
To: Renfrewshire Integration Joint Board

On: 23 March 2018

Report by: Chief Officer

Subject: Performance Management Update

1. Summary

1.1 Performance information is presented at all Renfrewshire IJB meetings. The Performance Scorecard with all indicators aligned to the nine National Health and Wellbeing Outcomes is presented to the IJB twice yearly. The mid-year position for 2017/18 was presented to the IJB in November 2017 and the end of year position will be reported in June 2018.

1.2 This performance management focus report looks at our organisational health in the HSCP. Our vision is for Renfrewshire to be a caring place where people are treated as individuals and are supported to live well. This vision was developed through engagement with a wide range of staff, partners, carers and members of the community.

1.3 Our vision is underpinned by the professionalism, values and behaviour of our staff, by how our services and teams work, and by our leadership approach across the organisation. Through our approach to leadership, we ensure our wide range of staff feel valued, respected and engaged. In Renfrewshire HSCP, we work together, promoting a positive culture where people and performance thrive. By achieving this, we will see a positive impact on wider performance.

1.4 This focus report on organisational health provides an overview of performance in the following areas: sickness absence, Knowledge and Skills Framework, induction, Inspection and iMatter staff surveys, Nursing and Midwifery Council (NMC) registration, HSCP Workforce, and Communications.

2. Recommendation

It is recommended that the IJB:

- Approves the Performance Management Focus Report on Organisational Health 2017/18 for Renfrewshire HSCP.

3. Organisational Health Performance Reporting 2017/18

3.1 Sickness Absence

Sickness absence and a healthy workforce remain a priority for the HSCP and will be subject to continued performance monitoring and evaluation of work to ensure absence performance is improved and best practice is applied across the HSCP.

Although there has been some evidence of improvement in absence management in the last year, there are still many challenges and issues to address and overcome. We will seek innovative solutions to make further improvements in 2018.

The two employers of HSCP staff, NHS Greater Glasgow and Clyde (NHSGGC) and Renfrewshire Council, monitor sickness absence rates in different ways. The Local Delivery Plan (LDP) standard is for NHS Boards to achieve a sickness absence rate of 4% or less. In line with the reporting requirements for Scottish Councils, Renfrewshire Council's staff absence is expressed as a number of work days lost per full time equivalent (FTE) employee. The target at quarter 2, 2017/18 was 1.79 days per full time equivalent employee.

Table 1– NHS staff

Renfrewshire HSCP	2017	2016
Jan	6.13%	6.6%
Feb	6.25%	6.61%
Mar	5.67%	7.05%
Apr	4.98%	5.64%
May	4.98%	5.09%
Jun	5.37%	6.14%
Jul	5.15%	5.66%
Aug	5.15%	5.04%
Sept	5.15%	5.06%
Oct	5.96%	6.27%
Nov	6.15%	6.53%
Dec	6.21%	6.25%

Table 1 – Monthly Absence statistics 2016 and 2017 inclusive

- Table 1 shows that for ten of the twelve months in 2017, absence rates improved compared to the corresponding month in 2016.

Whilst the 4% target was not achieved in 2017, there has been some improvement in the last year with April and May 2017 showing 4.98%.

Adult Social Work Service absence performance from quarter 3, 2015/16, to quarter 2, 2017/18 is detailed in Table 2, overleaf.

Table 2 – Renfrewshire Council Adult Social Work Services

Year	2015/16		2016/17				2017/18	
Quarter	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Work days lost	4.15	3.68	4.29	3.95	5.03	3.65	2.36	3.88

The table shows that work days lost in quarter 3 of 2015/16 averaged 4.15 days per full time employee. Although performance has fluctuated over the two year period, it has reduced slightly to 3.88 days per employee in quarter 2, 2017/18.

3.2 **Staff Flu Vaccination Programme 2017/18**

Despite this issue receiving high profile awareness over recent months, staff uptake of the flu vaccine is below 40%. This may have had a seasonal influence on absence this winter as viruses related to colds and flu have seen a spike, mainly impacting on short term absence in recent months.

