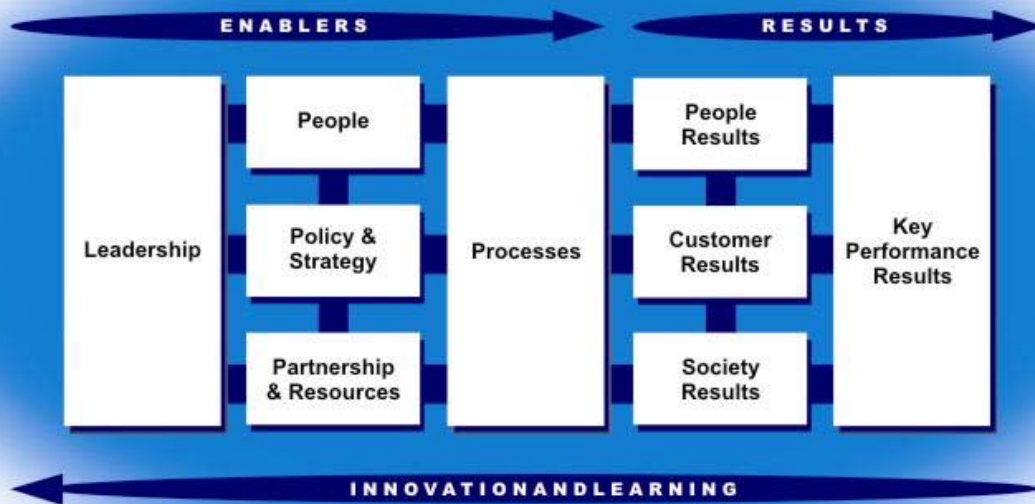




AZIENDA OSPEDALIERA SANTA MARIA DELLA MISERICORDIA
di rilievo nazionale e di alta specializzazione · Udine · Friuli - Venezia Giulia · Italia

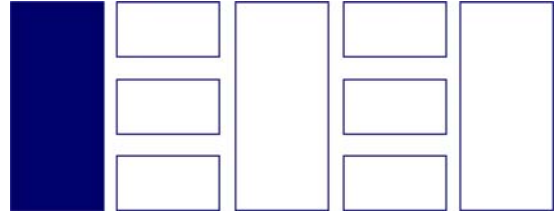


EFQM SELF ASSESSMENT QUESTIONNAIRE

dr Sandra Venero MD
Quality and Accreditation Department
Azienda Ospedaliera S. Maria della Misericordia
Udine. Italy www.ospedaleudine.it
Email: vernero.sandra@aoud.sanita.fvg.it

- SURNAME & FORENAME _____
- DEGREE _____

1. Leadership



How leaders develop and facilitate the achievement of the mission and vision, develop values required for long term success and implement these via appropriate actions and behaviours, and are personally involved in ensuring that the organisation’s management system is developed and implemented.

This section of the questionnaire analyses leaders’ activities and behaviour throughout the organisation.

In particular it assesses involvement of the Chief Executive Officer and of all leaders in managerial, clinical, administrative and technical areas in creating clear objectives and shared values and in ensuring that the organisation’s management system is developed and implemented.

Without undervaluing written and verbal statements, this section highlights their personal involvement and their activities.

This section also values how all the organisation’s leaders communicate and strengthen objectives and values and how they are personally involved with customers and suppliers.

D =	No, not started, not planned
C =	Little, isolated, in starting phase, in planning phase, informal
B =	Partial, occasional, partially realized, partially developed, partially formalised
A =	Yes, systematically, fully realized, totally developed, completely formalised

1a Leaders develop the mission, vision and values and are role models of a culture of Excellence

in the organisation

Leaders	D	C	B	A
develop the mission and vision, develop and role model ethics and values				
support improvement and learning activities and are personally involved in them				
stimulate and encourage empowerment, creativity and innovation				

in the department I lead

Leaders	D	C	B	A
develop the mission and vision, develop and role model ethics and values				
support improvement and learning activities and are personally involved in them				
stimulate and encourage empowerment, creativity and innovation				

1b Leaders are personally involved in ensuring the organisation's management system is developed, implemented and continuously improved

in the organisation

Leaders are personally involved	D	C	B	A
in aligning the organisation's structure to support delivery of its policy and strategy				
in ensuring a system for managing processes is developed and implemented				
in ensuring a process for the measurement, review and improvement of key results is developed and implemented				

in the department I lead

Leaders are personally involved	D	C	B	A
in aligning the organisation's structure to support delivery of its policy and strategy				
in ensuring a system for managing processes is developed and implemented				
in ensuring that a process for the measurement, review and improvement of key results is developed and implemented				

