

Item: 7.2

Policy and Resources Committee: 22 November 2022.

Orkney Health and Care – Performance Monitoring.

Report by Chief Officer, Orkney Health and Social Care Partnership.

1. Purpose of Report

To advise on the performance of Orkney Health and Care Council delegated services for the reporting period 1 April to 30 September 2022.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Orkney Health and Care Council delegated services for the reporting period 1 April to 30 September 2022, as set out in sections 3 and 4 and Appendix 1 of this report.

3. Service Performance Indicators

3.1.

Service performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report is attached as Appendix 1.

3.2.

Although recruitment and retention is measured as Green, it is acknowledged that Orkney Health and Care has widely reported significant challenges remain in recruitment and retention with planning underway to address the issues.

4. Complaints and Compliments

4.1.

Table 1 below sets out the number of complaints and compliments made to Orkney Health and Care in the six month period 1 April to 30 September 2022, and for the preceding two six month periods.

Table 1.	Six months ending 30 September 2021.	Six months ending 31 March 2022.	Six month ending 30 September 2022.	Totals
Complaints.	8 (stage two). 7 (stage one).	14 (stage two). 5 (stage one).	7 (stage two). 2 (stage one).	29 (stage two). 14 (stage one).
Compliments.	35.	65.	34.	134.

4.2.

When considering the data within Table 1, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result of this policy, the number of complaints captured by the procedure may increase and that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.

5. Corporate Governance

This report relates to governance and procedural issues and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan.

6. Financial Implications

No financial implications arise directly from the recommendations of this report.

7. Legal Aspects

The Council's performance management systems help the Council to meet its statutory obligation to secure best value.

8. Contact Officers

Stephen Brown, Chief Officer, Orkney Health and Social Care Partnership, extension 2601, Email stephen.brown3@nhs.scot

Maureen Swannie, Head of Strategic Planning and Performance, extension 2601, Email maureen.swannie@nhs.scot

Callan Curtis, Performance and Planning Officer, extension 2604, Email callan.curtis@orkney.gov.uk

9. Appendix

Appendix 1: Summary of the performance of Orkney Health and Care against its performance indicator targets.

Orkney Health and Care Performance Indicator Report

Service Performance Indicators at 30 September 2022



Performance Indicator																				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.																				
Target	Actual	Intervention	RAG																	
4%	10.64%	6.1%	RED	●																
Comment																				
<p>Sickness absence has remained high throughout COVID-19 and continues into 2022. Evaluation on these figures can now be done with information shared from HR. Where identified and possible, support is provided to staff and managers where it is required. We are conscious of the ageing workforce, and the sizeable number of physical roles within Orkney Health and Care, additionally there is a national recruitment crisis for qualified Social Workers and Social Care staff meaning there are significant unfilled vacancies across the service which add to feelings of isolation and increased anxiety which can impact upon sickness absence. The single most significant reason for absence, however, continues to be stress, anxiety and depression. Whilst we have witnessed a continual decline over the last five years in the rates of absence due to work-related stress, absence due to people’s general mental health and wellbeing has continued to rise. To support our staff, several activities continued to be made available and communicated through the training team, to support wellbeing, such as mindfulness sessions and yoga. In-depth work was undertaken, on behalf of the Chief Officer, to provide clarity on reasons for sickness absence and the associated length of absence.</p>																				
Trend Chart																				
<table border="1"> <caption>Sickness Absence Trend Data</caption> <thead> <tr> <th>Half Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>8.93%</td> </tr> <tr> <td>H2 2019/20</td> <td>6.99%</td> </tr> <tr> <td>H1 2020/21</td> <td>6.09%</td> </tr> <tr> <td>H2 2020/21</td> <td>7.9%</td> </tr> <tr> <td>H1 2021/22</td> <td>10.49%</td> </tr> <tr> <td>H2 2021/22</td> <td>10.25%</td> </tr> <tr> <td>H1 2022/23</td> <td>10.64%</td> </tr> </tbody> </table>					Half Year	Percentage	H1 2019/20	8.93%	H2 2019/20	6.99%	H1 2020/21	6.09%	H2 2020/21	7.9%	H1 2021/22	10.49%	H2 2021/22	10.25%	H1 2022/23	10.64%
Half Year	Percentage																			
H1 2019/20	8.93%																			
H2 2019/20	6.99%																			
H1 2020/21	6.09%																			
H2 2020/21	7.9%																			
H1 2021/22	10.49%																			
H2 2021/22	10.25%																			
H1 2022/23	10.64%																			

