

Why behaviours matter...

revolutionising performance management in the NHS

Many organisations' selection, performance and development processes emphasise employee technical skills and job knowledge over and above occupational behaviour and attitude. Effective performance management requires a balance of these two elements, as technical skills alone are often not enough for sustained success. Attention to both will be a key differentiator for any service provision environment. Under the Government's Agenda for Change programme, NHS staff job descriptions and remuneration rates are controlled and informed by the 'Knowledge and Skills Framework' (KSF).



Southend University Hospital NHS Trust believes that the KSF provides insufficient detail regarding the behaviour and attitude required to deliver world-class services in a true patient focussed manner.

Therefore, Southend wanted:

- To develop a local integrated competency framework to specify performance expectations for all staff, with both behaviour and technical skill components.
- To ensure successful implementation by building high levels of employee engagement and 'buy-in' to the process and outputs.

PRIDE =
Positive Leadership,
Relations, Information,
Delivery and Expertise.

The Keil Centre was engaged to help with this project, and developed an evidence-based, multi-method approach to analyse the jobs of Nurses, Midwives, Pharmacy staff, Allied Healthcare Professionals and Scientists at Southend. 250 staff participated in workshops and a sample of patients engaged in structured questionnaires. A structured competency framework was developed from the data, organised under the acronym **PRIDE**: Positive Leadership, Relations, Information, Delivery and Expertise.

John Gilham, Southend's Chief Executive

"PRIDE is a pioneering scheme which will help to keep Southend Hospital at the forefront of NHS Trusts when it comes to improving patient care".



Early estimates of the impact of PRIDE on working lives were obtained through a survey, with the following sample results

- Has PRIDE helped you to be clearer about what behaviours are expected of you in your role? **YES = 83.2%**
- As a manager, has PRIDE helped you in the coaching and day-to-day management of your team? **YES = 77%**
- Has PRIDE created a more positive impression in your mind of Southend Hospital as an employer? **YES = 69%**
- Will PRIDE benefit patients? **YES = 95%**

Sample comments on PRIDE benefits:

"It's been written by staff for staff."

"It will highlight the effort of hard working staff and reward them."

"People are starting to think about feedback, and realising the benefit of dialogue. Ward managers are actively promoting awareness of PRIDE among their staff."

PRIDE is now being used for performance management and to inform selection decisions at Southend. In addition, the local Nursing and Midwifery College has incorporated PRIDE into their teaching curriculum, and the Trust has now engaged The Keil Centre to roll out the methodology for all other employee grades in the early part of 2008, including medical staff.

Southend University Hospital **NHS**
NHS Foundation Trust

Liam Slattery, Head of OD at Southend

"PRIDE has the potential to revolutionise the way people are developed and rewarded across the NHS, leading to an altogether much improved patient experience".