

# Individual Contributor

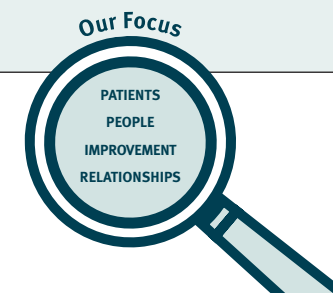
Leadership Standards – Individual Contributor			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	<ul style="list-style-type: none"> <li>1.1 Showed respect for the unique and diverse needs of patients, families and people working in healthcare</li> <li>1.2 Delivered services with patients and community in mind</li> <li>1.3 Demonstrated sound judgement and developed effective therapeutic relationships*</li> <li>1.4 Provided comprehensive and respectful approach to person-centred care*</li> <li>1.5 Acknowledged the impact of decisions on patients, other services and colleagues</li> <li>1.6 Acknowledged own role in advocating for safe care*</li> <li>1.7 Communicated decisions or changes to patients*</li> <li>1.8 Identified and managed risks and escalated when needed</li> <li>1.9 Worked to scope of role and within the standards of practice*</li> <li>1.10 Managed own time and activities to meet all role requirements or KPIs</li> </ul>	<ul style="list-style-type: none"> <li>🏆 Advocated for and improved person-centred services</li> <li>🏆 Exceeded role expectations or KPIs</li> </ul>
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	<ul style="list-style-type: none"> <li>2.1 Acknowledged and encouraged the efforts and results of others</li> <li>2.2 Communicated information clearly and checked for understanding</li> <li>2.3 Sought opportunities to learn, develop and apply skills</li> <li>2.4 Encouraged learning, feedback and development in self and others</li> <li>2.5 Addressed safety, health and wellbeing concerns with line manager/leader where relevant</li> <li>2.6 Participated in case reviews*</li> <li>2.7 Completed all mandatory training, accreditation and supervision requirements</li> <li>2.8 Sought support to fulfil job requirements as needed</li> <li>2.9 Assessed the immediate situation to make the best decision</li> </ul>	<ul style="list-style-type: none"> <li>🏆 Expertise and knowledge sought by others</li> <li>🏆 Transferred knowledge and skills to the workplace from learning and development opportunities</li> </ul>
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	<ul style="list-style-type: none"> <li>3.1 Supported peers to apply theoretical knowledge and evidence based approaches into their practice*</li> <li>3.2 Listened to others' challenges, ideas and suggestions</li> <li>3.3 Identified and suggested ways to improve 'the way things are done'</li> <li>3.4 Participated in improvement projects or research activities</li> <li>3.5 Openly shared knowledge and expertise to improve decision-making and services</li> <li>3.6 Ensured recording, data entry and reporting was timely and accurate</li> <li>3.7 Applied legislative and compliance requirements, and national standards</li> </ul>	<ul style="list-style-type: none"> <li>🏆 Suggestions for improvements and innovation adopted by other teams/ services</li> <li>🏆 Proactively encouraged others to have a 'voice'</li> </ul>
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/providers</li> <li>» Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>4.1 Collaborated and assisted to support adaptive teamwork</li> <li>4.2 Took ownership of personal actions and decisions</li> <li>4.3 Positively contributed to a culture of trust, support and compassion</li> <li>4.4 Collaborated with others to provide better services</li> <li>4.5 Sought to understand and respect the perspectives, roles, skills and strengths of others</li> <li>4.6 Resolved interpersonal conflict or misunderstandings appropriately, or escalated as needed</li> <li>4.7 Built strong relationships within own team and with others</li> <li>4.8 Engaged with patients, families, clients and colleagues to improve quality of care or services</li> </ul>	<ul style="list-style-type: none"> <li>🏆 Established collaborative networks across teams and external services</li> <li>🏆 Coached and developed team members to increase and/or transfer skills</li> </ul>



