

Organisation/Team

HILCA360 Aggregate Results



HILCA^{360°}
growing health leaders

PARTNER
LOGO

HILCA 360 Degree Feedback Report

This report contains detailed feedback collected as part of the Health Industry Leadership Capability Assessment 360. The survey measured how the respondents and others perceive their practices and behaviours in the context of effective leadership.

Disclaimer

The HILCA 360 questionnaire has been designed by Veraison to help partnering organisations gauge the level of leadership capability and impact by the current chosen level of employees. Although the instrument, when analysed indicated the sought-after qualities of validity and reliability, the absence of norming data makes it unrealistic to make strong validation and reliability claims. Veraison is in the process of further reliability, validity and norming testing. It is therefore recommended that the questionnaire is not used outside the scope of its original design and specific intent. This report is for self-development purposes only and should not be used for recruitment or promotion purposes.

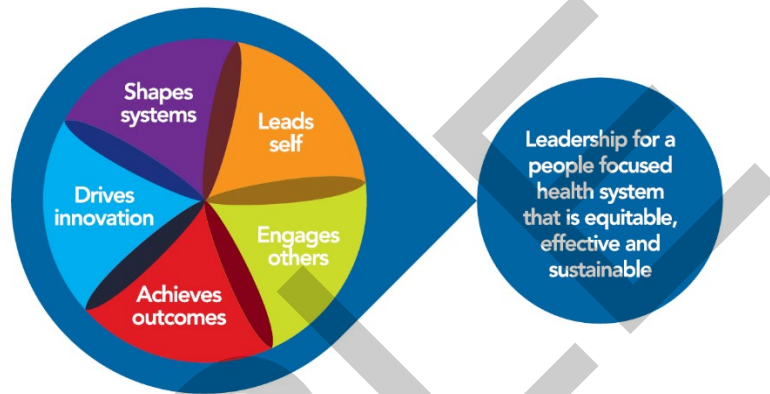
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Intention of this report

The intention of this report is to create insights into the group's collective strengths and opportunities for improvement against the Health LEADS Framework and National Health and Quality Health Standards. The following pages provide a detailed analysis of the components of the capability framework.

1. Leads Self
2. Engages others
3. Achieves outcomes
4. Drives innovation
5. Shapes Systems
6. Standards



How to read the report

There are two sections to this report:

1. High level results and analysis including recommendations of focus areas
2. Detailed results and analysis

The Scale

The scale chosen for this assessment was a 5-point frequency scale ranging from "Not at all" = 1" to "All of the time = 5."

1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

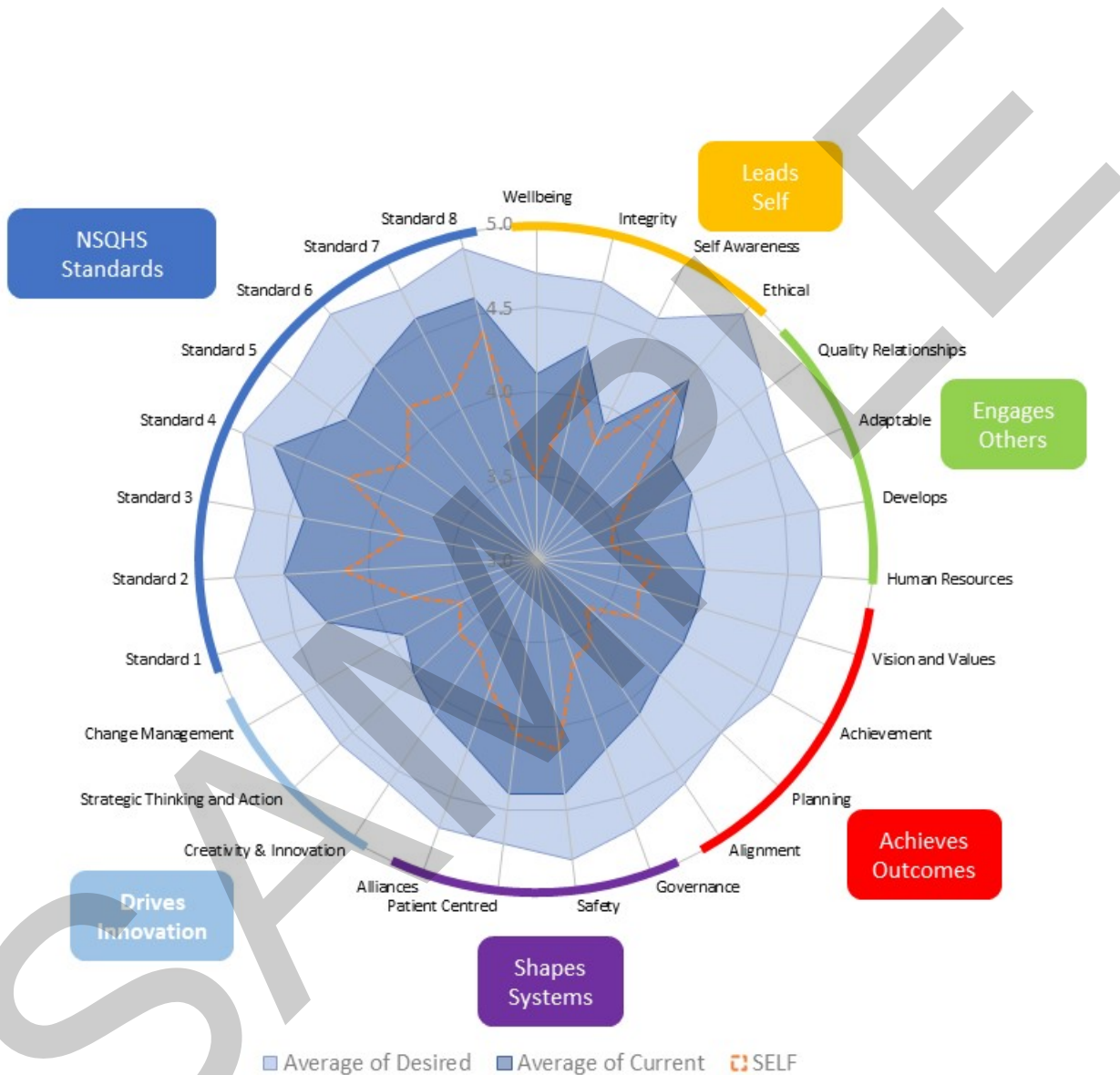
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High Level Analysis



