



## Performance Monitoring & Evaluation

---

---

---

---

---

---

---

---

### Learning Outcomes

After the successful completion of this lecture, you will be able to understand:

- The concept of employee performance.
- Performance Monitoring and Evaluation.
- The concept of performance management.
- The concept of Goal Theory and SMART Goals.
- Key Performance Challenges Faced in Healthcare Industry.
- Key Performance Indicators In Health And Social Care.
- Probation period.
- Types of Performance Review Systems.
- Performance Appraisal.
- Benchmarking.
- Codes of Practice.
- Disciplinary issues.
- The concept of diversity.




---

---

---

---

---

---

---

---

### Introduction

- Monitoring and evaluating performance in the health and social care sector has recently gained prominence in the UK and other nations.
- The primary objective of performance monitoring and evaluation is to determine whether progress is being made toward desired goals and whether relevant activities are being performed to achieve those goals.
- In this lecture, we will understand the concept of performance monitoring and assessment in detail.




---

---

---

---

---

---

---

---

## What is Employee Performance?

Employee performance is defined as how well an employee performs his or her work responsibilities and completes assigned tasks. It relates to the output's efficacy, quality, and efficiency. Performance is also a factor in determining how valuable an employee is to the business.



---

---

---

---

---

---

---

---

## Performance Monitoring and Evaluation

Performance Monitoring and Evaluation is a strategic management approach that provides leaders, managers, employees, and stakeholders at all levels with a set of tools and techniques for regularly planning, continuously monitoring, periodically measuring, and reviewing the organisation's performance in terms of indicators and targets for efficiency, effectiveness, and impact.



---

---

---

---

---

---

---

---

## Understanding Performance Management

Performance management is an ongoing process of communication between a supervisor and an employee that takes place throughout the year in order to help the business to achieve its strategic goals.



---

---

---

---

---

---

---

---

## What Is Effective Performance Management System?

- An effective performance management system ensures that there is a continuous process of performance enhancement through setting individual and team goals that are aligned with the strategic goals of the organisation. This involves reviewing and assessing performance and ensuring the training and development of knowledge, skills, and abilities.

By: (Kozlowski, 2012)



---

---

---

---

---

---

---

---

## The Importance of Performance Management in an Organisation

- Encourages Employee Reward and Recognition
- Enhances Employee Engagement and Productivity
- Creates Employee Development Strategies
- Exchange of Feedback
- Clarifies Concerning SMART Goals

---

---

---

---

---

---

---

---

## Key Elements of Performance Management

- Element One: Goal Setting
- Element Two: Performance Review
- Element Three: Performance Improvement Plans

---

---

---

---

---

---

---

---

### 1. Element One: Goal Setting



Figure: Shows types of organisational goals.

---

---

---

---

---

---

---

---

### 2. Element Two: Performance Review

- The process of evaluating an employee's progress toward goals is known as performance review.
- Following are some of the recommendations for performance review:
  1. A constant and timely feedback process during the evaluation period so that employees know how they are performing and what is expected from them.
  2. A discussion in which performance feedback is compared to clear and precise goals and expectations established at the beginning of the performance management cycle.
  3. A technique of documenting the manager's and employee's acknowledgement of the results of the performance review process.
  4. At least once a year, a two-way individual conversation between the management and the employee (ideally face-to-face).

---

---

---

---

---

---

---

---

### 3. Element Three: Performance Improvement Plans



Figure: Shows the elements of performance improvement plans.

---

---

---

---

---

---

---

---

## Goal Theory

- In 1960's, Edwin Locke put forward the Goal-setting theory of motivation.
- Goal theory is an overall motivation strategy which underlines the necessity to set objectives as intrinsic motivation.
- According to goal theory, numerous factors are critical for successful achievement. Some of the examples may include, Goal acceptance and commitment, goal specificity, goal difficulty, and feedback.




