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CAHME Overview

The Commission on Accreditation Healthcare Management Education (CAHME) is an interdisciplinary group of educational, professional, clinical, and commercial organizations devoted to accountability and quality improvement of education for healthcare management and administration professionals. As a part of the accreditation process, the Department of Health Policy & Management (HPM) has created a competency model that supports HPM’s mission and meets the goals of HPM’s full-time (FTM), part-time (PTM) and executive (EXEC) management programs. Each of the core management courses covers at least two of the 17 competencies which are standardized across all three programs and are reinforced throughout the management curriculum. For more information about accreditation or competency-based healthcare management education regarding CAHME, please visit their website: www.cahme.org

HPM Management Mission

The mission of the management programs is to prepare students for management positions across a wide range of healthcare organizations. (See the complete HPM Mission, Vision and Values Statement on the HPM website.)

HPM Management Vision

In the next five years, the management programs in the Department of Health Policy & Management aspire to impact the design, flow and implementation of local and global healthcare systems by supporting dynamic researchers, students and faculty. HPM will propel innovative and practical education and training for healthcare management students, ensuring its graduates are highly competitive in the healthcare industry. HPM will achieve its mission and vision by requiring participants to demonstrate they can integrate knowledge and skills from the central disciplines of management with the substantive issues and challenges in healthcare systems, policy and public health.
Management Curriculum

The management curriculum has thirteen core courses required in all three programs. A chart outlining the distribution of competencies throughout these courses has been developed (see page 6). Additional courses are required for management students in at least one of the three programs. The management programs follow CAHME competency and syllabus guidelines.

Core Courses

Healthcare Accounting & Budgeting
Healthcare Finance
Managerial & Organizational Behavior
Strategic Management
Healthcare Marketing
Health Information Technology
Strategic Issues in Healthcare Quality
Human Resources Management
Issues & Approaches in HPM
Health Economics
Governance, Health Law, & Ethics
Analytics & Managerial Decision-Making I
Competitive Health Strategy

Additional Courses

Analytics & Managerial Decision-Making II
Comparative Strategic Analysis
Hospital Management
Landscape of Healthcare Quality: Perspectives & Initiatives
Management Challenges in Evolving Healthcare & Insurance Systems
Public Health Concepts
Epidemiology
Social and Behavioral Science
Entrepreneurship for Healthcare Managers
Environmental Challenges in Healthcare Management
Professional Development Program

Practicum/Practical Experience

Each of the three management programs is designed for students in different stages of their career: entry, mid-career and executive. In turn, the practicum experience is designed differently for each population. FTM students generally complete their required practicum, an internship extensively monitored and measured by both preceptors and advisers, during the summer after their first year of coursework. This opportunity is a compressed space for students to apply their coursework with fieldwork. PTM and EXEC students are required to be full-time, employed professionals. Their practicum requirement is fulfilled at their worksite. Students will connect and integrate their coursework with their professional experiences, as most courses apply content to their work experience. In order to meet the practicum requirement specifically, part-time and exec students create a case study set in their organization or workspace, prepare a strategic analysis, and present that case to their peer group. This activity is monitored by faculty and healthcare professionals.
**Culminating Experience**

The Competitive Health Strategy – HealthSquare Simulation course serves as a culminating experience for FTM, PTM and EXE programs. The objective of the HealthSquare Simulation is to provide participants with an opportunity to experience the challenges of executive leadership and strategic decision-making in a realistic exercise that effectively emulates or simulates the full breadth and complexity of a competitive multi-hospital marketplace. This two-and-a-half day exercise, which utilizes proprietary simulation software, creates an environment where teams of approximately five students run a community hospital over a six-year period. Students are challenged to apply their coursework in a professional setting.

**Competencies**

HPM’s competency-based curriculum requires participants to demonstrate that they can integrate knowledge and skills from the central disciplines of management, including (1) accounting and finance (2) organizational behavior and communication (3) strategy and marketing (4) economics (5) research design and statistics and (6) law, with knowledge of the key issues and challenges in healthcare systems and public health. Based on consultations with the Hay Group, who helped develop the NCHL Leadership model, HPM’s competency model includes four domains, associated competencies and learning objectives. For each competency, the model distinguishes stages of attainment for management students. Included in the appendix of this pamphlet are a competency program map and a competency model with learning objectives and courses that highlight the integration of HPM’s competencies and the core management curriculum across all three programs.

**Syllabi**

HPM syllabi must be uniform. Courses use a template designed by the Mailman School of Public Health. Also included are course competencies, objectives, and session-by-session learning objectives aligned with CAHME requirements. Students should read syllabi carefully to understand course expectations.

