HR Metrics: Tools for Measuring Group Capacity, Capability and Control

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RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

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Aim

To demonstrate the benefits of applying strategically aligned HR Metrics

Context

Accurate, appropriate and accessible information and management reports are requisite to effective decision making[1]. While financial control has been an early imperative for the RCSI Hospitals Group, an improved cost containment environment will allow for a broadening of focus. It is our contention that strategically aligned HR metrics will support the Group in its aim of maximising pan-organisational capacity through migration of all available capability

What are we trying to accomplish?

Introduction of metrics representing three 'paradigm concepts' – capacity, capability, control

- To assess the Group's **capacity** to provide occupational health services and suggest metrics to capture occupational health capacity vs demand, by May 2017
- To provide assurance that there is consistency in respect of the absence **control** metrics used across the Group, by May 2017
- Improve Group Maternity Team CTG interpretation **capability** by implementing a metric to assess rates of K2™ CTG Training Certification among Group Obstetrics and Midwifery staff, by April 2017

'Real HR Matters' Team

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References

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Acknowledgements

What We Did

Figure 1.
The team used the HSE Change Model[2] to guide project processes.

Capacity: Occupational Health capacity vs demand

- Surveyed each hospital site to establish current practice
- Spoke with Occupational Health (OH) stakeholders across the Group and in the HSE
- Mapped OH management referral process (figure 3 ➡)

Control: Absence Management

- Researched and analysed capability of the existing HR systems to support consistent absence reporting across the Group
- Mapped the process of line management activities as per the HSE managing attendance policy[3] (figure 2 ⬇) identifying measurable points
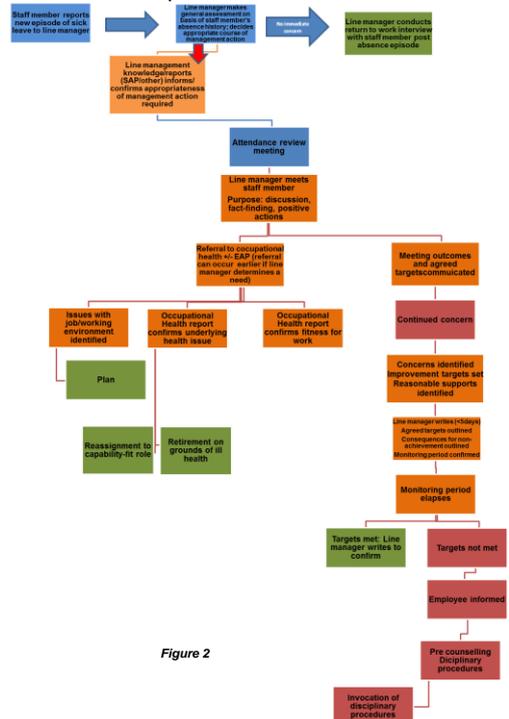

Figure 2

Capability: CTG Interpretation training

Cerebral palsy as a consequence of avoidable birth asphyxia occurs in up to 20% of all cerebral palsy cases[4], has vast human cost for families and unsustainable financial cost for society[5]. CTG interpretation training every two years is mandated[6]. Recognising the synergies with this existing imperative, we worked with stakeholders to implement a metric for its monitoring and control.

Programme Participants' experience of working in a virtual team: survey

We undertook a survey of our course colleagues with a view to feeding back learning in respect of their experience of working in a virtual team.

What We Achieved

Capacity

- Identified four different approaches to Occupational Health (OH) service provision in place across the Group
- Considerable local variation in terms of access, consent, wait times, capacity and resources. We note a national project in respect of occupational health is ongoing, and suggest the Group should seek to influence in order to ensure a standardisation of OH services across the system

Figure 3

Control

- Piloted reporting of four additional absence management metrics, with early reporting indicating a downward trend in absence rates. We recommend the introduction of these metrics to all Group HR performance reports. In addition we suggest that metrics in respect of 'return to work interviews' and frequent illness absence may be useful

Capability

- CTG training metric now reported monthly via Performance meetings. For monthly publication on RCSI Group website. Improved rates in two sites noted since implementation

Survey results

Trust and effectiveness of team communication reported overall as 'better than adequate' – is there room for improvement?
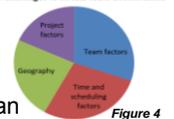

Figure 4

Key Learning

- 'What gets measured gets done', as demonstrated by improvement in CTG training rates since metric implementation. Monitoring and control promotes compliance
- "International evidence demonstrates collective leadership is associated with high quality patient care" [7]; this requires the practice of leadership behaviours in frontline settings
- Communication is a critical success factor in a virtual team structure[8]; ensuring access to appropriate tools will support effectiveness of future Group projects, promoting the development of a Group Identity and a standardised approach