



KSF Implementation Progress Report August 2008

Creation of KSF Post Outlines

92% of KSF post outlines are now agreed and ready for use in NHS Lanarkshire. The KSF sub group are at an advanced stage working with a small number of managers and staff to develop the remaining post outlines.

Guidance on how to use a KSF outline to support personal development

NHS Lanarkshire has a comprehensive PDP policy in place that describes the process for development of a KSF based PDP. The Policy makes clear the respective roles and responsibilities of Managers and individual members of staff. The Board has made extensive investment in Manager and Reviewer training to support the process (3,400 people in the years 2006- 2007 and 2007- 2008).

In recognition that all staff do not have access to appropriate IT equipment, or have the skills/competence to confidently use the e- KSF system, a paper version of the KSF based Personal Development documentation is available from the KSF team, to download and use from Firstport, and has been made available to managers.

Gateway Activation Report

The KSF Sub group has reviewed NHS Lanarkshire's position in terms of readiness to activate Gateways throughout the organisation. The KSF Sub group are confident that the review has ensured NHS Lanarkshire can activate Gateways in line with the National guidance.

Communication & Engagement

Progress reports on KSF feature regularly in the Staff Briefing, are routinely included on the Acute and CHP Management Team agendas, have featured strongly in editions of Pulse and have been the focus of numerous face to face staff briefing sessions. The importance of effective communication is an ongoing aspect of the implementation work.

Preparation and progress in the above three areas has been effective and positive. This has established a solid foundation on which to now progress the remaining challenges associated with KSF implementation.

E-KSF Implementation

The main focus of work in 2008/9 is to implement e-KSF, the electronic version of the KSF personal development planning system. This is presenting a number of challenges as follows:

Assignment of outlines to posts and people

In order for the e-KSF system to function it is necessary to create and data input the comprehensive PDP Review structures for NHS Lanarkshire. This requires every Manager to describe their PDP hierarchy and for this data to be input into the e-KSF system.

Some Departments and teams have still to clarify and provide their Review structures for data input. Support is in place to ensure that this work will be completed in the near future. The most recent position with assigned outlines is noted below:

| Assignment of KSF Post Outlines | July 2008 | August 2008 |
|--|------------------|--------------------|
| Full Outlines Assigned | 546 | 847 |
| % of Outlines Assigned | 5.10% | 8.35% |

As we continue to implement our intensive e-KSF training for Managers, Reviewers and Staff, there will be a natural increase in the assignment of KSF Post Outlines to post holders. The e-KSF training has been designed to ensure ownership of KSF and PDPs by combining the training process with the opportunity for participants to assign post outlines at the end of each session.

Training people to use e-KSF

NHS Lanarkshire launched a major training programme in January 2008 to train the three levels of e-KSF users: Manager; Reviewers and Staff. Managers and Reviewers are being trained in groups using corporate IT training facilities and in addition three KSF facilitators have been employed to deliver Staff training locally across the organisation.

Managers training was scheduled from January to April 2008, Reviewer training from April to July 2008 with staff training running in parallel and beyond from March to December 2008. Despite this significant investment and ample opportunity to attend, approximately 50 Managers out of the target Group of 529 remain untrained. Manager training has now been discontinued as it is essential that we now prioritise Reviewer training. The 50 remaining Managers will be able to attend a demonstration rather than training session and will be provided with appropriate paper guidance.

Training is currently being provided for Reviewers and this will continue until the autumn. The slight delay in training of Reviewers is likely to have an impact on the completion of electronic KSF PDPs. Current training statistics are noted below.

| Training Programme | Number of Staff trained (July 08) |
|--|--|
| KSF Post Outline Development | 902 |
| Personal Development Planning & Review | 1667 |
| e-KSF Manager Training | 529 |
| e-KSF Reviewer Training | 409 |
| e-KSF Staff Training | 1043 |
| e-KSF Training % | 19.54% Trained in e-KSF |

Access to IT Resources

As e-KSF is only one component of a multitude of new electronic based services, there is recognition that the existing access arrangements will require further enhancement as part of the e-Health strategy. Resources currently available for staff are as follows;

- Existing access to PCs – on site/ward/department
- IT Resource Rooms – Located throughout NHS Lanarkshire sites (including rural)
- Library PC access – predominately located on the Acute sites.
- IT Training Rooms and Classrooms
- Opportunity to further explore home usage as part of Home Computer Initiative (Subject to Policy arrangements for working time/release for access)

Tracking Progress

E-KSF is designed to count the number of people with a KSF based PDP and to report this locally and nationally. Until the e-KSF system is fully functional NHS Lanarkshire has established a data collection tool which will be used locally to count KSF PDPs – whether completed on paper or electronically. Performance reports will be produced on a monthly basis for the Acute Division, CHPs and Staff Governance / Partnership Groups.

Current Position

The NHS Lanarkshire target number of employees for whom a KSF PDP is required is 10,138. A monthly monitoring system was established in June and the combined total of KSF PDPs currently in place is noted below:

| KSF based PDP's | July 2008 | August |
|------------------------|------------------|---------------|
| KSF PDPs | 2915 | 3185 |
| % of KSF PDPs | 28.5% | 30% |

A recent sample survey confirmed that 75% of staff has a current, agreed and active PDP. This is an important statistic as it demonstrates the continuation of a systematic approach to personal development planning and review for the majority of staff. For such staff the task is to adjust the current PDP to be KSF based.

Work continues delivering training to support introduction and use of the e-KSF system. It is important however that Managers, Reviewers and Staff do not lose sight of the contingency position to complete PDPs, on paper, if necessary.

Additional Support

A range of additional support materials are being progressed to support the ongoing process of KSF and e-KSF throughout the organisation. The development of an automated CD Rom, additional paper materials and access to a telephone “help line” facility are all being progressed.

The appointment of an additional e-KSF facilitator for a period of 6 months to work directly with reviewers to ensure “fast” access to using and embedding the e-KSF system in local areas.

Nominations will be sought throughout local areas to create and train system “Super users”. This would provide departments with their own local resource who would be “live” in the system on a more frequent basis and would be able to provide localised direct support