



Performance Appraisal and Development in Health and Social Care

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Learning Outcome



The Learning Outcomes are as follows:

- **Performance Management & Appraisal** – Meaning, measures, challenges, practices roles and responsibilities, appraisal meeting.
- **NHS** - Culture, GP Performance Appraisals Process, benefits, targets, problems encountered, recommendations, good practice guideline, competency levels, staff appraisal framework.
- **NHS Reward System, Retention and Staff Experience** – Its study, conclusion drawn, reward strategy toolkit, reward elements, employee retention strategies, bullying and harassment
- **Pregnant Healthcare Workers** - COVID – 19 guidelines, statutory maternity leave, return to work, paternity leave, shared parental leave
- **Employee Engagement in NHS** – meaning, organizational behavior management, factors influencing organizational performance.

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Performance Management

Performance Management is defined as a continuous process that involves aligning performance activities with the organization's strategic goals in order to identify, measure, and improve the performance of individuals, teams, and organizations.



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Employee Problems in the Healthcare Industry?

- Professionals in the healthcare field do not have it easy. The hours, the trauma, the paperwork, and the patients all take a lot of time and effort.
- Employee satisfaction statistics are one of the most serious issues in employee healthcare. And dissatisfaction leads to a high rate of turnover and staff shortages in hospitals and health facilities.



How does Performance Management Affect Healthcare Workers?

The healthcare business is **hard on employees'** lives, appropriate performance management would aid in resolving the majority of the issues they face.

If healthcare employees felt cared for and valued, they would be more likely to stay at their current institution and **be pleased with their job choice**.



How to Measure the Performance in Health Care

The potential areas where performance in health care can be measured are as following:



Performance Management Challenges in Healthcare

The Performance Management Challenges in Healthcare are as following:



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Limited Performance Improvement Opportunities

- The hospital personnel is **dissatisfied, demotivated, and unfocused** as a result of insufficient training and growth opportunities.
- According to reports, **medical professionals are dissatisfied** with their professions owing to a lack of cross-training possibilities and boredom.
- **Training is vital** not just for improving employee performance, but also for ensuring that employees have adequate opportunity to acquire skills, advance in their careers, and feel fulfilled at all times.



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Increased Work Pressure Leading to High Employee Turnover

- **Poor work culture, excessive burden, a lack of rewards,** and a lack of technological innovation to speed up operations are all reasons why employees leave their jobs.
- **Lack of acknowledgement** and gratitude adds gasoline to the flames.
- **Employee turnover** occurs as a result of demotivation and disengagement from work



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Lack of Standard Procedures to Measure Performance

- A priority is to provide **patient-centered services** and high-quality care.
- In the healthcare industry, dealing with **employee performance concerns** is critical.
- It's tough to **evaluate performance** using the right collection of criteria when there isn't a regular performance appraisal methodology in place.



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Absence of Measurable Goals

- **Setting clear goals** is a good place to start when it comes to measuring accountability and performance.
- Medical professionals responsible for their conduct. In order to create a lasting impression on patients and **offer a favorable experience**, increase continuing contact between staff and patients.



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Inconsistent Performance Reviews

- Managers' ability to deliver real-time feedback to their teams is limited by once-a-year performance appraisals.
- To guarantee that performance objectives are met, keep track of goal progress and analyze performance on a regular basis.
- Identify areas for growth for each employee and provide opportunity for advancement through regular performance reviews.



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How to Implement Performance Management Practices

- To establish objectives for your company.
- To recognize their accomplishments.
- Talk about is regular performance evaluations and reviews.

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Performance Appraisal

Performance Appraisals can be summarized as "a formal documented system for the periodic review of an individual's performance".

(Moon 1993)

Performance appraisals are a great chance to build understanding between you and your manager. There should be no surprises, just useful learning about the past and helpful focus for the future

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Roles and Responsibilities in Performance Appraisal Process

To ensure that your evaluation is relevant, it is critical that you actively participate in the Appraisal process and collaborate with your reviewer.

