**ABSTRACT**

**Objective:** The aim of the research was to construct a theoretical model of competences of managers employed in health care institutions in the Warmińsko-Mazurskie Voivodeship.

**Methodology:** The theoretical list of competences was based on the literature of the subject and the results developed during the workshop session with postgraduate students in the scope of management of healthcare entities. All respondents (266 persons) were health care workers and held managerial positions at various levels of organizations.

**Findings:** On the basis of the obtained results it can be stated that in the key competency model of the efficient manager dominates professional competence in the field of organization and management. These competences were also diagnosed with the greatest deficiencies that hinder effective work.

**Value Added:** Results of the research enable the introduction of appropriate curricular content into the educational model of potential healthcare managers, hence improving management quality of medical organizations.