

# ACHSM Recognition of Experience Program Statement of Evidence

## Introduction

We have developed the Recognition of Experience program (RoE) to acknowledge your skills and experience to determine your entry point to the Certification program. Where you can demonstrate the skills and experience required of our ACHSM Master Health Service Management Competency Framework, we will award you advanced standing in our program, meaning you can achieve certification in less time.

The following document provides a checklist and description of the criteria to be addressed with evidence of experience in your extended form cv.

The criteria are derived from the ACHSM Master Competency Framework<sup>1</sup>, which captures the core competencies that are considered important for health service managers and leaders.

We are continuously improving our ACHSM member experience and welcome your feedback.

Yours sincerely,



Catherine Chaffey  
Chief Executive Officer



Dr Neale Fong  
President



<sup>1</sup><http://www.achsm.org.au/myskills>



## What is the ACHSM Recognition of Experience (RoE) program?

The RoE acknowledges experience obtained including work and life experience in paid and volunteer work. Our assessors compare this experience to the relevant ACHSM qualification. Credits can be awarded where you already possess some of the competencies taught in the program, therefore reducing the time you spend completing the certification.

## Who needs to complete the Recognition of Experience documentation?

Health leaders or managers with at least ten (10) or more years' experience in health, aged or community or social care leadership or management experience for the purposes of Advanced Standing entry into the Certification program.

Health leaders or managers with 5+ years experience in health, aged or community or social care leadership or management and no formal education for General Entry into the Certification program.

## How do I apply?

Please complete this form and an extended format cv (your preference of layout) that includes examples of how your experience qualifies for RoE, then send both documents to [certification@achsm.org.au](mailto:certification@achsm.org.au)

## Applicant information

Participant name:	
Current employer and role:	
Date this application was completed:	

## Which roles are you proposing to be considered?

Please list below with dates, which roles your care claiming for this, adding as many rows as you need.

Employer	Role	Dates	Total years' experience
		-	
		-	
		-	



## What evidence is required?

Please review the criteria described in the table below and where you have undergone previous training or have firsthand experience in demonstrating the requirements.

**NOTE: When completing the table below, we do not expect you to address every individual criterion, rather demonstrate those criteria where you have relevant experience.**

## Competency Domain 1: Leadership

Sub-domain	Assessment criteria
1.1 Leadership Skills and Behaviours	<p>ACHSM participants are held to high standards of leadership in terms of articulation &amp; communication of the mission, vision, objectives, values, and priorities of the organisation, encouraging a high level of commitment from staff to these goals, achieving a balance between potentially competing values and priorities.</p> <p>Please outline two experiences that demonstrate at least 4 of the following qualities: articulates mission, encourages staff commitment, balances competing organisational priorities, exhibits flexible leadership style, exhibits leadership qualities, encourages decision-making.</p>

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1.2 Influences Organisational Climate	<p>We expect ACHSM certified leaders to demonstrate how you influence organisational climate, this includes creating trust, transparency, and service improvement, influencing decision makers, and demonstrating accountability.</p> <p>Please provide two examples of these requirements.</p>
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<p><b>1.3 Leading Change</b></p>	<p>We look to ACHSM leaders to lead change in response to needs, using evidenced-based models, and encourage diversity of thought to support innovation, creativity, and improvement.</p> <p>Please identify at least two examples in your extended CV where you have promoted learning and improvement, led a change initiative, encouraged diversity of thought.</p>
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## Competency Domain 2: Health & Healthcare Environment

Sub-domain	Assessment criteria
<p><b>2.1 Health Systems and Organisations</b></p>	<p>The ACHSM certification ensures participants understand the regulatory environment, the political and social environment and how the health system works. They need to understand and abide by relevant legislation, balancing competing health system priorities, assess healthcare trends, use quality monitoring systems, and encourage community participation.</p> <p>Please outline with two examples how you have demonstrated the following:</p> <p>Understands the regulatory environment; understands political and social environment, understands how the health system works, understands, and abides by relevant legislation, balances competing health system priorities.</p> <p>Assesses healthcare trends; uses quality monitoring systems and encourages community participation.</p>