**Evaluations**

Students receive a number of evaluations throughout their tenure. These tools are used to assess course content, structure, instruction and competency attainment.
Self-Assessments

HPM distributes a competency self-assessment three times through the program: upon entrance, mid-way and at graduation. The department uses the data collected from these student surveys, along with measures of competency attainment throughout the curriculum, to ensure HPM is supporting its mission and vision.

Course Evaluations

At the end of each course students complete a formal course evaluation through CourseWorks. Evaluations include questions related to course and instructor effectiveness. They also survey students specifically about competency proficiency. In addition, faculty often distribute mid-semester evaluations. HPM values student feedback and strongly encourages the completion of all evaluations.

Student Evaluations

Students receive feedback about their performance in a course through faculty comments, letter grades, and communication of competency attainment.

Appendix

- Competency Program Map
- Competency Model: Learning Objectives & Courses List
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Analytical Thinking</th>
<th>Community Orientation</th>
<th>Financial Skills</th>
<th>Innovative Thinking</th>
<th>Strategic Orientation</th>
<th>Accountability</th>
<th>Collaboration</th>
<th>Communication</th>
<th>Organizational Awareness</th>
<th>Performance Measurement</th>
<th>Project Management</th>
<th>Professions</th>
<th>Relationship Building</th>
<th>Team Leadership</th>
<th>Resource Management &amp; Allocation</th>
<th>Population Health</th>
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COMPETENCY MODEL: LEARNING OBJECTIVES & COURSES LIST

Domain: Transformation

Competency 1. Analytical Thinking

Learning Objective
1.a. Break down problems
1.b. Understand and access basic relationships
1.c. Recognize and analyze complex relationships
1.d. Develop, communicate, and execute complex plans or analyses

Course
P6545 Analytics & Managerial Decision-Making I
P6503 Health Economics
P6529 Healthcare Accounting & Budgeting
P8533 Healthcare Finance
P8514 Governance, Health Law & Ethics
P8556 Competitive Health Strategy - HealthSquare Sim
P8558 Strategic Management

Competency 2. Community Orientation

Learning Objective
2.a. Understand the needs and values of the community and the importance of gathering data for this understanding
2.b. Recognize the importance of clear communication with stakeholders
2.c. Learn to work with other organizations and constituencies who have the same goals

Course
P6503 Health Economics
P6530 Issues & Approaches in HPM P8515 Healthcare Marketing
P8556 Competitive Health Strategy - HealthSquare Sim
P8557 Managerial & Organizational Behavior
P8558 Strategic Management
Competency 3. Financial Skills

Learning Objective
3.a. Ability to read and generate a balance sheet, income statement, and cash flow statement as well as to analyze and interpret statements of public companies at a basic level
3.b. Understand basic costing concepts such as depreciation and techniques of cost allocation
3.c. Develop models for financial analysis, budgeting and financial forecasting
3.d. Understand the critical questions and analyses for the financial analysis of a healthcare provider

Course
P6529 Healthcare Accounting & Budgeting
P8533 Healthcare Finance
P8556 Competitive Health Strategy - HealthSquare Sim

Competency 4. Innovative Thinking

Learning Objective
4.a. Know and apply fundamental/basic rules and concepts
4.b. Recognize, explain, and predict patterns
4.c. Apply standard practices
4.d. Clarify and differentiate complex/unique situations or ideas

Course
P6545 Analytics & Managerial Decision-Making I
P6503 Health Economics
P6529 Healthcare Accounting & Budgeting
P8515 Healthcare Marketing
P8533 Healthcare Finance
P8536 Health Information Technology
P8556 Competitive Health Strategy - HealthSquare Sim
P8557 Managerial & Organizational Behavior
P8558 Strategic Management

Competency 5. Strategic Orientation

Learning Objective
5.a. Analyze and assess environmental context
5.b. Develop vision and formulate strategy to achieve vision in environmental context
5.c. Align organizations, processes and people to achieve strategy
5.d. Influence and set standards for discipline/field

Course
P8515 Healthcare Marketing
P8536 Health Information Technology
P8556 Competitive Health Strategy - HealthSquare Sim
P8558 Strategic Management
Domain: Execution

Competency 6. Accountability

Learning Objective
6.a. Set high performance standards for oneself and others
6.b. Monitor adherence to standards of performance and addresses associated problems

Course
P8514 Governance, Health Law & Ethics
P8527 Human Resources Management
P8533 Healthcare Finance

