

ACHSM^{*}

Australasian College of
Health Service Management

Master Health Service Management Competency Framework



Introduction

The Australasian College of Health Service Management (ACHSM) has developed this Framework for the guidance of all of its programs, to inform members of the College on the competencies they need to master and to guide employers and policy makers on the competencies they should consider when employing, leading, managing and mentoring health service managers.

This Framework builds on initial work of the Global Consortium hosted by the International Hospitals Federation (IHF) in 2015 and the ACHSM Master Health Service Competency Framework approved by the ACHSM Board in August 2016.

Due to continued developments in healthcare knowledge, methods and technology, healthcare organisations have increased considerably in size and complexity and are now capable of achieving a very wide range of favourable outcomes for consumers. Healthcare consumes a greater proportion of national expenditure than ever before, and healthcare providers are required to achieve compliance with

complex sets of regulatory and care standards. Consequently governments, the community and health service funders demand a high level of competency from the professional managers charged with the responsibility of leading and managing individual healthcare services, large healthcare organisations and the overall health system. To meet these demands leaders and professional managers of healthcare services must achieve and demonstrate a high level of competency in their practice.

This framework provides a contemporary and comprehensive list of competencies required of healthcare leaders and managers. However, while the range of capabilities outlined in this Framework is extensive, it is not prescriptive. Some capabilities may be more or less relevant to an organisation and its leaders. As cited below, discussions about which capabilities are most relevant and why are often valuable in themselves and assist in mapping unique learning and development pathways.

“ *In a volatile, uncertain, complex, ambiguous world, there is a need for something to guide the way as people journey into Leadership. Rather than trying to produce a detailed map of the Leadership terrain with specific instructions, what Leaders (and Managers) really need is a compass to orientate themselves. Something that enables them to choose their own route* **”**

The work to revise the competencies in 2022 has included a literature review, individual consultations, focus groups and a membership wide invitation to provide feedback. The modifications to the 2016 ACHSM Competency Framework have been made to reflect local, national and international priorities in relation to healthcare management and to change the language and expression to suit users in the countries from which ACHSM draws its members.

This revised Competency Framework is structured around action and enabling domains and reflects that of the Healthcare Leadership Competency Model 3.0 (National Centre for Healthcare Leadership NCHL (Chicago, Illinois)). We acknowledge their work as a valuable reference point for this review.

The 2022 Master Health Service Management Competency Framework was approved by the ACHSM Board at its meeting on 9th August 2022.

Acknowledgements

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Christine Dennis

Associate Professor, College of Medicine and Public Health, Flinders University | FCHSM

Karen Patterson

Director Capability and Culture | Clinical Excellence Commission | NSW Health

Mark Brommeyer

Senior Lecturer in Health Care Management
College of Business, Government & Law
Flinders University

John Rasa

Affiliate Associate Professor John Rasa
Unit Chair Healthcare Financing School of Medicine
Faculty of Health | Deakin University | Australia

The Intended Use Of The Competency Framework

The ACHSM Master Competency Framework is intended for use within, and by, health services, organisations and systems in Australia, New Zealand and Hong Kong.

The structure is designed to provide a user-friendly guide that can help practitioners first set high-level development priorities, and then select specific competencies to focus on to strengthen their capabilities within that domain.

The model is organised around two overarching competency domains – Enabling Competency Domains and Action Competency Domains - for Health Management and Leadership.

Enabling competencies reflect the personal attributes of a health manager and health leader. They are what differentiates healthcare leadership as a profession.

The action competencies contain those competencies relevant to the direct work of managers and leaders in their organisation.

Importantly the competencies should not be viewed as a static set of attributes but rather as a dynamic opportunity for health service managers and leaders to continuously learn and develop their expertise.

The competencies can be used in a variety of ways by all sectors of the health system:

- Development of standards for best practice
- Peer and self-assessment of performance
- Use as a mentor / mentee tool
- Planning of educational and professional development
- Planning for human capital development and management as a key organisational asset
- Career growth
- Development of accreditation standards and criteria

Most importantly, assessment against the competencies either self-directed or with a mentor or manager, should follow with information to identify learning priorities and to develop and monitor a Continuing Professional Development plan. ACHSM supports a credential for Certified Health Manager and Executives in which Maintenance of Certification (MOC) is required by all who have attained the CHM or CHE credential. Assessments against these competencies by the individual or with a mentor supports the identification of skills gaps for CHMs and CHEs and organisations may also benefit from an organisation wide review of leadership team strengths and weaknesses. For more information on the Certified Health Manager and Executive credentials and their requirements, please visit www.achsm.org.au.

