

University of Detroit Mercy  
 College of Health Professions  
 Master of Health Services Administration Program  
**MHSA Program Domains and Competencies**

<b>Competencies</b>	<b>Domains</b>
1. Create a shared vision and successfully manage change	I: Leadership
2. Organizational learning, improvement and growth	I: Leadership
3. Organizational climate & culture to encourage teamwork & value diversity	I: Leadership
4. Promote and support effective governance systems	I: Leadership
5. Communicate clearly & concisely; provide & receive constructive feedback	II: Communications & Interpersonal Effectiveness
6. Demonstrate cultural sensitivity	II: Communications & Interpersonal Effectiveness
7. Facilitate constructive interactions with individuals and groups	II: Communications & Interpersonal Effectiveness
8. Build teams through collaboration and interprofessional communication	II: Communications & Interpersonal Effectiveness
9. Effectively present analytical results to stakeholders	II: Communications & Interpersonal Effectiveness
10. Apply mediation, negotiation and dispute resolution techniques	II: Communications & Interpersonal Effectiveness
11. Ethical and professional standards	III: Professionalism and Ethics
12. Practice ongoing assessment and improvement of skills	III: Professionalism and Ethics
13. Use & promote lifelong learning to stay current with field	III: Professionalism and Ethics
14. Demonstrate responsibility by actively engaging in community service	III: Professionalism and Ethics
15. Understand different types of organizations in which managers function	IV: Knowledge of the Healthcare Environment
16. Continuously monitor the socioeconomic environment	IV: Knowledge of the Healthcare Environment
17. Explain interrelationships among access, quality, cost & implications	IV: Knowledge of the Healthcare Environment

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(continued)

<b>Competencies</b>	<b>Domains</b>
18. Optimize performance through application of economics	IV: Knowledge of the Healthcare Environment
19. Promote the practice of patient and family centered care	IV: Knowledge of the Healthcare Environment
20. Establish, share and promote best practices to improve community health	IV: Knowledge of the Healthcare Environment
21. Manage competent application of managerial concepts	V: Business Skills & Knowledge
22. Think critically and solve problems	V: Business Skills & Knowledge
23. Use basic financial management techniques to guide decision-making	V: Business Skills & Knowledge
24. Incorporate outcome measurement into financial and operational decisions	V: Business Skills & Knowledge
25. Use information technology systems to improve organizational efficiency	V: Business Skills & Knowledge
26. Manage the workforce effectively	V: Business Skills & Knowledge
27. Align internal dynamics with the organization's goals and objectives	V: Business Skills & Knowledge
28. Effective organizational strategies, policies, and procedures	V: Business Skills & Knowledge
29. Critically evaluate and improve the organizational structure	V: Business Skills & Knowledge
30. Understand the market and market forces	V: Business Skills & Knowledge
31. Demonstrate knowledge of liability, compliance and privacy regulations	V: Business Skills & Knowledge
32. Incorporate theories of quality assessment and improvement into decision making	V: Business Skills & Knowledge
33. Integrate evidence-based-practice process into the administrative decision making.	V: Business Skills & Knowledge