

Leadership Framework

Our vision: Healthy lives, lived well

Our purpose: Working together: quality and respectful care, close to home



Vision

Leads strategically

Stimulates ideas and innovation

Leads change in complex environments

Makes insightful decisions



Results

Develops and mobilises talent

Builds enduring relationships

Inspires others

Drives accountability



Accountability

Fosters healthy and inclusive workplaces

Pursues continuous growth

Demonstrates sound governance

Leadership tiers



Individual Contributor

Responsible for delivering outcomes (clinical and non-clinical), sometimes with guidance from team leaders.



Team Leader

Responsible for leading and empowering team members to deliver team outcomes.



Program Leader

Responsible for leading team leaders and/or multiple projects, typically under broad direction of an executive leader.



Executive

Responsible for leading a service delivery, policy, regulatory or strategic advisory function/s or a geographical region.



Chief Executive

Responsible for leading the direction of the health service to effectively deliver on organisational and government priorities.



Board

Responsible for setting the organisation's purpose and strategy and risk appetite to ensure long-term sustainability.



Individual Contributor



Team Leader



Program Leader

Priority

Delivery of services (clinical and non-clinical).

Empowerment of team members.

Effectiveness of teams.

Role in our Health Services

Delivers safe, high-quality person-centred services that meet the needs of communities.

Coaches and supports others to deliver for communities across Torres and Cape.

Creates systems to sustain high quality delivery for communities across Torres and Cape.

Activities

- Delivers support and services to the best of ability.
- Maintains professional competence and ethical practice.
- Constantly looks to improve self, systems and processes.
- Partners with and influences colleagues, stakeholders, patients and families.
- Models the TCHHS values and contributes to a positive organisational culture.

- Collaborates with peers, team members and stakeholders to clarify work to be done and sets the standard of quality.
- Works with the team to identify and address issues and roadblocks.
- Encourages feedback, constructive organisational culture and collaborative practice.
- Coaches others to live the TCHHS values.

- Optimises systems and processes.
- Coaches and mentors leaders.
- Makes concessions in conjunction with key stakeholders and allocates resources to ensure success.
- Actively promotes the TCHHS values.

Key signs of working at level

- Produces high quality work in a timely way, with a person-centred focus.
- Understands, develops and leads self.
- Leads others through example, advocacy and influence,
- Actively collaborates with team members and contributes to team effectiveness.

- High team engagement and retention.
- Team gets recognition for achievements rather than the leader.
- Team members feel heard, empowered and safe to try new things and develop professionally.
- Thinks conceptually, not just technically.
- Effectively delegates work to team which builds capability.

- Improved system performance.
- Spends time thinking about future focus and driving operational and strategic change.
- Working up, down, across and external to the organisation (actively creates links across the organisation and is connected to the frontline).
- Dedicates time to building leaders.



Executive



Chief Executive



Board

Priority

Integration of portfolios into one united service.

Direction of the health service

Sustainability of the health service

Role in our Health Services

Establishes the right elements for TCHHS to deliver meaningful outcomes for communities across Torres and Cape.

Pursues aspirational direction for TCHHS, based on the needs of the communities across Torres and Cape, by aligning strategy, structure and organisational culture

Defines strategy and organisational culture for TCHHS to deliver on its statutory purpose.

Activities

- Provides long-term direction, articulates and supports people to understand our purpose and strategy and establishes frameworks to support delivery of strategic objectives.
- Integrates across the organisation and the health system.
- Sets cultural tone, including reinforcing and driving the TCHHS values and health equity.

- Pushes the boundaries (has a long-term vision and focus)
- Ensures integrity and viability of the organisation and the health system more broadly
- Champions the TCHHS values to the community and cross-sector partnerships

- Sets strategic intent, organisational values, and risk appetite
- Establishes governance parameters for long-term financial, workforce, and service sustainability
- Maintains strong governance, probity, and legislative compliance
- Provides disciplined oversight and assurance

Key signs of working at level

- Focused on whole of business impact/successes, not just own function.
- Operating 'upstream' to improve the system rather than responding to issues as they emerge.
- Regularly communicating the longer-term TCHHS strategy in a broader health system context.

