Social care workforce productivity and quality model

for adult social care providers and commissioners

December 2021

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Forewords

Oonagh Smyth, CEO Skills for Care shares her thoughts on productivity and quality care.

"For people who access care and support to live the lives they choose and receive high quality care and support, it is clear we need a skilled workforce, in the right numbers, with the right values, who are also valued and recognised for the work they do. We know that an employer's greatest asset is its workforce and that an engaged, valued and well supported workforce, working within a positive organisational culture is more productive and has an impact on the quality of care and outcomes for people supported.

We hope that the practical aspect and simplicity of the model, as well as a particular focus on employee health and wellbeing, will support both employers and commissioners to link the vital contribution of our social care workforce with the influencing factors of productivity and improve the quality of care and lives of people supported and their families."

Jon Sutcliffe and Hazel Summers from the Local Government Association worked closely with Skills for Care to develop the model. They told us that:

"The LGA welcomes the decision to publish this model as we enter the next phase of dealing with COVID-19 and look towards change and renewal in service delivery. The four pillars of productivity described fit well with the set of priorities for strategic workforce planning that the LGA's Care and Health Improvement Team is developing with the Association of Directors of Adult Social Services and Skills for Care. The LGA looks forward to working with Skills for Care on other aspects of service improvement.

When people have been working so hard in the challenging circumstances of the pandemic, it is always difficult to talk about concepts like productivity but the best way to pay tribute to staff is to ensure that their incredible hard work is well-directed and social care providers need to take the opportunity to look how they develop their organisations and their staff."

Acknowledgements

We'd like to acknowledge our thanks and recognition to the following for their support, input and feedback and feedback to develop the model.

- Local Government Association
- Coventry City Council
- The Lifeways Group
- Harbour Healthcare
- Community Integrated Care
- Select Support Partnerships
- Cheshire East Council
- North West ADASS Market Shapers Group

Introduction

Quality improvement ensures that your service delivers the highest quality, person-centred care and support that people expect and deserve, and meets and exceeds the CQC's fundamental standards.

Productivity focuses on how well a system can use resources to achieve its goals.

Last year, Skills for Care published an evidence review that looked at workforce productivity in adult social care. It identified four key factors that impact on workforce productivity:

- Vision, values, culture and supervision.
- Inclusive leadership and management.
- Learning and development.
- Employee health and wellbeing.

The social care sector has had to adapt significantly due to the pressures and challenges posed by the COVID-19 crisis.

Whilst the sector adjusts to new ways of working, wider use of digital technology and implementing learning from the crisis, this productivity and quality model can be a useful tool to support with resetting and recovery.

The simplicity of the model and tools can help to identify areas of concern to drive quality improvement and good care, as well as highlighting and providing an opportunity to celebrate successes. It has a key focus on the importance of engaging and valuing the workforce and employee health and wellbeing which will be crucial for service delivery, sustainability and quality care during recovery.

This model will help adult social care employers and commissioners to think about some of the ways that they can increase workforce productivity, based on these four factors.
It explains what workforce productivity is and uses an 'Analyse, Plan, Do, Review' model to help providers and commissioners increase the productivity of the workforce.

It gives you some questions that you can answer to help you to analyse how effective your organisation is around each of the key factors. This can help you to think about what's working well and not so well in your organisation and identify areas for improvement.

It also includes recommendations about some of the things that you can do to increase workforce productivity, and links to practical resources to help.

Adult social care employers can use the model as a framework to think about how they can make changes and improvements to increase productivity and improve quality. It can also help you to prioritise areas to focus on in terms of workforce planning for the future.

The model is practical and easy to use, described by one service provider as:

A simple toolkit to plot where you are and where you want to be and also be able to check progress along the way. The questions posed are relevant and also the Skills for Care hyperlinks can help those who want to dig deeper into the issues. Having a simple checklist is really useful and none of the process is daunting.

The self assessment tool was easy to use and the action plan helped me to prepare for my CQC visit.

Darren Robbins, Community Resources Manager, Coventry City Council

Workforce productivity links closely to quality improvement and the 'well-led' key line of enquiry in Care Quality Commission (CQC) inspections. You can include information about how your service is using the model and tools, what you've learned to date and what you plan to do next, in your annual CQC Provider Information Return. The model and tools can also be used to support productivity and quality improvement.

If your service is already achieving the CQC's fundamental standards, making continuous improvements is a key part of achieving a 'good' or 'outstanding' rating and will ensure that your service continues to meet the changing needs and expectations of the adult social care sector.

Commissioners can use the model to work together with providers on quality improvement, as well as exploring how to increase productivity and quality with commissioned services and the workforce that deliver them.

Workforce productivity: what is it and why is it important?

The traditional definition of productivity is a measure of efficiency that looks at the outputs provided by the process compared to the inputs consumed by the process. This is described as a 'productivity ratio' and can be readily applied to industries where production of a 'unit' is the main business.

This definition is now being extended to focus on how well a system can use resources to achieve its goals, and is taking a more holistic view of additional impacting factors, such as staff training and workplace culture.

Last year, Skills for Care published an evidence review that looked at workforce productivity in adult social care. From the review, we identified four key factors that impact workforce productivity, which we're describing as the 'four pillars of productivity'.

It showed that:

"This approach is starting to be applied within health and social care and the attention given to how we can improve productivity, given the current financial and policy context. Currently, there are no straightforward measures of productivity in adult social care, although the Office for National Statistics (ONS) are working on this."