Analysis of Group Results - Snapshot

The two blue fields in the High-Level Snapshot below show all of the competencies this team was assessed against and the average scores, for each of the sub-domains, given by people assessing them. One reflects their average current score and the other reflects their desired score. Their own current score is reflected by the orange dotted line.



N = 11

1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

Analysis of Group Results - Commentary

The results indicate that this group has the intention to be high performing leaders with **strengths** in several areas across the assessment specifically **Leading Systems, Leads Self and Standards**. The feedback indicated that this group strongly cares about safety and delivering a service that focuses on patients. For example, the items with the smallest gaps across the assessment were values patient safety, owns mistakes, patient focus and medication administration.

The **opportunity** for this group lies in **managing conflict and leading change effectively** by developing the **Leading Others and Leading Innovation** domains. The lowest performing subdomain for this group was Leads Others, reporting a gap of 1.37. This was the largest gap across the whole assessment, indicating a need to build capability within staff to manage conflict more effectively.

While leaders appear to be able to create quality relationships and listen curiously, there is a **disconnect between listening to people's experience of change and effectively leading change**. Opportunity lies in the leaders' ability to close this gap and facilitate smooth transition through change. This can be achieved by leaders removing obstacles to the vision, improved planning, allow space for creativity and innovation, celebrate short-term wins and reinforce behaviours, views and attitudes needed for the desired culture.

Other key areas to focus on are;

- Seeking to understand how others are coping with or responding to change. This includes asking questions during times of change to better understand different perspectives of others.
- Build creative capability in team members by enabling time to explore innovative ideas and new ways of doing things. This will promote adaptability and flexibility in thinking, which may soften the impact of any changes.