- Sustained organisational performance.
- Clearly set organisational tone - aspiration, strategy, organisational culture
- Majority of time spent developing 'the system'
- Major focus on relationships and culturally safe, sustainable delivery
- Creates, develops and supports a highly functional executive
- Strong government confidence

- Demonstrates strong understanding of legislative and policy obligations
- Operates primarily at system and population health level
- Integrates clinical, financial, and community perspectives
- Tests and probes executive advice rather than directing operations
- Maintains clear governance-management boundaries



Individual Contributor

Responsible for delivering outcomes (clinical and non-clinical), sometimes with guidance from team leaders.

Vision

Leads strategically

- Recognises how organisational events and issues impact on the work of the team
- Recognises and articulates how own work directly contributes to TCHHS's vision and community outcomes
- Prioritises projects and tasks efficiently, in line with team commitments
- Seeks and shares customer feedback to support the refinement of planned activities
- Work together to lead and advocate for a culturally safe, equitable and responsive health system

Stimulates ideas and innovation

- Challenges the status quo by asking questions to bridge information gaps and clearly define new opportunities
- Uses data and leverages technology to achieve greater efficiencies
- Shares and seeks creative ideas, suggestions and data to inform the delivery of services
- Actively participates in the design of new solutions and new ways of working

Leads change in complex environments

- Demonstrates flexibility to changing expectations by proactively adapting own approach to reflect new requirements
- Responds constructively to periods of uncertainty by role modelling positivity and work focus
- Actively participates in change engagement activities and openly supports the intended outcome

Makes insightful decisions

- Gains insight into issues by analysing the available information in a critical manner
- Demonstrates courage in making decisions, even when under pressure
- Accepts decision making responsibility and demonstrates judgement about when to escalate issues
- Remains composed during high-stakes situations
- Clearly describes the rationale behind decisions and works with others to recognise potential bias



Results

Develops and mobilises talent

- Leverages own strengths and acts as a mentor, role model and sounding board for others
- Initiates conversations around career development and readily shares knowledge and experience with others
- Actively participates in team development opportunities, such as lessons learned conversations
- Provides and appropriately passes on feedback to others
- Takes the initiative to collaborate with people from a diverse range of backgrounds, experiences and expertise

Builds enduring relationships

- Communicates in a clear, succinct and deliberate manner, adjusting the message so that it resonates with different stakeholders
- Supports others by providing timely information within own area of expertise in an articulate and non-technical manner
- Facilitate meaningful engagement with individuals, their family and carers
- Engage in informal and formal discussions to seek feedback on local experiences of healthcare delivery
- Recognises the broad value and contribution that diversity of viewpoints brings to the team and organisation
- Builds rapport and establishes strong and mutually beneficial connections

Inspires others

- Recognises and reflects on the purpose and impact of their work
- Actively participates in organisational initiatives
- Promotes the team's work through clear and compelling communication
- Celebrates achievements in own and others' work

Drives accountability and outcomes

- Contributes to the development of team objectives and recognises own role in achieving results
- Welcomes challenges in the delivery of work and demonstrates persistence in working through obstacles
- Demonstrates careful planning and organisation to achieve results
- Implements reporting mechanisms with honest recognition of progress against goals



Accountability

Fosters healthy and inclusive workplaces

- Demonstrates personal responsibility for the health, safety and wellbeing of self and others
- Demonstrates respect for others, taking the time to connect, check in and show an interest in their wellbeing
- Enhances safety and inclusion in the team by sharing ideas and participating in initiatives
- Considers the physical environment and carefully undertakes tasks with the safety and wellbeing of others in mind
- Demonstrates openness to diversity and supports practices that enable all individuals to participate to their fullest ability

Pursues continuous growth

- Demonstrates insight into personal strengths and areas for development and takes account of these when acting
- Actively seeks feedback and modifies approach to enhance own effectiveness
- Takes personal accountability for learning, and eagerly pursues new knowledge and experiences

Demonstrates sound governance

- Demonstrates respect and appreciation for legislation and policy frameworks by consistently operating to key standards
- Upholds integrity through responsible management and use of processes and resources
- Analyses information to proactively identify risks to the team's planned activities
- Evaluates possible solutions and takes appropriate steps to mitigate risks



Team Leader

Responsible for leading and empowering team members to deliver team outcomes.