---

---

---

---

---

---

---

---

## Features of Goal Theory

- The desire to achieve the objective is the major source of *job motivation*. Clear, distinct and demanding objectives are more motivating than easy, general and vague goals.
- *Specific and clear goals* contribute to higher performance and output.
- Goals that are *unambiguous, measurable, and clear*, accompanied by the deadline for accomplishment, help to minimize misunderstanding.
- *Realistic and challenging goals* should be set.
- When an individual achieves a goal, he feels *proud and triumphant*, and it prepares him for the next goal.
- The more challenging the *goal, the greater is the reward* generally and the more is the passion for achieving it.

---

---

---

---

---

---

---

---

## Organisational Goal Setting in Healthcare

The following are the key benefits of organisational goal setting in healthcare:

- **Organisational direction and discipline to ensure that everyone is focused on the same objective.**
- **Effective utilisation of workforce and organisational metrics to ensure appropriate resources, and to reduce the likelihood of delays.**
- **An opportunity for the organisation to achieve an advantage over the competition.**
- **Clarity to the workforce regarding what is expected of them.**




---

---

---

---

---

---

---

---

### Setting SMART Goals




---

---

---

---

---

---

---

---

### What is Performance Management Process?

The performance management process is a collaborative, communication-based process in which employees and management collaborate to plan, monitor, and review the employee's objectives, long-term goals, job trajectory, and overall contribution to the company.




---

---

---

---

---

---

---

---

### Healthcare Performance Management



Figure: Shows the pyramid of healthcare performance management.

---

---

---

---

---

---

---

---

### Key Performance Challenges Faced by Healthcare Industry

1. Limited Performance Improvement Opportunities
2. Increased Work Pressure Leading to High Employee Turnover
3. Lack of Standard Procedures to Measure Performance
4. Absence of Measurable Goals
5. Inconsistent Performance Reviews

---

---

---

---

---

---

---

---

### Key Performance Challenges Faced by Healthcare Industry 1

1. Limited Performance Improvement Opportunities
2. Increased Work Pressure Leading to High Employee Turnover
3. Lack of Standard Procedures to Measure Performance
4. Absence of Measurable Goals
5. Inconsistent Performance Reviews

---

---

---

---

---

---

---

---

### Key Performance Indicators In Health And Social Care

Key Performance Indicators in Health and Social Care			
<b>Design</b> <ul style="list-style-type: none"> <li>• Patient flow time</li> <li>• Appointment cancellations</li> <li>• Use of the space</li> <li>• % of staff in place</li> <li>• Health Service Research Project List</li> <li>• Appointment Booking Process List</li> <li>• Patient Feedback &amp; Survey</li> </ul>	<b>Health</b> <ul style="list-style-type: none"> <li>• Weight loss</li> <li>• Blood pressure</li> <li>• % of staff in place</li> <li>• % of staff in place</li> </ul>	<b>Engage</b> <ul style="list-style-type: none"> <li>• Staff satisfaction</li> <li>• Staff retention</li> <li>• Staff turnover</li> <li>• Staff absence</li> <li>• Staff productivity</li> </ul>	<b>Cost</b> <ul style="list-style-type: none"> <li>• Revenue</li> <li>• Expenses</li> <li>• Profitability</li> </ul>
<b>Operational</b> <ul style="list-style-type: none"> <li>• Number of beds</li> <li>• Staff retention</li> <li>• Percentage of Health Service Research Project List</li> </ul>	<b>Financial</b> <ul style="list-style-type: none"> <li>• Weight loss</li> <li>• Blood pressure</li> <li>• % of staff in place</li> <li>• % of staff in place</li> </ul>	<b>Quality</b> <ul style="list-style-type: none"> <li>• Patient satisfaction</li> <li>• Patient retention</li> <li>• Patient feedback</li> </ul>	<b>Compliance</b> <ul style="list-style-type: none"> <li>• Revenue</li> <li>• Expenses</li> <li>• Profitability</li> </ul>