1c Leaders are involved with customers, suppliers and representatives of society

in the organisation

<i>Leaders are involved with patients and their relatives, suppliers and representatives of society by:</i>	D	C	B	A
meeting, understanding and responding to needs and expectations				
establishing and participating in partnerships				
establishing and participating in joint improvement activities				

in the department I lead

<i>Leaders are involved with patients and their relatives, suppliers and representatives of society by:</i>	D	C	B	A
meeting, understanding and responding to needs and expectations				
establishing and participating in partnerships				
establishing and participating in joint improvement activities				

1d Leaders motivate, support and recognise the organisation's people

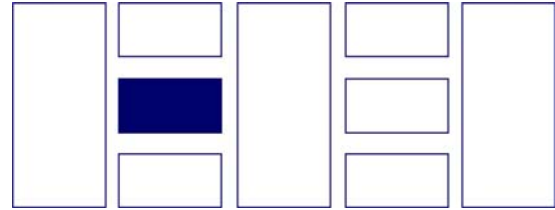
In the organisation

<i>Leaders are personally involved with people by:</i>	D	C	B	A
communicating the organisation's mission, vision, values, policy and strategy, plans, objectives and targets				
helping and supporting people to achieve their plans, objectives and targets				
being accessible, active listening and responding to people				

in the department I lead

<i>Leaders are personally involved with people by:</i>	D	C	B	A
communicating the organisation's mission, vision, values, policy and strategy, plans, objectives and targets				
helping and supporting people to achieve their plans, objectives and targets				
being accessible, active listening and responding to people				

2. Policy and Strategy



How the organisation implements its mission and vision via a clear stakeholder focused strategy, supported by relevant policies, plans, objectives, targets and processes

(*Stakeholders: All those who have an interest in an organisation, its activities and its achievements. In public health care trusts, stakeholders may include: citizens, patients, relatives, associations, general practitioners, national and local government, employees and suppliers)

This section of the questionnaire analyses how the organisation includes its values, its objectives and stakeholders' expectations in its policy and strategy. It assesses how policy and strategy are based on reliable information and how they are used as the basis for the planning of activities and the setting of objectives and targets throughout the organisation.

It considers how policy and strategy are based on information not only from internal performance indicators but also from research, learning and benchmarking activities.

Furthermore it assesses how the organisation reviews and updates its policy and strategy.

D =	No, not started, not planned
C =	Little, isolated, in starting phase, in planning phase, informal
B =	Partial, occasional, partially realized, partially developed, partially formalised
A =	Yes, systematically, fully realized, totally developed, completely formalised

2a Policy and Strategy are based on the present and future needs and expectations of stakeholders

in the organisation

<i>Policy and Strategy are based on:</i>	D	C	B	A
national and local law				
information to define the market and market segment the organisation will operate in both now and in the future				
information about needs and expectations of employees				
information about needs and expectations of patients, relatives, associations and other stakeholders				

in the department I lead

<i>Policy and Strategy are based on:</i>	D	C	B	A
national and local law				
information to define the market and market segment the organisation will operate in both now and in the future				
information about needs and expectations of employees				
information about needs and expectations of patients, relatives, associations and other stakeholders				

2b Policy and Strategy are based on information from performance measurement, research, learning and creativity related activities

in the organisation

<i>Policy and Strategy are based on:</i>	D	C	B	A
information from internal performance indicators				
information from the self assessment process				
analysis of the impact of new technologies				
information from research, learning and benchmarking activities				

in the department I lead

<i>Policy and Strategy are based on:</i>	D	C	B	A
information from internal performance indicators				
information from the self assessment process				
analysis of the impact of new technologies				
information from research, learning and benchmarking activities				

2c Policy and Strategy are developed, reviewed and updated

in the organisation

Policy and Strategy	D	C	B	A
are consistent with the organisation's mission, vision and values				
balance the needs and expectations of stakeholders				
reflect the fundamental concepts of Excellence				
are reviewed and updated				

in the department I lead

Policy and Strategy	D	C	B	A
are consistent with the organisation's mission, vision and values				
balance the needs and expectations of stakeholders				
reflect the fundamental concepts of Excellence				
are reviewed and updated				

2d Policy and Strategy are deployed through a framework of key processes

in the organisation

Policy and Strategy are deployed by:	D	C	B	A
identifying and designing the framework of key processes				
establishing clear ownership of the key processes				

in the department I lead

Policy and Strategy are deployed by:	D	C	B	A
identifying and designing the framework of key processes				
establishing clear ownership of the key processes				