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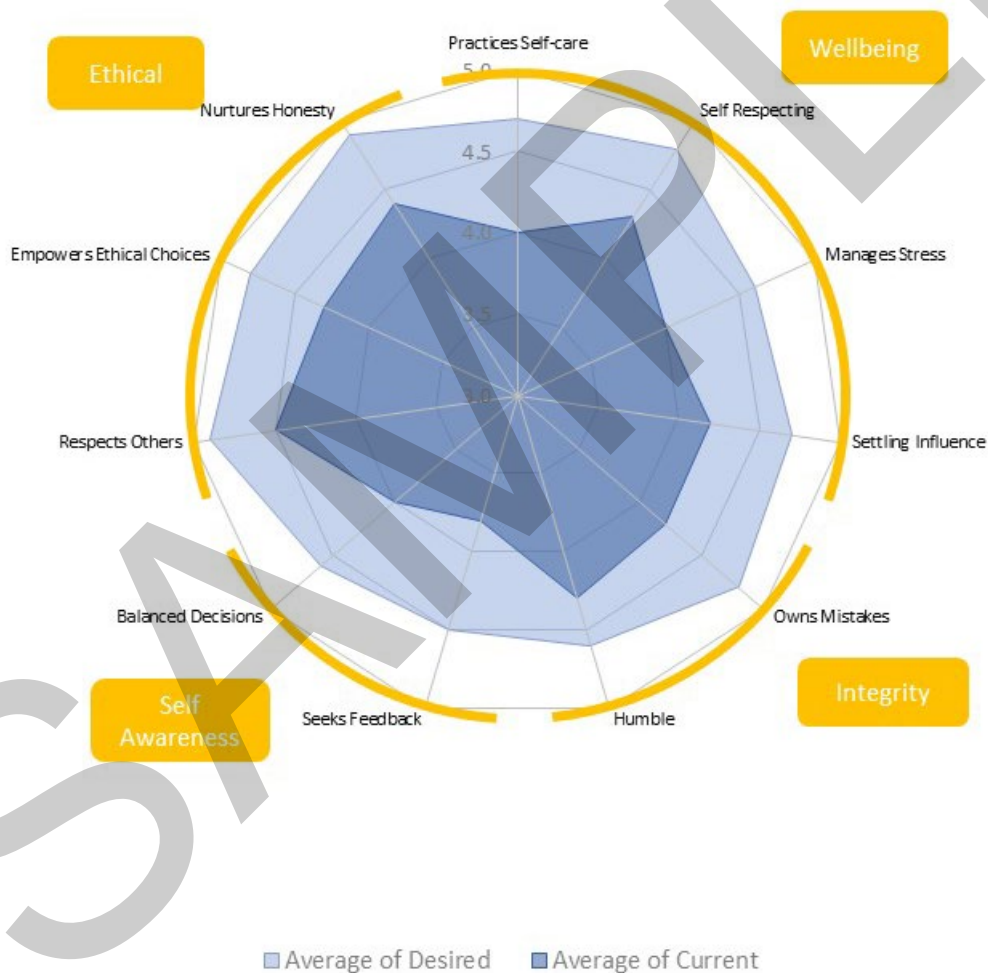
Detailed Results



Leading Self Domain - Snapshot

Leaders are always a work in progress. They know their strengths and limitations and commit to self-reflection and improvement. They understand and display self-awareness, self-regulation, motivation, empathy, and social skill. They demonstrate integrity in their role and context and show resilience in challenging situations.

The Leads Self detailed snapshot below shows all of the competencies this team was assessed against and the average scores, for each question, within each of the sub-domains, that sit within the Self Leadership domain, given by people assessing them (not including their own score).



1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

Leading Self Domain - Analysis

Leads Self focuses on a leader's ability to know their strengths and limitations and commit to self-reflection and improvement. They understand and display self-awareness, self-regulation, motivation, empathy, and social skill. They demonstrate integrity in their role and context and show resilience in challenging situations.

Strengths (top areas)

The results indicate that this group has strengths in the 'Leads Self' domain that sit within Integrity and Ethical sub-domains.

The specific items that scored the highest (i.e. had the smallest gaps) were:

- Owns mistakes.
- Empowers ethical choices.
- Nurtures honesty.

Opportunities (biggest gaps)

The most significant opportunities from this group lie in Wellbeing subdomain, specifically their ability to cope well under pressure. It is proven that promoting health, wellbeing and resilience at work can make leaders more productive.

The items that scored the lowest (i.e. had the largest gaps in the 'Leads Self' domain) were:

- Settling influence.
- Manages stress.
- Practices self-care.

