

**SKILLS FRAMEWORK FOR HEALTHCARE  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Department Management					
<b>TSC</b>	Performance Management					
<b>TSC Description</b>	Implement, develop and review department performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps.					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
		<b>HCE-BIN-2121-1.1</b>	<b>HCE-BIN-3121-1.1</b>	<b>HCE-BIN-4121-1.1</b>	<b>HCE-BIN-5121-1.1</b>	<b>HCE-BIN-6121-1.1</b>
		Support the monitoring of performance of departments	Monitor Key Performance Indicators (KPIs) of departments	Implement and monitor strategies for unit or department performance management and review outcomes for gap analysis	Develop strategies and establish guidelines for unit or department performance management	Develop strategies for organisational performance management, inclusive of Key Performance Indicators (KPIs) to achieve organisational goals, and communicate these strategies to stakeholders
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Individual and/or department Key Performance Indicators (KPIs)</li> <li>Tools and methods for KPIs for departments and individuals</li> <li>Data required for tracking performance and methods of collection</li> <li>Organisational vision, mission and values</li> <li>Department's balanced scorecard, if applicable</li> </ul>	<ul style="list-style-type: none"> <li>Department's services, policies, products and processes</li> <li>Performance monitoring methods</li> </ul>	<ul style="list-style-type: none"> <li>Key Performance Indicators (KPIs) of the organisation and departments</li> <li>Industry best practices in the implementation of organisational and/or departmental performance systems</li> <li>Department performance management systems</li> <li>Gap and root cause analysis procedures and tools</li> <li>Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis</li> </ul>	<ul style="list-style-type: none"> <li>Industry best practices, emerging trends and regulatory standards in performance management</li> <li>Relevant legal and regulatory requirements in performance management</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's balanced scorecard</li> </ul>
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Support the monitoring of department KPIs</li> <li>Understand that individual KPIs affects department performance</li> <li>Track the progress and performance of business processes by comparing testing results in line with the KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Monitor outcomes and track progress of KPIs</li> <li>Identify performance gaps and suggest areas for improvements</li> <li>Perform modifications according to the requirements of the action plans to close the gaps found</li> </ul>	<ul style="list-style-type: none"> <li>Implement department performance systems</li> <li>Communicate the performance management systems and individual roles and responsibilities to staff</li> <li>Evaluate performance of departments against KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Determine performance management strategies for departments</li> <li>Identify performance management requirements in consultation with stakeholders to ensure buy-in and support</li> </ul>	<ul style="list-style-type: none"> <li>Oversee performance of relevant healthcare professional teams</li> <li>Monitor key organisational performance indicators including overall organisation rating and aggregated scores of departments</li> </ul>

**SKILLS FRAMEWORK FOR HEALTHCARE  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

		<ul style="list-style-type: none"> <li>Escalate performance issues of the business to supervisors</li> </ul>		<ul style="list-style-type: none"> <li>Perform gap analyses on work processes to identify gaps</li> <li>Develop recommendations on how to address the gaps in work processes</li> <li>Translate blueprints into implementable action plans</li> </ul>	<ul style="list-style-type: none"> <li>Develop department performance management systems in line with department objectives</li> <li>Oversee implementation of departments' performance systems to ensure consistency across organisation</li> <li>Review the department performance management systems to ensure alignment with organisational vision, mission and values</li> <li>Establish departmental guidelines for adoption of the department performance management systems, according to business objectives</li> <li>Endorse KPIs for assessing department performance as per industry best practices and regulatory standards</li> </ul>	<ul style="list-style-type: none"> <li>Use effective strategies in engaging clinician and team behaviour in implementing department performance strategies</li> <li>Foster collaborative relationships within and across departments that promote patient safety, competent care, and clinical excellence</li> </ul>
--	--	--	--	---	---	--