



POST IMPLEMENTATION REVIEW

Northern Ireland Policing Board

PSNI – Occupational
Health & Welfare
Services

Final Report – April 2009

ADVISORY

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Glossary	
BVR	Best Value Review
DCUs	District Command Units
DPP	District Policing Partnership
HR	Human Resources
NIPB	Northern Ireland Policing Board
OHW	Occupational Health and Welfare Services Branch
PIP	Performance Improvement Plan
PIR	Post Implementation Review
PSNI	Police Service of Northern Ireland
SLAs	Service Level Agreements
TED	Training Education and Development

1 Executive Summary

1.1 Background and Introduction

The Occupational Health and Welfare Services (OHW) is a Branch of the Human Resource Department of the Police Service of Northern Ireland (PSNI). The Human Resource Department exists to provide support for frontline policing by providing strategic level human resource management for both police officers and civilian support staff.

The roles and responsibilities of the Branch include:

- Providing advice on clinical issues affecting an individual's performance and attendance
- Providing a personal referral service to enable individuals to avail of a confidential counselling and/or health education/advisory service.

Based throughout Northern Ireland, OHW has teams assigned to specific District Command Units. Their key functions are health promotion, health protection and physical competence tests which are delivered through a combination of Occupational Health Doctors, Advisors and Practice Nurses and an Employee Support Service/Physical and Health Education.

The Best Value Review of the Occupational Health and Welfare Services Branch (OHW) was included in the Audit and Best Value Plan 2004/2005 and agreed by the Audit and Best Value Committee and the Northern Ireland Policing Board (NIPB).

The purpose of the Best Value Review was to consider the key processes in relation to service delivery within the Occupational Health and Welfare Services Branch and to make recommendations to secure continuous improvement.

1.2 Review Methodology

1.2.1 Objectives

The objectives of this Post Implementation Review (PIR) are:

- To identify the main drivers for the initial review
- To identify and interview the key stakeholders in the review in order to assess progress
- To identify any other pertinent information and documentation which would be useful for this review.

1.2.2 Approach

Following the completion of the Best Value Review a Performance Improvement Plan was developed to allocate responsibility for the implementation of the recommendations. Through the use of the agreed Performance Improvement Plan from the Best Value Review, this PIR will:

- Review the progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining and validating the evidence provided
- Consider the costs and benefits of the implementation where appropriate.

1.3 Progress on Recommendations

As a result of the work carried out in delivering the review of the Occupational Health and Welfare Branch a total of 54 recommendations were made in order to deliver continuous improvement. 49 of these recommendations have been implemented/superseded during previous PIRs and the remaining 5 recommendations have been considered as part of this PIR. The outstanding recommendations can be grouped into 4 specific areas; Performance Management, Communication, Internal Processes and Resource Management.

An extensive data collection and analysis process was carried out between December 2008 and February 2009. This included interviews with key stakeholders and the review of various documents. As a result of this it is concluded that all 5 of the outstanding recommendations are now implemented.

Category	Recommendation	Implemented	Superseded	Not fully Implemented
Performance Management	2, 26	2	0	0
Communication	3	1	0	0
Internal Processes	16	1	0	0
Resource Management	46	1	0	0
Total	5	5 (100%)	0	0

1.4 Summary

1.4.1 Summary of benefits obtained

Through the actions which the NIPB has taken as a result of the implementation of the recommendations from the Best Value Review of the Occupational Health and Welfare Branch, benefits have been accrued. Specific examples of these benefits include:

- Service Level Agreements have been agreed between OHW and all DCUs/Headquarters Departments. This formalises the service arrangements and provides a basis for consideration of whether an effective service has been provided.
- To ensure that all aspects of the OHW work is consistent and quality assured clinical audit processes have been developed for all the staff involved in delivered OHW services. All internal and external staff now adhere to these processes.
- OHW now meet regularly with a variety of stakeholders including individuals within the Personnel Directorate, Health & Safety, TED and the Federation. This assists them to improve the co-ordination and linkages between OHW and other HR Department Branches.
- To address the number of individuals not attending or cancelling appointments, cancellations and changes to appointments can only be made through direct contact with the local HR manager.
- A full review of the physical education resources has been carried out in advance of the delivery of the In-Service Medical and Fitness Testing which is due to begin shortly. This has helped the OHW to ascertain that no additional resource is required to deliver these tests due to predicted changes in the area of recruiting.

1.4.2 Cost of benefits obtained

The majority of the outstanding recommendations required changing information provision and working methods, which have no cost implications. The recommendation which relates to resource management determined that no additional resources were required to deliver the new In-Service Medical and Fitness Testing hence no cost has been identified but consideration has been given to the need for additional resources.

