# Competency Model and Definitions

## Health Policy & Public Health
- Statistical analysis
- Population health, social and behavioral determinants of health
- Understanding the financing, organization, regulation, and delivery of the health care
- Legal perspective on health policy and management issues
- Research design

## Management
- Financial analysis, including reading financial statements
- Organizational behavior and management of human resources and health professionals
- Operations management
- Strategic analysis and management
- Advocacy, persuasion, and negotiation skills
- Leadership and team-based collaboration skills
- Economic analysis, including cost-effectiveness analysis

## Integrative Thinking
- Written communication skills
- Oral communication and presentation skills
- Ethical analysis
- Problem-solving skills
- Coaching others and providing constructive feedback
- Working within diverse groups

The Sloan Program is designed to develop student competency in three areas:

**Health Policy and Public Health**

**Management**

**Integrative Thinking**

We ask students and recent graduates to self-assess their competence in these areas using a 1 to 5 response scale:
- 1 = no knowledge
- 2 = a little knowledge, but unable to perform skill
- 3 = some knowledge, and able to perform skill with assistance
- 4 = a lot of knowledge, and able to perform skill independently
- 5 = mastered skill, could perform independently and instruct others.
Statistical analysis
- Perform bivariate and multivariate analysis
- Interpret statistical findings

Population health, social and behavioral determinants of health, and epidemiology
- Use population-level data to understand disease prevalence, incidence, and health outcomes
- Estimate associations between exposures and outcomes
- Understand the strengths and limitations of various study designs
- Use epidemiologic and demographic tools to measure population health
- Identify social and behavioral determinants of health
- Design interventions to improve population health and reduce health disparities

Understanding the financing, organization, regulation, and delivery of the health care
- Describe key aspects of the U.S. health care system, including its organization, finance, regulation, delivery of care, and governance
- Perform stakeholder analysis
- Frame policy choices
- Write a policy analysis paper

Legal perspective on health policy and management issues
- Assess the implications of statutory and case laws on health policy and management
- Apply legal frameworks to antitrust, medical malpractice, and liability issues

Research design
- Understand how published research informs the development of evidence-based medical guidelines
- Design a study to test hypotheses
- Perform relevant statistical analyses to test those hypotheses
- Critique empirical literature

Financial analysis, including reading financial statements
- Analyze financial statements
- Create budgets and perform budget variance analysis
- Evaluate investment decisions using NPV, IRR, and breakeven analyses

Organizational behavior and management of human resources and health professionals
- Apply organization theory to assess organization design and improve performance
- Manage human resources and health professionals

Operations management
- Analyze organizations’ operations strategies
- Perform process and quality improvement analysis
- Evaluate impact of information technology on operations and quality

Market analysis and planning
- Conduct market research
- Create a marketing plan
- Manage product, price, promotion (communication) and place (distribution)

Strategic analysis and management
- Perform internal and external environmental analysis.
- Write and evaluate strategic plans
- Assess strategic organization design choices (e.g. vertical integration)

Advocacy, persuasion, and negotiation skills
- Articulate support for a viewpoint
- Convince stakeholders to change points of view
- Use persuasion to influence decisions

Leadership and team-based collaboration skills
- Effectively lead individuals and teams
- Collaborate with team members to complete projects
- Evaluate performance of others

Economic analysis, including cost-effectiveness analysis
- Perform supply and demand analysis
- Assess market conditions
- Identify market failures and design efficient solutions
- Predict how economic incentives will affect behaviors
- Perform economic evaluations of health care policies and health care technologies

Written communication skills
- Write executive summaries, reports, and cover letters that achieve their intended purpose
- Develop effective presentation slides

Oral communication and presentation skills
- Communicate effectively with colleagues and supervisors
- Verbally present issues and findings to diverse external audiences
- Respond to questions effectively

Ethical analysis
- Apply ethical frameworks to issues of provider-patient relations, confidentiality, and informed consent
- Evaluate the ethical underpinnings of health and organizational policy as well as statutory and case law
- Evaluate the impact of decisions on stakeholders

Problem-solving skills
- Identify root causes of problems
- Define objectives and evaluate alternative strategies for achieving objectives
- Create implementation plans and timelines
- Develop evaluation framework including metrics drawing on multidisciplinary approaches

Coaching others and providing constructive feedback
- Offer peers and staff advice to develop their work skills
- Facilitate group work through constructive and timely feedback

Working within diverse groups
- Appreciate and value individual differences
- Listen to and consider alternative points of view
- Share responsibility and information within diverse groups
To provide highly-motivated recent college graduates with a health care business management curriculum that allows them to develop the skills, knowledge, and leadership attributes to obtain early-career positions in a variety of health care organizations and eventually to help lead those organizations to improve health care delivery and population health.

To improve the operation of health care systems and the health of the community.

- **Critical Thinking**: Problem solving, complex negotiations, and policy development.
- **Integrity**: Individual and personal respect for honesty, accountability and mutual respect.
- **Leadership and Teamwork**: To inspire and work together in organizations to strive for value based healthcare.
- **Services Excellence**: A commitment to the highest quality of health care and service delivery.
- **Evidence-Based Research**: Carry out and use evidence-based research to inform decision making and teaching.
- **Sense of Community**: Build a sense of community among students, faculty and alumni fostering community oriented thinking in future healthcare roles.
- **Experiential Learning**: To value opportunities for learning from practitioners and “real world” experiences.