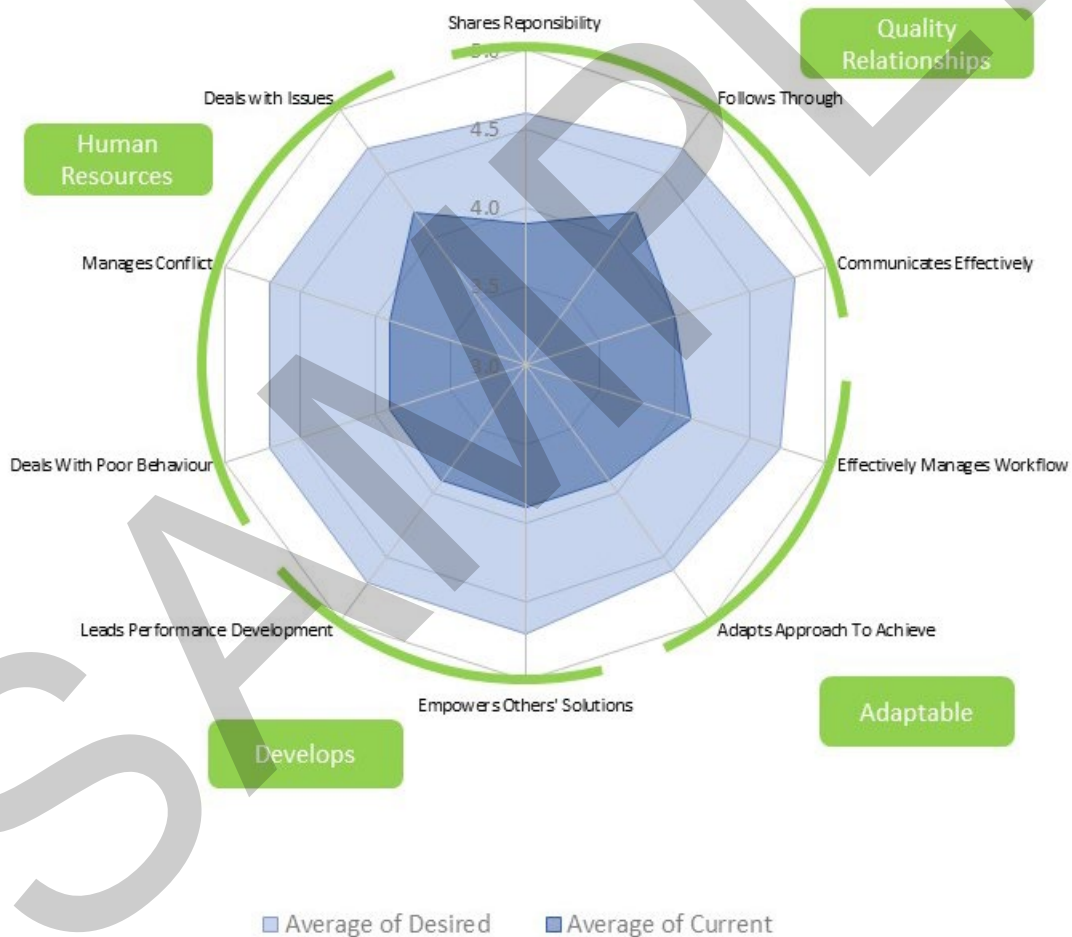
Reflection



Engages Others Domain - Snapshot

Leaders enable people to engage with a vision or goal through stories and explanations that make sense of complexity. Leaders encourage others to see and accept opportunities to contribute, learn and grow.

The Engages Others detailed snapshot below shows all of the competencies this team was assessed against and the average scores, for each question, within each of the sub-domains, that sit within the Engages Others domain, given by people assessing them (not including their own score).



1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

Engages Others Domain - Analysis

Engages Others focuses on the leader's ability to enable people to engage with a vision or goal through stories and explanations that make sense of complexity. Leaders encourage others to see and accept opportunities to contribute, learn and grow.

Strengths (top areas)

The results indicate that this group has strengths in building quality relationships. The specific items that scored the highest (i.e. had the smallest gaps) were:

- Follows through.
- Deals with issues.
- Shares responsibility.

Opportunities (biggest gaps)

The most significant opportunities from this group lie in human resources, adaptable and develops subdomains. The items that scored the lowest (i.e. had the largest gaps) in the 'Leads Self' domain were:

- Manages conflict.
- Leads performance development.
- Effectively manages workflow.

Note, this domain was most consistent area for opportunity across the group.