Stable and productive workforce

| Vision, values, culture and supervision | Inclusive leadership and management | Learning and development | Employee health and wellbeing |

Four pillars of productivity
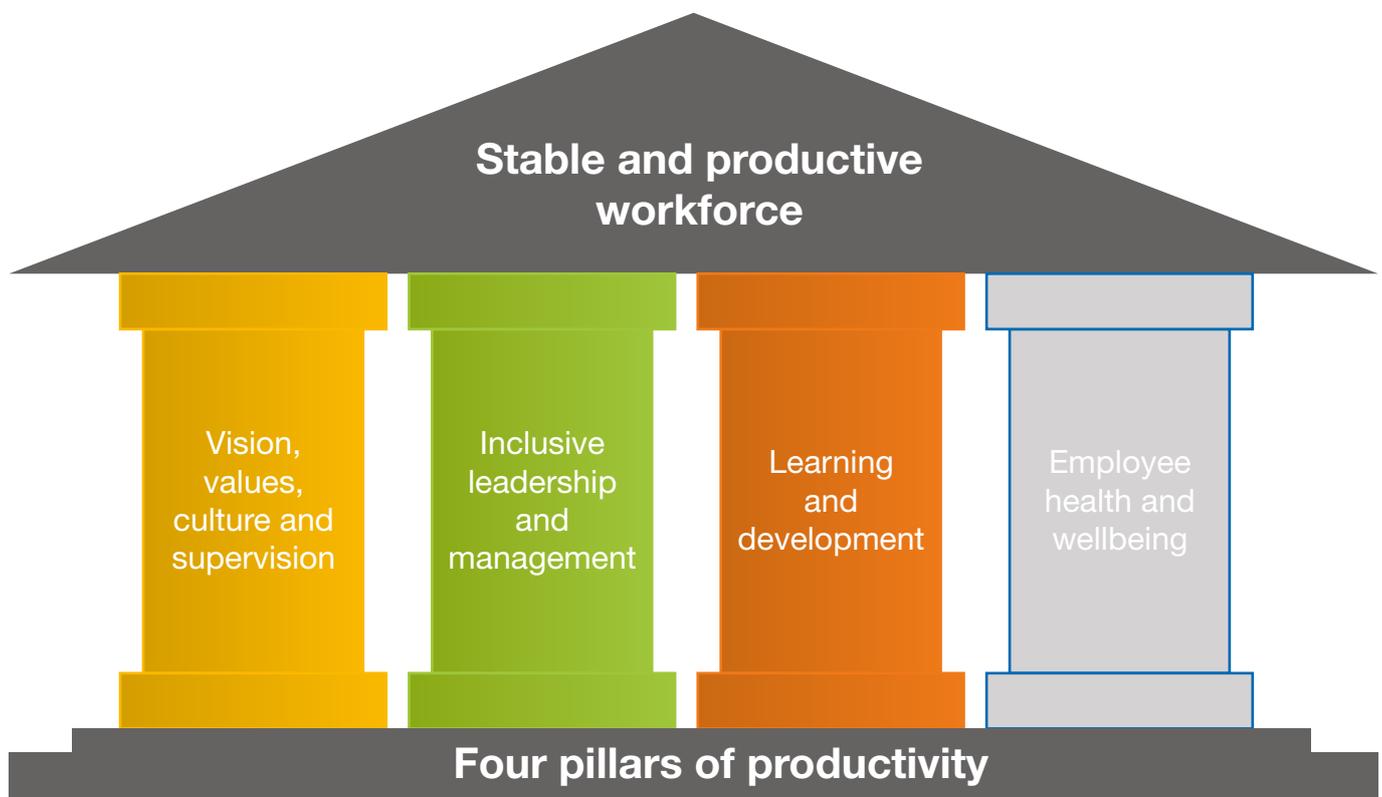
The diagram suggests that the four key factors are interconnected pillars, all of equal importance. This means that instability or poor progress in one or more pillar, can have a negative impact on productivity across the whole organisation.

The four pillars of productivity

In the previous section, we talked about the four pillars of productivity.

In this section, we explain a bit more about each pillar and why it's important in the context of productivity.

Vision, values, culture and supervision

Vision, values and culture can have a big impact on productivity – get them right, and they can be great tools to motivate staff and improve productivity.

Your vision statement defines your organisation's strategic direction and purpose, focusing on its goals and future aspirations – it gives everyone in your organisation a common goal to work towards, which can really motivate staff and improve productivity.

Workplace values define how your organisation and staff need to behave to achieve this vision. If your organisation has a clearly defined set of workplace values, and recruits staff that match them, it ensures that you have the right staff with the right values, to achieve your vision, making your organisation and workforce more productive.

A positive workplace culture will help your organisation to achieve its vision and provides the right working environment to enable staff to behave in line with your workplace values. Workplace culture refers to the character and personality of your organisation and is the force behind the way that your organisation, and staff, 'do things'. Therefore, workplace culture can have a big impact on productivity. Factors associated with a positive workplace culture include:

- strong leadership
- clear organisational vision and values
- peer to peer support, staff engagement
- support for learning and good team work

all of which can increase productivity.

Effective and reflective supervision is a great tool to embed your vision, values and culture with your workforce, and therefore increase productivity.

Inclusive leadership and management

Inclusive leadership and management is a way of leading and managing teams that includes others. When team members feel included, they're more likely to feel motivated and empowered, and therefore be more productive.

Some of the characteristics of inclusive leaders and managers include being people-orientated, a great listener and able to use the strengths and talents of their teams.

In practice, this type of leadership and management might involve actions such as, championing health and wellbeing initiatives, offering regular support for staff and managing resources to ensure that resources are appropriately allocated.

This style of leadership and management can help you to achieve positive outcomes, and increase productivity in your organisation when managing change and supporting innovation.

Learning and development

Learning and development ensures that staff have the right skills and knowledge to carry out their role effectively. Having the right people, with the right skills and knowledge to do the job, ensures that your workforce is productive.

Learning and development also helps staff to feel confident and competent at work, and when they see that your organisation is willing to invest in them, this can really motivate staff to do a good job.

Employee health and wellbeing

A healthy and happy workforce is more productive, so supporting employee health and wellbeing can help you to increase productivity.

The research found several factors that impact on staff wellbeing:
- job satisfaction
- stress and pressure at work
- relationships at work
- levels of staff engagement.

Job satisfaction

When staff feel satisfied with their job, they feel more empowered, motivated and dedicated to their role and the organisation.

There are lots of factors that impact on job satisfaction, including level of autonomy, reasonable demands, managers, pay and job security. Addressing some of these factors can help you to increase productivity.

Stress and pressure

When staff feel stressed or under pressure, they're not able to function to their full potential, which can reduce productivity.

Working in health and social care is rewarding, but inherently stressful. This is, in part, linked to the emotional demands of the job.

Research suggests that having a supportive work environment, realistic demands on time and effective managers can help to reduce stress at work. Initiatives that focus on recognising the signs and symptoms of stress and burnout, coaching, self-care and building resilience can also help to minimize the impact of stress and burn out.

