

Master Health Service Management Competency Framework

A mapping of amendments from 2016 to 2022



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ACHSM Member Voice

To ensure Australasian College of Health Service Management 2,500 members had input to the 2022 review process a membership survey was undertaken in November 2021 and then followed up in February 2022, providing key opportunities for all members to comment and influence the final framework.

Key highlights from the survey outcomes:

- Regarding the number of competencies, approximately 32% thought that there were too many competencies. 53% were neutral.
- We sought College members views regarding any potential new competencies or other general comments regarding the current set. The following points were considered in the review.
 - Business Skills – Informatics
 - Aboriginal and Torres Strait Islander Health
 - Organisational behaviour and development
 - Update wording to reflect more current thinking
 - Digital Health / Digital capability
 - Diversity
 - Addressing health inequities
 - Quality improvement
 - Leading transformation
 - Ethics and integrity
 - Innovation
 - Wellbeing
 - Training / guidance regarding how to use the tool to evaluate performance would be beneficial

Competencies Mapped - 2022 to 2016:

The competencies listed below (Part 1) are the revised set as approved by the ACHSM Board in August 2022. The second column provides a reference to a competency statement in the 2016 version.

Part 2 of this document lists competencies removed.

It is important to also note that while there is a reference to a 2016 competency statement, the language may have been updated to reflect a more contemporaneous wording / perspective on the issue. This was identified as a suggested improvement through the membership survey. In some cases, competency statements have been merged to reduce duplication. This has resulted in an overall decrease in the number of statements.

Part 1 - revised competencies mapped to 2016 ACHSM Competency Framework

Enabling Domains



Health Leadership and Ethical Behaviour

Competency Statement	Reference to 2016 statements and/or comments
Articulates and aligns mission, vision, objectives, values and priorities within leadership and management practice	1.1.1
Demonstrates ethical, collaborative, strategic leadership	Reworded from several leadership competency statements.
Balances competing organisational priorities	1.1.3
Exhibits appropriate leadership attributes and styles. Adapts leadership style to suit the situation	1.1.4
Encourages participatory decision making; encourages decision making through consultation, problem analysis, promotion of solutions and new ideas	1.1.6
Builds organisational and system resilience	New

Impact and Influence

Demonstrates social and environmental responsibility; understands and considers impact on the wider community and the environment	5.4
Positively influences decision makers	1.2.2
Political acuity: the ability to understand the political environment that may impact or optimise your management decision-making.	Expanded 2.1.2
Promotes trust, transparency and psychological safety	1.2.1
Demonstrates commitment to improving the health of the community through partnering in the planning, designing and monitoring of care	2.3.2
Elevates community, consumer and carer voice and agency	2.3.2 2.3.3

Health Systems

Interprets and champions health system governance, regulation, legislation, policy and funding in context	2.1.1
Manages competing health system priorities	2.1.5
Monitors and assesses healthcare trends nationally and internationally	2.1.6
Considers relationships between organisational systems and the external environment, and between organisational systems and themselves	Expanded 2.1.2

Competency Statement Views systems holistically; examines aggregates rather than individual activities	New
Plans and reviews from both short term and long term (5+ years) perspectives	New
Self-awareness and Self-confidence	
Demonstrates a commitment to advancing the profession and colleagues by sharing knowledge and experience	5.2.2
Balances professional and personal accountability	5.2.4
Knows own attributes i.e., strengths and limitations	5.3.1
Displays emotional intelligence	5.3.2
Seeks feedback regarding strengths and limitations (reflective practice)	New
Demonstrates a commitment to well being	New
Professionalism	
Advocates for evidence informed policy that enhances outcomes for individuals and communities	5.1.1
Practices due diligence to meet management responsibilities	5.1.2
Uses evidence to inform decision making	3.1.1 and 3.1.2
Demonstrates a commitment to competence, integrity and altruism	5.1.3
Demonstrates a commitment to developing others - mentoring, teaching etc	5.2.3
Demonstrates a commitment to professional development	5.2.1
Fosters a culture of accountability - Creates a culture of strong accountability; Holds others accountable for setting and upholding high performance (reference NCHL)	3.4.3
Change Leadership	
Promotes a learning orientation and continuous improvement in self and others	1.3.1
Responds to the need for change and leads the change process using evidence-based methods and proven change management tools	1.3.2
Encourages diversity of thought to support innovation, creativity and improvement	1.3.3
Actively contributes to the health management body of knowledge	New

