	5.1 Information systems management	Analyze information systems management practices and processes and design improvements to those practices based off of industry best practices and theory.
	5.2 Health care data collection, management, and analysis	Evaluate clinical documentation practices, design clinical documentation improvement processes, and design data collection and management standards to enable decision support at the prescriptive level.
	5.3 Statistical and quantitative analysis	Design and apply quantitative and statistical analyses to leverage data for decision makers in health care organization management.

Levels of competency attainment	Description of levels of competency attainment
Level 1	Introductory: students understand the competency area at the level of entry-level professionals, and recognize the limitations of their performance
Level 2	Intermediate: students demonstrate proficiency and ability to articulate and implement health management and administrative functions, and demonstrate growing expertise in application of the competency level
Level 3	Advanced: students consistently demonstrate the ability to apply knowledge and skills to decision-making