



AmericanCollege of  
HealthcareExecutives  
*for leaders who care®*

# ACHE HEALTHCARE EXECUTIVE 2025 COMPETENCIES ASSESSMENT TOOL

The American College of Healthcare Executives' *Healthcare Executive Competencies Assessment Tool* is offered as an instrument for healthcare leaders to use in assessing their expertise in critical areas of healthcare management.

## How to Use This Tool

This tool can be used in several different ways to identify areas of strength and areas that may need professional skill development as well as formulating a development plan. Some examples of how this tool can be used are listed below.

- *Self or organizational assessment.* The tool is designed to help you identify strengths and areas for development in relation to ACHE's competencies. It may provide valuable information in your performance planning and review.
- *Team or group development.* The tool may help link individual performance to the goals of the organization. Integrating knowledge and skills needed for effective leadership will allow team members to achieve corporate goals, objectives and values.
- *Employee selection or job descriptions.* The tool may provide the ability to look beyond the individual and understand the composition of the entire workforce by exploring the strengths, weaknesses and gaps across the organization. You can make more informed decisions regarding training initiatives, allocate resources more effectively and align development opportunities with organizational goals.
- *Academic or professional development programs.* The tool may help uncover knowledge and skills you may wish to update or improve. Once you have completed the ratings, you will get results that point to the competencies you should focus on when choosing professional development opportunities.

This tool is self-scored with no right or wrong answers. Use the results to make a development plan, and complete the *ACHE Competencies Assessment Tool* at desired intervals to measure growth over time.

To assess expertise in the five domains of this tool, consider where you, the person, or the team you are assessing would fall on the scale of skill acquisition.

- *Novice (1)*—An individual's primary focus is understanding and gaining information in order to comprehend the skills needed. You have the level of experience gained in a classroom setting or on-the-job training. You are expected to need help when performing this skill.

- *Competent (3)*—People with considerable experience develop competence in solving problems within the learned guidelines and rules. You are able to successfully complete the competency as requested. Help from experts may be required from time to time, but you can usually perform the skill independently.
- *Expert (5)*—Experts work intuitively analyzing, recognizing patterns, critiquing and solving problems with ideas and expertise. You are known as the expert in this area. You can provide guidance, troubleshoot and answer questions related to this competency.

For your convenience, a complete list of ACHE resources, including readings, programs, assessments, and self-study courses are included in the back of the directory and referenced by number in each section of the assessment.

## About This Tool

The competencies are derived from job analysis surveys of healthcare leaders across various management and administration disciplines. They are aligned with the challenges and opportunities experienced by leaders today. The tool is reviewed and updated annually.

Within the *ACHE Healthcare Executive Competencies Assessment Tool*, the competencies are categorized into five critical domains: Communication and Relationship Management, Leadership, Professionalism, Knowledge of the Healthcare Environment and Business Skills and Knowledge. The definitions for the domains are as follows:



\*derived from HLA Model

## 1. Communication and Relationship Management

The ability to communicate clearly and concisely with internal and external customers, establish and maintain relationships and facilitate constructive interactions with individuals and groups. This domain includes:

- A. Relationship Management
- B. Communication Skills
- C. Facilitation and Negotiation

## 2. Leadership

The ability to inspire individual and organizational excellence, create a shared vision and successfully manage change to attain the organization's strategic ends and successful performance. Leadership intersects with each of the other four domains. This domain includes:

- A. Leadership Skills and Behavior
- B. Organizational Climate and Culture
- C. Communicating Vision
- D. Managing Change

## 3. Professionalism

The ability to align personal and organizational conduct with ethical and professional standards that include a responsibility to the patient and community, a service orientation, and a commitment to lifelong learning and improvement. This domain includes:

- A. Personal and Professional Accountability
- B. Professional Development and Lifelong Learning
- C. Contributions to the Community and Profession

## 4. Knowledge of the Healthcare Environment

The understanding of the healthcare system and the environment in which healthcare managers and providers function. This domain includes:

- A. Healthcare Systems and Organizations
- B. Healthcare Personnel
- C. The Patient's Perspective
- D. The Community and the Environment

## 5. Business Skills and Knowledge

The ability to apply business principles, including systems thinking, to the healthcare environment. This domain includes:

- A. General Management
- B. Financial Management
- C. Human Resource Management
- D. Organizational Dynamics and Governance
- E. Strategic Planning and Marketing
- F. Information Management
- G. Risk Management
- H. Quality Improvement
- I. Patient Safety

Healthcare leaders should demonstrate competence in aspects of all five of these domain areas. As you work your way through the *ACHE Competencies Assessment Tool*, we hope you will find it valuable and that it provides guidance along your path of lifelong professional education as you face the ongoing challenges of management and leadership. We have made it available as a PDF file at [ache.org/CareerResources](https://www.ache.org/CareerResources) and hope you will share it with other healthcare leaders.

### About the Competencies

The competencies were derived from job analysis surveys conducted by Healthcare Leadership Alliance associations. In addition to the American College of Healthcare Executives, members of the Healthcare Leadership Alliance are American Association of Physician Leadership, American Organization of Nurse Executives, Healthcare Financial Management Association, Healthcare Information and Management Systems Society and Medical Group Management Association.

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## COMPETENCY LEVEL

Novice

Competent

Expert

### 1. Communication and Relationship Management

#### A. Relationship Management

Organizational structure and relationships	1	2	3	4	5
Build collaborative relationships	1	2	3	4	5
Demonstrate effective interpersonal relations	1	2	3	4	5
Develop and maintain medical staff relationships	1	2	3	4	5
Develop and maintain supplier relationships	1	2	3	4	5
Identify stakeholder needs/expectations	1	2	3	4	5
Provide internal customer service	1	2	3	4	5
Practice and value shared decision making	1	2	3	4	5
Other professional norms and standards of behaviors as defined by professions such as AHA, physician's oaths and other professional pledges	1	2	3	4	5
Creating an ethical culture in an organization	1	2	3	4	5

Readings: 1, 2, 11, 13, 17, 18, 28, 47, 62, 64, 83

Programs: 7, 15, 27, 34, 52, 61, 69, 73, 93

Leadership Assessments: 4, 5, 6

Self-Study Courses: 2, 3, 18, 23

#### B. Communication Skills

Public relations	1	2	3	4	5
Principles of communication and their specific applications	1	2	3	4	5
Sensitivity to what is correct behavior when communicating with diverse cultures, internal and external	1	2	3	4	5
Communicate organizational mission, vision, objectives and priorities	1	2	3	4	5
Identify and use human and technical resources to develop and deliver communications	1	2	3	4	5
Prepare and deliver business communications, including meeting agendas, presentations, business reports and project communications plans	1	2	3	4	5
Present results of data analysis to decision makers	1	2	3	4	5
Provide and receive constructive feedback	1	2	3	4	5
Use factual data to produce and deliver credible and understandable reports	1	2	3	4	5