The following steps will help to support the Performance Appraisal Process:

- To prepare for appraisal
- Use the documentation
- Ask for clarification
- To talk openly
- To give specific examples

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Roles and Responsibilities in Performance Appraisal Process

Cont'd 1

The following steps will help to support the Performance Appraisal Process:

- 1. Reflect on previous training and development opportunities
- 2. To agree on your objectives
- 3. Record the Outcomes
- 4. To undertake all learning and development activities
- 5. Evaluate and reflect
- 6. Update the training needs

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What happens at the Performance Appraisal meeting?



- You and your manager will have an open discussion about how your evaluation compares to theirs, as well as your major areas of strength and areas for growth.
- There will be a discussion about your objectives for the upcoming year and how they relate to the Trust's goals resulting in about 5 or 6 major goals being set with you.

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NHS Culture

NHS is recognized for providing health care to people in need; their culture encompasses their attitude, assumptions, and values, as well as the health of their patients and how effectively they are cared for.

Employees must understand NHS culture in order to understand its strengths and shortcomings, as well as how to address them in order to grow, develop, and perform effectively in order to fulfill the organization's expectations.

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NHS GP Performance Appraisals Process

"General practitioners are viewed as a group of individuals who are guided by their own internal standards".

The Peer appraisal process, procedure, which is generally carried out by a colleague or a peer at work, is the **performance appraisal method** used by NHS to evaluate the performance of the GP.

Peer appraisal for GPs may be very effective since colleagues and peers are in a better position to identify their colleagues' **leadership and interpersonal skills**, as well as their **strengths and weaknesses**.

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NHS GP Performance Appraisals Process

Cont'd 1

- The purpose of the performance evaluation system is to assist doctors in **evaluating their performance and reflecting on their work** in order to determine what they need to improve on in order to do better and where their efficacy can be enhanced in order to fulfill the organization's goals and objectives.
- The peer review appraisal approach allows the employee being assessed and the appraiser to have an **open and honest discussion** about the employee's previous performance
- The core headings of the good medical practitioner document include the consideration of the GP's relationship with patients, their working conditions with their colleagues, how well they have **maintained good medical practice, good clinical care, and good health**.

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Who carries out the Appraisal in NHS?

The appraisal scheme is usually carried out by another GP in order for him or her to be able to properly assess the individual because he or she is familiar with the working environment.

It also allows the GP to confide in another colleague about **personal and professional matters**, as well as **developmental requirements**.



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Aims & Goals of the NHS Appraisal Scheme

The major aim of the NHS appraisal process is to identify personal and professional development and educational requirements with the ultimate goal of enhancing clinical performance and patient care”, which is the NHS’s culture and value of providing excellent care to its patients.



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Benefits of NHS Performance Appraisal Scheme

- o The purpose of the appraisal system is to enhance the **GP's performance**, but it also serves a variety of other objectives.
- o It assists both the employee and the employer in **recognizing and identifying areas** where the employee's performance is declining or where the employee may require assistance.
- o It also aids in the **development of a reflective culture** within the service and culture, as well as providing GPs with a chance to present evidence for revalidation.

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Main Targets of NHS Appraisal Scheme

The following are the main targets of NHS Appraisal Scheme:

Targets:
▪ To review the GPs performance
▪ To consider the GPs contribution
▪ To increase the use of skills and resources
▪ To provide a situation

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How to make the Appraisal Scheme Work

- ✓ The Success of the performance appraisal scheme is dependent on both the appraiser and the appraisee having enough **time to prepare and think** about their contributions before the evaluation is carried out.
- ✓ **Appraisers must be trained** in order to understand how appraisals are conducted and how to conduct interviews, and the GP being assessed must also be trained.

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How Successful the Appraisal System has Been

NHS appraisal system has assisted the organization in developing the performance of the GP by revealing the areas in which the GP's performance needs to be improved, as well as making the GP aware of the organization's corporate objectives by working in accordance with and being appraised in accordance with the organization's culture and values, and by providing feedback on their performance.



