

Master of Health Administration Competency/course matrix		Course and Competency Level																			Legend For competency Level: B=Beginner; I=Intermediate; C=Competent									
		HADM 200	HADM 202	HADM 204	HADM 206	HADM 201	HADM 205	HADM 221	HADM 242	HADM 208	HADM 250	HADM 260	HADM 209	HADM 300	HADM 220	HADM 222	HADM 223	HADM 230	HADM 233	HADM 240	HADM 241									
A. HEALTH SECTOR KNOWLEDGE																														
A.1: System knowledge																														
A.1.1	Describe, analyze, and evaluate the evolution and present structure of the U.S. health services industry.	A	A	A		B		A	I						I	I	B	B			I									
A.1.2	Compare different health systems and create an effective U.S. health	I	I	B		B		B							B						B									
A.1.3	Apply economic models and theories to the health care system and understand the role of economic principles in determining health	B		B			B		I						B						B									
A.1.4	Evaluate the role federal, state, local governments and accrediting agencies have had on the development and functioning of the	B	A			B		I	I	B		A	I		B	B	B	I	B		A									
A.1.5	Compare the changing functions and roles of health professions and jobs across the health services spectrum.	B	A					I				A			I			I	I		A									
A.2: Determinants of health																														
A.2.1	Evaluate the effectiveness of models and theories to portray population health, disease states, and health vulnerability.	B		B				I		I				I	B			B	A		I									
A.2.2	Analyze factors related to health/health care disparities between groups (population-based and delivery of care-based) and propose	B		B	I	B			I	I	I				B			B	A		B									
A.2.3	Propose how to best meet the sometimes conflicting needs and expectations of patients, providers, communities, and payers.	B	I			I		I					I	I	B			B	I		A									
A.3: Policy and change																														
A.3.1	Identify the major formal organizational structures responsible for				I	I									B	A			B		A									
A.3.2	Analyze current issues and drivers related to current policy and propose changes in the health care system.	B	I	B		I		I					I		I	A	B	B			B									
A.3.3	Understand, analyze, and participate in health policy discussions (e.g., population health, health reform) to propose, defend and	B	I	B	I	I			I	B	I				I			B	B		I									
A.3.4	Evaluate the effects technology in all forms (e.g., information technology, medical devices, social media) has had and will continue	B	I	B		B		I	I		I	A	B		B	B	I	I			A									
B. COMMUNICATION AND INTERPERSONAL EFFECTIVENESS																														
B.1	Utilize generally accepted grammar and writing mechanics.	B	I		I	I	I	A		I		A	I	A	I	A	I	I	A		A									
B.2	Utilize acceptable reference formatting, both in-text and in the development of reference lists.	B	A		I	I	I	A		I		A		A	I	A	I	I	A		A									
B.3	Utilize scholarly research and/or data to produce credible written and/or oral communications to illustrate and support assertions,	B	A	B	I	I	I	I	I	I	A	A		A	I		I	I	A		I									
B.4	Prepare effective written reports and oral presentations that are logically developed and exhibit critical thinking abilities, which synthesize from career experience and scholarly research.	B	A		I	I	I			I	A	A		A	A	A	I	I	A		A									
B.5	Build collaborative relationships and exhibit the ability to work as a team member and as the team leader.	B	I		I	I	I			I	A	A	I	A	B	A	A	I	B		A									
B.6	Demonstrate an openness to the ideas of others and acknowledge and respect differences among individuals and groups in all forms of communication.	B	I	B	I	I	I	A		I		A	I	A	A	A	A	I	A		A									
B.7	Effectively communicate in both verbal and written communications.	B	A	B	I	I	I			B	A	A	I	A	I		A	I			A									
C. CRITICAL THINKING, ANALYSIS, AND PROBLEM SOLVING																														
C.1	Understand, analyze, and evaluate the evolution of, and current topics in, data analytics and the use of information technology in health services.	B	A			B	B		A		B										A									