Vision

Leads strategically

- Determines the connection between TCHHS events and issues, and their impact on the team's work
- Recognises and articulates how the team's work contributes to TCHHS's vision and community outcomes
- Works with the team to organise work priorities so they deliver on broader organisational commitments
- Seeks and leverages stakeholder feedback to steer and adjust plans, and encourages others to do the same
- Work and support the team to lead and advocate for a culturally safe, equitable and responsive health system

Stimulates ideas and innovation

- Challenges the status quo, asks questions and seeks out new models and developments that may inform the team's approach
- Supports the team to generate actionable insights from data and empowers the use of technology to drive new efficiencies
- Drives new thinking by encouraging others to share and debate ideas and data-driven, creative solutions
- Provides time, support and resources to the team to test and refine new ways of doing things

Leads change in complex environments

- Empowers others to understand and embrace change by communicating openly about the rationale and intended outcomes
- Remains accessible and optimistic, and keeps the team focused through periods of uncertainty
- Provides individualised support and consults with others to support them through change processes

Makes insightful decisions

- Analyses available data and supports others to identify essential information to uncover the cause of issues
- Role models courage in making decisions under pressure or in the absence of complete information
- Empowers collaborative decision making in the team
- Remains composed during high-stakes situations, supporting the team to recognise gaps in information and seek advice to enable a prompt and considered response
- Supports others to understand the strengths, potential bias and missing considerations in their decision-making process



Results

Develops and mobilises talent

- Recognises the unique strengths, areas for development and aspirations of direct reports
- Implements development plans with direct reports to address skill and knowledge gaps and enhance the capabilities they require for current and future roles
- Assists others to identify and participate in flexible learning opportunities to stretch their skills, knowledge and experience
- Encourages self-reflection, and provides clear, timely and accurate feedback on progress against agreed goals
- Enhances team capacity by bringing together people of diverse discipline, background and perspective
- Effectively leads virtual and dispersed teams across a remote and distributed health service

Builds enduring relationships

- Demonstrates awareness of others by tailoring messages so they resonate with stakeholders of diverse interests and backgrounds
- Initiates two-way collaborations by providing information and advice in a timely, proactive and non-technical manner, supporting the team to do the same
- Facilitate meaningful engagement with individuals, their family and carers
- Engage in informal and formal discussions to seek feedback and build trust with communities on local experiences of healthcare delivery
- Actively leverages the power of diversity by encouraging the unique contributions and viewpoints in planning and decision making
- Sets up connections for the team across the organisation to drive collaborative delivery of services

Inspires others

- Charts a clear direction for the team by consistently communicating the greater meaning and impact of the work undertaken
- Generates active engagement in key initiatives through clear, enthusiastic and compelling communication
- Brings the team together to define and promote its identity and contributions to the organisation
- Encourages generosity through celebrating the contribution of others

Drives accountability and outcomes

- Works with the team to develop shared objectives and clear indicators for success
- Role models persistence and supports others to work through obstacles in the delivery of projects
- Drives autonomy in the team by empowering others to take ownership for the delivery and quality of outcomes achieved
- Implements reporting mechanisms to oversee the work of the team and provide appropriate levels of input



Accountability

Fosters healthy and inclusive workplaces

- Promotes personal responsibility for the realisation of a healthy workplace through regular communication, feedback and sharing of observations and outcomes
- Demonstrates respect for others, taking the time to connect, check in and show an interest in their wellbeing
- Encourages others to proactively identify, remedy and enhance safe and inclusive practices
- Ensures the physical environment and planning of tasks are optimised to support team wellbeing
- Demonstrates flexibility and openness to the diversity in the team, supporting approaches that enable all individuals to participate to their fullest ability
- Collaborate with health provider partners and local communities in remote and distributed community-based settings to deliver culturally appropriate and evidence-based care

