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## Foreword



This is the first Quality and Customer Services Strategy produced by the Department. It exists in support of one of the Department's core objectives to provide quality services to the public and, in turn, is therefore consistent with the objectives of the corporate direction of Isle of Man Government as a whole.

Within the text of page 5 of this Strategy you will find a sentence that reads "The Chief Executive and Senior Management Team are fully committed to making the organisation customer focused". I can assure you that this is no idle sentiment. At the time of writing, I am newly installed as the Chief Executive of the Department and will be striving to ensure that the maintenance and improvement of quality standards are driven by customer focus and the needs of our service users. Given the enormously diverse range of services provided by the Department, this customer focus embraces our community as a whole. The Strategy provides a framework to allow for quality and customer service issues to be dealt with in a coherent and consistent way across the Department. I look forward to the Department being able to demonstrate that it has achieved the objectives set out in this Strategy and I offer my congratulations to those who have brought a strategy to fruition.

**David Killip, Chief Executive**



## Introduction

One of the Department of Health and Social Security's (The Department) common objectives is:

*'To provide quality services to the public'.*

The Department's first Quality and Customer Service Strategy (The Strategy) is intended to focus future strategic direction towards that policy. *'Quality services to the public'* is defined as consistently providing the highest standards of customer service, which are sensitive and responsive to the needs and expectations of all customers and make best use of the resources available. For the purposes of The Strategy, customers will be used in the broadest sense as the 'intended ultimate beneficiary' of the service provided.

The Strategy encompasses all areas of the Department's activities that impact on the customer, including such elements as service availability, timeliness, value for money and customer support. It acknowledges and builds upon the many customer services improvements that are already in place and brings to life the core values and customer services principles of the Isle of Man Government *Way Ahead* Strategic Programme. It will be implemented, by creating a partnership with those people we serve on a day-to-day basis. At a local level, sensitivity to those needs has been acquired through a process of listening to customers. The pursuit of excellent quality and customer service is a challenging and ever changing goal, dependent on the commitment and participation of all employees.

From an internal perspective it includes organisational structure, human resource management, recruitment processes, staff development, teamwork and communication. New and innovative solutions to quality and customer service problems will emerge as employees become more competent and confident. The Strategy will provide the basis for quality and customer service in the future to be based on the principles of best practice, supporting a better way of working as a team with one common vision for customer service.

## Isle of Man Perspective

The need for an organisation approach to quality and customer services has been given a high profile in the Isle of Man in documents such as:

- Isle of Man Government - *Way Ahead Strategic Programme for the Public Service* (1998)

The continuing aim of the *Way Ahead* is to serve the people of the Isle of Man through the provision of high quality cost-effective services in accordance with Government policy and legislation. As a foundation, a set of aims and customer service principles were defined (Appendix A).

- Isle of Man Government Plan 2004 - 2007

The Isle of Man Government Plan lays down the aims and objectives of Government and summarises the actual and planned activities intended to achieve those aims and objectives.



- Department Business Plan 2004 - 2007

The Department Business Plan provides a clear overview of how the Department intends to discharge its statutory responsibilities and contribute to Government's core purpose. As a foundation, a set of core values were defined (Appendix B).

- Department of Health and Social Security - *Code of Practice for the Delivery of Services to Customers* (2000)

The *Code of Practice* (Appendix C) is a statement about the Department's commitment to excellent quality and customer services and a foundation for the development of local service delivery standards

### **UK Perspective**

The need for an organisation approach to quality and customer services has been given a high profile in UK documents such as:

- Cabinet Office – *Service First* (1998)

Clear guidance for services to have formal quality and customer services programmes in place. A key element being that senior management gives a formal expression of policy.

- Cabinet Office - *Modernising Government* (March, 1999)

A plan to improve service delivery across the public sector. It gives a new emphasis to promoting responsiveness, quality, effectiveness, and cross-sectoral working.

- UK Department of Health - *NHS Plan* (2000)

A plan for reform with far reaching changes across the NHS. The purpose and vision of the NHS Plan is to give the people of Britain a health service fit for the 21st century and designed around the patient.



## Current Position

The Department, providing a wide variety of services to the 76,000 plus population of the Isle of Man, employs approximately 2,800 people. The Minister, Steve Rodan MHK, provides political leadership within the Department.

