

OhioHealth Leadership Competency Model

OhioHealth's Leadership Competency Model provides a consistent, structured framework which defines critical behaviors for associate through executive levels and clarifies expectations for individuals who want to advance into positions with more leadership responsibility at OhioHealth. General definitions for each competency are consistent across levels. Each competency is further described with behavioral statements appropriate for the role/level of responsibility.

Role categories are:

- **Associate**
- **Management** (includes Managers and Directors; Team Leads and Supervisors should be developing or proficient in this category)
- **Executive** (includes Vice President level and above)

The focus for each role category is as follows:

- **Associate:** operational focus; day-to-day performance of job duties/assignments.
- **Manager:** operational with ability to align with organizational strategies.
- **Director:** strategic with ability to anticipate and translate impact to operations.
- **Executive:** systemic with ability to project future needs and challenges and develop long-term and short-term strategies to ensure the OhioHealth System's ongoing success.

It is expected that individuals build and demonstrate proficiency in the behaviors of each level as their responsibilities and scope increase. (For example, a Vice President is expected to demonstrate proficiency in the Manager/Director competencies as well as in the Executive competencies.) Our organizational Values and Service Excellence Standards are inherent within these competency descriptions and should be referenced for further guidance when reviewing performance.

Associate	Manager/Director	Executive
RELATIONSHIP MANAGEMENT TEAMWORK VISION PLANNING, DECISION-MAKING & EXECUTION COMMUNICATION DEVELOPMENT VALUES QUALITY & SAFETY FINANCIAL ACCOUNTABILITY	RELATIONSHIP MANAGEMENT TEAMBUILDING & TEAMWORK VISION PLANNING, DECISION-MAKING & EXECUTION COMMUNICATION DEVELOPMENT VALUES PROFESSIONAL PRESENCE SYSTEMNESS QUALITY & SAFETY FINANCIAL ACUMEN HUMAN RESOURCES MANAGEMENT	RELATIONSHIP MANAGEMENT TEAMBUILDING & TEAMWORK VISION STRATEGIC PLANNING, DECISION-MAKING & EXECUTION COMMUNICATION DEVELOPMENT VALUES EXECUTIVE PRESENCE SYSTEMNESS

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Relationship Management: Successfully maintains positive working relationships in support of OhioHealth's goals and Service Excellence Standards.

Associate	Manager/Director	Executive
<ul style="list-style-type: none"> • SERVICE EXCELLENCE STANDARD #3: Connects with every person to build a trusting relationship. • SERVICE EXCELLENCE STANDARD #5: Keeps the patient at the center of everything we do. • Builds and maintains effective co-worker and customer relationships in all interactions. • Demonstrates respect and considers the impact of his/her actions on others. (Peers, patients, families, physicians and visitors. • Recognizes differences in values, perceptions, self-esteem and culture in others. 	<ul style="list-style-type: none"> • Builds and maintains effective working relationships with people from frontline staff to executive levels across the organization. • Demonstrates respect and considers the impact of his or her actions on others (direct reports, department members and business partners across the system). 	<ul style="list-style-type: none"> • Successfully maintains positive working relationships with physicians and other key constituents in support of OhioHealth goals. • Demonstrates respect and considers the impact of his or her actions on the system's stakeholders.

Teambuilding and Teamwork: *(Associate Level Title: Teamwork)* Effectively selects, evaluates, and develops direct reports to maintain a high-performing team. Serves on teams as an active, open, honest and fully engaged participant and consistently seeks opinions and skill-sets of others.