Pursues continuous growth

- Develops awareness of strengths and development needs, and reflects on the effectiveness of own behaviour and approach
- Acts as a role model for the team by actively seeking feedback and communicating openly about learnings
- Embraces opportunities to expand knowledge and experience through networks, new assignments and development avenues

Demonstrates sound governance

- Supports others to embrace and operate within legislative and policy frameworks that guide everyday practice
- Promotes integrity in the management and use of processes and resources, ensuring others have the information and training they need for successful implementation
- Analyses data and trends to identify risks to project activities and empowers others to incorporate risk management into planning
- Works with the team to evaluate options and develop appropriate plans to mitigate risks





Program Leader

Responsible for leading team leaders and/or multiple projects, typically under broad direction of an executive leader.

Vision

Leads strategically

- Views situations through a range of perspectives, analysing multiple sources of information to recognise the broader implications of issues
- Clearly articulates the program's role in achieving the organisational vision, working with others to determine program strategy, parameters and purpose
- Demonstrates a forward focus, engaging partners in translating the strategic plan into concrete actions
- Continuously refines the prioritisation of program commitments through stakeholder feedback and insight
- Advocates to produce improvements that advance health equity for Aboriginal and Torres Strait Island peoples
- Actively leads and advocates for a culturally safe, equitable and responsive health system

Stimulates ideas and innovation

- Monitors changes in the environment through questions, observations and community insights to generate a deep understanding of program improvement opportunities
- Facilitates the early adoption of emerging digital technologies and data to deliver greater efficiency in services
- Encourages mutual exchange of ideas, data and information, engaging partners as active contributors in program design
- Brings people together to build new solutions through testing and refinement

Leads change in complex environments

- Demonstrates flexibility in response to change and supports the workforce to embrace new expectations through clarity of the intended outcomes
- Drives workforce resilience by supporting others to remain goal and outcome focused when confronted with enduring uncertainty
- Inspires others to embrace change initiatives, overcoming barriers and resistance through proactive consultation and engagement
- Embrace learning and continuous growth and encourage innovation and creativity to respond to system complexity
- Lead from a values-based approach to mobilise talent across the health system

Makes insightful decisions

- Identifies the underlying cause of issues through considered analysis and integration of various pieces of data and insight
- Role models courage in making decisions, providing advice and a clear rationale even with conflicting or incomplete information
- Ensures the right delegative structures exist to empower decision making at the appropriate level
- Is a stabilising influence in challenging situations, supporting others to promptly identify considerations, impacts and risks to plan a response
- Promptly identifies the potential for bias and coaches others through decision making processes
- Create a safe environment where people can experiment, learn and make mistakes without fear of reprisal and share lessons learned
- Embrace diversity of views and implement new ideas to benefit the health service



Results

Develops and mobilises talent

- Recognises the unique talents and aspirations of the workforce and supports and mentors emerging leaders and identified talent through targeted capability and development activities to support career pathways
- Considers the future skills required to deliver program objectives and implements strategies to support succession of critical roles and capabilities
- Regularly coaches leaders to support their growth and effectiveness in leading others
- Facilitates opportunities for learning and stretch assignments across programs to build capability and agility in the organisation
- Coaches and mentors others, encouraging critical reflection, ownership for problems and discovery of self-led solutions
- Implements succession planning for all leaders and development options for team members to grow outside of their technical expertise
- Effectively leads virtual and dispersed teams across a remote and distributed health service

Builds enduring relationships

- Strengthens partnerships by providing proactive advice, and supports others to share relevant information in a tactful and articulate manner
- Articulates complex concepts and works towards win-win outcomes by presenting a clear and convincing rationale
- Actively leverages the power of diversity by encouraging the inclusion of diverse viewpoints and perspectives in program development
- Proactively steers team collaborations across boundaries to achieve joint delivery of program outcomes
- Coordinate formal and informal engagement initiatives with health teams to understand and enable local decision making to support local community health and wellbeing needs
- Builds and invests in long-term community partnerships that support the health service