Readings: 13, 43, 48, 64, 85

Programs: 20, 25, 26, 32, 52, 68, 71, 100

Leadership Assessments: 5, 6

Readings: 1, 12, 17, 18, 25, 64, 65, 77  
 Programs: 7, 23, 27, 68, 81, 100  
 Leadership Assessments: 3, 5, 6, 7  
 Self-Study Courses: 2, 7, 18, 23

## COMMUNICATION AND RELATIONSHIP MANAGEMENT DEVELOPMENT PLAN

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COMPETENCY LEVEL				
Novice	Competent			Expert

## 2. LEADERSHIP

### A. *Leadership Skills and Behavior*

Leadership styles/techniques	1	2	3	4	5
Leadership theory and situational applications	1	2	3	4	5
Potential impacts and consequences of decision making in situations both internal and external	1	2	3	4	5
Adhere to legal and regulatory standards	1	2	3	4	5
Champion solutions and encourage decision making	1	2	3	4	5
Develop external relationships	1	2	3	4	5
Collaborative techniques for engaging and working with physicians	1	2	3	4	5
Incorporate and apply management techniques and theories into leadership activities	1	2	3	4	5
Foster an environment of mutual trust	1	2	3	4	5
Support and mentor high-potential talent within the organization	1	2	3	4	5
Advocate and participate in healthcare policy initiatives	1	2	3	4	5

Readings: 1, 7, 9, 12, 13, 25, 26, 28, 39, 41, 43, 45, 47, 57, 61, 63, 82

Programs: 1, 2, 8, 11, 12, 19, 21, 26, 30, 31, 36, 37, 40, 41, 45, 48, 52, 56, 61, 63, 64, 66, 67, 77, 78, 80, 85, 88, 94, 99, 102

Leadership Assessments: 2, 5, 6, 90

Self-Study Courses: 1, 3, 5, 7, 13

### B. *Organizational Climate and Culture*

Create an organizational climate that encourages teamwork	1	2	3	4	5
Create an organizational culture that values and supports diversity	1	2	3	4	5
Knowledge of own and others' cultural norms	1	2	3	4	5
Assess the organization, including corporate values and culture, business processes and impact of systems on operations	1	2	3	4	5

Readings: 11, 13, 20, 27, 45, 65, 72, 74, 78

Programs: 1, 6, 9, 12, 21, 23, 24, 28, 30, 32, 52, 70, 74, 82, 85, 98, 103

Leadership Assessments: 6

Other: 3

### C. *Communicating Vision*

Establish a compelling organizational vision and goals	1	2	3	4	5
Create an organizational climate that facilitates individual motivation	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice	Competent			Expert
Encourage a high level of commitment to the purpose and values of the organization	1	2	3	4	5
Hold self and others accountable for organizational goal attainment	1	2	3	4	5
Gain physician buy-in to accept risk and support new business ventures	1	2	3	4	5

Readings: 1, 12, 13, 25, 64, 65  
 Programs: 20, 21, 32, 35, 40, 71  
 Leadership Assessments: 6  
 Self-Study Courses: 1, 13

Promote and manage change	1	2	3	4	5
Explore opportunities for the growth and development of the organization on a continuous basis	1	2	3	4	5
Promote continuous organizational learning/improvement	1	2	3	4	5
Anticipate and plan strategies for overcoming obstacles	1	2	3	4	5
Anticipate the need for resources to carry out initiatives	1	2	3	4	5
Develop effective medical staff relationships in support of the organization's mission, vision and strategic plan	1	2	3	4	5

## LEADERSHIP DEVELOPMENT PLAN

## COMPETENCY LEVEL

Novice

Competent

Expert

### 3. PROFESSIONALISM

#### A. *Personal and Professional Accountability*

Patient rights and responsibilities	1	2	3	4	5
Ethics committee's roles, structure and functions	1	2	3	4	5
Consequences of unethical actions	1	2	3	4	5
Organizational business and personal ethics	1	2	3	4	5
Cultural and spiritual diversity for patients and staff as they relate to healthcare needs	1	2	3	4	5
Conflict of interest situations as defined by organizational bylaws, policies and procedures	1	2	3	4	5
Professional roles, responsibility and accountability	1	2	3	4	5
Professional standards and codes of ethical behavior	1	2	3	4	5
Balance professional and personal pursuits	1	2	3	4	5
Uphold and act upon ethical and professional standards	1	2	3	4	5
Adhere to ethical business principles	1	2	3	4	5
Other professional norms and standards of behaviors as defined by professions such as AHA, physician's oaths and other professional pledges	1	2	3	4	5
Creating an ethical culture in an organization	1	2	3	4	5

Readings: 22, 23, 25, 54, 64, 71, 72, 73, 82, 91

Programs: 5, 49, 50, 56, 60, 97

Other: 1, 2, 4, 5, 6, 8

#### B. *Professional Development and Lifelong Learning*

Professional norms and behaviors	1	2	3	4	5
Professional societies and memberships	1	2	3	4	5
Contribute to professional knowledge and evidence	1	2	3	4	5
Time and stress management techniques	1	2	3	4	5
Conduct self-assessments	1	2	3	4	5
Network with colleagues	1	2	3	4	5
Participate in continuing education and career planning	1	2	3	4	5
Acquire and stay current with the professional body of knowledge	1	2	3	4	5

Readings: 5, 36, 38, 39, 53, 59, 75, 90, 92

Programs: 14, 19, 22, 30, 37, 45, 55, 57, 63, 69, 71, 77, 79, 88, 94, 101, 102

Leadership Assessments: 1, 5, 7

Self-Study Course: 1, 5, 6





COMPETENCY LEVEL				
Novice	Competent			Expert

#### 4. KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT

##### A. *Healthcare Systems and Organizations*

Healthcare and medical terminology	1	2	3	4	5
Managed care models, structures and environment	1	2	3	4	5
The interdependency, integration and competition among healthcare sectors	1	2	3	4	5
Levels of healthcare along the continuum of care	1	2	3	4	5
Levels of service from a business perspective	1	2	3	4	5
Evidence-based management practice	1	2	3	4	5
Healthcare economics	1	2	3	4	5
Requirements for nonprofit healthcare organizations	1	2	3	4	5
The interrelationships among access, quality, cost, resource allocation, accountability and community	1	2	3	4	5