# Leader of Others

Leadership Standards – Leader of Others			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Worked with the team to deliver on operational plan</li> <li>1.2 Managed and reported on the impact of workplace practices and change on patients, the workforce and the community</li> <li>1.3 Identified and managed quality and safety risks and escalated when needed</li> <li>1.4 Managed allocated resources to meet competing workload demands (including people, goods and equipment)</li> <li>1.5 Made well-informed decisions appropriate to the situation</li> <li>1.6 Ensured approach to person-centred care met national standards and professional guidelines*</li> <li>1.7 Responded to patients’ feedback, actioned when needed and followed-up appropriately</li> <li>1.8 Partnered with patients and advocates to better meet patient needs*</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Team’s impact on person-centred care recognised by other leaders and adopted by other teams</li> </ul>
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	<ol style="list-style-type: none"> <li>2.1 Facilitated opportunities for team members to build skills, competence and make well-informed decisions</li> <li>2.2 Communicated relevant information to others in the most suitable way</li> <li>2.3 Educated and encouraged team to consider their own health and wellbeing</li> <li>2.4 Created opportunities for the team to share their opinions, learnings and feedback</li> <li>2.5 Provided timely feedback to support and improve team function</li> <li>2.6 Made decisions within scope of role</li> <li>2.7 Identified and recognised individual capabilities and ensured they worked to scope of practice</li> <li>2.8 Recruited people to meet role requirements and team fit</li> <li>2.9 Promoted team, recognised effective work, positive contributions and achievements</li> <li>2.10 Ensured team members have completed mandatory training, accreditation and supervision requirements</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Sought out innovative learning and training opportunities that developed team capability</li> </ul>
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	<ol style="list-style-type: none"> <li>3.1 Integrated relevant learning and research into team’s way of working</li> <li>3.2 Accessed relevant expertise to provide input when needed</li> <li>3.3 Translated data into service appropriate initiatives</li> <li>3.4 Collaborated with work groups to improve processes, training, recruitment and research</li> <li>3.5 Supported the application of evidence based practice</li> <li>3.6 Implemented and enabled process improvements in team</li> <li>3.7 Educated and supported team during change to continue delivering quality services</li> <li>3.8 Participated in and completed scheduled audits/reviews to ensure team met standards and KPIs</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Led process improvement across multiple teams</li> <li>🏆 Coached team to increase resilience, teamwork and performance during change</li> </ul>
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/providers</li> <li>» Community engagement</li> </ul>	<ol style="list-style-type: none"> <li>4.1 Worked collaboratively with others to deliver safe, holistic and person-centred care*</li> <li>4.2 Encouraged and enabled team to work together effectively</li> <li>4.3 Developed strong working relationships across multidisciplinary teams</li> <li>4.4 Collaborated with colleagues, peers and other leaders to resolve issues</li> <li>4.5 Built and sustained internal and external partnerships to better meet patient and community needs</li> <li>4.6 Strengthened relationships with the community through engagement and education</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Identified new relationships with external partners to improve services</li> <li>🏆 Initiated and facilitated collaborative working groups</li> </ul>

\* This Leadership Standard may be more relevant to staff in clinical roles.  
 Nb. The term ‘patient’ also encompasses consumers, customers, clients, carers and families.