Inspires others

- Distils and communicates the vision authentically to connect program objectives to the broader priorities
- Achieves active participation and buy-in to the program by communicating with presence and pride for its intended outcomes
- Supports others to act as program representatives, achieving sustained stakeholder engagement through promotion of its benefits
- Fosters a culture of celebration by visibly sharing team successes and supporting others to do the same

Drives accountability and outcomes

- Works collaboratively to develop clear and shared objectives that inspire collective ownership for delivery of quality outcomes
- Role models persistence through program setbacks, empowering others to source alternate strategies to overcome issues
- Drives ownership and empowers others to independently manage and report on their portfolio responsibilities
- Uses feedback mechanisms to stay in touch with program progress and directs energy and time towards matters of priority



Accountability

Fosters healthy and inclusive workplaces

- Promotes personal and team responsibility for the realisation of a healthy and safe workplace
- Builds the confidence and trust of others, connecting with them personally to understand and consider their wellbeing
- Engages others in open dialogue and identification of initiatives to promote safe and inclusive practice
- Takes steps to optimise the environment and facilitate the appropriate resources to promote staff wellbeing
- Contributes to the development of inclusive systems and practices that allow all individuals to participate to their fullest ability
- Collaborate with health provider partners and local communities in remote and distributed community-based settings to deliver culturally appropriate and evidence-based care

Pursues continuous growth

- Builds strong self-awareness of leadership strengths and derailleurs, and critically reflects on own performance, practice and impact as an organisational leader
- Visibly role models a curiosity and passion for learning by seeking feedback and communicating openly about strengths and development goals
- Broadens knowledge and perspective by seeking new collaborations and experiences and participating in development initiatives

Demonstrates sound governance

- Role models impartiality and ensures legislative and regulatory frameworks are applied effectively
- Acts in the interests of the community and organisation through the cost-effective commissioning of goods and services, using best practice procurement processes and appropriate supplier relationships
- Works closely with partners to analyse trends and forecast long-term risks to program outcomes
- Proactively facilitates collaborations to develop contingency plans in response to identified risks



Executive

Responsible for leading a service delivery, policy, regulatory or strategic advisory function/s or a geographical region.

Vision

Leads strategically

- Anticipates the consequences of public policy on the organisation and community, and engages in high level critical thinking to identify the links and implications between complex issues
- Integrates government and organisational priorities and values, and the voice of the community to develop and articulate a compelling vision that provides clear direction for the sector's future
- Adopts a sector leadership role, working collaboratively with partners to translate the strategy into meaningful action
- Fosters the exchange of ideas and perspectives to develop a three to five year strategy that brings to life government objectives
- Embeds cultural governance and drives a health equity agenda for Aboriginal and Torres Strait Islander peoples into the delivery of care at TCHHS
- Actively leads and advocates for a culturally safe, equitable and responsive health system

Stimulates ideas and innovation

- Scans the environment, draws on information and alternative viewpoints, asks questions and monitors information channels to understand emerging issues that are important to the sector, organisation and community
- Drives curiosity in the system, leverages data and harnesses emerging digital technologies to deliver efficient services
- Stimulates genuine debate to better define and address system challenges by actively sharing ideas and data
- Builds and mobilises cross-sector collaborations to prototype and test innovative solutions

Leads change in complex environments

- Responds flexibly to changing government, organisational and community expectations, systematically introducing required changes
- Maintains an optimistic outlook and encourages the same in others, focusing on organisational strategy and objectives through periods of uncertainty
- Leads change agendas, generating workforce readiness through timely communications and strategic support mechanisms that allow people to thrive
- Embrace learning and continuous growth and encourage innovation and creativity to respond to system complexity
- Lead from a values-based approach with intent to developing ethical leaders to mobilise talent across the health system

Makes insightful decisions

- Identifies the underlying cause of systemic and organisational issues through considered analysis of data, patterns and insights
- Role models courage in making decisions and provides frank and fearless advice even in ambiguous situations, in the absence of complete information
- Ensures the right delegative structures exist to empower decision making at the appropriate level
- Is a stabilising influence, quickly discerning key implications for government, the organisation and community, to respond comprehensively in crisis or high-stakes situations
- Builds awareness of decision making biases and encourages others to proactively seek advice to protect the organisation and community's long-term interests
- Create a safe environment where people can experiment, learn and make mistakes without fear of reprisal and share lessons learned
- Embrace diversity of views and implement new ideas to benefit the health service