In addition three political members have responsibility as follows:

Phil Gawne, MHK - Member for Health Services

Hazel Hannan, MHK - Member for Social Services

Eddie Teare, MHK - Member for Social Security

The Department has a Chief Executive, three Division/Directorates and a number of Directorates.

The three Division/Directorates are:

- Health Services
- Social Security
- Social Services

Each Head of Division/Directorate is responsible for key areas of service provision. In addition, there are a small number of employees who have a Department-wide role, and are based in the Chief Executive's Office, including the DHSS Quality and Customer Services/ Media Coordinator.

The Department's third Business Plan (Appendix D) was published in February 2005, taking its direction from the Isle of Man Government Plan 2005. Both plans lay down the framework and business intentions as to what is intended over a three-year period.

A monthly Department meeting is held to lead the strategic policy direction of the Department of Health and Social Security and formulate policy. The Minister chairs the meeting, with Members, the Chief Executive Office and other senior officers attending.

The Department's Senior Management Team meet on a monthly basis, to lead the strategic business direction of the Department. The Chief Executive and Senior Management Team are fully committed to making the organisation customer focused.

All quality and customer service activities are directed through the Department's management structure and implemented at a local level by senior managers. Corporate quality and customer services activities are co-ordinated by the DHSS Quality and Customer Services/ Media Coordinator, who also provides advice and practical support to managers and staff groups.



## **Quality and Customer Service Philosophy**

This section of The Strategy sets out the Department's philosophy for excellent quality and customer service. Underpinning the philosophy is a set of core principles and values as defined in the Isle of Man Government *Way Ahead* Strategic Programme for the Public Service. The *Way Ahead* restates the accepted values of the Department of Health and Social Security, reflecting issues that are important today.

All quality and customer service improvement activity will take into account the needs of customers both external to and within the organisation. Service provision will be based on measured need, rather than any other personal characteristics, relevant to the local population. The emphasis will be on the provision of a caring and responsive service, developed in partnership with customers, one that is truly customer focused.

Each customer will receive prompt, courteous attention from a service that reflects the highest standards in an open, responsive environment, one that actively seeks the views of the customer and acts on those views.

The Department will continue to plan, implement, evaluate and improve standards of quality and customer service within a proactive framework. Management will remain committed to ensuring that the provision of excellent quality and customer service is a key contributor to the achievement of business plans and key objectives.

The Department values its employees and is committed to the training and development of its work force, to assure customer of consistent standards of service. Employees will be empowered to take ownership of customer service. They will be responsible for ensuring a value for money service, which meets customers' expectations and is consistent with their cultural, religious and environmental values.

## **Business Linked**

A clear vision for quality and customer service is of paramount importance in improving customer service. A clearly defined approach for implementing The Strategy will enable the Department to meet its business objectives. Each Division/Directorate will need to tailor the values and principles of The Strategy within business plans.

Appropriate improvement models such as Investors in People, ISO9000 series, Excellence Model and Charter Mark, offer effective frameworks for diagnosing strengths and areas for development, with results used to inform service planning and management. Each Division/Directorate will adopt appropriate models to support and develop service activity.

There must be no gap between the corporate vision for the employee (internal customer) and the customer (external customer). Employees must perceive that they are receiving the same standard of service as they are asked to create for the customer. Employee training and development must be linked to the business vision. Improvements to quality and customer service must be linked to the appraisal system and performance management standards set in conjunction with each job description.

Senior managers will need to take every opportunity to visibly demonstrate their commitment to the principles of continuous improvement, through effective leadership. Each individual employee must be made aware of his or her role and responsibilities. The Quality and



Customer Service Co-ordinator role must continue to support improvement to and innovation in service delivery.

The approach adopted for the implementation of The Strategy will determine its effectiveness and success. It must be presented as a logical extension to what is already taking place within service areas. The service-quality model (Appendix E) as described by Zeithaml, Parasuraman and Berry (1990), will be used as a general framework to implement The Strategy and develop quality improvement initiatives.

The Strategy will inspire, focus effort and guide service planning and decision-making. It must be defined by Division/Directorate Managers, listened to and contributed to by Line Managers and implemented by employees.

Empowering employees to satisfy customers is an important aspect of employee and organisational development. A Human Resource Strategy will be developed to support the development of employees to their full potential within the requirements of the Department's Business Plan.

