

Agenda item no.: 6.4

Enclosure no.: 6.4

Meeting of: Board of Directors

Date: 25 March 2015

Subject: Review of Nursing Staffing Capacity Capability and Establishment – Learning Disability

Presented by: Sheila Lloyd, Executive Director of Nursing, AHPs and Governance

Author: Joyce Fletcher, Deputy Director of Nursing

Purpose: To provide an update on Safe Staffing Establishment

Relationship to strategic objectives:

	We will improve access to a range of integrated services across the Black Country which are sustainable and responsive
	Our local communities will value the contribution we make to improving people's lives
x	We will attract, retain and develop a capable and flexible workforce
	None

Relationship to High Level Risks:

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Recommendation(s):

<p>To receive and approve the review of nursing staffing capacity, capability and establishment – Learning Disability.</p>
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Equality & Diversity implications:

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Regulatory and Compliance matters:

x	Monitor:	
x	Care Quality Commission:	
	Other:	
	None:	

Previous consideration

x	Board			Business & Performance	
	Audit			Other	
	Quality & Safety			None	

Executive Summary

1.0 Introduction

In the government commitment to 'Hard Truths' How to ensure we have the right people at the right place at the right time (2014), the secretary of state outlined the requirement for NHS organisations to demonstrate they are delivering safe and effective care.

Since April 2014 a range of actions have been put in place which includes the publishing of actual versus planned staffing numbers of registered nurses and non-registered (HCSWs) staff within inpatient services on a monthly basis on My NHS – NHS choices and monthly exceptions reports to the Board of Directors.

A further requirement of the Hard Truths commitment is that the Board of Directors ensure that the staffing establishment is reviewed at six monthly intervals. This report sets out a update of the review of staffing establishment for Learning Disability and Mental Health Services

2.0 Learning Disability

The LD Division spent significant time during 2014 reviewing all of its clinical pathways and the workforce that was required to deliver safe and effective care. Priority was given to the in-patient workforce staffing capacity and capability culminating in a report, Review of Nursing Staffing Capacity, Capability and Establishment – Learning Disability (2014) previously reported to Board of Directors.

The purpose of this report was to outline the review of staffing levels and shift patterns within the inpatient services across the LD Division.

This review was driven by the need:

- To understand the current situation in order to monitor quality and to continuously improve service delivery in line with the model of care
- To enable the Division to suitably recommend and action changes and efficiencies including consistent shift patterns and working practices for example staff ratios and establishment required in order to deliver safe and compassionate care across the Division
- To review current bank and agency use across the Division and to enable a full picture to be seen so that adjustments and change management in the future is appropriate and addresses clinical risk
- To ensure that we are pro-active in managing our workforce changes ie retirement and succession planning

The review of the Nursing Staffing Capacity, Capability and Establishment – Learning Disability report was approved by the Division in mid-2014 and reported through the Trust governance processes and Board of Directors in 2014.

Management of change processes were initiated to implement the workforce plan required to deliver sustainable services. This work has been overseen and monitored by the Divisional Management Board.

The attached report (Appendix 1) presents an update position in relation to the above. The division is currently in the middle of an organisational change to address the skill mix across all inpatient areas in relation to Band 3's. The aim for this piece of work is to achieve a skill mix of 60/40 (60% Band 2's and 40% Band 3s). 10 band 2s have been recruited following interviews held in February 2015 and adverts are out for the remaining posts.

There are no Band 6 vacancies in inpatients. There is 1 vacancy for a band 5 which is in the process of recruitment

The review of safe staffing on each unit is scrutinised on a daily basis and reported monthly through Divisional and wider Trust governance processes.

3.0 Mental Health

The mental health Division is currently participating in a West Midlands Safe Staffing pilot to support the development of a evidence based tools to support the review of safe staffing as reported to the Board of Directors in January 2015.

This pilot includes several other Trusts across the West Midlands.. The pilot involved audits/ observations and a review of two acute inpatient wards on the Penn and Hallam Street sites using the National Keith Hurst tool to assess descriptors in relation to a mental health setting during the month of February 2015.

The trust has also piloted the Safe Staffing tool for community mental health and learning disability services. This involved two nominated community teams engaging in the pilot programme for a period of a week.

Given the substantial engagement and investment in the programme sponsored by Health Education West Midlands; the establishment review for Mental Health will proceed following the outcomes of the pilot and the development of an acuity tool to support this process.

A substantive establishment review of staffing capability and capacity was undertaken and reported to Board in July 2014. Aspects of this review are still being implemented. In the meantime nursing vacancies and staffing are being monitored closely and a review of the current establishment is being undertaken to be reported to the Board of Directors in May 2015.