

Purpose:

Best Practice Guides are designed to enable organisations to assess their current performance in comparison with others and to set targets for future improvements as part of a best value approach.

The guides support the development of consensus on current performance both internally and externally to the organisation. They can be used by process owners (the staff who actually carry out the task), management, service partners and commissioners. These different groups may have differing perceptions about how the organisation is performing.

Rationale:

- o The structure of the guide is based on the EFQM Excellence Model framework and provides a consistent approach to performance assessment.
- o The guide is structured to separate enabling activities from results. Results now cover a wider range of performance criteria than simply cost. Some enabling activities may relate to Trust / Directorate wide policy.
- o The separation of enablers from results allows organisations, over time, to assess cause and effect linkages e.g. if greater effort was put into people enabling activities then it would be reasonable to expect the people results to show improvement.

Other links are:

- Partnership and Resources / Processes - **and** - Key Performance Results.
- Policy and Strategy - **and** - Processes / Key Performance Results
- Processes - **and** - Customer Results

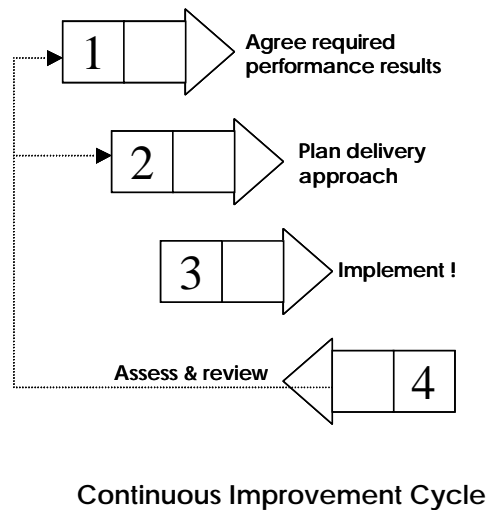
Assessment is made by scoring against the enabler and results criteria.

Criterion scores are assessed as a percentage score.

The score can be used to identify and prioritise key areas for improvement.

An action plan that details the changes between current and preferred performance can be produced and prioritised.

Progress can be monitored and reviewed against the criteria and different approaches to implementation can be adopted to gain the performance improvements.



Comparisons and Best Practice:

- o Scoring of the enablers and results can be compared between Trusts and other organisations.
- o Benchmarking with organisations that have strengths that match your areas for improvement provides a greater focus and likelihood of success.
- o Benchmarking “how” organisations gain their success and the processes they deploy can lead to the identification of Best Practices.