### **Line Managers**

Line managers must inspire, coach and support employees to achieve the corporate vision. Managers must be given training in the particular skills required to achieve the vision of excellent customer service. They will then need to identify employee education and training requirements and put in place mechanisms for monitoring the effectiveness of such programmes. Production of a business plan for each main service area will identify key performance indicators and indicate progress.

### **Employees**

Continuous improvement is dependent upon the commitment and involvement of all employees; the importance of corporate ownership of The Strategy cannot be overstated. Employees create the customers' impression of the organisation.

Quality and customer service is an integral part of good management and through job descriptions, job specifications and appraisal systems, is a fundamental part of every employee's role. To assure customers of excellent customer service, employees must be given the opportunity to develop knowledge and skills necessary to 'delight' the customer. Empowering employees to set standards for quality and customer service in partnership with customers and measure compliance against those standards will result in local ownership of service provision. Innovation must be encouraged in the work place in order to find creative solutions to real problems.

### **Quality and Customer Service Champions**

Within each Division/Directorate, local improvement groups will be tasked with exploring quality and customer service issues at a local level and identifying ways of improving service provision. Quality and customer service champions will translate The Strategy into practical initiatives in their area of responsibility.





## **Key Areas**

The four key areas to be addressed are:

- 1. Identifying key service characteristics which influence perceptions of service quality**
- 2. Defining quality and customer service specifications**
- 3. Ensuring a skilled and competent workforce**
- 4. Communication and information**



## **KEY 1: Identifying key service characteristics which influence perceptions of service quality**

Service characteristics are defined as those elements of how a service is provided for example quality, quantity and speed. Key service characteristics should be defined and measured using a variety of service audits. Identifying the standard of service that the customer expected to receive and the standard that they actually received, will aid managers to identify any gaps in service provision.

Learning from employees about their perceptions of service processes and areas for improvement, is also important in gaining a complete picture of the service process. Employees are best placed to identify what provides customer satisfaction and what causes customer dissatisfaction.

A structured research and audit programme will be developed to achieve and sustain the corporate vision and to obtain an understanding of customers' perceptions of current service quality. It is not only important to evaluate the customers' experience after they have received service, but to evaluate the whole experience from first contact and at relevant stages throughout contact with the service and some time after the last contact with the service has taken place.

By 'walking the floor' and personally contacting customers, managers will be more aware of the level of service being provided by their areas of responsibility. Use of team briefing and other systems aimed at providing two-way communication processes will enable managers to identify and address, without delay, issues causing poor customer service. Analysing information obtained from informal comments, for example comment leaflets, and formal complaints together will identify common themes and ensure that changes to service are evidence based.

Other initiatives that should be considered include a 'one stop shop' whereby customers could visit one service point (physically or electronically) to obtain general advice, information and assistance to access services. This would also provide the Department with a measure of customer satisfaction, service accessibility and identify areas where services needed to review their processes.

Information gained must be used to educate and inform the organisation's business processes. Using proven research methodologies will ensure findings are valid and can be reliably used to build on strengths, influence future service planning and indicate future challenges to promote the philosophy of continuous improvement. Managers must turn data and findings from research into action.



## KEY 1

### Action Plan

To identify key service characteristics using a variety of service audits.

- ~ questionnaires (written, telephone, electronic)
- ~ face to face interviews
- ~ focus groups, customer advisory panels and open forum debates
- ~ mystery customer initiatives
- ~ evaluation of customer experience pre, during and post service encounter, using for example tracking systems to evaluate the customers' 'live experience' as it takes place
- ~ one stop service point
- ~ comment style formats using a variety of media, to include use of information
- ~ technology e.g. Internet, Intranet
- ~ annual review of information received from informal and formal compliment and complaint procedures



## **KEY 2: Defining quality and customer service specifications**

To provide excellent quality and customer service, the Department must be able to provide a service that the customer wants and perceives as being of value to them. To achieve this there must be a service wide commitment to improvement initiatives. Efforts must be made systematically and continuously, to find out what customers perceive as important in the service transaction process. Initiatives must be focused on issues that customers' perceive as high quality and not on internal drivers such as cost, 'flavour of the month' or operational procedures.

Staff should be encouraged to be responsive to the opinions of customers and publish the results of consultation and action taken as a result.