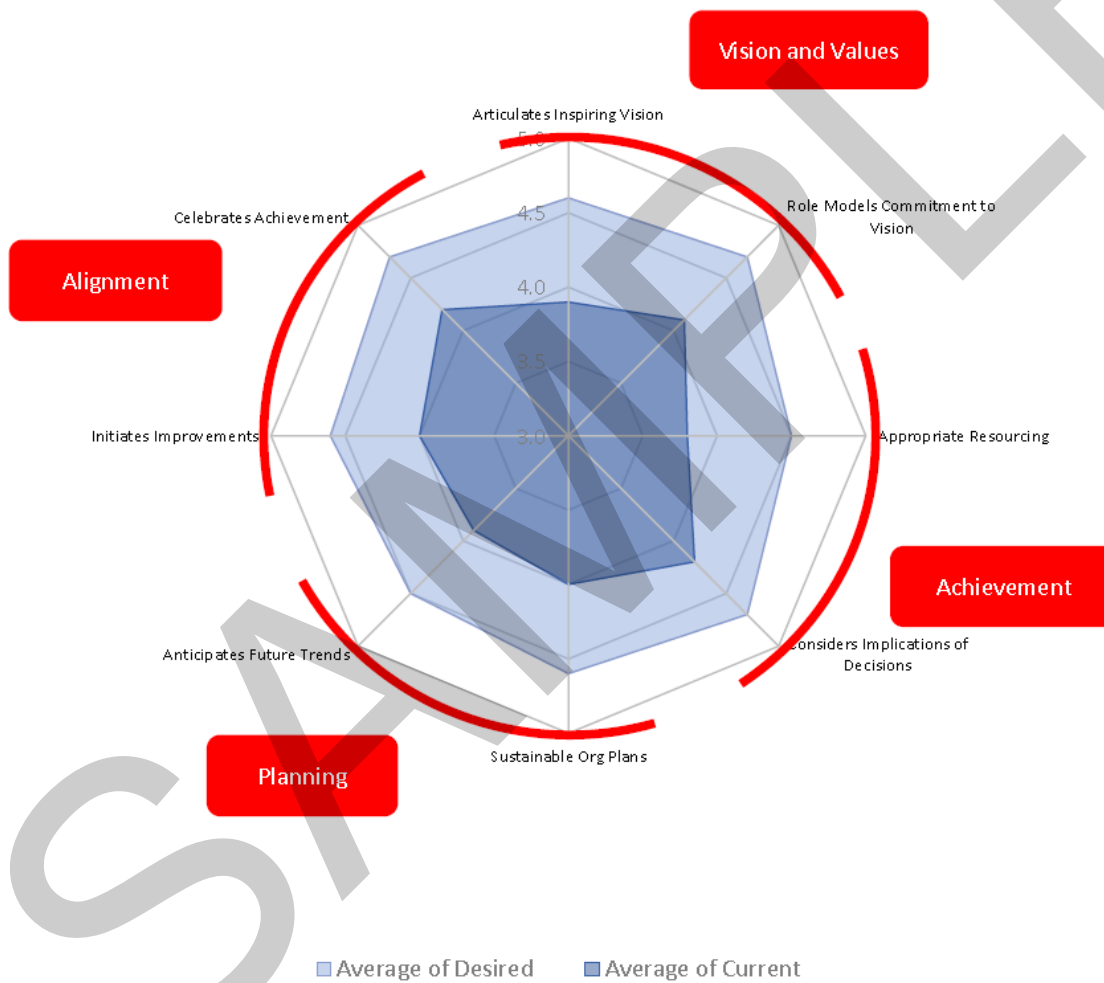
Reflection



Achieves Outcomes Domain – Snapshot

Leaders are people who work to make a difference. They set a direction that is inspiring and motivating, they enable energy and effort to succeed, and they keep their eye on the goal. Health leaders work with compassion to influence the quality of care and the sustainability of the system.

The Achieves Outcomes detailed snapshot below shows all of the competencies this team was assessed against and the average scores, for each question, within each of the sub-domains, that sit within the Achieves Outcomes domain, given by people assessing them (not including their own score).



1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

Achieves Outcomes Domain – Analysis

Achieves Outcomes focuses on Health Leaders who work to make a difference. They set a direction that is inspiring and motivating, they enable energy and effort to succeed, and they keep their eye on the goal. Health Leaders work with compassion to influence the quality of care and the sustainability of the system.

Strengths (top areas)

With a smaller number of questions that make up Achieves Outcomes, there is less variance between the Strengths and Opportunities for this group.

The specific items that scored the highest (i.e. had the smallest gaps) were:

- Initiates service improvements for better outcomes.
- Articulates an inspiring organisational vision.

Opportunities (biggest gaps)

The items that scored the lowest in the Achieves Outcomes domain for this group exist within alignment and planning subdomains.

Specifically, the areas of greatest opportunity (i.e. had the largest gap) were:

- Celebrates achievements.
- Anticipates future industry trends.