Readings: 2, 10, 21, 12, 14, 15, 20, 23, 24, 42, 45, 50, 51, 52, 76, 81, 91, 93

Programs: 6, 21, 23, 29, 31, 33, 35, 43, 45, 46, 47, 48, 70, 72, 78, 94, 101

##### B. *Healthcare Personnel*

Ancillary services	1	2	3	4	5
Physician roles	1	2	3	4	5
The healthcare sectors	1	2	3	4	5
Staff perspective in organizational settings	1	2	3	4	5
Nurse and allied health professionals' scope of practice	1	2	3	4	5
Support services	1	2	3	4	5
Role of nonclinical professionals in the healthcare system	1	2	3	4	5
Educational funding for healthcare personnel	1	2	3	4	5
Workforce issues	1	2	3	4	5

Readings: 5, 11, 12, 47, 53, 55, 66, 74, 77, 83

Programs: 7, 12, 15, 27, 34, 42, 49, 50, 62, 73, 75, 78, 84, 90, 98, 101, 103

Self-Study Courses: 3

##### C. *The Patient's Perspective*

The patient's perspective (e.g., cultural differences, expectations)	1	2	3	4	5
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Readings: 36, 79, 80

Program: 51, 89

Self-Study Course: 12

COMPETENCY LEVEL		
Novice	Competent	Expert

#### D. The Community and the Environment

Socioeconomic environment in which the organization functions	1	2	3	4	5
Healthcare trends	1	2	3	4	5
Implications of community standards of care	1	2	3	4	5
Healthcare technological research and advancements	1	2	3	4	5
Organization and delivery of healthcare	1	2	3	4	5
Community standards of care	1	2	3	4	5
Corporate compliance laws and regulations	1	2	3	4	5
Regulatory and administrative environment in which the organization functions	1	2	3	4	5
Governmental, regulatory, professional and accreditation agencies	1	2	3	4	5
Legislative issues and advocacy	1	2	3	4	5

Readings: 23, 33, 36, 45, 61, 63, 70, 81

Programs: 10, 17, 18, 39, 44, 47, 59, 65, 79, 83

Self-Study Course: 12

Other: 8

## KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT DEVELOPMENT PLAN

[illegible]

COMPETENCY LEVEL				
Novice	Competent			Expert

## 5. BUSINESS SKILLS AND KNOWLEDGE

### A. General Management

Ability to analyze and evaluate information to support a decision or recommendation	1	2	3	4	5
Ability to distinguish relevant from irrelevant information	1	2	3	4	5
Ability to integrate information from various sources to make decisions or recommendations	1	2	3	4	5
Collect and analyze data from internal and external sources relevant to each situation	1	2	3	4	5
Basic business contracts	1	2	3	4	5
Techniques for business plan development, implementation and assessment	1	2	3	4	5
Justify a new business model or business plan	1	2	3	4	5
Principles of public affairs and community relations	1	2	3	4	5
The functions of organizational policies and procedures	1	2	3	4	5
Analyze the current way of doing business and clinical processes	1	2	3	4	5
Anticipate cause-and-effect relationships	1	2	3	4	5
Conduct needs analysis, identify and prioritize requirements	1	2	3	4	5
Define problems or opportunities	1	2	3	4	5
Distinguish between important and unimportant aspects of business and clinical situations as a basis for sound decision making	1	2	3	4	5
Identify alternate processes and potential solutions	1	2	3	4	5
Promote and apply problem-solving philosophies	1	2	3	4	5
Utilize comparative analysis strategies	1	2	3	4	5
Demonstrate critical thinking and analysis	1	2	3	4	5
Prioritize or triage as necessary to ensure critical functions are repaired, maintained or enhanced	1	2	3	4	5
Broad systems connections—potential impacts and consequences of decisions in a wide variety of situations both internal and external	1	2	3	4	5
Systems theory	1	2	3	4	5
Systems thinking	1	2	3	4	5
Champion systems thinking	1	2	3	4	5
Identify how a system design accommodates business processes	1	2	3	4	5
Seek information from a variety of sources	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice 1	2	Competent 3	4	Expert 5
Evidence-based practice	1	2	3	4	5
Facilities planning	1	2	3	4	5
Inventory control systems	1	2	3	4	5
Project management	1	2	3	4	5
Purchasing procurement	1	2	3	4	5
Develop work plans	1	2	3	4	5
Perform audits of systems and operations	1	2	3	4	5
Management functions	1	2	3	4	5
Assess organizational perception of systems effectiveness and departmental effectiveness	1	2	3	4	5
Develop requests for information and requests for proposals	1	2	3	4	5
Manage vendor contracts	1	2	3	4	5
Measure quantitative dimensions of systems and departmental effectiveness	1	2	3	4	5
Organize and manage the human and physical resources of the organization to achieve input, buy-in and optimal performance	1	2	3	4	5

Readings: 2, 3, 10, 11, 12, 13, 20, 24, 32, 40, 45, 46, 50, 54, 55, 60, 62, 69, 76, 78, 86, 87, 94

Programs: 3, 19, 21, 26, 36, 40, 41, 43, 55, 57, 72, 74, 77, 78, 86, 88, 94, 102

Leadership Assessments: 1, 5

Self-Study Courses: 4, 5, 9, 17, 19, 22

## ***B. Financial Management***

Basic accounting principles	1	2	3	4	5
Financial management and analysis principles	1	2	3	4	5
Financial planning methodologies	1	2	3	4	5
Financial statements	1	2	3	4	5
Outcomes measures and management	1	2	3	4	5
Reimbursement principles, ramifications and techniques, including rate setting and contracts	1	2	3	4	5
Principles of operating, project and capital budgeting	1	2	3	4	5
Fundamental productivity measures	1	2	3	4	5
Financial controls and auditing principles	1	2	3	4	5
Revenue generation	1	2	3	4	5
Asset management, including depreciation schedule, facilities, equipment, etc.	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice 1	2	Competent 3	4	Expert 5
Analyze financial reward versus risk	1	2	3	4	5
Apply financial planning methodologies to organizational objectives	1	2	3	4	5
Develop accounting and financial control systems	1	2	3	4	5
Develop and use performance monitoring metrics	1	2	3	4	5
Develop coding and reimbursement policies and procedures	1	2	3	4	5
Establish business relationships with financial advisors	1	2	3	4	5
Maintain compliance with tax laws and filing procedures	1	2	3	4	5
Negotiate third-party contracts	1	2	3	4	5
Provide stewardship of financial resources	1	2	3	4	5
Potential impacts and consequences of financial decision making on operations, healthcare, human resources and quality of care	1	2	3	4	5
Financing including funding sources, the process of obtaining credit and bond ratings, and issuing bonds	1	2	3	4	5
Philanthropy and foundation work, including source of funding for non-profit organizations or to target for-profit organizations' activities	1	2	3	4	5
Supply chain systems, structures and processes	1	2	3	4	5