The extent to which managers perceive the feasibility of meeting customers' expectations can greatly affect the development of service specifications. This mind-set may or may not be related to actual constraints in the work place. Being open to innovation and receptive to new ways of working will result in changes to perceptions about feasibility.

The Department will not be able to meet customers' expectations without defining valid and realistic service specifications. Effort must concentrate on identifying the 'right' standards i.e. those that matter to the customer. However raising customers' expectations with standards that are not met, can be more damaging than having no standards at all.

Reviewing procedures related to service provision will identify some tasks that can be standardised, regardless of location or type of customer, for example complaints procedures, responding to correspondence, booking appointments and answering the telephone. Standardisation of tasks must be balanced against empowering employees to take control of the service transaction.

Service areas must actively inform customers about services and consult them about the design and delivery of those services. Some customers will have particular problems in dealing with public services. This may result in some customers finding it hard to make informed decisions about the choices available to them. Information needs to be good quality, relevant, understandable, accurate and presented in a format that meets the needs of the individual. This could include providing information on audiotape, in a large print format or in an electronic format.

Comprehensive performance indicators for each element of service will be developed and performance measured from the customers' point of view.

In order to identify appropriate continuous improvement frameworks, each Division/Directorate will need to benchmark service specifications against recognised models, for example: Investors in People, ISO9000 Series, Charter Mark and the Excellence Model. By committing to an appropriate model, customers can be assured of internationally recognised standards of excellence.



## KEY 2

### Action Plan

To provide a service that the customer wants and perceives as being of value to them.

- ~ Quality and customer service standards agreed and published for every main service area serving the public
- ~ Internal service standards agreed and published
- ~ Introduction of a wide range of service audit programmes to ensure that compliance to standards is regularly measured and reviewed in the light of any changes to expectations displayed by customers
- ~ Standardisation of some tasks to provide consistent quality and customer services to customers
- ~ Information presented in a format that meets the needs of the individual, by offering large print, audiotape and electronic formats on request
- ~ Benchmarking of outcomes of service audit against best practice
- ~ Commitment to appropriate quality improvement models, for example: Investors in People, ISO9000 Series and the Excellence Model



### **KEY 3: Ensuring a skilled and competent workforce**

Recruitment and selection processes must reflect the importance placed on recruiting people with the right attitude towards customers and the right temperament. Retention strategies must focus on the importance of acknowledging and rewarding employees who champion customer service.

The way in which people's jobs are designed and the way they are trained and managed, will influence the standard of service received by the customer. Training will need to be innovative, to ensure that appropriate methods are employed to provide access for all, regardless of location and working hours.

The *NVO in Customer Care* will provide a recognised qualification for appropriate employees. Using evidence from actual service encounters to develop employees skills will assist in focusing on the real issues, which can affect customers' perceptions of service delivery.

For action plan see: Human Resource Strategy



#### **KEY 4: Communication and information**

A key feature of a good public service is that it provides the right information, at the right time in the right format. Customers' expectations of a service can be influenced by word of mouth, personal need and past experience. Understanding these sources and their effect on expectations can result in a more focused communications strategy.

Managing expectations through external communications is an important part of any effort to influence customers' perceptions of delivered service. As public services place increasing emphasis on quality, there is a growing need for services to work together, so as not to re-invent the wheel. It is important that innovation and best practice is shared.

Attitudes and behaviour can be influenced by good communications. Publishing information about standards of service, progress and achievements will shape customers' expectations. Information must not over-promise and under-deliver, rather it should be honest, reliable and accurate. Attitudes can also be influenced by the way in which information is conveyed, the medium used, the tone of the message and the quality of presentation.

The further application of a corporate identity will improve the quality of published information provided to customers, by incorporating best practice standards for publications and providing a more corporate identity to reflect the need to appreciate the diversity but unity of the Department, as one organisation, not a disparate group of individual services or businesses.

To ensure that published information is up to date and meets best practice and organisation-approved standards, a regular Department wide audit will be completed. The creation of user panels should be considered; to ensure that information is user friendly, accessible and any gaps in information provision, can be identified by user groups.

To improve access to information about quality and customer service and how well we are performing, a number of initiatives will be employed to supplement the current *Programme of Planned Media Intervention*. This will include a re-launch of the Isle of Man Quality Forum, a public service and private sector partnership which aimed to promote excellent customer service and further development of the Department's website.

