

# Workforce Productivity and Quality Model

## Self-assessment tool, action plan and evaluation

### Self-assessment tool

This tool is a practical and easy-to-use self-assessment tool to work out what your organisation is doing well and not so well around the four pillars of productivity and identify areas for improvement.

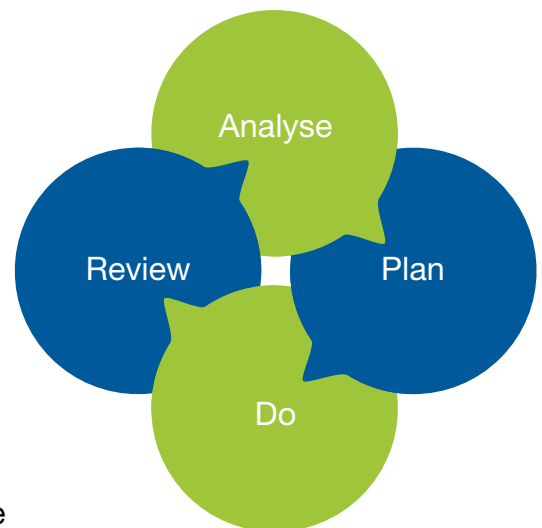
The tool can be completed as a whole or split it into bite-size chunks, whichever works best for your current situation and organisational structure.

It may be helpful to engage other staff and departments to undertake the same self-assessment, as there might be different perspectives of your current position.

The statements in the tool suggest some of the ways that you can self-assess your organisation – you can amend and/or add statements to fit with your organisational aims and objectives.

When you've completed the self-assessment, analyse the results and use the learning to develop an action plan (there's a template in appendix two to help). This will help you to plan how you're going to implement the changes and improvements that your organisation needs to make. The action plan can be shared widely across your organisation and with your stakeholders, to encourage a 'whole systems approach' to improvement.

Use a variety of resources to identify and plan for what success will look like in your organisation, how you will measure success and be guided by legislation, your organisations policies and procedures and CQC regulations.

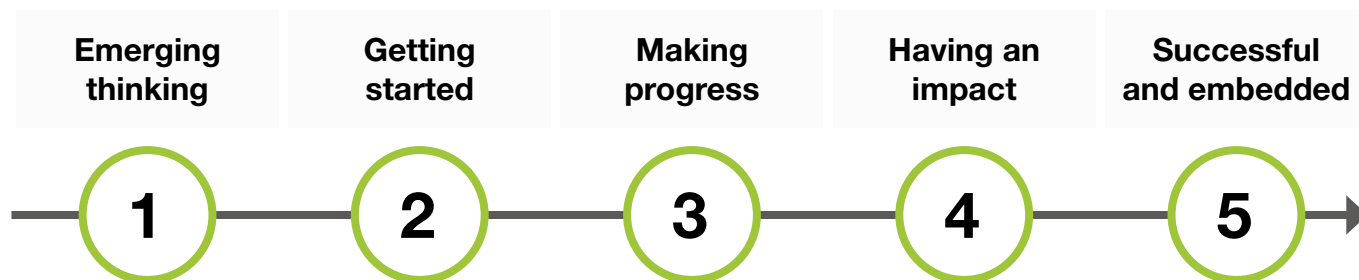


Active planning can be a step towards improving productivity, service quality, individual outcomes and even your CQC rating, by demonstrating how and where you have made changes and the impact of increased workforce productivity. Workforce productivity links closely to the CQC well-led Key Lines of Enquiry and you can include how you are using the model and tools, what you have learnt and what you plan to do next in your annual Provider Information Return.

We recommend that you re-visit the self-assessment at suitable points during the action plan implementation, to measure progress, success and adjust plans as required in line with the Analyse, Plan, Do, Review cycle. Remember it's just as important to re-visit and monitor the areas where you are doing well to ensure that quality improvements remain sustainable and consistent.

For further guidance on how to review where you are now, see section 2.1 of the Skills for Care Guide to Improvement here [www.skillsforcare.org.uk/guide-to-improvement](http://www.skillsforcare.org.uk/guide-to-improvement) 'Review where you are now and decide what you want to improve'.

Read each of the statements below and give your organisation a score of one to five, based on the scale below.



Statement	Score				
	1	2	3	4	5
<b>Vision, values, culture and supervision</b>					
There is a person-centred approach to the workforce					
The organisation has a clear vision, mission and values which are shared, understood and lived by staff					
There is a sense of teamwork across our organisation and individuals work well together					
There is intolerance of bullying, harassment and incivility					
There is a sense of identity within the organisation					

There is good open communication between staff at all level					
There is a positive learning culture which strives for continuous improvement without blame or recrimination					
The organisation fosters challenge					
<b>Inclusive leadership and management</b>					
We are a forward thinking organisation that allows for creativity and innovation					
We have a positive reaction to change and staff are encouraged to provide solutions to challenges					
Resources are managed well and allocated in the right places					
Leadership and quality improvement is everybody's business and equally owned					
Staff are engaged and feel valued as equal contributors to the organisation					
The purpose and value of regular appraisals is understood by staff					
We have ways of enabling workers to use their strengths to help us meet organisational objectives					
Those involved in developing policies and best practice understand the issues faced by frontline staff					
There are systems in place which help ensure we perform to a minimum set of standards					
<b>Learning and development</b>					
Staff training needs are regularly reviewed					
Staff have the right skills to perform the tasks that they are given					
We understand how competencies will need to change to manage future demand					
Staff feel comfortable asking for training					
Staff who have received training share knowledge with colleagues					