2e Policy and Strategy are communicated and implemented

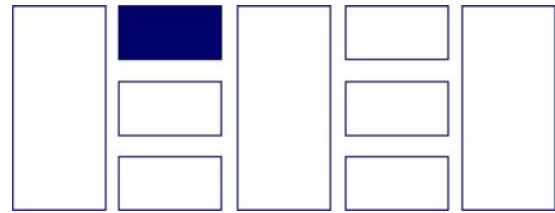
in the organisation

Policy and Strategy	D	C	B	A
are communicated and deployed				
are known throughout the organisation				
are used as the basis for the planning of activities and the setting of objectives and targets throughout the organisation				

in the department I lead

Policy and Strategy	D	C	B	A
are communicated and deployed				
are known throughout the organisation				
are used as the basis for the planning of activities and the setting of objectives and targets throughout the organisation				

3. People



How the organisation manages, develops and releases the knowledge and full potential of its people at an individual, team–based and organisation–wide level; and how it plans these activities in order to support its policy and strategy and the effective operation of its processes

This section analyses how the organization develops the knowledge and full potential of its people and involves them in achieving results and improvements.

It assesses how the organization manages recruitment and skill development to achieve its objectives, to manage changing needs and to satisfy its mission.

It considers how people’s objectives are aligned with the organization’s targets and assesses how relevant processes (as performance assessment and training) are effective.

It analyses how people are empowered to take action and are involved in continuous improvement.

D =	No, not started, not planned
C =	Little, isolated, in starting phase, in planning phase, informal
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A =	Yes, systematically, fully realized, totally developed, completely formalised

3a People resources are planned, managed and improved

in the organisation

Human resource:	D	C	B	A
human resource policies, strategies and plans are developed consistently with organisation's policy and strategy				
recruitment and career development are managed consistently with organisation's policy and strategy				
fairness is insured in all terms of employment				
people surveys and other forms of employee feedback are used to improve human resource policies, strategies and plans				
innovative organisation methodologies are used to improve the way of working				

in the department I lead

Human resource:	D	C	B	A
human resource policies, strategies and plans are developed consistently with organisation's policy and strategy				
recruitment and career development are managed consistently with organisation's policy and strategy				
fairness is insured in all terms of employment				
people surveys and other forms of employee feedback are used to improve human resource policies, strategies and plans				
innovative organisation methodologies are used to improve the way of working				

3b People's knowledge and competencies are identified, developed and sustained

in the organisation

People's knowledge:	D	C	B	A
people's knowledge is identified, classified and matched with the organisation's needs				
training and development plans are developed to help ensure people match the present and future capability needs of the organisation				
individual, team and organisational learning opportunities are designed and promoted				

in the department I lead

People's knowledge:	D	C	B	A
people's knowledge is identified, classified and matched with the organisation's needs				
training and development plans are developed to help ensure people match the present and future capability needs of the organisation				
individual, team and organisational learning opportunities are designed and promoted				

in the organisation

<i>People's competencies:</i>	D	C	B	A
people's competencies are identified, classified and matched with the organisation's needs				
team skills are developed				
individual and team objectives are aligned with the organisation's targets				
people are appraised and helped to improve their performance				

in the department I lead

<i>People's competencies:</i>	D	C	B	A
people's competencies are identified, classified and matched with the organisation's needs				
team skills are developed				
individual and team objectives are aligned with the organisation's targets				
people are appraised and helped to improve their performance				

3c People are involved and empowered

in the organisation

People's empowerment:	D	C	B	A
individual and team participation in improvement activities is encouraged and supported				
people's involvement through in-house conferences and ceremonies is encouraged and supported				
people are empowered to take action				
people are encouraged to work together in teams				

in the department I lead

People's empowerment:	D	C	B	A
individual and team participation in improvement activities is encouraged and supported				
people's involvement through in-house conferences and ceremonies is encouraged and supported				
people are empowered to take action				
people are encouraged to work together in teams				

3d People and the organisation have a dialogue

in the organisation

Communication in the organisation:	D	C	B	A
Communication needs are identified				
Communication policies, strategies and plans based on communication needs are developed				
Top – down communication channels are developed and used				
Bottom–up communication channels are developed and used				
Horizontal communication channels are developed and used				

in the department I lead

Communication in the organisation:	D	C	B	A
Communication needs are identified				
Communication policies, strategies and plans based on communication needs are developed				
Top – down communication channels are developed and used				
Bottom–up communication channels are developed and used				
Horizontal communication channels are developed and used				