Just as important is the effective deployment of internal communications systems. Managers will need to re-examine current formal internal communications to ensure that the most efficient and effective system is employed. Effective communications can accelerate the quality improvement process and reduce the risk of a breakdown between those delivering a service and those in charge of managing a service.

The Department's staff newsletter *InTouch*, has enormous potential to be further developed to include communicating policy, formal business information and staff achievements, both in and out of the workplace. The newsletter provides a valuable communication forum both internally and externally, as it is delivered to employees, media organisations and some members of the public.

The Department's website provides a unique opportunity to provide detailed information about every service that the Department provides. The census report of 2001 stated that 50%



#### **Key 4: continued**

of Island residents had internet access, though this figure is now much higher it still shows that the majority of residents could potentially visit the website. However as a customer service tool the website is under utilised. An Exit Poll conducted in 2002, revealed that only 29% of customers used the Internet. Although this does not reflect a significant percentage of total customers and does not account for future customers who may use the service, a third of the customers polled could have accessed information online. More recently, there has been a rapid increase in the use of M-technology, which removes the need for a computer allowing even easier internet access.

At the moment the Department's website is fairly static, in some areas providing limited added value for both customers and the Department. This means that a potentially vital tool for the improvement of customer service is underutilised. There is an opportunity to develop the site in terms of providing useful and comprehensive information and as a framework for a 'one stop shop' information helpline.

By making provision to continually improve and add to the online service, the Department will ensure that customers receive information that is more accurate, received faster and convenient. The future development of the website must allow for the fact that customers are increasingly Internet literate and the ease and speed of accessing the Internet is improving on a yearly basis.



## KEY 4

### Action Plan

To improve access to information and communications with, and from, the customer and employees, a variety of media will be employed.

- ~ Completion of Department-wide communications audits
- ~ Development of further ways to promote the Department to include appropriate local community magazines, local and UK journals, Internet and Intranet
- ~ Publication of an *Index of Customer Service Standards*, detailing all service standards available to the customer.
- ~ Re-introduction of the *Isle of Man Good Practice Guide* in an electronic version, to highlight good practice and enable staff to share innovative practice
- ~ Further development of the Department's public image, to include introduction of standards of publication (corporate identity) to improve the quality of public information and provide the Department with a more unified public image
- ~ Development of a corporate promotions package for use at public events, exhibitions and conferences
- ~ Completion of a Department wide audit, to ensure that published information meets best practice and organisation-approved standards
- ~ Creation of user panels to ensure that published information is user friendly and any gaps in information provision, can be identified
- ~ An *Isle of Man Quality Forum* re-launched to provide a means of identifying and sharing best practice, consulting with and between public and private sector organisations
- ~ Further development of the Department's website
- ~ Staff Survey – circulation of a staff survey on no less than a 2 year basis
- ~ Focus Groups, open forum debates and use of the Intranet to consult employees
- ~ Further development of the staff newsletter (*InTouch*) to include regular columns communicating policy and other business information



Milestones	Target Date
<b>April 2005 – March 2006</b>	
Completion of the first Department wide Communication Audit	April 2005
Quality and customer services standards agreed for every main service area and an <i>Index of Customer Service Standards</i> published	May 2005
Second staff survey issued	July 2005
Information available in alternative formats e.g. large print and audio tape	August 2005
Launch of staff team award ( <i>Top Team Award</i> )	September 2005
Development of a corporate promotions package	October 2005
Review of DHSS website - corporate pages	November 2005
Review of DHSS Intranet pages	December 2006
Development of a communication strategy	January 2006
Audit of the DHSS Business Plan	February 2006
Review of customer comment formats including electronic methods	March 2006
<b>April 2006 – March 2007</b>	
Development of a <i>Guide to Isle of Man Health and Social Services</i>	April 2006
Identified employees offered training in qualitative methods of obtaining customer opinion	May 2006
Further development of the staff newsletter ( <i>InTouch</i> )	June 2006
Development of further ways to promote the work of the Department	July 2006
90% of new employees attend the corporate induction session within 8 weeks of commencing employment	July 2006
Review of information received from informal and formal comment procedures	August 2006
Completion of a Department-wide audit of publicly available information	September 2006
Creation of User Panels to develop the quality of published information	October 2006
Re-introduction of (electronic) Isle of Man Government Good Practice Guide	November 2006
NVQ in Customer Service and other appropriate packages offered	January 2007
All employees given opportunity to attend a customer service core training session	February 2006
Introduction of 'mystery customer' type initiatives	March 2007
<b>April 2007 – March 2008</b>	
Isle of Man Quality Forum re-launched	May 2007
Introduction of a 'one stop service' point	July 2007
Introduction of a wide range of service audit programmes	August 2007
'Tracking' customer experience	September 2007
Identification of key service characteristics using a variety of service audits	October 2007
Standardisation of some tasks to improve efficiency	November 2007
All main service areas committed to appropriate quality improvement models	December 2007
Benchmarking of outcomes of service audit against best practice	March 2008