---

---

---

---

---

---

---

---

### 1. KPIs of Operations

Health and Social Care



---

---

---

---

---

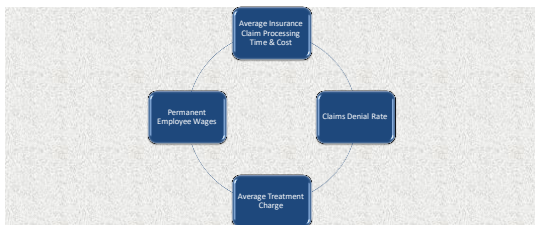
---

---

---

### 2. KPIs of Finance

Health and Social Care



---

---

---

---

---

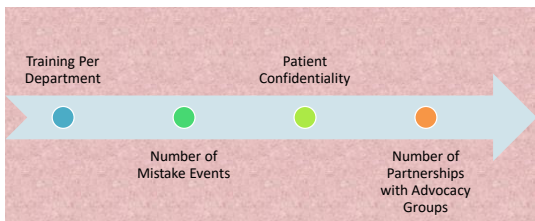
---

---

---

### 3. Internal KPIs

Health and Social Care



---

---

---

---

---

---

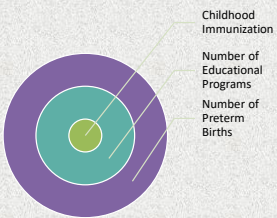
---

---



#### 4. Public Health KPIs

Health and Social Care



---

---

---

---

---

---

---

---

#### 5. Emergency KPIs

Health and Social Care

Patient Wait Times by Process Step

Time between Symptom Onset & Hospitalisation

Number of Visitors (Patients) Who Leave without Being Seen

---

---

---

---

---

---

---

---

#### 6. Care KPIs

Health and Social Care

Medication Errors

Patient Vs Staff Ratio

Patient Follow-up

---

---

---

---

---

---

---

---

## 7. Communications KPIs

Health And Social Care

Number of Media Mentions

Overall Patient Satisfaction

Percentage of Patients Who found Paperwork to be Clearly written Straightforward

---

---

---

---

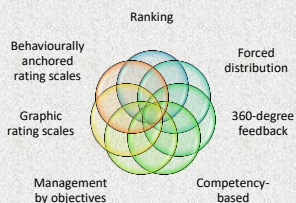
---

---

---

---

## Types of Performance Review Systems



---

---

---

---

---

---

---

---

## Types of Performance Review Systems 1

### 1. Ranking:

Ranking systems list all the employees in a designated group in order of performance from the highest to the lowest.

### 2. Forced distribution:

Employee evaluations are distributed along a bell curve, with the supervisor awarding a certain percentage of ratings within the group to each performance level on the scale.

---

---

---

---

---

---

---

---

## Types of Performance Review Systems 2

### 3. 360-degree feedback:

This process gathers information on an employee's work-related behaviour and its impact from the employee's supervisor, colleagues, and subordinates.

### 4. Competency-based:

The main focus of this approach is on performance evaluated against certain competences that are designated for each position (as opposed to certain activities or behaviours).

---

---

---

---

---

---

---

---

## Types of Performance Review Systems 3

### 5. Management by objectives:

Management by objectives (MBO) is a collaborative process in which the organisation's, various departments', and individual members' goals are defined.

### 6. Graphic rating scales:

Graphic rating scale (GRS) appraisals list several factors, including general behaviours and characteristics (e.g., attendance, dependability, quality of work, quantity of work, and interpersonal relationships) on which a supervisor rates an employee.

### 7. Behaviourally anchored rating scales:

Behaviourally anchored rating scales (BARS) are behaviourally anchored rating scales that aim to evaluate employee behaviour rather than specific characteristics.

---

---

---

---

---

---

---

---

## What is Probation Period?

- A probation period is a period of time at the beginning of a job where an employee can be fired with little or no notice if they are found to be unsuitable for the position.
- Any new job contract will almost always contain a probation period, which is usually three months long.



---

---

---

---

---

---

---

---

### Monitoring Employees During Their Probation



Figure: Shows the employee monitoring process during their probation period.

---

---

---

---

---

---

---

---

---

---

### Performance Appraisal

A regular evaluation of an employee's work performance and overall contribution to a firm is called a performance appraisal. A performance appraisal, also known as an annual review, performance review or evaluation, or employee appraisal, assesses an employee's abilities, accomplishments, and growth—or lack thereof.