3.3 **Supporting Attendance Activity**

Planned actions to improve sickness absence performance include:

- Human Resource (HR) Teams continuing to work closely with service management teams to identify areas that require additional support;
- A Council review of current attendance policies. Meetings have taken place with trade unions to ensure this is a fully collaborative process;
- HR Operational Teams continue to proactively advise and support managers, particularly in teams where absence rates are high;
- The delivery of supporting attendance training for managers; with the provision of tailored training for managers and employees at a service level;
- Ongoing health improvement activities and support through Healthy Working Lives, aimed at raising employee awareness of health issues.

3.4 **Healthy Working Lives (HWL)**

The HWL programme is promoted by an Active Staff health group. Staff are given the opportunity to take part in a number of workplace activities to support their health and wellbeing. Activities include yoga, pilates, salsa and walking challenges. Information awareness sessions have also been provided on topics such as menopause, mental wellbeing and healthy eating.

3.5 **Absence Management Codes**

We have recently reinforced the importance of improved recording of absence causes. There are still a number of absences within Renfrewshire HSCP being recorded on the SSTS payroll system using the SWISS Codes 98/99 (other known causes and unknown causes/ not specified). Arrangements are in place for those authorising SSTS to check that no absence is recorded under codes 98 or 99 prior to authorisation. We have provided additional guidance to ensure a valid known absence reason is recorded and offered additional training where required.

3.6 **Staff Health Strategy 2017- 2020**

Underpinning the NHSGGC commitment to improving staff health, one recent initiative launched during 2017 is the provision of self-help resources for staff available on the HRConnect website. As part of its approach to supporting positive attendance at work, HRConnect has been updated to provide staff with a facility to easily access a range of self-help guides, information and advice on common issues. Four topics are covered including Money Advice, Carers' Advice, Mental Health, and Living Life to the Full. A recent dimension to this is the proposal to raise awareness of these resources across the Renfrewshire GP network and ensure staff can be signposted to these resources from their employer and/or their GP, where appropriate.

3.7 **Occupational Health Nurse**

From March 2018, we have secured the support of a designated Occupational Health Nurse to support Senior Charge Nurses in Mental Health Services to discuss more complex absence cases and receive guidance and support to manage these effectively.

4. **Knowledge and Skills Framework (KSF)**

4.1 75.9% of NHS staff recorded an up to date review on e-KSF at the end of January 2018, an increase of 7.8% on the January 2017 figure. The NHSGGC overall figure was 75% against the 80% compliance target.

4.2 Turas appraisal will be the new recording system for KSF reviews and will go live on 1 April 2018. Turas (Gaelic for 'Journey') is a single digital platform developed by NHS Education for Scotland. All information previously recorded on e-KSF will be available on Turas Appraisal from April 2018.

5. Induction

- 5.1 Standard induction completion has been at 100% compliance each month from March 2017.
- 5.2 Healthcare Support Worker mandatory induction completion was 100% in all months during 2017 except in December when it was 67%. This represents one employee who did not complete the induction process by the deadline date. Induction has now been completed.
- 5.3 Our 3 month (6 months for part-time staff) Induction Programme for new staff joining our organisation includes information on our core NHS values of: Care and Compassion – Dignity and Respect – Openness, Honesty, Responsibility, Quality and Teamwork – and how these values guide us in all that we do to make the biggest difference to patients and their families.

6. Health Care Support Worker Code of Conduct

- 6.1 All 337 RHSCP NHS staff required to complete the Code of Conduct have now done so. The HCSW Code of Conduct is a national code introduced by the Scottish Government (CEL 23) in recognition of the important role Healthcare Support Workers play in patients' experience of care and services in NHS Scotland.

7. Inspection and iMatter Staff Surveys

- 7.1 The Joint Inspection of Adult Health and Social Care in Renfrewshire took place between October and December 2017. In preparation for the inspection, Renfrewshire Health and Social Care Partnership undertook a self-evaluation. The inspectors then carried out a series of onsite scrutiny sessions with staff, partners, providers, carers and service users.
- 7.2 In addition, a staff survey was undertaken by the inspectors and the results will inform the inspection report. The results of the survey were presented to the Health and Social Care Senior Management Team on 10 November 2017. The response rate (34%) was the highest received by the inspection team and it was noted that the overall response to the questions was more positive than the national average. Focus groups have been set up to explore staff responses in more detail.
- 7.3 The first run of iMatter in Renfrewshire yielded positive results in both response rates 65% and engagement scores 77%. We hope to build on this in 2018.
- 7.4 Awareness sessions for managers on the function and process for iMatter were carried out in January/February 2018. 'Drop in' sessions

will be held in March to assist managers to plan their team discussions on their results and the development of team action plans.