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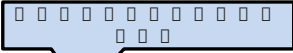
Problems Encountered with the Appraisal System in NHS

The various problems encountered with Appraisal system in NHS are as following:

- i. The appraisal systems are ineffective
- ii. Performance appraisal is usually used to review the performance of the organization and not just the performance of the individual
- iii. The NHS peer appraisal scheme affects the relationship between the appraisee and the appraisal
- iv. If the appraiser is not well trained or the GP being appraised is not given adequate notice this can lead to failure of the appraisal scheme

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Recommendation or Suggestion for Appraisal System in NHS

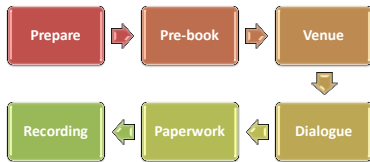


- The NHS should utilize the 360-degree feedback appraisal process.
- They should foster an open culture.
- The goal of the appraisal system should not be to judge.
- The GP must be fully informed about the appraisal.

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A Good Practice Guideline for Appraisals

There are no hard and fast rules for conducting an evaluation, but there are a few essential steps to follow that can help you achieve your goal:

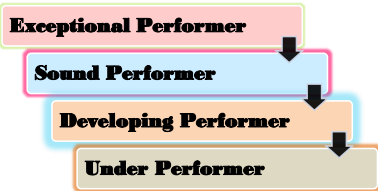


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Competency Levels in Performance Appraisals

The allocation of competence levels should accurately represent the individual's performance over the course of the review period.

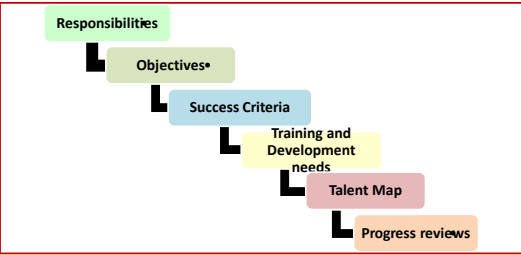
There are four levels of competence:



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Staff Appraisal Framework

The staff appraisal framework in the context of the organizational vision and mission. Various steps consisting in staff appraisal framework are as following:



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Reward System in NHS

NHS employers provide some of the most extensive and appealing employment packages in the country. They have more freedom in applying national guidelines, as well as a growing degree of local flexibility in terms of terms and approaches.



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NHS Event based on Reward in 2019

HR professionals from throughout the NHS met with NHS executives and reward experts from outside the NHS on the 9th of May 2019 to share their expertise and advise on rewarding employees. Salary Finance sponsored the event, which took place venues of St Paul's in central London.



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What we learned from Reward in the NHS 2019?

Rachel Bickerdike, programme manager in the pension and reward team at NHS Employers, shares her reflections from the day and the highlights from the 2019 event.

The future of reward was the theme of the year's reward event.



Reward Event Conclusions



From the reward event held in 2019, few conclusions were drawn.



1: Inspiring Leadership

Liesje Turner, assistant director of strategic recruiting at University Hospitals of Morecambe Bay NHS Foundation Trust, began the day by discussing how the trust increased its employee survey engagement levels by implementing a reward and recognition culture.



Liesje Turner

2: Investing in Relationships

A new way of rewarding and motivating employees will be necessary as integrated care systems and partnership working become more common. Cheshire and Wirral Partnership NHS Foundation Trust's **Sheena Cumiskey** spoke about the importance of good leadership across these new systems in order to foster a feeling of belonging.



Sheena Cumiskey

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3: Introducing Financial Wellbeing Support

Alison Balson described how the Wrightington, Wigan and Leigh NHS Foundation Trust overcome the taboo of discussing financial health and the impact it had on employees. Because of the tools available to assist her manage her money, one employee was able to go on vacation for the first time in years.



Alison Balson

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4: Involving Staff

Most trusts believe that present reward elements do not align with their organization's strategic goals, but that support is available to begin utilizing reward strategically. Only half of the organizations that attended the training on the day asked for feedback on reward offers from their employees



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5: Intercommunicate with Staff

The NHS Pension Scheme has received a lot of attention recently, and First Actuarial led an excellent workshop encouraging businesses to think about how they advertise the pension scheme's benefits. The pension is an important element of the compensation package, but many employees are unaware of its value.



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The Reward Strategy Toolkit

Pay and rewards might appear to be a complicated and technical subject, which has deterred some companies from creating local reward programs in the past.

