

HYBRID PROGRAM (11 courses)

| Competency (%) | (B)eginner | (I)ntermediate | (A)dvanced | Target |
|---|------------|----------------|------------|--------|
| LEADERSHIP IN THE HEALTHCARE ENVIRONMENT | | | | |
| I.1 Create and execute a leadership development plan that reflects both personal and professional goals and activities to support lifelong learning and growth. | | | | A |
| I.2 Make strategic choices and demonstrate leadership skills that reflect individual development | | 28 | 72 | I |
| I.3 Demonstrate leadership skills that reflect sensitivity, evidence of servant leadership and cultural competence. | | 3 | 97 | I |
| CRITICAL THINKING IN A COMPLEX AND COMPETITIVE ENVIRONMENT | | | | |
| II.1 Apply appropriate concepts, skills, and tools to strategic thinking and planning in the healthcare environment. | 7 | 25 | 68 | A |
| II.2 Analyze cause and effect relationships that involve or would enhance critical thinking. | 6 | 32 | 62 | A |
| II.3 Assess changing internal and external environments and conditions within a systems perspective to develop innovative healthcare management strategies. | 2 | 24 | 74 | I |
| II.4 Apply the scientific method to analysis of data, decision-making and problem solving. | 9 | 41 | 50 | I |
| MANAGEMENT IN THE HEALTHCARE ENVIRONMENT | | | | |
| III.1 Apply general and higher level management concepts that are relevant to health care organizations. | 3 | 9 | 88 | I |
| III.2 Identify the needs of major stakeholders and demonstrate effective techniques for teamwork, conflict management and influencing change. | 4 | 11 | 85 | I |
| III.3 Demonstrate the ability to integrate strategic financial thinking and to make managerial decisions. | | 3 | 97 | I |
| III.4 Use emerging technology appropriately to inform, collaborate and coordinate with stakeholders. | | | | A |
| III.5 Apply organizational behavior concepts that are inclusive and positively impact working relationships. | | | 100 | I |
| POPULATION HEALTH WITHIN THE HEALTHCARE ENVIRONMENT | | | | |
| IV.1 Assess the impact of changes in organizational, legal, regulatory and political environments for a given health care organization. | 4 | 14 | 82 | A |
| IV.2 Apply population health strategies to strengthen quality improvement and healthcare delivery outcomes. | | 10 | 90 | I |
| IV.3 Apply appropriate data analytics techniques to inform population health management decisions | | 64 | 36 | A |
| IV.4 Demonstrate through role modeling and behavioral actions cultural competence awareness, sensitivity, and competence. | | | | I |
| COMMUNICATION | | | | |
| V.1 Identify and use appropriate communication strategies based on audience characteristics and communication goals. | 1 | 32 | 67 | A |
| V.2 Develop, organize, synthesize and articulate ideas and information in written communication | 3 | 31 | 66 | A |
| V.3 Speak and listen clearly and effectively before individuals and groups, and in both formal and informal settings. | | 14 | 86 | A |
| PROFESSIONALISM AND ETHICS | | | | |
| VI.1 Show participation and membership professional associations. | | | 100 | I |
| VI.2 Demonstrate professional contributions through participation and/or presentations at professional meetings | | | 100 | I |
| VI.3 Create professional and ethical development goals | | 3 | 97 | I |
| VI.4 Use self-assessment tools, to monitor and continuously improve ethical decision- making skills in personal, professional and organizational environments. | 3 | 10 | 87 | I |