---

---

---

---

---

---

---

---

---

---

### Steps of Performance Appraisal Process

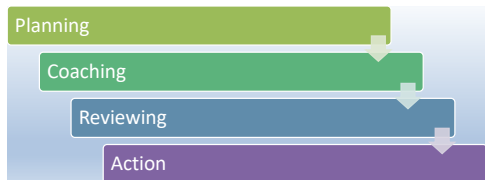


Figure: Shows the steps of performance appraisal process.

---

---

---

---

---

---

---

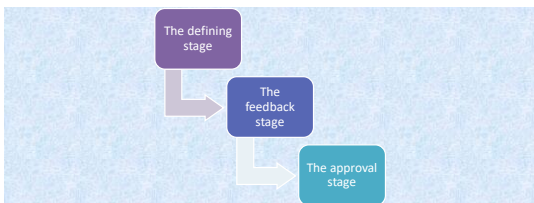
---

---

---

Steps of Performance Management Process

**Planning**



---

---

---

---

---

---

---

---

Steps of Performance Management Process

**Coaching**



---

---

---

---

---

---

---

---

Steps of Performance Management Process

**Reviewing**



---

---

---

---

---

---

---

---

Steps of Performance Management Process

Action



---

---

---

---

---

---

---

---

Defining Benchmarking

The process of assessing products, services and processes against those of companies considered to be leaders in one or more areas of their operations is defined as the benchmarking process.



---

---

---

---

---

---

---

---

Types of Benchmarking

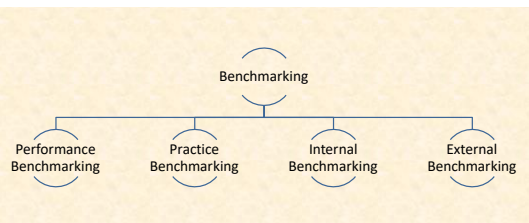


Figure: Shows the different types of benchmarking.

---

---

---

---

---

---

---

---

## Performance Benchmarking Process

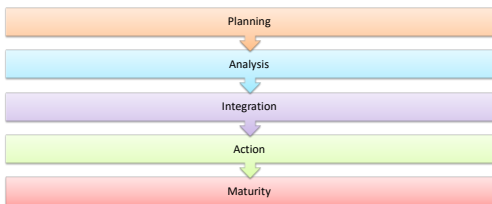


Figure: Shows the steps of performance benchmarking process.

---

---

---

---

---

---

---

---

## What is Hospital Benchmarking?

Benchmarking is the process of comparing performance against a set of standards. These standards are used by hospitals to evaluate their performance relative to competitors, industry leaders, and national organisations.

### Hospital benchmarking Areas:

- Heart Attack Patients
- Outpatients with Chest Pain or Possible Heart Attack
- Emergency Department Care
- Overall Hospital Rating
- Hospital Adjusted Expenses Per Inpatient Day



---

---

---

---

---

---

---

---

## Types of Hospital Benchmarking



Figure: Shows the types of Hospital Benchmarking.

---

---

---

---

---

---

---

---

**Types of Hospital Benchmarking**  
**Internal Benchmarking**

- Internal benchmarking is most effective when it comes to sustaining quality standards across various facilities within the same integrated delivery network (IDN).
- Internal benchmarking occurs inside the same hospital or clinic between departments, divisions, or offices.

- Example:**
- For example, as a hospital administrator, you might want to know whether your southeast clinic or northeast clinic has a higher overall patient satisfaction rating.
  - Monitoring this metric across the organization's many branches may reveal issues that need to be addressed and assist individual branches in improving their procedures or practices.




---

---

---

---

---

---

---

---

**Types of Hospital Benchmarking**  
**Competitive Benchmarking**

- Competitive benchmarking is the process of comparing the performance of your own facility or network with others.
- You can compare your own benchmarks to those set by facilities in your region that are similar in size or serve comparable patient populations.

