

Partnership on Health And Safety in Scotland

Evidence Group: Draft terms of reference and membership (agenda item 3.1)

Issue:

1 To discuss and agreed the scope, terms of reference for a joint Partnership/Healthy Working Lives Evidence group and representation.

Background:

2 Please refer to the minutes of the meeting held on 29th August.

Recommendation and action:

3 That the steering committee discusses and agrees these draft terms of reference (amended by comments received so far) and, in doing so, considers the relationship with the proposal for monitoring and evaluation of Healthy Working Lives (Annex 1).

4 That the steering committee considers nominations for the membership of the Evidence group and the timing of a first meeting/event.

5 The role of the Evidence group will be to:

- identify the range of injury and health indicators (including qualitative information) relevant to
 - the aims of the Partnership on Health and Safety in Scotland and Healthy Working Lives (a "minimum data set") and
 - monitoring and evaluation of desirable outcomes
- propose any additional analysis of the indicators as a whole and by region to provide a coherent overview(s) and to identify the important determinants of such indicators and any important deficiencies in the data
- identify evaluations and reviews of the effectiveness of past and current interventions

with a view to

- making sensible use of existing evidence to
 - advise on the development and targeting of action under the Partnership on Health and Safety in Scotland and Healthy Working Lives
 - establish a baseline against which progress can be monitored and evaluated

- agree on-going sources of data collection to monitor and evaluate progress
- proposing further research to fill gaps in the evidence concerning all of the above.

6 The group should be regarded as an expert advisory group to the Partnership and Healthy Working Lives. Its membership should be reasonably knowledgeable about the availability and quality of evidence in their field and include representation from

HSE Statistics Unit

NHS Health Scotland

The Scottish Centre for Healthy Working Lives

HSE Statistics Unit

Scottish Executive Health Department - Health Improvement Directorate

Scottish Enterprise

Health Protection Scotland

Academic and professional interests in public and occupational health and safety

7 It should be chaired by someone respected for their work in the field of evidence-based research and/or policy development. Suggestions for membership will be discussed at the meeting.

December 2005

ANNEX 1

National Advisory Group for Healthy Working Lives
1st December 2005
Agenda Item 9

Healthy Working Lives: Measuring Success

Purpose

The purpose of this paper is to agree the process for the monitoring and evaluation of the Scottish Executive's health improvement strategy, *Healthy Working Lives*, to enable relevant and timely feedback and reporting on implementation progress and impacts.

Healthy Working Lives: Strategic Aims

Healthy Working Lives (Scottish Executive 2004) aims to provide support and opportunities for individuals of working age to maximise their functional capacity throughout their working lives. There are three broad strategic areas for the strategy:

- 1) Improve employability: aimed at those who find themselves at some distance from the workplace and includes support for the development of basic skills and services to address physical or mental health conditions and advice on vocational, education and training issues.
- 2) Improve workability: aimed at those in work and includes occupational health and safety and health promotion
- 3) Improve job retention and rehabilitation: aimed at those in employment but where physical or mental health issues compromise effectiveness.

Ultimately therefore, Healthy Working Lives will bring together education, training and health and safety services to deliver improvements for three groups of people of working age in Scotland:

1. Those not in employment – basic skills, vocational education and training, health services
2. Those in employment – health protection and promotion while at work
3. Those in employment, but off work due to illness or other incapacity - rehabilitation

Implementation

The full realisation of these improvements will first require important changes in the way services are organised, focused and delivered. The Scottish Centre for Healthy Working Lives has been set up by the Scottish Executive to provide national level leadership and coordination for this change process across Scotland. Here, successful implementation might mean –

- At a national level, securing the commitment and cooperation of a number of national and UK depts/agencies to the strategy, including the Health and Safety Executive, Job Centre Plus and UK Department of Work and Pensions (DWP), such as through the National Advisory Group and the Partnership for Health and Safety in Scotland.
- At a local/regional level, cooperation between service providers (Health and Safety, Health Protection, Occupation Health, Health Promotion) to deliver an integrated service to businesses and their employees.

