

Public Health Management and Policy Concentration Competencies and Learning Objectives

Competencies and Learning Objectives	PHC 6102	PHC 6xxx	HSA 5177	HSA 6114	HSA 6119	HSA 6152	Special Project PHC 6946/PHC 6912
1. Create a culture of ethical standards within organizations and communities.	x	x			x		
O-4. PHC 6102. Apply science and social values to the practice of public health through case study exercises in coalition building and program design.	x						
O-7. PHC 6xxx. Develop and prioritize program options.		x					
O-2. HSA 6119. Describe the nature of professional work and the unique attributes of managing professional organizations.					x		
O-8. HSA 6119. Describe various perspectives on and dimensions of leadership and be able to diagnose what leadership styles may be most effective given particular situations and circumstances.					x		
2. Define determinants of health and factors influencing the organization, financing, and delivery of health services.	x		x	x	x		
O-1. PHC 6102. Define public health, components of the public health system, and the relationship between the public health and health care system.	x						
O-2. PHC 6102. Understand and measure health, with emphasis on determinants of health, causes of death, health indicators, and health disparities.	x						
O-2. HSA 5177. Apply the basic principles and theory of financial management (corporate finance) to health care organizations.			x				
O-1. HSA 6114. Describe the dynamics of the health care system and the interaction of providers (hospitals, physicians, etc), patients, and sources of health care financing (Medicaid, private health insurance etc).				x			
O-9. HSA 6119. Be more familiar with own behavior style and its implications for effective performance as health services executives.					x		
3. Communicate effectively with professional and lay audiences.	x	x			x		x
O-4. PHC 6102. Apply science and social value to the practice of public health through case study exercises in coalition building and program design.	x						

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O-12. PHC 6xxx. Work with the multiple users of evidence, including public health practitioners, policy makers, the public, interest groups, the media, and other stakeholders.	X						
O-4 PHC 6946. Present a public health project in oral and written forms.							X
O-8 PHC 6912, O-7 PHC 6913. Present research findings in oral and written forms							X
O-4. HSA 6119. Demonstrate sensitivity and understanding of varied cultural, ethnic, socioeconomic backgrounds of individuals and groups.				X			
O-5. HSA 6119. Diagnose and improve the communication and coordination challenges facing a health services organization.				X			
4. Describe the role of government in the delivery of health services.				X		X	
O-3. PHC 6102. Describe the historical development, functions and structure of federal, state, and local public health agencies.							
O-5. HSA 6114. Describe the role of government in the delivery of health care services.				X			
O-1. HSA 6152. Provide cogent, in-depth discussions of important health policy issues including access to healthcare, financing of healthcare, health insurance, cost control, rationing, indigent care, Medicare, Medicaid, third-party payment , Title XXI, and the health workforce.						X	
5. Understand the historical development, structure, and interaction of public health and health care systems.	X			X			X
O-1. PHC 6102. Define public health, components of the public health system, and the relationship between the public health and health care systems.	X						
O-3. PHC 6102. Describe the historical development, functions and structure of federal, state, and local public health agencies.	X						
O5 PHC 6946. Describe the internship project in the larger context of public health as a cross-disciplinary field							X
O6 PHC 6912, O-5 PHC 6913. Describe the research project in the larger context of public health as a cross-disciplinary field							X
O-2. HSA 6114. Describe the historical development of the health care system.				X			

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6. Discuss current health policy issues including access, financing, insurance, cost control, reform and the health workforce.			X	X	X		
O-1.HSA 6152. Provide cogent, in-depth discussions of important health policy issues including access to healthcare, financing of healthcare, health insurance, cost control, rationing, indigent care, Medicare, Medicaid, third-party payment, Title XXI, and the health workforce.					X		
O-2. HSA 6152. Demonstrate a thorough knowledge of how these issues are interrelated.					X		
O-1. HSA 6114. Describe the dynamics of the health care system and the interaction of providers (hospitals, physicians, etc), patients, and sources of health care financing (Medicaid, private health insurance etc).			X				
O-1. HSA 6119. Demonstrate the variety and complexity of the manager’s role in guiding complex health services organizations, including issues related to motivation, work design, and job satisfaction.				X			
O-2. HSA 6119. Describe the nature of professional work and the unique attributes of managing professional organizations.				X			
O-3. HSA 6119. Effectively manage the complexities of interdepartmental and interorganizational relations in and among health services organizations.				X			
O-6. HSA 6119. Develop management strategies that take into account the power and influence of different professional groups.				X			
7. State policy options and articulate the implications of each.			X		X		
O-6. HSA 6114. Describe the current health policy and management issues and options related to delivery, financing, quality, and access to health care services.			X				
O-3. HSA 6152. Assess the strengths and weaknesses of incremental and systemic reform designed to address these issues (in O-1).					X		