Readings: 6, 8, 20, 30, 34, 35, 37, 40, 42, 45, 58, 68, 85

Programs: 10, 42, 43, 54, 91, 95, 96

Self-Study Courses: 14, 19, 21, 22

### C. *Human Resource Management*

Human resources laws and regulations	1	2	3	4	5
Performance management systems	1	2	3	4	5
Recruitment and retention techniques	1	2	3	4	5
Staffing methodologies and productivity management	1	2	3	4	5
Employee satisfaction measurement and improvement techniques	1	2	3	4	5
Employee motivational techniques	1	2	3	4	5
Compensation and benefits practices	1	2	3	4	5
Worker safety, security and employee health issues	1	2	3	4	5
Conflict resolution and grievance procedures	1	2	3	4	5
Organizational policies and procedures and their functions	1	2	3	4	5
The need for and/or desirability of outsourcing	1	2	3	4	5
The varying work environments in which staff work	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice 1	2	Competent 3	4	Expert 5
Define staff roles, responsibilities and job descriptions					
Manage departmental personnel processes, including performance appraisals; incentives; staff recruitment, selection and retention; training and education; coaching and mentoring	1	2	3	4	5
Job classification systems	1	2	3	4	5
Develop and implement policies and procedures with physicians to address physician behavioral and burnout issues	1	2	3	4	5
Develop and manage employee performance management systems	1	2	3	4	5
Develop effective physician recruitment and retention programs	1	2	3	4	5
Develop employee benefit and assistance plans	1	2	3	4	5
Engage in workforce planning	1	2	3	4	5
Evaluate and manage employee efficiency and productivity	1	2	3	4	5
Potential impacts and consequences of human resources	1	2	3	4	5
Decision making on operations, finances, healthcare and quality of care	1	2	3	4	5
Selection techniques, including commonly available assessments and relative benefits	1	2	3	4	5
Labor relations practices and strategies	1	2	3	4	5
Job design processes	1	2	3	4	5
Succession planning models	1	2	3	4	5

Readings: 2, 12, 20, 31, 32, 39, 55, 77, 92, 94

Programs: 12, 49, 50, 62, 70, 74, 75, 76, 78, 82, 84, 100, 103

Self-Study Courses: 1, 7, 18

#### *D. Organizational Dynamics and Governance*

Organization systems theories and structures	1	2	3	4	5
How an organization's culture impacts its effectiveness	1	2	3	4	5
Governance theory	1	2	3	4	5
Governance structure	1	2	3	4	5
Medical staff structure and its relationship to the governing body and facility operation	1	2	3	4	5
Public policy matters and legislative and advocacy processes	1	2	3	4	5
Organizational dynamics, political realities and culture	1	2	3	4	5
Principles and practices of management and organizational behavior	1	2	3	4	5
Build trust and cooperation between/among stakeholders	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice 1	2	Competent 3	4	Expert 5
Construct and maintain governance systems	1	2	3	4	5
Document and implement policies and procedures	1	2	3	4	5
Evaluate and improve governing bylaws, policies and processes	1	2	3	4	5
Facilitate physician understanding and acceptance of good business management	1	2	3	4	5
Manage the performance of subsystems in a manner that optimizes the whole synergy	1	2	3	4	5
Interpret and integrate federal, state and local laws and regulation	1	2	3	4	5

Readings: 11, 12, 19, 25, 32, 41, 45, 67, 72, 78, 91, 94

Programs: 5, 8, 22, 23, 84, 90

Other: 8

### *E. Strategic Planning and Marketing*

Business plan development and implementation process	1	2	3	4	5
Business planning, including business case and exit-strategy development	1	2	3	4	5
Evaluate whether a proposed solution aligns with the organizational business plan	1	2	3	4	5
Marketing principles and tools	1	2	3	4	5
Marketing plan development	1	2	3	4	5
Manage projects and/or resources	1	2	3	4	5
Healthcare system services	1	2	3	4	5
Implementation planning	1	2	3	4	5
Crisis and disaster planning	1	2	3	4	5
Characteristics of strategic decision support	1	2	3	4	5
Strategic planning processes development and implementation	1	2	3	4	5
Develop and monitor departmental strategic and tactical objectives	1	2	3	4	5
Develop a benefits realization model that measures product or service performance to ensure that strategic goals are met	1	2	3	4	5
Organizational mission, vision, objectives and priorities	1	2	3	4	5
Plan for business continuance in the face of potential disasters that could disrupt service delivery	1	2	3	4	5
Pursuing and establishing partnerships and strategic alliances	1	2	3	4	5

Readings: 21, 29, 32, 40, 44, 45, 49, 67, 75, 76, 81, 85, 86, 87, 88

Programs: 5, 9, 28, 29, 39, 40, 66, 91, 92, 93, 96, 99

Self-Study Courses: 8, 10, 11, 16



	COMPETENCY LEVEL				
	Novice	Competent		Expert	
<b>F. Information Management</b>					
Application software	1	2	3	4	5
Characteristics of administrative systems/programs	1	2	3	4	5
Characteristics of clinical systems/programs	1	2	3	4	5
Confidentiality principles and laws	1	2	3	4	5
Data analysis, including manipulation, understanding of and ability to explain data	1	2	3	4	5
Electronic education and information resources and systems	1	2	3	4	5
Health informatics	1	2	3	4	5
Information systems planning and implementation	1	2	3	4	5
Technology trends and clinical applications	1	2	3	4	5
Principles of database and file management	1	2	3	4	5
Technology privacy, confidentiality and security requirements	1	2	3	4	5
Role and function of information technology in operations	1	2	3	4	5
Testing and evaluation activities of IT systems	1	2	3	4	5
Information systems continuity	1	2	3	4	5
Analyze problem reports for trends	1	2	3	4	5
Conduct demonstrations, evaluate and select healthcare IT systems	1	2	3	4	5
Ensure accuracy and integrity of data	1	2	3	4	5
Compatibility of software, hardware and network components to facilitate business operations	1	2	3	4	5
Ensure staff members are trained to use information systems	1	2	3	4	5
Evaluate results of a system security/privacy effectiveness assessment	1	2	3	4	5
Integrate IT systems that support decision making	1	2	3	4	5
Link the IT plan to the business plan	1	2	3	4	5
Monitor IT systems' sustainability, reliability and maintainability	1	2	3	4	5
Monitor and adjust IT system capacity	1	2	3	4	5
Recommend policies and procedures for information management systems	1	2	3	4	5
Information systems continuity, including disaster planning, recovery, backup, security, sabotage and natural disasters	1	2	3	4	5

	COMPETENCY LEVEL				
	Novice	Competent		Expert	
Factors that influence selection, acquisition, and maintenance of IT systems, including upgrades and conversions, and technology lifecycles	1	2	3	4	5
Healthcare analytics	1	2	3	4	5