Results

Develops and mobilises talent

- Develops organisational capability by dedicating time to understand the diverse goals and capabilities of others, empowering them to own and participate in creative ways to expand their knowledge, gain exposure, new experiences and identification of career pathways across the system
- Considers the future skills, capabilities and diverse needs of the community and workforce to set the direction for talent management to deliver government objectives
- Actively mobilises talent across the HHS to build the agility, responsiveness and capacity of the workforce
- Contributes own expertise for the benefit of the organisation, acting as a mentor, coach and sponsor of talent and capability development initiatives
- Strengthens organisational capacity by mobilising teams of diverse discipline, background and perspective
- Implements succession planning for all program leaders and identify capability and development options to support growth
- Effectively lead and support virtual and dispersed teams across a remote and distributed health service

Builds enduring relationships

- Proactively informs and advises partners on matters of interest
- Acts as a skilful negotiator, using compelling arguments and evidence to persuade stakeholders toward mutually beneficial outcomes
- Actively encourages and supports the inclusion of diverse viewpoints of colleagues, community and partners in policy and strategy development
- Removes systemic barriers to collaboration and implements strategies to build strong and enduring alliances for joint delivery of community outcomes
- Champion culturally safe, meaningful and purposeful engagement practices, setting a benchmark for local community health, health teams and programs
- Works with community and cross-sector partners to drive integrated models of care and care systems

Inspires others

- Cascades the vision through clear and authentic communication to inspire collective ownership of government priorities
- Conveys passion and conviction through influential messages that achieve active engagement in initiatives
- Appropriately promotes the organisation's position and creates opportunities for others to do the same
- Builds engagement through recognition and celebration, facilitating opportunities for others to represent the organisation and share its stories of success

Drives accountability and outcomes

- Works with partners to establish ambitious objectives and clear performance standards that inspire collective ownership
- Actively seeks cross-sector collaborations to overcome issues and direct resources towards matters of priority
- Drives ownership and empowers others to lead and report on their area of responsibility with complete transparency of outcomes
- Keeps a finger on the pulse through feedback structures to anticipate and respond promptly to emerging issues, shifting the investment of time and energy as required



Accountability

Fosters healthy and inclusive workplaces

- Fosters a workplace culture where all individuals share a personal responsibility for promoting the physical and psychological health and safety of others
- Builds confidence and trust as a leader who respects and prioritises people's wellbeing
- Visibly sponsors initiatives that build awareness and motivate the workforce to improve safety and inclusive practice
- Optimises the work environment, work design, and culture to enable a positive and healthy workplace
- Anticipates the growing diversity of workforce interests and needs, setting policy direction to position the organisation as an employer of choice
- Actively engage with health provider partners and local communities in remote and distributed community-based settings to deliver culturally appropriate and evidence-based care

Pursues continuous growth

- Builds strong self-awareness of leadership strengths and derailleurs and critically reflects on own performance, practice and impact as a sector leader
- Visibly role models a curiosity and passion for life-long learning by seeking feedback and communicating openly about strengths and development goals
- Actively seeks opportunities for involvement in cross-sector and cross-government initiatives to extend experience and gain exposure to new environments, perspectives and ways of working

Demonstrates sound governance

- Role models impartiality and inspires a culture that respects and appreciates policy frameworks and governance
- Operates as a trusted community steward, driving value for money services and using best practice procurement processes to enable appropriate management of public money and resources
- Draws on data forecasts and works closely with partners to identify and predict the global factors that may impact strategy realisation
- Fosters cross-sector collaborations to assess risk and develop contingencies and options to protect the sustainable delivery of services



Chief Executive

Responsible for leading the direction of the health service to effectively deliver on organisational and government priorities.

