

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

TSC Category	General Management					
TSC	Strategy Management					
TSC Description	Develop and implement plans to achieve organisational and departmental strategies					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HCE-SPI-4009-1.1	HCE-SPI-5009-1.1	HCE-SPI-6009-1.1
				Implement nursing strategic plans	Formulate nursing strategic plans	Endorse nursing strategic plans
Knowledge				<ul style="list-style-type: none"> • Types of resources • Resource management • Relevant organisational and nursing policies and processes • Nursing strengths, weaknesses, opportunities and threats analysis • Change management • Strategic planning principles and tools 	<ul style="list-style-type: none"> • National healthcare priorities • Operating model management • Sector analysis • Gap analysis • Nursing operational needs analysis • Strategy development frameworks and techniques 	<ul style="list-style-type: none"> • Emerging healthcare trends • Organisational business plans • Cross-sector and international trends analysis • Service impact analysis • Nursing strategy plans
Abilities				<ul style="list-style-type: none"> • Determine resource needs to ensure successful implementation of nursing strategies • Conduct strengths, weaknesses, opportunities and threats analyses of nursing workforce and services • Plan nursing resource management allocation plans to maximise effective use of funds and manpower resources • Develop strategy implementation and change management plans • Implement strategic plans • Implement actionable and practical change management plans 	<ul style="list-style-type: none"> • Analyse nursing workforce, services capability and capacity gaps • Drive effective nursing resource allocation with a focus on national healthcare priorities • Develop strategy plans for nursing division • Formulate actionable and practical plans for nursing functions to achieve strategic goals 	<ul style="list-style-type: none"> • Identify strategic goals of the nursing functions and the organisation • Set nursing strategic directions, goals and targets • Synergise resource allocation to drive nursing performance

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				<ul style="list-style-type: none">• Propose solutions to gaps and areas of improvement to ensure successful implementation• Report implementation progress		
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