# Director of Nursing
## Success Profile



December 2023

# Success Profile – at a Glance

| Knowledge | Competencies |
|---|---|
| 1. Work Health and Safety and Human resource management<br>2. Hospital drivers and operating rhythms<br>3. Hospital sector<br>4. Accreditation National Safety & Quality Healthcare Standards (NSQHS)<br>5. Peak governing bodies in health sector | 1. Driving Operational Execution<br>2. Operational Decision Making<br>3. Inspiring Excellence<br>4. Team Leadership Through Delegating Responsibility<br>5. Coaching and Developing Others<br>6. Customer Focused Mindset<br>7. Cultivating High Value VMO and Government Networks and Partnerships<br>8. Leading Change<br>9. Financial Acumen Perspective |
| **Experiences** | **Personal Attributes** |
| 1. Run large service in a hospital successfully, improving budget performance<br>2. Delivered sustained business results across a balanced scorecard over a long period of time (financial, operations, patient, employee)<br>3. Exposure to theatre, ICU and ED<br>4. Successfully been through an accreditation<br>5. Built professional nursing networks<br>6. Contributed to the nursing profession (internally and externally)<br>7. Engaged with professional nursing bodies<br>8. Lead and implemented change<br>9. Lead a team<br>10. Worked in a large complex organisation<br>11. Improved efficiency through process re-design | 1. Positive and solutions focussed<br>2. Resilient, self-reflective, E.I<br>3. Results driven<br>4. Decisive<br>5. Connected to purpose<br>6. Approachable and team player<br>7. Ability to make hard decisions<br>8. Change agile<br>9. Values ambiguity in a fast paced environment |

## Driving Operational Execution

Translating strategic priorities into operational reality; aligning communication, accountabilities, resource capabilities, internal processes, and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.

### Key Actions

- **Translates initiatives into actions**—Determines action steps and milestones required to implement a specific business initiative; adjusts activities or timelines as circumstances warrant.

- **Communicates to engage others**—Establishes two-way communication channels to convey business strategies and plans; engages people by helping them understand the reasons behind organizational initiatives and the value of assigned responsibilities for the individual, team, and organization.

- **Creates accountability**—Ensures that those responsible for implementing a strategic initiative have role clarity and accountability for required actions and outputs as well as the direction and authority to act in a way consistent with organizational values.

- **Ensures skills and readiness**—Identifies and develops human resource capabilities to drive specific strategies (may include training or acquisition of needed skills and knowledge).

- **Aligns systems and process**—Identifies and aligns systems and processes (e.g., compensation, decision making, resource allocation, performance management) to support implementation of specific strategies.

- **Measures progress**—Establishes criteria and systems (including lead and lag measures) to track ongoing progress toward goals; follows up on assigned responsibilities.

## Operational Decision Making

Securing and comparing information from multiple sources to identify business issues; committing to an action after weighing alternative solutions against important decision criteria.

### Key Actions

- **Gathers information**—Recognizes the need for additional information and asks questions to obtain it.

- **Makes connections**—Examines qualitative and quantitative data to identify operational problems, trends, and underlying issues and to understand possible cause-effect relationships.

- **Determines the best alternative**—Generates options for action to address an issue or opportunity; develops decision criteria that prioritize potential business outcomes, customer needs, available resources, technological advances, and organizational values; selects the best course of action.

- **Demonstrates decisiveness/action**—Makes timely decisions; takes action to pursue an opportunity, address an issue, or prevent a problem.

- **Considers others' perspectives**—Involves others in the decision-making process as needed to obtain information, generate alternatives, make the best decision, and ensure buy-in; builds consensus when appropriate.

## Inspiring Excellence

Driving high standards; tenaciously working to meet or exceed challenging goals; defining success by goal achievement and continuous improvement.

### Key Actions

- **Creates performance tension**—Identifies gaps between current reality and expected business results; sets challenging goals and high-performance standards for self and others; initiates action and moves others toward envisioned outcomes.

- **Builds momentum**—Corrals energy and a sense of urgency toward desired results; continually focuses others on performance gaps; works relentlessly to overcome obstacles.

## Team Leadership Through Delegating Responsibility

Identifying and leveraging opportunities to accelerate results and build capability by assigning tasks and decision-making responsibilities to individuals or teams with clear boundaries, expectations, support, and follow-up.

### Key Actions

- **Identifies opportunities to share responsibility**—Actively seeks and allocates appropriate decision-making authority or task responsibility to appropriate individuals based on their abilities, availability, motivation, and development needs; considers potential positive and negative impact, business unit priorities, organizational values, and the opportunity to enhance others' knowledge and skills.

- **Clarifies performance expectations**—Clearly communicates the importance and parameters of the delegated task/responsibility, including task scope, limits of decision-making authority, performance standards, time constraints, and expected outputs and their impact (on the individual and team); identifies others' issues and concerns; summarizes to ensure shared expectations.

