Stony Brook Medicine
Program in Public Health
MHA_MPH HPM Program Competency Model Framework

#	Domains/Competencies	Definitions	Assessment Levels		
			Beginner: Student has a common knowledge or understanding of basic techniques and concepts and requires guidance often.	**Intermediate:** Student is able to complete tasks in this competency successfully as requested. Help from an expert may be required from time to time. The student requires occasional guidance and can usually perform the skill independently.	**Advanced:** Student can perform the actions associated with this skill without assistance and is recognized within his/her organization as a "person to ask" when difficult questions arise regarding this skill. Generally requires little to no guidance with this skill.
	Domain 1: Management Functions				
MHA 1	Organizational Management and Improvement	Assess opportunities to improve health services organization performance through application of organizational theory, development principles, and analytic methods.	Describes organizational management and improvement concepts and theories.	"B" and Applies and use concepts and theories to explain a situation and/or describe potential solutions in defined situations.	"B," "I," and Analyzes complex or "real life" situations and appropriately applies concepts and theories to identify and/or assess potential solutions
MHA 2	Workforce and Organizational Development	Apply methods for organizational, employee, and professional staff development that ensure a diverse and high performing workforce.	Describes workforce and organizational development concepts and methods.	"B" and Applies concepts, methods and techniques to explain a situation and/or develop potential solutions in defined situations.	"B," "I," and Applies methods and techniques in complex or "real life" situations.
MHA 3	Quality Assessment and Performance Improvement	Analyze and use data within organizations to improve performance.	Describes principles and methods of quality improvement.	"B" and Uses principles and methods to diagnose quality problems, identify opportunities for improvement, and/or develop potential solutions in defined situations	"B," "I," and Applies principles of quality improvement in complex or "real life" situations.
MHA 4	Information Technology, Management and Assessment	Analyze the value, risks and opportunities of information technology and associated data for improving performance of health services organizations.	Describes the concepts associated with effective management of health information technology .	"B" and Applies concepts to explain a situation and/or develop potential solutions in a defined situation.	"B," "I," and Analyzes complex or "real life" situations and appropriately apply concepts to identify and/or assess potential solutions.
MHA 5	Strategic and Business Planning	Perform environmental, market and community needs analyses. Using appropriate tools and techniques, develop strategic alternatives consistent with organizational goals. Prepare integrated plan involving multiple stakeholders and team members to evaluate and implement proposed programs, projects or business initiatives with the goal of improving health services delivery.	Describes strategic and business planning concepts and methods.	"B" and Applies concepts and methods to complete strategic analyses and formulate strategic goals in defined situations.	"B," "I," and Analyzes complex or "real life" situations to frame strategic problems, complete strategic analyses, and develop business plans and/or implementation strategies.
MHA 6	Financial Management	Explain financial and accounting information, prepare and manage budgets, and evaluate investment decisions.	Demonstrates basic accounting and/or finance knowledge and skills.	"B" and Applies accounting and/or finance skills to develop budgets, explain a situation and/or develop potential solutions in defined situations.	"B,""I," and Analyzes complex or "real life" situations by appropriately applying finance knowledge and skills.
	Domain 2: Health Systems and Policies				
MHA 7	Health Care Issues and Trends	Explain important issues in health care, including circumstances causing major changes and reform in U.S. health care delivery.	Demonstrates knowledge of current health care issues and trends.	"B" and Applies knowledge of current health care issues and trends to specific cases and/or questions of defined scope.	"B,""I," and Analyzes the effect of health care issues or trends, their underlying causes, and/or their potential impacts on broad managerial and policy decisions.
MHA 8	Health Policy and Economics	Understand economic theory and health policy processes, including the creation and implementation of policy and its impact on the delivery of health services.	Describes health care policy and economics issues and processes.	"B" and Analyzes the impact of the policy process and economics on the delivery of health services.	"B,"I," and Completes in-depth critique of the impact of economics, health care policy, and the policy process on the delivery of health services.
MHA 9	Health Law and Governance	Analyze governance and legal issues that arise in health organizations and respond appropriately.	Describes governance and legal issues.	"B," and Identifies the impact of legal issues in defined situations.	"B,"I," and Analyzes complex legal issues and recommends solutions in defined situations.
MHA 10	Population Health	Use epidemiological, market, patient outcome, and organizational performance data to improve quality, and manage financial and other risks associated with defined populations.	Describes concepts of population health, factors that impact outcomes, and potential data sources.	"B" and Consults data from multiple sources to explain health outcomes and risks and/or identify improvement opportunities for a defined population.	"B,"I," and Analyzes population health concepts and comprehensive analyses to define populations, explain health outcomes, and identify improvement opportunities.
	Domain 3: Leadership and Professionalism				
MHA 11	Leadership and Change Management	Develop effective leadership approaches to communicate a vision, motivate stakeholders, build consensus, and lead organizational change efforts.	Describes concepts and theories; identifies stakeholders.	"B," and Applies concepts and theories to explain a situation and/or describe potential solutions in defined situations.	"B,"I," and Analyzes complex or "real life" situations and appropriately applies concepts and theories to identify and/or assess potential solutions.
MHA 12	Impact and Influence	Shape opinions, processes, or outcomes through example, persuasive communication, or use of informal power	Describes how example, communication and use of informal power can shape opinions, processes or outcomes.	"B" and Effectively impacts opinions, processes or outcomes in defined situations.	"B,"I," and Demonstrates appropriate use of example, communication or informal power to shape opinions, processes or outcomes in complex or "real life" situations.
MHA 13	Professional Development	Demonstrate a commitment to continuous learning and self-improvement through reflection, goal setting, self-assessment, and the cultivation of professional networks.	Describes professional interests, strengths, and development opportunities.	"B" and Defines professional goals and develops a plan for achieving them.	"B,""I," and Routinely reflects on professional interests, strengths and development opportunities; Updates goals and plans for achieving them.
MHA 14	Collaboration and Working in Teams	Work cooperatively with others, create, participate on, and lead teams, including inter-professional.	Works with others to complete required work; effectiveness of team or individual contributions not a consideration for assessment.	Works effectively with others to complete required work; team and individual effectiveness assessed and includes improvement-oriented feedback.	Contributes to a high functioning team to complete exceptional work-product; team and individual effectiveness routinely assessed and improvements implemented.

