

## Competencies

### 1. General Healthcare Knowledge - General Digital Healthcare Knowledge, General Healthcare Technology Knowledge, General Healthcare Knowledge

#### PROFESSIONAL

- 1.1. The learner will be able to explain how entities work together in the healthcare system to advance healthcare's mission
- 1.2. The learner will be able to describe how healthcare evolves on a global scale to keep up with emerging needs
- 1.3. The learner will be able to describe the socio-political impacts that digital healthcare technology can have on communities they serve
- 1.4. The learner will be able to describe the challenges associated with the introduction of new digital health technologies
- 1.5. The learner will be able to compare and contrast the risks and benefits of new digital health technology implementations

#### LEADER

- 1.6. The learner will be able to utilize digital tools and platforms to advance organizational maturity
- 1.7. The learner will be able to explain the integration of medical equipment/biomedical engineering into hospital systems and special protections from the data generated
- 1.8. The learner will be able to map relationships between individual components of the healthcare ecosystem.

## **2. Organizational Vision and Strategy - Staffing/Organizational Development/Roles and Responsibilities**

### **PROFESSIONAL**

- 2.1. The learner will be able to identify the enterprise level cross functional relationships required for a digital health technology implementation
- 2.2. The learners will be able to summarize relationship management in the healthcare industry including why this is an essential skill and how best to implement these elements in different environments within healthcare.
- 2.3. The learner will be able to explain complex collaborations within an organization.
- 2.4. The learner will be able to contribute to the implementation of organizational planning within a specialty area.
- 2.5. The learner will be able to explain how to best navigate an existing organizational structure.

### **LEADER**

- 2.6. The learner will be able to explain the rationale for the existing organizational structure.
- 2.7. The learner will be able to navigate organizational structures to accomplish goals.
- 2.8. The learner will be able to identify priorities within a transformational strategy

### **3. Enterprise Value Management**

#### **PROFESSIONAL**

- 3.1. The learner will be able to explain how each organizational asset fits into a business impact analysis, providing accurate information about each asset.

#### **LEADER**

- 3.2. The learner will be able to map how each asset works inter-connectedly to achieve the organization's strategic goals.

#### **4. Project Management – Project Management Skills**

##### **PROFESSIONAL**

- 4.1. The learner will be able to explain the phases, roles and terms used in the field of project management
- 4.2. The learner will be able to demonstrate effective use of project management tools and techniques
- 4.3. The learner will be able to identify what defines a project versus a process.
- 4.4. The learner will be able to identify basic project management terminology
- 4.5. The learner will be able to explain the importance of a project plan.

##### **LEADER**

- 4.6. The learner will be able to compare and contrast different project management frameworks including but not limited to PMI, Agile, Waterfall, and LEAN.
- 4.7. The learner will be able to explain the lifecycle of a project.
- 4.8. The learner will be able to compare characteristics of a high and low performing team

## **5. Technology Management - Healthcare Information Management/IT Governance, Asset and Application Management**

### **PROFESSIONAL**

- 5.1. The learner will be able to classify the hardware, software and systems utilized in digital health technology
- 5.2. The learner will be able to describe the lifecycle costs associated with a digital healthcare technology implementation
- 5.3. The learner will be able to identify appropriate lifecycles for hardware (e.g., selection, evaluation, disposal)
- 5.4. The learner will be able to explain an information governance organizational structure

### **LEADER**

- 5.5. The learner will be able to apply governance program principles to digital health initiatives to ensure their long-term success.
- 5.6. The learner will be able to explain the application landscape and classify assets and applications accordingly.

## **6. Cybersecurity - Cybersecurity**

### PROFESSIONAL

6.1. The learner will be able to implement a risk management plan

### LEADER

6.2. The learner will be able to implement appropriate safeguards to prevent common cybersecurity threats.

## **7. Impact of external environment - Internal /External Service and Engagement**

### **PROFESSIONAL**

- 7.1. The learner will be able to describe how to manage the impact of the internal/external environments on digital healthcare technology success
- 7.2. The learner will be able to describe effective stakeholder management for digital healthcare technology
- 7.3. The learner will be able to select and utilize appropriate communication mediums to relate to concepts and synthesize knowledge.
- 7.4. The learner will be able to communicate quickly and effectively during crises.
- 7.5. The learner will be able to communicate effectively to all levels of organizational hierarchy.

### **LEADER**

- 7.6. The learner will be able to identify ways to establish enduring mutually beneficial relationships with a broad array of stakeholders
- 7.7. The learner will be able to adapt their relationship style based on the audience's needs.

## **8. Stakeholder Engagement and Service Management**

### **PROFESSIONAL**

- 8.1. The learner will be able to identify behaviors impacting stakeholder engagement - Knowledge of behaviors; Knowledge of right vs wrong way to engage patients/colleagues
- 8.2. The learner will be able to describe the impacts of culture, perception, ethics and other factors on effective communication.

### **LEADER**

- 8.3. The learner will be able to exhibit behaviors supporting effective stakeholder engagement - Role models effective PE behavior, Includes right vs wrong engagement behaviors
- 8.4. The learner will be able to demonstrate the use/knowledge of empathy in working with patients.
- 8.5. The learner will be able to demonstrate appropriate use of nonverbal behavior and identifies nonverbal behavior in patients and others.
- 8.6. The learner will be able to recognize the meaning of nonverbal cues.
- 8.7. The learner will be able to effectively communicate verbally and in writing within their team and internal organization.
- 8.8. The learner will be able to explain the impacts of culture, perception, and ethics on communication and forecast future trends.

## **9. Change Management - Change Management / Leadership**

### **PROFESSIONAL**

- 9.1. The learner will be able to explain the change management process in digital healthcare technology
- 9.2. The learner will be able to describe effective change management
- 9.3. The learner will be able to identify reactions to change.

### **LEADER**

- 9.4. The learner will be able to participate in change as a change agent to successfully implement change.
- 9.5. The learner will be able to explain change models
- 9.6. The learner will be able to identify process improvement methodologies including but not limited to Lean, Gap Analysis, Agile, and Waterfall
- 9.7. The learner will be able to implement methodologies to deal with opponents
- 9.8. The learner will be able to implement methodologies to develop buy-in

## **10. Data Management and Analytics - Data Management and Analytics**

### **PROFESSIONAL**

- 10.1. The learner will be able to describe the importance of a Data Vision and Strategy with the right stakeholders
- 10.2. The learner will be able to demonstrate effective use of data analysis tools for digital healthcare technology

### **LEADER**

- 10.3. The learner will be able to identify deficiencies in data quality or governance.
- 10.4. The learner will be able to implement good data hygiene.
- 10.5. The learner will be able to explain data structures and contextualize reported data to make inferences to refine requirements.
- 10.6. The learner will be able to explain the benefits of data dashboards and reports.
- 10.7. The learner will be able to interpret data dashboards and reports