

## MASTER HEALTH SERVICE MANAGEMENT COMPETENCY FRAMEWORK

The Australasian College of Health Service Management has developed this Framework for the information of members of the College on the competencies they need to master and to guide employers and policy makers on the competencies they should consider when employing, leading, managing and mentoring health service managers.

In October 2015, in recognition of the complexity and cost of healthcare, a Global Consortium, under the guidance of the International Hospital Federation (IHF), urgently called on governments and the international healthcare community to recognise that healthcare performance and improvement are significantly dependent on the quality of professional management of healthcare organisations. To assist with this recognition the Global Consortium, of which ACHSM was a part, developed and released a directory of competencies for health service leaders and managers.

### ACHSM leads the response to the international call to action

After an extensive consultation process ACHSM is pleased to launch this framework which is largely based on competencies compiled by the Global Consortium with modifications made to reflect local, national and regional priorities in relation to healthcare management and to change language and expression to suit users in the countries from which the ACHSM draws its members.

The ACHSM Master Health Service Management Competency Framework uses the five Domains of health service management competency adopted by the Global Consortium and the IHF.



## MORE DETAIL ON THE FRAMEWORK

The tables within this flyer are intended as an overview of the ACHSM Master Health Service Management Competency Framework and include Domain Title, Subdomain areas and competency short titles.

For the full version of the competency statements, including cross referencing between similar competencies contextualised to different domains, visit our website [www.achsm.org.au](http://www.achsm.org.au) and click on Education > Competency framework

## WHAT NEXT?

The ACHSM Master Health Service Management Competency Framework represents the best of global thinking adapted to local and regional expectations of leaders and managers.

It is intended for use within, and by, health services, organisations and systems in Australia, New Zealand and Hong Kong. Whilst not a measurement tool in itself, it is intended to be the basis from which individual competency tools can be developed. As the professional College for health managers and leaders, ACHSM will use the framework to inform all our professional development programs and to develop tools for specific target groups of the College.

We welcome its adoption by organisations across the region as by working together we can continue to improve the skills and knowledge of today and tomorrow's health leaders.

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**ACHSM** Australasian College of  
Health Service Management

**Better leadership. Healthier communities.**

## ACHSM Master Health Service Management Competency Framework

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[achsm.org.au](http://achsm.org.au)

## 01 LEADERSHIP

### LEADERSHIP SKILLS AND BEHAVIOURS

Articulates mission	Exhibits flexible leadership style
Encourages staff commitment	Exhibits leadership qualities
Balances competing organisational priorities	Encourages decision-making

### INFLUENCES ORGANISATIONAL CLIMATE

Creates trust, transparency and service improvement	Demonstrates accountability
Influences decision makers	

### LEADING CHANGE

Promotes learning and improvement	Encourages diversity of thought
Leads change	

## 02 HEALTH AND HEALTH CARE ENVIRONMENT

### HEALTH SYSTEMS AND ORGANISATIONS

Understands the regulatory environment	Balances competing health system priorities
Understands political and social environment	Assesses healthcare trends
Understands how the health system works	Uses quality monitoring systems
Understands and abides by relevant legislation	Encourages community participation

### HEALTH WORKFORCE

Manages health workforce	Manages inappropriate behaviours
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### PARTNERING WITH CONSUMERS

Promotes cultural safety and Indigenous rights	Promotes the preferences of population groups
Partners with consumers	Responds to diverse health needs

### POPULATION HEALTH

Demonstrates commitment to improving the health of the community	Uses data to control threats to health community
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## 03 BUSINESS SKILLS

### EVIDENCE INFORMED DECISION-MAKING

Anticipates the need for evidence	Uses data for decision making
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### FINANCIAL AND RESOURCE MANAGEMENT

Uses financial management	Creates and controls budgets
Uses financial principles	Manages resources

### HUMAN RESOURCE MANAGEMENT

Plans workforce	Promotes staff performance
Manages human resources	Manages staff well-being

### ORGANISATIONAL DYNAMICS AND GOVERNANCE

Uses relevant theory	Understands leadership within governance
Manages external changes	Creates appropriate governance structure
Understands governance	

### PLANNING AND MARKETING

Leads strategic and business planning	Evaluates actions against plans
Develops strategic objectives	Plans for business continuity

### INFORMATION MANAGEMENT

Uses data to assess performance	Uses health information
Applies privacy protection	

### RISK MANAGEMENT AND CLINICAL GOVERNANCE

Manages corporate risk	Manages workplace risk
Manages clinical risk	Understands insurance management

### QUALITY AND SAFETY

Implements quality and safety programs	Measures consumer satisfaction
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### PROJECT, SUPPLY CHAIN AND FACILITIES MANAGEMENT

Manages supply chain	Manages supply contracts
Manages projects	Manages facilities

## 04 COMMUNICATIONS AND RELATIONSHIP MANAGEMENT

### RELATIONSHIP MANAGEMENT

Maintains effective stakeholder relationships	Delegates effectively
Works effectively in a team	Values diversity

### COMMUNICATION SKILLS

Listens and responds	Demonstrates effective public relations skills
Demonstrates appropriate verbal and presentation skills	Applies marketing tools and principles
Demonstrates effective writing skills	

### CONFLICT AND PROBLEM MANAGEMENT

Manages conflict	Demonstrates problem solving skills
Manages conflict of interest	

## 05 PROFESSIONAL AND SOCIAL RESPONSIBILITY

### PROFESSIONALISM

Demonstrates commitment to policy advocacy and capacity	Demonstrates commitment to competency, integrity and altruism
Practices fiduciary responsibility	Demonstrates commitment to quality and safety

### PROFESSION AND PROFESSIONAL DEVELOPMENT

Demonstrates commitment to personal development	Demonstrates a commitment to developing others
Demonstrates commitment to profession development	Balances professional and personal accountability

### SELF-AWARENESS

Knows own attributes	Displays emotional intelligence
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### SOCIAL RESPONSIBILITY

Understands social responsibility	Demonstrates a commitment to ethical conduct
Balances corporate and social responsibility	