## Conclusion

The Department's first quality and customer service strategy provides a framework to ensure that a common vision within a multi disciplinary approach is adopted for all quality and customer service issues. One that will provide the public with a continuously improving service, which has quality at the forefront in everything it does.

Milestones have been set to measure the success of The Strategy in the coming years and to enable customers to judge whether it is successful. An annual progress report will be made available to employees and published externally. The success of The Strategy will be dependent on local implementation to achieve its vision. This will require innovative and imaginative thinking from employees who are committed to the principles and values contained within The Strategy. Change will be achieved through a process recognised in individual performance measures and reward and recognition systems.

Working in partnership with customers, will ensure that quality and customer service provided, is based on real lives and delivers what real people want. Improvements to service will be a continuous and ever changing process, as customers' needs and expectations change over time.

December 2004



## Glossary of Terms

1. Customer - refers to any person who is the 'intended ultimate beneficiary' of the service provided by the Department of Health and Social Security. This includes:
  - ~ external customers - patients, clients, residents, relatives and carers
  - ~ internal customers - employees
2. Head of Division – refers to the appointed service leader for each of the three Division
3. Line Manager - refers to the immediate manager of an individual employee
4. Employee - refers to all Department employees whether part time, full time, temporary or permanent.
5. Corporate – refers to those activities, which are undertaken on behalf of the whole organisation and apply equally to all employee groups.
6. Investors in People – a national standard for investment in employee training and development. The standard is externally audited.
7. ISO 9000 series - a quality system that emphasises consistency of procedures. A quality manual must be prepared which is subject to external auditing.
8. Chartermark - is both a standard of customer service and a quality improvement tool to assist organisations in service delivery to users. It helps organisations in practical ways focusing on delivery excellence in public service and is externally assessed.
9. Excellence Model (formerly Business Excellence Model) – this is a framework for (self) assessment and continuous improvement of organisational performance.
10. M-Technology – Mobile Technology – refers to WAP and Bluetooth technology for emails and internet.



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## Appendix A

The Isle of Man Government *Way Ahead* Strategic Programme is a statement about the way public services in the Isle of Man will be delivered. It builds on the work already completed and provides a framework for the delivery of improved performance and high quality public services.

The *Way Ahead* aims are:

- ~ to serve the public by provision of the highest quality of services
- ~ to strive to improve value for money for the taxpayer.

The Isle of Man Government is committed to achieving that purpose and in doing so values:

- ~ openness
- ~ fairness and
- ~ objectivity,

in order to develop mutually beneficial relationships with its customers.

The *Way Ahead* customer service principles are:

- ~ to understand the needs and requirements of the customer both within and outside the Island and to strive to provide high quality services within a framework of value for money
- ~ to be adaptable and approachable to our customers whilst having regard to an overriding framework of fairness and consistency
- ~ to treat all customers with courtesy, integrity and respect
- ~ to keep customers informed as to the standards of service they can expect and to publish procedures for customer dissatisfaction
- ~ to operate within a structure of inter-departmental co-operation encompassing mutual respect, confidentiality and professional integrity
- ~ to ensure whenever possible that information sources available to the customer are simple, in plain English and accessible.

There exist, within the common objectives of the Department of Health and Social Security, a number of specific aims, consistent with the *Way Ahead* Programme.

They are:

- ~ to improve public awareness and understanding of the Department's services and the limits on those services
- ~ to improve internal communications within and across service organisations and at all levels of responsibility
- ~ to provide quality services to the public.



