

## Markham Family Health Team

### Accountability And Performance Management Framework

#### Introduction

This includes key areas of accountability for all staff:

Leadership

Administration, Operations and Organizational Responsibilities

Patient Care and Service Delivery

Learning, Professional Development and Collaboration

Within each of these key areas of accountability there are a number of required skills. Not all of these skills will be relevant for every staff position. In designing a 360 performance appraisal questionnaire, select the most important skills for the position being appraised. Then select 4 – 5 key questions (or alternative questions) for each skill.

In this way the evaluation can be tailored to suit the position being evaluated. However, to avoid bias, all of the questions for a set of staff should be the same (ie., all clerical positions or all clinical positions should be evaluated using the same set of questions).

Key Accountability	Skill/Capability Element	Performance Questions (change phraseology to be a question in a survey)
Leadership & Culture	Motivation	Is an effective motivator to achieve team work and results
		Encourages staff and physicians to contribute ideas and to participate in FHT activities
		Creates a passion for excellence in others
	Supervision	Is an effective supervisor to achieve team work and results
	Delegation	Delegates tasks and responsibilities appropriately
	Problem Solving	Is able to solve problems when they arise

Adaptability/Flexibility	Adapts as circumstances warrant
Effective Working Relationships	Develops and demonstrates effective working relationships with staff, physicians and community partners
	Establishes and/or contributes to a healthy, positive work place culture and environment
Communication	Effectively communicates with staff, Board, physicians and/or community partners
	Is an active listener
Core Values	Promotes and models the FHT's beliefs and values:
	<b><i>Integrity:</i></b> Displays honesty and transparency that exhibits the values and mission of the workplace
	<b><i>Caring and respect:</i></b> Shows concern and sympathy in a supportive manner to colleagues and clients. Displays an appreciation of different opinions, roles, experiences and backgrounds, follows the chain of command
	<b><i>Teamwork and collaboration:</i></b> (For teamwork see competencies definition); (For collaboration see competencies: leadership, networking and relationship building, negotiation definitions for here)
	<b><i>Innovation and Continuous Quality Improvement:</i></b> Displays the ability to think outside of the box in order to develop creative and new solutions or services that meets current and future needs. Strives to improve job responsibilities through developing skills and increasing knowledge. (Add CQI piece related to organization versus just self improvement)
	<b><i>Patient-centred care:</i></b> (Add demonstration of vision and mission – put

		<i>in this section) (See also competencies service orientation definition)</i>
	Planning	Takes responsibility for planning
	Coaching & mentorship	Effectively coaches staff, physicians and/or Board members to support the acquisition of knowledge and skills
		Helps other staff/physicians to succeed in their roles
	Strategic thinking	Has long-term vision for the FHT
		Applies critical thinking skills to advance the work of the FHT
		Has a good understanding of the environment in which the FHT operates and contributes that knowledge to discussions and decision-making
	External relationships	Builds effective relationships with community partners & stakeholders
<b>Administration, Operations &amp; Organizational Responsibilities</b>		
	Financial & budgeting expertise	Provides timely and accurate financial information to the Board and Ministry
		Delivers programs, services and administration within the approved budget
	Risk management	Is aware of organizational risk factors and develops strategies to deal with risk
	Board participation & support	Works effectively with the Board to achieve the goals of the FHT
Provides the Board in a timely manner with materials and		

	information on which to make informed decisions
	Has developed good working relationships and trust with Board members
	Ensures that all Board members are engaged and involved in discussions and decision-making
	Works within Board-approved limits of authority
Ability to meet deadlines & manage workload	Completes work within timeframes established
Ability to prioritize	Can manage multiple priorities effectively and completes important priorities first
Time management	Meets all deadlines and completes required work
Reliability	The team can count on attendance and performance
Implementation	Can effectively implement a project or idea
	Manages the FHT to optimize opportunities for integration, collaboration, cooperation and effectiveness
Human Resource Management	Is an effective supervisor/manager
	Seeks, hires and retains a strong team of talented staff
	Provides ongoing information and feedback on performance in a constructive fashion
	Provides effective leadership and motivation to the team

		Creates and contributes to a positive, healthy work environment
		Applies human resource policies fairly and equitably
	Judgment	Applies sound judgment to decision-making
Patient Care and Service Delivery	Clinical skills	Is aware of and utilizes best clinical practice
		Meets all standards (of relevant college) in clinical practice and patient care
		Respects patient confidentiality
		Strives for continuous quality improvement in programs and service delivery
	Team work	Contributes to and supports the team in the delivery of programs and services
		Is positive and constructive when working with other staff, patients and physicians
		Is respectful of others
		Respects diverse opinions to improve the quality of decisions
	Responsive	Responds to needs as they arise
	Creativity & innovation	Is flexible and adaptable in meeting patient and team needs
Effective relationships	Establishes effective working relationships with team members and stakeholders	

<b>Learning, Professional Development and Collaboration</b>	Team work	Is an effective contributor to the team	
		Values and respects all team members	
	Collaborative	Readily shares knowledge and information	
		Demonstrates willingness to share responsibility for patient care with other team members	
	Acquisition of skills & knowledge	Makes an effort to keep skills and knowledge current	
	Interpersonal skills	Is respectful in dealing with staff and patients	
		Has good rapport with patients and team members	
		Is approachable, constructive and helpful	
			Creates an environment that encourages open, honest and accurate exchange of ideas and perspective