Readings: 4, 24, 56

Programs: 16, 35, 48, 54, 95

### G. Risk Management

Risk management principles and programs	1	2	3	4	5
Confidentiality principles and laws	1	2	3	4	5
Corporate compliance laws and regulations	1	2	3	4	5
Medicare/Medicaid/third-party payment regulations	1	2	3	4	5
Inspection and accrediting standards, regulations and organizations	1	2	3	4	5
Patients' rights, laws and regulations	1	2	3	4	5
Compliance with regulatory agencies and tax status requirements	1	2	3	4	5
Contingency planning	1	2	3	4	5
Corporate history and record-keeping procedures	1	2	3	4	5
Credentialing, medical malpractice and professional liability	1	2	3	4	5
Personnel and property security plans and policies	1	2	3	4	5
Professional resource networks for risk-related activities	1	2	3	4	5
Risk assessments and analyses	1	2	3	4	5
Risk mitigation	1	2	3	4	5
Risks related to personnel management	1	2	3	4	5
Risks related to quality management and patient safety	1	2	3	4	5
Conflict resolution and grievance procedures	1	2	3	4	5
Establish patient, staff and organizational confidentiality policies	1	2	3	4	5
Maintain compliance with government contractual mandates	1	2	3	4	5
Plan for business continuance in the face of potential disasters that could disrupt service delivery	1	2	3	4	5

Readings: 7, 61, 82, 84

Programs: 77

Self-Study Courses: 12

## COMPETENCY LEVEL

Novice                      Competent                      Expert

### H. *Quality Improvement*

Benchmarking techniques	1	2	3	4	5
Medical staff peer review	1	2	3	4	5
Clinical methodologies	1	2	3	4	5
Utilization review and management regulations	1	2	3	4	5
Clinical pathways and disease management	1	2	3	4	5
National quality initiatives, including patient safety	1	2	3	4	5
Knowledge of tools for improving patient safety	1	2	3	4	5
Customer satisfaction principles and tools	1	2	3	4	5
Data collection, measurement and analysis tools and techniques	1	2	3	4	5
Patient communication systems	1	2	3	4	5
Quality improvement theories and frameworks	1	2	3	4	5
Quality planning and management	1	2	3	4	5
Recognition of quality as a strategic initiative	1	2	3	4	5
Training and certification	1	2	3	4	5
Develop and implement performance and process improvement programs	1	2	3	4	5
Develop and implement quality assurance and patient satisfaction programs	1	2	3	4	5
Develop clinical pathway structure and function	1	2	3	4	5

Readings: 3, 27, 48, 59, 84, 89

Programs: 4, 13, 24, 32, 53, 58, 87, 88, 89, 102

Self-Study Courses: 10

### I. *Patient Safety\**

Establish and sustain a safety culture	1	2	3	4	5
Collaborate with public agencies and private organizations to support patient safety	1	2	3	4	5
Create a common set of safety metrics that reflect meaningful outcomes	1	2	3	4	5
Funding for research in patient safety and implementation science	1	2	3	4	5
Address patient safety across the care continuum	1	2	3	4	5



# ACHE RESOURCE LISTINGS

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## Readings:

1. An Insider's Guide to Physician Engagement by Andrew C. Agwunobi, MD
2. An Insider's Guide to Working with Healthcare Consultants by Andrew Agwunobi, MD
3. Applying Quality Management in Healthcare: A Systems Approach, Fifth Edition, by Patrice L. Spath
4. Big Data in Healthcare: Statistical Analysis of the Electronic Health Record by Farrokh Alemi, PhD
5. Boost Your Nursing Leadership Career: 50 Lessons that Drive Success by Kenneth R. White, PhD, RN, FACHE, and Dorrie Fontaine, PhD, RN
6. Cases in Healthcare Finance, Seventh Edition, by George H. Pink, PhD and Paula H. Song, PhD
7. Contemporary Issues in Healthcare Law and Ethics, Fourth Edition, by Dean M. Harris, JD
8. The Core Elements of Value in Healthcare by Paveljit S. Bindra, MD
9. Developing Physician Leaders for Successful Clinical Integration by Carson F. Dye, FACHE, and Jacque J. Sokolov, MD
10. Dimensions of Long-Term Care Management: An Introduction, Third Edition, by Mary Helen McSweeney-Feld, PhD; Carol Molinari, PhD, editors
11. Diversity on the Executive Path: Wisdom and Insights for Navigating to the Highest Levels of Healthcare Leadership by Diane Dixon, EdD
12. Dunn and Haimann's Healthcare Management, Eleventh Edition, by Rose T. Dunn, CPA, FACHE, FHFMA
13. Dyad Leadership and Clinical Integration: Driving Change, Aligning Strategies by Alan Belasen, PhD
14. Economics for Healthcare Managers, Fifth Edition, by Robert H. Lee, PhD
15. The Economics of Health Reconsidered, Fifth Edition, by Thomas Rice, PhD, and Lynn Unruh, PhD, RN, Andrew Barnes
16. The Emerging Healthcare Leader: A Field Guide, Second Edition, by Laurie K. Baedke, FACHE, FACMPE, and Natalie D. Lamberton, FACHE
17. Enhanced Physician Engagement: Volume 1, What It Is, Why You Need It, and Where to Begin by Carson Dye, FACHE, editor
18. Enhanced Physician Engagement: Volume 2, Tools and Tactics for Success by Carson Dye, FACHE, editor
19. Essential Operational Components for High-Performing Healthcare Enterprises by Jon Burroughs, MD, FACHE
20. Essentials of Healthcare Management: Cases, Concepts, and Skills, Second Edition, by Leigh Cellucci, PhD; Michael R. Meacham, JD; and Tracy J. Farnsworth, EdD
21. Essentials of Strategic Planning in Healthcare, Third Edition, by Jeffrey P. Harrison, PhD, FACHE
22. Ethics and Professionalism for Healthcare Managers, Second Edition, by Elizabeth J. Forrestal, PhD, FAHIMA, and Leigh W. Cellucci, PhD
23. Evaluating the Healthcare System: Effectiveness, Efficiency, and Equity, Fourth Edition, by Charles E. Begley, David R. Lairson, Robert O. Morgan, Paul J. Rowan and Rajesh Balkrishnan, PhD
24. Evidence-Based Management in Healthcare: Principles, Cases and Perspectives, Second Edition, by Anthony R. Kovner, PhD, and Thomas D'Aunno, PhD, editors