## Appendix B

### Extract from the DHSS Business Plan 2004 - 07

#### Our Core Values

We are committed to the principles of public service, namely: -

- integrity
- equity and impartiality
- openness
- selection and promotion on merit

We will serve our internal and external clients and customers by:-

- treating them with courtesy and respect (and expecting the same in return)
- endeavouring to understand their needs
- striving for continuous improvement in quality
- securing best value for money
- communicating information and intentions clearly

We value our staff and will endeavour to develop their full potential by:-

- providing equality of opportunity for all
- promoting professionalism
- committing to the principle of personal and career development
- developing policies which encourage and recognise achievement
- openly exchanging information
- encouraging innovation



## Appendix C

### Code of Practice for the Delivery of Services to Customers (2000)

A *Code of Practice for the Delivery of Services to Customers (The Code)* was published in June 2000. *The Code* aimed to inform the public about the general standards of service they could expect to receive from staff, to include:

#### Consultation and Choice

You can expect us to:

- ~ provide an opportunity for customers to comment in relation to the delivery and review of services
- ~ periodically publish the results of consultation and where practical modify the service provided
- ~ provide choices, where feasible, in service delivery

#### Service by Telephone

You can expect us to:

- ~ respond quickly and courteously, identifying ourselves by name
- ~ be helpful and try to provide the information you require
- ~ try to deal with your enquiry without passing your call to another extension
- ~ take your details and call you back or write to you as soon as possible if we cannot answer your call

#### Callers

You can expect us to:

- ~ be polite, courteous and fair in our dealings with you
- ~ try to deal with your enquiry as soon as possible
- ~ respect your privacy when talking to you, arranging a private interview on request
- ~ try to ensure that queues are kept to a minimum

#### Home Visits

You can expect us to:

- ~ identify ourselves using official ID cards
- ~ provide you with relevant information and check that you understand
- ~ remember we are a guest in your home
- ~ be honest and open with you and expect the same in return

#### Letters

You can expect us to:

- ~ reply to your letter as soon as possible; if there is going to be a delay we will send you an interim reply explaining the position
- ~ write to you as clearly as we can and explain any technical terms
- ~ ensure that all letters carry a contact name and telephone number



## **Information**

You can expect us to:

- ~ provide information that is jargon free, timely, accurate and recognises the needs of people with disabilities
- ~ try to help you as best we can, if your business with us involves another Department
- ~ strive for simplification of rules, regulations, forms, information and procedures

## **Complaints**

You can expect us to:

- ~ ensure that if you wish to make a complaint that information is easily available to assist you to do so.



## Appendix D

### Extract from the Department of Health and Social Security Business Plan 2004-07

#### Departmental Objectives

##### Health Services

To maintain and, where necessary, improve the physical and mental health of the people of the Island through prevention and treatment of illness, disease and disability

To provide a comprehensive and readily available range of acute health services

To provide a comprehensive and readily available range of primary health care services

To ensure the co-ordinated provision of health and social services

To achieve greater awareness of the benefits of a healthy lifestyle

##### Social Security

To provide a comprehensive programme of benefits which is effective in meeting genuine need, encourages independence and provides incentives to work

To achieve greater awareness by the people of the Island of the various elements of the Social Security programme

To pay benefits, arrange for the collection and recording of NI contributions and carry out such other relevant services efficiently in accordance with the law and in a manner consistent with the needs of the individual

##### Social Services

To provide residential care and respite care for vulnerable groups in appropriate environments

To provide care services for relevant client groups in local settings which enable people to be cared for in their own homes or in homely environments and to live as ordinary a life as possible

To provide stimulating day time activities to enable people to lead more fulfilling lives

To provide services for children in need that are equitable and accessible

To provide good quality care and parenting for those children looked after

To protect children by promoting welfare of children in need and in their families in the community



To provide services for disabled children and their families that promotes their welfare

To promote well being of children with mental health problems and challenging behaviour by providing and developing services for them

To reduce incidence of youth crime

To provide advice and information for carers

To develop care provision with the Voluntary Sector

Provide in-patient and day treatment services

Provide an Older Persons Assessment Service

Provide Drug and Alcohol Services

Provide a Child and Adolescent Mental Health Service

Provide community based services for Adults

Provide rehabilitation continuing care of Adults

Provide Psychology and Counselling Services

### **Common Objectives**

To manage resources on the basis of value for money and public accountability.

To ensure adequacy of staffing levels and that all staff are appropriately trained, qualified and supervised in the roles for which they are employed.

To develop comprehensive information systems to support the management and policy-making processes.