Relationships at work

Having good relationships at work can help to create a positive working environment, improve staff morale and encourage better team work – which can all increase productivity. Research around relationships at work and productivity particularly focus on the impact of workplace bullying, and the negative impact it has on productivity. NHS Improvement's 'Developing People Improving Care' framework, sets out a condition for leaders to create an environment where there is no bullying and where staff feel safe and empowered to learn and develop.

Levels of staff engagement

Engaged staff are more likely to feel a sense of attachment and loyalty to your organisation and are more likely to invest in their role – some estimates suggest that they perform 20% better than less engaged colleagues. There are also lower rates of absenteeism amongst engaged staff.

Research suggests that having purposeful and meaningful work, being involved in decision making, engagement with managers and recognition and rewards are some of the best ways to engage staff.

Digital technology: what to consider?

The initial research identified that there was little evidence of the impact of digital technology on workforce productivity in adult social care.

However, digital technology is thematic with the key factors of productivity, including the use of data and analytics, assisted living technology, workforce digital learning and staff wellbeing.

As the use of digital technology becomes more prominent in the health and social care sector, we recognise that it could have the potential to influence productivity. Therefore, we've included some 'digital technology' statements within the self-assessment tool, and have signposted to relevant resources in the 'Things to help' section.

Digital innovation can support services to:

- Improve the quality of care and support.
- Be transparent and accountable to people you support, their families and friends, about how we use their information.
- Support individuals to remain independent for longer, for example, through assisted living technology (also referred to as technology abled care).
- Improve the quality and efficiency of information sharing between health and social care.

Here are some of the things you need to think about before you can benefit from the possibilities of being 'more digital':

- Getting your organisation ready.
- The skills of your staff.
- Your confidence to make the changes necessary and drive change.
- Compliance with data storage, collection and sharing regulations and UK General Data Protection Regulation (UKGDPR).

About the model

Who is the model for?

This model is designed for:

- **Adult social care employers** that want to improve productivity and quality within their workforce.
- **Commissioners** that are working with adult social care employers, as part of their market shaping responsibilities, in terms of workforce planning and quality improvement.

Why should adult social care employers be interested in productivity?

The productivity model can support employers to recognise how the 'pillars' of productivity can impact on the stability of their workforce.

For registered providers, the model aligns with key messages from the Care Quality Commission (CQC) Key Lines of Enquiry (KLOEs), particularly 'well-led', and can be used to provide evidence for your inspection about how your organisation is driving quality improvement. The table on the next page gives some examples of how the model aligns with the 'well-led' KLOE.

Registered providers are required to demonstrate and promote a positive and open culture with good governance arrangements and clear levels of responsibility and accountability. By adopting the model, providers can demonstrate their commitment to quality improvement and be able to evidence progress through using the associated tools to identify, actively plan and review actions based on identified priorities.

Non-registered providers will also find the model useful – it provides a way to understand the wider factors that impact on quality, productivity and stability of the workforce and how these can be addressed.

As well as improving productivity, using the model can have other benefits. For example, if you use the model to improve staff engagement and support with health and wellbeing, this can positively impact staff recruitment and retention, reduce absenteeism and improve continuity of care – which can also ensure high-quality care and support.

This will also help you to prioritise your future workforce needs to meet your business objectives, ensuring you have a workforce of the right size, with the right attitude, values and skills organised in the right way.

Why should adult social care commissioners be interested in productivity?

This productivity model can support commissioners to put in place a stable workforce to deliver high quality care and support.

Local authorities are required to develop a 'market' that delivers a wide range of sustainable and high-quality care and support services for their communities. This ensures that the people you support, and their families and carers, can access the support and services that they want and need, and have choice over how their needs are met.

This requirement can be achieved through the local authorities strategic commissioning and contracting practices.

The model assists providers and local authorities to work together to look at what is working and what they need to focus their time and resources on to drive improvements, quality and leadership.
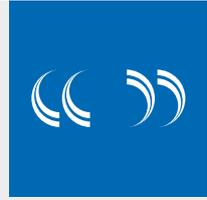
Liz Hopper, Contract and Quality Manager
Adult Social Care and Health, Cheshire East Council

It's recommended that local authorities take a whole-systems approach, which involves different organisations and professions working together. You should also publish a 'market position statement', which outlines what care and support services people need, what's available at the moment, and what services your local area will need in the future. This will help you to understand, facilitate and engage with the local care market.

When you commission a service, it includes commissioning the workforce that will implement the service, and you need to consider how productive this workforce is.

If the services that you commission are effectively achieving the 'pillars of productivity' in this model, this results in better care and support, value for money and a more stable market, which increase productivity.

Productivity and the CQC Key Lines of Enquiry

This table gives some examples of how the model aligns with the 'well-led' KLOE for adult social care.

Well-led

By well-led, we mean that the leadership, management and governance of the organisation assures the delivery of high-quality and person-centred care, supports learning and innovation, and promotes an open and fair culture.

Pillar of productivity	Well-led KLOE	Well-led ratings characteristics for 'good'
Vision, values, culture and supervision	W1: Is there a clear vision and credible strategy to deliver high-quality care and support and promote a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people?	Leaders and managers shape its culture by engaging with staff, people who use services, carers and other stakeholders. It has clear, person-centred vision and values that include honesty, involvement, compassion, dignity, independence, respect, equality and safety. Staff understand the service's vision, values and strategic goals.
Inclusive leadership and management	W4: How does the service continuously learn, improve, innovate and ensure sustainability?	Quality assurance arrangements are robust and identify current and potential concerns and areas for improvement. Leaders and managers are available, consistent, and lead by example. They model open, cooperative relationships.
Learning and development	W4.1: Are resources and support available to develop staff and teams and drive improvement?	There is a strong focus on continuous learning at all levels of the organisation. Staff have objectives focused on improvement and learning.
Employee health and wellbeing	W3: How are the people who use the service, the public and staff engaged and involved? W3.1: How are staff actively involved in developing the service? Are they encouraged to be involved in considering and proposing new ways of working, including ways of putting values into practice?	The service proactively engages and involves all staff (including those with particular protected equality characteristics) and ensures that the voices of all staff are heard and acted on to shape services and culture. Staff feel respected, valued and supported. Their voices are heard and acted on.

The future- Taking a whole system approach to workforce and commissioning.

Workforce shaping and commissioning is a strategic function across a local area that helps employers and other partners balance demand with supply. Commissioners will shape the market taking into consideration financial implications and needs of the locality, as well as considering the workforce implications of how that market should look.