ACHSM Health Management And Leadership Competencies

Enabling Domains		Action Domains	
Leadership Skills and Ethical Behaviour	6	Communication	4
Impact and Influence	6	Relationship Management	6
Health Systems	6	Business Literacy - Talent Management	5
Self-Awareness and Self-Confidence	6	Business Literacy - Financial and Resource Management	4
Professionalism	7	Project Management	4
Change Leadership	4	Risk Management and Clinical Governance	3
		Digital Management	6
Total Competencies per Domain:	35		32

Enabling Domains



a. Health Leadership and Ethical Behaviour

Health leadership has been defined in Australia to have five components: leads self, engages others, achieves outcomes, drives innovation, and shapes systems. (Health Workforce Australia, 2013)

Ethics Reference: <https://achsm.org.au/ethics>

1. Articulates and aligns mission, vision, objectives, values and priorities within leadership and management practice.
2. Demonstrates ethical, collaborative, strategic leadership.
3. Balances competing organisational priorities.
4. Exhibits appropriate leadership attributes and styles: adapts leadership style to suit the situation.
5. Encourages participatory decision making; encourages decision making through consultation, problem analysis, promotion of solutions and new ideas.
6. Builds organisational and systemic resilience.

b. Impact and Influence

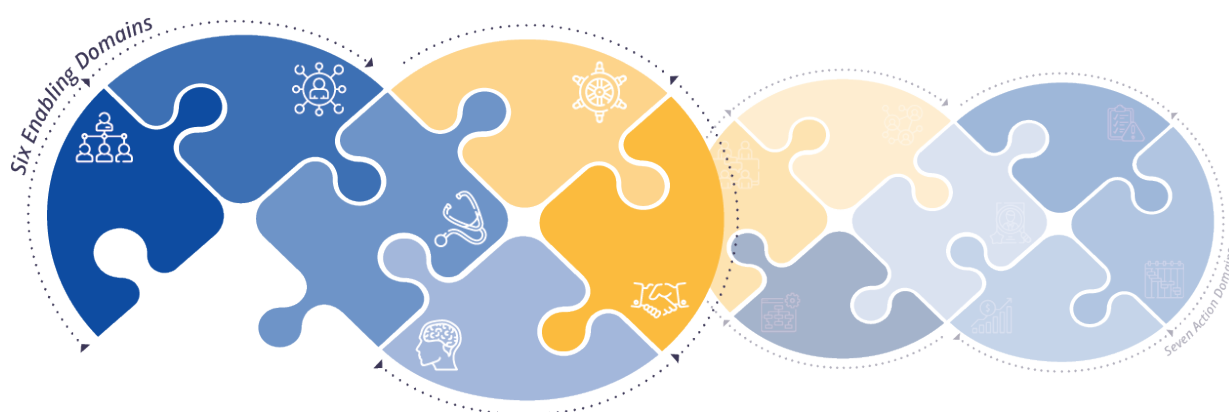
The ability to persuade, convince or influence others to support an idea, agenda or direction

1. Demonstrates social and environmental responsibility; understands and considers impact on the wider community and the environment.
2. Positively influences decision makers.
3. Political acuity: the ability to understand the political environment that may impact or optimise your management decision-making.
Demonstrates a refined situational awareness when it comes to the political, economic and social environment
4. Promotes trust, transparency and psychological safety.
Psychological safety - employees feel comfortable asking for help, sharing suggestions informally, or challenging the status quo without fear of negative social consequences
5. Demonstrates commitment to improving the health of the community through partnering in the planning, designing and monitoring of care.
6. Elevates community, consumer and carer voice and agency.

c. Health Systems

An understanding of the formal and informal decision-making structures, power relationships and funding systems within local and national health systems

1. Interprets and champions health system governance, regulation, legislation, policy and funding in context.
2. Manages competing health system priorities.
Effectively balances the competing healthcare priorities and interrelationships across issues such as access, quality, safety, cost, resource allocation, accountability, competition, care setting, community need and professional roles.
3. Monitors and assesses healthcare trends nationally and internationally.
4. Considers relationships between organisational systems and the external environment, and between organisational systems and themselves.
5. Views systems holistically; examines aggregates rather than individual activities.
6. Plans and reviews for sustainability in both short term and long term (5+ years) perspectives.



d. Self-awareness and Self-confidence

The ability to have an accurate view of one’s own strengths, limitations, values and attitudes including the impact that one has on others. A willingness to address development needs through reflective, self-directed learning, observing, seeking feedback and by trying new approaches (NCHL definition)

1. Demonstrates a commitment to advancing the profession and colleagues by sharing knowledge and experience.
2. Balances professional and personal accountability.
3. Knows own attributes i.e., strengths and limitations.
4. Displays emotional intelligence.

The ability to understand, use, and manage one’s own emotions in positive ways to relieve stress, communicate effectively, empathise with others, overcome challenges and defuse conflict.