- 7.5 Team Bulletin in January acknowledged the positive response in 2017 and encouraged all staff to complete the 2018 questionnaire before the deadline of 5 March 2018.

8. Nursing and Midwifery Council (NMC) Registration

- 8.1 Revalidation for nurses and midwives was approved by the NMC on 8 October 2015, with implementation date being 1 April 2016.
- 8.2 Revalidation builds upon post registration education and practice (PREP), and was a change in how nurses maintain professional registration with the NMC, through providing evidence of practice and continuing professional development related to the Code (Professional Standards of Practice and Behaviour for Nurses and Midwives 2015).
- 8.3 Revalidation is not about making an assessment of Fitness to Practice, it is about promoting good practice across the whole population of nurses and midwives, as well as strengthening public confidence in the nursing and midwifery professions.
- 8.4 There is a robust process in place across HSCPs to minimise the risk of staff lapsing from the register, although it is important to reinforce that this is the responsibility of the practitioner.
- 8.5 In Renfrewshire the process is demonstrated as a process map, where staff are prompted in advance of dates required, in addition to continuous prompts from the NMC.
- 8.6 Since April 2016, nursing staff due to revalidate have all revalidated successfully.

9. HSCP Workforce

- 9.1 The Organisational Development and Service Improvement Strategy takes into account future changes in corporate priorities, objectives, and legislative and regulatory changes. It reflects ongoing changes in the profile of the HSCP workforce, their development needs and succession planning as services change in the future to meet service demand. Table 3, overleaf, shows the current workforce demographics.

Table 3 – Workforce Demographics

Age Bands	Renfrewshire Council Workforce Data		NHS Workforce Data		HSCP Total		% of Available Workforce
	Headcount	WTE	Headcount	WTE	Headcount	WTE	%
16-20	3	2.35	3	3	6	5.35	0.25
21-30	126	104.32	119	107.76	245	212.08	10.04
31-40	192	156.05	243	195.84	435	351.89	17.82
41-50	319	256.26	378	311.37	697	567.63	28.55
51-60	472	382.1	422	356.36	894	738.46	36.63
61-65	97	74.59	46	36.73	143	111.32	5.86
66+	16	10.72	5	3.47	21	14.19	0.85
Total	1225	986.39	1,216	1,014.53	2,441	2,000.92	

Source: Renfrewshire HSCP/Renfrewshire Council

- 9.2 Over a third of staff working in the HSCP are aged 51 to 60 and almost half of the workforce are in the 31 to 50 age bracket. The total headcount of 2,441 shows similar numbers of staff in the HSCP are employed by Renfrewshire Council and NHSGGC.

10. Communications

- 10.1 The Communications Evaluation Report (Appendix 1) is produced monthly to summarise activity and analytics of the HSCP website and social media platforms. The infographic shows activity such as total website views, most popular web pages, social media audience reach, and engagement on Twitter and Facebook. These reports show managers and staff how the platforms are performing and which areas can be improved on. They demonstrate the reach of social media and the potential to use it more widely.

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community Planning** – None
4. **Legal** – Meets the obligations under clause 4/4 of the Integration Scheme.
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – None
9. **Procurement** – None
10. **Risk** – None
11. **Privacy Impact** – None

List of Background Papers – None.

Author: Clare Walker, Planning and Performance Manager

Monthly Evaluation Social Media & Website

January 2018



Website Analytics - Page Views

Total page views on website -
5,922

Total unique page views -
4,111

Most visited website pages

- 1 Home page
- 2 About us
- 3 Adults & Older People's Services
- 4 Renfrewshire HSCP
- 5 Publications & Newsletters



Social Media Analytics

Total social media reach in December
50,162



TWITTER

706 followers
37 new followers
110 retweets



139 likes
10 replies
1,200 impressions per day

FACEBOOK

12,262 people reached



9 new page likes
370 page likes

Top Social Media Posts

- 1 Primary School Resources
5,300 reach
- 2 MSK NHS Infrom App
3,307 reach
- 3 Cervical Cancer Screening
3,200 reach



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