Workforce planning is how employers, organisations and people who access services review the market and commissioning plans to turn their business plans, care plans and aspirations into the practical reality of workers undertaking the roles and tasks they require.

Following this guide can also help employers to think about future workforce planning e.g. if taking a digital approach (a highlight in a commissioning strategy, for instance) - will this require new skills within the workforce – can learning and development enhance existing skills or are their new types of worker you need?
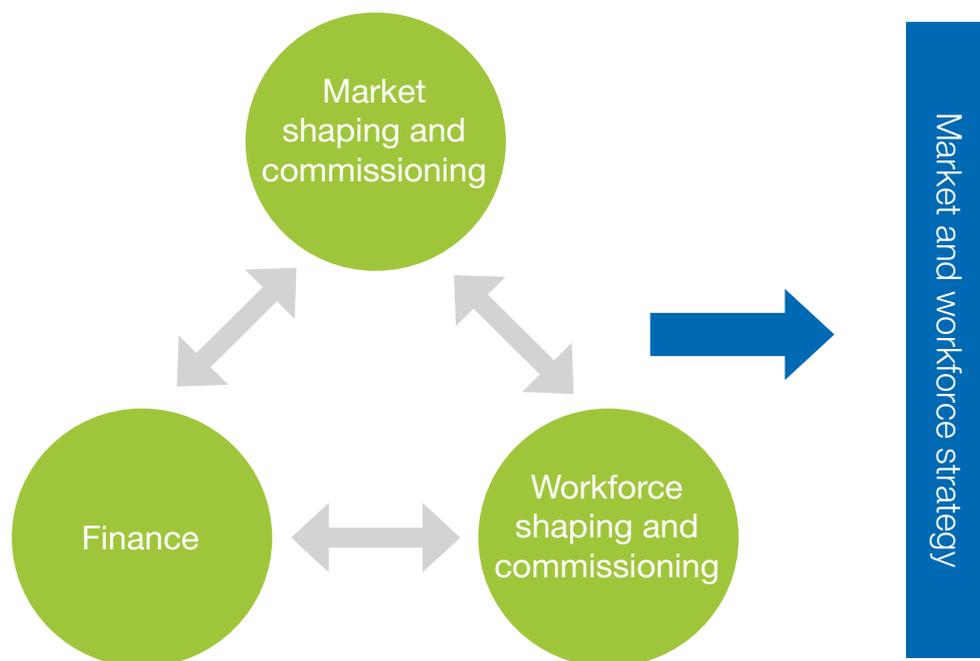
Current advice from the evidence review suggests providers focus on identifying outcomes of productivity which are important to individuals or organisations and use these as a starting point for measuring improvements.

Using this model, and the Commissioner market position statement/service specification/ contract compliance requirements will help you to consider the workforce implications for your business. Workforce planning is an essential part of ensuring that you have the right people, with the right attitudes, skills, values and experience providing the care and support your business offers. A workforce plan sets out your future workforce needs to meet your business objectives as identified in your business plan and supports the development of a local stable quality care adult social care market.

How to use this model?

This model gives you some questions that you can answer to help you analyse how effective your organisation is around each of the four pillars, and explore how productive your workforce is. This can help you to think about what's working well or not so well and identify areas for improvement in your organisation.

It also includes recommendations about some of the things that you can do to increase workforce productivity, and links to practical resources to help.

By using this model as a framework, and engaging with all of the pillars regularly, you can find ways to increase productivity.

It's based on the 'Analyse, Plan, Do, Review' model, that brings together all aspects of planning into a coherent, unified process.
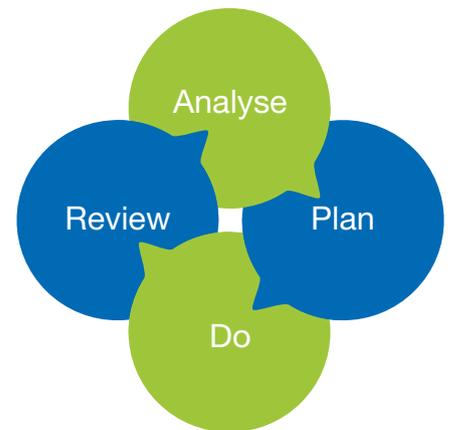
Analyse the what

The 'Things to measure' section gives you some questions, mapped under each of the four pillars of productivity, that you can answer to help you to 'analyse the what'.

You can use these questions, and add questions of your own, to help you to think about what's working well and not so well in your organisation and identify areas for improvement.

You can also use the self-assessment tool in appendix one. The statements in the self-assessment tool will help to shape your thinking around the questions in the model further.

Remember, the four pillars of productivity are interconnected and of equal importance – if there's instability or progress in one or more pillar, this can have a negative impact on productivity across the whole organisation.

Plan the how

The 'Things to do' section can help you to 'plan the how'. It gives you practical ideas and recommendations about how to increase productivity in each 'pillar'.

You can also use the template action plan in appendix two to set out what you're trying to achieve, what changes you're going to make and who'll be involved.

Do the transformation and review the results

There are resources to help you to 'do the transformation' in the 'Things to help' section.

You should 'review the results' as you make these changes, to support a continual cycle of improvement. You can use the self-assessment tool in appendix one as a measure of good practice, and map your progress on the action plan in appendix two.

Use the template in appendix three to complete a final review and evaluation of the overall results and impacts of the interventions.

Key assumptions to effective workforce planning, shaping and commissioning - applied to productivity

Effective workforce planning, shaping and commissioning ensures that your market has enough of the right staff, with the right skills and knowledge, to meet the wishes, aspirations and needs of the people you support.

There is a set of key assumptions of effective workforce planning, shaping and commissioning that outlines some of the best ways to do it well, and we can apply the principles to workforce productivity.

Effective workforce planning, shaping and commissioning to increase productivity requires:

- Strong, effective and shared leadership, at all levels, with a focus on continuous improvement, quality and outcomes.
- Commitment, support, participation and collaboration from everyone involved in the process, including leaders at all levels, the workforce, people supported, families, carers, communities, adult social care providers, commissioners and other professionals.
- Effective communication and information sharing with everyone involved, internally and externally, throughout the whole process – this is crucial to building open and honest working relationships.
- Shared responsibility and accountability for performance and achievement of goals.
- Positive appreciation for the contribution that each party makes to the delivery of person-centred care and support.