25. Exceptional Leadership: 16 Critical Competencies for Healthcare Executives, Third Edition, by Carson F. Dye, FACHE, and Andrew N. Garman, PsyD
26. Executive Turned Consultant: Transitioning from Experienced to Executive to Trusted Advisor in Healthcare by Scott A. Mason, DPA, FACHE
27. Five Disciplines for Zero Patient Harm: How High Reliability Happens by Charles Mowll, LFACHE
28. Followership: A Practical Guide to Aligning Leaders and Followers by Tom Atchison, EdD
29. From Competition to Collaboration: How Leaders Cultivate Partnerships to Drive Value and Transform Health by Tracy L. Duberman, PhD, FACHE, and Robert H. Sachs, PhD
30. Fundamentals of Healthcare Finance, Fourth Edition, by Kristin L. Reiter, PhD, and Paula Song, PhD
31. Fundamentals of Human Resources in Healthcare, Third Edition, by Carla Jackie Sampson, PhD, FACHE, Bruce J. Fried, PhD, editors
32. Fundamentals of Medical Practice Management, Second Edition, by Stephen L. Wagner, PhD, FACHE
33. Futurescan 2025: Health Care Trends and Implications, copublished with the Society for Healthcare Strategy & Market Development
34. Gapenski's Healthcare Finance: An Introduction to Accounting and Financial Management, Seventh Edition, by Kristin L. Reiter, PhD, and Paula H. Song, PhD
35. Gapenski's Understanding Healthcare Financial Management, Eighth Edition, by George H. Pink, PhD, and Paula H. Song, PhD
36. The Global Healthcare Manager: Competencies, Concepts, and Skills by Michael Counte, PhD; Bernardo Ramirez, MD; Daniel J. West Jr., PhD; FACHE, FACMPE; and William Aaronson, PhD
37. Healthcare Applications: A Casebook in Accounting and Financial Management by Thomas E. McKee, PhD, and Linda J. B. McKee, PhD
38. The Healthcare Consultant's Handbook: Career Opportunities and Best Practices by Scott A. Mason, DPA, FACHE
39. The Healthcare C-Suite: Leadership Development at the Top by Andrew N. Garman, PsyD, and Carson F. Dye, FACHE
40. Healthcare Facility Planning: Thinking Strategically, Second Edition, by Cynthia Hayward, FA AHC
41. Healthcare Governance: A Guide for Effective Boards, Second Edition, by Errol L. Biggs, PhD, FACHE
42. Healthcare in the United States: Clinical, Financial, and Operational Dimensions by Stephen L. Walston, PhD, and Kenneth L. Johnson, PhD, FACHE
43. The Healthcare Leader's Guide to Actions, Awareness, and Perception, Third Edition, Carson F. Dye, FACHE, and Brett D. Lee, FACHE
44. Healthcare Marketing: A Case Study Approach by Leigh Cellucci, PhD; Carla Wiggins, PhD; and Tracy Farnsworth, EdD
45. The Healthcare Nonprofit: Keys to Effective Management by Stephen F. Gambescia, PhD; Sylvia V. Bastani; and Bruce Melgary
46. Healthcare Operations Management, Fourth Edition, by Daniel B. McLaughlin and John R. Olson, PhD
47. Healthcare Philanthropy: Advance Charitable Giving to Your Organization's Mission by Betsy Chapin Taylor
48. The Healthcare Quality Book: Vision, Strategy, and Tools, Fifth Edition, by David Nash, MD; Maulik Joshi, DrPH; Elizabeth Ransom, MD; and Scott Ransom, DO
49. Healthcare Strategic Planning, Fifth Edition, by John M. Harris, and Meredith C. Inninger, FACHE
50. Health Economics: Core Concepts and Essential Tools by Steph Bernell, PhD
51. Health Informatics: A Systems Perspective, Second Edition, by Gordon D. Brown, PhD; Kalyan S. Pasupathy, PhD; and Timothy B. Patrick, PhD
52. Health Insurance, Third Edition, by Michael A. Morrissey, PhD
53. Health Policy Issues: An Economic Perspective, Eighth Edition, by Paul J. Feldstein, PhD, and Glenn Melnick
54. Health Services Management: A Case Study Approach, Twelfth Edition, by Ann Scheck McAlearney, ScD, and Anthony Kovner, PhD
55. Human Resources in Healthcare: Managing for Success, Fifth Edition, by Bruce J. Fried, PhD, and Myron D. Fottler, PhD, editors
56. Information Technology for Healthcare Managers, Ninth Edition, by Gerald L. Glandon, PhD; Detlev H. Smaltz, PhD, LFACHE, FHIMSS; and Donna J. Slovensky, PhD, RHIA, FAHIMA
57. Intangibles: The Unexpected Traits of High-Performing Healthcare Leaders by Amer Kaissi, PhD
58. Introduction to the Financial Management of Healthcare Organizations, Ninth Edition, by Michael Nowicki, EdD, FACHE, FHFMA
59. Introduction to Healthcare Quality Management, Fourth Edition, by Patrice L. Spath
60. Introduction to Health Policy, Third Edition, by Leiyu Shi, DrPH
61. The Law of Healthcare Administration, Tenth Edition, by J. Stuart Showalter, JD, and Sallie T. Sanford
62. Lead the Way in Five Minutes a Day, Sparking High Performance in Yourself and Your Team, by Jo Anne Preston
63. Leadership for Public Health: Theory and Practice by James W. Holsinger Jr., MD, PhD, and Erik L. Carlton, DrPH