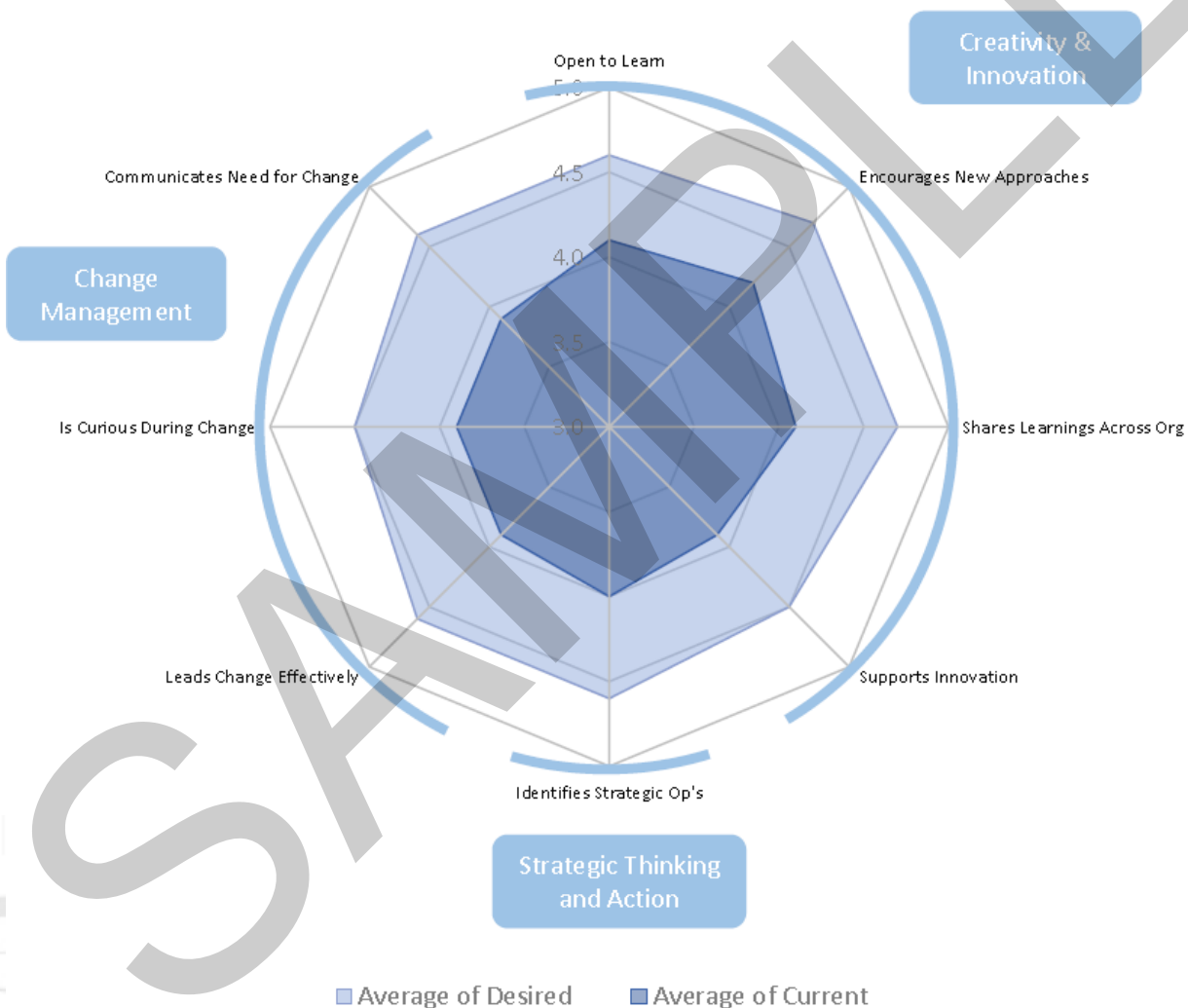
Reflection



Drives Innovation Domain - Snapshot

Innovation in Health is not just for a new product. It includes fundamental changes to business and models of care to achieve people-centred quality services. A key factor for successful innovation is passionate leadership, without which the status quo cannot be challenged.

The Drives Innovation detailed snapshot below shows all of the competencies this team was assessed against and the average scores, for each question, within each of the sub-domains, that sit within the Achieves Outcomes domain, given by people assessing them (not including their own score).



1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

Drives Innovation Domain - Analysis

Drives Innovation domain includes fundamental changes to business and models of care to achieve people-centred quality services. A key factor for successful innovation is passionate leadership. When a leader has this, conventional thinking styles are removed and give rise to creative and innovative thinking that delivers something new and better to the world.

Strengths (top areas)

Strengths for innovation are seen across all subdomains, particularly Creativity and Innovation. The specific items that scored the highest (i.e. had the smallest gaps) were:

- Curiously inquires to understand others experience of change.
- Actively identifies strategic opportunities.
- Encourages others to improve existing approaches.

Opportunities (biggest gaps)

The group showed opportunity for development with Systems Innovation domain, consistent with scores across the entire report.

Specifically, the areas of greatest opportunity (i.e. had the largest gap) were:

- Leads change effectively.
- Supports others to turn creative ideas into reality.
- Ensures learnings are shared across business units.

