

# **Army-Baylor Competency Model**

**Lt Col Allen Solenberg, Ph.D.**  
**Deputy Program Director**

# Discussion:

1. What are competencies?
2. What are competencies associated with Healthcare Administration?
3. What does competency development mean to you?
4. What experience do you have with accreditation?

# Competency Basics

- Competency: A combination of *knowledge, skill, and ability* that enables an individual to perform a task to the standards required for successful job performance
- Competencies are "what is expected in the workplace"
- A **competency assessment** focuses on how well the employee is performing the required job skills in relation to specified performance standards



Commission on Accreditation  
of Healthcare Management Education

CAHME serves the public by promoting, evaluating, and improving the quality of graduate healthcare management education in the United States and Canada.

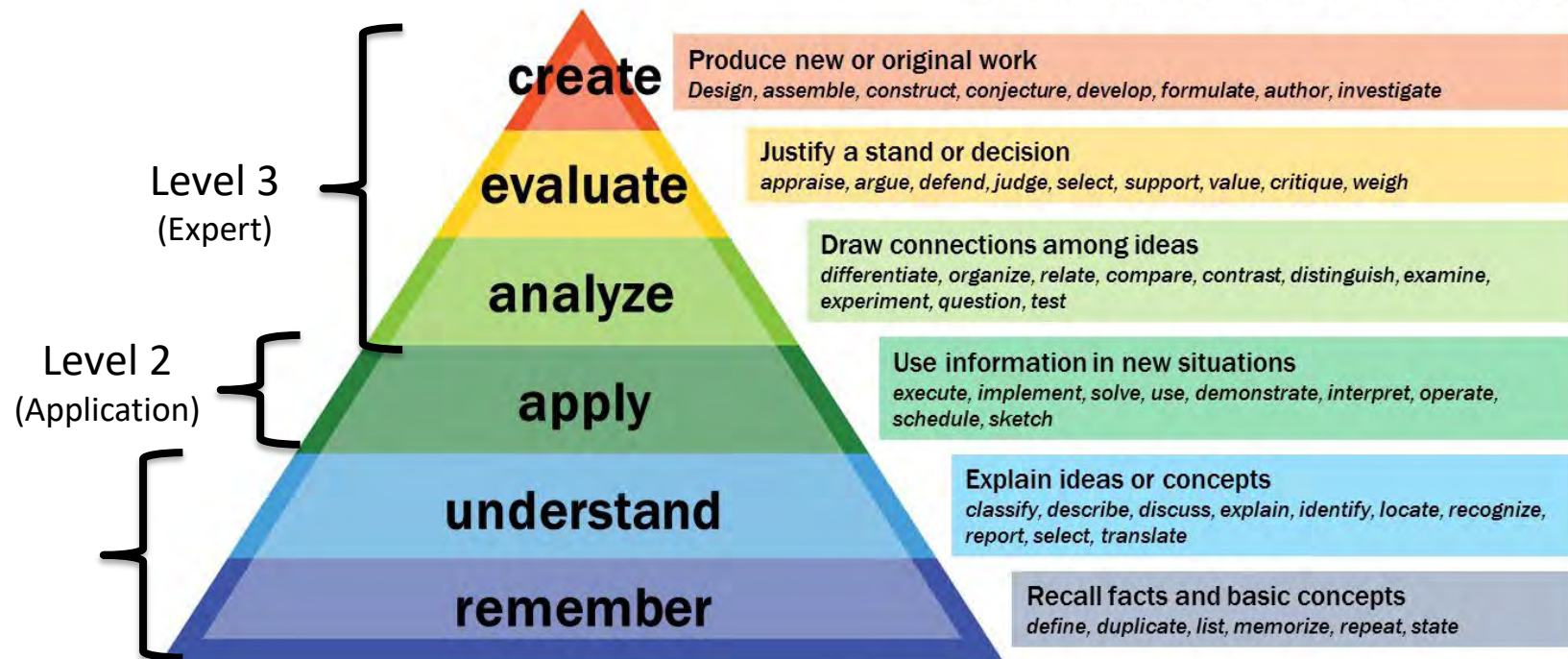
CAHME is an interdisciplinary group of educational, professional, clinical, and other health sector organizations devoted to quality improvement of education for healthcare management and administration professionals.