There are three key phases to developing a reward strategy, namely:

- Phase 1: Preparation and Planning
- Phase 2: Development and Design
- Phase 3: Implementation and Communication



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Phase 1: Preparation and Planning

The preparation and planning phases might entail a lot of effort, so make sure you leave adequate time for them. It's critical to know where you are currently in order to figure out where you want to take your reward strategy, thus a thorough grasp of your current rewards situation is critical.



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Phase 2: Development and Design

The development and design of your reward strategy are examined in phase two of the reward strategy toolkit.

In phase two we will consider the following key areas:

- ❖ Assessing the level of change required
- ❖ Reward elements.



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Key Areas in Development and Design Phase

The key areas in development and design phase are as following:

1: **Assessing the level of change required**

2: **Reward Elements**

- Agenda for Change flexibilities
- Pay and performance
- Flexible benefits
- Working with a third-party partnership on your reward offer
- Aligning reward elements to your strategy

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Components of Reward Element

COMPONENTS OF REWARD ELEMENTS:



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Phase 3: Implementation and Communication

In this phase, the reward strategy toolkit looks at how your reward strategy is implemented and communicated.

There are following key areas:



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Retention and Staff Experience

Retention means the ability to keep or hold.

In order to provide high-quality treatment to patients, the NHS must seek to retain talented and experienced personnel. When staff turnover is excessive, it can be difficult to provide continuity of treatment and satisfy patient demand.



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5 Employee Retention Strategies in Healthcare

Employee retention may help you minimize turnover, improve patient satisfaction, and improve your employees' overall experience by implementing a long-term strategy.

The five approaches to develop or update retention strategy are as following:

1: Improve Engagement

Unpredictable schedules, excessive overtime, heavy workloads, and a lack of workplace flexibility can all contribute to low employee engagement in the healthcare business.



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5 Employee Retention Strategies in Healthcare

2: Foster Teamwork and Communication

In order to provide a great patient experience, healthcare personnel must work together. Individual healthcare professionals seldom perform services on their own.

3: Provide Competitive Compensation

Maintaining work happiness and engagement among your employees is a major driver in this area, and pay is a primary driver in this area.



5 Employee Retention Strategies in Healthcare

4: Recognition Where Recognition Is Due

Rewarding and recognizing employees can help them become more engaged and retain their jobs. Rewards, on the other hand, may only go so far, especially when an employee believes they are already being fairly rewarded and working at their best.

5: Invest in Education and Continual Learning

Ongoing education and professional development may assist healthcare workers enhance both their technical and interpersonal abilities, which are critical for providing a superior patient experience, enhancing productivity, and raising staff happiness.



Bullying and Harassment in NHS

Bullying is defined as offensive, intimidating, malicious, or insulting, as well as an abuse or misuse of authority to undermine, humiliate, degrade, or injure the victim.

Harassment is unwelcome behavior that undermines men and women's dignity in the workplace. It can be based on an individual's age, sex, race, handicap, religion, sexual orientation, nationality, or any other personal attribute, and it can be ongoing or one-time.



Measures to tackle Bullying and Harassment

There is a checklist of actions that may be used to identify areas where organizations can pay greater attention to assist fight bullying and harassment.



- 1 - Investing in capacity and resource
- 2 - Senior leaders should have a SMART objective
- 3 - Determine the true cost of potential or real bullying to organizations
- 4 - Recognize that, despite the complexities and ambiguity surrounding poor behavior and bullying

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Pregnant Healthcare Workers



Rights at work for Pregnant Professionals

1. If the staff is pregnant and working, they should be aware of there rights to prenatal care, maternity leave, and benefits.
2. Talk to doctor, midwife, or occupational health nurse in case any concerns about your health at work.
3. Inform the employer, a union representative, or someone from human resources department.
4. When you inform your boss you're expecting, he or she should do a risk assessment with you to evaluate if your employment offers any risks to you or your baby.
5. It may be prohibited to continue working if they deal with chemicals, lead, or X-rays, or if they have a profession that requires a lot of lifting.

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COVID-19 Guidelines for Pregnant Staff



The Faculty of Occupational Medicine examined the most recent update to the particular occupational health guidance for employers and pregnant women, which was issued on April 2021.