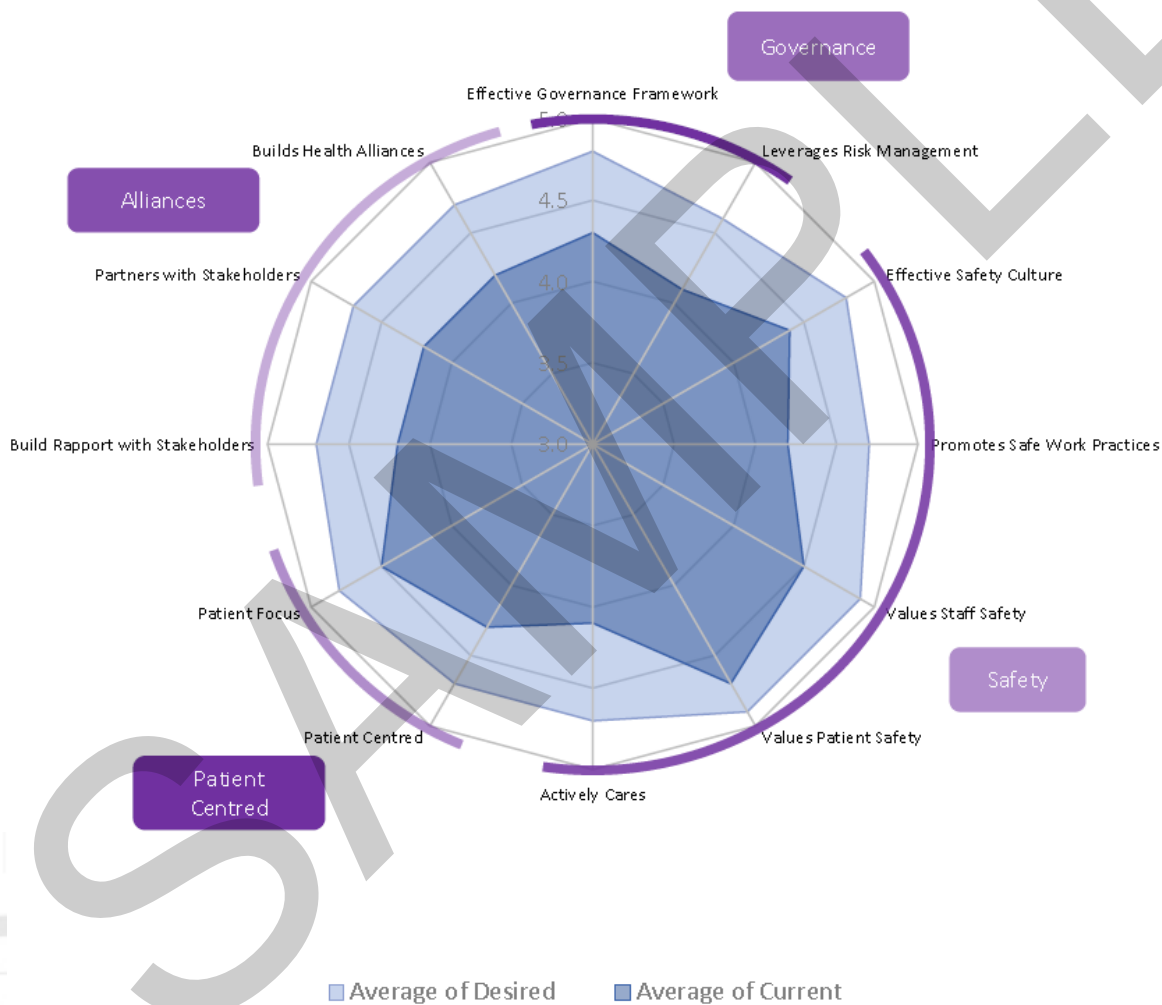
Reflection



Shapes Systems Domain – Snapshot

Health is a complex evolving system where all the parts, including services, legislation and funding, are interconnected. A change in one part has implications for the whole. Leaders who recognise patterns of interdependency are able to explain trends and facilitate strategies that achieve maximum benefits and minimise unintended harm or negative consequences.

The Shapes Systems detailed snapshot below shows all of the competencies this team was assessed against and the average scores, for each question, within each of the sub-domains, that sit within the Shapes Systems domain, given by people assessing them (not including their own score).



1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

Shapes Systems Domain – Analysis

Shapes Systems domain focuses on Health as a complex evolving system where all the parts, including services, legislation and funding, are interconnected. A change in one part has implications for the whole. Leaders who recognise patterns of interdependency are able to explain trends and facilitate strategies that achieve maximum benefits and minimise unintended harm or negative consequences.

Strengths (top areas)

The results indicate that this group has strengths within Shapes Systems domain that sit within Safety and Patient centred sub-domains.

The specific items that scored the highest (i.e. had the smallest gaps) were:

- Treats patient safety as a core value.
- Communicates the importance of patient centred care.
- Treats staff safety as a core value.

Note, these strengths were represented in the top 10 strengths across the entire report.

Opportunities (biggest gaps)

The most significant opportunities from this group can be found in Alliances and Governance subdomains.

The items that scored the lowest (i.e. had the largest gaps in the 'Shapes Systems' domain) were:

- Engages with the workforce to promote safe work practices.
- Effectively builds rapport with key stakeholders.
- Leverages risk management to improve performance.