3e People are rewarded, recognised and cared for

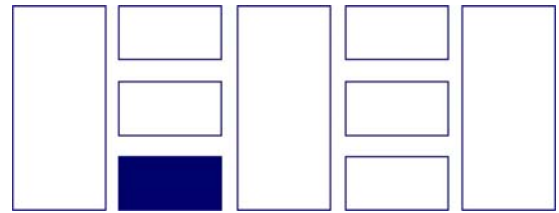
in the organisation

People's recognition and care:	D	C	B	A
people are recognised in order to sustain their involvement and empowerment				
fairness in the recognition system is ensured				
people's involvement is promoted in the themes of health, safety, environment				
the levels of benefits are set (pension plan, health care, child care)				
facilities and services are provided (e.g. flexible hours, transport)				
social and cultural activities are promoted				

in the department I lead

People's recognition and care:	D	C	B	A
people are recognised in order to sustain their involvement and empowerment				
fairness in the recognition system is ensured				
people's involvement is promoted in the themes of health, safety, environment				
the levels of benefits are set (pension plan, health care, child care)				
facilities and services are provided (e.g. flexible hours, transport)				
social and cultural activities are promoted				

4. Partnerships and Resources



How the organisation plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operation of its processes.

This section analyses how the organisation manages its main external resources (e.g.: partnership with suppliers) and internal resources (e.g.: finances, buildings, equipments and materials, technology, information and knowledge).

It assesses how key resources are used in support of policy and strategy, effectively managed and continuously improved.

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A =	Yes, systematically, fully realized, totally developed, completely formalised

4a External partnerships are managed

in the organisation

<i>Partnerships with local authorities, health and non health organisations, other health trusts, other public organisations, not for profit and private organisations, suppliers of goods and services, etc are managed</i>	D	C	B	A
by identifying key partners and strategic partnership opportunities				
by developing structured partnership relationships				
by supporting mutual development, creating synergy in working together and supporting innovative and creative thinking				

in the department I lead

<i>Partnerships with local authorities, health and non health organisations, other health trusts, other public organisations, not for profit and private organisations, suppliers of goods and services, etc are managed</i>	D	C	B	A
by identifying key partners and strategic partnership opportunities				
by developing structured partnership relationships				
by supporting mutual development, creating synergy in working together and supporting innovative and creative thinking				

4b Finances are managed

in the organisation

<i>Finances are <u>managed</u> by:</i>	D	C	B	A
using them in support of policy and strategy, plans, objectives and targets				
developing and implementing financial strategies and processes				
evaluating investment in both tangible and non tangible assets				
using financial mechanisms and parameters to censure an efficient and effective resourcing structure				
managing risks to financial resources				

in the department I lead

<i>Finances are <u>required</u> by:</i>	D	C	B	A
using them in support of policy and strategy, plans, objectives and targets				
evaluating investment in both tangible and non tangible assets				
using financial mechanisms and parameters to censure an efficient and effective resourcing structure				
managing risks to financial resources				

4c Buildings, equipment and materials are managed

in the organisation

Utilisation of assets (buildings, equipment, materials) is optimised by:	D	C	B	A
utilising assets in support of policy and strategy, plans, objectives and targets				
managing the maintenance and utilisation of assets to improve total asset life cycle performance				
optimising stores management				
verifying their utility consistently with developed activities				
reducing and recycling waste				
measuring and managing any adverse effects on employees, patients and environment (including health and safety)				

in the department I lead

Utilisation of assets (buildings, equipment, materials) is optimised by:	D	C	B	A
utilising assets in support of policy and strategy, plans, objectives and targets				
managing the maintenance and utilisation of assets to improve total asset life cycle performance				
optimising stores management				
verifying their utility consistently with developed activities				
reducing and recycling waste				
measuring and managing any adverse effects on employees, patients and environment (including health and safety)				

4d Technology is managed

in the organisation

Technology is managed by:	D	C	B	A
utilising technology in support of policy and strategy, plans, objectives and targets				
verifying scientific and economic evidence				
exploiting existing technology				
identifying and replacing “old” technologies				
innovating technologies after evaluation of their impact				
promoting ICT (Information and Communication Technology) development and use of Internet to support improvement				

in the department I lead

Technology is managed by:	D	C	B	A
utilising technology in support of policy and strategy, plans, objectives and targets				
verifying scientific and economic evidence				
exploiting existing technology				
identifying and replacing “old” technologies				
innovating technologies after evaluation of their impact				
promoting ICT (Information and Communication Technology) development and use of Internet to support improvement				

