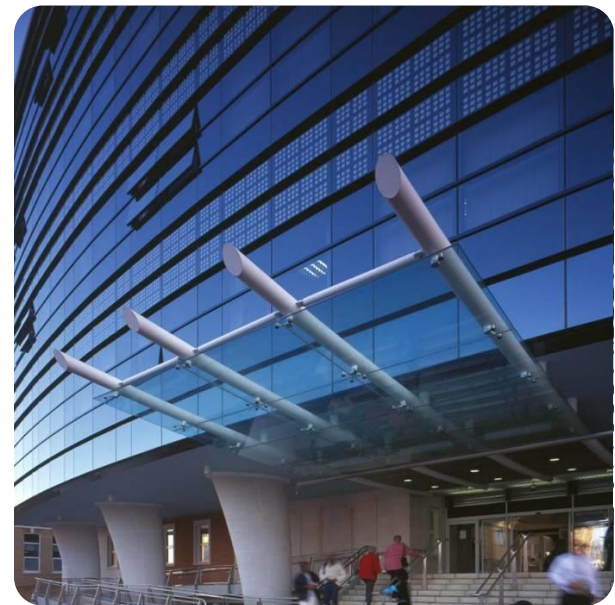


Setting Objectives: Guidance for Managers

'King's Approach to Appraisal's'



KING'S HEALTH PARTNERS

- They will be agreed annually with the individual as part of their appraisal and discussed throughout the year
- They will be set during the appraisal window (1st April to 31st July)
- They will be SMART (Specific, Measurable, Achievable, Realistic, Timed)
- You will set up to a maximum of six objectives, if you set more then delivery must be achievable and realistic
- Personal development should be identified and a development action agreed to enable the employee to deliver their objective/s
- They will be recorded on LEAP or written up locally (paper forms are available) so they can be referred back to throughout the year
- They will be reviewed regularly
- You will be aware of and find out about the:
 - Current Trust Strategic Priorities
 - Trust Wide Objectives
 - Corporate Objectives
 - Local Objectives

- When setting out an objective you need to explain 'What' needs to be delivered
- This part of the objective is the 'task' it is what they will do
- Everyone should be able to see and understand how they contribute to the Trust as a whole

- It's important that staff know that objectives will be set through a Trust wide objective setting process between 1st April to 31st July
- The Trust's objectives will be set every year before the start of the new appraisal cycle
- Through the King's Executive Team and Senior Leadership Groups these objectives will be communicated across all management levels and local objectives will be agreed
- All staff need to understand what their objectives are aligned to so that they understand their contribution
- The 2018-19 Trust Wide Objectives are:
 - Agree a 5-year vision and strategy for King's
 - Improve engagement and morale across the Trust
 - Deliver excellent clinical outcomes and improved patient experience
 - Achieve compliant performance across all key access standards
 - Drive productivity across all services and sites
 - Build the foundations for world class centres of excellence and King's translational and biomedical hub
 - Deliver fit for purpose infrastructure to support our aims
 - Achieve 18/19 financial plan

- When setting an objective we also need to be clear about 'How' it should be delivered
- This is the way they will go about delivering it e.g. who they will consult with or how they engage with others
- It is also the behaviour, attitude and approach they take in delivering it
- Wherever possible it should make reference to a Trust Value

- The Trust Values are:
 - Understanding you
 - Inspiring confidence in our care
 - Working together
 - Always aiming higher
 - Making a difference in our community
- These Values are what we aspire to be and our behaviour should reflect these
- When discussing an objectives and 'how' it will be delivered they need to know what value they are aspiring to or demonstrating

- Ideally the timeframe for setting local objectives should follow on from organisation and team objective setting, but if timescales are mis-aligned then here is what you can do
- If you do not know the local priorities and objectives for your area then you have a range of options to ensure you can set objectives for your staff:
 - Discuss this with your manager to find out and agree your team's areas of priority and how they link to the Trust's objectives
 - Consider the priorities for your staff yourself and decide what strategic priority they align to
 - Speak to your peers and colleagues in a similar department to share and modify their team objectives

- If you are appraising someone who has line management responsibility then at least two of their objectives should be 'people objectives'. These are linked to the Trust objective to: Improve engagement and morale across the Trust.

Here are our 2018-19 People Objectives. You should choose the most relevant to you and them:

1. To agree a set of care group/team actions (using the staff survey team data) and measures that will improve the overall experience of working at Kings by end of April 2018
2. To ensure all team members have the opportunity to attend monthly team meetings where exchange of views/ideas can take place as well as the organisational cascade of information
3. To ensure that all staff have had an appraisal conversation by the end of July 2018
4. To continue to improve our retention levels achieving the Trust wide target by March 2020
5. To offer all our staff a career development conversation during 18/19

Or you can choose from these additional people objectives for 2018-19

1. To include health and well-being discussions at regular one to one conversations.
2. To improve our attendance management in areas where sickness levels are above 3%.
3. To improve our statutory and mandatory training uptake to 90% for priority teams/subjects i.e. safeguarding.

- You can agree objectives for ward based staff that are linked to Ward Accreditation. These objectives would be aligned to the Trust objective ‘Deliver excellent clinical outcomes and improved patient experience’
 - Improved Patient Experience.
 - Improvement in ALOS
 - Improved % Transfer of Care before 11am
 - Reduction in 30 day readmissions
 - Reduction in pressure sores
 - Reduction in patient falls
 - Reduction in complaints
 - Improved friends and family test scores
 - keep knowledge up to date with Trust key policies and procedures (e.g. Major Incident, Safeguarding, Raising Concerns)

- Having an objective setting conversation is a key management skill
- The 'Objective Setting Workshop for Managers' provides further training
- You can review the training content and book onto the next available session through LEAP: <https://leap.kch.nhs.uk/>