Competency 7. Collaboration

Learning Objective
7.a. Cooperate with others in pursuit of shared objectives/tasks
7.b. Express support and confidence in expectations of team or team members
7.c. Seek and apply input and counsel
7.d. Encourage and recognize performance of others
7.e. Commit to and work to develop team commitment

Course
P8515 Healthcare Marketing
P8556 Competitive Health Strategy - HealthSquare Sim
P8557 Managerial & Organizational Behavior

Competency 8. Communication

Learning Objective
8.a. Understand and use generally accepted terminology and grammar
8.b. Prepare effective, clear, organized written reports and presentations
8.c. Make organized, complete, persuasive oral presentations
8.d. Conduct effective meetings and facilitate group/team discussions

Course
P6530 Issues & Approaches in HPM
P8515 Healthcare Marketing
P8556 Competitive Health Strategy - HealthSquare Sim
P8557 Managerial & Organizational Behavior
Competency 9. Organizational Awareness

Learning Objective
9.a. Understand and work within formal/official structure
9.b. Recognize and work with informal structure
9.c. Recognize and differentiate patterns/variations in organizational climate/culture
9.d. Recognize/respect/work with multiple constituencies
9.e. Identify/analyze/assess/act on underlying issues

Course
P8527 Human Resources Management
P8556 Competitive Health Strategy - HealthSquare Sim
P8557 Managerial & Organizational Behavior

Competency 10. Performance Measurement

Learning Objective
10.a. Use evidence based approaches
10.b. Understand and use statistical and financial methods/metrics to monitor financial and basic operational performance and to monitor a scorecard of quantitative and qualitative measures

Course
P6545 Analytics & Managerial Decision-Making I
P8510 Strategic Issues in Healthcare Quality
P6529 Healthcare Accounting & Budgeting
P8533 Healthcare Finance
P8536 Health Information Technology

Competency 11. Project Management

Learning Objective
11.a. Prepare and execute a team project including managing obstacles
11.b. Understand role of team leader and hold team members accountable
11.c. Report project outcomes

Course
P8510 Strategic Issues in Healthcare Quality
P8536 Health Information Technology
P8557 Managerial & Organizational Behavior
P8558 Strategic Management
Domain: People

**Competency 12. Professionalism**

*Learning Objective*
12.a. Value and act openly and honestly
12.b. Promote and sustain organizational and personal integrity
12.c. Define, accept, and maintain accountability for persona/group performance
12.d. Sustain and advance values and personal responsibility

*Course*
P8514 Governance, Health Law & Ethics
P8527 Human Resources Management
P8558 Strategic Management

**Competency 13. Relationship Building**

*Learning Objective*
13.a. Participate in formal and informal relationships with others who have the potential to become future colleagues
13.b. Understand the importance of building relationships with people in their field, community, and other constituencies

*Course*
P8527 Human Resources Management
P8557 Managerial & Organizational Behavior

**Competency 14. Team Leadership**

*Learning Objective*
14.a. Manage team/group relationships/responsibilities
14.b. Keep members of the team informed
14.c. Define, pursue, and promote team effectiveness
14.d. Secure and apply individual/team resources effectively

*Course*
P8556 Competitive Health Strategy - HealthSquare Sim
P8557 Managerial & Organizational Behavior
Competency 15. Resource Management and Allocation

Learning Objective
15.a. Use financial information in decision making
15.b. Understand use of the balanced scorecard
15.c. Understand techniques for performance improvement

Course
P6529 Healthcare Accounting & Budgeting
P8533 Healthcare Finance
P8536 Health Information Technology
P8556 Competitive Health Strategy - HealthSquare Sim

Domain: Contextual

Competency 16. Population Health

Learning Objective
16.a. Define, assess, and understand the health status of populations and factors influencing the use of health services
16.b. Apply managerial methods to health problems on the population level
16.c. Examine social, cultural, political, economic, and behavioral determinants of disparities in health status among populations

Course
P6503 Health Economics
P6530 Issues & Approaches in HPM

Competency 17. Health Policy

Learning Objective
17.a. Understand the history and structure of the US healthcare system and specify how social, political, legal, technological, economic, and cultural forces have shaped it
17.b. Analyze the main options and methods for financing health services
17.c. Explain the concerns of quality, access, and cost of healthcare
17.d. Explain the workings of such policy mechanisms as insurance systems, quality monitoring, provider payment methods

Course
P6503 Health Economics
P6530 Issues & Approaches in HPM
P8514 Governance, Health Law & Ethics