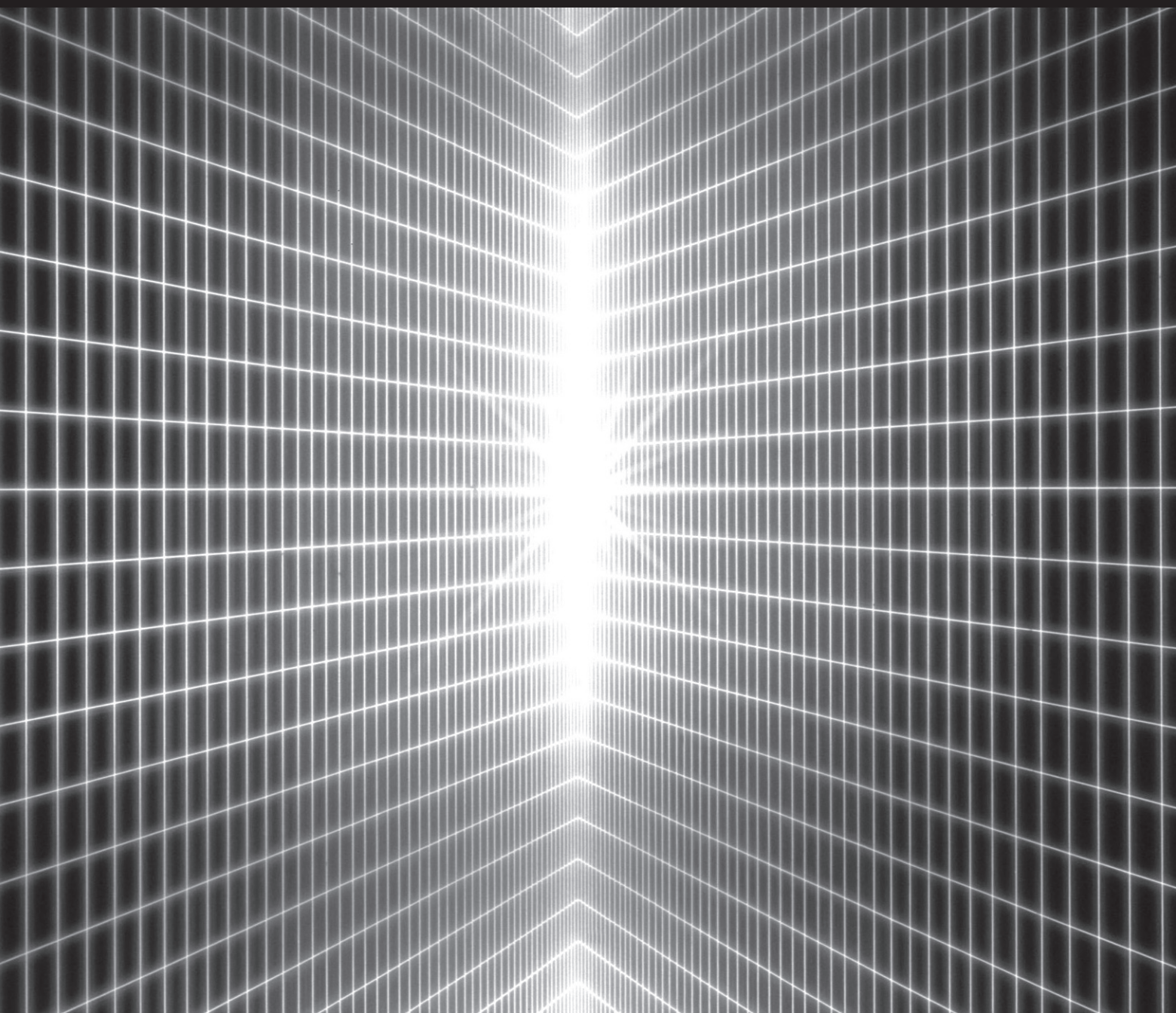American College *of*
HealthcareExecutives
for leaders who care ®

ACHE Healthcare Executive
Competencies Assessment Tool 2009

The American College of Healthcare Executives (ACHE) 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 second edition of the assessment tool useful. ACHE also plans annual updates to continually improve its value to you.