Orkney Health and Care Performance Indicator Report

Service Performance Indicators at 30 September 2022



Performance Indicator																												
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.																												
Target	Actual	Intervention	RAG																									
90%	20.97%	79%	RED	●																								
Comment																												
<p>With staff capacity already an issue pre-pandemic this was further escalated within a small system, where staff can have multiple roles and responsibilities - ensuring the safety and wellbeing of service users throughout the pandemic had to take priority. This measure links to our first measure and has worsened, due to higher levels of long-term sickness. In addition, there are still significant management vacancies across services, (for example in Children and Families Social Work there are 50% managerial vacancies) impacting on the capacity to respond timeously to the interventions required. Many of these vacancies have now been advertised. Reminders have been provided to all Orkney Health and Care managers to reinforce the importance of following policies and procedures in relation to managing sickness absence. These policies support our management and allow Orkney Health and Care to better support staff and improve our performance in this measure. Further information is being sought to try and address these issues, as it is recognised that the organisation must support staff and help them back into the workplace wherever possible. We will work with our HR colleagues to identify any specific areas of concern.</p>																												
Trend Chart																												
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>66.96%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>-</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>-</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>33.81%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>20.94%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>16.47%</td> <td>90%</td> </tr> <tr> <td>H1 2022/23</td> <td>20.97%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual (%)	Target (%)	H1 2019/20	66.96%	90%	H2 2019/20	-	90%	H1 2020/21	-	90%	H2 2020/21	33.81%	90%	H1 2021/22	20.94%	90%	H2 2021/22	16.47%	90%	H1 2022/23	20.97%	90%
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H1 2022/23	20.97%	90%																										

Orkney Health and Care Performance Indicator Report

Service Performance Indicators at 30 September 2022



Performance Indicator																			
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.																			
Target	Actual	Intervention	RAG																
1	1.26	2.1	AMBER																
Comment																			
There were 30 accidents reported during this period that met the PIs requirement. There were 14 adverse events reported to the HSE during this period. 13 related to a COVID-19 outbreak in a Care Home and the last relating to a Care at Home Assistant who slipped on a path.																			
Trend Chart																			
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Value</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>0.89</td> </tr> <tr> <td>H2 2019/20</td> <td>0.96</td> </tr> <tr> <td>H1 2020/21</td> <td>1.33</td> </tr> <tr> <td>H2 2020/21</td> <td>1.8</td> </tr> <tr> <td>H1 2021/22</td> <td>1.45</td> </tr> <tr> <td>H2 2021/22</td> <td>1.31</td> </tr> <tr> <td>H1 2022/23</td> <td>1.26</td> </tr> </tbody> </table>				Half Year	Actual Value	H1 2019/20	0.89	H2 2019/20	0.96	H1 2020/21	1.33	H2 2020/21	1.8	H1 2021/22	1.45	H2 2021/22	1.31	H1 2022/23	1.26
Half Year	Actual Value																		
H1 2019/20	0.89																		
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H1 2021/22	1.45																		
H2 2021/22	1.31																		
H1 2022/23	1.26																		

Orkney Health and Care Performance Indicator Report

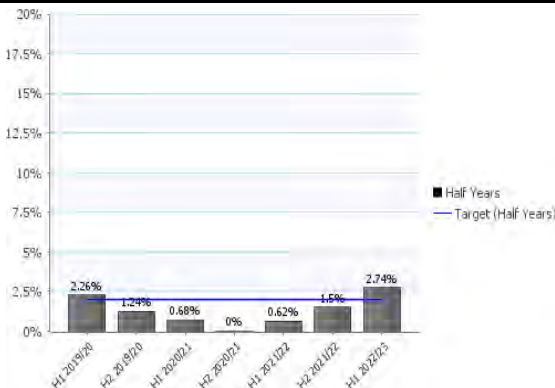
Service Performance Indicators at 30 September 2022



Performance Indicator																				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.																				
Target	Actual	Intervention	RAG																	
15%	42%	31%	RED	●																
Comment																				
<p>There are significant over and underspends within various cost centres. This can be due to various factors, such as increased sickness levels requiring backfill, often using locum staff, which causes overspends. Some services have underspends due to services not being able to return to full capacity, therefore reducing the requirements within relief cover staff. At present, there has been no budget movements made, as this will only hide the issues in the short term and the services need to understand the pressures within each of the budgets for the budget setting to be clear for the next financial year. Work has been undertaken to reduce the number of cost centres to provide a clearer overview and reduce the extent of the reported variations.</p>																				
Trend Chart																				
<table border="1"> <caption>Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Percentage of Significant Variances</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>28%</td> </tr> <tr> <td>H2 2019/20</td> <td>47%</td> </tr> <tr> <td>H1 2020/21</td> <td>45%</td> </tr> <tr> <td>H2 2020/21</td> <td>56%</td> </tr> <tr> <td>H1 2021/22</td> <td>44%</td> </tr> <tr> <td>H2 2021/22</td> <td>48%</td> </tr> <tr> <td>H1 2022/23</td> <td>42%</td> </tr> </tbody> </table>					Half Year	Percentage of Significant Variances	H1 2019/20	28%	H2 2019/20	47%	H1 2020/21	45%	H2 2020/21	56%	H1 2021/22	44%	H2 2021/22	48%	H1 2022/23	42%
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H1 2019/20	28%																			
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H2 2021/22	48%																			
H1 2022/23	42%																			