Getting started with workforce productivity

Increasing workforce productivity requires time and investment. This checklist outlines some of the things that you need to consider, before you get started.

✅	Do you have a clear statement about the vision and purpose of service priorities, that is widely understood? If not, what can you do to develop one and when will this will be done? Use a co-production approach to involve people who use the service and other stakeholders to develop and/or review your plan.
✅	Do you have strong leadership buy-in? Leadership buy-in is important both strategically to get started, as well as everyday leadership across the organisation. Do you have the support from corporate leads across the organisation e.g. HR, Finance and Governance?
✅	Who is best placed to lead the process? Identifying a key strategic lead to drive the process forward is essential to the success of this process.
✅	Have you identified who will project manage the process? Is it feasible or necessary to fund a dedicated post? Can you use existing structures to implement the approach or what needs to change?
✅	How will any improvements be funded? Will you give this a dedicated budget, or will it be built into existing service or workforce development?
✅	Do you have a workforce group to help steer the work? Having a dedicated group helps to focus on workforce challenges and priorities.
✅	How will you keep all partners involved, keep the momentum going and monitor progress? Are internal colleagues clear about the proposed implementation of the model and expected impact on productivity, quality and the workforce? Developing a marketing and communications strategy as part of your planning, will ensure key stakeholders are engaged and on board.

✓	How will you engage others to understand how the model works and its concept, for e.g. hold an introductory session with key colleagues? Ask others to complete the whole self-assessment tool or specific sections to identify areas of development to get started with initially. *"Don't have to do the self-assessment all at once – concentrate on one urgent area – make it more modular and bitesize."* **Darren Robbins, Community Services Manager, Coventry City Council**
✓	What is your contingency plan if key people go on long term absence or if they leave? How will you ensure the process continues if there are personnel changes? Make sure everyone has a full understanding of the project with regular communication from the outset.

Productivity and quality model case study

We asked one of our productivity steering group members, Darren Robbins, Community Resource Manager from Coventry City Council how he had tested out the productivity and quality model with colleagues in his local area.

Darren told us how he got started:

I engaged colleagues from across mental health, learning disability and older people services, as well as commissioning colleagues. Most services were registered with the Care Quality Commission (CQC), although some day services involved, and one mental health service were unregistered.

I initially engaged the managers through a small presentation, introducing the material to show them how easy it was to use. This helped with the buy-in and how well the model and the tools were understood and received. Registered Managers have such a busy role, therefore having a simple checklist is really useful and none of the process is daunting.

What we wanted to achieve

We wanted to address our quality assurance in a different way, ensuring our workforce was supported, empowered and enthused to make a valuable contribution to the people they support.

We also wanted to check that managers are leading their services well to get the best outcomes for people they support, as well as the workforce.

What we did

Managers used the self-assessment tool to gauge their current position and shared the self-assessment tool with their management team, staff teams, people supported where appropriate and other stakeholders to complete. We also shared the model and tools with commissioning colleagues.

Managers analysed the results to see where there were any marked differences, exploring further any variances.

They developed action plans against the areas that scored lower.

Managers reported a raised awareness to ensure sufficient measures for the areas that achieved a higher score to be maintained.

Finally, teams looked at where they could celebrate successes and highlight these for other groups to celebrate with them.

What we learnt

We found it can be helpful to approach the self-assessment in bite size chunks. It was better to engage face-to-face initially to explain how to use the model and the opportunity to ask questions.

We learnt that the simplicity of the tool is key to working towards quality improvement. We learnt that there was a collective issue impacting on service quality that we wouldn't necessarily have realised without using the Productivity and Quality model and this gave us useful evidence to make positive changes.

The tool highlights opportunities to celebrate successes, as well as areas for improvement.

What we achieved

The big achievement was rallying together as services to suggest changes to our HR colleagues in changing the way we recruit. This coincided with a change of HR recruitment staff who were very receptive in making changes to what they also considered were outdated modes of recruitment. The new ways of working developed encourage teams to work together and a streamlined process to speed up recruitment.

Quotes

> I found it a really useful tool, the team were really engaged in completing this, separately from myself. It was interesting that the outcome for both managers and staff were very similar.
>
> We created an action plan from our evaluated findings which will be used moving forward. Our key findings were communication and valuing diversity in the team. We also changed our team meeting format looking at being more pro active than reactive to problems, it will include embracing good and outstanding work by the team.

Julie Alleyne, Registered Manager

> Overall I found the workforce productivity exercise a valuable tool as to sharpened my focus on my staff shortfalls, as well as recognising success stories. For my service in particular the role of 'evidencing' work input/output was paramount and the exercise became valuable in identifying this and how we move forward to audit our service.

Gerard Joyce, Registered Manager

Vision, values, culture and supervision

- How are your organisation's vision and values embedded into your recruitment and induction processes?
- Does your workforce reflect the diverse needs of the community that it serves?
- How often do workers receive protected, one to one supervision time?
- How are workers and supervisors encouraged to prepare for supervisions?
- Are workers encouraged to talk about the mistakes they make during their supervision?
- What happens when workers raise concerns about performance and standards?
- Does your reward system reflect the vision, values and culture of your organisation?

Inclusive leadership and management

- How is leadership shared across the organisation?
- How often do workers see and hear from their leaders?
- What tools does your organisation use to assess the value of its management systems?
- What do leaders and managers learn from those they're supervising?

Things to measure
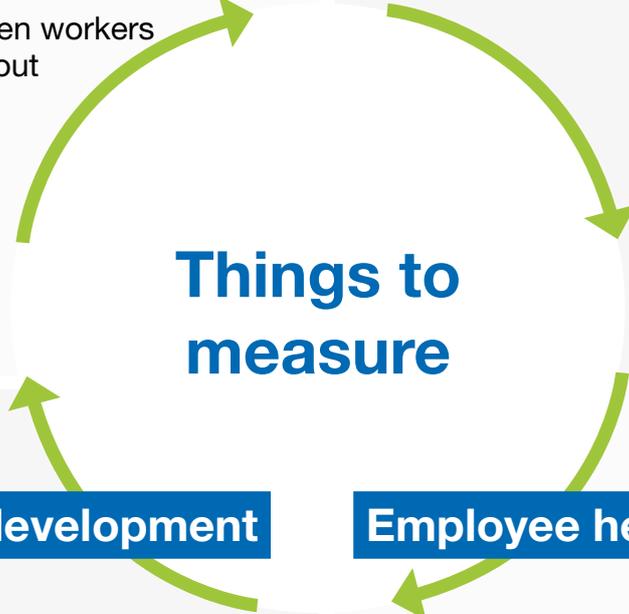
Learning and development

- How are workers encouraged to learn in your organisation as a whole?
- How much time, each year, do workers spend on learning and development?
- How much of that time is paid time and how much is in their own time?
- Do people supported notice when workers have had specific training?
- How is learning and development shared with the wider team?