To improve public awareness and understanding of the Department's services and the limits on those services.

To improve internal communications within and across service organisations and at all levels of responsibility.

To ensure that management and organisational structures are consistent with the need for effective, efficient and economical administration and use of resources.

To provide quality services to the public.

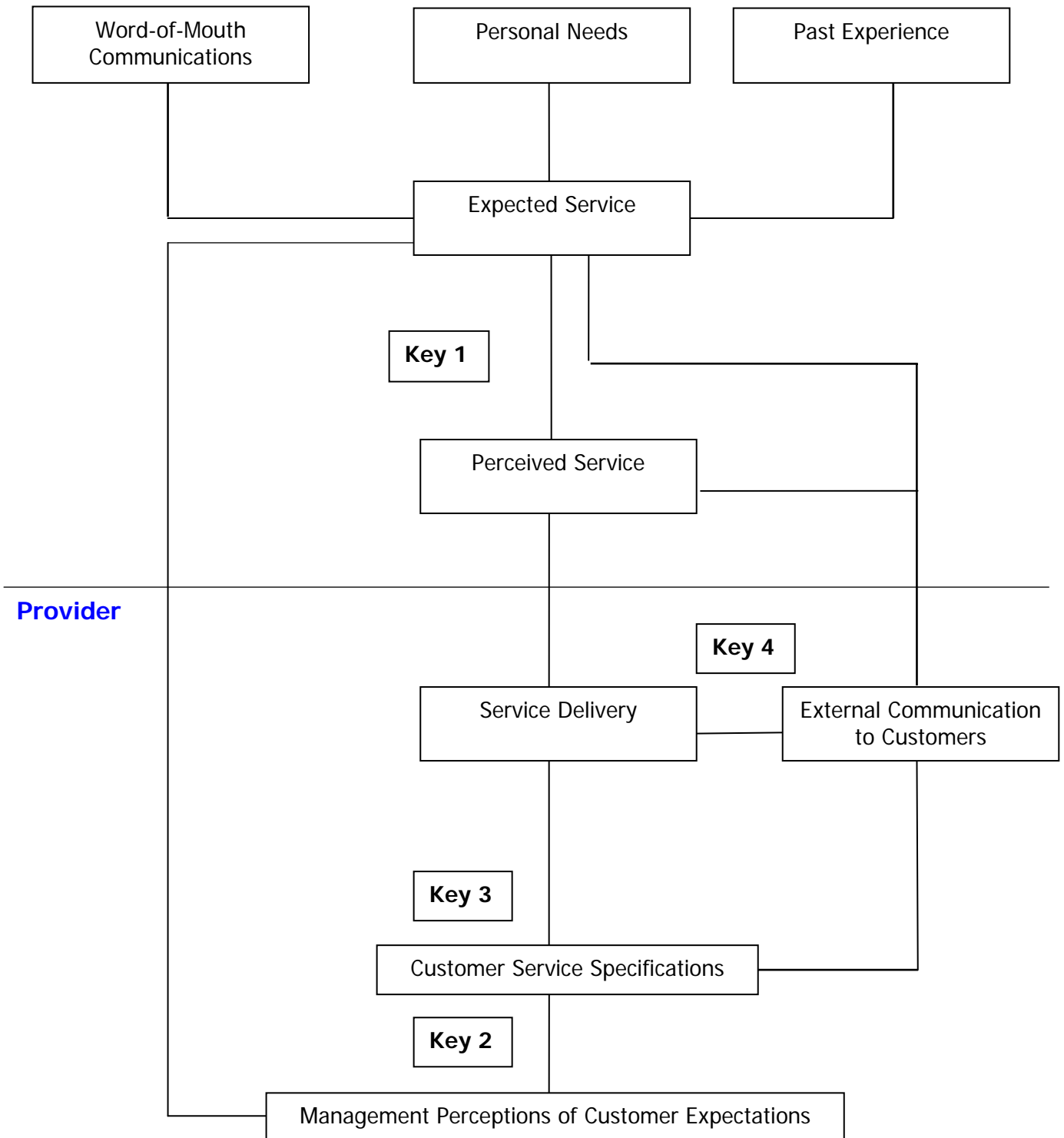
To promote high standards in the management of health and safety issues.



## Appendix E

Model used

**Customer**



Adapted from a conceptual model of quality, Zeithaml, Parasuraman and Berry (1990)