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<p><b>2.2 Health Workforce</b></p>	<p>We guide ACHSM participants in managing health workforce including volume, supply, skill mix, scope of practice), to deliver high quality healthcare for the health service organisation and health system. We also guide how to manage inappropriate behaviours, using management policies and initiatives to protect staff from bullying, harassment, and other inappropriate behaviours.</p> <p>Please demonstrate with two examples of how you manage a health workforce and manage inappropriate behaviours</p>
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<p><b>2.3 Partnering with consumers</b></p>	<p>Partnering with consumers is a key consideration for ACHSM participants, we seek to promote cultural safety and Indigenous rights, promoting the preferences of population groups and responding to diverse health needs.</p>
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<p><b>2.4 Population Health</b></p>	<p>As healthcare professionals, ACHSM participants will demonstrate commitment to improving the health of the community, which demonstrates an understanding of the social determinants of health and of the socioeconomic environment.</p> <p>Please outline how, with two experiences, how data was leveraged to control threats to health e.g., organisational, community, national and global public health data for surveillance and control of threats to the health of the community.</p>
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## Competency Domain 3: Business

Sub-domain	Assessment criteria
<p><b>3.1 Evidence Informed Decision-Making</b></p>	<p>From a business skills viewpoint, ACHSM participants are trained in evidence informed decision-making, anticipating the need for evidence and data (including new information) for healthcare and business decisions.</p> <p>Please show two experiences in sourcing, understanding, and evaluating a variety of data and information (both quantitative and qualitative) from internal and/or external sources to support effective business, and healthcare decisions.</p>

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<p><b>3.2 Financial and Resource Management</b></p>	<p>Business skills in financial management are required to understand, effectively use, and communicate financial data, statements, and reports. Management of resources requires participants to plan, organise, effectively use, and monitor the [non-financial] resources of the health service organisation and/or health system to ensure optimal health outcomes and effective quality and cost controls.</p> <p>Please outline two experiences where you have met health service organisation and/or health system goals, using key accounting principles, financial plans and performance indicators, and managed budgets (operational and capital).</p>
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<p><b>3.3 Human Resource Management</b></p>	<p>Effective skills in human resource management to navigate the organisation's and/or health system's human resource functions and processes, have a significant impact on staff and patient experience. As such</p> <p>Please show with two experiences, how you plan your workforce, manage human resources, promote staff performance, and manage staff well-being.</p>
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<p>3.4 Organisational Dynamics and Governance</p>	<p>We expect that ACHSM participants will effectively applies knowledge of organisational systems theories and behaviours, interpret public policy, legislative and advocacy processes, effectively navigates and manages within the corporate governance structure and maintain a system of corporate governance that assures appropriate oversight of the health organisation and/or health system.</p> <p>As such we are seeking the demonstrated experience from applicants of the following uses relevant theory, manages external changes, understands governance, understands leadership within governance, creates appropriate governance structure.</p>
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<p>3.5 Planning and Marketing</p>	<p>ACHSM participants will demonstrate skills to lead or participate in the development of key planning initiatives including corporate and strategic plans, business plans, service plans and business cases for new services. They will evaluate whether a proposed action aligns with the health service organisation's and/or health system's business/strategic plan. Of increasing importance is your ability to plan for business continuity in the event of disasters.</p> <p>Please provide two experiences of how you have: led strategic and business planning, developed strategic objectives, evaluated actions against plans, and planned for business continuity.</p>
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<p><b>3.6 Information Management</b></p>	<p>As an evidenced-based profession, we require skills in using data sets to assess performance, establish targets, monitor indicators and trends, and determine if deliverables are met. We need to understand and apply privacy and security requirements to protect private information, and promote the effective management, analysis, and communication of health information.</p> <p>Please demonstrate two experiences where you have used data to assess performance, applied privacy protection, used health information</p>
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<p><b>3.7 Risk Management and Clinical Governance</b></p>	<p>Risk management and clinical governance are foundational to building trust in our system. ACHSM applicants need the knowledge and skills to apply risk management principles and programs within clinical care and understand the principles of the health service organization and/or health system's need for insurance.</p> <p>Please provide two experiences in the following: manages corporate risk, manages clinical risk, manages workplace risk, understands insurance management.</p>
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<p><b>3.8 Quality and Safety</b></p>	<p>ACHSM participants need to demonstrate how to develop, implement and evaluate quality improvement and patient safety programs within the health service organisation and/or health system according to national/state/local initiatives.</p> <p>Please outline two experiences in: implementing quality and safety programs and measuring consumer satisfaction</p>
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<p><b>3.9 Project, Supply Chain and Facilities Management</b></p>	<p>Effective supply chain management has become an increasingly important knowledge area, including how to manage contracts with external suppliers.</p> <p>Please outline your experience in managing supply chain activities, managing projects, managing supply contracts, and managing facilities.</p>
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## Competency Domain 4: Communication and Relationship Management

