

**HLA Competency Model**  
**Adopted MHA Program Core Competencies**

**Domain #1: Communication and Relationship Management**

*Competency*

- A. Apply principles of communication and demonstrate specific applications
- B. Present results of data analysis to decision makers
- C. Use factual data to produce and deliver credible and understandable results
- D. Facilitate group dynamics, process, meetings, and discussion
- E. Utilize effective interpersonal skills

**Domain #2: Leadership**

*Competency*

- A. Explain potential impacts and consequences of decision making in situations both internal and external
- B. Encourage a high level of commitment to the mission, and values of the organization
- C. Gain physician buy-in to accept risk and support new business ventures
- D. Accurately assess individual strengths and weaknesses

**Domain # 3: Professionalism**

*Competency*

- A. Understand professional standards and codes of ethical behavior
- B. Uphold and act upon ethical and professional standards
- C. Demonstrate professional norms and behaviors
- D. Engage in continued professional development including reflection and self-directed learning

**Domain # 4: Knowledge of the Healthcare Environment**

*Competency*

- A. Assess the interrelationships among access, quality, cost, resource allocation, accountability, and community
- B. Prepare projects that are credible to governmental, regulatory, professional, and accreditation agencies
- C. Use marketing and needs assessment techniques in support of healthcare program development and implementation
- D. Apply principles and methods of health policy analysis
- C. Analyze and apply funding and payment mechanisms of the healthcare system

**Domain # 5: Business Skills and Knowledge**

*Competency*

- A. Integrate information from various sources to make decisions and recommendations
- B. Demonstrate critical thinking, analysis, and problem solving
- C. Apply basic financial management and analysis principles
- D. Apply reimbursement principles, ramifications and techniques including rate setting and contracts
- E. Apply principles of operating, project, and capital budgeting
- F. Use project management techniques
- G. Use statistical and analytic tools to measure and improve performance