Associate	Manager/Director	Executive
<ul style="list-style-type: none"> • Works collaboratively to improve the operations of the department and/or in interdisciplinary teams to reach positive customer outcomes. • Can diffuse high-tension situations and re-direct focus back to the work at hand. • Recognizes workload of others and offers assistance. 	<ul style="list-style-type: none"> • Blends people into teams in order to encourage diverse ideas, approaches and backgrounds. • Effectively selects, evaluates, and develops direct reports to maintain a high-performing team. • Can diffuse high-tension situations and redirect focus back to the work at hand. 	<ul style="list-style-type: none"> • Effectively selects, evaluates, and develops direct reports to maintain a high-performing team • Effectively serves on designated teams as an active, open, honest and fully engaged participant. • Consistently seeks and honors others' skills and opinions.

Vision: Effectively shares a compelling, persuasive and optimistic view of the organization's future and inspires the realization of bold results and excellence by conveying a sense of passion for excellence.

Associate	Manager/Director	Executive
<ul style="list-style-type: none"> • Understands the impact of one's performance on achieving quality, safety, customer service and/or financial initiatives of the department and OhioHealth. • Demonstrates behaviors that actively support OhioHealth's mission, vision and goals. 	<ul style="list-style-type: none"> • Helps team members to understand the impact of their performance on achieving OhioHealth's mission and vision. • Effectively develops and connects the team's vision to that of the organization 	<ul style="list-style-type: none"> • Effectively shares a compelling, persuasive and optimistic view of the organization's future and inspires the realization of bold results. • Conveys a sense of passion for excellence. • Effectively develops and connects the team's vision to that of the organization.

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Planning, Decision-making, and Execution: *(Executive Level Title: Strategic Planning, Decision-making, and Execution)* Aligns goals, organizes resources and modifies course of action as needed to consistently achieve desired results, including progress toward Systemness. Effectively balances resolve and timeliness with sufficient collaboration and engagement.

Associate	Manager/Director	Executive
<ul style="list-style-type: none"> • Can organize and prioritize work in order to effectively complete tasks. • Understands department workflow and continually looks for ways to improve processes. • Is actively engaged in department decision-making. • Applies critical thinking skills on the job to make decisions/perform duties that support Systemness. 	<ul style="list-style-type: none"> • Manages and prioritizes departmental workloads/schedules in a timely and effective manner to achieve desired results, including the implementation of change. • Actively engages the team in decision-making and objective setting. • Eliminates roadblocks that hinder team members from completing their highest priority work/tasks. • Ability to develop and implement a business plan for specific projects and aligns unit and hospital goals with OhioHealth Strategic Plan 	<ul style="list-style-type: none"> • Aligns goals and organizes resources to consistently achieve desired results, including progress toward Systemness. • Proactively modifies the course of action when necessary. • Considers the impact of his or her plans on others and on the system. • Effectively balances resolve and timeliness with sufficient collaboration and engagement.

Communication: Demonstrates effective verbal, non-verbal and written communication skills with diverse audiences, conveying high levels of self-confidence, transparency sensitivity and authenticity. Focuses communication on the needs of the listener and the other party's point of view. Demonstrates OhioHealth's Service Excellence Standards consistently.

Associate	Manager/Director	Executive
<ul style="list-style-type: none"> • SERVICE EXCELLENCE STANDARD #4: Seeks to understand needs and strives to exceed expectations. • Expresses oneself clearly with respect for the listener's needs and/or point of view in verbal, non-verbal and written communications. • Maintains privacy and security of information. (e.g. patient records, financial data, social media) • Complies with all documentation requirements related to patient care, technical procedures, etc. • Supports safe work environment with open information exchange. • Effectively demonstrates poise and self-control in his or her interactions with others, including peers, managers, patients and their families. 	<ul style="list-style-type: none"> • Expresses oneself clearly, candidly and concisely with respect for openness and the listener's needs and/or point of view in verbal, non-verbal and written communications. • Creates a safe and supportive work environment that encourages open information exchange, where everyone can communicate, question and express their opinions freely. • Consistently communicates and informs associates of new information, changes, or expectations that might significantly impact their individual or team results. 	<ul style="list-style-type: none"> • Effective verbal and non-verbal communication skills with varied internal and external audiences. • Demonstrates high level of self-confidence, transparency, sincerity, clarity, and sensitivity in written and spoken interactions with others. • Focuses communication on the needs of the listener and the other party's point of view. • Seeks feedback from others at all levels throughout the organization.

