



SALFORD ROYAL NHS FOUNDATION TRUST

# PERFORMANCE FRAMEWORK

## SUMMARY

**Salford Royal NHS Foundation Trust (SRFT) is committed to the development and implementation of a process of managing individual employee contribution, which will lead to the creation of a performance-driven culture. Therefore, as part of the Trust's overarching plans for organisational development, with accountability, performance and leadership as key components, the Trust is implementing a Performance Framework and associated Reward Strategy.**

The Performance Framework is a standardised and systematic way of assessing performance, based on what an individual does (which reflects their goals & objectives) and how they do it (behaviours adopted in support of Trust Values).

In setting strategic direction, the Trust gave priority to three main themes, namely 'leadership', 'accountability' and 'performance'. The Performance Framework aligns each employee's goals and objectives to the Trust's Annual Plan.

Phase 1 roll-out of the Performance Framework, to staff employed at Band 7 or equivalent and above, commenced in April 2011, and plans are in place for Phase 2 roll-out to all remaining staff from April 2012.

## KEY OUTCOMES

**Early positive results include:**

- Over 95% of staff, who responded to the local questions in the 2010 & 2011 local Staff Survey, said they were prepared to have their performance assessed using this process.
- SRFT achieved the best results of any Acute Trust in the 2011 NHS Staff Survey
- There is now better alignment of individual goals and objectives with Trust annual plan and priorities
- Individuals can see how their role contributes to the overall performance of the Trust
- The framework assists managers in monitoring and addressing performance issues
- It also allows identification of where staff are 'going the extra mile' to provide excellent patient focused care.

## BACKGROUND

Salford Royal NHS Foundation Trust is an integrated provider of hospital, community and primary care services, including the University Teaching Hospital. The Trust has a team of 6,000 staff who provide local services to the City of Salford and specialist services to Greater Manchester and beyond.

Prior to implementation of the performance framework it was recognised that staff were the greatest single asset of the Trust, and thus it was vital that they were supported to give their best and make an effective contribution to the goals of the Trust. Also, the changing nature of the NHS required Trusts to consider a more 'business-like' approach. In addition, whilst the Trust had various systems in place for appraisal and performance assessment (and procedures to deal with unsatisfactory performance), there had been little or no attention paid to assessing/ evaluating and providing feedback to individuals on adopted behaviours. The Framework was established as a means of addressing all these issues.





# GOOD PRACTICE CASE STUDY

## KEY AIMS

- Create a work environment in which people are enabled to perform to the best of their abilities.
- Foster a culture of constructive feedback that rewards performance and provides development opportunities.
- Demonstrate a commitment to communicate openly and honestly about the Trust's expectations of employees.
- Provide managers with an effective tool to establish performance goals and objectives, so they can objectively monitor employees' performance to achieve agreed goals.
- Based on the day-to-day practice of providing coaching and feedback, to reward employee performance and contribution, and provide opportunities for correcting performance problems

## KEY STAGES OF SET-UP

Initially, the Trust's values were developed by the Board. The behaviours, which underpin them, were developed by staff as a result of work undertaken in focus groups in Spring 2010. The behaviours were clustered into themes and three levels of 'performance' were identified, on which basis assessment could be objectively undertaken.

Over 30 Values Champions, comprising staff from a wide range of staff groups, including hospital and community representatives, were identified and trained by the Trust's partners in the project, GE Healthcare Performance Solutions. As a consequence of their work, and the regular referencing of the work at Leaders' Forum and elsewhere, over 95% of staff, who responded to the local questions in the 2010 & 2011 local Staff Survey, said they were prepared to have their performance assessed using this process.

## HOW IT WORKS

The Performance Framework replaces the existing appraisal process. Every member of staff agrees their own goals and objectives with their manager/appraiser, and meets

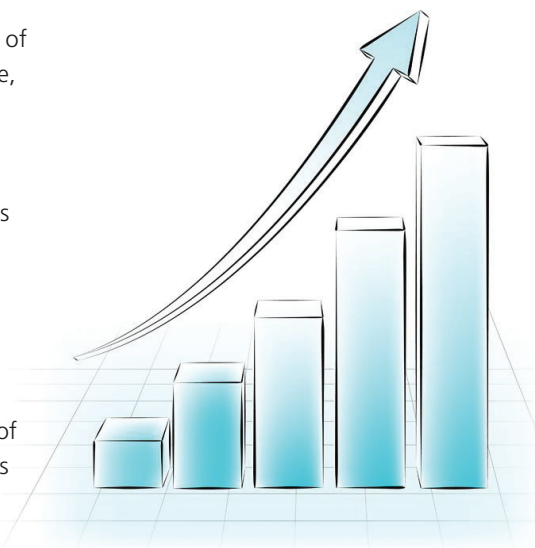
with them mid-year to review their progress, before taking part in an end-of-year performance review. The assessment produces one of five outcomes and this, from 2013 onwards, will link to the Trust's reward and recognition package.

## RESOURCES

The implementation of this framework is led by one full-time project manager. Local managers, the HR department and Learning and Development staff have formed local teams in each Division to assist with roll-out. This is funded from within existing resources. Development of the process and plans for roll out have been supported by external consultants from GE Healthcare.

## KEY CHALLENGES

It was difficult to get all groups of staff on board, especially at a time when the Trust was undergoing major re-organisation and integration with community services. Therefore to ensure engagement it was important to work with groups of staff to explain the new framework and to address any concerns that they have about changing from the existing process to the new framework. This was achieved through awareness sessions and support services at corporate and local level, and also through the work of Values Champions who worked within Divisions to disseminate values throughout the organisation. Face-to-face sessions were held to develop the behaviours and explain the implementation process with well over 1,000 staff.



## NEXT STEPS

In April 2012 the Performance Framework was rolled out. Going forward this will be used by all staff employed at SRFT, through their annual performance review.

Work is also on-going to identify possible 'rewards' for excellent and role model performance, through internal focus groups and external sourcing.

## SUPPORTING MATERIAL

The following resources are available as an appendix to this case study

- **Appendix 1** - Values Guide
- **Appendix 2** - Guidance for Setting Goals & Objectives
- **Appendix 3** - Guidance for End of Year Review
- **Appendix 4** - Guidance for Mid-Year Review - Appraisee
- **Appendix 5** - Guidance for Mid-Year Review - Appraiser
- **Appendix 6** - Goals & Objectives Template
- **Appendix 7** - Self Analysis Template
- **Appendix 8** - End of Year Review Template
- **Appendix 9** - Mid Year Review Template

Should you require any further information in regards to the templates please contact Mary Douglas.



## CONTACT FOR FURTHER INFORMATION

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