# Leader of Leaders

Leadership Standards – Leader of Leaders			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Enabled teams to provide person-centred care</li> <li>1.2 Ensured teams worked to their scope/standard of practice, with evidence based approaches</li> <li>1.3 Ensured teams operated within the clinical services capability framework and provided safe, quality person-centred care*</li> <li>1.4 Prioritised time and resources between teams to best meet patient needs</li> <li>1.5 Ensured teams met KPIs and role expectations</li> <li>1.6 Contributed towards the development of the WMH 12-month operational plan, 90-day plan and KPIs</li> <li>1.7 Implemented and achieved 90-day plan or KPIs for team</li> <li>1.8 Actively contributed in committees or working groups that improved patient or community outcomes</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Used innovative technology and resources</li> <li>🏆 Improved capabilities and capacity of service models</li> </ul>
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	<ol style="list-style-type: none"> <li>2.1 Built a workplace culture of trust, support and compassion</li> <li>2.2 Coached team members to solve problems at their appropriate layer</li> <li>2.3 Coached and supported team leaders to implement operational plan</li> <li>2.4 Created and provided opportunities for leaders and teams to develop their skills</li> <li>2.5 Clarified role expectations and supported team members to meet the requirements of their role</li> <li>2.6 Ensured recruitment was fair, transparent and effective</li> <li>2.7 Developed leaders for success in current and for future roles</li> <li>2.8 Embedded West Moreton values in teams and encouraged appropriate behaviour</li> <li>2.9 Promoted teams and recognised high performance and positive workplace contributions</li> <li>2.10 Managed inappropriate behaviour and enabled compliance with ethical standards and code of conduct</li> <li>2.11 Actively promoted health and wellbeing initiatives</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Recognised for developing high performing teams</li> <li>🏆 Leadership style and approach recognised as highly effective by teams</li> </ul>
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	<ol style="list-style-type: none"> <li>3.1 Communicated the benefits of change initiatives and engaged in consultation to improve implementation</li> <li>3.2 Clarified teams' and leaders' roles during change and supported them to implement change</li> <li>3.3 Explored training, recruitment and research opportunities</li> <li>3.4 Understood and resolved resourcing issues and risks</li> <li>3.5 Facilitated consultation and implemented strategies to improve services</li> <li>3.6 Embedded West Moreton governance, performance and assurance frameworks</li> <li>3.7 Embedded, improved and reported on risk management audits, policies and procedures</li> <li>3.8 Proactively managed and remained accountable for funding delegations</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Fostered a culture of learning, translational research and innovation</li> <li>🏆 Led improvement across the health service</li> </ul>
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/providers</li> <li>» Community engagement</li> </ul>	<ol style="list-style-type: none"> <li>4.1 Built strong relationships between teams and encouraged collaboration to achieve shared goals</li> <li>4.2 Worked with others to strategically solve problems and achieve shared goals</li> <li>4.3 Supported and resourced team improvements</li> <li>4.4 Actively sought feedback from others</li> <li>4.5 Communicated openly, honestly and respectfully</li> <li>4.6 Engaged with workforce, patients and families to understand their needs and challenges</li> <li>4.7 Ensured appropriate engagement with external suppliers, partners and stakeholders</li> <li>4.8 Networked with peers across the state to share ideas, collaborate and improve services</li> </ol>	<ul style="list-style-type: none"> <li>🏆 National or international recognition of work achievement</li> <li>🏆 Participated in state and national association boards or initiatives</li> </ul>

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# Director

Leadership Standards – Director			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Inspired person-centred care</li> <li>1.2 Respected the unique and diverse needs of patients, families and people working in healthcare</li> <li>1.3 Developed and implemented a 12-month operational plan to link with the HHS Strategic Plan</li> <li>1.4 Set clear expectations and held leaders accountable to the agreed operational plan</li> <li>1.5 Sought to understand ongoing issues or problems and identified systemic solutions through the risk framework</li> <li>1.6 Supported leaders to identify gaps in person-centred care and develop corrective actions or escalate risk</li> <li>1.7 Provided expert advice into health service planning</li> <li>1.8 Understood and developed services in line with needs, evidence based practice and translational research</li> <li>1.9 Managed and balanced funding with community demand within a shared decision making framework</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Service recognised as leader in cross-service patient flow and person-centred care</li> <li>🏆 Preferred place of healthcare for patients in region</li> </ul>
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	<ol style="list-style-type: none"> <li>2.1 Fostered a workplace culture of trust, support and compassion</li> <li>2.2 Set the standards for professional interaction and ways of working</li> <li>2.3 Developed leaders' decision-making, leadership skills and accountability</li> <li>2.4 Aligned individuals' roles, contracts and agreements with focus on person-centred care</li> <li>2.5 Developed and implemented workforce plans to meet current and future needs of the service</li> <li>2.6 Communicated relevant information to increase collaboration, empowerment and efficiency</li> <li>2.7 Recognised and rewarded collaboration, teamwork, person-centred care and innovation</li> <li>2.8 Celebrated success and achievement to build engagement, motivation and momentum</li> <li>2.9 Implemented systems to manage the safety, health and wellbeing of people within the service</li> <li>2.10 Ensured leaders completed leadership development and received regular feedback</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Service culture recognised across the health service</li> <li>🏆 Service/facility is preferred place of employment across the health service</li> </ul>
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	<ol style="list-style-type: none"> <li>3.1 Fostered a culture of curiosity, learning and innovation</li> <li>3.2 Developed and implemented new and innovative models of service to drive service quality and efficiency</li> <li>3.3 Coached leaders to learn and solve problems through team engagement</li> <li>3.4 Encouraged a focus on opportunities as well as problems</li> <li>3.5 Managed resources to best serve patients and the community</li> <li>3.6 Drove accreditation, research and quality initiatives</li> <li>3.7 Ensured service delivery based on evidence based approach and ethical decision-making</li> <li>3.8 Led change and set the tone by engaging with the team to accelerate implementation</li> <li>3.9 Monitored and reported on activity and practice through performance and clinical indicators, risk, safety, quality and responded to variances in a timely manner</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Innovations within the service adopted in other parts of the health service</li> <li>🏆 Ensured best practice is in place</li> <li>🏆 Functioned as a gold standard service</li> </ul>
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/providers</li> <li>» Community engagement</li> </ul>	<ol style="list-style-type: none"> <li>4.1 Built strong relationships and encouraged collaboration between teams to improve services</li> <li>4.2 Developed strong relationships with other Directors, other hospitals and private providers</li> <li>4.3 Engaged and aligned with external providers to meet the needs of patients and the community</li> <li>4.4 Built relationships based on trust and mutual respect</li> <li>4.5 Created an environment of shared goals, strategic alignment of activity and outcomes</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Recognised as a key influencer within the broader health service (outside of service)</li> </ul>