- **Provides support without removing task ownership**—Suggests resources and provides assistance or coaching as needed; offers timely, specific feedback to reinforce effective performance and redirect less effective performance; expresses confidence in the individual.

- **Involves others in agreements**—Generates commitment by asking for the other person's ideas when agreeing on performance expectations, resources and support needed, how results will be measured, and follow-up actions.

- **Stays informed**—Establishes procedures to remain aware of issues, follow up on action items, and track results (e.g., quality, quantity, cost, or timeliness) in areas of shared responsibility.

# Coaching and Developing Others

Providing feedback, instruction, and development guidance to help others excel in their current or future job responsibilities; planning and supporting the development of individual skills and abilities.

### Key Actions

- **Clarifies performance**—Seeks information and opinions about an individual's current performance as well as long-term development needs.

- **Provides timely feedback**—Gives timely, specific, and appropriate feedback about performance, development needs, and development progress; reinforces efforts and progress.

- **Conveys performance expectations and implications**—Communicates high expectations; links performance improvement and skill development to relevant personal and business goals; checks for understanding of and commitment to performance and development goals as well as follow-up activities.

- **Evaluates misalignment**—Diagnoses gaps in knowledge, experience, skills, and behavior that underlie current and future performance; continually modifies evaluation based on new information.

- **Facilitates development**—Leverages environmental supports and removes development barriers; advocates for individual to higher levels of management to create development opportunities; provides guidance and positive models; seeks suggestions for improving performance; collaboratively creates development plans that include activities targeted to specific goals.

- **Fosters developmental relationships**—Helps people feel valued and included in coaching and development discussions by expressing confidence in their ability to excel, maintaining their self-esteem, empathizing, and disclosing own position.

# Customer Focused Mindset

Ensuring that the internal or external customer's perspective is a driving force behind strategic priorities, business decisions, organizational processes, and individual activities; crafting and implementing service practices that meet customers' and own organization's needs; promoting and operationalizing customer service as a value.

### Key Actions

- **Seeks to understand customers**—Actively gathers and leverages information to understand current and emerging customer business priorities, problems, expectations, and needs; seeks customer feedback and suggestions for improving products and services.

- **Identifies customer service issues**—Identifies barriers that impact customer service and retention.

- **Drives customer-focused practices**—Uses understanding of customer needs to institute processes, procedures, partnerships, performance expectations, and training that will improve customer satisfaction and prevent service issues from occurring.

- **Assures customer satisfaction**—Sets priorities and makes decisions that consider customer impact; measures customer satisfaction and retention to ensure that customer solutions, practices, and procedures are carried out and achieve their objectives.

## Cultivating High Value VMO and Government Networks and Partnerships

Initiating and maintaining strategic relationships with stakeholders and potential partners inside and outside the organization (e.g., customers, peers, cross-functional partners, external vendors, alliance partners) who are willing and able to provide the information, ideas, expertise, and/or influence needed to advance understanding of business issues and achieve business goals.

### Key Actions

- **Identifies partnership opportunities**—Creates a networking plan; scans the internal and external environment to identify the relationships that should be initiated or improved to achieve business goals.

- **Reaches out**—Initiates collaborative relationships with targeted stakeholders and potential business partners; involves business partners to help make decisions and complete tasks.

- **Expands mind-set**—Offers a broad organizational perspective that goes beyond the goals of one's immediate business unit or work role; questions assumptions about existing relationships; demonstrates flexibility when forming and adjusting partnerships to achieve broader goals; shows willingness to work across current boundaries.

- **Strengthens partnerships**—Offers support, information, and resources to network partners; follows up on relationships to keep them active.

## Leading Change

Driving organizational and cultural changes needed to achieve strategic objectives; catalyzing new approaches to improve results by transforming organizational culture, systems, or products/services; helping others overcome resistance to change.

### Key Actions

- **Identifies change opportunities**—Proactively recognizes a need and takes accountability for implementing an improvement and/or change; looks for opportunities to mobilize others to implement new solutions.

- **Catalyzes change**—Creates momentum by taking immediate action and encouraging others to take action to improve organizational culture, processes, or products/services; offers resources and direction to support implementation; breaks down cultural and operational barriers to change; recognizes and rewards those who contribute to change efforts.

- **Facilitates transition**—Strives to understand differences in reactions to change; helps others to overcome resistance to change by explaining the benefits and demonstrating sensitivity to fears or other negative emotions; engages others' commitment by seeking and using their ideas to plan the implementation.

## Financial Acumen Perspective

Utilizing financial data to diagnose business strengths and weaknesses and identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions.

### Key Actions

- **Analyzes**—Recognizes and assesses key indicators of financial health (e.g., liquidity, profitability, and productivity ratios); identifies trends from financial data; identifies and investigates gaps in financial information.

- **Integrates**—Organizes financial data from multiple sources to identify critical business issues underlying financial trends; articulates the implications of financial trends for own business unit and the broader organization; uses financial data to guide strategic and operational decision making.