The implementation of the outstanding recommendations has produced a range of benefits in terms of the overall management of OHW resources, services and relations with other Departments/DCUs and the introduction of quality assurance mechanisms.

1.4.3 Overall impact of Review

Overall as a result of the Best Value Review of OHW, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen. These include:

- Defining the services OHW provides to DCUs/HQ Departments and creating a mechanism to monitor the services on an ongoing basis and to adapt the services when necessary
- The creation of clinical audit processes to ensure the services provided are of a consistently high quality
- Improved communication with key stakeholders within central HR

- Improved management of cancellations and alterations to appointments to help OHW to manage their resources more effectively
- Consideration of the resource requirements of the service prior to adapting the services to be delivered.

From the information which we have obtained as a result of our review it is clear that the benefits obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review. Going forward it is important that OHW use these mechanisms to maximise the impact of the introduction of these mechanisms to ensure continuous improvement is produced.

1.5 Acknowledgement

We would like to thank the staff of the Police Service of Northern Ireland for their assistance in undertaking this review.

2 Background and Introduction

The Occupational Health and Welfare Services (OHW) is a Branch of the Human Resource Department of the Police Service of Northern Ireland (PSNI). The development of this Branch was the result of the amalgamation of the Occupational Health, Physical Education and Welfare Branches. The aim of the Branch is to promote and develop a co-ordinated approach to Health Promotion and the delivery of the best occupational health-care system possible. This will be achieved through the sharing of resources and expertise, the creation of best practice models and the development of internal partnerships and external relationships. One of the aims of the Branch is 'to assist staff improve their health and maximise attendance at work'.

Occupational Health and Welfare acts as an advisory service in providing impartial advice regarding fitness for work to line managers who are responsible for the monitoring and control of sickness absence and staff. This advice is aimed at assisting employees to regain their good health and return to a suitable job as soon as his or her recovery allows.

The roles and responsibilities of the branch include:

- Providing advice on clinical issues affecting an individual's performance and attendance
- Providing a personal referral service to enable individuals to avail of a confidential counselling and/or health education/advisory service and
- Provide management information to the local management regarding individuals who fail to attend a scheduled appointment.

Based throughout Northern Ireland the Branch has teams assigned to specific District Command Units. Their key functions are health promotion, health protection and physical competence tests which are delivered through a combination of Occupational Health Doctors, Advisors and Practice Nurses and an Employee Support Service/Physical and Health Education.

3 Methodology

3.1 Objectives

The objectives of this Post Implementation Review (PIR) are:

- To identify the main drivers for the initial review
- To identify and interview the key stakeholders in the review in order to assess progress
- To identify the evidence of implementation
- To identify any other pertinent information and documentation which would be useful for this review.

3.2 Approach

Following the completion of the Best Value Review a Performance Improvement Plan was developed to allocate responsibility for the implementation of the recommendations. Through the use of the agreed Performance Improvement Plan from the Best Value Review, this PIR will:

- Review the progress to date against each recommendation by interviewing key stakeholders and owners of the recommendations and examining and validating the evidence provided
- Comment on the costs and benefits of the implementation, where appropriate.

After analysing the information and consulting with stakeholders we will then highlight any clear improvements that have been achieved since the review was carried out and whether any corrective action needs to be taken in order to realise the benefits identified. We will also assess whether the changes that have occurred have been controlled in a systematic manner to assure that the Occupational Health and Welfare Services Branch attains the full benefit of the recommendations.

4 Best Value Review of the PSNI Occupational Health and Welfare Services Branch

The review of the Occupational Health and Welfare Services Branch (OHW) was included in the Audit and Best Value Plan 2004/2005 and agreed by the Audit and Best Value Committee and the Northern Ireland Policing Board (NIPB).

The purpose of the review was to consider the key processes in relation to Service Delivery within the Occupational Health and Welfare Services Branch and to make recommendations to secure continuous improvement. Tangible benefits must be achieved from the recommendations and Performance Improvement Plan. These benefits must also achieve value for money for the organisation with regard to a combination of economy, efficiency and effectiveness.

5 Progress on Performance Improvement Plan

- Recommendation not fully implemented, to be carried forward
- Recommendation superseded by other events
- Recommendation implement, evidence of improvement found