Employee health and wellbeing

- How do you encourage workers to look after their own health and wellbeing?
- Do workers who don't take sick leave tend to take more time off in the long run?
- If people work lots of hours do they make more mistakes?
- Do leaders and managers pay attention to their own sickness and presenteeism behaviours?
- How do you measure job satisfaction?

Vision, values, culture and supervision

- Review the culture of your organisation.

- Review your recruitment process and how you recruit to your vision and values.

- Review the diverse needs of your communities against your existing workforce and recruitment practices.

- Make sure that the values of your leadership team are reflected in how your workforce is effectively inducted and supported.

- Make sure that everyone in your organisation has protected supervision time.

- Review your reward system to ensure it is reflective of your vision, values and culture.

Inclusive leadership and management

- Ensure that everyone has a role in leading the organisation.

- Make sure that managers get feedback from their workforce on how well they're managing.

- Lead, manage and develop internal talent, especially staff with leadership potential, at all levels and from all backgrounds, with particular emphasis on encouraging diversity.
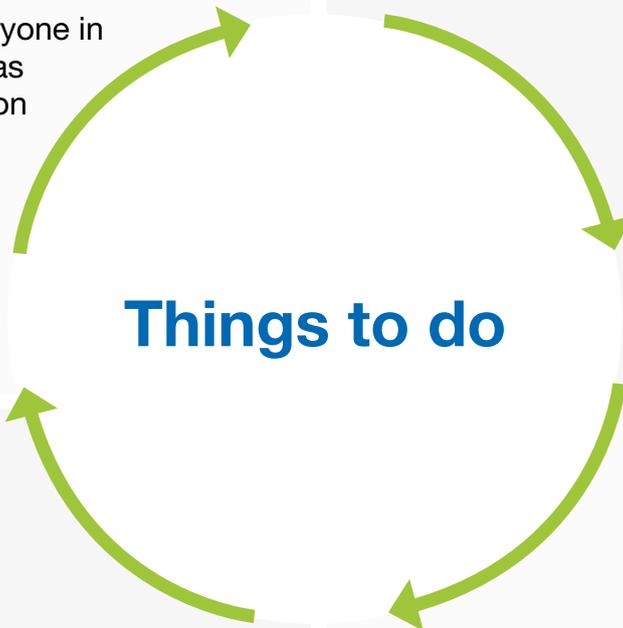
Things to do

Learning and development

- Ensure that spending on learning and development is protected.

- Make sure that you're using more than one model of learning and development (everyone has different preferred models of learning).

Employee health and wellbeing

- Support your workforce to understand the '5 ways to wellbeing' and build their resilience.

- Discourage your workforce from coming into work when they're ill.

- Discourage your workforce from working long hours (and this includes you).

- Support workers to be confident with difference and encourage a supportive workplace that embraces diversity.

Vision, values, culture and supervision

Things to help

Review your workplace culture

Use the 'Shared values and assumptions' or 'Norms and expectations' sections of the 'Culture for care' toolkit, and the 'Orchard End Services' or 'Haberton Care and Support' scenarios with your team.

Take a look at 'Activity sheet two: self-assessment tool for the culture of your organisation star – ask your leadership team and workers to complete it and devise an action plan on your areas for development.

Visit the toolkit at: **www.skillsforcare.org.uk/culture**

You can also ask your workers to complete the 'Organisational culture' section of the 'Workforce planning and development tool' to understand what works well and identify the gaps and priority areas for future development.

Visit the tool at: **www.skillsforcare.org.uk/workforceplanning**

Take a look at the case study 3.2 from our Guide to Improvement how one provider improved their workplace culture.

www.skillsforcare.org.uk/Guide-to-improvement

Take a values-based approach to recruitment

Watch our video which highlights the benefits of using a values-based approach to recruitment and shows how we can help you to implement this approach, including how to access seminars, free resources and templates.

Visit: **www.skillsforcare.org.uk/values**

As a leader, make sure you reflect the same behaviours as you what you want to see in your workers. Benchmark yourself against standard 9, 'Manage self', of the 'Manager Induction Standards'.

Download the standards at: **www.skillsforcare.org.uk/MIS**

Take a look at the case study 3.1 from our Guide to Improvement how one homecare agency introduced a values based approach to recruitment.

www.skillsforcare.org.uk/Guide-to-improvement

Provide effective supervision

The 'Providing supervision' section of our 'Effective supervision' guide shares some tips on what to consider when conducting a supervision. You can buy an extended edition of the guide that includes a supervision agreement template.

Visit the guide at: **www.skillsforcare.org.uk/supervision**

Support workers to be confident with difference

Use our free videos and resources to support workers to be comfortable having conversations about diversity and difference.

Visit: **www.skillsforcare.org.uk/ConfidentWithDifference**

See our Guide to Improvement how one homecare agency improved their approach to effective supervision.

www.skillsforcare.org.uk/Guide-to-improvement

Inclusive leadership and management

Recruit the right leaders and managers

Consider using the Leadership Qualities Framework (LQF), that describes the attitudes and behaviours needed for high quality leadership at all levels across the social care workforce, and embed it into your values policy, job descriptions and performance management. It focuses on the values and behaviours that provide the foundations for effective leadership in social care.

Download the framework at: **www.skillsforcare.org.uk/LQF**

Plan your workforce

Our 'Practical approaches to workforce planning - a guide for adult social care providers' is designed to help your organisation to plan for and implement a workforce plan.

It'll help you to understand what works well in your organisation, identify the gaps and priority areas for future development.