4e Information and Knowledge are managed

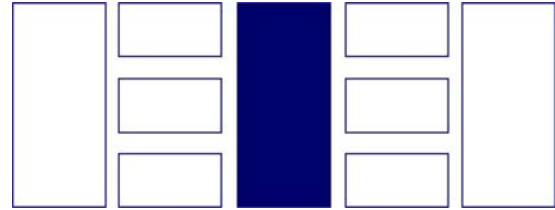
in the organisation

<i>Information and knowledge are managed by:</i>	D	C	B	A
collecting, structuring and managing information and knowledge in support of policy and strategy, plans, objectives and targets				
providing appropriate access, for both internal and external users, to relevant information and knowledge				
assuring and improving information validity, integrity and security				
seeking to acquire, increase and use knowledge effectively				
generating innovative and creative thinking through the use of relevant information and knowledge resources				

in the department I lead

<i>Information and knowledge are managed by:</i>	D	C	B	A
collecting, structuring and managing information and knowledge in support of policy and strategy, plans, objectives and targets				
providing appropriate access, for both internal and external users, to relevant information and knowledge				
assuring and improving information validity, integrity and security				
seeking to acquire, increase and use knowledge effectively				
generating innovative and creative thinking through the use of relevant information and knowledge resources				

5. Processes



How the organisation designs, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for, its customers and other stakeholders

This section analyses how the organization applies information from customers and other stakeholders in order to fully satisfy, and generate increasing value for, them.

This section also considers how the organisation is able to control and manage its processes: key processes that supply services, support processes and continuous improvement implementation.

For key processes that supply services, we mean activities which directly impact on the final customer; for support processes we mean activities which don't impact immediately on the final customer (and usually aren't visible), but support organisation – wide working.

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5a Processes are systematically designed and managed

in the organisation

Key processes and support processes:	D	C	B	A
are designed (e.g. redesigning processes, setting protocols and diagnostic- therapeutic paths)				
are managed by establishing a process management system and systems standards				
are measured and performance targets are set				

in the department I lead

Key processes and support processes:	D	C	B	A
are designed (e.g. redesigning processes, setting protocols and diagnostic- therapeutic paths)				
are managed by establishing a process management system and systems standards				
are measured and performance targets are set				

5b Processes are improved, as needed, using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders

in the organisation

<i>Processes are improved by:</i>	D	C	B	A
identifying and prioritising opportunities for improvement and other changes				
using performance and perception results and information from patients, relatives, organisations and other stakeholders				
stimulating and bringing to bear the creative and innovative talents of employees to support improvement				
ensuring people are trained to operate new or changed processes prior to implementation				
ensuring process changes achieve predicted results				

In the department I lead

<i>Processes are improved by:</i>	D	C	B	A
identifying and prioritising opportunities for improvement and other changes				
using performance and perception results and information from patients, relatives, organisations and other stakeholders				
stimulating and bringing to bear the creative and innovative talents of employees to support improvement				
ensuring people are trained to operate new or changed processes prior to implementation				
ensuring process changes achieve predicted results				

5c Products and Services are designed and developed based on customer needs and expectations

in the organisation

Products and Services:	D	C	B	A
are designed using information from patients, relatives, associations and other stakeholders (e.g.: through surveys, focus groups, appraisals and complaints)				
are improved anticipating and identifying needs and expectations of patients, relatives, associations and other stakeholders				
are developed using creativity and innovation				

in the department I lead

Products and Services:	D	C	B	A
are designed using information from patients, relatives, associations and other stakeholders (e.g. : through surveys, focus groups, appraisals and complaints)				
are improved anticipating and identifying needs and expectations of patients, relatives, associations and other stakeholders				
are developed using creativity and innovation				

5d Products and Services are produced, delivered and serviced

in the organisation

Products and Services:	D	C	B	A
are produced and delivered in line with designs and developments				
are communicated to existing and potential customers				
are overseen for a while when necessary (follow-up)				

in the department I lead

Products and Services:	D	C	B	A
are produced and delivered in line with designs and developments				
are communicated to existing and potential customers				
are overseen for a while when necessary (follow-up)				

5e Customer relationships are managed and enhanced

in the organisation

<i>Relationships with patients, relatives, associations and other stakeholders:</i>	D	C	B	A
meet patients and relatives day to day contact requirements				
are managed in line with structured methods				
include meetings in order to discuss and address their needs, expectations and concerns				
are improved developing involvement through appropriate communication tools				

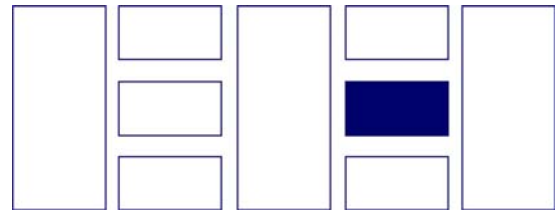
in the department I lead

<i>Relationships with patients, relatives, charity associations and other stakeholders:</i>	D	C	B	A
meet patients and relatives day to day contact requirements				
are managed in line with structured methods				
include meetings in order to discuss and address their needs, expectations and concerns				
are improved developing involvement through appropriate communication tools				

BE CAREFUL!

