



Healthcare Quality Professional Leadership Development: Domains and Competencies

I. Professionalism and Professional Values	
A	Consumer advocacy —views self as an agent acting on behalf of the best interests of the healthcare consumer; works to address special needs (e.g., disparities in care; health literacy; patient safety); values and works to understand patient experiences and perspectives; values and supports transparency
B	Future focus —scans the outside environment (local, national, and international) for future trends and innovations; assesses the potential impact of these trends on the organization; thinks generatively; plans for position successors well in advance of need, including attending to others' development needs
C	Professional ethics —values and supports integrity in his or her professional conduct; considers the ethical implications of decisions; acts openly and transparently; develops reputation as trustworthy
II. Performance Improvement	
A	Data management —understands how data are generated and how they can be used; ensures that data necessary for internal and external customers (e.g., data related to accreditation and regulation) are valid, reliable, and available and in a format that the customer understands; demonstrates ability to use and interpret data using appropriate statistical analysis
B	Analytic thinking and knowledge-based decision making —effectively breaks problems down into parts or steps; recognizes multiple layers of cause and effect; collects appropriate information to make decisions informed by available evidence
C	Development of a knowledge-rich environment —supports continuous improvement in the quality of data available to support decision making (collection, record keeping, access), using emerging technology and methods

III. Communication	
A	Verbal communication skills —presents effectively to diverse audiences and audience sizes; delivers complex or difficult messages with an understanding of audience knowledge and priorities; can alter approach as necessary to better serve audience needs
B	Written communication skills —writes clearly and precisely; pays attention to detail; tailors messages to intended audience(s); uses effective techniques of persuasion (recognizes and speaks to audience’s goals and needs, backs up arguments with facts or data)
C	Ability to listen to and receive feedback —effectively balances speaking and listening; actively listens to others’ opinions; shows openness and the ability to “hear” negative feedback; accurately discerns when to listen and when to speak; recognizes nonverbal cues
D	Emphasis on educating —communicates effectively with diverse audiences (e.g. community, regulators, insurance companies, consumers, professionals and staff, board members) to help them understand quality concepts, including the use of quality data

IV. Self-Development and Self-Management	
A	Management of personal limits —recognizes personal limits in knowledge and abilities and seeks input from others when needed; shows awareness of limits in personal resources (time, focus, energy); coordinates work and personal life to prevent one from undermining the other; effectively delegates or redirects work when appropriate
B	Resilience and self-restraint —addresses conflicts and concerns positively and constructively; demonstrates respect for ideas and opinions with which he or she may personally disagree; manages personal frustrations productively
C	Lifelong learning —continuously assesses skills needed for improved performance and career development; takes personal responsibility for continuously developing his or her skills; actively seeks performance feedback

V. Organizational Awareness	
A	Strategic planning —sees and articulates “the big picture” (both present and future); develops realistic and achievable short-term and long-term plans to support organizational goals
B	Strategic thinking and alignment —regularly views his or her work in the broader context; aligns goals and priorities with current and future organizational needs; effectively “manages upward” to advocate for quality; is aware of the importance of systems thinking
C	Financial acumen —understands how the business side of the organization works; makes and supports the “business case” for quality; makes sound short-term and long-term decisions about resource allocation to support organizational goals and profitability
D	Systems thinking —anticipates the ways that changes in one area may affect other areas; integrates key stakeholders into planning; fosters relationships across departments and disciplines that support consumer-centeredness and overcomes “siloeing” tendencies

VI. Fostering of Positive Change	
A	Ability to advocate for and adapt to change —challenges and inspires self and others to seek quality goals above and beyond regulatory and accreditation mandates; effectively adapts as needed to meet changing demands and needs
B	Engagement in partnerships for change —works collaboratively across the healthcare environment; builds alliances with key stakeholders; moves agendas forward using both formal and informal channels
C	Cultivation of a quality-supportive climate —supports a climate conducive to the safe and open questioning of process; values and embraces diversity of backgrounds and perspectives
D	Drive for results —enthusiastically pursues improvements; is driven to achieve or exceed goals; adheres to decisions and timelines in the face of resistance and setbacks; sustains improvements over time

Healthcare Quality Professional Leadership Development Model