The competencies are derived from the Healthcare Leadership Alliance* (HLA) Competency Directory (www.healthcareleadershipalliance.org). The competencies in this self-assessment tool comprise a subset relevant to management and leadership tasks typically performed by affiliates of the American College of Healthcare Executives, regardless of work setting or years of experience.

The self-assessment is designed to help you identify areas of strength as well as 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 own self-assessment with perceptions of 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.

Healthcare organizations also may choose to use this assessment tool and the components of the HLA Competency Directory 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 compose an ideal skill mix among such teams. As pointed out by Andrew N. Garman, PsyD and Matthew P. Johnson of Rush University, "Competency definitions can also create a path to a portfolio of strategic human resources management practices, including targeted recruiting, pre-screening, using balanced scorecard, identifying career ladders, and talent management/succession planning" (*Journal of Healthcare Management*, January/February, 2006).

Within the HLA Competency Directory, 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:

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.

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.

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.

4. Knowledge of the Healthcare Environment

The understanding of the healthcare system and the environment in which healthcare managers and providers function.

5. Business Skills and Knowledge

The ability to apply business principles, including systems thinking, to the healthcare environment.

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 also hope you will share it with other healthcare executives, and we have made it available as a PDF document in the Career Services area of **ache.org**.

In addition to the American College of Healthcare Executives, other members of the Healthcare Leadership Alliance (HLA) are: American College of Physician Executives, American Organization of Nurse Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society, and the Medical Group Management Association.

1. Communication and Relationship Management includes:

A. Relationship Management
B. Communication Skills
C. Facilitation Skills

2. Leadership includes:

A. Leadership Skills
B. Organizational Culture/Growth
C. Strategic Planning and Advocacy

3. Professionalism includes:

A. Personal and Professional Ethics
B. Professional and Community Contribution
C. Continuing Education and Lifelong Learning

4. Knowledge of the Healthcare Environment includes:

A. Healthcare Issues and Trends
B. Healthcare Personnel
C. Standards and Regulations

5. Business Skills and Knowledge include:

A. Problem Solving and Decision Making
B. Systems Thinking
C. General Management
D. Financial Management
E. Human Resources
F. Organizational Dynamics and Governance
G. Strategic Planning and Marketing
H. Information Management
I. Risk Management
J. Quality Improvement

Healthcare Executive Competencies

	Competency Level				
	Novice		Competent		Expert

1. Communication and Relationship Management

A. Relationship Management

	Novice		Competent		Expert
• Labor relations strategies	1	2	3	4	5
• Organizational structure and relationships	1	2	3	4	5
• Public relations	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 relationships with suppliers	1	2	3	4	5
• Identify stakeholder needs/expectations	1	2	3	4	5
• Provide internal customer service	1	2	3	4	5

Readings: 9, 45, 48, 56
Programs: 2, 5, 11, 13
Leadership Assessments: 1, 2, 3
Self-Study Courses: 1, 10

B. Communication Skills

	Novice		Competent		Expert
• Principles of communication and their specific applications	1	2	3	4	5
• Communicate organizational mission, vision, objectives and priorities	1	2	3	4	5
• Demonstrate effective written, oral communication and presentation skills	1	2	3	4	5
• Identify and utilize human and technical resources to develop and deliver communications	1	2	3	4	5

	Novice		Competent		Expert
Competency Level					

	Novice	Competent	Expert

• 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

Readings: 8
Programs: 22, 30
Self-Study Courses: 18

C. Facilitation Skills

• Build effective physician and administrator leadership teams — 1 2 3 4 5

• Create, participate in and lead teams — 1 2 3 4 5

• Facilitate conflict and alternative dispute resolution — 1 2 3 4 5

• Facilitate group dynamics, processes, meetings and discussions — 1 2 3 4 5

• Practice and value shared decision making — 1 2 3 4 5

Readings: 7, 9, 50
Programs: 1, 4, 33
Leadership Assessments: 1, 2, 3
Self-Study Courses: 1

Communication and Relationship Management Development Plan

Healthcare Executive Competencies

	Competency Level				
	Novice		Competent		Expert

2. Leadership

A. Leadership Skills

	Novice		Competent		Expert
• Leadership styles/techniques	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
• Incorporate and apply management techniques and theories into leadership activities	1	2	3	4	5
• Plan for leadership succession	1	2	3	4	5
• Promote and manage change	1	2	3	4	5