Vision

Leads strategically

- Recognises the links and connections between complex system issues, promptly discerning the key implications for government, the organisation and community
- Integrates government objectives, and the voice of the community, to develop, articulate and realise a compelling vision for the system and the organisation
- Adopts a stewardship role, enabling TCHHS leaders to translate the strategy into meaningful action
- Establishes clear priorities to deliver the government's objectives for the community and works collaboratively as a system leader to develop a robust 5+ year strategy
- Drives the health equity agenda for Aboriginal and Torres Strait Islander peoples
- Leads and advocates for a culturally safe, equitable and responsive health system

Stimulates ideas and innovation

- Continually scans the global system and operating environment to identify emerging social, economic, political, environmental and technological opportunities that inform system practice
- Promotes a culture of innovation and the strategic use of data and technologies to stimulate new models of service delivery
- Continually exchanges ideas, data and information across the health sector to enable discovery and debate of new ways to address system challenges
- Actively sponsors cross-sector and cross-government collaborations to seize and invest in innovation opportunities

Leads change in complex environments

- Leads the strategic introduction of changes across the sector, responding rapidly and purposefully to government priorities
- Fosters the spirit of optimism through periods of widespread change, driving a focus on outcomes
- Sponsors considered change agendas and works collaboratively with others to build system readiness for emerging opportunities
- Embrace learning and continuous growth and encourage innovation and creativity to respond to system complexity
- Lead from a values-based approach with intent to developing ethical leaders to mobilise talent across the health system

Makes insightful decisions

- Identifies the underlying cause of government and system issues through critical analysis of complex information
- Role models courage in decision making and provides frank and impartial advice on politically sensitive, high-priority strategic issues even in the absence of complete information
- Sets delegative structures that empower decision making at the appropriate level
- Is a stabilising influence, quickly discerning implications across the system, to enable a comprehensive response in crisis or high-stakes situations
- Drives probity in decision making and expects others to draw on tangible information and advice to protect the sector and community's long-term interests
- Create a safe environment where people can experiment, learn and make mistakes without fear of reprisal and share lessons learned
- Embrace diversity of views and implement new ideas to benefit the health service



Results

Develops and mobilises talent

- Develops organisational capability by dedicating time to understand the diverse goals and capabilities of senior leaders, empowering them to invest in avenues that expand their capability and impact across the health system
- Charts the direction for talent management across the HHS by considering the future skills and capabilities required to deliver on government objectives and changing community expectations
- Champions sector-wide talent mobility to guarantee the evolution of skills and responsiveness
- Prioritises investment in succession planning and capability development initiatives for the benefit of the health system
- Strengthens system capacity by bringing together groups of diverse discipline, background and perspective

Builds enduring relationships

- Models and drives purposeful partnerships with leaders of relevant internal and external stakeholder groups, including Ministers and their staff
- Anticipates concerns and strategically positions the organisation's view on issues to achieve system outcomes
- Champions the development of policy and strategy through the integration of diverse voices and perspectives
- Steers cross-sector and cross-government collaborations to build strong and enduring alliances for joint delivery of community outcomes
- Champion culturally safe, meaningful and purposeful engagement practices, setting a benchmark for local community health, health teams and programs
- Influence and mentor local community engagement, both formal and informal
- Works effectively with the TCHHS Board to set strategy and oversight

Inspires others

- Cascades the vision through clear and authentic communication to inspire collective ownership of government priorities
- Conveys passion and conviction through influential messages that achieve active engagement in initiatives
- Appropriately promotes the organisation's position and creates opportunities for others to do the same
- Builds engagement through recognition and celebration, facilitating opportunities for others to represent the organisation and share its stories of success

Drives accountability and outcomes

- Works collaboratively to establish ambitious organisational objectives that inspire collective ownership and maximise value for the community
- Leverages collaborations across the health system to overcome issues and mobilise resources towards matters of priority
- Creates a culture of accountability by empowering others to lead with complete transparency for outcomes
- Maintains strategic oversight through feedback structures, investing time where the greatest impact and contribution can be achieved



