

Adult social care and factors associated with productivity and work performance



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What is productivity?

Traditional definitions of productivity are being extended

- to focus on how well a system can use resource to achieve its goals
 - taking a more holistic view of additional impacting factors, e.g. staff training to increase help people reach goals etc.
 - there is recognition that measuring productivity is more complex as you move from measuring how many individuals are being cared for toward factors like changes in care needs
 - however, higher productivity is perceived to be better than lower productivity.
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Factors associated with productivity

Five main factors have been identified in the literature:

1. Culture
2. Leadership
3. Employee wellbeing
4. Learning and development
5. Digital technology.



What does productivity mean

- *“An engaged workforce who share the values and vision of the organisation to achieve measurable quality outcomes. High attendance for rostered shifts and training”*
 - *“For our services it means that people are supported to achieve community connection and gain inclusion with local groups. Plus that people move from e.g 4 calls a day down to being fully independent or achieving support from 3rd sector and not the traditional package of care”*
 - *“Getting the job done by doing the right things in the right way”*
 - *“Feeling like you’ve achieved a lot at the end of the day – and that you’ve made the best use of your time”*
 - *“It’s getting the right people in the right job and supporting staff to feel valued in the role, to ensure training and support is given to those that need it and be open minded on new people coming into the sector”*
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Conclusion

The focus on productivity in adult social care is increasing but with limited information on what to measure and how to measure, areas for consideration include:

- use meaningful indicators – indicators of productivity should be meaningful to the organisation's objectives and operations
 - use an integrated approach – get a comprehensive picture of organisational performance in order to analyse the relative contribution of each and diagnose problem areas
 - involve employees in decisions that affect them – this gives employees a sense of ownership of the process and a perception of fairness
 - review progress – productivity measurement is not an isolated task and should be reviewed regularly
 - measure presenteeism – for example, by adding self-reported questions onto existing staff surveys.
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