- Example:**
- This method allows you to learn from other facilities while also improving your own workflows.
  - Accessing performance data on similar facilities is the most efficient approach to understand the competitive landscape.
  - Data may be analysed depending on hospital size, population demographics, and other factors.




---

---

---

---

---

---

---

---

**Types of Hospital Benchmarking**  
**Functional Benchmarking**

- Functional benchmarking compares your organisation to other organisations in the same industry that may have a similar metric or process from which you may learn.
- Accessing performance data on similar facilities is the most efficient approach to understand the competitive landscape.

- Example:**
- For example, every year at our annual Performance Management Summit, you see performance managers from a wide range of sectors gather to learn about one another's processes.




---

---

---

---

---

---

---

---



### Types of Hospital Benchmarking

## Generic Benchmarking

- Generic benchmarking, like functional benchmarking, compares healthcare workflows and processes to comparable procedures in other industries.
- The goal of generic benchmarks is to instil new ideas in your healthcare organisation.

**Example:**

- A hospital, may compare their admission process rates to the check-in process of a hotel chain.
- Examining these two processes side by side may appear confusing, but both are concerned with getting someone from one point to another.




---

---

---

---

---

---

---

---

## Benchmarking Hospital Performance Post COVID-19

- In the context of the COVID-19 pandemic, hospital benchmarking will reveal dramatic differences in performance and priorities.
- From drive-through testing to telemedicine, competitive benchmarking may assist hospital and facility management in evaluating how similar providers are addressing population health and treating patients.
- Internal benchmarking may also help healthcare management to understand where their performance has changed the most, whether it's because of increasing readmission rates or lower treatment communication.
- The severity of sickness and the number of comorbidity volumes will almost certainly increase due to the postponement of essential healthcare.

---

---

---

---

---

---

---

---

## What Are Codes of Practice?

Healthcare Support Workers provide a significant and vital contribution to the provision of high-quality healthcare. This code of practice outlines the expectations of all Healthcare Support Workers employed by NHS in terms of conduct, behaviour, and attitude.

CODE OF PRACTICE




---

---

---

---

---

---

---

---

## Purpose of Codes of Practice

The purpose of the Code of Practice is to provide an assurance framework for public protection through the following:-

- Healthcare Support Workers get guidance and support on their practice so that they are aware of the norms of behaviour that their employers, colleagues, service users, and the general public should demand of them.
- The development of key workforce.




---

---

---

---

---

---

---

---

## Types of Codes of Practice

**NHS**

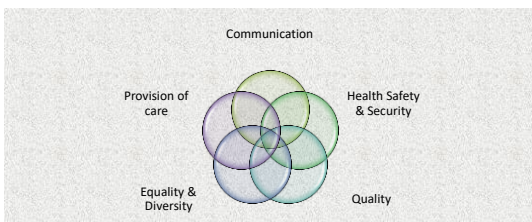


Figure: Shows the types of codes of practice in NHS.

---

---

---

---

---

---

---

---

## Types of Codes of Practice Communication

1. Communicate with a variety of individuals about current events in a suitable manner for the worker and the scenario
2. Reduce communication barriers
3. Project a positive image of him/herself and the service
4. Report and/or record work activities accurately and in accordance with organisational procedures
5. Communicate information only to those who have a right to know and a need to know it, and ensure that such communication is consistent with legislation, policies, and procedures




---

---

---

---

---

---

---

---

**Types of Codes of Practice**  
**Health Safety & Security**

- Act in ways that are consistent with legislation, policies, and procedures for maintaining your own and other's health, safety, and security.
- Assist in the maintenance of a healthy, safe, and secure working environment for all those in contact with their work environment.
- Work in a way that minimises risks to health, safety, and security.
- Call for quick assistance in the event of an emergency and take necessary steps to contain it.
- Report any workplace concerns that may endanger one's health, safety, or security.