Accountability

Fosters healthy and inclusive workplaces

- Fosters an environment where all individuals share a personal responsibility for promoting the physical and psychological health and safety of others
- Builds confidence and trust as a leader who respects and prioritises people's wellbeing
- Leads sector-wide initiatives that build awareness and motivate the workforce to improve or maintain safe and inclusive practice
- Leads the development of sector-wide strategies that optimise the environment, work design and culture to enhance holistic wellness
- Advocates for the growing diversity of workforce interests and needs by shaping policy direction that positions the health sector as an employer of choice

Pursues continuous growth

- Builds strong self-awareness of leadership strengths and derailleurs and critically reflects on own performance, practice and impact as a system leader
- Inspires curiosity and passion for life-long learning by actively seeking feedback, setting development objectives and communicating openly about experiences
- Seizes opportunities to represent the health sector and gain exposure to new environments, perspectives and ways of working

Demonstrates sound governance

- Role models impartiality and inspires a system-wide culture that respects and appreciates policy frameworks and governance
- Sets and manages a framework for cultural and workforce safety, quality and organisational governance
- Operates as a trusted steward of public money and resources by setting organisational standards for governance
- Sets and monitors organisational risk appetite
- Draws on data forecasts and works across the system to identify and predict the global factors that may impact the realisation of government objectives
- Sponsors system collaborations to assess risk and formulate mitigation strategies that protect sector-wide service delivery



Board

Responsible for setting the organisation's purpose and strategy and risk appetite to ensure long-term sustainability.



Vision

Leads strategically

- Articulates the links and connections between complex system issues, promptly discerning the key implications for government, the organisation and community
- Integrates government objectives, and the voice of the community, to develop, articulate and realise a compelling vision for the system and the organisation
- Identifies clear priorities to deliver the government's objectives for the community and works collaboratively as a system leader to develop a robust 5+ year strategy with the Chief Executive
- Brings a contemporary, evidence-based perspective to strategic discussions
- Prioritises cultural safety, health equity and strong community partnerships for Aboriginal and Torres Strait Islander peoples

Stimulates ideas and innovation

- Promotes a culture of innovation and the strategic use of data and technologies to stimulate new models of service delivery
- Continually exchanges ideas, data and information across the health system to enable discovery and debate of new ways to address system challenges

Leads change in complex environments

- Endorses and sponsors considered change agendas and works collaboratively with others to build system readiness for emerging opportunities

Makes insightful decisions

- Supports delegative structures that empower decision making at the appropriate level
- Drives probity in decision making and expects others to draw on tangible information and advice to protect the health sector and community's long-term interests



Results

Builds enduring relationships

- Establishes and drives purposeful partnerships with leaders of relevant internal and external stakeholder groups, including Ministers and their staff
- Establishes cross-sector and cross-government collaborations to build strong and enduring alliances for joint delivery of community outcomes
- Constructively challenges others and actively contributes to discussions and decisions
- Influence and mentor local community engagement, both formal and informal
- Advocate for community engagements that are strategic, coordinated and aligned with community needs, fostering a cohesive approach across the region

Inspires others

- Defines and cascades the vision for the health service through clear and authentic communication to inspire collective ownership of government priorities
- Contributes to community and system engagement by recognising and celebrating outcomes

Drives accountability and outcomes

- Empowers and supports the Executive Leadership Team to deliver on organisational priorities and build performance and the sustainability of TCHHS over the long term
- Maintains strategic oversight through feedback structures, investing time where the greatest impact and contribution can be achieved
- Articulates the quality, safety and performance expectations for TCHHS



Accountability

Fosters healthy and inclusive workplaces

- Fosters an environment where all individuals share a personal responsibility for promoting the physical and psychological health and safety of others
- Supports the development of sector-wide strategies that optimise the environment, work design and culture to enhance holistic wellness

Pursues continuous growth

- Identifies opportunities to represent the health sector and gain exposure to new environments, perspectives and ways of working
- Implements and refines an integrated governance system for TCHHS

Demonstrates sound governance

- Role models impartiality and inspires a system-wide culture that respects and appreciates policy frameworks and governance
- Ensures legal compliance and long-term financial sustainability
- Provides oversight as a trusted steward of public money and resources by setting organisational standards for governance