

American Board of Emergency Medicine

**Health Care Administration, Leadership,
and Management (HALM)**

FREQUENTLY ASKED QUESTIONS (FAQs)

1. **What is the need for subspecialty certification in HALM?** Health care system operations are optimized when physicians have a presence in leadership. Certification in HALM aims to increase the number of physicians in leadership positions throughout the house of medicine. HALM also will catalyze the development of early career physicians for roles as leaders. HALM certification emphasizes leadership skills needed to address social determinants of health. It will standardize leadership training and skills and require ongoing learning.
2. **What is the difference between HALM certification and an MBA?** HALM training is embedded within graduate medical education (GME), which will require ongoing GME training and mentorship following certification. HALM certification encourages physicians to enter leadership positions by having physicians train physicians to lead health systems. There also are differences in philosophy and perspectives between training for the clinical community and the general business community. The combination of subspecialty training and board certification has been a successful model in developing sophisticated medical expertise.
3. **What are the application pathways to become certified in HALM?** There are three application pathways: a Training Pathway, Training-Plus-Practice Pathway, and Practice-Only Pathway. The Practice-Only and Training-Plus-Practice pathways will expire December 31, 2030. Details about the application pathways are available in the HALM [eligibility criteria](#).
4. **What types of fellowships count toward eligibility under the Training-Plus-Practice Pathway?** During the phase-in period, fellowships must be sponsored by an ACGME-accredited residency program or an ACGME-sponsored institution.
5. **Does certification by either the American College of Healthcare Executives (ACHE) or the American Association for Physician Leadership (AAPL) count toward eligibility requirements?** Yes, certification by either the ACHE or AAPL can count for up to 12 months of credit toward the Practice-Only or Training-Plus-Practice pathways. To receive credit, the physician's ACHE or AAPL certification must be current at the time the physician submits the application to ABEM. Please see the [eligibility criteria](#) for details.
6. **I am certified by both ACHE and AAPL. Can I count both of these certifications toward the eligibility criteria?** No, only one certification is allowed to be used toward meeting the eligibility criteria.
7. **My current position is not included in the [list of examples](#) that would be considered an active practice of HALM. Could I still be eligible?** Possibly, as long as you are able to demonstrate the requisite amount of experience managing administrative functions (36 months under the Practice-Only Pathway; 24 months under the Training-Plus-Practice Pathway) with **high-level organizational impact in each of the following areas:**
 - **Talent management**
 - Oversight and management of physicians and other staff to include performance evaluations, compensation, hiring, and firing
 - **Data management**
 - Use and analysis of data to drive value

- **Fiscal responsibility**
 - Oversight and management of budgets to impact revenue, costs, and profits
- **Examples of High-Level Organizational Impact:**
 - Decision-making authority and accountability for: multiple service lines within a single hospital, health system, or region; a service line that spans multiple hospitals within a health system or region
 - Regular oversight of or participation in major negotiations with payers and/or industry to increase value and to include at-risk platforms
 - Oversight of designing, justifying, implementing, monitoring, and measuring largescale process improvements
 - Oversight of organizational demand and capacity assessments with management of results to positively impact access, affordability, and satisfaction for patients
 - Medically leading organizations through regulatory, accreditation, or certification processes such as Joint Commission, ACGME, etc.
 - Oversight in an academic setting that improves learning and research
 - Oversight of processes to assess and improve professionalism and organizational culture

Additional information regarding the knowledge and skills to be expected of a physician holding this certification may be found by reviewing [The Core Content of HALM](#).

8. **Do I need to be certified by ABEM to be eligible to become certified in HALM?** No. Any physician certified by an American Board of Medical Specialties (ABMS) member board can apply to become certified in HALM.
9. **I am not certified by ABEM. How do I apply to become certified in HALM?** If you are certified by any of the following boards, you need to apply to your certifying board to apply to become HALM certified:
- American Board of Anesthesiology
 - American Board of Family Medicine
 - American Board of Preventive Medicine

Physicians certified by other ABMS member boards can apply directly to ABEM. If you have any questions, please contact ABEM at subspecialties@abem.org or (517) 332-4800, option 4.