- At the level of businesses/employers, securing their cooperation by making the business case for providing a safe and healthy working environment, employment and training policies

Measuring success – developing a monitoring and evaluation framework

The Healthy Working Lives strategy does not identify the nature or level of changes (improvements) expected for each of the three population groups if these services are effectively delivered, nor the timeframe in which they might be realised. Nor is it clear what successful delivery might look like for employers and service delivery partners who are expected to cooperate and collaborate in implementing the strategy.

Thus, an important aspect of Healthy Working Lives implementation planning process will be the specification of appropriate outcome measures for each of the three population groups, as well as for the intermediaries involved in service delivery. Agreeing realistic and appropriate levels and timeframes for change is critical.

There is a need to develop an agreed framework for intermediate and end-outcome indicators related to the Healthy Working Lives strategic aims, target groups, service delivery partners and actions to guide the monitoring, evaluation and reporting requirements. This will assist Healthy Working Lives planning and delivery by ensuring that:

- The actions proposed are linked logically to the desired outcomes.
- Ongoing learning is identified and integrated to improve service delivery.
- It is clear that what is planned can be evaluated and when it can be evaluated.
- Existing data sources are identified and data collected, with gaps rectified, if possible.

Measures of success will be developed as part of the monitoring and evaluation (M&E) framework. Examples might include:

- Implementation progress: key milestones
- Service Providers: service uptake and results of service (eg action taken)
- Businesses/employers: environment; safety record; sickness absence; implementation of supportive policies; registration in, and achievement of, Healthy Working Lives award; employee access to occupation health services etc
- Individuals of working age: Unemployment rate; long term sick leave; ill-health retirement, Incapacity claimants; work-related accidents, injuries and ill health etc

Appendix 1 shows how the links with the strategic aim and broad areas of Healthy Working Lives. Developing the monitoring and evaluation framework would facilitate the refinement and completion of this model.

The Scottish Centre for Healthy Working Lives proposes to use the Balanced Score Card (BSC) approach to business planning and performance review. We propose therefore to develop the M&E framework alongside this to ensure a good fit. The M&E framework will ensure that business performance is linked clearly to the desired outcomes, providing a “road map” that describes the sequence of actions necessary to achieve these.

In order to develop an appropriate M&E framework for Healthy Working Lives in consultation with key partners, we suggest a small working group is established within the Operational Partnership Group to develop the BSC for Healthy Working Lives, that will in turn be reported to the National Advisory Group.

Reporting

It is proposed that reporting of progress and outcomes is to the Healthy Working Lives National Advisory Group using the timetable below:

- Annual planning and review day: focused on implementation progress and indicators of service uptake and results
- 3 year review: focused on indicators of outcomes/impacts on businesses and individuals of working age.
- 6 year review: An independent review of HWL strategy implementation, outcomes and impacts

Resource Implications

Effective monitoring and evaluation must be adequately resourced. Implementation of a monitoring and evaluation framework requires:

- Internal capacity: Dedicated monitoring and evaluation resource within the Scottish Centre for Healthy Working Lives to ensure monitoring and evaluation is integrated into programme delivery.
- Health Scotland support: Health Scotland will provide advisory support for the development and implementation of the monitoring and evaluation framework.
- External commissions: Financial resource to commission evaluations of the key programmes and innovative services and fund the independent review

Key Points For Agreement

- 1) That the M&E framework is developed by a working group linking to the Partnership for Health and Safety in Scotland, working closely with the Operational Group developing the BSC and reporting to the Advisory Group.
- 2) That the M&E framework is for the Healthy Working Lives strategy and not exclusively for the Scottish Centre for Healthy Working Lives.
- 3) That the frequency and nature of reporting is as outlined above
- 4) That resources will be agreed for the internal capacity and external commissions.

Erica Wimbush
Head of Policy Evaluation and Appraisal
Health Scotland

Clare Beeston
Public Health Adviser
Health Scotland

Appendix 1 An Illustration of an outcome framework for Healthy Working Lives

