



**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 Executive Medical Director

Behavioural Competence Structure

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

Setting Direction	
Seizing the future Thinks and acts for the future	- Acts now to articulate, shape and implement a compelling, shared vision that takes current service developments into a coherent future strategy. - Acts quickly and decisively in a crisis and builds new programmes and capabilities rapidly. - Introduces flexible, innovative approaches to achieve service improvements and promotes organisational ability to cope with change and shape the future. - Leads continuous service improvement, encouraging the use of new clinical & service technologies.
Intellectual flexibility Handles information and clarifies complexity	- Synthesises, reframes and prioritises complex demands, consequences and critical points from a mass of disparate and conflicting data. - Demonstrates ability to move between significant detail on the ground and the strategic big picture, modifying plans and actions to take account of new/diverse views, information and standpoints. - Interprets complex medical workforce strategic agenda into action on the ground.
Broad scanning Gathers information from a wide range of sources	- Checks what is happening on the ground, asking patients / service users, their Carers and staff about their experience of services and is visible and accessible at all levels – “walking the talk”. - Actively seeks out diverse viewpoints, promoting inclusivity. - Purposely uses wider networks to keep up with developments in medicine, health, social care, housing, and education, building relationships with partners, clinical and academic colleagues.
Political Astuteness Understands the politics / power bases	- Builds consensus alliances through purposeful engagement with key networks of interest groups and influencers to shape and deliver change. - Demonstrates understanding of complex stakeholder networks and ensures actions take account of political sensitivities in building agreements. - Balances political, professional, technical, financial and cultural considerations to achieve change.
Drive for results Sustains a focus on improving performance to meet challenging goals	- Focuses and clarifies objectives and boundaries and is goal focused, resisting any pressure to be deflected from achieving quantifiable service improvements. - Takes calculated risks within integrated governance, to achieve longer-term service improvements creating enduring benefits of improved healthcare for patients / service users and carers. - Wants to make a real difference to people's health and well-being by delivering a high quality service and by developing improvements to service. - Uses a range of strategies to shift the organisational emphasis from in-hospital care to effective prevention, early intervention & long term community based care - Ensures high standards of medical care, using audit and clinical information strategies to demonstrate quality outcomes for patients and their Carers.
Financial Leadership Ensures sustainable financial viability and the most effective use of resources to achieve strategic aims	- Contributes to the management of financial flows in the LHB to deliver short & long term objectives. - Focuses use of resources on achieving the future vision of the organisation, advising on the impact of diverting resources from current programmes to invest in development and change. - Demonstrates financial literacy/quantitative problem-solving skills. - Contributes to the delivery of agreed recovery plan and contributes to resolving deficits. - Ensures a high standard of financial management and control, with financial systems / procedures promoting the efficient and economical conduct of business, safeguarding financial proprietary, governance and regularity throughout within the organisation.

Delivering the Service	
Leading change through people Makes change inclusive mobilising people's energy and commitment	- Engages others as partners in developing a shared vision within the organisation and across the local health and social care and academic community to achieve buy-in and commitment. - Aligns efforts and shares leadership and power to achieve integrated service improvements, winning and retaining the respect of other clinicians. - Builds organisational frameworks for continuously improving quality and safeguarding high standards of care supporting others who lead implementation. - Builds effective clinical leaders and teams, removing obstacles to effective working. Holds team members to account through stretching performance and rewards systems.
Holding to account Promotes a high-performance culture	- Accepts personal responsibility for the medical workforce, holding others directly accountable for delivering what has been agreed, both within and outside of the organisation. - Intervenes swiftly and consistently to address poor performance or inappropriate behaviour where this is impacting on patient safety and effective service delivery. Challenges and confronts conflict affecting service standards or safety, brokering agreement. - Embeds the duty of providing high quality patient / service user care throughout the organisation, ensuring that the Board receives reports on quality and safety and that appropriate action is taken. - Provides high quality advice to the Board on all matters relating to medicine. - Ensures statutory and regulatory aspects of medicine are delivered, including validation requirements for all doctors.
Empowering others Fosters independence	- Delegates effectively, securing resources as required and providing space for others to be creative - Takes risks with others, coaching their development, using failure as an opportunity to learn - Explains clearly and concisely the reasons for plans and actions to affect people, stakeholders and partners and listens and acts on responses - Leads the investment in talent management, ensuring that appropriate development processes are in place for the public health workforce and training (including succession management) - Coaches and mentors others to help them maximise their contribution - Nurtures the ability to lead and encourages the development of public health leaders
Effective and strategic Uses range of influencing strategies	- Uses a range of effective influencing strategies that will bring about desired outcomes and long term change in health services, building and using extended networks of influence. - Gains commitment and credibility from the local community through responsive involvement of local people, staff and other agencies in shaping local health priorities and strategy. - Champions the organisation in external forums e.g. local authorities, Government bodies and national organisations and represents both the organisation and the medical profession at local, national and international level.
Collaborative working Engages constructively with internal and external stakeholders	- Creates the conditions to promote sustainable partnerships and works closely with health, social care and academic partners on all important investment decisions to ensure joined up action which creates enduring benefits for stakeholders. - Leads the shared duty to engage the public and other bodies in planning and monitoring services and is informed on the current and changing priorities of partners, modifying own plans in order to seek "win-win" outcomes. - Demonstrates effective management of relationship with Chief Executive, Chair and Board members, jointly creating cohesive strategies for delivering world class health care.

