



LEGACY HEALTH SYSTEM
Preferred Leader Profile
EXPECTATIONS FOR LEGACY EMPLOYEES

Organizations are only as strong as the people who lead and manage them. Therefore, Legacy expects all leaders to act consistently with our Preferred Employee Profile, exemplify our core organizational values and demonstrate the following ten leadership competencies:

THINK AND PLAN STRATEGICALLY. Support Legacy's mission, vision, and values. Create and/or support an inspiring department vision. Develop and implement business strategies. Set specific and realistic objectives and tactics. Know team strengths, weaknesses, and opportunities for improvement.

MAKE DECISIONS AND SOLVE PROBLEMS. Confront challenges and problems with an open mind. Use evidence-based and data-driven approaches. Be decisive, even in the face of uncertainty. Consider multiple perspectives, probable consequences, and relevant stakeholders. Obtain stakeholder buy-in.

CULTIVATE FINANCIAL HEALTH. Understand and apply financial management principles. Manage Legacy's resources, including productivity and staffing, equipment and supplies, and budgets. Grow the business to achieve Legacy's mission and to ensure Legacy's fiscal viability.

ENSURE QUALITY AND PATIENT SAFETY. Analyze quality indicators, such as clinical outcomes, patient safety measures, and customer satisfaction data. Engage staff in quality improvement efforts. Develop comprehensive quality improvement plans. Implement improvements and evaluate success.

LEAD CHANGE. Be flexible and adaptive to changing situations. Strive to continually improve by seeking new data that may affect a previous decision or action. Know when change is occurring and/or needed, what change to implement, and how to execute the change. Champion new system initiatives and improvements.

LEVERAGE RESOURCES AND PARTNERSHIPS. Understand how all parts of the organization function and interface. Network, negotiate, and build cooperative relationships with others across the system and surrounding communities. Navigate the system by using available technology, tools, resources, and relationships.

BUILD MOTIVATED AND COMMITTED TEAMS. Be attentive to employees' well being. Create an inclusive and positive environment in which staff members feel respected, cared for, valued, and energized. Assign work that complements each staff member's skills and/or challenges staff members to develop new skills. Give appropriate direction and guidance, delegate effectively, provide requisite authority and communicate how work assignments help accomplish Legacy's mission. Coach team members to help them successfully meet expectations.

COMMUNICATE CLEARLY AND PROFESSIONALLY. Deliver verbal and written information in a respectful, understandable, and logical way. Anticipate others' reactions to communication and adjust communication as appropriate. Think critically and analyze messages to identify key points. Actively listen to convey empathy and demonstrate a willingness to consider various perspectives.

PURSUE SELF DEVELOPMENT. Self-initiate and set high standards for personal performance. Self-monitor and adapt behavior or approach to increase effectiveness. Acknowledge and analyze one's mistakes to learn from experience. Graciously accept constructive feedback and modify behavior in response.

FOLLOW THROUGH ON COMMITMENTS. Prioritize work effectively, stay focused on goals, and push forward to bring plans to timely closure. Provide regular status updates to appropriate individuals. Hold self and staff accountable and uphold commitments as promised.