Workforce transformation outcomes measurement framework

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Introduction

The workforce transformation outcomes measurement framework provides a simple way of realistically linking the impact and benefits of workforce interventions to measurable, person-centred outcomes for the people you support, your organisation and the local population. It can be utilised by teams, organisations and systems to measure change in the short, medium and long term and for both simple and complex challenges. The framework can also be used when thinking about large scale organisational change or looking at individual or team practices.

Reasons for implementing the framework

- there are increasing community needs

- there are increased expectations

- funds and budgets are decreasing

- you may need to justify whether your investment in workforce development is making a difference.

The workforce transformation outcomes measurement framework focuses on whether workforce interventions are really making a difference to the individual using the service. It has been developed to support the transformation of the workforce development process and to ensure that resources are used in the best possible way to achieve better outcomes and better experiences of care and support services. It significantly raises the probability of workforce spend providing a good return on investment, adding value and providing evidence that supports the justification of workforce development activity.

In line with our other workforce shaping, commissioning and planning guide, it is based on the principle of involving key people in decision making i.e. leaders, all levels of management, the workforce, people supported, families, carers, the local community, commissioners and other professionals. It brings together service delivery, workforce development and financial planning. It is a six stage approach that utilises the strategic workforce shaping, commissioning and planning model: analyse, plan, do, review.

For more information on our workforce shaping, commissioning and planning resources visit www.skillsforcare.org.uk/Leadership-management/commissioning-and-planning-workforce/Workforce-commissioning-planning-and-transformation.aspx.

Key principles

1	There must be commitment from all involved to the delivery of a person-centred outcomes-focused service - one that will meet the needs and aspirations of people supported and improve their quality of life.
2	There must be commitment, support and participation of all parties involved to the application of the framework including leaders, all levels of management, the workforce, people supported, families, carers, community, commissioners and other professionals.
3	People supported and their carers should be included in the analysis, planning, design and implementation of outcomes and performance measurement processes, ensuring they are practical, relevant and useful.
4	There must be an effective communication mechanism in place between all parties.

Applying the framework

The framework uses a set of prescribed questions to define the rationale, inputs, activities and measure outputs, outcomes and impact of any workforce change programme. The framework:

- starts with an identified area requiring improvement or development. It is important that improvements can be measured from a clear starting point to a well-defined goal

- recognises that added value is best achieved when the whole organisation contributes and works together effectively

- encourages a broad view and challenge to ensure that the wider implications of workforce actions are considered

- requires clarity of thinking and measurement of outputs, outcomes and impact

- ensures workforce interventions and outcomes are jointly owned, identified, planned, delivered and reviewed by all parties

- ensures workforce interventions are not delivered in isolation

- ensures that there is explicit consideration of the resources required.

Measuring outcomes - not inputs and outputs

Too often we measure what is easy rather than what is right. We count the number of training days, the cost of training or the satisfaction score from training participants because these are easy to track, not because they measure what matters. What really matters is the impact of workforce investment on outcomes which services achieve for people.

It is important to keep in mind the difference between process, inputs, outputs and outcomes.

- Inputs deliver outputs and the end product of a process is an output. A personal outcome is the result the output has on the person using the service.

- Successful outputs do not necessarily achieve desired outcomes.

- Indicators form the basis of the monitoring and reviewing process. They provide the information that enables measurement of the progress and effects of the activity.

Processes	Set of interrelated or interacting activities that transform inputs into outputs - how the change is delivered.
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 result of the services and activities provided – what is achieved.
Personal outcomes	Focuses on the changes and benefits experienced by the person supported and what matters to them as a result of the service provided.
Indicators	The signs and signals that are monitored in order to measure the progress in the delivery of services (outputs and processes) and in the changes it 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.
Evaluation	A systematic assessment of the process, outcomes and impacts and usually includes looking at cost effectiveness.

Examples

The examples below show how inputs are transformed through processes into outputs and outcomes.

Input	Process	Output	Outcome
Coal, wood, match	Strike match, light fire	Fire	Person feels warm and comfortable
Ingredients	Prepare meal	Nutritionally balanced meal	People are supported to have adequate nutrition and hydration
Money, staff, equipment	Development of training materials	Workshops are held and people trained	Increase in staff productivity and better service to customers

It can be a challenge to identify desirable outcomes. An outcome is a level of performance or achievement and should be SMART.

- **S**pecific and significant

- **M**easurable and meaningful

- **A**ttainable and achievable

- **R**ealistic, relevant, reasonable, results-orientated

- **T**ime based

The workforce transformation outcomes measurement framework

The framework comprises of six stages. As you go through the framework there are a series of enabling questions, prompts and tips. It is vital that at each stage, decision making is shared.