CAHME accreditation establishes the standard of measurement of graduate healthcare management education for the world community.

# Competency Basics

- Cognitive Domain: Intellectual or mental skills
- The “action words” describe the cognitive processes
- Simple to complex cognitive processes

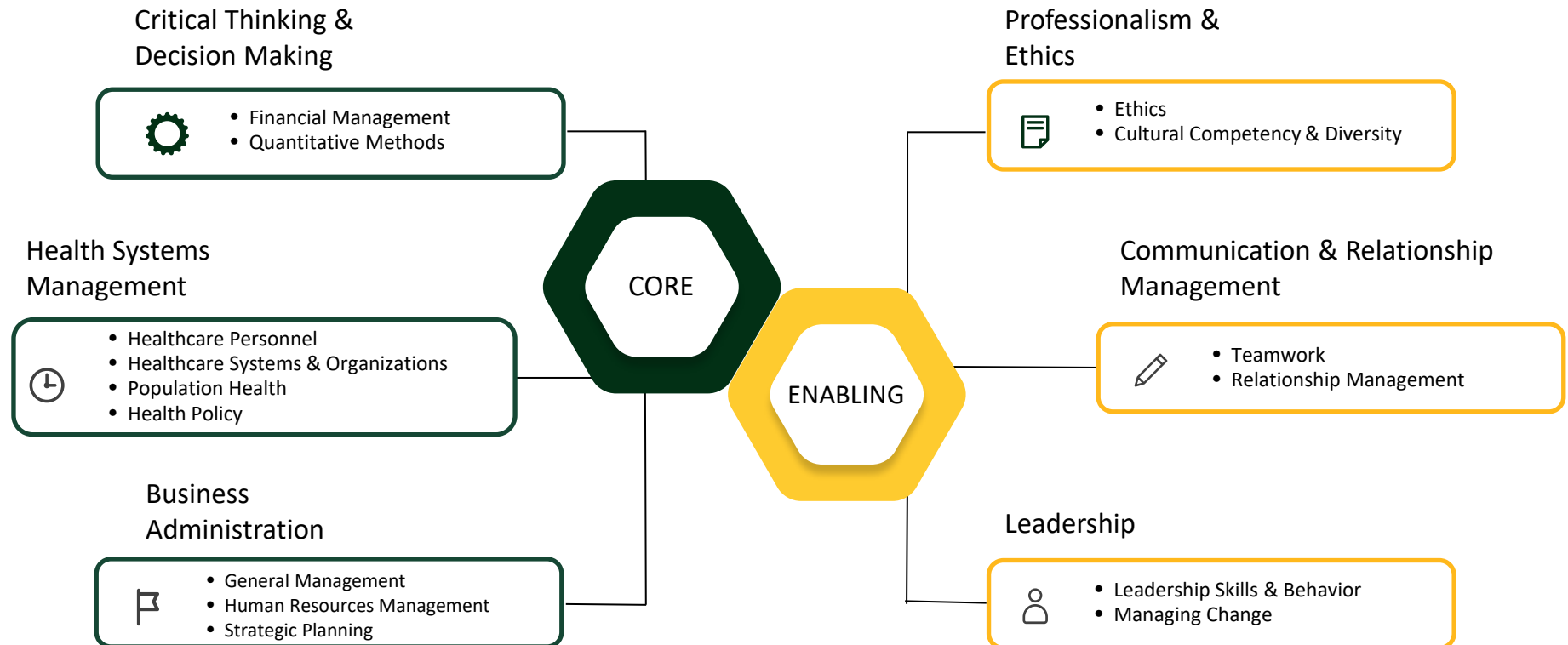
## Bloom's Taxonomy





# ARMY-BAYLOR PROGRAM

## COMPETENCY MODEL



# Core Competency – Critical Thinking & Decision Making

- **Program Objective.** Apply knowledge gained from data-driven analysis to real-world scenarios and situations.
- **Program Objective.** Utilize critical thinking and decision-making tools to develop process improvements.
- **Program Objective.** Determine how data and results are used to address an organization's strategic, operational, financial, and quality performance measures.