MHA 15	Personal and Professional Ethics	Apply ethical principles, social and professional values to analyze managerial, organizational and policy situations; demonstrate professional values and ethics.	Describes ethical business principles for health care leaders; demonstrates ethical behavior.	"B," and Applies ethical principles, social or professional values to defined business and or policy situations and/or solutions; demonstrates ethical behavior.	"B,""I," and Identifies ethical, social, or professional values concerns in complex or "real life" situations and consider them in developing solutions; demonstrates ethical behavior.
MHA 16	Critical Thinking	Evaluate a situation, issue, or idea by understanding and challenging assumptions, considering competing points of view, and anticipating potential effects within and beyond the health care system.	Uses logic to describe the underlying assumptions and perspectives related to a situation, issue or idea.	"B," and Examines a situation, issue or idea by challenging assumptions, considering multiple points of view, and describing potential effects.	"B,""I," and Completes an in-depth critical analysis of a complex or "real-world" situation, issue or idea; or creatively re-imagines a complex situation, issue or idea.
	Domain 4: Business and Analytic Skills				
MHA 17	Communication Skills (Written and Verbal)	Write and speak in a clear, logical manner and prepare effective business communications.	Writing and/or presentations adequately communicate required material, but may have flaws or errors; Quality of communication not a significant consideration for assessment.	Writing and/or presentations effectively communicate required material and are clear and well-organized; Quality of communication is assessed and includes improvement-oriented feedback.	Writing and/or presentations are exceptionally clear, well-organized and engaging; Writing and/or presentation quality of communication is assessed and includes improvement-oriented feedback and opportunities for revision.
MHA 18	Quantitative Skills	Analyze data and interpret quantitative information to inform organizational decision making and performance improvement.	Explains simple data and execute basic quantitative analyses.	Interprets quantitative analyses and discuss their potential implications on organizational decisions.	Analyzes complex or "real life" situations to frame organizational decisions, assess available data, complete appropriate qualitative analyses, and assess potential implications on organizational decisions.
MHA 19	Performance Measurement	Identify and use data within organizations to improve performance.	Describes key performance measurement concepts, tools, and potential data sources.	Applies concepts and tools to measure performance and identify improvement opportunities for a defined situation.	Appropriately evaluates data and applies measurement tools to identify opportunities and track improvement in complex or "real life" situations.
MHA 20	Problem-Solving and Decision-Making	Use multiple sources of information, generate creative solutions, and apply structured decision-making methods to solve problems.	Describes appropriate problem-solving and decision-making methods and information sources for a specific problem.	Applies problem-solving and decision-making methods and tools to defined situations, incorporating information from multiple sources.	Analyzes complex or "real life" situations to appropriately frame problems and then solve them by analyzing data from multiple sources and applying decision-making methods.