64. Leadership in Healthcare: Essential Values and Skills, Fourth Edition, by Carson F. Dye, FACHE
65. Leading a Hospital Turnaround: A Practical Guide by Anthony K. Jones, FACHE
66. Leading Health Organizations: Theory and Practice, Second Edition, by Erik L. Carlton, DrPH, FACHE, and James W. Holsinger, Jr., MD
67. Longest's Health Policymaking in the United States, Seventh Edition, by Michael R. Meacham, JD
68. Levers for High-Impact Performance Improvement: How Healthcare Organizations Can Accelerate Change and Sustain Results by Gary Auton
69. Management of Healthcare Organizations: An Introduction, Third Edition, by Peter C. Olden, PhD, and Cathleen O. Erwin, PhD
70. Managerial Epidemiology: Cases and Concepts, Fourth Edition, by Steven T. Fleming, PhD
71. Managing Healthcare Ethically: Volume 1, Leadership Roles and Responsibilities, Third Edition, by Paul B. Hofmann, DrPH, FACHE, and William A. Nelson, PhD, HFACHE, editors
72. Managing Healthcare Ethically: Volume 2, Organizational Concerns, Third Edition, by Paul B. Hofmann, DrPH, FACHE, and William A. Nelson, PhD, HFACHE, editors
73. Managing Healthcare Ethically: Volume 3, Clinical Challenges, Third Edition, by Paul B. Hofmann, DrPH, FACHE, and William A. Nelson, PhD, HFACHE, editors
74. Managing Stress and Preventing Burnout in the Healthcare Workplace, Second Edition, by Jonathon R.B. Halbesleben, PhD
75. Marketing Health Services, Fourth Edition, by Richard K. Thomas, PhD
76. The Middleboro Casebook: Healthcare Strategy and Operations, Third Edition, by Lee F. Seidel, PhD, and James B. Lewis, ScD
77. Navigating the Healthcare Workforce Shortage: How to Safeguard Your Organization's Most Important Asset by Tresha Moreland and Lori Wightman
78. Organizational Behavior and Theory in Healthcare: Leadership Perspectives and Management Applications, Second Edition, by Stephen L. Walston, PhD and Kenneth L. Johnson
79. Patient No Longer: How YOU Can Lead the Consumer Revolution in Healthcare, Second Edition, by Ryan Donohue and Stephen Klasko, MD
80. The Patient's Primary Care Experience: A Road Map to Powerful Partnerships by Mary-Ellen Piche, LFACHE and Gina Luna
81. Population Health, Epidemiology, and Public Health: Management Skills for Creating Healthy Communities, Second Edition, by Rosemary Caron, PhD
82. Principles of Healthcare Leadership by Bernard J. Healey, PhD
83. Reigniting Employee Engagement: A Guide to Rediscovering Purpose and Meaning in Healthcare by Tom Atchison
84. The Safety Playbook: A Healthcare Leader's Guide to Building a High-Reliability Organization by John Byrnes, MD and Susan Teman, RN, CPPS
85. Strategic Allocation and Management of Capital in Healthcare: A Guide to Decision Making, Second Edition, by Jason H. Sussman, CPA, FACHE
86. Strategic Analysis for Healthcare: Concepts and Practical Applications, Second Edition, by Michael S. Wayland and Warren G. McDonald, PhD
87. Strategic Healthcare Management: Planning and Execution, Third Edition, by Stephen L. Walston, PhD
88. Take Charge of Your Healthcare Management Career: 50 Lessons That Drive Success by Kenneth R. White, PhD, RN, FACHE, and J. Stephen Lindsey, FACHE
89. The Toyota Way to Healthcare Excellence: Increase Efficiency and Improve Quality with Lean, Second Edition, by John Black, with David Miller and Joni Sensel
90. The Tracks We Leave: Ethics and Management Dilemmas in Healthcare, Fourth Edition, by Frankie Perry, RN, LFACHE
91. Transformative Planning: How Your Healthcare Organization Can Strategize for an Uncertain Future by Jim Austin
92. Tyler's Guide: The Healthcare Executive's Job Search, Fourth Edition, by J. Larry Tyler, FACHE, FA AHC, FHFMA
93. The United States Healthcare System: Overview, Driving Forces, and Outlook for the Future by Stephen L. Wagner, PhD, FACHE
94. The Well-Managed Healthcare Organization, Tenth Edition, by Kenneth R. White, PhD, RN, FACHE, and Amer Kaissi



## Programs:

1. A Field Guide for the Emerging Healthcare Leader
2. A Healthcare Leader's Guide to Women's Health
3. A Proven Formula for Achieving Enterprise Operational Excellence
4. Achieve High Reliability: Gain a Blueprint for Zero Harm Care
5. Achieving a Strategic Partnership with Your Board: Thrive in the Midst of Accountability
6. Achieving Speed, Spread, Scalability and Sustainability for Health Systems
7. Achieving Superior Outcomes Through Executive-Physician Partnerships
8. Addressing the Governance Conundrum: Building a Board that Leads and Follows
9. Advanced Strategic Planning to Transform Your Organization
10. Aggressively Improve Margin and Market Growth: 2021 National Research for C-Suite
11. Agility and Resilience in Healthcare Leadership: Key Behaviors for Leading Change
12. Aligning Operations with Employee Engagement Strategies to Drive Positive, Sustainable Outcomes
13. Aligning Quality Management and Health Equity to Improve Outcomes
14. Applying Design Thinking to Healthcare's Most Pressing Challenges
15. The Art and Principles of Physician Leadership and Engagement
16. Artificial Intelligence for Leaders: Beyond Big Data
17. The Basics of Grassroots Advocacy
18. Behavioral Health Challenges, Strategies and Solutions: The Business Case for Meeting Community Needs
19. Behavior Smarts: Increasing Healthcare Leadership Performance
20. Be the Best Part of Their Day: Supercharging Communication With Values-Driven Leadership
21. Beyond Recovery: Thriving as a Health System Into the 2030s and Beyond
22. Board of Governors Exam Review Course
23. Breakthrough Physician Alignment: Creating a Win-Win for Optimizing Organizational Performance
24. Bridging Quality, Safety, and Human Experience: Strategies and Tools for Excellence in Healthcare Delivery
25. Compelling Communication: Creating Engagement, Understanding and Results
26. The Courage to Lead: Critical Skills for Healthcare Leaders
27. Creating Successful Physician Integration and Engagement Strategies for Long Term Success
28. Culture: The Force Behind Strategy
29. Delivery Disrupted: Innovations, AI, and Staying Ahead of the Curve in Healthcare
30. Developing Values-Based Leaders in Complex Healthcare Environments
31. Disruptive Innovators: Rise to the Challenge
32. Doing Well by Doing Good: Cultivating Mission to Improve Margin and Performance
33. Drift, Disruption, and Driving Outcomes: High-Reliability Principles for Operational Success
34. Drive Physician Engagement Today for Aligned Leaders Tomorrow
35. Driving Digital Health Innovation for Maximum Impact
36. Effective, Credible and Accountable Leadership in the C-suite
37. Effective Crisis Leadership - Transforming Ourselves and Our Organizations for Success
38. Effective Leadership for High-Reliability Healthcare
39. Epidemiology Meets Strategy: Leading Healthcare Organizations in a New Reality
40. Evidence-Based Decision Making in Healthcare Management and Leadership
41. Executive Program
42. Financial Turnarounds: Lessons Learned From the Frontline
43. Fundamental Financial Skills for Healthcare Organization Success
44. Growth in the Reform Era
45. Health System Simulation