# Core Competency – Health Systems Management

- **Program Objective.** Identify the major environmental forces that shape the national healthcare system landscape.
- **Program Objective.** Explain basic features and history of health system components to include public and private sectors and the four functions of delivery, finance, insurance, and payment.
- **Program Objective.** Develop a working comprehension of the distribution of health services including inequality, social disparities, and other issues and trends.



# Core Competency – Business Administration

- **Program Objective.** Apply management concepts and principles, including formulation, implementation, evaluation, and economic indicators, to the development of strategic, operational, fiscal, and market analysis.
- **Program Objective.** Assess and recognize the effect of laws, regulations, and standards on compliance of business and health systems management.
- **Program Objective.** Analyze the selection, implementation, evaluation, and management of information systems, including healthcare information systems.

# Enabling Competency – Professionalism & Ethics

- **Program Objective.** Demonstrate the personal conduct, integrity, transparency, accountability and work habits of a professional.
- **Program Objective.** Analyze the proactive use of diversity and inclusive principles to transform an organization's culture; improve healthcare disparities, clinical outcomes, patient experience, and employee engagement.
- **Program Objective.** Consider ethical healthcare dilemmas unique to the business of healthcare delivery.

# Enabling Competency – Communication & Relationship Management

- **Program Objective.** Demonstrate the ability to coordinate projects in verbal and written formats to team members and executives.
- **Program Objective.** Demonstrate the ability to work effectively in small and large groups by incorporating interpersonal communication skills and conflict management skills.
- **Program Objective.** Understand how to incorporate feedback, ideas, and comments from peers and faculty through introspective reasoning and writing.

# Enabling Competency - Leadership

- **Program Objective.** Develop strategies to influence organizational change.
- **Program Objective.** Integrate the knowledge and experiences of other professionals as appropriate to influence and implement leadership decisions.
- **Program Objective.** Develop leadership techniques that support inter-professional team effectiveness.

# Competency Thresholds

Program Competency Targets	Health Systems Management	Business Administration	Critical Thinking & Decision Making	Professionalism & Ethics	Communication & Relationship Management	Leadership
MHA-only	2.00	2.00	2.00	2.00	1.00	3.00
MHA/MBA	2.00	3.00	3.00	2.00	3.00	3.00
ECL	4.00	3.00	3.00	3.00	3.00	4.00

*Key: 0 – Little to No Knowledge; 1 – Novice; 2 – Competent; 3– Highly Competent; 4– Advanced*



Baylor University

# Competency Threshold Attainment Evaluation

- Web Enabled Baylor Experience Assessment Report **(eBEAR)**
- Faculty Course Competency Attainment Evaluations
- Oral Board Examinations
- Best Practice Presentations (Residency)
- Project Presentations (Residency)
- Peregrine Examinations
- Preceptor

1st Semester	Self-Assessment								End of 1st Semester Competency Attainment Score
Assessed by:	Student	Faculty	Faculty	Faculty	Faculty	Faculty	Faculty	Faculty	Computed
Health Systems Management	3	1	1	1	2	3	2	2	1.875
Business Administration	2	2	1	1	1	1	1	3	1.5
Critical Thinking & Decision Making	2	2	2	2	2	2	2	2	2
Professionalism & Ethics	3	1	2	3	1	2	2	2	2
Communication & Relationship Management	3	1	1	1	1	2	3	1	1.625
Leadership	4	1	1	1	1	2	3	3	2

Final Residency Competency Score	Self-Assessment	Best Practice Presentation	Project Presentation	Residency Reflection Paper	Mid-Year Residency Competency Attainment Score	End of Year Residency Competency Attainment Score	Peregrine Exam	Q1 - Residency Competency Attainment Score
Assessed by:	Student	Faculty	Faculty	Faculty	Preceptor	Preceptor	Faculty	Computed
Health Systems Management	3							3
Business Administration	2							2
Critical Thinking & Decision Making	2							2
Professionalism & Ethics	3							3
Communication & Relationship Management	3							3
Leadership	4							4



HSM



3.0

BA



2.0

CTDM



2.0

P&E



3.0

CRM



3.0

LDR



4.0

# Questions

POC: Lt Col Allen Solenberg, Ph.D.

CP: 913-325-6783

Email: [allen\\_solenberg@baylor.edu](mailto:allen_solenberg@baylor.edu)