Score scale changes from Enablers to Results

Customer Results



What the organisation is achieving in relation to its external customers

This section considers relationship between customers and organisation. Results concerning individual and community health condition (mortality, morbidity, survivals and other clinical indicators) are analysed in section 9 where key performance outcomes are described.

This section analyses how the organisation identifies external customers (e.g.: in and out patients, customers of various services, young and elderly users, sick and healthy users, etc.) and how it assesses their satisfaction and their fidelity.

This section considers both customers' perception measures obtained from surveys, focus groups, compliments and complaints etc. and performance indicators routinely collected by the organisation.

The active measure of customers' perception requires more time and special surveys as effective perception may be obtained only by direct customers interviews.

The section also analyses whether these data are compared with results of other corresponding organisations.

Trends are defined in a period of at least 3 years.

D =	Not measured
C =	Measures are set and collected
B =	There is evidence of a positive trend
A =	Favourable and appropriate targets are set and achieved

6a Perception Measures

in the organisation

<i>Measures of patients, relatives, associations and other stakeholders' perception, <u>through satisfaction surveys and focus groups</u>, with regard to:</i>	D	C	B	A
quality of relationships and communication (friendliness, attention, responsiveness, quality of interaction...)				
technical and professional skills (competence, professional expertise, reliability, response time, safety...)				
organizational quality				
environmental quality of services (buildings, cleanliness, day, date and time of appointments, visiting hours, accessibility...)				
correspondence to expectations				
intention to repurchase and willingness to recommend organisation's services				

in the department I lead

<i>Measures of patients, relatives, associations and other stakeholders' perception, <u>through satisfaction surveys and focus groups</u>, with regard to:</i>	D	C	B	A
quality of relationships and communication (friendliness, attention, responsiveness, quality of interaction...)				
technical and professional skills (competence, professional expertise, reliability, response time, safety...)				
organizational quality				
environmental quality of services (buildings, cleanliness, day, date and time of appointments, visiting hours, accessibility...)				
correspondence to expectations				
intention to repurchase and willingness to recommend organisation's services				

in the organisation

Measures of patients, relatives, associations and other stakeholders' perception, <u>through compliments and complaints analysis</u>, with regard to:	D	C	B	A
quality of relationships and communication (friendliness, attention, responsiveness, quality of interaction...)				
technical and professional skills (competence, professional expertise, reliability, response time, safety...)				
organizational quality				
environmental quality of services (structure, cleanliness, day, date and time of appointments, visiting hours, accessibility...)				
correspondence to expectations				
intention to repurchase and willingness to recommend organisation's services				

in the department I lead

Measures of patients, relatives, associations and other stakeholders' perception, <u>through compliments and complaints analysis</u>, with regard to:	D	C	B	A
quality of relationships and communication (friendliness, attention, responsiveness, quality of interaction...)				
technical and professional skills (competence, professional expertise, reliability, response time, safety...)				
organizational quality				
environmental quality of services (structure, cleanliness, day, date and time of appointments, visiting hours, accessibility...)				
correspondence to expectations				
intention to repurchase and willingness to recommend organisation's services				

6b Performance Indicators and Benchmarking

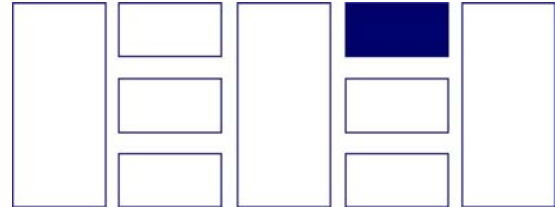
in the organisation

<i>Internal measures are used to monitor, understand and predict performances and perceptions of patients, relatives, associations and other stakeholders:</i>	D	C	B	A
performance indicators are used (they may include: number of new and/or lost users, number of compliments and complaints, response time, waiting time...)				
organization's customer results are compared with that of other corresponding organisations				

in the department I lead

<i>Internal measures are used to monitor, understand and predict performances and perceptions of patients, relatives, associations and other stakeholders:</i>	D	C	B	A
performance indicators are used (they may include: number of new and/or lost users, number of compliments and complaints, response time, waiting time...)				
customer results are compared with that of other corresponding organisations				

7. People Results



What the organisation is achieving in relation to its people

This section analyses employee satisfaction level and trends: the organisation can aim at success only if its employees are involved and motivated.

It assesses both people effective perceptions (which may be obtained from surveys, focus groups, interviews etc.) and internal measures of performance and perception (e.g.: turn over, absenteeism, sickness level, early retirements, accident levels).