Stony Brook Medicine
Program in Public Health
MHA Program and MPH Health Policy and Management (HPM) Concentration Curriculum

Course Code	Course Title	MHA Program Course	MPH HPM Concentration Course
HPH 508	Health Systems Performance	X	X
HPH 529	Fundamentals of Health Management	X	X
HPH 500	Comtemporary Issues in Public Health	X	X
HPA 510	Health Finance and Accouting	X	X
HPA 536	Health Law and Compliance	X	X
HPH 527	Health Economics and Policy	X	X
HPA 508	Human Resources in the Health Sector	X	
HPA 564	Health Quality and Information Systems Management	X	
HPH 523	Social and Behavioral Determinants of Health	X	X
HPA 586	Health Management Professionalism and Ethics	X	
HPA 599	Physician Practice Management	X	
HPA 575	Long-Term Care in the Health Sector	X	
HPH 506	Biostatistics I	X	X
HPA 541	Health Stategic Planning and Management	X	
HPH 514	Epidemiology for Public Health	X	X
HPA 542	Health Leadership and Change	X	
HPH 580	Practicum	X	X

Stony Brook Medicine / Program in Public Health / MHA Program Competency Model	HPH 508	HPH 529	HPH 500	HPA 510	HPA 536	HPH 527	HPA 508	HPA 564	HPH 523	HPA 586	HPA 599	HPA 575	HPH 506	HPA 541	HPH 514	HPH 580	HPA 542
	Fall Year 1				**Spring Year 1**				**Summer Year 1**				**Fall Year 2**		**Spring Year 2**		
Domain 1 — Management Functions																	
MHA 1 Organizational Management and Improvement		B									I						
MHA 2 Workforce and Organizational Development		B					I										
MHA 3 Quality Assessment and Performance Improvement		B						I									
MHA 4 Information Technology, Management and Assessment		B						I									
MHA 5 Strategic and Business Planning		B												I			
MHA 6 Financial Management				B													I
Domain 2 — Health Systems and Policies																	
MHA 7 Health Care Issues and Trends		B				I											
MHA 8 Health Policy and Economics		B				I											
MHA 9 Health Law and Governance					B		I										
MHA 10 Population Health		B				I											
Domain 3 — Leadership and Professionalism																	
MHA 11 Leadership and Change Management		B															I
MHA 12 Impact and Influence		B															I
MHA 13 Professional Development		B															I
MHA 14 Collaboration and Working in Teams		B								I							
MHA 15 Personal and Professional Ethics					B					I							
MHA 16 Critical Thinking					B									I			
Domain 4 — Business and Analytic Skills																	
MHA 17 Communication Skills (Written and Verbal)		B															I
MHA 18 Quantitative Skills				B										I			
MHA 19 Performance Measurement				B			I										
MHA 20 Problem-Solving and Decision-Making		B										I					

Stony Brook Medicine Program in Public Health MPH HPM Competency Model		HPH 508	HPH 529	HPH 500	HPA 510	HPA 536	HPH 527	HPH 523	HPH 506	HPH 514	HPH 580
Domain 1 Management Functions											
MHA 1	Organizational Management and Improvement		B								
MHA 2	Workforce and Organizational Development		B								
MHA 3	Quality Assessment and Performance Improvement		B								
MHA 4	Information Technology, Management and Assessment		B								
MHA 5	Strategic and Business Planning		B								
MHA 6	Financial Management				B						
Domain 2 Health Systems and Policies											
MHA 7	Health Care Issues and Trends		B				I				
MHA 8	Health Policy and Economics		B				I				
MHA 9	Health Law and Governance					B					
MHA 10	Population Health		B				I				
Domain 3 Leadership and Professionalism											
MHA 11	Leadership and Change Management		B								
MHA 12	Impact and Influence		B								
MHA 13	Professional Development		B								
MHA 14	Collaboration and Working in Teams		B								
MHA 15	Personal and Professional Ethics					B					
MHA 16	Critical Thinking					B					
Domain 4 Business and Analytic Skills											
MHA 17	Communication Skills (Written and Verbal)		B								
MHA 18	Quantitative Skills				B						
MHA 19	Performance Measurement				B						
MHA 20	Problem-Solving and Decision-Making		B								

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