Safe, sustainable and productive staffing
National Workstream Update

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Our objectives

Quality of care
Continuously improving quality of care, helping to create the safest, highest quality health and care service

Finance & use of resources
Balancing provider finances and improving productivity

Operational performance
Improving and sustaining performance against NHS Constitution standards

Strategic change
Ensuring every area has a clinically, operationally and financially sustainable pattern of care

Leadership & improvement capability
Building and maintaining capability to deliver sustainable services

NHS Improvement will support providers in continuously improving in these five areas
Why – Safe, sustainable, productive staffing now?
Safe, sustainable and productive staffing

- NHS Improvement leading development of 7 care setting specific improvement resources (tasked by the National Quality Board)
- Aligned to Commitment 9 of Leading Change: Adding Value
- Aim is to help providers of NHS services to implement the NQB expectations to deliver the right staff, with the right skills, in the right place at the right time.
- Review of available evidence completed
- Multi-professional approach to staffing
NQB safe sustainable and productive staffing

Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time.

Safe staffing improvement resource that has been developed by the National Quality Board, which comprises:

- Care Quality Commission
- NHS England
- NHS Improvement
- National Institute for Health and Care Excellence
- Health Education England
- Public Health England
- Department of Health
### Safe, Effective, Caring, Responsive and Well-Led Care

**Measure and Improve**
- patient outcomes, people productivity and financial sustainability -
- report investigate and act on incidents (including red flags) -
- patient, carer and staff feedback -

- implement Care Hours per Patient Day (CHPPD)
- develop local quality dashboard for safe sustainable staffing

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<th>Expectation 1</th>
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<td><strong>Right Staff</strong></td>
<td><strong>Right Skills</strong></td>
<td><strong>Right Place and Time</strong></td>
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<td>1.2 professional judgement</td>
<td>2.2 working as a multi-professional team</td>
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<td>1.3 compare staffing with peers</td>
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<td>Care Setting</td>
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<td>Inpatient wards for Adult Acute Hospitals</td>
<td>Professor Hilary Chapman, Chief Nurse, Sheffield Teaching Hospital</td>
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<td>Urgent and Emergency Care</td>
<td>Pauline Philip, CEO, Luton and Dunstable NHS Trust</td>
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<td>Maternity Services</td>
<td>Professor Mark Radford, Nursing Director – Improvement, NHS Improvement</td>
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<td>Children’s Services</td>
<td>Michelle McLoughlin, Chief Nurse at Birmingham Children's Hospital</td>
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<td>Community Services</td>
<td>Dr Crystal Oldman, CEO The Queens Nurse Institute</td>
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<td>Learning Disability Services</td>
<td>Professor Oliver Shanley, Regional Chief Nurse London – NHS England / NHS Improvement</td>
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<td>Alison Bussey, Director of Nursing/Chief Operating Officer South Staffordshire and Shropshire Healthcare NHS Foundation Trust</td>
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<td>Mental Health</td>
<td>Ray Walker, Executive Director of Nursing Merseycare NHS Trust</td>
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Acute Inpatient Safe Staffing Improvement Resource - Recommendations

Chair: Professor Hilary Chapman. Academic: Professor Peter Griffiths

• Takes account of completed evidence review and guidance developed by NICE
• Review how the new CHPPD metric can be used as a measure, amongst others.
• The resource addresses
  – Evidence base linked to staffing
  – Requirements of evidence informed decision support tools
  – Professional judgement
  – Evidence base linked to staffing
  – Skill-mix (in its broadest sense)
  – Productive working, efficiency and flexibility
  – Measure and Improve
  – “…continuously improve patient outcomes and use of resources in a culture of engagement and learning.”
Acute Inpatient Safe Staffing Improvement Resource - Recommendations

- Evidence Informed decision support tools
- Strategic staffing reviews
- Multi-professional context
- Flexible working, recruitment and retention
- Composite dashboard
- Importance of investigating staffing relating incidents
- National framework, local decision making
Learning Disability Services Safe Staffing Improvement Resource - Recommendations

Chair: Professor Oliver Shanley and Alison Bussey

- Help commissioners and providers to create, review and sustain safe and effective specialist health services for people with a learning disability
- Rapid review of literature and professional review of practice
- Provide principles and an assurance framework to help standardise approaches to making decisions about staffing in a multidisciplinary learning disability setting.
Learning Disability Services Safe Staffing Improvement Resource - Recommendations

• A set of always events (minimum standards)

• Support professional judgement with the use of evidence-based processes for managing staff deployment

• Consider and monitor contextual factors that affect the delivery of safe and sustainable services

• Service users should be involved in the competency and values-based recruitment and development of staff.

• With inter-agency working, providers should work together to ensure seamless transfers and clear understanding of roles.
• Support people transferring across services ideally with communication passports to ensure reasonable adjustments are made

• Data on staffing unplanned care is monitored to develop a flexible, workforce to fully respond to fluctuating need

• Identify ‘measures that matter’ to ensure there is a framework of multidisciplinary staffing reviews (e.g. floor/team-to-board reporting).

• Measure and improve areas of inefficiencies associated the poor flow of people through the services as part of staffing reviews
Safe, sustainable and productive staffing

• Inpatient wards for Adult Acute Hospitals and Learning Disability draft resources were made available to the sector for review and comment 21/12 – 03/02

• Feedback will be considered and incorporated where appropriate

• Community- District Nursing and Mental Health draft resources will be made available in coming weeks for review and comment and remaining resources shall follow (emergency care, children and young people’s services and maternity services)

• Final publications 2017
Safe staffing - adult in-patients in acute care - improvement resource

Implementation plan

• Regional teams – evaluate organisations implementation

• Aim to work jointly with the CQC
Questions around safe staffing improvement resources?

Please contact: nhsi.safestaffing@nhs.net