Safe Staffing Policy in England

Professor Mark Radford
Deputy Chief Nursing Officer - England
Leading change; Adding Value

• Commitment Nine

• We will have the right staff in the right places at the right time
## Safe, Sustainable Staffing Improvement Resources

### 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

<table>
<thead>
<tr>
<th>Expectation 1</th>
<th>Expectation 2</th>
<th>Expectation 3</th>
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<tbody>
<tr>
<td><strong>Right Staff</strong></td>
<td><strong>Right Skills</strong></td>
<td><strong>Right Place and Time</strong></td>
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<tr>
<td>1.1 evidence based workforce planning</td>
<td>2.1 mandatory training, development and education</td>
<td>3.1 productive working and eliminating waste</td>
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<td>1.2 professional judgement</td>
<td>2.2 working as a multi-professional team</td>
<td>3.2 efficient deployment and flexibility</td>
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<td>1.3 compare staffing with peers</td>
<td>2.3 recruitment and retention</td>
<td>3.3 efficient employment and minimising agency</td>
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Safe staffing policy

Commonality:

- A formal Process
- Sector work streams
- Triangulation
- Acuity tool
- CHPPD / Hours worked
- Professional judgment
- Outcomes
### Setting-Specific Safe Staffing Improvement Resources

<table>
<thead>
<tr>
<th>Care Setting</th>
<th>Chair</th>
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<tbody>
<tr>
<td>Inpatient wards for Adult Acute Hospitals</td>
<td>Professor Hilary Chapman, Chief Nurse, Sheffield Teaching Hospital</td>
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<tr>
<td>Urgent and Emergency Care</td>
<td>Pauline Philip, CEO, Luton and Dunstable NHS Trust</td>
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<tr>
<td>Maternity Services</td>
<td>Professor Mark Radford, Director of Nursing – Improvement, NHS Improvement</td>
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<tr>
<td>Children’s Services</td>
<td>Michelle McLoughlin, Chief Nurse at Birmingham Children's Hospital and Birmingham Women’s Hospital</td>
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<tr>
<td>Community Services</td>
<td>Dr Crystal Oldman, CEO The Queens Nurse Institute</td>
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| Learning Disability Services                     | Professor Oliver Shanley, Regional Chief Nurse London – NHS England / NHS Improvement  
|                                                  | Alison Bussey, Director of Nursing/Chief Operating Officer  
|                                                  | South Staffordshire and Shropshire NHS Foundation Trust               |
| Mental Health                                     | Ray Walker, Executive Director of Nursing Merseycare NHS Trust        |
Engagement

• Responses from:

- The Queen's Nursing Institute
- Virgin Care
- Royal College of Occupational Therapists
- Royal College of Nursing
- Mental Health Nurse Academics UK
- UNISON
- NHS Employers
- Health Education England
- Mid Essex Hospital Services
- West London Mental Health NHS Trust
- Chartered Society of Physiotherapy
Principles

- Evidence based tools and data
- Safe Staffing
- Professional Judgment
- Outcomes
Board Governance

• What good looks like in reports

• The good Trusts do a full workforce review across all professions and don’t see things in isolation. Very few do this
• They cover all areas and departments. Often missed out are Theatres and other specialist departments. Completely missed areas are areas such as Outpatients and Radiology
• The best use actual data from the tools they use (BR+, Acuity, PANDA) and clearly triangulate this with other data such as ratios’ and fill rates, CHPPD etc..
• A clear link to the quality outcomes, operational and finance performance achieved on the ward, department or area
• A clear board governance around staffing and outcome ... clear data sets down to ward level,
• Time at board to discuss and a clear set of actions arising from the data.
• A rationale and approach to ‘Worry Wards/departments/services’
Context

- ‘Developing Workforce Safeguards’ came from Safe Staffing work when system leaders identified a gap in support around workforce.

- Builds on NQB (2016) guidance ‘Right Staff, Right Skills, Right Time’

- Strengthens accountability for safe, sustainable and productive staffing across all staff groups

- Includes new recommendations on governance processes from ward to board

- Promotes consistent approach to staffing decisions and supports CQC fundamental standards
Key messages

• Trusts must use key method of triangulation evidence based tools ( ),
  – professional judgement and
  – outcomes in their staffing planning and decision processes.

• Trust boards must ensure that NQB guidance is embedded in their safe staffing governance

• Provide an assurance in the annual governance statement, Trusts will be asked to describe the extent of their compliance with this guidance (from April 2019)

• Any significant service change with establishment changes must have a full QIA review. This includes introducing Nursing Associates, Physicians Associates, Band 4s etc.