Orkney Health and Care Performance Indicator Report

Service Performance Indicators at 30 September 2022

Performance Indicator																												
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.																												
Target	Actual	Intervention	RAG																									
2%	2.74%	4.1%	GREEN	▶																								
Comment																												
<p>Although this measure has shown some improvement, it does not take account of locum or temporary staff. Recruitment and retention are known issues to Orkney Health and Care. There are significant challenges being faced in relation to recruitment across our Social Work and Social Care workforce in Orkney, as part of the national picture, and every effort is being made locally to address this significant shortfall, for example, the introduction of a trainee Social Worker partnership with the Open University. This is anticipated to produce qualified Social Worker returns over the next 2, 4 and 6 years, but does not address the immediate crisis nor the national shortage of experience at Social Worker and Management levels. These challenges have been raised with the Scottish Government by the Council’s Chief Executive and with the Chief Social Work Advisor to the Scottish Government by our Chief Social Work Officer, seeking a collegiate and joined up response across our local and national system.</p> <p>Staff continue to recruit timeously due to the need to cover the staffing vacancies at the earliest possible point in social care. Work continues on the national Health and Social Care Workforce Plan, which covers a 3-year period. It is anticipated this plan will support recruitment and retention in Health and Social Care, accepting the national recruitment challenge for Social Workers.</p>																												
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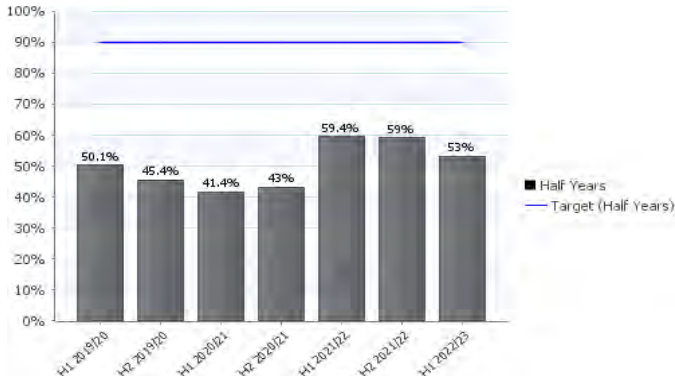
Orkney Health and Care Performance Indicator Report

Service Performance Indicators at 30 September 2022

Performance Indicator																				
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.																				
Target	Actual	Intervention	RAG																	
5%	2.08%	10.1%	GREEN	▶																
Comment																				
<p>The number of permanent staff who have left between 1 April to 30 September 2022 has increased. This measure does not take account for locum or temporary staff. Recruitment and retention are known issues to Orkney Health and Care with in depth explanation provided in CCG 05.</p> <p>Orkney Health and Care is in the process of recruiting to various vacancies within services. One of the areas of increased focus relates to the process of exit interviews so feedback can inform and improve recruitment and retention of staff. As mentioned in CCG 05, it is hoped progress on this measure will be delivered through our Health and Social Care Workforce Plan, while we await response from the Scottish Government on the Social Worker recruitment crisis.</p>																				
 <table border="1"> <caption>Recruitment and Retention Data</caption> <thead> <tr> <th>Half Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>2.35%</td> </tr> <tr> <td>H2 2019/20</td> <td>1.67%</td> </tr> <tr> <td>H1 2020/21</td> <td>1.61%</td> </tr> <tr> <td>H2 2020/21</td> <td>1.97%</td> </tr> <tr> <td>H1 2021/22</td> <td>3.78%</td> </tr> <tr> <td>H2 2021/22</td> <td>3.46%</td> </tr> <tr> <td>H1 2022/23</td> <td>2.08%</td> </tr> </tbody> </table>					Half Year	Percentage	H1 2019/20	2.35%	H2 2019/20	1.67%	H1 2020/21	1.61%	H2 2020/21	1.97%	H1 2021/22	3.78%	H2 2021/22	3.46%	H1 2022/23	2.08%
Half Year	Percentage																			
H1 2019/20	2.35%																			
H2 2019/20	1.67%																			
H1 2020/21	1.61%																			
H2 2020/21	1.97%																			
H1 2021/22	3.78%																			
H2 2021/22	3.46%																			
H1 2022/23	2.08%																			

