Reading List on COMPETENCIES

Adapting to the Changing Health Environment: "Careers in Transition"
Westcott, Warren (convenor), North Ryde, ACHSE, 1994 ACHSE College Monographs no. 3

Bridging the Gap: Academic and Practitioner Perspectives to Identify Early Career Competencies Needed in Healthcare Management

Building an Understanding of the Competencies Needed for Health Administration Practice

CE Competency Framework: Competencies Required for CE Role

Chief Information Officers in England’s NHS: Skills and Competencies

Common Competencies for all Healthcare Managers: The Healthcare Leadership Alliance Model
The HLA, a consortium of 6 major professional membership organisations, used the research from and experience with their individual credentialing processes to posit 5 competency domains common among all practicing healthcare managers.

Comparative Attributes of Effective Health Services Managers and Definitions of Organisational Effectiveness in Australia, the UK and the USA
Boldy, Duncan, Jain, Sagar and Chen, Guoquing, Health Services Management Research, Vol. 9(1) February 1996 pp. 1-9

Comparison of Management and Leadership Competency Frameworks and Their Relevance to the NHS Management Training Scheme
Appendix 3 http://www.dh.gov.uk/assetRoot/04/07/22/83/04072283.pdf

Competencies for Recognising and Responding to Acutely Ill Patients in Hospitals
UK Department of Health, March 2009
This document sets out a non-mandatory framework of competencies for recognising and responding to acutely ill patients in hospital.

Competencies for Rural Health Administrators
Robertson, Randal and Cockley, David, Journal of Health Administration Education, Vol. 21(3) Summer 2004 pp. 329-341

Competencies in Nursing: The Emperor’s New Clothes?
Brown, Diane, Australian Health Review, Vol. 17(2) 1994 pp.4-8

Competencies Required of Health Service Managers in the 1990s

Competency Development and Assessment in Undergraduate
Healthcare Management Programs: The Role of Internships

Competency Assessment and Performance Improvement for Healthcare Providers
A Competency-based Approach to Assessing Managerial Performance in the Australian Context
Examines the merits and demerits of the competency-based approach...and the need to develop an accepted framework within which to define competence.

Competency-based Health Services Management Education: Contemporary Issues and Emerging Challenges,

Competency Development and Assessment in Undergraduate Healthcare Management programs

Core Competencies of the Entrepreneurial Leader in Health Care Organisations
Guo, Kristina L, The Health Care Manager, Vol. 28(1) 2009 pp. 19-29

Costs of Establishing a Competent Workforce: Securing Good Care background paper
Banks, Richard, Kings Fund, 2006
Background paper on the costs of establishing a competent workforce, for Securing Good Care for Older People: Taking a long-term view – the Wanless Social Care Review
http://www.kingsfund.org.uk/search_clicks.r m?id=6470&destinationtype=2&instanceid=328561

Developing Leadership in Healthcare Administration: A Competency Assessment Tool

Developing Physician-Leaders: Key Competencies and Available Programs

Development of an Interprofessional Competency Model for Healthcare Leadership
Reviews the processes and outcomes associated with the development of the Health Leadership Competency Model, an evidence-based and behaviourally focused approach for evaluating leadership skills across the professions, including health management, medicine and nursing, and across career stages.

Development of Physician Leadership Competencies: Perceptions of Physician Leaders, Physician Educators and Medical Students
McKenna, MK, Gartland, MP and Pugno, PA, Journal of Health Administration Education, Vol. 21(3) Summer 2004 pp. 343-354

Effective Healthcare Teams Require Effective Team Members: Defining Team Work Competencies

Emotions at Work: Health Care Organisations are Just Beginning to Recognise the Importance of Developing a Manager’s Emotional Quotient, or Interpersonal Skills

Enterprising Nation: Renewing Australia’s Managers to Meet the Challenges of the Asia Pacific Century
Industry Taskforce on Leadership and Management Skills, (The Karpin Report), Canberra, AGPS, 1995

Establishing Competencies for Healthcare Managers

Health Leadership Competency Model: version 2.0
Health Workforce Competency Principles: A Victorian Discussion Paper
Department of Human Services, March 2009
The Department will explore the idea of developing an industry-wide common language concerning competency standards and how it might contribute to a more effective health system.

Healthcare Managers’ Roles, Competencies and Outputs in Organisational Performance Improvement
Are managers aware of the various roles they need to enact to achieve successful organisational performance improvement? Do managers possess the competencies associated with those roles?

Identifying Management Competencies for Health Care Executives: Review of a Series of Delphi Studies

Improving Health Service Management Education: The Manager Speaks
Harris, Mary G, Harris, Ross D and Tapsell, Linda, Australian Health Review, Vol. 16(3) 1993 pp. 273-286

In Search of Management Competence: The Western Australia Experience,

In the Competence Framework: Developing Primary Care Managers

Integrating Leadership and Followership Development: A Rural Health Case-Study
At North West Health Service management assessment is linked with followership assessment which gives all members of teams the opportunity to assess competencies and develop personal development plans.

Forbes, Ian and Braithwaite, Jeffrey, Sydney, UNSW School of Health Administration, 1996

Introduction of the Frontline Management Initiative in South Western Sydney Area Health Service
Hanson, Susan and Isouard, Godfrey, Australian Health Review, Vol. 23(3) 2000 pp. 209-218

Leadership as a Management Competency in Rural Health Organisations

Management Competencies WHO General Management Topics

Management Competencies: Intrinsic or Acquired? What Competencies are required to Move into Speech Pathology Management and Beyond?
Pilling, Samantha and Slattery, Justine, Australian Health Review, Vol. 27(1) 2004 pp. 84-92

Management Competencies for Canadian Health Executives: Views from the Field

Management Competencies for Medical Practice Executives: Skills, Knowledge and Abilities Required for the Future,
Journal of Health Administration Education, Vol. 15(4) Fall 1997 pp. 219-239
Essential ambulatory health care management competencies and related
skills...required for successful management performance.

Management Competencies in Health for All: New Public Health Settings

Management Problems and Professional Development Needs of Australian Health Care Executives

Managerial Competence at Senior Levels of Integrated Delivery Systems

Managerial Competencies Necessary in Today’s Dynamic Health Care Environment

Managerial Competencies of Hospital Managers in South Africa: A Survey of Managers in the Public and Private Sectors

A New Approach to Assessing the Skill Needs of Senior Managers
Proposes an alternative method to identify competencies and performance of health care executives. This method uses formal lists of technical, interpersonal and strategic competencies and specific real events chosen by the respondent to identify and prioritise competencies.

A Palette of Desired Leadership Competencies: Painting the Picture for Successful Regionalisation
Specific leadership competencies are essential for moving organisations through regionalisation.

Personal and Organisational Competencies Requisite for the Adoption and Implementation of Evidence-Based Health Care

A Practical Approach to Competency Assessment: In Clinical Performance,

Process of Developing and Validating National Core Competencies for Diabetes Educators

Senior Health Managers in the New Era: Changing Roles and Competencies in the 1990s and Early 21st Century
Liang, Zhanming, Short, Stephanie D and Brown, Claire R, *Journal of Health Administration Education*, Vol. 23(3) Summer 2006 pp. 281-31

Teaching and Learning Teamwork: Competency Requirements for Healthcare Managers

Why You Should Care About Your Emotional Intelligence
Strategies for honing important emotional competencies such as handling one's emotions, handling encounters well and demonstrating teamwork.

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