BEST PRACTICE GUIDE - ENABLERS

| Enabling Activities | Minimum Practice Score 1 for each item | Good Practice Score 2 for each item |
|--|---|--|
| <p>Leadership</p> <p><i>"Are you a good boss?"</i></p> | <p>A board member is nominated to take personal responsibility for the effectiveness and efficiency of your service and makes regular reports to the Board.</p> <p>Managers and supervisors are personally involved in the development, implementation and improvement of your departmental management systems.</p> <p>A formal system of recognition and reward is in place and actively supported by your managers and supervisors</p> <p>Managers develop the strategic direction, mission, values and culture of your service</p> <p style="text-align: right;">A 4</p> | <p>Managers and supervisors have performance measurement systems in place to demonstrate your achievements against agreed plans in support of organisational Policy and Strategy.</p> <p>Your managers and supervisors review the effectiveness of their contact with customers and suppliers</p> <p>Staff within your department are helped and supported by their managers and supervisors to achieve their goals.</p> <p>Managers develop the service strategic direction with key stakeholders (customers/suppliers & staff) & effectively communicate strategic objectives to the staff within the</p> <p style="text-align: right;">B 8</p> |
| <p>Policy & Strategy</p> <p><i>"What is the future direction of your department?"</i></p> | <p>Your Policy and Strategy is used as the basis for planning activities and for the setting of objectives and targets e.g. Best Value</p> <p>Your Policy and Strategy is based on the Trust's needs now and for the future and the review of existing performance information</p> <p>Your Policy document is in place including clear departmental objectives</p> <p>Strategy for communicating your Policy and Strategy is in place</p> <p>Your key customers are identified and targets are set for customer satisfaction levels</p> <p style="text-align: right;">5</p> | <p>Your department's performance is reviewed against relevant national standards, Best Value targets, trend information and compared with others</p> <p>Your Policy and Strategy is based on customer needs and expectations and SWOT (or similar analysis) for now and the future</p> <p>Your Policy document is in place including clear cost and quality objectives agreed with customers and other stakeholders</p> <p>Effectiveness of your communications strategy is evaluated and opportunities for improvement are identified</p> <p>Your customer satisfaction levels are routinely monitored and targets are amended when necessary</p> <p style="text-align: right;">10</p> |
| <p>People</p> <p><i>"Are all your staff well managed and their skills and expertise developed?"</i></p> | <p>A human resources strategy is in place for your department including an action plan for recruitment and retention</p> <p>Induction and necessary basic training is completed by all your staff</p> <p>Your department is working towards the introduction of PDPs (Personal Development Plans) for all its staff</p> <p>Roles and Responsibilities for all your staff are clearly documented and regular competency reviews undertaken</p> <p>A review of your reward and recognition system is undertaken</p> <p>A process supporting 2-way communication within your department is in place and the opinions of your staff are collected and tracked</p> <p style="text-align: right;">6</p> | <p>A human resources strategy is in place for your department, developed and agreed with your staff and other stakeholders</p> <p>Refresher courses and updates undertaken by all your staff, locally developed training programmes accessible to all via review process</p> <p>Your staff are involved in the development of PDPs</p> <p>Staff within your department have the opportunity to contribute to the development of their roles and responsibilities</p> <p>Staff within your department are involved in the review of your reward and recognition systems</p> <p>Staff opinions within your department are formally collected through regular survey</p> <p style="text-align: right;">12</p> |
| <p>Partnerships & Resources</p> <p><i>"How do you make best use of your resources to support the strategic direction of your department?"</i></p> | <p>Information needed to manage and operate your service is available</p> <p>Your physical resources are efficiently managed and statutory compliance is achieved</p> <p>Your financial resources are allocated through a sound and systematic process and their use is tracked</p> <p>Your key partnerships are identified, developed and manage to maximise value in light of your policy and strategy</p> <p>Review of your existing technology is undertaken and improvements identified in line with your policy and strategy</p> <p style="text-align: right;">5</p> | <p>The information you need is regularly reviewed to ensure its appropriateness and reliability to users</p> <p>Your physical resources are effectively managed to support your policy and strategy, security of assets, utilities and represent best value</p> <p>Your financial resources are allocated to reflect policy and strategy and the process is flexible to respond to changing objectives</p> <p>The effectiveness of your key partnerships is evaluated for quality, delivery, performance and cost effectiveness</p> <p>Old technologies are formally identified and replaced [in line with your policy and strategy?]</p> <p style="text-align: right;">10</p> |
| <p>Processes</p> <p><i>"Do your processes lead to reliable and consistent services in support of your departmental and trust objectives?"</i></p> | <p>Your key processes are identified and defined</p> <p>All staff within your department receive training in managing your key processes</p> <p>Performance levels of your key processes are established and reviewed annually</p> <p>A process is in place to manage your relationships with your customers</p> <p>All complaints are dealt with in accordance with the Trust's complaints policy</p> <p style="text-align: right;">5</p> | <p>Clear ownership of your key processes is established</p> <p>Staff within your department are encouraged to take part in process improvement</p> <p>Performance levels of your key processes are set and agreed with your customers</p> <p>Your customer relationships are routinely assessed and opportunities for improvement are identified</p> <p>User feedback groups are developed to focus on improving your services</p> <p style="text-align: right;">10</p> |