Action Domains



Communication

Demonstrates verbal communication skills in formal and informal situations to convey meaning, build shared understanding, and productively move agendas forward	4.2.2
Demonstrates effective writing skills	4.2.3
Listens with understanding and empathy and responds appropriately, both verbally and non-verbally	4.2.1
Demonstrates effective internal and external stakeholder communications	4.2.4

Relationship Management

Understands and champions individual and organisational responsibilities in relation to cultural respect and cultural safety for First Nations people.	2.3.1
Values and promotes diversity, inclusion and equity for all stakeholders.	4.1.4
Builds the culture, systems and processes for successful stakeholder engagement	4.1.1
Responds appropriately to the changing requirements and evolving healthcare needs of consumers	2.3.4
Demonstrates commitment to improving the health of the community	2.3.4
Balances organisational and social responsibility	5.4.2

Business Literacy - Talent Management

Uses contemporary and effective workforce planning tools and practices to maintain and improve high quality healthcare	3.2.2
Analyses and plans health workforce within available resources	3.2.1
Demonstrates commitment to monitoring and prioritising staff wellbeing	3.3.4
Formally identifies and addresses staff performance development needs and plans professional development	3.3.3
Employs effective, policy-based strategies to manage inappropriate staff behaviours	2.2.2

Business Literacy - Financial and Resource Management

Creates and manages budgets to meet health goals	3.2.3
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Understands and effectively uses and communicates financial data	3.2.1
Understands and uses statistical and financial metrics and methods to set goals and measure clinical as well as organisational performance	3.2.4
Understands how to manage contracts with external suppliers (includes the preparation and evaluation of tenders) that comply with organisational policy and legal requirements	3.9.3
Project Management	
Uses contemporary project management skills, appropriate to current level, to deliver successful project outcomes.	3.9.2
Demonstrates ability to plan, execute, and oversee projects involving significant resources, scope, and impact	3.9.2
Employs appropriate, effective, and efficient program and project management methodologies	3.9.2
Employs appropriate value management and benefit realisation strategies to support delivery of successful outcomes.	3.9.2
Risk Management and Clinical Governance (3.7)	
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	3.8.1
Ensures good risk management practice across areas of responsibility	3.7.3
Provides leadership to develop a culture of safety, quality and continuous improvement	New
Digital Management (new domain)	
Advocates for the use of digital health solutions to support innovation, quality improvement, research and health service management	New
Aligns corporate, clinical and information governance	New
Ensures digital health solutions meet functional and user requirements	New
Uses digital health solutions safely, minimising unintended consequences	New
Uses advanced analytics methods and visualisation techniques for information representation	New
Promotes digital health literacy	New

Part 2 - Competencies removed or merged into other domains / statements.

2016 Competency Statement	Comment
3.4.1 Uses relevant theories and behaviours	Not included in revised version. No clear understanding or consensus on how relevant theories is interpreted. Health Systems does discuss systems thinking
3.5.4 Plans for business continuity	Not specific but part of risk management
3.6.1 Uses data to assess performance	These competencies have been subsumed under Digital Management
3.6.2 Applies privacy protection	
3.6.3 Uses health information	
3.6.4 Promotes digital literacy	
3.7.4 Understand insurance management	These areas scored 59-64% (Self-Assessment March – October 2021) Determined to be too specific. Incorporated into project management and risk competency statements
3.9.1 Manages supply chain	
3.9.3 Manages supply contracts	
3.9.4 Manages facilities	
4.2.5 Applies marketing tools and principles	Not specifically covered in revised competencies