### Key Principles for HMG

**Principle 1: The HMG has effective leadership**
- **Characteristic 1.1** The HMG’s leadership team has an effective chairperson who is involved in all aspects of the HMG’s business.
- **Characteristic 1.2** HMG leadership includes key roles that are established by HMG governance and management.
- **Characteristic 1.3** The HMG leadership is involved in the planning and management of the HMG.

**Principle 2: The HMG has engaged stakeholders**
- **Characteristic 2.1** The HMG has engaged stakeholders across the hospital and the HMG.
- **Characteristic 2.2** The HMG has a comprehensive engagement strategy that involves all stakeholders.
- **Characteristic 2.3** The HMG has a comprehensive engagement plan that is implemented on a regular basis.

**Principle 3: The HMG has adequate resources**
- **Characteristic 3.1** The HMG has adequate financial resources to support its operations.
- **Characteristic 3.2** The HMG has adequate material resources to support its operations.
- **Characteristic 3.3** The HMG has adequate human resources to support its operations.

**Principle 4: The HMG has effective planning and management**
- **Characteristic 4.1** The HMG has an effective business plan for its operations.
- **Characteristic 4.2** The HMG has an effective management plan for its operations.
- **Characteristic 4.3** The HMG has an effective data management plan for its operations.

**Principle 5: The HMG is aligned with the hospital and/or health system**
- **Characteristic 5.1** The HMG is aligned with the hospital and/or health system.
- **Characteristic 5.2** The HMG is aligned with the hospital and/or health system.
- **Characteristic 5.3** The HMG is aligned with the hospital and/or health system.

**Principle 6: The HMG supports care coordination across care settings**
- **Characteristic 6.1** The HMG supports care coordination across care settings.
- **Characteristic 6.2** The HMG supports care coordination across care settings.
- **Characteristic 6.3** The HMG supports care coordination across care settings.

### Core Competencies for HM Practice Administrators

**Domain 1: Business Operations**
- Characteristics: 1.1, 1.2, 1.3, 1.4, 1.5
- Competencies: 1.1, 1.2, 1.3, 1.4, 1.5

**Domain 2: Financial Management**
- Characteristics: 2.1, 2.2, 2.3, 2.4
- Competencies: 2.1, 2.2, 2.3, 2.4

**Domain 3: Growth Management**
- Characteristics: 3.1, 3.2, 3.3, 3.4
- Competencies: 3.1, 3.2, 3.3, 3.4

**Domain 4: Human Resources**
- Characteristics: 4.1, 4.2, 4.3, 4.4
- Competencies: 4.1, 4.2, 4.3, 4.4

**Domain 5: Information Management**
- Characteristics: 5.1, 5.2, 5.3, 5.4
- Competencies: 5.1, 5.2, 5.3, 5.4

**Domain 6: Organizational Governance**
- Characteristics: 6.1, 6.2, 6.3, 6.4
- Competencies: 6.1, 6.2, 6.3, 6.4

**Domain 7: Patient Care Systems**
- Characteristics: 7.1, 7.2, 7.3, 7.4
- Competencies: 7.1, 7.2, 7.3, 7.4

**Domain 8: Quality Improvement**
- Characteristics: 8.1, 8.2, 8.3, 8.4
- Competencies: 8.1, 8.2, 8.3, 8.4

**Domain 9: Risk Management**
- Characteristics: 9.1, 9.2, 9.3, 9.4
- Competencies: 9.1, 9.2, 9.3, 9.4

### CROSSWALK: SHM Core Competencies of a Hospital Medicine Practice Administrator and SHM Key Principles and Characteristics of an Effective Hospital Medicine Group (HMG)

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#### Principle 3: The HMG plays a leadership role in addressing key clinical issues in the hospital

- The HMG plays a leadership role in addressing key clinical issues in the hospital. The HMG is responsible for ensuring that clinical services are aligned with the needs of the hospital and the patients. This includes developing and implementing strategies to improve clinical outcomes, patient satisfaction, and resource utilization.

#### Domain 1: Business Operations

- **Key Principle:** The HMG's hospitalists must be leaders in business operations, focusing on financial management, budgeting, and strategic planning.

#### Domain 2: Financial Management

- **Key Principle:** The HMG's hospitalists must demonstrate financial acumen and management skills to ensure the financial health of the hospital.

#### Domain 3: Clinical Management

- **Key Principle:** The HMG's hospitalists must lead the clinical team to improve patient outcomes, quality of care, and resource utilization.

#### Domain 4: Information Management

- **Key Principle:** The HMG's hospitalists must ensure the effective use of information technology to support clinical decision-making and improve patient care.

#### Domain 5: Information Management

- **Key Principle:** The HMG's hospitalists must lead the development and implementation of information systems to support clinical activities.

#### Domain 6: Patient Care Systems

- **Key Principle:** The HMG's hospitalists must ensure the quality and safety of patient care, including coordination of care, interdisciplinary collaboration, and patient-centered care.

#### Domain 7: Quality Improvement

- **Key Principle:** The HMG's hospitalists must lead efforts to improve quality and patient safety, including the use of evidence-based practices and continuous quality improvement initiatives.

#### Domain 8: Risk Management

- **Key Principle:** The HMG's hospitalists must lead efforts to manage and mitigate risks, ensuring the safety and security of patients and staff.

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### Conceptual Framework

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### Example

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