46. Health Systems as Stewards of Health: A Construct for Leading Transformation
47. Hospitals and Health Systems of the Future: Transforming to Thrive
48. Human-Centered Leadership for the Next Era of Digital Healthcare Systems
49. Improve Clinician Retention and Patient Outcomes by Optimizing Professional Wellbeing
50. Improving Results through Better Team Engagement and Accountability
51. Improving the Patient Experience to Build Customer Loyalty
52. Inclusive Leadership: The Workplace JEDI Training You Didn't Know You Needed
53. Integrating Quality and Cost in a Pay-for-Value Era
54. Key Financial Principles for the Nonfinancial Healthcare Executive
55. Leaders Conference
56. Leadership and Accountability in Project Management and Programs
57. Leadership Development Program
58. Leading A Culture of Safety: A New Operating Model for High Reliability Quality, Engagement, Efficiency, and Growth
59. Leading and Managing in Changing Times
60. Leading Complex Change: Emotional Awareness, Intentionality & Agility
61. Leadership Power Levers and Influence Tactics: The Path Toward Trustworthiness
62. Leading for Success: Creating a Committed Workforce
63. Leading from Your Upper Brain: A Neuroscience Approach to Driving Performance
64. Leading in Difficult Times: The Role of Leader Humility and Ambition in Improving Engagement and Innovation
65. Leading in a Changing Environment: Focus on Population Health
66. Leading Strategic Change
67. Leading Transformational Change
68. Managing Conflict, Confrontations and Disputes
69. Mentor, Coach, Lead to Peak Professional Performance
70. Navigating Healthcare's Legal and Regulatory Landscape: Practical Strategies for Operations, HR, and Beyond
71. Never Be Boring: Present Like a Pro
72. Optimizing Ambulatory Management for the 21st Century
73. Optimizing Business and Clinical Outcomes Through Physician-Executive Collaboration
74. Optimizing Engagement and Performance in a Healing Ecosystem: Creating a Climate of Workforce Thriving
75. Optimizing the Roles of Physician Assistants and Nurse Practitioners
76. An Overview of Health Law: Liabilities, Compliance, and Leadership
77. Physician Executive Program
78. Physician Strategy for Hospitals: How to Align Independents, Fix Employment, Beat Disruptors, Succeed in Value, Ensure Access, and Grow
79. Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments
80. Practical Leadership Strategies in an Age of Change
81. Process and Technique of Negotiating
82. Professional Burnout in Healthcare: Lead Your Organization to Wellness
83. Proven Strategies and Leadership Methods for Effectively Leading Change in Today's Environment
84. Redesign and Operationalize Your Medical Staff for Health Reform
85. Resilient Leadership: The Role of Well-Being in Individual and Organizational Performance

86. Retooling for the Future in Healthcare Operations: The Changing Roles of Leaders
87. Revitalizing Your Quality Improvement Strategies
88. Senior Executive Program
89. Service Line Planning: Developing a Consumer Based Approach to Providing Quality Care
90. Solving the Enigma of Medical Group Performance: Methods to Identify and Add Meaningful Value
91. Strategic Planning: From Formulation to Action
92. Strategy Implementation: Behaviors and Frameworks that Inspire Success
93. The Human Margin: Foundations of Trust
94. The Network Evolution: How to Position Your Ambulatory Care Network for Future Success
95. The Strategic Use of Healthcare Analytics
96. Tactics & Strategies for Mastering Revenue Cycle Management
97. Taking an Emotionally Intelligent Leadership Approach to Change Management
98. Thriving Together: Well-being Solutions for What We've Been Missing in Healthcare Delivery
99. Transformational Leadership in the C-Suite: Strategies for Success
100. Transforming Collective Conflict to Collaborative Problem Solving
101. Transitioning From the Military to Civilian Healthcare
102. Virtual Career Launch Program
103. Where Wellness Meets Work: System-Based Solutions to Address Burnout and Promote Clinician Wellbeing

### **Leadership Assessments:**

1. Career Anchors Assessment
2. Change Management Leadership Assessment
3. Conflict Management Assessment
4. Emotional Intelligence Assessment
5. Extended DISC Assessment
6. Leadership Assessment
7. Power/Influence Assessment

### **Self-Study Courses:**

1. Accelerating Leadership Development in Yourself and Your Organization
2. Achieving the Group Practice Advantage
3. Advancing the CEO's Role in Healthcare Philanthropy
4. Building Clinical Systems That Produce Excellent Outcomes
5. Building Self Awareness to Prevent Career Derailment
6. Coordinated Care: Improving Clinical and Financial Performance
7. Creating Readiness for Change: Preparing Physicians and Administrators for Collaboration
8. Effective Strategy Execution
9. Healthcare Leadership That Makes a Difference: Creating Your Legacy
10. Improve the Experience of Care in Your Emergency Department
11. Integrating Global Trends into Your Organization's Strategic Planning

12. The Law and Patient Confidentiality: A Commonsense Guide to HIPAA and Beyond
13. Leading with Meaning: Tapping the Deeper Dimensions
14. Making Better Capital Investment Decisions
15. Managing the Risks of Social Media
16. Marketing Your Healthcare Organization
17. Reducing Burnout by Developing a Participative Culture
18. Tools and Techniques for Physician Engagement
19. Understanding Cost Allocation and Profit Analysis
20. Understanding Financial Statements
21. Understanding the Impact of Financing Decisions
22. Using Pricing, Budgeting, and Revenue Cycle Management to Improve Performance
23. Working Together While Maintaining Distinctiveness: Healthy Administrator-Physician Relations

#### Other:

1. ACHE's Career Center Products and Services ([ache.org/career-resource-center](http://ache.org/career-resource-center))
2. ACHE's *Code of Ethics* ([ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics](http://ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics))
3. ACHE's Diversity Resources ([ache.org/about-ache/resources-and-links/diversity-resources](http://ache.org/about-ache/resources-and-links/diversity-resources))
4. ACHE's Ethical Policy Statements ([ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/aches-ethical-policy-statements](http://ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/aches-ethical-policy-statements))
5. ACHE's Ethics Self-Assessment ([ache.org/about-ache/our-story/our-commitments/ethics/ethics-self-assessment](http://ache.org/about-ache/our-story/our-commitments/ethics/ethics-self-assessment))
6. ACHE's Ethics Toolkit ([ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/creating-an-ethical-culture-within-the-healthcare-organization/ethics-toolkit](http://ache.org/about-ache/our-story/our-commitments/ethics/ache-code-of-ethics/creating-an-ethical-culture-within-the-healthcare-organization/ethics-toolkit))
7. ACHE's Mentoring Network (member's-only area) ([ache.org/career-resource-center/advance-your-career/leadership-mentoring-network](http://ache.org/career-resource-center/advance-your-career/leadership-mentoring-network))
8. ACHE's Policy Statements ([ache.org/about-ache/our-story/our-commitments/policy-statements](http://ache.org/about-ache/our-story/our-commitments/policy-statements))
9. *Free From Harm: Accelerating Patient Safety Improvement Fifteen Years After To Err Is Human* from the National Patient Safety Foundation. Boston, MA: National Patient Safety Foundation; 2015.
10. *Leading a Culture of Safety: A Blueprint for Success* by ACHE and the IHI/NPSF Lucian Leape Institute (<http://safety.ache.org/>)



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