---

---

---

---

---

---

---

---

**Types of Codes of Practice**  
**Quality**

1. Compliance with laws, rules, procedures, as well as other quality methods related to the job undertaken.
2. Work within the limitations of your own competence and responsibility.
3. Act responsibly as a team member to seek support if necessary
4. Use and maintain resources efficiently
5. Report problems when they occur and resolve them.




---

---

---

---

---

---

---

---

**Types of Codes of Practice**  
**Equality & Diversity**

1. Act in accordance with legislation, policies, processes and good practices
2. Treat everyone with dignity and respect
3. Recognise other's different viewpoints
4. Recognise that individuals are different and avoid discrimination
5. Recognise and report behaviour that hinders equality and diversity.




---

---

---

---

---

---

---

---

**Types of Codes of Practice**  
**Provision of Care**

- Discuss individual's care plans as well as their health and well-being needs with the care team, and understand your own role in providing care to meet these needs
- Respect people's dignity, wishes, and beliefs; involve them in shared decision-making; and obtain their consent for care to be provided
- Appropriately prepare for care activities to be performed
- Encourage individuals' health and well-being and alert them to potential risks




---

---

---

---

---

---

---

---

**Summarizing Codes of Conduct Principles of NHS**

- We have understood the codes of conduct principles followed by the NHS.
- These are the general management principles followed by all the healthcare organisations coming under the NHS umbrella.
- Some of the healthcare organisations strictly follow the NHS principles, while some of them go beyond these principles.




---

---

---

---

---

---

---

---

**Performance Evaluation Criteria in NHS**

Performance Evaluation Scoring		
1	Poor	Use improvement measures
2	Needs support	Use improvement measures
3	Satisfactory	No Action Required
4	Good	Letter of Congratulations sent
5	Excellent	Letter of Congratulations sent

---

---

---

---

---

---

---

---

## Understanding Breach of Discipline

Your employer may initiate breach of discipline if they feel you have done the following:

- Disobeyed or disregarded a lawful direction
- Committed a serious offence against the law of the state, nation or a foreign country that would be indictable in this state
- Were careless in the performance of your duties
- Committed an act of victimisation in relation to another employee, client or member of the public.




---

---

---

---

---

---

---

---

## The Procedures Related To Disciplinary Situations



Figure: Shows different types of procedures related to disciplinary situations.

---

---

---

---

---

---

---

---

## 1. Preliminary Investigation

- Firstly, it is responsibility of the line-manager to carry out a preliminary investigation.

Next Steps:




---

---

---

---

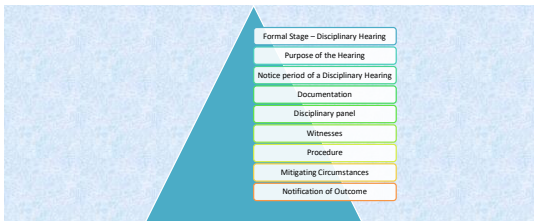
---

---

---

---

## 2. Representation in Professional Discipline Law




---

---

---

---

---

---

---

---

## 3. Possible Outcomes During Healthcare Professional Discipline



Figure: Shows the possible outcomes during healthcare professional discipline.

---

---

---

---

---

---

---

---

## 4. Sanctions

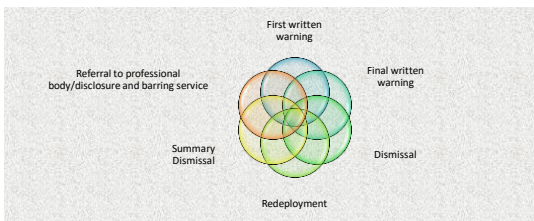


Figure: Shows the types of sanctions used in disciplinary situations.

---

---

---

---

---

---

---

---

### 5. Right of Appeal

- Staff have the right to appeal against any formal disciplinary action imposed against them, and they will be notified of their right to do so during the disciplinary hearing.
- Any appeal must be filed within 15 working days after the date of the decision made following the disciplinary meeting.




---

---

---

---

---

---

---

---

### What is Diversity?

Diversity means respecting the distinctions between people and behaving with esteem and respect for people's values, trust, cultures, and ways of life.




