

# Competencies for Health Directors

## Human Resources Skills

- Applies basic human relations skills to the management of organizations, motivation of personnel, and resolution of conflicts

## Financial Management Skills

- Develops and presents a budget that includes a long term perspective
- Develops strategies for determining and funding budget priorities
- Manages programs within budget constraints
- Monitors program performance
- Prepares proposals for funding from external sources
- Projects future funding needs

## Information Skills

- Uses information technology to increase individual effectiveness as a public health professional (e.g., web-based applications for searching and retrieving information, distance-learning technologies for ongoing learning)
- Manages information systems for collection, retrieval, and use of data for decision-making
- Develops, implements, and evaluates a community public health assessment
- Creates and employs assessment models to assess organizational environment, needs, assets, resources and opportunities with respect to mission and policy development and assurance functions

## Performance Improvement

- Integrates a focus on quality into staff orientation and development, program planning and service delivery, and the day to day work of the local health jurisdiction
- Establishes a quality improvement structure, and develop and implement a quality improvement plan for the agency or functional area of responsibility

- Engages agency employees and community partners and stakeholders in quality improvement efforts and communicate performance results
- Uses public health standards, best practices, benchmarking, research data, trend analysis and customer input to assess and improve services and agency operations.

### **Basic Public Health Sciences Skills**

- Identifies the individual's and organization's responsibilities within the context of the Essential Public Health Services and core functions
- Defines, assesses, and understands the health status of populations, determinants of health and illness, factors contributing to health promotion and disease prevention, and factors influencing the use of health services

### **Policy Development Skills**

- States policy options and writes clear and concise policy statements
- Identifies, interprets, and implements public health laws, regulations, and policies related to specific programs
- Articulates the health, fiscal, administrative, legal, social, and political implications of each policy option

### **Communication Skills**

- Communicates effectively both in writing and orally, or in other ways
- Solicits input from individuals and organizations
- Advocates for public health programs and resources
- Leads and participates in groups to address specific issues
- Uses the media, advanced technologies, and community networks to communicate information
- Effectively presents accurate demographic, statistical, programmatic, and scientific information for professional and lay audiences

## **Team Building Skills**

- Facilitates development of shared mission, vision, and value statements
- Facilitates development of clear goals and objectives
- Develops team structures and required systems regarding customer service and continuous quality improvement
- Facilitates outcomes-based team activities related to strategic planning and evaluation objectives

## **Community Partnering Skills**

- Facilitates networking and participation of all community stakeholders including broad and diverse representation of health care, business and community-based organizations

## **Political Skills**

- Identifies and communicates political processes and variables operating at federal, state and local levels
- Develops, implements, and evaluates advocacy, community education and social marketing strategies to achieve national, state and local health goals and objectives
- Translates policy decisions into organizational and community structure, programs and services

## **Program Planning/Evaluation Skills**

- Utilizes current techniques in decision analysis and health planning
- Develops a plan to implement policy, including goals, outcome and process objectives, and implementation steps
- Develops mechanisms to monitor and evaluate programs for their effectiveness and quality

## **Cultural Competency Skills**

- Utilizes appropriate methods for interacting sensitively, effectively, and professionally with persons from diverse cultural, socio-economic, educational, racial, ethnic and professional backgrounds, and persons of all ages and lifestyle preferences

## **Change Management Skills**

- Applies systems thinking to strategic development
- Articulates the difference between transforming changes affecting general direction/policies and changes affecting day-to-day implementation and operations
- Develops and implements evaluation systems in relation to change strategies
- Identifies, creates and balances critical dynamic tension in relation to change strategies
- Facilitates application of change theories to practical situations

## **Systems Thinking Skills**

- Identifies internal and external issues that may impact delivery of essential public health services (i.e., strategic planning)
- Uses the legal and political system to effect change
- Applies theory of organizational structures to professional practice
- Translates policy into organizational plans, structures, and programs

## **Visionary Leadership Skills**

- Creates a culture of ethical standards within the organization
- Articulates future scenarios in terms of alternatives for change
- Develops and articulates vision
- Encourages and facilitates others to share the vision
- Applies innovative concepts and methods into strategic decision making process