5. Seeks feedback regarding strengths and limitations (reflective practice).
6. Demonstrates a commitment to well-being.

Establishes habits supporting well-being and creates a work climate supportive of the total health of oneself and others. This includes role modelling healthy habits and practices and monitoring internal and external environments for opportunities to improve health (NCHL definition)

e. Professionalism

The ability to align personal and organisational conduct with ethical and professional standards that include a responsibility to the patient (individual) and the community, a service orientation, and a commitment to lifelong learning and improvement (https://account.ache.org/eweb/upload/ForrestalCellucci_Chapter3-6b786ff8.pdf)

1. Advocates for evidence informed policy that enhances outcomes for individuals and communities.
2. Practices due diligence to meet management responsibilities.
3. Uses evidence to inform decision making.
4. Demonstrates a commitment to competence, integrity and altruism.
5. Demonstrates a commitment to developing others – mentoring, teaching etc.
6. Demonstrates a commitment to professional development.
7. Fosters a culture of accountability - Creates a culture of strong accountability; Holds others accountable for setting and upholding high performance (reference NCHL).

f. Change Leadership

The ability to energise stakeholders and sustain their commitment to changes in approaches, processes, and strategies

1. Promotes a learning orientation and continuous improvement in self and others.
2. Responds to the need for change and leads the change process using evidence-based methods and proven change management tools.
3. Encourages diversity of thought to support innovation, creativity and improvement.
4. Actively contributes to the health management body of knowledge.

Action Domains



a. Communication

Communication is more than just the sending and receiving of information. It is also about understanding intent and the degree to which a communicator's goals are achieved through effective and appropriate interactions.

1. Demonstrates verbal communication skills in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward.
2. Demonstrates effective writing skills.
3. Listens with understanding and empathy and responds appropriately, both verbally and non-verbally.
4. Demonstrates effective internal and external stakeholder communications.

b. Relationship Management

The ability to use awareness of one's own emotions and those of others to manage interactions successfully. Relationship management involves clear communication and effective handling of conflicts: it is an essential emotional intelligence skill and enables you to create an environment that is spiritually, socially, and emotionally safe.

1. Understands and champions individual and organisational responsibilities in relation to cultural respect and cultural safety for First Nations people.
2. Values and promotes diversity, inclusion, and equity for all stakeholders.
3. Builds the culture, systems, and processes for successful stakeholder engagement.
4. Responds appropriately to the changing requirements and evolving healthcare needs of consumers.
5. Demonstrates commitment to improving the health of the community.
6. Balances organisational and social responsibility.

c. Business Literacy – Talent Management

The ability to build the breadth and depth of the organisation's human capability and professionalism, including supporting top-performing people and taking a personal interest in coaching and mentoring emerging leaders

1. Uses contemporary and effective workforce planning tools and practices to maintain and improve high quality healthcare.
2. Analyses and plans health workforce within available resources.
3. Demonstrates commitment to monitoring and prioritising staff wellbeing.

Creates an environment that monitors and supports staff health, wellbeing and satisfaction, and responds appropriately to stress in the workplace
4. Formally identifies and addresses staff performance development needs and ensures professional development.
5. Employs effective, policy-based strategies to manage inappropriate staff behaviours.



d. Business Literacy – Financial and Resource Management

The ability to understand and explain financial and accounting information, prepare, and manage budgets, and make sound investment and resource allocation decisions.

1. Creates and manages budgets to meet health goals.
2. Understands and effectively uses and communicates financial data.
3. Understands and uses statistical and financial metrics and methods to set goals and measure clinical as well as organisational performance.
4. Understands how to manage contracts with external suppliers (includes the preparation and evaluation of tenders) that comply with organisational policy and legal requirements.

e. Project Management

Project management is the application of skills, experience, knowledge, methods, and processes to achieve the objectives of a project. It is the body of knowledge regarding projects, i.e., planning, controlling, and reviewing.

1. Uses contemporary project management skills, appropriate to current level, to deliver successful project outcomes.
2. Demonstrates ability to plan, execute, and oversee projects involving significant resources, scope, and impact.
3. Employs appropriate, effective, and efficient program and project management methodologies.
4. Employs appropriate value management and benefit realisation strategies to support delivery of successful outcomes.

f. Risk Management and Clinical Governance

Managers and leaders have an important role in shaping the risk and safety culture of a team and/or organisation.

1. The ability to analyse and design or improve an organisational process, including incorporating the principles of high reliability, continuous quality improvement, and user-centered design.
2. Ensures good risk management practice across areas of responsibility.
3. Provides leadership to develop a culture of safety, quality and continuous improvement.

g. Digital Management

Manages business and clinical requirements using digital tools
(Reference: Australian Health Informatics Competency Framework Second Edition 2022, AIDH)

1. Advocates for the use of digital health solutions to support innovation, quality improvement, research and health service management.
2. Aligns corporate, clinical and information governance.
3. Ensures digital health solutions meet functional and user requirements.
4. Uses digital health solutions safely, minimising unintended consequences.
5. Uses advanced analytics methods and visualisation techniques for information representation.
6. Promotes digital health literacy.

Appendix 1 - Acronyms and References

Acronyms:

ACHSM	Australasian College of Health Service Management
IHF	International Hospital Federation
NCHL	National Centre for Healthcare Leadership
MOC	Maintenance of Certification
AIDH	Australasian Institute of Digital Health

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