

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

<b>TSC Category</b>	Quality and Patient Safety					
<b>TSC</b>	Service Quality Management					
<b>TSC Description</b>	Manage, develop and review the quality with which services are provided to clients					
<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-CEX-1032-1.1</b>	<b>HCE-CEX-2032-1.1</b>	<b>HCE-CEX-3032-1.1</b>	<b>HCE-CEX-4032-1.1</b>	<b>HCE-CEX-5032-1.1</b>	<b>HCE-CEX-6032-1.1</b>
	Adhere to service delivery standards and policies that have been set out by the department and organisation	Maintain organisational service quality standards and policies	Implement service delivery standards in the unit or department and manage service quality	Develop and review service delivery standards for the unit or department	Synergise multidisciplinary strategies and best practices to develop and drive service quality standards	Drive service quality standards across aggregated patient services
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Legislation, policies, guidelines and procedures on quality standards</li> <li>Components of service quality</li> <li>Methods to reduce risks to service quality</li> <li>Efficient use of resources to support quality standards</li> <li>The importance of teamwork to provide quality service</li> <li>Use of audits in service quality improvement</li> <li>Client and family feedback processes</li> <li>Escalation procedures</li> </ul>	<ul style="list-style-type: none"> <li>Processes to provide a quality service within legislation, policies and procedures</li> <li>Procedures to monitor quality standards in clinical practice and service delivery</li> <li>The Plan, Do, Check, Act (PDCA) cycle of quality improvement</li> <li>Dimensions of service quality</li> <li>Audit tools, preparations, processes and follow-up plans in service improvement</li> </ul>	<ul style="list-style-type: none"> <li>Service recovery processes</li> <li>Methods to manage difficult customers</li> <li>Quality of care standards</li> <li>Key performance indicators for service quality</li> <li>Evaluation metrics on the effectiveness, efficiency and quality of relevant clinical services</li> <li>Organisation service quality initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Trends in service quality standards and procedures</li> <li>Tools to measure service quality</li> <li>Metrics and indicators for existing clinical services</li> <li>Structuring and delivery of clinical services to optimise client and patient outcomes</li> <li>Audit methods and tools for service improvements</li> <li>Principles and processes of quality improvement and assurance</li> </ul>	<ul style="list-style-type: none"> <li>Multidisciplinary considerations on service quality standards and policies</li> <li>Best practices in service quality across sectors</li> <li>Service quality standards expected of healthcare sector professionals</li> <li>Government policies, guidelines or directions related to service quality in the healthcare sector</li> <li>The effects of dimensions of service quality on trust in services of the organisation</li> <li>Mediation techniques</li> </ul>	<ul style="list-style-type: none"> <li>Types of major service lapses</li> <li>Legal implications of service lapses</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>Identify how quality standards link to legislation, policies and procedures</li> <li>Manage personal attitudes and behaviours in a work role and their impact on service quality</li> <li>Execute personal responsibilities in line with service quality standards and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Maintain quality standards in practice and delivery of services</li> <li>Escalate quality issues in care and service delivery</li> <li>Participate in audit preparations, processes and follow-up plans</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and monitor quality of care standards in service delivery</li> <li>Communicate service quality standards and protocols/guidelines to relevant stakeholders</li> <li>Guide staff on compliance to service quality standards and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Develop quality standards and metrics for services based on organisation objectives, sector service standards and service quality audit results</li> <li>Develop strategies to engage staff in providing quality service</li> <li>Appraise staff on compliance to</li> </ul>	<ul style="list-style-type: none"> <li>Develop organisation-wide service quality standards in collaboration with professionals from other disciplines</li> <li>Inculcate a culture of service excellence</li> <li>Review organisation policies on service quality periodically to maintain service standards according to</li> </ul>	<ul style="list-style-type: none"> <li>Oversee service lapses involving large compensation sums and media attention</li> <li>Oversee service quality of aggregated patient services</li> <li>Endorse service quality standards developed for organisation</li> <li>Endorse strategies to engage organisation's staff to be committed to</li> </ul>

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	<ul style="list-style-type: none"> <li>• Seek guidance from senior staff in service delivery and escalate issues for assistance</li> <li>• Utilise resources appropriately and efficiently to contribute to service quality standards</li> <li>• Support audit preparations and processes</li> </ul>		<ul style="list-style-type: none"> <li>• Manage complaints, compliments and feedback from clients</li> <li>• Implement service recovery processes</li> <li>• Participate in audit and post-audit follow-up action plans</li> <li>• Identify areas of improvement in service quality dimensions</li> <li>• Implement service quality initiatives</li> </ul>	<p>procedures and standards</p> <ul style="list-style-type: none"> <li>• Engage relevant stakeholders to provide formal and informal evaluation of services at regular intervals</li> <li>• Develop follow-up action plans to address audit and service quality gaps</li> <li>• Evaluate effectiveness, efficiency and quality of overall service in consideration of organisational priorities, processes, resources and expectations of the role</li> <li>• Manage escalated cases of complaints from clients</li> </ul>	<p>legislation and population standards</p> <ul style="list-style-type: none"> <li>• Develop strategies, including audits, to ensure compliance to quality standards</li> <li>• Manage the effects of service quality on client trust, particularly for cases where service quality has fallen below organisational standards</li> <li>• Perform mediation for major service lapses</li> </ul>	<p>providing services of quality standards</p>
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