Staff understand why they are encouraged to take part in learning and development initiatives					
We respond to and record staff learning and development needs					
We know which training courses work best for us					
We have a relevant core competency framework					
<b>Health and wellbeing</b>					
<b>Job satisfaction</b>					
Staff feel trusted, valued and fairly rewarded for the work they do					
We have low turnover, good staff retention and progression opportunities					
Staff feel able to make autonomous decisions					
Staff are clear about what is expected of them and regularly receive constructive feedback on performance					
There is a perception of equity and fairness across the organisation					
Achievements are recognised and celebrated					
<b>Employee stress</b>					
Our policies enable staff to achieve a good work-life balance					
Staff don't face undue levels of stress and pressure to deliver the organisations values and goals					
Strategies are in place to support employee health and wellbeing					
The organisation's aspirations are achievable within the resources available without undue demands on the workload					
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<b>Relationships at work</b>					
Staff support each other and treat each other with dignity and respect					
Communication between individuals, peers and teams is built on mutual trust and diversity is embraced					
Staff are given time to build positive working relationships					
Collaboration and camaraderie are encouraged					
Positive team working is the norm					
<b>Levels of staff engagement</b>					
There are opportunities for staff to voice their opinions and ideas					
Staff feel listened to and are engaged in decision making					
Staff are able to work with others across the organisation to develop themselves and those around them					
Discretionary effort from staff towards the attainment of organisational goals is encouraged					
There is a healthy engaged committed staff team that rarely take time off sick					
<b>Digital technology</b>					
Our organisation is open to the opportunities that digital technology brings					
We have completed an assessment to establish how prepared and ready our organisation is to embrace digital technology					
Our leaders, managers and frontline staff proactively seek out opportunities to use digital technology					
People supported are encouraged to use digital technology to support their health and wellbeing					
We include developing digital skills as part of our learning and development strategy.					
Leaders, managers and frontline staff have the necessary skills to analyse our digital data and what it tells us about key issues.					

## Take Action

Now you have completed the analysis and identified areas of improvement of your self-assessment, use the template in **appendix two** to plan change, take action and monitor progress. You may find your planned interventions overlap and interlink across the 4 pillars of productivity and how you use digital technology.

Consider how you will know you've achieved what you set out to do. Take a 'SMART' approach to identifying your actions, targets and desired outcomes. **Things to help** - See section 2.1 of the Guide to Improvement [here](#) 'Plan and implement your improvement'.

<b>Processes</b>	Set of interrelated or interacting activities that transform inputs into outputs
<b>Inputs</b>	What is put in, taken in, or operated on by any process or system.
<b>Outputs</b>	The activities, services and products produced - what is delivered
<b>Outcomes</b>	The changes, benefits, learning or other effects that take place as a results of the service and activities provided - what is achieved.
<b>Personal outcomes</b>	Capture the changes and benefits experienced by people who use the services that have been provided by the care service.
<b>Indicators</b>	The signs and signal that are monitored in order to measure the progress in the delivery of services (Outputs and processes) and in the changes in brings about (outcomes).
<b>Monitoring</b>	The routine collection and recording of information, to keep track of day to day activities and progress. Its purpose is to provide regular feedback on how things are going and help make decisions.

### Things to help

Go to: [Practical approaches to workforce planning guide](#) and the [Workforce Outcomes Measurement Model](#) where you will find step-by-step approaches and detailed guidance.

### Ongoing monitoring

Plan a schedule of regular meetings to monitor progress.

Review your action plan regularly with everyone it affects to check it is on target. Address any issues, barriers or surprises that arise. Are there any emerging opportunities? Review and redefine targets as needed.

### Review and Evaluation

Having undertaken the activities, complete a review and evaluation using the template in appendix three. To review your outcomes, you need to be very clear about the priorities that you set and involve all partners in evaluation. Consider whether the changes you made achieved the desired outcomes.

**Things to help** - See the following sections of the Guide to Improvement [here](#)

2.3 'Monitor your performance and maintain quality'

2.4 'Provide evidence of your improvement for the CQC'

2.5 'Let people know you have improved'



## Appendix Three: Review and Evaluation Record

Review and record the overall results and impact of the interventions.

<b>What were the key achievements?</b>	
<b>What was the outcome/impact for:</b> <ul style="list-style-type: none"><li>■ people who need care and support</li><li>■ staff in your service</li><li>■ the organisation.</li></ul>	
<b>What have you learnt?</b>	
<b>Did the benefits achieved justify the investment?</b>	
<b>How will you report your findings and to whom?</b>	
<b>How will you celebrate success?</b>	
<b>Rethink, refresh and redefine. What will you do next to sustain improvements?</b>	