

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

TSC Category	General Management					
TSC	Strategy Execution					
TSC Description	Develop and implement plans to achieve organisational and departmental strategies and goals					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			HCE-SPI-3008-1.1	HCE-SPI-4008-1.1	HCE-SPI-5008-1.1	HCE-SPI-6008-1.1
			Support the implementation of department strategic plans	Translate strategies to plans	Lead strategy implementation for the department, cross-department or organisation	Shape strategic implementation at cluster or national level
Knowledge			<ul style="list-style-type: none"> Department strategies Department implementation plans 	<ul style="list-style-type: none"> Relevant outcome measures Risk management Resource management 	<ul style="list-style-type: none"> Benchmarking analysis Healthcare sector trends Risk assessment Situational analysis 	<ul style="list-style-type: none"> Financial management Healthcare sector analysis Resource optimisation
Abilities			<ul style="list-style-type: none"> Contribute to the implementation of department strategies Identify gaps and provide suggestions for improvements during implementation Execute activities outlined by the department or organisation strategic plans Revise standard operating procedures (SOPs) based on implementation plans outlined 	<ul style="list-style-type: none"> Review impact of implementation plans Review department operations and refine plans Develop and outline implementation activities based on strategies and implementation roadmaps Track and refine implementation plans and activities 	<ul style="list-style-type: none"> Analyse trends and benchmark against leading practices, and propose refinements to organisational strategies Maintain risk profiles of critical business functions Review department's, cross-department's or institution's implementation plans and activities Evaluate and refine strategic plans 	<ul style="list-style-type: none"> Drive strategic plans for the organisation aligned to organisation's short- and long-term strategies Formulate actionable and practical plans for critical business functions Formulate organisation strategies and anticipate internal factors, external risk and critical factors of the business appropriately