

case study

The Trust has aimed to minimise data processing and duplication of analysis with corporate systems feeding scorecards via the data warehouse and for service specific measures, where possible, devolution of data entry to management leads, reinforcing ownership and accountability. Further, performance information is all in one place and therefore accessible to all clinical and managerial staff.

Next steps

If you believe that your organisation could benefit from a review of its performance management approach please get in touch. We will be delighted to discuss your requirements and how we can help. For more information please contact Bellis-Jones Hill on 0207 323 5033. We look forward to hearing from you.

Salford Royal NHS Foundation Trust

Trust Performance Scorecard

Bringing together the Assurance, Performance and Risk Management systems

The Client

Salford Royal NHS Foundation Trust is a large teaching trust providing a comprehensive range of services to the population of Salford as well as a wider range of specialist services across Greater Manchester, the North West and the UK, meeting the often complex needs of a wide range of patients. Specialist services include Neurosciences, incorporating spinal surgery and Stroke services, Renal Medicine and dialysis, Dermatology, Specialist Cancer Surgery, Bariatric Surgery and national services including Intestinal Failure and Lysosomal Storage Disorders. The Trust has successfully achieved its plan to integrate Salford's community health services and on 1 April 2011 the Trust became the provider of these services. The Trust's core purpose is to provide clinical, academic and service excellence ensuring the patient experience is at the forefront of care.

The Trust works with its Council of Governors and membership to engage with patients, carers and members of the local community to design and develop services that meet the needs of the people who use the services. Salford Royal also works closely with the Universities of Manchester and Salford to provide under and post graduate education for doctors, nurses and other health professionals. The Trusts Research and Development Department is active within Salford and across Greater Manchester.

The Board of Directors ensures that effective systems and processes are maintained to deliver the Trusts Annual Plan, measure and monitor the Trust's effectiveness, efficiency and economy as well as the quality of its healthcare delivery. The Board regularly reviews the performance of the Trust against agreed plans, objectives and indicators.



"We have been a client of Bellis-Jones Hill for 4 years using their Procapo system as our core tool for business analysis. The way we use the product has developed over that time and we have a product that keeps pace with our organisational ambition, and has played a part in our success."

Tony Whitfield

Deputy Chief Executive
and Executive Director of Finance
Salford Royal NHS Foundation Trust



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The Challenge

The Board of Directors and clinical and management staff at Salford Royal are committed to continuous improvement in respect of quality and patient safety and have recognised the need for greater transparency and accountability to drive service improvement, productivity and efficiency.

The Trust has set its aims and objectives through its 5 year Service Development Strategy and Annual Business Plans and for 2011/2012 the main priorities are:

- Pursuing Quality Improvement to become one of the safest organisations in the NHS
- Safely reducing costs by 15% over 3 years
- Supporting high performance and improvement
- Improving care & services through integration & collaboration as well as demonstrating compliance with Mandatory Standards
- Implementing Enabling Strategies

The challenge has been to translate these organisational priorities into SMART objectives with supporting key performance indicators. The Trust is using Bellis-Jones Hill's Prodacapo Trust Performance Scorecard to support this process.

The Trust is also bringing together the Assurance, Performance and Risk Management systems at Board, Assurance Committee, Division & Service Line levels.

The Process & Outputs

The Trust pioneered the use of the Prodacapo Service Line Management system in early 2007 and the system is now in use at over 20 NHS Trusts. The system includes applications for costing - to support Patient Level Costing and Service Line Reporting, balanced scorecards, planning and process management

In 2010, the Trust reviewed its use of scorecards to align the

measures to the Annual Plan objectives in order to reflect the assurance framework and the changing shape of the organisation.

From 1st April 2011 the Trust has implemented a new organisational structure to reflect the integration of Salford Community Health services and a management structure focused on a new model of clinical leadership. The corporate plan has been translated into objectives and measures with transparency and accountability from Board to team/directorate level.

Reports from the system are being developed to support performance management processes including:

- Board of Director reports
- Assurance Committee reports
- Service review performance reports
- Operational management
- Project management and tracking using the initiative functionally

Assurance Committee and Service Line Scorecards now include:

- All mandated standards including those set by Monitor, Advancing Quality, Care Quality Commission within Commissioner contracts (including CQUIN)
- Objectives set within the Trust Quality Improvement Strategy
- Measures supporting the safely reducing costs programme