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Development: Actively cultivates the skills, talents and alignment of individual values with organizational values. Formally takes steps to support others in expanding their knowledge and experience. Encourages and recognizes others' successes.

Associate	Manager/Director	Executive
<ul style="list-style-type: none"> • Demonstrates behaviors that support an environment for continuous improvement and peer accountability. • Takes steps to expand knowledge and experience. 	<ul style="list-style-type: none"> • Takes steps to formally support direct and indirect reports in expanding their knowledge and experience and recognizes/rewards successes. • Creates a learning environment committed to continuous improvement of individuals and teams. • Focuses individual development activities on enhancing positive attributes, identified strengths and cultivating potential. • Provides associates with clear performance expectations regarding their own role, as well as that of the team • Creates an environment in which others are setting expectations and holding each other accountable • Assesses own personal, professional and career goals • Seeks mentorship from respected colleagues 	<ul style="list-style-type: none"> • Actively cultivates the skills, talents and aligned values of others. • Takes steps to formally support direct and indirect reports in expanding their knowledge and experience. • Promotes effective succession planning. • Motivates and encourages others, focusing on positive attributes and potential more than on shortcomings and failures. • Encourages and rewards others' successes.

Professional Presence: (*Executive Level Title: Executive Presence*) Effectively demonstrates poise and self-control in his or her interactions with key audiences. Establishes credibility, deals diplomatically with confrontation and dissent, and instills a sense of trust and confidence with others.

Associate	Manager/Director	Executive
<p><i>This competency area is adequately covered in other categories for this level of associate.</i></p>	<ul style="list-style-type: none"> • Effectively demonstrates poise and self-control in his or her interactions with executives, direct reports and other key audiences. • Commands attention and manages group process effectively during formal presentations; successfully changes tactics midstream based on time constraints or audience needs. 	<ul style="list-style-type: none"> • Effectively demonstrates poise and self-control in his or her interactions with Board members, community members, members of the executive leadership team and other key audiences. • Establishes credibility, deals diplomatically with confrontation and dissent, and instills a sense of trust and confidence with others, internally and externally.

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Systemness: Actively supports concept and implementation of OhioHealth’s journey toward Systemness. Balances the goals and needs of individual business units with the broader goals and needs of the system.

Associate	Manager/Director	Executive
<i>This competency area is adequately covered in other categories for this level of associate.</i>	<ul style="list-style-type: none"> • Demonstrates understanding of how the various parts of the OhioHealth system function interdependently. • Actively supports implementation of OhioHealth’s Systemness initiatives. • Actively seeks out “best practice” ways to effectively streamline/improve the work process across the system. 	<ul style="list-style-type: none"> • Actively supports concept of OhioHealth as a system. • Actively supports the organization’s ongoing journey toward Systemness. • Balances the goals and needs of his or her business entity with the broader goals and needs of the system. • Fosters an effective balance among managers and associates.

Values (Integrity, Stewardship, Compassion, and Excellence): *(The behaviors for this competency are consistent across the role categories.)* Balances achievement of desired, measurable outcomes with demonstration of compassion, excellence, stewardship and integrity. Our OhioHealth culture is reflected in how we care for our patients, treat each other, serve our communities and conduct business. It is built on our values, which guide how we do things and what is expected to keep the patient at the center of everything we do. Demonstrates OhioHealth’s Service Excellence Standards consistently.