As in the previous section, organisation internal measures may predict employee satisfaction trends while effective perceptions may be obtained only through employee surveys and interviews.

The section also analyses whether these data are compared with results of other corresponding organisations.

Trends are defined in a period of at least 3 years.

D =	Not measured
C =	Measures are set and collected
B =	There is evidence of a positive trend
A =	Favourable and appropriate targets are set and achieved

7a Perception Measures

in the organisation

<i>People perception measures through surveys, questionnaires, focus groups, structured appraisal, regarding the following aspects of <u>motivation</u>:</i>	D	C	B	A
career development				
appraisal and rewarding systems				
training and development opportunities				
equal opportunities				
internal communication				
leadership's style, involvement and empowerment				

in the department I lead

<i>People perception measures through surveys, questionnaires, focus groups, structured appraisal, regarding the following aspects of <u>motivation</u>:</i>	D	C	B	A
career development				
appraisal and rewarding systems				
training and development opportunities				
equal opportunities				
internal communication				
leadership's style, involvement and empowerment				

in the organisation

<i>People perception measures through surveys, questionnaires, focus groups, structured appraisal, regarding the following aspects of <u>satisfaction</u>:</i>	D	C	B	A
organisation's administration				
peer relationships				
pay and benefits				
employment conditions				
organisation's role in the community and society				
facilities and services				
working environment, health and safety conditions				

in the department I lead

<i>People perception measures through surveys, questionnaires, focus groups, structured appraisal, regarding the following aspects of <u>satisfaction</u>:</i>	D	C	B	A
organisation's administration				
peer relationships				
pay and benefits				
employment conditions				
organisation's role in the community and society				
facilities and services				
working environment, health and safety conditions				

7b Performance Indicators and Benchmarking

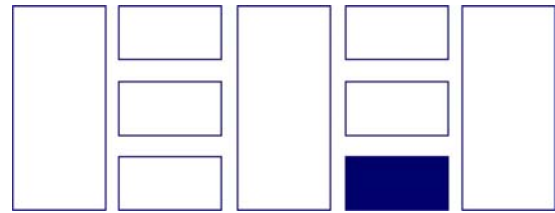
in the organisation

<i>Internal measures are used to monitor, understand and predict performances and perceptions of the organization's people:</i>	D	C	B	A
performance indicators are used (they may include: absenteeism, turnover, sickness level, early retirements, accident level, training hours...)				
organization's people results are compared with that of other corresponding organisations				

in the department I lead

<i>Internal measures are used to monitor, understand and predict performances and perceptions of the organization's people:</i>	D	C	B	A
performance indicators are used (they may include: absenteeism, turnover, sickness level, early retirements, accident level, training hours...)				
people results are compared with that of other corresponding organisations				

8. Society Results



What the organisation is achieving in relation to local, national and international society as appropriate

This section analyses the organisation's activities, which impact on community at large, leaving out government regulations (which are taken for granted) and usual relationships with customers.

It considers how the organisation addresses its institutional activities to aspects such as: ethical behaviour, preservation of natural resources and reduction of pollution, its role in scientific and professional fields and the growth of the community at large.

It analyses how the organisation indirectly impacts on society through initiatives like donations and charity, educational activities, local sponsorships and guidance in professional activities.

It assesses whether organisational measures and analyses of society perceptions are aimed towards satisfaction.

The section also analyses whether these data are compared with results of other corresponding organisations.

Trends are defined in a period of at least 3 years.

D =	Not measured
C =	Measures are set and collected
B =	There is evidence of a positive trend
A =	Favourable and appropriate targets are set and achieved

8a Perception measures

in the organisation

<i>Society perception measures through various tools (surveys, reports, public meetings..) with regard to:</i>	D	C	B	A
role in local community				
disclosures of information relevant to the community				
role in scientific and professional field				
involvement in prevention, welfare and educational programs and voluntary work				
activities to assist in the preservation and sustainability of resources				

in the department I lead

<i>Society perception measures through various tools (surveys, reports, public meetings..) with regard to:</i>	D	C	B	A
role in local community				
disclosures of information relevant to the community				
role in scientific and professional field				
involvement in prevention, welfare and educational programs and voluntary work				
activities to assist in the preservation and sustainability of resources				

8b Performance Indicators and Benchmarking

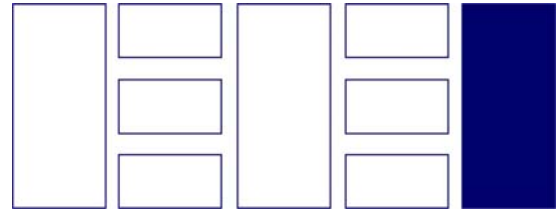
in the organisation

<i>Internal measures are used to monitor, understand and predict performances and perceptions of society:</i>	D	C	B	A
performance indicators are used (they may include: press coverage, papers, publications, research plans, accolades and awards received)				
organization's society results are compared with that of other corresponding organisations				

in the department I lead

<i>Internal measures are used to monitor, understand and predict performances and perceptions of society:</i>	D	C	B	A
performance indicators are used (they may include: press coverage, papers, publications, research plans, accolades and awards received)				
society results are compared with that of other corresponding organisations				

9. Key performance results



What the organisation is achieving in relation to its planned performance

This section analyses the organisation's overall operational outcomes: customer results, people results and society results are not included in this section.