Evaluate, review and redefine

Identify issues and desired outcomes

Implement and monitor solution

Identify change required

Design cost effective workforce solution

Identify workforce development requirements

Shared decision making

People supported and their families
Private and independent organisations
Voluntary, community and social enterprise
Leaders, managers and practitioners
Local community
Local commissioners
Finance teams

1   Identify issues and desired outcomes

1. What are the issues that need to be addressed?

2. What desired outcomes are not being met?

3. How do you know?

Prompts and tips

- Identified issues may relate to either current or future anticipated needs of individuals, service, organisation or community.

- Identified issues may be simple or complex and require simple or complex solutions – simple issues do not always have simple solutions, complex issues can have simple solutions.

- In order to track the progress and effectiveness of interventions it is important to have a clear understanding and measure of both the current position and the desired outcome.

- What information or data was used to identify the need for change? Was it baseline data such as person-centred plans, assessment data, complaints, reviews, inspections, observation, financial monitoring, change in legislation, policy?

- Where did the information come from? Is it relevant? Is it reliable? Is it valid? Is it current?

- Do you need any more information to clarify the issue? Do you have all the right people involved?

- All parties involved should agree what success will look like for them and how it will be measured – outcome indicators.

- Identified desired outcomes should be SMART.

- It is sometimes a challenge to identify SMART outcomes for some types of issues particularly new, future and anticipated requirements. It is acceptable to 'best guess' and refine along the way.

- It does not need to be perfect.

2 Identify change required
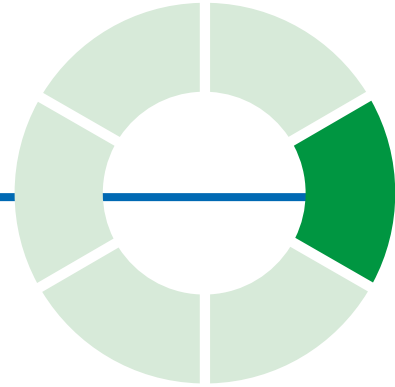
1. What needs to change?

2. Is it solely a workforce issue?

3. Is a combined approach required?

4. How will the change be achieved?

5. What are the workforce implications?

6. How, when and by whom will overall progress towards achieving the desired outcome be monitored?

Prompts and tips

- It is unlikely that the cause of the issue i.e. what needs to change will be isolated to one area of activity or function and a combination of coordinated changes will be required to achieve the desired outcome.

- Just as desired outcomes were jointly identified and owned, planned change must also be jointly identified, planned and owned.

- Some areas where change may be required include:

    - quality of service delivery
    - productivity
    - market development and growth
    - service redesign
    - process redesign
    - environment
    - technology
    - policy
    - culture.

- They do not all at first glance appear to be relevant to workforce issues however it is extremely likely that any planned change will have workforce implications. Change requires an integrated approach.

- Consider what can and cannot be achieved without workforce change.

- What evidence is there available to suggest these changes will achieve the desired outcome?

- Be realistic about what can be done with the available resources.

- Consider who needs to be involved and how changes will be communicated.

- Record who needs to do what and by when.

- Be clear about how, when and by whom progress will be monitored.

Resources to help you

- **The principles of workforce redesign** - the principles set out the key things you need to take account of when changing the way your staff work. They also recognise that the quality of any service delivered by a social care organisation is directly linked to the skills, knowledge, expertise, values and attitudes of the people who make up the workforce.
  www.skillsforcare.org.uk/powr

- **People performance management tool** - this toolkit aims to encourage and enable better performance management practices at all levels of health and social care, particularly among managers of people who deliver care at the frontline.
  www.skillsforcare.org.uk/PPMT

- **Culture for care: your toolkit** - this resource explains why a positive workplace culture is so important, details the business benefits for culture and provides activity sheets and scenarios to help providers embed a positive workplace culture.
  www.skillsforcare.org.uk/culture

3 Identify workforce development requirements

1. What workforce attitudes, knowledge, skills, behaviours, productivity, capacity or policies are required to achieve the desired outcomes?

2. What workforce attitudes, knowledge, skills, behaviours, productivity, capacity or policies already exist?

3. What will the workforce do differently as a result of any intervention?

4. What is the gap?

5. Who needs the workforce intervention?

6. What are the workforce challenges/barriers?

7. What is the anticipated impact of this workforce change to the desired outcome?

8. How, when and by whom will planned changes be measured and monitored?

Prompts and tips

- Identify who needs to be involved in the workforce change process and how you will keep them informed e.g.:
    - the local community
    - people supported, families and carers
    - service commissioners
    - other external organisations
    - senior management
    - finance, HR, IT and other internal functions
    - the workforce – paid and unpaid.

- Workforce change programmes could involve:
    - increasing/decreasing capacity
    - workforce reassignment – change in rota patterns
    - workforce redesign – job roles, new roles
    - workforce learning and development – capability, knowledge, skills, attitudes, behaviours and proficiency levels
    - culture.

- What baseline data do you have about the workforce? Adult Social Care Workforce Data Set (ASC-WDS) is a good starting point. Consider also using appraisals, personal development plans and skills audits.

