

**University of Michigan Department of Health Management and Policy**  
Competency Model for Achieving Professional Excellence in Health Management and Policy  
Version 1.0 for MHSa and MPH Degrees

**HMP MISSION and VALUES STATEMENT**

**Mission:** *To cultivate academic and healthcare leaders who create and apply evidence-based knowledge to enhance the health of individuals and communities.*

**Values:** *To achieve excellence in health management and policy, through the creation and application of new knowledge, we hold ourselves accountable for adhering to the following values:*

Integrity: Maintain professional, ethical, and honest practices in all of our activities.

Excellence: Pursue the highest standards in research, teaching, and service.

Learning: Continuously evaluate and improve our curriculum and research through the creation and use of evidence-based approaches and innovative ideas.

Inclusiveness: Respect cultural values and diversity, treat all people with dignity and respect, and build a department as diverse as the challenges and opportunities facing healthcare and public health.

Collaboration: Forge relationships across disciplines and the various communities we serve, and incorporate multiple perspectives into our research, teaching, and service.

Equity: Commit to serve the needs of the entire population, regardless of differences or circumstances, and address the barriers and disparities that hinder people's ability to lead healthy lives through research, teaching, and service.

**COMPETENCY MODEL DOMAINS**

**A. Measurement and Analysis**

**Measurement:** Identify information needs, and gather and understand relevant data and information in order to define a problem, to assess a situation, or to implement a set of metrics.

**Analysis:** Organize, manipulate and use information to assess performance, to identify alternative courses of action, to investigate hypotheses, or to accomplish other strategic goals.

**B. Communication**

Receive and convey information in ways that encourage continued dialogue among stakeholders.

Effective communication involves strong written and oral transmission skills, responsive listening, and use of creative strategies for exchanging information.

**C. Leadership**

Influence others to reach their highest level of effectiveness in achieving common goals, both as individuals and in teams. Establish direction and engage various constituencies to produce a shared vision of the future, motivating and committing them to action, and making them responsible for their performance.

#### **D. Law and Ethics**

Establish high ethical standards, create a culture of shared ethical values and legal understanding, and transform those ideals into visions and expected behaviors.

#### **E. Professional Development**

Assess knowledge and skills required to excel professionally throughout one's career and to make meaningful contributions to the field.

### **COMPETENCIES (28)**

#### **Domain A: Measurement and Analysis**

##### ***Measurement:***

**A.1** Identify appropriate sources and gather information, effectively and efficiently.

**A.2** Appraise literature and data critically.

**A.3** Develop, understand and use data from performance, surveillance or monitoring systems.

##### ***Analysis:***

**A.4 Financial analysis:** Understand and explain financial and accounting information; prepare and manage budgets; and make sound long-term investment decisions.\*

**A.5 Statistical analysis:** Understand and apply basic statistical methods relevant to public health practice.

**A.6 Policy analysis:** Understand the policy-making process and the role of politics; assess a problem and identify and compare potential policy solutions; and understand and critically assess methods to evaluate policy impact.

**A.7 Economic analysis:** Use basic microeconomic theory to understand how the incentives of consumers, providers, and payers affect behaviors, costs, and other outcomes; understand and apply basic econometric tools for the empirical study of issues in health economics.

**A.8 Operational analysis:** Analyze, design, or improve an organizational process, including the use of quality management, process improvement, marketing and information technology principles and tools.

**A.9 Population health assessment:** Understand and apply basic epidemiologic principles, measures, and methods to assess the health status of a population; identify risk factors in individuals and communities; evaluate the impact of population-based interventions and initiatives.

**A.10 Decision Making:** Implement a decision-making process that incorporates evidence from a broad analysis that includes uncertainty, risk, stakeholders, and organizational values.

#### **Domain B: Communication**

**B.1 Convey:** Speak and write in a clear, logical, and grammatical manner in formal and informal situations; prepare cogent business presentations; facilitate an effective group process.\*

**B.2 Listen:** Receive, process, and respond appropriately to information conveyed by others.

**B.3 Interact:** Perceive and respond appropriately to the spoken, unspoken or partly expressed thoughts, feelings, and concerns of others.\*

#### **Domain C: Leadership**

**C.1 Organizational Vision:** Through effective governance, establish an organization's values, vision, and mission; systematically enhance performance and human, material and knowledge resources.

**C.2 Strategic Orientation:** Analyze the business, demographic, ethno-cultural, political, and regulatory implications of decisions and develop strategies that continually improve the long-term success and viability of the organization.\*

**C.3 Accountability:** Hold self and others accountable to standards of performance; encourage commitment to the long-term good of the organization.\*

**C.4 Change Leadership:** Energize stakeholders and sustain their commitment to the organization while adapting to changes in the environment.\*

**C.5 Collaboration:** Work collaboratively with others as part of a team or group, demonstrating commitment to the team's goal and encouraging individuals to put forth their best effort.\*

**C.6 Impact and Influence:** Persuade and convince others, both individuals and groups, to support a point of view, position, or recommendation.\*

**C.7 Organizational Awareness:** Understand and learn from governance structures, formal and informal decision-making structures, and power relationships in an organization, industry, or community.

**C.8 Project Management:** Plan, oversee, and successfully execute large-scale projects involving significant resources, scope and impact.\*

**Domain D: Law and Ethics**

**D.1** Use legal reasoning as a tool for analysis, communication, strategy and planning.

**D.2** Behave ethically and promote standards of ethical behavior throughout organizations and professional communities.

**Domain E: Professional Development**

***Self-Awareness:***

**E.1** Actively seek feedback from others, reflecting and learning from successes and failures.

**E.2** Develop an accurate view of own strengths and developmental needs, including the impact one has on others.\*

***Self-Development:***

**E.3** Continuously push self to raise personal standards of performance and exceed expectations.

**E.4** Address knowledge, skills, and other developmental gaps through reflective, self-directed learning, and by trying new approaches.\*

**E.5** Establish, build, and sustain a network for professional development.\*

\*Competency derived from National Center for Healthcare Leadership's *Health Leadership Competency Model, Version 1.1*