Personal Qualities	
Self-Belief Inner confidence to succeed	• Takes on stretching challenges that some peers may back away from. • Constructively challenges others, regardless of position or status. • Willing to take tough decisions and is openly optimistic about achievement of goals. • Stand up for what they believe in, speaking up and have a can do sense of confidence. • Makes the care of people first concern, treating them as individuals respecting their dignity.
Self-Awareness Understands own emotions, strengths and limitations	• Understands the nature and cause of own emotional reactions to particular situations and takes account of the likely implications and impact of own behaviour. • Role models effective behaviours and shows understanding of own strengths and limitations in providing leadership that makes a difference to patients / service users, carers and staff.
Self-management Manages own emotions and demonstrates resilience	• Manages responses and reactions consistently when under pressure remaining calm in a crisis and without transferring unnecessary stress on others. • Takes conscious steps to manage own emotions and absorbs and deals constructively with criticism and performance feedback. • Models a healthy approach to work / life balance, having a range of interests outside of work.
Personal Integrity Commitment to openness, honesty, inclusiveness and high standards	• Stands up for that which is consistent with stated NHS values and delivers on own commitments even when this is difficult and there may be personal cost. • Acts as a consistent role model for engaging staff, patients / service users and other stakeholders at all times, taking a fair and inclusive approach to decision making within a framework of integrated NHS governance. • Open, and honest, acts with integrity and uphold the reputation of the medical profession. Requires and expects others to be open and honest in their communication. • Works with others to protect and promote the health and wellbeing of patients / service users, their families and carers, and the wider community. • Provides a high standard of practice and care at all times, respecting people's confidentiality.
Professional Integrity Commitment to the medical profession and to standards of conduct and ethics	• Models a professional approach to medicine and maintains practical competency and credibility. • Accountable for actions and omissions in personal clinical practice and is always able to justify own decisions. • Always acts lawfully, whether those laws relate to own professional practice or personal life. • Maintains clear professional boundaries with those in their care or anyone close to them.

References:

- NHS Wales - Leadership Qualities Framework ("LQF"); NHS Wales Chief Executive Development Center - Competence Framework
- Welsh Government - Accountable Officer Memorandum for Chief Executives of NHS Trusts
- Welsh Government - Accountability, Performance and Development Handbook for NHS Wales Chief Executives Welsh Government – "One Wales"
- Welsh Government – Consultation Document on Reorganisation
- NHS Institute for Innovation and Improvement – Leadership Indicators
- NHS England - Competence and Experience Framework for Chief Executives
- NHS Wales & IHM - Leadership Framework; Audit Commission Report - Financial Failures in NHS Trusts, Department of Health UK - Kennedy Bristol Inquiry Report on Care of Children;
- Leadership Roles in Meeting the Challenge of Change - University of Leeds
- Review of Leadership Theory and Competence Frameworks - Exeter University Centre for Leadership Studies Seven Leadership Leverage Points - Institute for Healthcare Improvement (MDcomp framework v2 0309)