Complete the online tool at: **www.skillsforcare.org.uk/WorkforcePlanning**

People performance management

Use our 'People performance management toolkit' to manage the performance of workers. Think about your workers and recognise those:

- With leadership potential.

- With a dedication and commitment to simply getting on with the job.

- Who are beginning to lack enthusiasm and motivation.

- Who are doing the absolute bare minimum.

Use the performance scenarios to reflect on workers who are excellent and perform consistently well, and those who show poor performance.

Do you spend time assessing and looking for your leaders of the future? Take a look at the 'Managing different types of performance' section and see how to recognise and acknowledge the contribution of well performing workers to help reach their full potential.

Download the toolkit at: **www.skillsforcare.org.uk/PPMT**

Engage staff in change

Think about how well you engage your workers in helping you to shape a high quality service.

Things to help

The 'Principles of workforce redesign' set out the key things you need to take account of when changing the way your team work. Principle four highlights the importance of engaging people in the process to acknowledge and utilise their value and experience.

To make a real contribution to organisational learning, people need to have 'personal power', a term coined by Peter Senge to describe those who are able to act creatively and intuitively, seeing what needs to be done to achieve organisational goals.

This is different from the power that is vested in managers, which can in fact prevent the development of personal power in others.

Individuals with personal power are needed at all levels of the organisation.

You can use the Principles document as an audit tool and a guide to support individuals and your organisation in changing the way they deliver care and support.

Download the guide at: **www.skillsforcare.org.uk/workforceredesign**

Managing a well-led service

The 'Well-led' section of the 'Good and outstanding care guide' includes recommendations from 'good' and 'outstanding-rated' services under this area of inspection. It highlights the importance of engaging your workers and giving them a voice.

Download the guide at: **www.skillsforcare.org.uk/GO**

Learning and development for leaders and managers

It's important that leaders and managers at all levels are given the opportunity to develop themselves. Our leadership and management programmes cover a range of leadership practices at all levels, so you can get the best from your aspiring, new and top leaders.

They can support your leadership culture and help you to improve the quality of your organisation. For example, the Well-led programme explores appreciative, engaged, distributed, host and systems leadership.

Find out more about our leadership programmes at:
www.skillsforcare.org.uk/leadershipprogrammes

Develop new managers and deputies

Succession planning is key to ensuring that your service continues to provide well-led, consistent quality care, both today and in the future.

Use our online guide to identify talent in your workforce and understand what learning opportunities, formal programmes and qualifications are required to prepare aspiring managers to move into a registered manager role.

Find out more at: **www.skillsforcare.org.uk/succession**

Learning and development

Our 'Secrets of success' research interviewed organisations with a turnover of less than 10% to see what worked for them. It highlights the importance of reflection and observation of learning in practice. In addition, it shares the importance of tailoring learning and development to individual's needs.

Download the research report at: **www.skillsforcare.org.uk/secretsofsuccess**

Things to help

Guide to developing your staff

This free online guide will help you to plan, deliver and evaluate the learning and development that you provide for your workforce.

Download the guide at: **www.skillsforcare.org.uk/developingstaff**

You could use a learning style questionnaire to assess how people prefer to learn, for example if someone is a Visual, Auditory or Kinaesthetic learner? You can find free questionnaires online.

There are also free presentations and a mapping tool as part of our Care Certificate resources, to help you to assess your worker's foundation skills and knowledge.

Find out more at: **www.skillsforcare.org.uk/CareCertificate**

Investing in learning and development

Do you know whether your investment in learning and development has really made a difference to the people you support?

The 'Workforce transformation outcomes measurement framework' helps you to consider the impact of learning and development interventions and whether it significantly raises the probability of workforce spend providing a good return on investment.

Download the model at: **www.skillsforcare.org.uk WTOMF**

How do you assess that the competencies gained from learning and development is transferred into practice in the workplace?

Our 'Effective workplace assessment in adult social care' guide shares the different ways to assess a worker, and explains the qualities that an assessor needs. The role of an assessor may also be a good development opportunity for an aspiring or future leader in your organisation.

Download the guide at: **www.skillsforcare.org.uk/assessment**

Take a look at the case study 3.4 from our Guide to Improvement how one organisation improved their approach to learning and development

www.skillsforcare.org.uk/Guide-to-improvement

For further information on a range of materials on various care topics, go to our website

Employee health and wellbeing

Long working hours

Do you and your staff regularly work more than 40 hours per week?

Our 'Impact of working longer hours on quality of care' research report highlighted some of the drawbacks of working longer hours, including reduced quality, increased fatigue and errors, and reduced motivation and performance. You can use the findings from this report as a case for change for considering staff wellbeing.

Things to help

[Download the report](#)

Workforce wellbeing

Wellbeing at work relates to every aspect of working life, from the physical environment and its quality and safety, to how the workforce feels about themselves, the work they are doing, the place they work and their organisation's culture.

We know that stress and burn-out are real issues for adult social care staff and workforce wellbeing has never been so important.

Our wellbeing website pages include a wealth of support for employers and their teams with a wellbeing resource finder, learn from others sector stories and a bite size guide - Wellbeing for Registered Managers.

www.skillsforcare.org.uk/Leadership-management

Have a look at the 'Supporting Self Tool' which was developed with adult social care employers to help staff support themselves and provide some easy tips to remember to take in difficult situations.

www.skillsforcare.org.uk/person-care

The 'Good and outstanding care guide' shares recommendations and examples to supporting resilience, health and wellbeing under the 'Effective' KLOE.

For example, it describes one service who:

"Recognise the importance of staff wellbeing and the wellbeing of people who use the service. Initiatives to support staff are available; these are well known and recognised by staff and documented, e.g. flexible working patterns, wellbeing initiatives such as discounts with local gyms and stress management training."

Find other examples and practical tips at: **www.skillsforcare.org.uk/GO**

Look at our 'Building your own resilience, health and wellbeing' guide for tips and advice, including a questionnaire to reflect on your own wellbeing. Give a copy of

the guide to staff and ask them to complete it to assess how they currently feel and what you can improve.

Download the guide at: **www.skillsforcare.org.uk/resilience**

Managing poor performance linked to health and wellbeing

How do you manage sickness absence, conduct and capability and negative changes in attitude to work?

Use our 'People performance management toolkit' to manage the performance of your workers. Use the scenarios in the toolkit, for example the health and safety scenario, to explore what the causes might be and practice the conversations you could have with workers - discuss what went well and not so well.