Readings: 16, 20, 41, 42, 43
Programs: 7, 8, 9, 17, 21
Leadership Assessments: 1
Self-Study Courses: 3, 4, 12, 13

B. Organizational Culture/Growth

	Novice		Competent		Expert
• Create an organizational climate that encourages teamwork	1	2	3	4	5
• Create an organizational climate that facilitates individual motivation	1	2	3	4	5
• Encourage a high level of commitment to the purpose and values of the organization	1	2	3	4	5
• Establish a compelling organizational vision and goals	1	2	3	4	5
• Establish an organizational culture that values and supports diversity	1	2	3	4	5
• Explore opportunities for the growth and development of the organization on a continuous basis	1	2	3	4	5

	Novice		Competent		Expert
Competency Level					
• Foster an environment of mutual trust	1	2	3	4	5
• Hold self and others accountable for organizational goal attainment	1	2	3	4	5
• Promote continuous organizational learning/improvement	1	2	3	4	5
• Support and mentor high-potential talent within the organization	1	2	3	4	5

Readings: 9, 20, 41, 42
Programs: 5, 7, 11, 27
Self-Study Courses: 1, 3, 4, 10, 12
Other: 5

C. Strategic Planning and Advocacy

	Novice		Competent		Expert
• Gain physician buy-in to accept risk and support new business ventures	1	2	3	4	5
• Advocate and participate in healthcare policy initiatives	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
• Assess the organization, including corporate values and culture, business processes and impact of systems on operations	1	2	3	4	5
• Represent physician interests in negotiating and managing relationships with hospitals, insurance companies and others	1	2	3	4	5

Readings: 4, 7, 28, 34, 50
Programs: 14, 15, 21, 29, 30
Self-Study Courses: 8, 9, 19

Leadership Development Plan

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Healthcare Executive Competencies

	Competency Level				
	Novice		Competent		Expert

3. Professionalism

A. Personal and Professional Ethics

	Novice		Competent		Expert
• Organizational business and personal ethics	1	2	3	4	5
• Professional roles, responsibility and accountability	1	2	3	4	5
• Professional norms and behaviors	1	2	3	4	5
• Professional standards and codes of ethics	1	2	3	4	5
• Conflict of interest situations as defined by organizational bylaws, policies and procedures	1	2	3	4	5
• Ethics committee's roles, structure and functions	1	2	3	4	5
• Adhere to ethical business principles	1	2	3	4	5
• Balance professional and personal pursuits	1	2	3	4	5
• Serve as the ethical guide for the organization	1	2	3	4	5
• Uphold and act upon ethical and professional standards	1	2	3	4	5
• Practice due diligence to carry out fiduciary responsibilities	1	2	3	4	5
• Patients' rights and responsibilities	1	2	3	4	5

Readings: 11, 47, 66
Programs: 16, 23, 26
Self-Study Courses: 15
Other: 1, 2, 3, 4

B. Professional and Community Contribution

	Novice		Competent		Expert
• Professional societies and memberships	1	2	3	4	5
• Contribute to professional knowledge and evidence	1	2	3	4	5
• Mentor, advise and coach	1	2	3	4	5

	Competency Level				
	Novice		Competent		Expert
• Advocate for patients, families and communities	1	2	3	4	5
• Advocate with physicians for the importance of hiring professionally trained and certified administrators and supporting their professional development	1	2	3	4	5
• Participate in community service	1	2	3	4	5

Readings: 3, 26
Programs: 7, 21, 28
Leadership Assessments: 2, 3
Other: 6

C. Continuing Education and Lifelong Learning

• 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

Leadership Assessments: 1, 2, 3
Other: 7

Professional Development Plan

Healthcare Executive Competencies

	Competency Level				
	Novice		Competent		Expert

4. Knowledge of the Healthcare Environment

A. Healthcare Issues and Trends

• The interrelationships among access, quality, cost, resource allocation, accountability and community	1	2	3	4	5
• The patient perspective	1	2	3	4	5
• Funding and payment mechanisms of the healthcare system	1	2	3	4	5
• Global healthcare issues, trends and perspectives	1	2	3	4	5
• Healthcare economics	1	2	3	4	5
• Healthcare technological research and advancements	1	2	3	4	5
• Interaction and integration among healthcare sectors	1	2	3	4	5
• Managed care models, structures and environment	1	2	3	4	5
• Socioeconomic environment in which the organization functions	1	2	3	4	5
• Organization and delivery of healthcare	1	2	3	4	5