Sub-domain	Assessment criteria
4.1. Relationship Management	<p>ACHSM participants need skills and knowledge to establish, develop and maintain effective interpersonal relationships, using collaborative techniques, with internal and external stakeholders. They need to be able to participate in and build inclusive teams of diverse strengths and backgrounds, delegating effectively.</p> <p>Please outline experience where you have: worked effectively in a team, delegated effectively and how you value diversity.</p>

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4.2 Communication Skills	<p>Empowering and respecting team members with active, empathetic listening skills and excellent verbal and visual communication skills. When dealing with external stakeholders, you will need to demonstrate effective public relations skills and marketing.</p> <p>Please describe two experiences where you: listen and respond, demonstrate appropriate verbal and presentation skills, demonstrate effective writing skills, demonstrate effective public relations skills, apply marketing tools and principles.</p>
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<p><b>4.3 Conflict and Problem Management</b></p>	<p>ACHSM participants need to manage conflict through mediation, negotiation, and other dispute resolution techniques. They also need to understand how to manage conflict of interest situations as defined by organisational bylaws, policies and procedures and use problem solving skills.</p> <p>Please outline two experiences in managing conflict, managed situations of conflict of interest and demonstrated problem solving skills.</p>
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## Competency Domain 5: Professional and Social Responsibility

Sub-domain	Assessment criteria
<p><b>5.1 Professionalism</b></p>	<p>As a health professional, you will advocate for policy changes, at the government, professional and organisational level that will enhance outcomes for individuals and communities, practicing due diligence to meet fiduciary responsibilities and demonstrating a commitment to competence, integrity, altruism, and the promotion of the public good. In addition, you will understand and promote quality, safety of care and social commitment, in the delivery of healthcare.</p> <p>As such please show two experiences where you have demonstrated commitment to policy advocacy and capacity, practiced fiduciary responsibility, demonstrated commitment to competency, integrity and altruism and demonstrated commitment to quality and safety.</p>

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<p><b>5.2 Profession and Professional Development</b></p>	<p>Professional Development reflects a growth mindset, including investing in your self-development and advancing the profession of health management by sharing knowledge and experience, and developing others by serving as a role model.</p> <p>Please outline two experiences where you have demonstrated commitment to personal development and professional development, demonstrated a commitment to developing others and your ability to balance professional and personal accountability.</p>
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<p><b>5.3 Self - Awareness</b></p>	<p>To demonstrate self-awareness, we look for ACHSM participants to use self-assessment and feedback from others, to develop an awareness of one's own assumptions, values, strengths and limitations, and the impact these attributes have on communication and decision-making, and on others. We also look for demonstration of self-control over our own emotions and impulses.</p> <p>Please outline two experiences where you have shown awareness of your own attributes and displayed emotional intelligence.</p>
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<p><b>5.4 Social Responsibility</b></p>	<p>To demonstrate social responsibility, we look for an understanding and consideration of the impact the health service organisation and health system, on the wider community and environment. ACHSM participants show how to balance the needs of the health service organisation and health system with those of the wider community and the environment [and demonstrate high levels of ethical conduct, a commitment to transparency, and accountability for one's own actions and uses established structures to resolve ethical issues.</p> <p>Please provide two examples where you have; understood social responsibility, balanced corporate and social responsibility, demonstrated a commitment to ethical conduct.</p>
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## Signature

I confirm that the information provided in my extended cv and this document are a true and accurate representation of my work experience. A digital signature can be used or print, sign and scan this document.

Signed by: \_\_\_\_\_ Date: \_\_\_\_\_

**REMINDER:** Please send this completed document AND your extended format cv to [certification@achsm.org.au](mailto:certification@achsm.org.au)