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
2	Service level agreements should be introduced between OHW and DCUs/Headquarters Departments. These should be regularly monitored and reviewed to evaluate whether effective performance is being achieved.	Accepted	PSNI Officials informed us that Service Level Agreements (SLAs) have been agreed between OHW and all DCUs/Headquarters Departments. Performance information is reviewed quarterly to identify potential issues and performance review meetings are held with DCUs/Headquarters Departments every six months to ensure that the SLAs meet the needs of the service users.	●●●
3	OHW should explore ways in which to improve co-ordination and linkages with other HR Department Branches, including Personnel Directorate, Health and Safety and TED.	Accepted	PSNI Officials informed us that to improve co-ordination and linkages OHW meet regularly with a variety of stakeholders within the central HR including individuals within the Personnel Directorate, Health & Safety, TED and the Federation.	●●●
16	OHW should conduct analysis to establish the profile of those not attending or cancelling appointments to determine the underlying causes and establish a strategy for managing this issue in partnership with DCUs/Departments.	Accepted	The draft Performance Improvement Unit Review of OHW shows that 20% of appointments are either cancelled, rescheduled or a 'no-show'. To deal with this issue, appointments can now only be rearranged or cancelled by direct contact with the local HR manager. PSNI Officials informed us that this will continue to be monitored as part of the SLAs with Districts.	●●●

Recommendation Number	Recommendation Description	Management Response	Progress Evidence	Performance Status
26	The Chief Nursing Adviser should consider developing their clinical audit of procedures to ensure consistency and quality assurance in all aspects of their work.	Accepted	<p>The Chief Nursing Advisor has introduced clinical audit procedures for nursing advisers. This has now become part of a clinical governance programme for all OHW professional staff both internal and external.</p> <p>Clinical audit processes are now ongoing for the medical and nursing advisers, physiotherapists, occupational therapists, employee support officers, psychotherapists and clinical psychologists involved in the delivery of occupational health and welfare services to PSNI.</p>	●●●
46	If in-service Medical and Physical Fitness Standards are introduced, resourcing levels in OHW will need to be reviewed in order to ensure that adequate resources are available.	Accepted	A full review of the physical education resources has been carried out and In-Service Medical and Fitness Testing is due to begin shortly. PSNI Officials informed us that they are satisfied that there is currently no additional resource required to deliver these tests due to predicted changes to workload in the area of recruiting.	●●●

- Recommendation not fully implemented, to be carried forward
- Recommendation superseded by other events
- Recommendation implement, evidence of improvement found

6 Summary

6.1 Summary of benefits obtained

Through the actions which the PSNI has taken as a result of the implementation of the recommendations from the Best Value Review, benefits have been accrued. Specific examples of these benefits include:

- *Performance Management*
 - Service Level Agreements have been agreed between OHW and all DCUs/Headquarters Departments. This formalises the service arrangements and provides a basis for consideration of whether an effective service has been provided. Quarterly reviews of the services provided are now undertaken and six monthly review meetings occur to consider whether the SLA remains appropriate.
 - To ensure that all aspects of the OHW work is consistent and quality assured clinical audit processes have been developed for all the staff involved in delivered OHW services. All internal and external staff now adhere to these processes.
- *Communication*
 - OHW now meet regularly with a variety of stakeholders within the central HR including individuals within the Personnel Directorate, Health & Safety, TED and the Federation. This assists them to improve the co-ordination and linkages between OHW and other HR Department Branches.
- *Internal Processes*
 - To address the number of individuals not attending or cancelling appointments, cancellations and changes to appointments can only be made through direct contact with the local HR manager. This should help to address this issue and improve the efficient management of OHW resources. Continued monitoring of the number of cancellations and changes will be undertaken as part of the ongoing review of the Service Level Agreement and should also help to reduce the impact of cancellations and changes to appointments.
- *Resource Management*
 - A full review of the physical education resources has been carried out in advance of the delivery of the In-Service Medical and Fitness Testing which is due to begin shortly. This has helped the OHW to ascertain that no additional resource is required to deliver these tests due to predicted changes in the area of recruiting.

6.2 Cost of benefits obtained

The majority of the outstanding recommendations required changing information provision and working methods, which have no cost implications. The recommendation which relates to resource management determined that no additional resources were required to deliver the new In-Service Medical and Fitness Testing hence no cost has been identified but consideration has been given to the need for additional resource.

The implementation of the outstanding recommendations has produced a range of benefits in terms of the overall management of OHW resources, services and relations with other Departments/DCUs and the introduction of quality assurance mechanisms.

6.3 Overall impact of Review

Overall as a result of the Best Value Review, there are a number of areas within which clear evidence of improvements and increased efficiencies can be seen. These include:

- Defining the services OHW provides to DCUs/HQ Departments and creating a mechanism to monitor the services on an ongoing basis and to adapt the services when necessary
- The creation of clinical audit processes to ensure the services provided are of a consistently high quality
- Improved communication with key stakeholders within central HR
- Improved management of cancellations and alterations to appointments to help OHW to manage their resources more effectively
- Consideration of the resource requirements of the service prior to adapting the services to be delivered.

From the information which we have obtained as a result of our review it is clear that the benefits obtained have arisen as a direct result of the implementation of the recommendations of the Best Value Review. Going forward it is important that OHW use these mechanisms to maximise the impact of the introduction of these mechanisms to ensure continuous improvement is produced.