| Better Practice Score 3 for each item | Score Total | LAUNDRY SERVICES |
|---|--|---|
| <p>Your managers and supervisors encourage their staff to continuously improve performance and management systems through creativity, innovation and learning</p> <p>Your managers and supervisors can demonstrate their involvement in external quality improvement activity (e.g. within other departments or outside of work)</p> <p>The efforts of all staff at all levels within your department are regularly recognised by your managers and supervisors</p> | <p>Your score (A + B + C)</p> <p>↓</p> <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">C</p> <p style="text-align: center;">12</p> </div> | $\times 100 = \bigcirc\%$ <p style="text-align: center;">↑</p> <p style="text-align: center;">% Criterion Score</p> |
| <p>The strategic objectives of your department are regularly assessed and reviewed, and the learning is captured to inform your Policy and Strategy</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">24</p> </div> | |
| <p>Best Value targets for your department are agreed for the following year and responsibilities for delivery are defined</p> <p>Your Policy and Strategy is based on the needs and expectations of all your stakeholders (customers, staff, suppliers & others) & comparisons with other organisations</p> <p>Written business plans developed for your department for 1, 3 & 5 years including the use of SLAs / contracts between customers and suppliers</p> <p>Your communications strategy is benchmarked with others and changes made in line with best practice</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">15</p> </div> | $\times 100 = \bigcirc\%$ |
| <p>Your customer satisfaction levels are benchmarked with others and opportunities for improvement identified</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">30</p> </div> | |
| <p>Your departmental HR strategy is reviewed in comparison with others and opportunities for improvement are identified</p> <p>Locally developed NVQs or equivalent are carried out as part of training programmes and are accessible to all staff within your department</p> <p>PDPs are in place for all staff within your department and reviewed as a minimum on an annual basis</p> <p>Roles and responsibilities are formally reviewed your staff on an annual basis</p> <p>Your reward and recognition systems are benchmarked against others and opportunities for improvement are identified</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">18</p> </div> | $\times 100 = \bigcirc\%$ |
| <p>Staff satisfaction levels within your department are benchmarked with others and opportunities for improvement are identified</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">36</p> </div> | |
| <p>Relevant, up-to-date and reliable information is freely available to everyone in your department that needs it, in a format that is easy to understand</p> <p>Your physical resources are routinely assessed and reviewed against Best Value criteria and asset lifecycle. Performance is evaluated to reduce any adverse environmental impact</p> <p>Your financial resources allocation is regularly reviewed and assessed and its impact is evaluated against your strategic objectives</p> <p>Processes exist that encourage joint creative thinking and innovation within your partnerships. Resources are jointly shared</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">15</p> </div> | $\times 100 = \bigcirc\%$ |
| <p>Research & formal feedback processes are in place within your department to identify appropriate technologies & equipment for now & in the future to support your policy & strategy</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">30</p> </div> | |
| <p>Changes to your key processes are undertaken in consultation with relevant customers and stakeholders</p> <p>Formal mechanisms exist to support all staff in improving your key processes</p> <p>Systems are in place to monitor approach, deployment and assessment and review of your key processes (e.g. benchmarking)</p> <p>Customer feedback is openly displayed and updated regularly. Your staff are involved in planning identified improvements</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">15</p> </div> | $\times 100 = \bigcirc\%$ |
| <p>"Patient's Forum" is established to focus on improving your services</p> | <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <p style="text-align: center;">30</p> </div> | |

- Instructions for Use:**
1. Work across each criteria from Minimum to Better Practice.
 2. Score as instructed for each item practiced in Minimum, Good and Better practice and put results in boxes A, B & C.
 3. Add together A, B & C and enter in total boxes for each criteria.
 4. Compare scores internally with colleagues and with service users to achieve a consensus score.

Worked Example:

Policy & Strategy
Maximum available score = 30 (100%)

Your score:

A) All items for Minimum Practice: -
5 items x 1 = 5.

B) Three items for Good Practice: -
3 items x 2 = 6.

C) One item for Better Practice: -
1 item x 3 = 3.