# Executive Director

Leadership Standards – Executive Director			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Defined and promoted a culture of person-centred care</li> <li>1.2 Ensured operational plans were developed to cascade the strategic plan</li> <li>1.3 Translated health service strategic plan into service strategy and ensured that it delivers on community needs</li> <li>1.4 Held Directors accountable to develop and deliver on operational plan</li> <li>1.5 Set governance expectations around person-centred care</li> <li>1.6 Integrated operations across service to deliver coordinated patient experience</li> <li>1.7 Set service budgets and ensured Directors delivered on their KPIs within budgets</li> <li>1.8 Resourced service to enable delivery</li> <li>1.9 Managed complex, or escalated issues that involved external risk</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Service recognised across the state for person-centred approach</li> <li>🏆 Consistently exceeded KPIs</li> </ul>
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	<ol style="list-style-type: none"> <li>2.1 Actively sought feedback from people at every layer to understand sentiment and led initiatives to improve engagement and culture within service area</li> <li>2.2 Championed whole of service initiatives to assess and improve engagement</li> <li>2.3 Articulated the future vision and focus for the service</li> <li>2.4 Role modelled service culture and values</li> <li>2.5 Enabled transparent and ethical decision-making and problem solving at the relevant layers</li> <li>2.6 Engaged with the service to increase understanding and communication</li> <li>2.7 Coached and developed leaders to build their capability</li> <li>2.8 Supported Directors to develop and implement workforce plans and empowered leaders to recruit based on capability and culture fit</li> <li>2.9 Articulated the value that our people deliver to the health service</li> <li>2.10 Ensured systems in place to manage the safety, health and wellbeing of people within the service</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Service culture and performance recognised by peers</li> </ul>
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	<ol style="list-style-type: none"> <li>3.1 Fostered, supported and resourced a culture of continuous improvement, learning and innovation</li> <li>3.2 Led improvements to models of service and integration into business as usual</li> <li>3.3 Led service area through organisational change</li> <li>3.4 Partnered with other providers to drive research, innovation and improvements</li> <li>3.5 Translated between the service and the Executive and Board to increase strategically aligned action</li> <li>3.6 Understood agenda and the reform outside HHS (at state and national level)</li> <li>3.7 Resolved escalated issues between HHSs or across agencies</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Led improvements across WMH</li> </ul>
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/providers</li> <li>» Community engagement</li> </ul>	<ol style="list-style-type: none"> <li>4.1 Built a supportive and united leadership team</li> <li>4.2 Contributed towards a collaborative and effective ELT that respects all members and learns from each other</li> <li>4.3 Fostered cross functional relationships between leaders and across the service</li> <li>4.4 Connected service to external change, trends, research and the broader health system</li> <li>4.5 Built strong relationships with the Chief Executive, Executive Directors, other HHSs, providers and partners</li> <li>4.6 Aligned the HHS with the industry and profession</li> <li>4.7 Represented HHS externally</li> <li>4.8 Developed mechanisms that support the development of strong external relationships, partnerships and community engagement</li> <li>4.9 Proactively engaged with other functions to manage changes, communication and impact on people</li> <li>4.10 Develop strong relationships/partnerships to work effectively in a matrix model</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Led industry/profession-wide change at a systemic level</li> </ul>