Download the toolkit at: **www.skillsforcare.org.uk/PPMT**

Vision, values, culture and supervision

- Does the culture of your workplace enable people to say "I don't understand how to use this digital technology"?

- In supervision, is time put aside to explore data generated by the manager and their team in a positive way?

- Is your organisation open to the opportunities that digital technology brings?

Inclusive leadership and management

- Are your managers confident in using digital technology?

- How can you support managers to become more confident with digital technology?

- Do leaders understand every aspect of digital technology that their teams use and demonstrate how to use it?

- How are people supported encouraged to use and make suggestions about using digital technology?

  - Are leaders and managers proactively seeking out digital technology that can support the workforce in delivering high quality care?
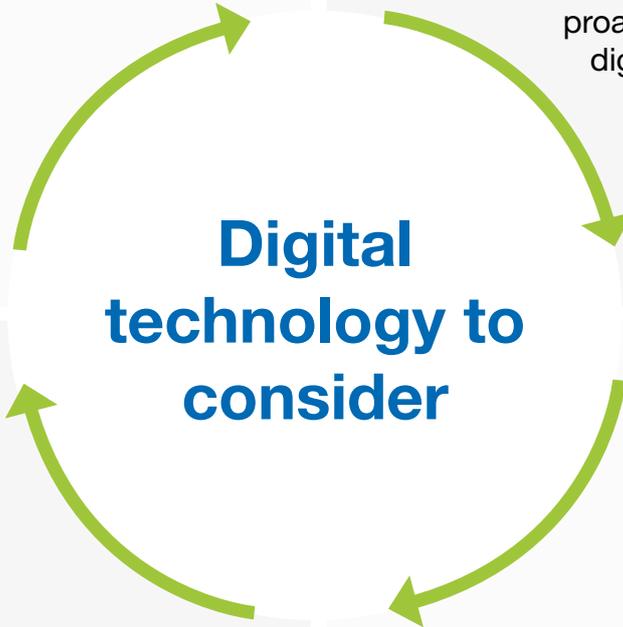
Digital technology to consider

Learning and development

- How are you using digital technology as part of your approach to learning and development?

- Are you making clear choices about when digital technology isn't an appropriate way for your workforce to learn?

Health and wellbeing

- How is the use of digital technology improving the health and wellbeing of your workforce?

- How is data on sickness and presenteeism used to support your workforce to manage their work life balance?

Digital technology

Becoming a digital social care organisation

Take a look at our guide to becoming a digital organisation.

Watch videos and learn from other care providers that have introduced digital technology into their organisation.
Every social care business is different in size and complexity, so we've tried to cover as many elements as possible for organisations to embark upon or accelerate their 'digital journey'.

Download the guide and view the videos at: **www.skillsforcare.org.uk/digitalleadership**

Things to help

Digital Social Care

'Digital Social Care' is a website run by social care providers for social care providers. It's a dedicated space to provide advice and support to the sector on the use of technology and data protection.

The website includes a link to a digital readiness self-assessment tool, as well as how to protect and share digital information, choosing software and equipment and relevant sector guidance.

www.digitalsocialcare.co.uk

Assisted Living Technology

The Assisted Technology (AT) guide can help you discover the advantages of AT devices, products and services that are available, and to identify where AT can be successfully implemented in your organisation. Use this resource to explore the range of AT and its advantages.

However, the availability of AT on its own cannot fully maximise any impact it might have; it needs to be successfully embedded into a supportive service. See the learning and development framework for AT for those involved in commissioning, design or delivery of workforce development. The abilities of the social care workforce to develop and adapt existing skills or learn new ways of working is essential to ensure that AT is seen as a positive tool.

Download the guide at: **www.skillsforcare.org.uk/assistedlivingtechnology**

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 'Review where you are now and decide what you want to improve'.
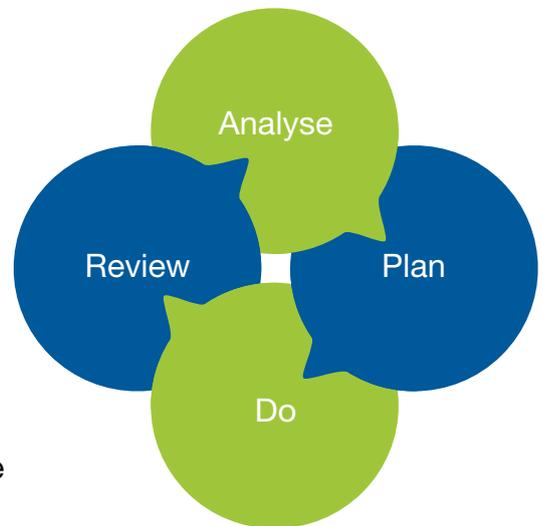
Read each of the statements below and give your organisation a score of one to five, based on the scale below.

Emerging thinking	Getting started	Making progress	Having an impact	Successful and embedded
1	2	3	4	5

Statement	Score				
	1	2	3	4	5
Vision, values, culture and supervision					
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					
Inclusive leadership and management					
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					
Learning and development					
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					
Health and wellbeing					
Job satisfaction					
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					
Employee stress					
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					
Relationships at work					
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					
Levels of staff engagement					
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					
Digital technology					
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'.

Processes	Set of interrelated or interacting activities that transform inputs into outputs
Inputs	What is put in, taken in, or operated on by any process or system.
Outputs	The activities, services and products produced - what is delivered
Outcomes	The changes, benefits, learning or other effects that take place as a results of the service and activities provided - what is achieved.
Personal outcomes	Capture the changes and benefits experienced by people who use the services that have been provided by the care service.
Indicators	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).
Monitoring	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 Transformation Outcomes Measurement Framework 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'

Action plan and monitoring template

Priority no.	Action What needs addressing? What will you do?	Indicators How will you measure progress?	Outcome What do we hope to achieve and for whom?	Lead	Resources required?	Target date	Progress: red, amber, green	Comments

Review and evaluation record

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

What were the key achievements?	
What was the outcome/impact for: ■ **the people you support** ■ **staff in your service** ■ **the organisation.**	
What have you learnt?	
Did the benefits achieved justify the investment?	
How will you report your findings and to whom?	
How will you celebrate success?	
Rethink, refresh and redefine. What will you do next to sustain improvements?	

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