



Guidance to Support Nursing & Midwifery Staff to Manage Performance within BHSCT Capability Procedure

Frequently Asked Questions and Answers

What is the purpose of this leaflet?

Records to be maintained as per toolkit and according to NMC Records and Record Keeping Guidance.

Keep contemporaneous notes of all discussions regarding performance.

It is important to remember that all notes and written records are discoverable in law.

What is the role of Human Resources – Employment/Liaison/Management Services?

- To provide advice and support to managers dealing with performance issues either under the Capability Procedure or the Disciplinary Procedure
- To assist the manager to review the options so that he/she can make a sound decision in regard to the most appropriate course of action
- To provide guidance and support through both the informal and formal stages of both procedures
- To provide information to staff who may also have queries around the implementation of either procedure.

What is the role of Occupational Health?

If a line manager is concerned that there may be an underlying health issue affecting an employee's ability to carry out the duties required of their job, the manager should consider referring the individual to occupational health service for an assessment of fitness to work.

An assessment will be carried out by an occupational health professional and advice given regarding whether the individual has an underlying health issue and if any reasonable adjustments need to be put in place to support the individual in the work place.

What is the role of the Trade Unions?

- To represent, support and offer advice to their members who may have to engage in this process.

Further detailed information is contained in the:
Policy & Guidance to Support Nursing and Midwifery

As a Ward Sister/Charge Nurse/Team Leader, what do I need to be aware of when talking about an individual's performance?

In addition to the responsibilities overleaf:

- Ensure accountability of the individual is adhered to in relation to actions/omissions
 - Discuss with Line Manager and seek advice.
- Please note:** Where action plans have been agreed, ensure strict adherence to time-frames and any follow up arrangements.

What are the responsibilities of an individual Ward Sister/Charge Nurse/Team Leader?

- Act in the best interest of the patient, the profession and the Trust
- Recognise when immediate action is required
- Ensure standards are upheld and patient safety is not compromised
- Bring the issue to the attention of the individual
- Bring the issue to the attention of the person in charge
- Support colleague
- Make a record
- Be aware of guidance and Trust Policy/Procedure.

All members of the nursing and midwifery family have a responsibility to support the Ward Sister/Charge Nurse/Team Leader and must report performance issues at the earliest opportunity.

What support/training is available in relation to issues of the guidance?

Training has been made available to Bands 6/7/8 through a series of workshops. Further updates will be provided at professional forum meetings as the needs are identified by the Senior Manager.

Support/advice can be accessed from:

- Senior Manager at Directorate level
- Directorate of Nursing and User Experience
- Nursing Development Leads
- Human Resources Directorate
- Occupational Health
- Trade Unions

Out of hours support may be required when the immediate interests of the patient, profession and the Trust are placed

at risk. These concerns must be raised with the Senior Nurse on duty on individual sites e.g. Patient Flow Team.

What performance management

Nurses and midwives are responsible for public protection and are held accountable for their practice under the NMC Code.

In today's challenging times, there is greater expectation on teams and individuals to deliver more, often with fewer resources.

We must continue to:

- Meet targets
- Improve the quality of care we deliver
- Ensure optimal performance from all members of the team
- Offer support to all members of the team
- Action any recognised deficits in knowledge/skills.

Managing performance is a day-to-day activity for nurses and midwives. Every member of the team has a responsibility to recognise when a colleague does not meet the expected standard and to take steps to deal with this by offering the necessary support to those experiencing difficulties. There are times when individuals are not able to perform at the expected level. Some of the reasons may be:

- Lack of skill in tasks/methods of work required
- Lack of awareness of required standards.

What actions contribute to support performance?

What is the Guidance to Support Nursing & Midwifery Staff to Manage Performance?

It is a practical toolkit that reflects the BHSCT Capability Procedure. This is about a process that helps individuals work through challenges and develop their practice to meet expectations and demands of ever-changing needs.

The guidance:

- Supports staff to challenge when poor performance is identified
- Provides a mechanism for improving performance
- Provides a mechanism for managing sustained poor performance
- Promotes a culture of improvement; it is not about a punitive response but an effort to promote optimal performance.

What does the Guidance document contain?

The document is set out in four sections

1. Overview of managing performance
2. Guidance for managing poor performance
3. Process for management of poor performance
4. Practical toolkit templates.

What performance management issues process to Capability?

Not all performance management issues will proceed to capability.

Where concerns can be dealt with immediately and do not form repeated behaviour, these can often be resolved at ward/department level by the Ward Sister/Charge Nurse/Team Leader at the time, supported by their Nursing Development Lead.

Where additional support and action plans are required, then it is necessary to proceed to BHSCT Capability Procedure.

Please note: Written guidance cannot replace the professional judgement of the manager when performance management concerns are identified.

What is the process to the management of poor performance?

As defined within the BHSCT Capability Procedure, there are three steps:

- Informal process (usually no longer than 3 months duration)
- Formal process step 1 (usually no longer than 3 months duration) and
- Formal process step 2 (usually no longer than 3 months duration).

What does the process aim?

- Each case/incident will be dealt with on an individual basis
- Every practitioner must use professional judgement and act in a responsible manner, timely fashion and hold the individual to account.

How does the Guidance help in the deal with performance concerns?

The guidance:

- Outlines the steps to be taken, reflecting the BHSCT Capability Procedure, when poor performance is identified
- Provides clear information for employees and clear structure to deal with concerns
- Promotes good practice in handling performance difficulties
- Explains how to deal with concerns in a timely and effective manner
- Fosters a fair and consistent approach
- Standardises the documentation used during the procedure
- Provides continued support to managers and employees.

What are the responsibilities of a Ward Sister/Charge Nurse/Team Leader?

- Act in the best interest of the patient, the profession and the Trust
- Ensure standards are upheld and patient safety is not compromised
- Recognise when immediate actions are required
- Raise the concern with the staff member
- Recognise when an episode becomes repeated behaviour and take action.