Associate	Manager/Director	Executive
OhioHealth Values Blueprint <ul style="list-style-type: none"> • Integrity: Keep our word and deliver on commitments; communicate openly and honestly; connect with others and build trusting relationships; live our faith-based principles; be humble. So that...People can count on us • Compassion: Be courteous and respectful; show care and compassion in everything we do and say; listen and seek to understand others’ needs; value the uniqueness and diversity of others; give back to our community. So that...Everyone feels appreciated • Excellence: Strive to exceed expectations; act with urgency to deliver quality and value; share knowledge and be innovative; develop personally and professionally; inspire a positive workplace by recognizing, celebrating, and supporting each other. So that...We make a difference Stewardship: Hold ourselves and others accountable; collaborate and involve others in decisions; be healthy and promote wellness in our communities; embrace change and commit to continuous improvement; effectively manage resources. So that...We deliver greatness		

Quality and Safety: Ensures excellent quality of service and fosters a safe work environment for OhioHealth associates, visitors and/or patients.

Associate	Manager/Director
<ul style="list-style-type: none"> • Maintains compliance with applicable quality and safety requirements. • Demonstrates mandatory safety rules, expected behaviors and error-prevention techniques to ensure patient and workplace safety. • Follows infection control procedures. • Adjusts care appropriately for populations of patients served. 	<ul style="list-style-type: none"> • Utilizes Learning Management processes and tools to track educational compliance • Assesses staff competencies to maintain a safe and effective environment. • Promotes and monitors compliance with applicable regulatory and accreditation standards that impact the department.

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Financial Acumen: *(Associate Level Title: Financial Accountability)* Successfully utilizes financial processes/tools to ensure fiscally responsible use of resources.

Associate	Manager/Director
<ul style="list-style-type: none"> Identifies opportunities for cost savings. Uses time and resources responsibly (e.g. money, equipment, etc.) Complies with attendance policies. Rating scale guidelines as follows: <ul style="list-style-type: none"> <i>Unacceptable (0): Unreliable attendance; disciplinary action has reached final written warning.</i> <i>Improvement Needed (1): Inconsistent pattern of attendance; has had disciplinary action (written counseling, attendance notice, etc.) during past 12 months.</i> <i>Meets Expectations (2): Seldom absent; no documented disciplinary action.</i> <i>Exceeds Expectations (3): Reliable attendance; Three or fewer unscheduled occurrences during past 12 months.</i> <i>Significantly Exceeds Expectations (4): Excellent attendance. One or fewer unscheduled occurrences during past 12 months.</i> 	<ul style="list-style-type: none"> Collaborates with Finance to utilize resources effectively Analyzes FTE use – position control, calculation of needs Participates in annual budgeting process Manages unit within budgeted resources Reviews monthly financial reports and is able to provide rationale for variance Identifies opportunities for cost savings Demonstrates understanding of how throughput and productivity impact OhioHealth's bottom line

Human Resources: Successfully utilizes human resources processes and tools to ensure strong performance and engaging work environment.

Associate	Manager/Director
<p><i>This competency area is adequately covered in other categories for this level of associate.</i></p>	<ul style="list-style-type: none"> Conducts behavioral-based interviews to assess and select candidates for skill, ability, motivation, job and culture-fit. Effectively utilizes Talent Management processes and tools to plan, manage and evaluate performance and engagement. Recognizes and rewards strong individual performance in meaningful ways while building and rewarding team strengths. Coaches associates to correct performance problems and/or unacceptable behaviors. When warranted, intervenes promptly and proportionately in performance and conduct deficiencies. Partners with associates to develop clear performance expectations regarding the associate's role in individual, team and organizational success.

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Rating Scale

Value	Rating Level	Description
0	Does not meet expectations	Performance consistently below expectations, immediate corrective action is necessary.
1	Improvement needed	Performance did not consistently meet expectations; some improvement needed. A Development plan is recommended.
2	Meets expectations	Performance consistent. Demonstrated steady and reliable performance that fully met job requirements.
3	Exceeds expectations	Performance frequently exceeded expectations and quality of work overall was outstanding.
4	Significantly exceeds expectations	Performance significantly and consistently surpasses performance expectations and the quality of work overall was exceptional.