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8. Use the legal and political system to effect change.					X		
O-4. HSA 6152. Discuss how policy affects the development of health care legislation and the process of political compromise and real world limitations upon the implementation of legislation.					X		
9. Identify internal and external issues that impact the delivery of health services (strategic planning).	X	X	X	X	X	X	
O-4. PHC 6102. Apply science and social values to the practice of public health through case study exercises in coalition building and program design.	X						
O-2. HSA 5177. Apply the basic principles and theory of financial management to healthcare organizations.			X				
O-2. PHC 6xxx. Assess scientific evidence for public health action.		X					
O-4. PHC 6xxx. Develop an initial statement of a public health issue or problem that is informed by the processes of needs assessment and strategic planning.		X					
O-6. HSA 6114. Describe the current health policy and management issues and options related to delivery, financing, quality, and access to health care services.				X			
O-1. HSA 6114. Describe the dynamics of the health care system and the interaction of providers (hospitals, physicians, etc), patients, and sources of health care financing (Medicaid, private health insurance etc).				X			
O-1. HSA 6119. Demonstrate the variety and complexity of the manager's role in guiding complex health services organizations, including issues related to motivation, work design, and job satisfaction.					X		
O-3. HSA 6119. Effectively manage the complexities of interdepartmental and interorganizational relations in and among health services organizations.					X		
O-6. HSA 6119. Develop management strategies that take into account the power and influence of different professional groups.					X		
O-8. HSA 6119. Describe various perspectives on and dimensions of leadership and be able to diagnose what leadership styles may be most effective given particular situations and circumstances.					X		

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O-4. HSA 6152. Discuss how policy affects the development of health care legislation and the process of political compromise and real world limitations upon the implementation of legislation.						X	
O-1. HSA 6152. Provide cogent, in-depth discussions of important health policy issues including access to healthcare, financing of healthcare, health insurance, cost control, rationing, indigent care, Medicare, Medicaid, third-party payment, Title XXI, and the health workforce.						X	
O-2. HSA 6152. Demonstrate a thorough knowledge of how these issues are interrelated.						X	
10. Facilitate collaboration with internal stakeholders and community partners.	X	X		X	X		
O-4. PHC 6102. Apply science and social values to the practice of public health through case study exercises in coalition building and program design.	X						
O-5. HSA 6119. Diagnose and improve the communication and coordination challenges facing a health services organization.					X		
O-6. HSA 6119. Develop management strategies that take into account the power and influence of different professional groups.					X		
O-7. HSA 6119. Recognize and effectively deal with planned and unplanned change in organizations.					X		
O-12. PHC 6xxx. Work with the multiple users of evidence, including public health practitioners, policy makers, the public, interest groups, the media, and other stakeholders.		X					
11. Apply human relations skills to the management of organizations, motivation of personnel, and conflict resolution.	X				X		
O-4. PHC 6102. Apply science and social values to the practice of public health through case study exercises in coalition building and program design.	X						
O-1. HSA 6119 Demonstrate the variety and complexity of the manager's role in guiding complex health services organizations, including issues related to motivation, work design, and job satisfaction.					X		

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O-2 HSA 6119 Describe the nature of professional work and the unique attributes of managing professional organizations					X		
O-3 HSA 6119 Effectively manage the complexities of interdepartmental and interorganizational relations in and among health services organizations					X		
O-4 HSA 6119 Demonstrate sensitivity and understanding of varied cultural, ethnic, socioeconomic backgrounds of individuals and groups					X		
12. Apply theory of organizational structures to professional practice					X		
O-1 HSA 6119 Demonstrate the variety and complexity of the manager’s role in guiding complex health services organizations, including issues related to motivation, work design, and job satisfaction.					X		
O-3 HSA 6119 Effectively manage the complexities of interdepartmental and interorganizational relations in and among health services organizations					X		
O-5 HSA 6119 Diagnose and improve the communication and coordination challenges facing a health services organization					X		
O-6 HSA 6119 Develop management strategies that take into account the power and influence of different professional groups					X		
O-7 HSA 6119 Recognize and effectively deal with planned and unplanned change in organizations					X		