Readings: 10, 14, 21, 27, 69
Programs: 14, 19, 24, 28
Self-Study Courses: 11, 14

	Competency Level			
	Novice	Competent		Expert

B. Healthcare Personnel

	Novice		Competent		Expert
• Role of nonclinical professionals in the healthcare system	1	2	3	4	5
• Nurses', physicians' and allied health professionals' roles and practice	1	2	3	4	5
• Staff perspective in organizational settings	1	2	3	4	5
• Educational funding for healthcare personnel	1	2	3	4	5
• Work force issues	1	2	3	4	5

Readings: 15, 35, 51
Programs: 6, 13, 20, 33
Self-Study Courses: 1, 3, 7, 10

C. Standards and Regulations

	Novice		Competent		Expert
• Community standards of care	1	2	3	4	5
• Corporate compliance laws and regulations	1	2	3	4	5
• Regulatory and administrative environment in which the organization functions	1	2	3	4	5
• Governmental, regulatory, professional and accreditation agencies	1	2	3	4	5
• Healthcare and medical terminology	1	2	3	4	5
• Legislative issues and advocacy	1	2	3	4	5

Readings: 38, 39
Programs: 28
Self-Study Courses: 11, 19
Other: 8

Knowledge of the Healthcare Environment Development Plan

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Healthcare Executive Competencies

	Competency Level				
	Novice		Competent		Expert

5. Business Skills and Knowledge

A. Problem Solving and Decision Making

	Novice		Competent		Expert
• Basic statistical analysis	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
• Collect and analyze data from internal and external sources relevant to each situation	1	2	3	4	5
• Conduct needs analysis, identify and prioritize requirements	1	2	3	4	5
• Define the problem or opportunities	1	2	3	4	5
• Discriminate 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
• 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

Readings: 12, 13
Programs: 1, 26
Leadership Assessments: 2, 3

	Competency Level				
	Novice		Competent		Expert

B. Systems Thinking

	Novice		Competent		Expert
• 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
• Identify how a system design accommodates business processes	1	2	3	4	5
• Seek information from a variety of sources (e.g., benchmarking, articles, colleagues, listservs, Web sites) to stay current with market and industry	1	2	3	4	5

Readings: 5, 54, 68
Self-Study Courses: 21

C. General Management

	Novice		Competent		Expert
• 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
• Asset management, including investments, equipment, etc.	1	2	3	4	5

| | **Competency Level** | | | | |
	Novice		Competent		Expert
• Basic business contracts and contract negotiation	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 practice to achieve input, buy-in and optimal performance	1	2	3	4	5

Readings: 25, 29, 37, 50, 52, 54, 59, 68
Programs: 15, 25, 31
Self-Study Courses: 7, 14, 17, 21

D. Financial Management

	Novice		Competent		Expert
• Cost accounting	1	2	3	4	5
• Financial analysis	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 and techniques including rate setting and contracts	1	2	3	4	5
• Prepare and manage budgets, including annual operating budgets, project budgets and capital budgets	1	2	3	4	5

	Competency Level				
	Novice		Competent		Expert
• Capital budgeting principles	1	2	3	4	5
• Fundamental productivity measures	1	2	3	4	5
• How physician services are reimbursed	1	2	3	4	5
• Operating budget principles	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

Readings: 6, 19, 28, 30, 50, 54, 59
Programs: 3, 9, 12, 31
Self-Study Courses: 6, 14

E. Human Resources

• Compensation and benefits	1	2	3	4	5
• Employee satisfaction measurement and improvement techniques	1	2	3	4	5
• Motivational techniques	1	2	3	4	5

	Competency Level				
	Novice		Competent		Expert
• 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
• Worker safety, security and employee health issues	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
• Human resources laws and regulations	1	2	3	4	5
• Job classification systems	1	2	3	4	5
• Staffing methodologies and productivity management	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 system	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 work force planning	1	2	3	4	5
• Evaluate and manage employee efficiency and productivity	1	2	3	4	5

