



To: National Quality Board

For meeting on: 8 June 2016

Report author: Dr Ruth May, Executive Director of Nursing, NHS Improvement and Dr Mike Durkin, NHS National Director of Patient Safety, NHS Improvement

Report for:

Decision	Discussion	Information
X	X	

TITLE: National Safe Sustainable Staffing Guidance programme - *update*

Summary:

An update on the refresh of the NQB staffing guidance was presented and discussed at the NQB meeting on 6 April 2016. At this meeting it was agreed to reframe the guidance to ensure the guidance had appropriate focus on the mechanism to ‘measure and improve’ safe, sustainable and productive staffing, in addition to an introduction to Care Hours per Patient Day (CHHPD). This was in response to renewed discussions about the scope of the NQB staffing guidance that had taken place with ministers and DH. In parallel to this, it was agreed that the NQB would produce a recommended set of local quality measures that providers may wish to use, when reviewing the impact of staffing, alongside CHPPD.

At the end of April, a revised draft version of the refreshed NQB guidance was circulated to the NQB members for their review and feedback, and subsequent to this, the guidance has been independently reviewed by Sir Robert Francis, CQC and NICE and a final set of revisions agreed, ahead of publication.

As of the 1 April 2016, the national programme of work to deliver the setting specific staffing guidance formally moved into NHS Improvement (NHS I), and during April 2016 NHS I have drafted their organisation objectives to 2020, and their 2016/17 business plan, both of which include an objective to ‘enable safe staffing’, and a specific deliverable in the 2016/17 business plan to develop and deliver setting specific safe staffing improvement resources for NHS providers.

Progress update on national Safe Sustainable Staffing Guidance programme:

- Request made to DH to secure grid date by 4 July 2016, for publication of Refreshed NQB staffing guidance (awaiting confirmation of date)
- Safe Sustainable Staffing Guidance Programme Board took place on 17 May 2016
- Care Homes sub group chair resigned from role
- NHS I programme resource and budget plan 16/17 agreed by CEO, Jim Mackey
- Scope of setting specific guidance work streams, will include supporting NHS I in development and implementation of CHPPD metric








- Work underway to mobilise NHS I resources to deliver the setting specific safe sustainable staffing improvement resources
- Workshop scheduled for 14 June 2016 to assure delivery plan for guidance in 2016/17
- An update on the delivery of setting specific guidance will be published when the NQB guidance is released in early July.
- Chief Nursing Officer conference in October 2016 proposed as key platform to commence release of setting specific safe sustainable staffing improvement resources.

Actions requested:

NQB members are asked to:

- Review the final draft of the NQB staffing guidance (including the proposed recommendations for wider measures to support monitoring the impact of staffing on quality as developed by the NQB Measuring Quality Working Group) and cover letter.
- Review draft update report on setting specific work streams.
- Confirm approval to proceed to prepare NQB staffing guidance, cover letter and report for release at the end of June 2016.
- Consider lessons learnt from phase 1 of the programme, and identify any follow on actions.
- Review the terms of reference for delivery of the setting specific safe sustainable staffing guidance/improvement resources.
- Note the high level plan for delivering the setting specific guidance, and indicative milestones.
- Review and agree process for managing review and approvals of the setting specific guidance/ improvement resources.

ALB Involvement in development and sign-off of paper:

						
X	X	X	X	X	X	X

ADDENDUM

Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time - safe, sustainable and productive staffing was published by the National Quality Board in July 2016. To access this, please click on the following [link](#).

NHSI is in the process of developing a new suite of *Safe Staffing Improvement Resources - for specific care settings*. Links to these will be provided here once available (expected in 2017-2018):

- Acute Adult Inpatients
- Community (District Nursing)
- Mental Health
- Learning Disabilities
- Maternity
- Children's Services
- Urgent and Emergency Care
- Neonatal

National Safe Sustainable Staffing Guidance programme - Update



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Overview

1. Final draft of the NQB staffing guidance (including the proposed NQB recommendations for wider measures to support monitoring the impact of staffing on quality) and cover letter
2. Draft update report national Setting Specific Safe Sustainable Staffing Improvement Resources (guidance)
3. Lessons learnt from phase 1 of the programme and follow on actions
4. NHS Improvement objectives and terms of reference setting specific safe sustainable staffing improvement resources
5. Process and timeline for managing review and approvals of 7 x setting specific improvement resources (guidance).

Phase 1: NQB Guidance Refresh

1. NQB guidance independent review (final revisions complete)
2. NQB recommendations local quality measures
3. Request for grid date before 4 July 2016 (date not yet confirmed)
4. Review and approvals – lesson learnt.

Phase 2: Setting Specific Guidance

1. NHS Improvement objectives and business plan

NHS I Objective 4: Providers have resources and tools to make **safe staffing** decisions.

- *work with partners to ensure providers are supported and enabled to deliver high quality and efficient care within the available staffing resource.*
- *activities under this objective will link closely to our wider activities to support the workforce, generating improvement capability at every level.*

2. Enabling Safe Staffing (2016/17)

- a) Safe sustainable staffing improvement resources
- b) Implementation CHPPD

Quality	Finance and use of resources	Operational performance	Strategic change	Leadership and improvement capability
<p>Continuously improving care quality, helping to create the safest, highest quality health and care service</p>	<p>Balancing the provider sector finances and improving provider productivity</p>	<p>Maintaining and improving performance against core standards</p>	<p>Ensuring every area has a clinically, operationally and financially sustainable pattern of care</p>	<p>Building provider capability to deliver sustainable services</p>
<p>1) Reduce to zero the number of providers in special measures</p> <p>2) Two thirds of inspected providers operating at CQC good or outstanding levels of quality</p> <p>3) Implement patient safety initiatives in priority areas</p> <p>4) Providers have improvement resources and tools to make safe staffing decisions</p>	<p>5) Achieve and maintain sustainable financial balance for the provider sector from 2017/18</p> <p>6) 2% efficiency improvements every year, including through implementation of the Carter Review recommendations</p>	<p>7) Consistently meet constitutional standards, enabled through initiatives like seven day services, - with a particular focus on the aggregate A&E target</p> <p>8) Deliver mental health waiting standards in aggregate every year</p>	<p>9) Implement new models of care, including chains and integrated primary and acute care systems (PACs)</p> <p>10) Change to a sustainable pattern of care in the most challenged health economies</p>	<p>11) Effective boards: both people and ways of working</p> <p>12) Every provider board reflects the diversity of the people it serves, including gender balanced boards</p> <p>13) Every provider is effectively implementing a recognised continuous improvement approach</p> <p>14) Decision-makers in providers have access to high quality information, including on provider finances (including benchmarks such as from the Carter Review recommendations)</p> <p>15) Focus on high value interactions with providers, minimising any low value or disproportionate regulatory burden</p>

Phase 2: Next Steps

Progressing the safe sustainable staffing programme within NHS Improvement, and with NQB:

1. NHS I deliverables
2. Programme resource and governance
3. Care homes and primary care work streams
4. NQB publications
5. Enabling review and approvals x 7
6. Timeline refresh: CNO summit 2016
7. Terms of reference (this point forward)