**CF 53   Health System Administration & Health System Specialist   APPENDIX C COMPETENCIES FOR HEALTH SYSTEM ADMINISTRATION  HEALTH SYSTEM SPECIALIST AND INTERN**

**GENERAL ORIENTATION**  1. Knowledge of DoD and Army systems (e.g., acronyms, traditions, and military rank structure).  2. Knowledge of Army mission, goals, organizations, and functions.  3. Knowledge of Army Medical Department, mission, goals, organization, and functions.  4. Knowledge of employing office, mission, goals, functions, regulations, and procedures.

**DECISION MAKING**  5. Ability to identify and evaluate alternatives, choose the best alternative, and implement the chosen alternative.  6. Ability to synthesize new approaches using existing information and data.

**COMMUNICATION**  7. Ability to effectively exchange ideas and transmit information in all directions.  8. Ability to communicate through oral, written, and visual methods.

**INFORMATION MANAGEMENT**  9. Ability to collect, analyze, process, and deliver information to meet requirements.  10. Knowledge of forecasting techniques and simulation models.

**GENERAL MANAGEMENT**  11. Knowledge of statistics, analytical aids, and methods by which information is obtained, organized, arranged, and evaluated using quantitative methods.  12. Knowledge of long range, comprehensive, structured decision processes within an organization, and strategic planning.  13. Knowledge of workload management systems and principles of productivity.  14. Ability to analyze productivity measures and to recommend improvements.  15. Ability to assign work, evaluate employee performance, manage staffing and scheduling, and write job descriptions.  16. Ability to select personnel, administer progressive discipline to employees when needed, and mentor employees.

**HEALTH LAW AND POLICY**  17. Knowledge of Federal, state, and local as well as Department of Defense, Army medical department, and DOD Health Affairs policies that impact healthcare organizations.  18. Ability to implement and oversee compliance programs.  19. Knowledge of tort and criminal jurisprudence in order to structure risk management programs.  20. Knowledge of policies that govern the conduct and privileges of the medical staff.  21. Knowledge of the process by which medical staff bylaws are developed and amended using Joint Commission on the Accreditation of Healthcare Organizations (JCAHO) requirements.  22. Knowledge of the evaluative process performed by accrediting organizations that ensures the delivery of high quality medical care, such as JCAHO and the College of American Pathologists, (CAP).  23. Knowledge of contract law and contracting procedures in the private sector as well as in the government.

**RESOURCE ALLOCATION**  24. Knowledge of and ability to utilize analytical techniques to monitor and evaluate the allocation of funds, to include maintaining financial records, controlling financial activities, identifying deviations from planned performance, and forecasting future funding requirements.  25. Ability to develop budgets, and determine the optimal allocation of monetary resources needed to support programs.  26. Ability to perform make/buy and cost benefit analyses.  27. Knowledge of the process of acquiring and retaining human resources.  28. Knowledge of materials management and medical logistics functions, including the management, cataloging, requirements determination, procurement, distribution, maintenance, and disposal of supplies and equipment.  29. Knowledge of upkeep and maintenance of real property, such as a building, structure, or utility system.  30. Ability to ensure compliance with regulations such as Occupational Safety and Health Administration (OSHA), fire codes, American with Disabilities Act (ADA).  31. Knowledge of the financing of military and civilian healthcare, healthcare economics, reimbursement methodology, capitation financing, and the healthcare insurance industry.

**ETHICS**  32. Knowledge of ethical decision-making--processes, structures, and social constructs underlying ethical theory; major ethical theories; divisions of health care ethics, and appropriate ethical decision-making methods.  33. Ability regarding personal, professional, and organizational ethics--to articulate a personal code of ethics and a professional code of ethics; to compare and contrast the two; to identify and effectively address ethical conflicts between, or among, personal, professional, and organizational ethics; and to foster an organizational climate that supports the organizational code of ethics.  34. Knowledge of personal, professional, and organizational ethics--professional and organizational codes of ethics; and the purpose and processes of ethical problem solving within health care organizations, including consultants, teams, or committees.  35. Knowledge of bioethics--identification of ethical problems and their solutions in the areas of medical readiness; patient treatment; human subject research; organ donation and transplantation; and the allocation of scarce resources.

**ORGANIZATIONAL BEHAVIOR**  36. Knowledge of the behaviors that define interaction among members of an intact group, to include team building, empowerment, individual and group responsibility, and motivation to enhance group productivity.  37. Knowledge of individual behavior and performance, with focus on motivation, retention, personal growth and development, and how individuals contribute to the organization.  38. Knowledge of the design and analysis of organizational structures (e.g., hierarchy, matrix, and teams) and how they affect the operation of an organization.  39. Knowledge of collective bargaining and the impact of the negotiated agreements on the healthcare organization.  40. Ability to recognize and implement fair labor practice, effective interactions with union officials, and effective management of grievances.  41. Ability to employ techniques such as negotiation, mediation, and active listening to resolve conflicts.  42. Ability to introduce change or technical innovation in the workplace.

**HEALTH CARE DELIVERY**  43. Knowledge of the on-going, iterative process used to assess and monitor the organization's ability to meet standards of care.  44. Knowledge of and ability to conduct an on-going assessment of patient care, management of risk, the assessment of provider competencies and performance, the process of utilization review, and the implementation of corrective and follow-up actions, where indicated.  45. Knowledge of how trends in the population disease states effect the delivery of health care and the utilization of health care services.  46. Knowledge of the methods used to assess the quality of patient care through comparison of actual versus expected outcomes.  47. Ability to apply the results of outcomes research to the improvement of the operation of the healthcare system.  48. Knowledge of practice guidelines.  49. Knowledge of wellness and health promotion programs.  50. Knowledge of the principles of demand management and disease management.  51. Knowledge of medical terminology.  52. Knowledge of the principles and philosophy of managed care and alternative delivery systems.  53. Knowledge of healthcare marketing principles.

**LEADERSHIP**  54. Ability to work with and through others to accomplish the goals of the organization, including the formulation and communication of the strategic vision.  55. Ability to encourage, guide, empower, and assist others in the accomplishment of organizational goals and mission, including contingency planning.  56. Ability to lead a diverse workforce.

**MILITARY MISSION**  57. Knowledge of the integration of the medical mission into the larger mission of the Army and its line units.

**MILITARY MEDICAL READINESS**  58. Knowledge of the Army Medical Department role in joint operations/exercises and National Disaster Medical Systems management.

**PUBLIC AND MEDIA RELATIONS**  59. Ability to shape public opinion and perceptions by effectively delivering the organization's message through local media.  60. Ability to effectively communicate, orally and in writing, ideas and concepts to others with different technical or experience backgrounds.  61. Ability to speak to audiences from varied backgrounds, such as the military chain of command, health care professionals, military family members, internal staff, professional groups, community organizations, and others.

[Back to the Table of Contents](http://cpol.army.mil/library/train/acteds/CF_53/hsa_hss/toc.html)

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