Orkney Health and Care Performance Indicator Report


Service Performance Indicators at 30 September 2022

Performance Indicator																												
CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.																												
Target	Actual	Intervention	RAG																									
90%	53%	79%	RED	●																								
Comment																												
<p>As highlighted in the last performance report, staff capacity was an existing issue pre pandemic and due to the need to ensure the safety and wellbeing of service users throughout the pandemic, the priority of undertaking ERDs throughout the service within the last 24 months has been impacted. We acknowledge that we continue to be far from the target of 90%. The current picture is exacerbated by the number of management vacancies across services, impacting on the ability of the service to successfully deliver ERDs annually to all.</p> <p>Support will be sought from HR colleagues to identify any specific service areas where the score for ERDs remain low. To support this measure, ERD figures continue to be reported to the Orkney Health and Social Care Partnership’s Senior Management Team routinely, with the aim of encouraging accountability within services and ensuring that staff ERDs are undertaken on a timely basis, wherever possible. Our front line professional and care staff represent the majority of the partnership staff, they receive supervision throughout the year, although not an ERD by definition, this continuous support is available to staff at regular intervals throughout the year.</p>																												
Trend Chart																												
 <table border="1"> <caption>ERD Performance Data (Half Years)</caption> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>50.1%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>45.4%</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>41.4%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>43%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>59.4%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>59%</td> <td>90%</td> </tr> <tr> <td>H1 2022/23</td> <td>53%</td> <td>90%</td> </tr> </tbody> </table>					Half Year	Actual Performance (%)	Target (%)	H1 2019/20	50.1%	90%	H2 2019/20	45.4%	90%	H1 2020/21	41.4%	90%	H2 2020/21	43%	90%	H1 2021/22	59.4%	90%	H2 2021/22	59%	90%	H1 2022/23	53%	90%
Half Year	Actual Performance (%)	Target (%)																										
H1 2019/20	50.1%	90%																										
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H1 2022/23	53%	90%																										

Orkney Health and Care Performance Indicator Report



Service Performance Indicators at 30 September 2022

Performance Indicator																											
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.																											
Target	Actual	Intervention	RAG																								
90%	76%	79%	AMBER 																								
Comment																											
<p>One of the issues highlighted within this period is that when the authorising signatory is not available it can cause delays in the authorisation of these payments, which affects this measure.</p> <p>It is acknowledged that invoices should be paid as quickly as possible. Orkney Health and Care Finance will receive regular reports of all invoices outstanding and shall pursue the authorising manager, or reassign invoices, if there are any issues, to ensure invoices are paid in a timely manner.</p>																											
Trend Chart																											
<table border="1"> <caption>Invoice Payment Performance Trend Chart Data</caption> <thead> <tr> <th>Half Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>70.6%</td> <td>90%</td> </tr> <tr> <td>H2 2019/20</td> <td>71.7%</td> <td>90%</td> </tr> <tr> <td>H1 2020/21</td> <td>76.16%</td> <td>90%</td> </tr> <tr> <td>H2 2020/21</td> <td>86.3%</td> <td>90%</td> </tr> <tr> <td>H1 2021/22</td> <td>80.05%</td> <td>90%</td> </tr> <tr> <td>H2 2021/22</td> <td>78.4%</td> <td>90%</td> </tr> <tr> <td>H1 2022/23</td> <td>76%</td> <td>90%</td> </tr> </tbody> </table>				Half Year	Actual Performance (%)	Target (%)	H1 2019/20	70.6%	90%	H2 2019/20	71.7%	90%	H1 2020/21	76.16%	90%	H2 2020/21	86.3%	90%	H1 2021/22	80.05%	90%	H2 2021/22	78.4%	90%	H1 2022/23	76%	90%
Half Year	Actual Performance (%)	Target (%)																									
H1 2019/20	70.6%	90%																									
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H1 2022/23	76%	90%																									

Orkney Health and Care Performance Indicator Report

Service Performance Indicators at 30 September 2022



Performance Indicator																			
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.																			
Target	Actual	Intervention	RAG																
90%	24.9%	79%	RED	●															
Comment																			
<p>Mandatory training has been challenging since records began. This measure is subjective as unless an employee completes all training and has all training complete upon the day of measurement, they are considered incomplete. Looking closer at available data we are aware that 540 employees (of 717) have outstanding courses, in total there are 719 courses outstanding. This indicates that in totality most staff are almost entirely up to date with their training but have a singular course which has expired.</p> <p>The Orkney Health and Social Care Partnership’s Senior Management Team recognised that within the last report the figure was disappointing. Subsequently, managers made a concerted effort to remind staff of the importance of mandatory learning and staff were also encouraged to make every effort to ensure their mandatory learning is completed. There are still challenges with a significant proportion of staff within the service who do not have access to IT facilities as part of their duties. The Strategic Planning and Performance team will review the position of Orkney Health and Care’s mandatory learning and will aim to find solutions to improve this measure over the following 12 months.</p>																			
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Half Year	Actual (%)	Target (%)																	
H2 2020/21	17.4%	90%																	
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H1 2022/23	24.9%	90%																	