Total score (5 + 6 + 3) = 14

Criterion % score
14/30 x 100 = 46.6%

Scoring can be assessed either individually, in teams, or with external assessors.

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BEST PRACTICE GUIDE - RESULTS

| Result Criteria | Possible Measures | |
|---|---|--|
| | Perception Indicators | Performance Indicators |
| CUSTOMER RESULTS | Patient / user satisfaction survey result: - | Number of changes made as a result of customer feedback |
| "Achievements in meeting customer needs and expectations" | a) Image: access, flexibility, communication, pro-active and responsive. | Number of complaints / accolades / award nominations |
| | b) Service: quality, reliability, VFM, delivery and innovation. | VFM comparisons with other organisations |
| | c) Loyalty: willingness to recommend service. | % performance rate against standards |
| | d) Support & Aftercare: behaviour, complaints, documents, advice & warranty. | % activity rescheduled / uncompleted work |
| | Number of customer groups consulted including focus groups and feedback | Response rate for queries / unscheduled work |
| PEOPLE RESULTS | Employee satisfaction survey results (relating to motivation and satisfaction) | Response rate to employee surveys |
| "Achievements in relation to employee satisfaction" | a) Motivation: careers, communication, empowerment, equal opportunities, involvement, leadership, learning, recognition, appraisals, targets, organisations, training & development. | Levels of training and development schemes |
| | b) Satisfaction: administration, conditions, facilities and services, H & S, job security, pay & benefits, change management, environment policy, community role. | % People involved in improvement schemes |
| | Number of staff groups consulted | Absence and sickness % rates |
| | | Staff turnover % |
| | | Vacancies % |
| | | Number of accidents per 100 WTE |
| | | Competency development results |
| SOCIETY RESULTS | Disclosure of information relevant to the community | Community / stakeholder involvement in policy and strategy |
| "Achievements in relation to meeting the needs and expectations of local, national and international society" | Impact of local, national and international economy | Complaints record |
| | Involvement in community activities | Health and safety record |
| | Ecological impact on the community | Awards / accolades received |
| | Relationships with relevant authorities | Number of accidents per 100 WTE per annum |
| | Press reports | Waste generated (tonnes) |
| | | Transport policy results |
| | | Energy used (£'s and units) |
| | Performance Outcomes | |
| KEY PERFORMANCE RESULTS | Budget / contracted expenditure targets met | % variance from budget / contract target |
| | Results compare favourably with others | % overtime / agency costs of total budget |
| "Achievements in relation to planned performance" | Compliance with legislation and relevant codes of practice | Cost measures |
| | Results of statutory & mandatory audits / inspections (e.g. PEAT or similar) | % specification / standards met |
| | | Supplier performance rating |
| | | Incident reports, controls assurance assessment |
| | | Number of MRSA incidents |
| | | Benchmarking results |

SCORING

Excellence in results is defined by performance against each of the four results criteria.

The potential measures shown are examples to consider during assessment.

Measures shown include:-

- 1) Perception factors - customer feedback
- 2) Outcomes - of planned objectives
- 3) Internal indicators - that help to monitor, understand, predict and improve performance

Each of the four results criteria are assessed out of 100%.

The assessment of the results should take into account:

- 1) **Trends** - are positive and cover the range of results measured.
- 2) **Targets** - are met and targets are appropriate (I.e. the right ones)
- 3) **Comparisons** - are made with others that are "best in class"
- 4) **Causes** - results are caused by approach.
- 5) **Scope** - results are achieved across all relevant parts of the organisation.

% SCORE ASSESSMENT

0 – 10%
No results or anecdotal information.
Don't know

15 – 35%
Results show **some** positive trends or satisfactory performance.
Performance against targets and comparisons are favourable in **some** areas.

40 - 60%
Results show positive trends. Performance against targets and comparisons are favourable in **many** areas

65 – 85%
Results show strong trends over 3 years.
Performance against targets and comparisons are favourable in **most** relevant areas.

90 - 100%
Results show strong trends and sustained excellent performance in **all** areas for over 3

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