---

---

---

---

---

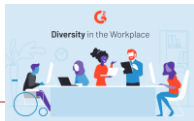
---

---

---

### What Is Organisational Diversity?

Diversity in any organisation implies having a workforce that is diverse in terms of colour, age, gender, ethnicity, and orientation. In other words, it refers to when the medical and administrative staff of a healthcare or social care facility displays a diverse variety of experiences and backgrounds.




---

---

---

---

---

---

---

---

### Importance of Healthcare Diversity



Figure: Shows the different benefits of healthcare diversity.

---

---

---

---

---

---

---

---

### Diversity Issues In The Workplace

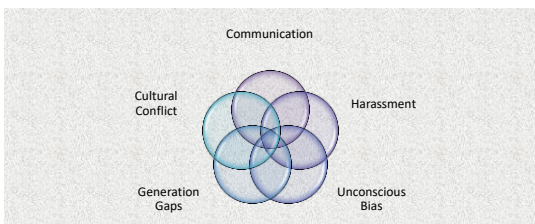


Figure: Shows different types of issues in the workplace.

---

---

---

---

---

---

---

---

### Types of Diversity In The Workplace

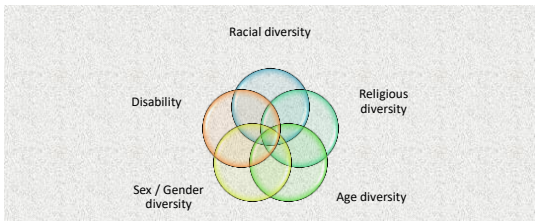


Figure: Shows different types of diversity in the workplace.

---

---

---

---

---

---

---

---



## Promoting Equality and Diversity in Health and Social Care

The following are key strategies to promote equality and diversity in health and social care:

1. Establishing an equality and diversity policy, as well as verifying that your employees have read and comprehended the policy.
2. Providing an opportunity to all employees to undergo equality and diversity training.
3. Providing frequent refresher training to reflect legislative changes.
4. Promoting individual needs and developing a personalised care plan.
5. Discovering what your service consumers expect from the services they use.

---

---

---

---

---

---

---

---

## Conclusion

For healthcare professionals, an employee monitoring and evaluation system is critical since it allows them to get feedback, determine whether their performance is successful, and discuss improvement strategies. Both healthcare professionals and patients benefit from the process. The process of assessing the team ensures that performance measures are accurate, that trends are monitored more effectively, and that decisions are made with clarity.




---

---

---

---

---

---

---

---

## Bibliography 1

- Berg, M., CVD Bergen, Enrico Coiera, Heathfield, H., Huisman, B., Marleen De Mul, Arjen Stoop and Britt Ross Wintherik (2003). Health Information Management Integrating Information and Communication Technology in Health Care Work. Routledge.
- Walburg, J. (2005). Performance Management in Healthcare Improving Patient Outcomes, An Integrated Approach. Routledge.
- Barrett, R. (2013). Building a values-driven organization a whole system approach to cultural transformation. London Routledge.
- Means, R. and Smith, R. (1998). Policy and practice. Basingstoke: Macmillan.
- Sim, F. and Mckeel, M. (2011). Issues in public health. Maidenhead: McGraw-Hill/Open University Press.
- Birn, A.-E., Pillay, Y., Holtz, T.H. and Basch, P.F. (2009). Textbook of international health : global health in a dynamic world. New York: Oxford University Press.
- Brooks, I. (2009). Organisational behaviour : individuals, groups and organisation. Harlow, England ; New York: Prentice Hall/Financial Times.
- Mabey, C. and Finch-Lees, T. (2008). Management and leadership development. Los Angeles, Calif. [U.A.] Sage.
- Walburg, J. (2005). Performance Management in Healthcare Improving Patient Outcomes, An Integrated Approach. Routledge.
- Martin, V., Charlesworth, J. and Henderson, E.S. (2010). Managing in health and social care. New York: Routledge.

---

---

---

---

---

---

---

---



Thank you.

---

---

---

---

---

---

---