Health Sector Excellence - Best Practice Requirements

Based on the internationally respected US Baldrige Framework, these are the core business systems that organisations should be able to demonstrate.

LEADERSHIP

Leadership encompasses the following key areas

Direction.
- There is a formal process for setting, communicating and deploying organisational vision, values, directions and performance expectations.
- There is a focus on creating and balancing value for all stakeholders.
- Leaders establish and reinforce an environment for empowerment and innovation, and encourage and support organisational and employee learning.

Organisational Performance Review.
- There is a formal process for reviewing Organisational performance and capabilities to assess organisational health, performance, and progress relative to objectives, goals and changing organisational needs.

Governance and Social Responsibility.
- There are processes to ensure good Corporate Governance and fiscal accountability.
- Key practices are clearly aligned to regulatory and legal requirements.
- There is consideration given to societal wellbeing and support for the Community
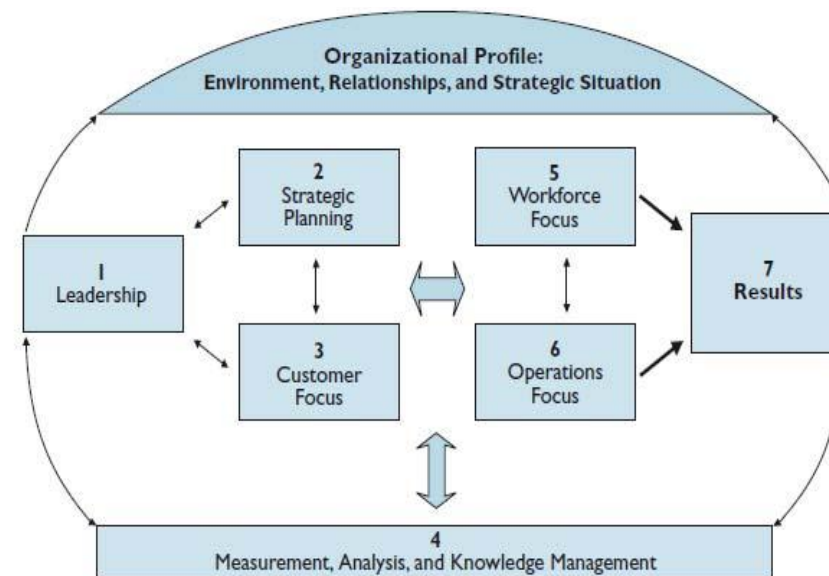
PATIENTS & STAKEHOLDERS

- There is a formal documented methodology and record of the following practices:
  - Identification of the key stakeholders and patient groups.
  - Understanding the important aspects of stakeholder and patient relationships such as ownership, the requirements of each party, the key interactions and how each will be monitored and reported.
- A process that segments patients demand for services based upon a set of key criteria and designing appropriate strategies for each.
- An approach to develop, communicate and deliver services for each segment through appropriate channels that ensure ease of information flow and the ability to conduct business easily.
- There are established 'listening posts' to capture key requirements, changing expectations and levels of satisfaction and engagement from stakeholders and patients.

STRATEGIC PLANNING

- There is a formal and documented strategic, business, and operational planning methodology in place. This includes the development of both short and longer-term planning horizons, and for each, objectives, actions, measures targets and time frames.
- There is a process for collecting and analysing information from the external environment as well as the organisational strengths, weaknesses, opportunities and threats, and how these are formal inputs into the planning process.
- There is a process to ensure the effective deployment of all plans, objectives, targets etc.
- A formal methodology exists for identifying and addressing any gaps in performance.

Criteria for Performance Excellence
A systems perspective

Organizational Profile: Environment, Relationships, and Strategic Situation
1 Leadership
2 Strategic Planning
3 Customer Focus
5 Workforce Focus
6 Operations Focus
7 Results
4 Measurement, Analysis, and Knowledge Management

MEASUREMENT, ANALYSIS & KNOWLEDGE MANAGEMENT

- There is an understanding of the information the organisation requires to undertake its operations and make this available to staff and key stakeholders as efficiently and effectively as possible.
- There is a formal framework for selecting, collecting, aligning, and integrating data and information for tracking daily operations and overall organisational performance. This includes a balanced suite of measures demonstrating performance against all aspects of the business, each with leading and lagging indicators, and this is able to demonstrate levels of performance over time.
- There is a methodology for translating performance review findings into priorities for changes or improvements to processes and operations. There would be an established process for deploying these to the appropriate functions throughout the organisation, and where appropriate, to key stakeholders thus ensuring and reinforcing organisational alignment.
- There are contingency plans in place to address IT availability in an emergency.
- There is a formal Knowledge Management Strategy to manage the:
  - collection and transfer of employee knowledge
  - transfer of relevant knowledge from key stakeholder and patients
  - identification, sharing, and implementation of best practices

WORKFORCE FOCUS

- There is a framework for organising and managing work and jobs to promote co-operation, initiative, empowerment, innovation, and organisational culture.
- There is a methodology to facilitate effective communication and skill sharing across work units, jobs, and locations.
- There is a framework to recruit, retain and manage career progression throughout the organisation.
- There is an effective succession planning process.
- There is a methodology to formally determine the key factors, segmented for different categories and types of employees that affect staff well-being, satisfaction, and motivation.
- There is an effective organisational learning and development system that addresses workforce and Leadership development.
- There is a methodology for understanding and evaluating how employee education, training, and development relate to organisational performance and the achievement of both short and longer term objectives.

RESULTS

There are key measurement areas providing a balanced perspective of organisational performance. An organisation should formally report against each.
1. **Service results.** The key service outcomes, with the aim of delivering service quality.
2. **Parient satisfaction.** Demonstrating how well your services and processes satisfy your customers.
3. **Financial.** The key financial results.
4. **Human Resources**. How well the organisation has been creating and maintaining a productive, learning, and caring work environment for all employees.
5. **Process.** The organisation's performance in achieving organisational effectiveness and process efficiency.
6. **Governance.** Key results in the areas of leadership and societal responsibilities, with the aim of maintaining a fiscally sound, ethical organisation that is a good citizen.

OPERATIONS FOCUS / PROCESS MANAGEMENT

- The organisation has a formal documented approach for Identifying and managing key Work Systems and Work Processes including internal support processes.
- There is a formal process for including input from key stakeholders (as appropriate) in the design of services, processes and delivery strategies.
- There is a formal management and improvement methodology for all processes including the use of "in process" measures to track process performance.
- There is effective and formalized management of the supply chain, suppliers and partners etc.
- There is a structured, formalized approach to Business Continuity Planning and a current plan exists.