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13. Help create values and vision and use these principles to guide action				X			
O-8 HSA 6119 Describe various perspectives on and dimensions of leadership and be able to diagnose what leadership styles may be most effective given particular situations and circumstances				X			
O-9 HSA 6119 Become more familiar with students' own behavior style and its implications for effective performance as health services executives				X			
14. Identify, retrieve, summarize, and interpret public health data and scientific evidence	X						
O-2 PHC 6102 Understand and measure health, with emphasis on determinants of health, causes of death, health indicators, and health disparities							
O-2 PHC 6xxx Assess scientific evidence for public health action	X						
O-3 PHC 6xxx Understand and apply analytic tools, including tools for assessing risk and intervention effectiveness and tools for comparing options and weighing benefits vs costs	X						
O-4 PHC 6xxx Develop an initial statement of a public health issue or problem that is informed by the processes of needs assessment and strategic planning	X						
O-5 Quantify the issue using epidemiologic and surveillance data	X						
O-6 Conduct a systematic review of the literature on the identified issue, organize and synthesize information	X						
15. Determine public health priorities at the community level	X						
O-4 PHC 6xxx Develop an initial statement of a public health issue or problem that is informed by the processes of needs assessment and strategic planning	X						
16. Develop a plan for evidence-based public health programs	X						
O-4 PHC 6102 Apply science and social values to the practice of public health through case study exercises in coalition building and program design							
O-1 PHC 6xxx Recognize the need for evidence-based public health	X						
O-7 PHC 6xxx Develop and prioritize program options	X						
O-8 PHC 6xxx Develop an action plan, including program objectives, work plan, and budget	X						

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O-13 PHC 6xxx Appreciate advances in evidence-based public health at the national, state and local levels	X						
17. Monitor and evaluate programs for their effectiveness and quality	X						
O-9 PHC 6xxx Implement and monitor interventions	X						
O-10 PHC 6xxx Apply process evaluation methods to monitor program implementation	X						
O-11 PHC 6xxx Apply summative evaluation methods to assess achievement of impact and outcome objectives	X						
18. Prepare proposals for funding from external sources	X						
O-4 PHC 6xxx Develop an initial statement of a public health issue or problem that is informed by the processes of needs assessment and strategic planning	X						
O-7 PHC 6xxx Develop and prioritize program options	X						
O-8 PHC 6xxx Develop an action plan, including program objectives, work plan, and budget	X						
19. Demonstrate cultural competency in interactions with diverse persons and communities	X			X			
O-4 PHC 6102 Apply science and social values to the practice of public health through case study exercises in coalition building and program design							
O-12 PHC 6xxx Work with the multiple users of evidence, including public health practitioners, policy makers, the public, interest groups, the media, and other stakeholders	X						
O-4 HSA 6119 Demonstrate sensitivity and understanding of varied cultural, ethnic, socioeconomic backgrounds of individuals and groups				X			
20. Apply principles and theory of managerial accounting to organizations in the health sector		X					
O-1 HSA 5177 Apply the basic principles and theory of both financial and managerial accounting to health care organizations		X					

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21. Apply basic financial management concepts to organizations in the health sector		X					
O-2 HSA 5177 Apply the basic principles and theory of financial management (corporate finance) to health care organizations		X					
22. Develop and present a budget	X	X					
O-1 HSA 5177 Apply the basic principles and theory of both financial and managerial accounting to health care organizations		X					
O-8 PHC 6xxx Develop an action plan, including program objectives, work plan, and budget	X						
23. Interpret financial statements and analyze the financial performance of health organizations		X					
O-2 HSA 5177 Apply the basic principles and theory of financial management (corporate finance) to health care organizations		X					

PHC 6102 Introduction to Public Health Administrative Systems
 PHC 6xxx Evidence-based Management of Public Health Programs
 HSA 5177 Fundamentals of Healthcare Finance
 HSA 6114 Introduction to the US Health Care System
 HSA 6119 Introduction to Management of Health Services Organizations
 HSA 6152 Health Policy

*The Public Health Management and Policy competencies are based, with modification, on core competencies for public health professionals as developed by the Council on Linkages between Academia and Public Health Practice. The Council developed competencies in 8 domains. Above competencies in public health management and policy cover in-depth the following domains: 1) policy development/program planning, 2) financial planning and management, 3) leadership and systems thinking, and 4) basic public health sciences. Above competencies also address the following domains: analytic assessment, communication, cultural competency, and community dimensions of practice.