

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

TSC Category	General Management					
TSC	Strategy Development					
TSC Description	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HCE-SPI-3007-1.1	HCE-SPI-4007-1.1	HCE-SPI-5007-1.1	HCE-SPI-6007-1.1
			Identify gaps in practices, services and processes to support strategy planning	Develop resource allocation plans and implementation of strategies and policies	Drive strategies and policies within the department	Build actionable strategic plans and policies at cluster and national level
Knowledge			<ul style="list-style-type: none"> Standard operating procedures (SOPs) Service gap analysis models 	<ul style="list-style-type: none"> Resource management Operational needs analysis Methods for development of policies and standard operating procedures Organisational strategic plans Methods for risk analysis 	<ul style="list-style-type: none"> Service delivery models Sector analysis Financial management Service impact analysis 	<ul style="list-style-type: none"> Cross-sector and international trends analysis Cluster strategies and national directions Strategy evaluation criteria
Abilities			<ul style="list-style-type: none"> Identify practice and service gaps in service delivery Provide suggestions for improvements to standard operating procedures 	<ul style="list-style-type: none"> Develop resource management allocation plans to maximise effective use of resources Contribute to development of organisation's strategic plans Develop policies aligned with the overall strategic directions Develop standard operating procedures Perform risk analyses in development of resource management plans 	<ul style="list-style-type: none"> Drive effective resource allocation Drive the organisation's strategic plans within the department, taking into consideration various needs and trends Review policies and standard operating procedures Develop strategic plans for the department or across departments 	<ul style="list-style-type: none"> Advance organisational relevance to sector needs, taking into account financial viability Synergise knowledge, plans and resources across institutions, clusters or professions Transform the organisation's strategic plans to consider current or emerging needs and macro-trends of the sector Review strategic plans for the department or across departments Contribute to strategic planning at cluster or national level Review impact and outcomes of strategic plans of the department or across departments