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C.2	Use analytic and epidemiolocal methods to monitor and evaluate performance, organizational processes, and structures and propose improvements.	B		B			B			I	A										A									
C.3	Evaluate current methods and propose improvements to obtain and evaluate customer/patient, provider, and other stakeholder input/feedback.	B						I		B	A			I	B		I	B	I		A									
C.4	Develop, implement, and evaluate evidence-based systems related to management practices and patient care.			B	I			A		B				A	B			B			A									
D. LEADERSHIP AND MANAGEMENT																														
D.1: Leadership/Management - Foundations																														
D.1.1	Evaluate different management/leadership models and develop a		I		I			A				A			I	B	B	I			A									
D.1.2	Describe and evaluate the functions of governance and its effectiveness.		I					A			I	A	I					B												
D.1.3	Understand collaborative relationships between governance, management, and the medical staff organization.							A							B			I												
D.1.4	Evaluate traditional, current, and evolving motivation models.				I			B					I					B												
D.1.5	Analyze and develop methods to effectively manage patient, staff, physician and community diversity.				I			I					I		B	I		I												
D.1.6	Understand and evaluate criteria utilized in organizational structure.				I			A		B		A			I			A												
D.1.8	Apply concepts of effective change management models.		I		I					B			I	I				I												
D.2: Leadership/Management - Finance																														
D.2.1	Understand and apply basic accounting principles, including internal and independent financial auditing functions.						B									B		B			I									
D.2.2	Utilize the budgeting process and budget for planning, priority setting, and managerial control.						B									I	B	B												
D.2.3	Understand and apply principles of business and financial planning to assess existing and proposed program, initiatives, and changes.						B	A								B		B			I									
D.2.4	Evaluate key internal metrics required to assess financial health.						I	I								B	B	B			A									
D.2.5	Evaluate current, evolving, and proposed reimbursement models and their effects on financial health.	B		B			I	I										B												
D.2.6	Understand and apply principles of health macro and micro-economics in a health services context.			B				I																						
D.2.7	Understand and analyze the various phases and functions of the						I	I																						
D.3: Leadership/Management - Human Resources																														
D.3.3	Analyze and apply effective methods for recruitment, selection, and												I							B										
D.3.4	Analyze how to most effectively engage staff, improve staff retention, and reduce "burn-out."				I								I							B										
D.3.5	Analyze and apply effective personnel evaluation methods.												I			A				I	A									
D.3.6	Analyze effective staff development strategies and develop employee reward and recognition strategies.		A		I								I			I		B		I	A									
D.3.7	Analyze and apply effective methods to build and sustain a		A		I								I			A				B										
D.3.8	Analyze models of labor relations and managing with a union.		A										I			I				B	A									
D.4: Leadership/Management - Quality Performance																														
D.4.1	Analyze methods through which performance/quality is evaluated in health services organizations.			B		B	B	I		B	B					I	B	B			A									

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D.4.2	Analyze how the voice of the patient/customer can be used to improve quality/performance.			B		B	B	A		B			I			I	I	B			A									
D.4.3	Understand and analyze the functions of departments and staff in charge of quality control, monitoring, and evaluation.							A								I	I	B			A									
D.4.4	Understand the utility of the legal system as a source for assurance of compliance with quality standards.		I																		A									
D.4.5	Analyze the principles of credentialing, privileging, and peer review as a means to ensure quality.		A					A		B								B			A									
D.4.6	Define and compare how quality is assessed by regulatory and accrediting agencies.		I			B		A		B						I		I			A									
D.4.7	Develop a corporate culture in which quality is recognized as everyone's responsibility.		I		I			B		B			I					I			A									
D.5: Leadership - Planning																														
D.5.1	Understand and apply strategic planning processes and recognize its importance as a vital management function.		I				B	A			A		I			I	I	B												
D.5.2	Use a customer and stakeholder needs/expectations approach as a foundation in strategic management.		I				B	A					I			I		B												
D.5.3	Develop an organization's mission, vision, values, and goals and utilize these concepts in constructing and evaluating the organization's overall directional strategies.		I		I		B	A					B			I	B	B												
D.5.4	Monitor health/health services sectors and general trends to formulate organizational responses to environmental changes.		I							B				A	B		B	B												
D.5.5	Create a strategic plan for a health services organization.		I													A														
E. PROFESSIONALISM AND ETHICS																														
E.1	Understand and comply with professional, organizational, and societal standards regarding conduct and professionalism.	B	I		I	B		A		I		A	I	A	A	A	A	A	A		A									
E.2	Understand and adopt principles of academic honesty.	B	I			A	A	A		I		A		A		A	A	A	A		A									
E.3	Understand patient rights and responsibilities.		I					A		B						A	A	A	A		A									
E.4	Evaluate ethical, moral, and legal values/aspects of the health services industry and develop strategies for incorporating ethics and values into the field.	B	I	B	I	I		I									A	A	A		A									
E.5	Join and actively engage in professional and community organizations and groups.							I				A		A			A	A	A		A									
E.6	Nurture relationships of trust through personal accountability and professionalism.	B				I	I					A		A	I	A	A	A	A		A									