



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Iechyd gwell
Gofal gwell
Bywyd gwell

Better health
Better care
Better lives

NHS Wales Chief Operating Officer

Behavioural Competence Structure

Drawn from NHS Wales Leadership Qualities Framework,
NHS Wales Executives Behavioural Competency Structure and other strategic documents.

Setting Direction	
Personal Responsibility Draws upon values, strengths and abilities to deliver high standards of service.	• Uses initiative to solve problems and inform others when aware of potential issues. • Manages performance by holding themselves and others accountable for service outcomes. • Appropriately challenge unhelpful behaviour. • Be willing to go the extra mile for patients and clients and act on their feedback. • Lead by example, influencing and inspiring confidence in others • Acts with integrity by behaving in an open, honest and ethical manner.
Passion for Improvement Works with others in teams and networks to deliver and improve services.	• Look at the working environment and actively look for ways of improving the patient and client experience. • Drive continuous improvement and innovation by asking 'how could we do this better?' • Review what the 'Best in Class' would be for our area of responsibility and seek to achieve this. • Develops networks by working in partnership with patients, carers, service users and their representatives, and colleagues within and across systems to deliver and improve services. • Leads service modernisation through using a range of strategies to shift the organisational emphasis from in-hospital care to effective prevention, early intervention and long term community based care.
Pride in What We Do Focuses on the success of the organisation.	• Take pride in our own work and that of your team. • Celebrate success and share good practice. • Be a positive role model that looks smart and professional. • Lead by example. • Promote confidence in colleagues, teams and the organisation. • Recognise and reward achievement. • Value our workplace • Celebrate success. • Learn from experience. • Manages resources by knowing what resources are available and using their influence to ensure that resources are used efficiently and safely, and reflect the diversity of needs. • Manages people by providing direction, reviewing performance, motivating others, and promoting equality and diversity.
Patient First Makes a real difference to people's health by delivering high quality services and by developing improvements to services.	• Listens to patients and visitors concerns and takes action. • Gives priority to actions that will improve the service and promote patient safety. • Always reports incidents or near misses that could cause harm to patients and clients.

Setting Direction Contributes to the strategy and aspirations of the organisation and acts in a manner consistent with its values.	• Identifies the contexts for change by being aware of the range of factors to be considered. • Applies knowledge and evidence by gathering information to produce an evidence-based challenge to systems and processes in order to identify opportunities for service improvements. • Evaluates impact by measuring and evaluating outcomes, taking corrective action where necessary and by being held to account for own decisions.
Creating the Vision Creates a compelling vision for the future and communicates this within and across organisations.	• Develops the vision of the organisation, looking to the future to determine the direction for the organisation. • Communicates the vision and motivates others to work towards achieving it. • Embodies the vision by behaving in ways which are consistent with the vision and values of the organisation. • Frames the strategy by identifying strategic options for the organisation and drawing upon a wide range of information, knowledge and experience. • Develops the strategy by engaging with colleagues and key stakeholders. • Implements the strategy by organising, managing and assuming the risks of the organisation.