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# Chief Executive

Leadership Standards – Chief Executive			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	<ol style="list-style-type: none"> <li>1.1 Worked with the Board to set a four-year health service strategic plan that is person-centred and responds to community needs</li> <li>1.2 Worked with the Board to effectively negotiate the annual Service Level Agreement that supports achievement of the HHSs strategic objectives</li> <li>1.3 Delivered KPIs and accountabilities under the Service Level Agreement</li> <li>1.4 Ensured health service is delivering the policy of the government and align strategies, plans, policies, systems and processes to government objectives</li> <li>1.5 Operationalised strategic plan with the Executive Directors and supported them to lead their services</li> <li>1.6 Ensured structure, culture and resources enabled delivery on strategic plan</li> <li>1.7 Ensured compliance and quality frameworks were in place that delivered on IOM STEEEP (safe, timely, efficient, effective, equitable and person-centred)</li> <li>1.8 Provided advice to Minister and DoH on health policy</li> <li>1.9 Responded to high level risks and escalated issues</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Community leaders in addressing health needs across the continuum of broader population - drove preventative and wellness health</li> <li>🏆 Health service exceeded highest level of quality, safety and person-centred care</li> </ul>
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	<ol style="list-style-type: none"> <li>2.1 Engaged health service with strategic plan to facilitate strategically aligned activity</li> <li>2.2 Fostered a workplace that is safe, inclusive, fair, open, cooperative, supportive and empowered</li> <li>2.3 Set tone for a culture of learning and development</li> <li>2.4 Set and articulated clear expectations of EDs and removed barriers for EDs to deliver</li> <li>2.5 Coached and empowered EDs to succeed and supported them to resolve critical issues as needed</li> <li>2.6 Monitored EDs progress and ensured delivery of KPIs</li> <li>2.7 Led system-wide changes to drive culturally aligned behaviour</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Consistent significant improvements in people engagement and satisfaction</li> <li>🏆 Health service sought for development opportunities and workplace culture (employer of choice)</li> </ul>
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	<ol style="list-style-type: none"> <li>3.1 Provided an environment where people can transfer innovation and research into person-centred care or service provision</li> <li>3.2 Communicated the 'why' behind significant changes in the health service</li> <li>3.3 Collaborated to drive continuous improvement internally and externally to optimise the use of resources</li> <li>3.4 Embedded and championed frameworks and processes that support improvement within the health service</li> <li>3.5 Understood and communicated the current global and national mega-trends that will impact the health system</li> <li>3.6 Championed a culture of education and learning to support continued service improvement</li> <li>3.7 Monitored and managed budgets to ensure sustainable financial outcomes that maximised value to the community</li> <li>3.8 Reported to the Board on progress of delivering against the strategic plan to remain aligned and focused</li> <li>3.9 Established governance frameworks that are linked to continuous improvements in health service delivery</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Developed academic links to better integrate research and practice</li> <li>🏆 Fostered an innovative and transformational mindset throughout the health service</li> </ul>
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/ providers</li> <li>» Community engagement</li> </ul>	<ol style="list-style-type: none"> <li>4.1 Actively engaged with patients, consumers and the community to better understand their needs and experiences</li> <li>4.2 Developed external partnerships to drive a shared strategic agenda</li> <li>4.3 Considered the current and future health and wellbeing needs of the entire West Moreton population (not just current patients) in service planning and delivery</li> <li>4.4 Demonstrated ability to understand complexity and have agility to shift based on external context</li> <li>4.5 With Board Chair, developed strong relationships with the Health Minister (and Minister's team), Director General, DDGs, mayors, Vice Chancellors of universities, local MPs</li> <li>4.6 Developed strong relationships with Board members, CEs and Boards of PHNs, CE and Board Ipswich Hospital foundation, other HHSs, private healthcare providers, CEs of the councils, school principals, NGOs</li> <li>4.7 Escalated issues to the Department of Health as needed</li> </ol>	<ul style="list-style-type: none"> <li>🏆 Led collaboration across the region in implementing integrated service models</li> </ul>

\* This Leadership Standard may be more relevant to staff in clinical roles.  
 Nb. The term 'patient' also encompasses consumers, customers, clients, carers and families.