Readings: 9, 14, 17, 25, 35, 51, 68
Programs: 6, 11
Self-Study Courses: 1, 3, 7

	Competency Level				
	Novice		Competent		Expert

F. Organizational Dynamics and Governance

	Novice		Competent		Expert
• Organizational dynamics, political realities and culture	1	2	3	4	5
• Principles and practices of management and organizational behavior	1	2	3	4	5
• Organization theories and structures (complex adaptive systems)	1	2	3	4	5
• Role and functioning of the board of directors and other components of the governing structure	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 regulations/laws	1	2	3	4	5

Readings: 7, 24, 55, 68
Programs: 5, 33
Self-Study Courses: 10

G. Strategic Planning and Marketing

	Novice		Competent		Expert
• Business plan development and implementation processes	1	2	3	4	5
• Business planning including business case and exit strategy development	1	2	3	4	5

	Competency Level				
	Novice		Competent		Expert
• Characteristics of strategic decision support	1	2	3	4	5
• Crisis and disaster planning	1	2	3	4	5
• Healthcare system services	1	2	3	4	5
• Implementation planning	1	2	3	4	5
• Marketing plan development	1	2	3	4	5
• Marketing principles and tools	1	2	3	4	5
• Organizational mission, vision, objectives and priorities	1	2	3	4	5
• Strategic planning processes development and implementation	1	2	3	4	5
• Develop a benefits realization model that measures product or service performance to ensure strategic goals are met	1	2	3	4	5
• Develop and monitor departmental strategic and tactical objectives	1	2	3	4	5
• Evaluate whether a proposed solution aligns with the organizational business plan	1	2	3	4	5
• Manage projects and/or resources	1	2	3	4	5
• Participate in organizational strategic planning	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: 34, 36, 49,52, 56, 65
Programs: 14, 15, 19, 32, 34
Self-Study Courses: 8, 9, 11, 15

Competency Level

	Novice		Competent		Expert

H. 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 continuity	1	2	3	4	5
• Information systems planning and implementation	1	2	3	4	5
• Information technology (IT)	1	2	3	4	5
• IT systems selection criteria and review	1	2	3	4	5
• Principles of database and file management	1	2	3	4	5
• Privacy, confidentiality and security requirement for information management	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
• The changes in information systems and technology trends	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

	Competency Level				
	Novice		Competent		Expert
• Ensure accuracy and integrity of data	1	2	3	4	5
• Ensure compatibility of software, hardware and network components that encourage user acceptance	1	2	3	4	5
• Ensure staff is 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 information technology 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 as needed	1	2	3	4	5
• Recommend policies and procedures for information systems management	1	2	3	4	5

Readings: 18, 60
Programs: 10

I. Risk Management

• 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
• Professional resource networks for risk-related activities	1	2	3	4	5

	Competency Level				
	Novice		Competent		Expert
• Risk assessments and analyses	1	2	3	4	5
• Risk management principles and programs	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: 2, 39, 44, 65
Programs: 1

J. Quality Improvement

	Novice		Competent		Expert
• Clinical pathways and disease management	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
• Medical staff peer review and disciplinary process	1	2	3	4	5
• National quality initiatives including patient safety	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

	Competency Level				
	Novice		Competent		Expert
• Training and certification	1	2	3	4	5
• Utilization review and management regulations	1	2	3	4	5
• Develop and implement process improvement programs for clinic operations	1	2	3	4	5
• Develop and implement quality assurance and patient satisfaction programs	1	2	3	4	5
• Develop clinical pathway structure and function	1	2	3	4	5
• Monitor and evaluate the ability of a physician practice to achieve its intended outcomes as a basis for modifying and improving systems and processes	1	2	3	4	5

Readings: 2, 5, 33, 40, 44, 46, 53, 58, 61, 62, 63, 64
Programs: 4, 5, 27
Self-Study Courses: 5, 16, 18, 21

Business Skills and Knowledge Development Plan

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Business Skills and Knowledge Development Plan cont'd

ACHE Resource Listings

Readings:

1. *Austin and Boxerman's Information Systems for Healthcare Management*, Seventh Edition, by Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD, FACHE, FHIMSS; and Donna J. Slovensky, PhD, RHIA, FAHIMA
2. *Achieving Safe and Reliable Healthcare: Strategies and Solutions by Michael Leonard*, MD; Allan Frankel, MD; Terri Simmonds, RN; with Kathleen Vega; Forewords by Lucian Leape, MD, and Don Berwick, MD
3. *Achieving Success Through Community Leadership* by Peter A. Weil, PhD, FACHE; Richard J. Bogue, PhD; and Reed L. Morton, PhD, FACHE
4. *Allies or Adversaries: Revitalizing the Medical Staff Organization* by Craig E. Holm, FACHE
5. *Applying Quality Management in Healthcare: A Systems Approach*, Second Edition by Diane L. Kelly, DrPH, RN
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
8. *Beyond Persuasion: The Healthcare Manager's Guide to Strategic Communication* by Patricia J. Parsons
9. *Collaborate for Success: Breakthrough Strategies for Engaging Physicians, Nurses, and Hospital Executives* by Kenneth H. Cohn, MD
10. *Consumer-Directed Healthcare and Its Implications for Providers* by Robert S. Bonney, JD, FACHE
11. *Contemporary Issues in Healthcare Law and Ethics*, Third Edition by Dean M. Harris, JD
12. *Decision Analysis for Healthcare Managers* by Farrokh Alemi, PhD, and David H. Gustafson, PhD
13. *Decision Making for Improved Performance* by Ken E. Mack, FACHE; Mary Ann Crawford, PhD, RN; and Mary C. Reed
14. *The Economics of Health Reconsidered*, Second Edition by Thomas Rice, PhD
15. *Employee Retention: Solving the Healthcare Crisis* by Rita E. Numerof, PhD; Michael Abrams
16. *Exceptional Leadership: 16 Critical Competencies for Healthcare Executives* by Carson F. Dye, FACHE, and Andrew N. Garman, PsyD
17. *Executive Compensation: Guidelines for Healthcare Leaders and Trustees* by Thomas P. Flannery, PhD
18. *The Executive's Guide to Electronic Health Records* by Detlev H. Smaltz, PhD, FACHE, FHIMSS, and Eta S. Berner, EdD, FHIMSS
19. *The Financial Management of Hospitals and Healthcare Organizations*, Forth Edition by Michael Nowicki, EdD, FACHE, FHFMA
20. *Followership: A Practical Guide to Aligning Leaders and Followers* by Tom Atchison, EdD
21. *Futurescan 2008: Healthcare Trends and Implications 2008-2013* by The Society for Healthcare Strategy & Market Development
22. *Going Lean: Busting Barriers to Patient Flow* by Robert Barry, PhD; Amy C. Smith; and Clifford E. Brubaker, PhD
23. *Gold Standard Management: The Key to High-Performance Hospitals* by V. Clayton Sherman, EdD with Stephanie G. Sherman
24. *The Governance Factor: 33 Keys to Success in Healthcare* by Errol L. Biggs, PhD, FACHE
25. *Haimann's Healthcare Management,* Eighth Edition by Rose T. Dunn, CPA, FACHE, FHFMA
26. *Health For All: Making Community Collaboration Work* by Howard Greenwald, PhD, and William L. Beery
27. *Health Policy Issues: An Economic Perspective*, Fourth Edition by Paul J. Feldstein, PhD
28. *The Healthcare Executive's Guide to Allocating Capital* by Jason H. Sussman, CPA
29. *Healthcare Facility Planning: Thinking Strategically* by Cynthia Hayward
30. *Healthcare Finance: An Introduction to Accounting and Financial Management*, Fourth Edition by Louis C. Gapenski, PhD
31. *Health Insurance* by Michael A. Morrisey, PhD
32. *Healthcare Operations Management* by Daniel B. McLaughlin and Julie M. Hays, PhD
33. *The Healthcare Quality Book: Vision, Strategy, and Tools* by Scott B. Ransom, DO, FACHE; Maulik Joshi, DrPH; and David Nash, MD
34. *Healthcare Strategic Planning*, Second Edition by Alan M. Zuckerman, FACHE
35. *Human Resources in Healthcare: Managing for Success*, Third Edition by Bruce J. Fried, PhD; Myron D. Fottler, PhD; and James A. Johnson, PhD