- Consider who needs development – the paid workforce such as senior managers, line managers, team leaders, front line care staff, support services and technical professional staff. Consider volunteers too.

- Consider who else may require development - people who need care and support, carers, families, circles of support, communities and partner agencies.

- Do they have common/different needs?

- Ensure all parties have a clear understanding of how the identified workforce change will lead to the achievement of the desired outcome.

- Change without measurable improvement is meaningless.

Resources to help you

- **Adult Social Care Workforce Data Set (ASC-WDS)** - the ASC-WDS provides a detailed picture of the size and scope of the whole adult social care sector including the types of care services provided and how much care provision there is. The ASC-WDS can help you to make effective use of your information to support your business and workforce planning.
www.skillsforcare.org.uk/ASC-WDS

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4 Design cost effective workforce solution(s)

1. What workforce interventions are likely to achieve the desired change?

2. Are these interventions specific to certain people/structures that have a role in the person's care or group's lives, or are there more generic requirements?

3. What resources are available?

4. Do anticipated benefits justify the investment?

5. Who will deliver the intervention?

6. How will you measure success in terms of process, outputs and workforce outcomes?

7. Is there an implementation plan which includes timescales and a mechanism for validating and monitoring interventions?

Prompts and tips

■ It is important to have a crystal clear understanding of the workforce outcomes required before any interventions are designed.

■ A range of workforce interventions may be required to achieve the desired outcomes.

Resources to help you

■ **Choosing workforce learning** - practical guidance to help those responsible for selecting and purchasing learning and development for their workforce. www.skillsforcare.org.uk/learningproviders

■ **Recruit and retain** - we've lots of tools and resources to help you recruit and retain people who have the right values for your organisation and the adult social care sector. www.skillsforcare.org.uk/recruitment-retention

■ **Employing personal assistants toolkit** - This practical toolkit is the best place to start for anyone wishing to employ care and support staff in their own home using direct

payments, a personal care budget, their own money or other means. It has sections on recruiting, managing and training your staff and useful templates you can download and use.
www.employingpersonalassistants.co.uk

- **Funding for skills development** - Skills for Care can help fund those working in adult social care to develop the knowledge, skills and practical abilities needed to deliver quality care. It is reccomended you visit our funding page for up to date developments in what funding we offer.
www.skillsforcare.org.uk/WDF

5 Implement and monitor solution
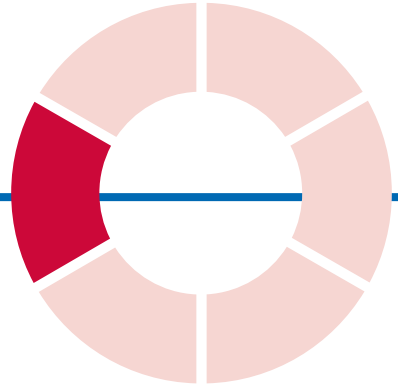
1. Deliver the intervention to all those who identified need

2. Monitor its effectiveness

3. Are the interventions achieving the intended change?

4. Are there any barriers to achievement?

5. How will the barriers be addressed?

Prompts and tips

- Having already agreed outcome measures, outcome indicators, required change, timescales and cost effective methodology, implementation should be the simplest phase of the cycle.

- It is however at the monitoring stage that challenges and barriers to implementation which were not identified at the planning stage will be highlighted and will need to be addressed.

6 Evaluate, review and redefine
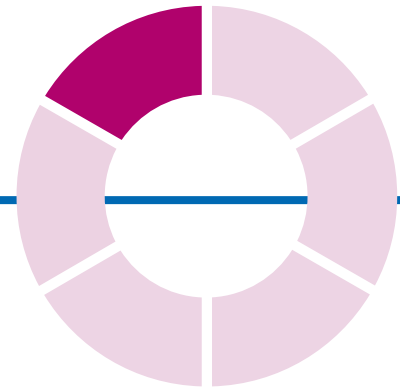
1. Is the intervention achieving the desired outcome?

2. If not, why not?

3. Was the intended improvement(s) achieved?

4. What do the improvement(s) look like?

5. Have you identified any additional improvements?

6. What feedback is there to support long term sustainability and improvement?

7. What next?

Prompts and tips

- It is important to establish the reasons that prevented the achievement of the outcome. The information gained will help in setting outcomes and identify further improvements in service.

- Reasons that may prevent the achievement of the outcome include:
    - outcome was not clear to all those involved (people supported, carers, workforce, those developing solutions etc.)
    - outcome measurement was not specific enough
    - required resources were not made available
    - insufficient planning
    - timescales were unrealistic
    - progress was not monitored effectively
    - people unwilling to engage
    - outcome became invalid – no longer required.

- There are a variety of skills assessment practices across adult social care employers. Managers need to ensure the quality of their assessment processes in order to ensure that workers are competent and quality care is provided. Our free guide gives a summary of how you can start to enforce and practice effective workplace assessment. www.skillsforcare.org.uk/assessment

Notes