The Guidelines clarify that:

- During the COVID-19 pandemic, all pregnant healthcare professionals should undergo a risk assessment.
- Pregnant healthcare professionals under the age of 28 weeks of pregnancy can only work in direct patient-facing jobs.
- Pregnant healthcare professionals should be advised to stay at home if they are more than 28 weeks pregnant.
- The physical and emotional health of the pregnant worker must be considered during the occupational health evaluation.

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Statutory Maternity Leave

No matter how long the staff worked for your company, you're entitled to 52 weeks which is up to one year of maternity leave if you're pregnant.

Statutory Maternity Leave is 52 weeks. It consist of:

- ✓ Ordinary Maternity Leave - first 26 weeks
- ✓ Additional Maternity Leave - last 26 weeks

Start date and early births

Leave will start:

- ✓ the day after the birth if the baby is early
- ✓ automatically if you're off work for a pregnancy-related illness in the 4 weeks before the week (Sunday to Saturday) that your baby is due

Returning to work after Statutory Maternity Leave

One must notify your employer at least 8 weeks before you are scheduled to return to work:

- Stay on maternity leave longer than planned
- Return to work sooner than planned



Paternity Leave

If you're a soon-to-be parent or the partner of a pregnant woman – even a same-sex spouse – you may be eligible for paternity leave. Additional Paternity Leave of up to 26 weeks is available to you.

You may be eligible for the following benefits if you take time off because your spouse is having a baby, adopting a kid, or having a baby through a surrogacy arrangement:

- 1 or 2 weeks paid Paternity Leave
- Shared Parental Leave and Pay



Shared Parental Leave

Shared Parental Leave is designed to provide parents the freedom to choose when they return to work and to allow families to spend time together throughout the early years of a child's life.

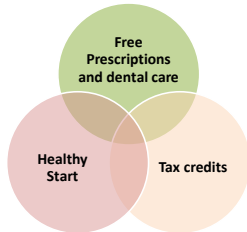
- You and your spouse may be able to split parental leave and salary.
- The first two weeks after your baby's birth, leave and salary can be shared.
- You are not required to use all of your Shared Parental Leave at once.
- You can take up to three blocks of Shared Parental Leave and return to work in between.

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Financial Assistance During Pregnancy

Whether you're working or not, there are perks and financial assistance available to you if you're pregnant.

They are as following:



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Employee Engagement in NHS

Employee Engagement means developing positive employee relationships in the hope this would lead to both improved patient care and positive staff wellbeing.



'Of the 50% who do not respond, what do they really think? It could be because they are quite content and have better things to do or it might be that they are pretty disengaged and think "what's the point, no one will listen to us".'
(Director/Manager)

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Factors Influencing Organizational Performance in Health Care

Organizational Performance is a management control function that entails establishing methods to guarantee that an organization's mission and goals are met within the constraints of its resources.

The factors influencing Organizational Performance in Health Care:

1. Health cost drivers
2. Effects of health on absenteeism
3. Cost of Absenteeism and presenteeism
4. Health effects on the presenteeism
5. Mental and Physical health Effects

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1 - Health Cost Drivers

Employees in almost every business have health-care demands. Every year, businesses spend billions of dollars on employee health concerns and claims. These health issues, however, are linked to a lack of physical exercise, smoking, poor diet, stress, and other modifiable risk factors.



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2 - Effects of Health on Absenteeism

There are a number of reasons for employee absenteeism, which are divided into five primary groups as shown below:

- 1: Sickness
- 2: Family-related difficulties
- 3: Employees' personal needs
- 4: Mentality and stress



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3 - Cost of Absenteeism and Presenteeism

Presenteeism and absenteeism both have economic consequences; poor productivity is a direct indicator of the effects of absenteeism and presenteeism. A higher number of presenters means more productivity, whereas a higher percentage of absenteeism means less production.



4 - Health Effects on the Presenteeism

Presenteeism is a phrase used to describe when people report to work despite being in poor physical or mental health. This phenomena frequently has negative consequences in terms of productivity, the rate of workplace accidents, and worker health.



5 - Mental and Physical Health Effects

Mental and Physical illness can lead to a range of issues at work, such as stress, anxiety, and depression. Male and female employees both suffer from mental illness. It has an impact on people of all ages, backgrounds, and economic levels. Mental illness is responsible for 14% of all diseases in humans.



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