36. *Improve Your Competitive Strategy: A Guide for the Healthcare Executive* by Alan M. Zuckerman, FACHE
37. *Launching a Healthcare Capital Project* by John E. Kemper
38. *The Law and the Public's Health*, Seventh Edition by Kenneth R. Wing, JD, and Benjamin Gilbert, JD
39. *The Law of Healthcare Administration*, Fifth Edition by J. Stuart Showalter, JD
40. *Leadership for Smooth Patient Flow* by Kirk Jensen, MD; Thom A. Mayer, MD; Shari J. Welch, MD; and Carol Haraden, PhD
41. *Leadership in Healthcare: Values at the Top* by Carson F. Dye, FACHE
42. *Leadership's Deeper Dimensions: Building Blocks to Superior Performance* by Tom A. Atchison, EdD
43. *Leading Others, Managing Yourself* by Peter McGinn, PhD
44. *Leading a Patient-Safe Organization* by Matthew J. Lambert III, MD, FACHE
45. *Leading Transformational Change: The Physician-Executive Partnership* by Tom A. Atchison, EdD, and Joseph S. Bujak, MD
46. *Leading Your Healthcare Organization to Excellence: A Guide to Using the Baldrige Criteria* by Patrice L. Spath
47. *Managing Ethically: An Executive's Guide* by Paul B. Hofmann, DrPH, FACHE; and William A. Nelson, PhD
48. *Managing Word of Mouth for Leadership Success: Connecting Healthcare Strategy and Reputation* by Michael E. Cafferky, FACHE
49. *Marketing Matters: A Guide for Healthcare Executives* by Richard K. Thomas, PhD and Michael Calhoun
50. *Mastering the Negotiation Process: A Practical Guide for the Healthcare Executive* by Christopher L. Laubach
51. *Nurses and Work Satisfaction: An Index for Measurement*, Second Edition by Paula L. Stamps, PhD
52. *Optimize Your Healthcare Supply Chain Performance: A Strategic Approach* by Gerald R. Ledlow, PhD, FACHE; Allison P. Corry; and Mark A. Cwiek, JD, FACHE
53. *Patient Satisfaction: Understanding and Managing the Experience of Care*, Second Edition by Irwin Press, PhD
54. *The Power of Clinical and Financial Metrics: Achieving Success in Your Hospital* by Steven Berger, CPA, FACHE, FHFMA
55. *Practical Governance* by J. Larry Tyler, FACHE, FAAHC; and Errol L. Biggs, PhD, FACHE
56. *The Primary Care-Market Share Connection: How Hospitals Achieve Competitive Advantage* by Marc D. Halley
57. *Reinventing the Patient Experience: Strategies for Hospital Leaders* by Jon B. Christianson, PhD; Michael D. Finch, PhD; Barbara Findlay, RN; Wayne B. Jonas, MD; and Christine Goertz Choate, DC, PhD
58. *The Six Sigma Book for Healthcare: Improving Outcomes* by Reducing Errors by Robert Barry, PhD; Amy Murcko; and Clifford E. Brubaker, PhD
59. *Strategic Cost Reduction: Leading Your Hospital to Success* by Michael E. Rindler
60. *Strategic Management of Information Systems in Healthcare* by Gordon D. Brown, PhD; Tamara T. Stone, PhD; and Timothy B. Patrick, PhD
61. *10 More Powerful Ideas for Improving Patient Care* by Maureen A. Bisognano and Paul E. Plsek with Dan Schummers
62. *10 Powerful Ideas for Improving Patient Care* by James L. Reinertsen, MD; Wim Schellekens, MD,
63. *10 Powerful Ideas for Improving Patient Care: Book 3* by Maureen A. Bisognano and Robert C. Lloyd, PhD, with Dan Schummers
64. *10 Powerful Ideas for Improving Patient Care, Book 4*, by Maureen A. Bisognano and James Conway with Dan Schummers
65. *Terrorism and Disaster Management: Preparing Healthcare Leaders for the New Reality* by K. Joanne McGlown, PhD, RN, FACHE
66. *The Tracks We Leave: Ethics in Healthcare Management* by Frankie Perry, RN, FACHE
67. *Toyota Way to Healthcare Excellence: Increase Efficiency and Improve Quality with Lean* by John Black with David Miller
68. *The Well-Managed Healthcare Organization*, Sixth Edition by John R. Griffith, FACHE; and Kenneth R. White, PhD, FACHE
69. *World Health Systems: Challenges and Perspectives* by Bruce J. Fried, PhD; and Laura M. Gaydos, PhD

Programs:

1. Accelerating Decision Making: Improve Performance and Reduce Conflict
2. Achieving Physician-Hospital Partnerships: The Clinical Institute Model
3. Advancing Growth Strategies: Tools for Leaders
4. Aggressively Improve Cost, Quality and Throughput
5. The Art of Building Relationships for Successful Teams and Partnerships
6. Beyond the Silver Bullet: Ensuring Patient and Employee Satisfaction
7. Coach, Challenge, Lead: Developing an Indispensable Management Team
8. Comprehensive Leadership for Senior-Level Executives
9. The Courage to Lead: Critical Skills for Healthcare Leaders
10. Creating and Leading Error-Free Management Systems
11. Creating Exceptional Employee Relationships: Improving Operational Performance
12. Critical Financial Skills for Hospital Success
13. Developing Proactive Physician Alignment and Employment Practices
14. Emerging Trends: Preparing for the Future Now
15. Enhancing Your Ability to Think Strategically: The Skill That Differentiates the Best Leaders
16. Ethical Strategies for Confronting Clinical, Financial and Legal Imperatives in Healthcare.
17. Exceptional Leadership (Online Seminar)
18. Ensuring Success of New Members of Your Management Team
19. Hospital of the Future: Strategies for Disruptive Change
20. Integration vs. Competition: The Future of Hospital-Physician Relations
21. Leaders Conference
22. Leadership Persuasion Skills: Getting the Results You Want
23. Executive Leadership Development Program
24. Managing Change: Thriving in the 21st Century
25. Managing Healthcare Facility Design and Construction Programs
26. Making Morally Sound Management Decisions (Online Seminar)
27. Superior Productivity: Creating a System of Organizational Accountability
28. Population-Based Community Health (Online Seminar)
29. Practical Strategies for Engaging Physicians
30. Process and Technique of Negotiating
31. Redefining Your Revenue Cycle: Achieving Superior Results
32. Strategic Planning: From Formulation to Action
33. Understanding and Influencing Physician Behavior: The Strategic Imperative
34. Using Metrics as a Road Map to Hospital Success

Leadership Assessments:

1. Benchmarks® (A 360° Assessment)
2. Career Anchors Assessment
3. Emotional Quotient Inventory (Self-Assessment)
4. Leading Change Assessment
5. Thomas-Kilman Conflict Mode Instrument (Conflict Self-Assessment)
6. Visionary Leadership Assessment

Self-Study Courses:

1. Breaking Down Barriers: Collaborating with Clinical Staff
2. Essentials of Excellent Management series
3. Finding and Keeping Talent at the Executive Level
4. Followership: Increasing Trust, Respect, and Pride
5. From Quality Management to Quality Leadership series
6. Healthcare Finance series

7. Healthcare Human Resources series
8. Healthcare Strategic Planning
9. How to Improve Your Competitive Strategy
10. How to Revitalize Your Medical Staff Organization
11. The Impact of Consumer-Directed Healthcare on Organizational Strategy
12. Leading With Meaning: Tapping the Deeper Dimensions
13. Learning to Lead
14. Managed Care Contracting series
15. Managing Reputation: Strategy and Branding by Word of Mouth
16. Medication Safety and Cost Recovery
17. Preparing a Long-Range Facility Investment Strategy
18. The Role of Communication in Patient Safety
19. Strategies for Improving Community Health
20. The Law and Patient Confidentiality: A Common-Sense Guide to HIPAA
21. Thinking Forward: Applying CHI's Model for Success

Other:

1. ACHE's *Code of Ethics* (http://www.ache.org/ABT_ACHE/EthicsToolkit/UsingCode.cfm)
2. ACHE's Ethics Toolkit (http://www.ache.org/ABT_ACHE/EthicsToolkit/ethicsTOC.cfm)
3. ACHE Ethical Policy Statements (http://www.ache.org/ABT_ACHE/EthicsToolkit/UsingPolicy.cfm)
4. ACHE's Ethics Self-Assessment (http://www.ache.org/ABT_ACHE/EthicsToolkit/UsingSelfAssessment.cfm)
5. Diversity Resources (http://www.ache.org/policy/diversity_resources.cfm)
6. ACHE's Professional Policy Statements (http://www.ache.org/policy/prof_policy.cfm)
7. ACHE Career Center Products and Services (http://www.ache.org/CARSVCS/workshop.cfm)
8. ACHE's Public Policy Statements (http://www.ache.org/policy/public_initiatives.cfm#statements)
9. ACHE's Mentoring Overview (http://www.ache.org/NEWCLUB/CAREER/mentoring_overview.cfm)