It assesses key performance outcomes and key performance indicators concerning: delivered services; mortality, morbidity and other clinical indicators; efficacy, appropriateness and efficiency; budget.

It assesses performance of key processes, supplying services that directly impact on the final customer, and of the support processes, contributing to operational efficacy of the overall organisation.

The section also analyses whether these data are compared with results of other corresponding organisations.

Trends are defined in a period of at least 3 years.

D =	Not measured
C =	Measures are set and collected
B =	There is evidence of a positive trend
A =	Favourable and appropriate targets are set and achieved

9a Key Performance Outcomes

in the organisation

<i>Measures of <u>non financial</u> planned outcomes, with regard to:</i>	D	C	B	A
people's health (epidemiological measures)				
organisation's efficiency (length of stay, appropriateness of admissions, day surgery, etc.)				
typology of products and services (treated cases, complexity of cases, services, etc.)				
qualitative and quantitative aspects of supplied services				
external market share				
internal market share				
capacity to offer right service at the right time to the outside				
capacity to offer right service at the right time to the inside				

in the department I lead

<i>Measures of <u>non financial</u> planned outcomes, with regard to:</i>	D	C	B	A
people health (epidemiological measures)				
organisation's efficiency (length of stay, appropriateness of admissions, day surgery, etc.)				
typology of products and services (treated cases, complexity of cases, services, etc.)				
qualitative and quantitative aspects of supplied services				
external market share				
internal market share				
capacity to offer right service at the right time to the outside				
capacity to offer right service at the right time to the inside				

in the organisation

Measures of <u>financial</u> planned outcomes, with regard to:	D	C	B	A
meeting of budgets				
budget definition and budget monitoring				
economical control on costs and incomes and analysis of gross margins				
financial flows control				
investments in buildings and technologies, and value added property				

in the department I lead

Measures of <u>financial</u> planned outcomes, with regard to:	D	C	B	A
meeting of budgets				
budget definition and budget monitoring				
economical control on costs and incomes and analysis of gross margins				
investments in buildings and technologies, and value added property				

9b Key performance Indicators and Benchmarking

in the organisation

Operational measures are used to monitor, understand and predict financial and non financial key performance results:	D	C	B	A
performance indicators (relating to: mortality, complexity of treated cases, appropriateness, length of stay, number of new and/or lost users...)				
process indicators (relating to: improvements, innovations, reduction of variability, reduction of response time...)				
external resources indicators, including partnerships (relating to: suppliers performances, number of partnerships, improvements resulting from collaboration with partners...)				
financial indicators (relating to: meeting of budgets, financial flows, investments, maintenance costs, ...)				
indicators concerning structural resources as buildings, equipment and materials (relating to: maintenance, utilisation, consumption, employment...)				
indicators of use and development of technologies (relating to: appropriate use of technologies, introduction of new technologies, use of ICT and Internet...)				
indicators of information and knowledge development (relating to: management of information and knowledge, access to information and knowledge, validity, integrity and security of information, effective use of knowledge...)				
organization's key performance results are compared with that of other corresponding organisations				

in the department I lead

<i>Operational measures are used to monitor, understand and predict financial and non financial key performance results:</i>	D	C	B	A
performance indicators (relating to: mortality, complexity of treated cases, appropriateness, length of stay, number of new and/or lost users...)				
process indicators (relating to: improvements, innovations, reduction of variability, reduction of response time...)				
external resources indicators, including partnerships (relating to: suppliers performances, number of partnerships, improvements made with partners...)				
financial indicators (relating to: meeting of budgets, financial flows, investments, maintenance costs, ...)				
indicators concerning structural resources as buildings, equipment and materials (relating to: maintenance, utilisation, consumption, employment...)				
indicators of use and development of technologies (relating to: appropriate use of technologies, introduction of new technologies, use of ICT and Internet...)				
indicators of information and knowledge development (relating to: management of information and knowledge, access to information and knowledge, validity, integrity and security of information, effective use of knowledge...)				
organization's key performance results are compared with that of other corresponding organisations				