# Board

Leadership Standards – Board			
Dimension	Content	Full performance	Exceptional performance (examples)
<b>1. Patients</b>	<ul style="list-style-type: none"> <li>» Person-centred care</li> <li>» Quality, safety and risk</li> <li>» Service delivery</li> <li>» Planning</li> </ul>	1.1 Worked with the Chief Executive to set a four-year health service strategic plan that is person-centred and responds to community needs 1.2 Worked with the Chief Executive to effectively negotiate the annual Service Level Agreement that supports achievement of the HHSs strategic objectives 1.3 Monitored performance against Service Level Agreement 1.4 Clearly articulated the quality, safety and performance expectations for the health service 1.5 Showed commitment to a philosophy of person-centred care 1.6 Reviewed key decisions within appropriate timeframes to ensure they benefit patients and the community 1.7 Defined the risk appetite for the health service	🏆 Consistently exceeded the highest level of delivery in quality and safety outcomes
<b>2. People</b>	<ul style="list-style-type: none"> <li>» Engagement</li> <li>» Communication</li> <li>» Clarity and accountability</li> <li>» Goals and performance</li> <li>» Health and wellbeing</li> <li>» Learning and development</li> </ul>	2.1 Appointed, supported and developed Chief Executive to lead the health service 2.2 Monitored Chief Executive performance to ensure delivery against Service Level Agreement and budget 2.3 Succession planned for the Chief Executive role 2.4 Promoted a positive and ethical culture of good corporate and clinical governance 2.5 Set tone and priority focus for culture and people development 2.6 Developed political acumen of the Chief Executive 2.7 Set expectation that WMH provides a physically and emotionally safe place to work 2.8 Role modelled WMH values and behaviours	🏆 Health service is an employer of choice
<b>3. Improvement</b>	<ul style="list-style-type: none"> <li>» Learning and innovation</li> <li>» Leading change</li> <li>» Continuous improvement</li> <li>» Efficiency</li> <li>» Translational research</li> <li>» Education and learning</li> <li>» Governance and reporting</li> </ul>	3.1 Made high level trade-off decisions around person-centred care, investment, innovation and risk 3.2 Reduced systemic bureaucracy to simplify functioning of the health service 3.3 Set innovation and research appetite for health service 3.4 Maintained skills and knowledge relevant to the role of the Board including commercial acumen and political astuteness 3.5 Recognised exceptional work being undertaken in the health service and promoted externally 3.6 Ensured there is an effective and integrative governance framework in place 3.7 Demonstrated commitment to compliance management through ensuring an appropriate Compliance Management Framework and policies are in place	🏆 Recognised as a regional leader in teaching, training and research 🏆 Recognised internationally for healthcare innovation
<b>4. Relationships</b>	<ul style="list-style-type: none"> <li>» Collaboration</li> <li>» Collective leadership</li> <li>» Teamwork</li> <li>» Partnerships</li> <li>» External suppliers/providers</li> <li>» Community engagement</li> </ul>	4.1 Developed high level collegiate relationships with other health services and relevant key stakeholders (e.g. Health Minister, local MPs) 4.2 Fostered respect and credibility of the health service in the community 4.3 Collaborated with external stakeholders (i.e. PHNs, Darling Downs HHS, Metro South HHS, Councillors and unions) to establish opportunities for partnerships 4.4 Advocated externally to ensure appropriate representation of the region 4.5 Ensured a suitable community needs analysis and stakeholder engagement strategy is in place 4.6 Demonstrated commitment to work with others and as a Board/team, particularly during complex and demanding situations 4.7 Constructively and appropriately challenged others and actively contributed to discussions and decisions	🏆 Networks opened opportunities for health service to build partnerships and collaborate