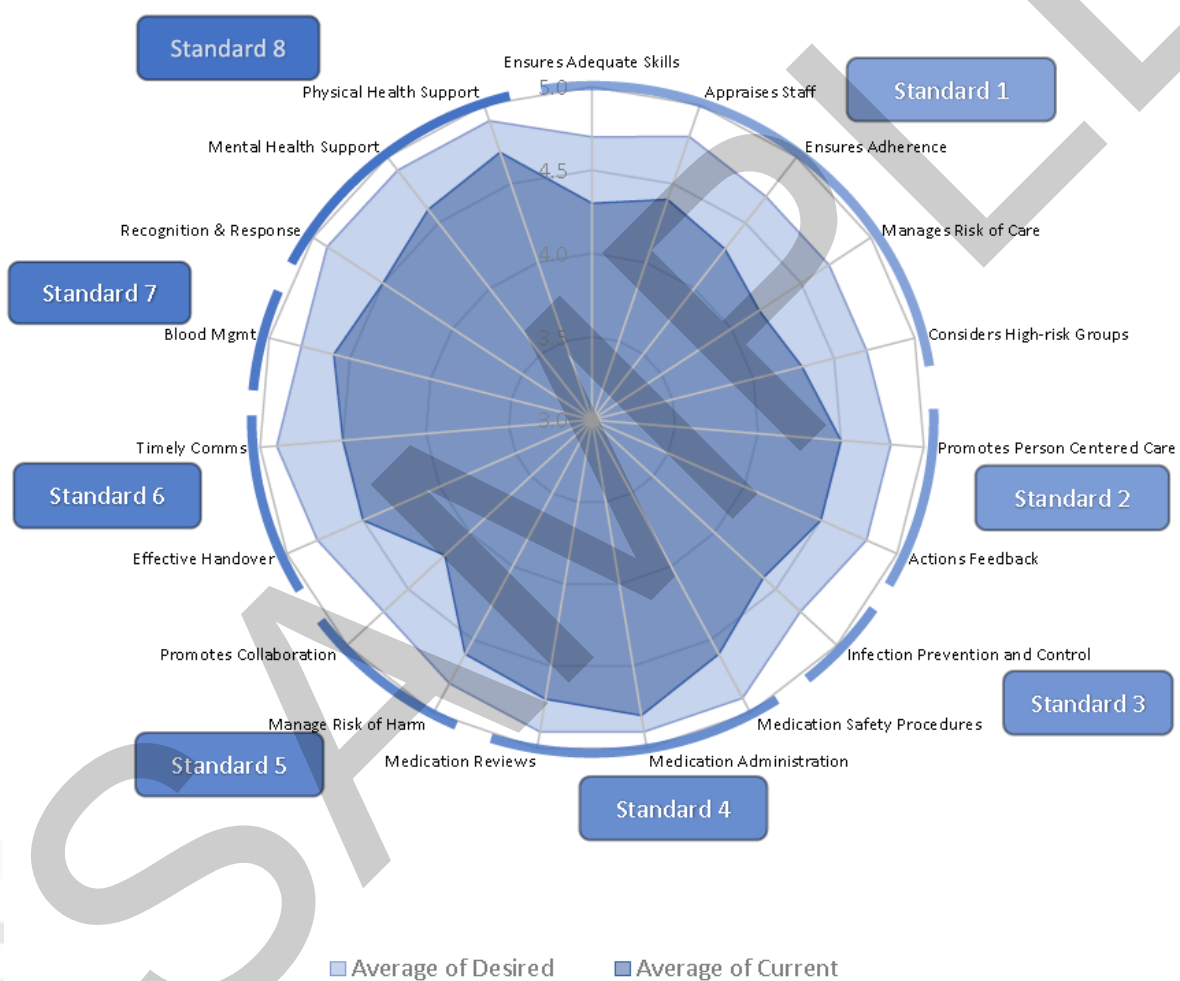
Reflection



National Safety, Health and Quality Health Service Standards Domain - Snapshot

The National Safety and Quality Health Service (NSQHS) Standards provide a nationally consistent statement of the level of care consumers can expect from health service organisations.

The NSQHS Standards detailed snapshot below shows all of the competencies this team was assessed against and the average scores, for each question, within each of the sub-domains, that sit within the NSHQHS Standards domain, given by people assessing them (not including their own score).



1	2	3	4	5
Not at all	Rarely	Some of the time	Most of the time	All of the time

National Safety, Health and Quality Health Service Standards Domain - Analysis

Understanding what is required of the organisation to provide quality care that supports positive client AND organisational outcomes is part of the Health Industry leadership role. The capable leader demonstrates behaviours across the eight National Safety and Quality Health Service standards.

Strengths (top areas)

The group showed strengths in across multiple Standards subdomains.

The specific items that scored the highest (i.e. had the smallest gaps) were:

- Ensures only clinicians with the requisite authority prescribe, dispense and administer medicines.
- Ensures staff comply with blood management procedures.
- Ensures timely referral to relevant services when patient physical state has acutely deteriorated.

Opportunities (biggest gaps)

Development opportunities lie within Comprehensive care and Governance subdomains. Specifically, the areas of greatest opportunity (i.e. had the largest gap) were:

- Builds risk management capability in the organisation.
- Ensures effective staff skill development strategies are in place.
- Effectively promotes multidisciplinary collaboration and teamwork.

Reflection



Notes

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