



To: National Quality Board

For meeting on: 30 November 2016

Report author: Mark Radford, Nursing Director, NHS Improvement

Report for:

Decision	Discussion	Information
		X

Title: Update Safe Sustainable and Productive Staffing Improvement Resources

Summary:

From 30 November 2016, NHS Improvement will commence engagement with the sector on draft NQB safe, sustainable and productive staffing improvement resources for a range of care settings, starting with the resources for Adult Inpatient and Learning Disability services.

A revised governance structure for the oversight and approval of these improvement resources was agreed at the 13 July 2016 NQB meeting. The first meeting of the NQB Steering Group for the setting specific safe staffing resources took place on 20 October 2016, where the engagement plan for the improvement resources was reviewed and agreed.

NQB members and members of the NQB Directors Group will receive the draft improvement resources along with an invitation to provide feedback to NHS Improvement as part of this engagement plan. The closing date for engagement on the first 2 x improvement resources is 12 January 2016.

Key dates for engagement are as follows:



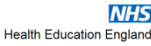




Setting Specific Safe Sustainable Staffing Improvement Resource	Start date engagement
Adult Inpatient Learning Disability	30 th November 2016
Mental Health	16 th December 2016
Maternity Children's Urgent and Emergency Care Community	1 st February 2017

Recommendations / Action(s) requested:

NQB members are asked to:

- note the progress made and key dates in the engagement plan;
- note the oversight and governance for the review and approval of these improvement resources; and
- on receipt of draft improvement resources from NHS Improvement, ensure members provide feedback by the closing date of the engagement period.

ALB Involvement in development and sign-off of paper:

						
			X			

ADDENDUM

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

Safe Sustainable and Productive Staffing

NQB's Setting Specific Improvement Resources

30 November 2016

Mark Radford, Director of Nursing - Improvement



Overview

Programme update:

- i. Phase 2: launch of engagement on draft improvement resources: acute inpatients, learning disability and mental health.
- ii. Focus of evidence reviews
- iii. Stakeholder engagement plan
- iv. Publication

Phase 2: Key Dates

Setting Specific Safe Sustainable Staffing Improvement Resource	Start date engagement
Adult Inpatient Learning Disability	30 November 2016
Mental Health	16 December 2016
Maternity Children's Urgent and Emergency Care Community	1 February 2017

- Range of platforms for engagement
- Report on response to engagement
- Draft resources will be published on the NHS Improvement website during engagement
- Independent sub-group Chairs leading engagement and have establish links with professional and national programme leads for each care setting.

Governance

- At 13 July 2016 NQB meeting, governance oversights and approval process for improvement resources was agreed (*see next slide*).
- The NQB Safe Staffing Steering Group met for the first time on 20 October 2016:
 - Action agreed at this meeting for the Steering Group to approve all drafts ahead of launch of engagement with the sector.
 - NQB members to be sent draft documents via correspondence at launch of engagement for their review and comment.

Programme governance



Improvement

NATIONAL QUALITY BOARD
Purpose: In its role as the forum bringing together all national bodies to provide leadership and oversight on quality, the NQB is the 'sign off' forum for the setting-specific safe staffing

STEERING GROUP FOR SETTING SPECIFIC SAFE STAFFING RESOURCES
Joint Chair: Jane Cummings (CNO) and Ruth May (NHS I). **Frequency** – every 6 weeks
Purpose: Senior decision making forum for the programme; resolves issues on scope and drafting of outputs; agrees key system messages; recommends sign off to the NQB
Members: Ruth May, NHS I Programme lead, Mike Durkin, national NHS patient safety Director, Jane Cummings CNO for england, Dianne Kennard DH Dep branch head of Quality (CQC, Inspections, Investigations), Sir Mike Richards Chief Inspector CQC, Sir Andrew Dillon CEO NICE / Gillian Leng, NICE, Professor Lisa Bayliss Pratt, DoN HEE. Jeremy Marlow, Executive Director Operational Productivity, Professor Mark Radford, Director of Nursing NHS I, Elizabeth OMahony, Executive Director - Finance, NHS Improvement

NHS England and NHS Improvement CEO approval

ONE INDEPENDENT REVIEW
 Sir Robert Francis

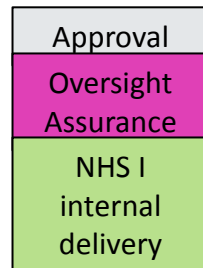
PROGRAMME BOARD
Chair: Mike Durkin; **Frequency** - every 6 weeks
Purpose: Core decision making forum; sets agenda for the steering group
Members: Jane Cummings, Ruth May, Chairs and Professional Leads from the seven care settings below and other key system leads for staffing e.g. Ellen Armistead CQC, Caroline Corrigan, Vanguard

SETTING-SPECIFIC GROUPS
Task and Finish x 7 groups

Acute Inpatient wards	Community/primary care
Maternity	Emergency care
Learning disability services	Mental Health services
Children's services	

PROGRAMME DELIVERY GROUP
Chair: Ruth May / Vicky Reed
Purpose: to allocate resources, maintain pace and progress programme delivery, coordinate and resolve resource issues, engagement planning.
Members: Care Setting Professional Leads and extended NHS I team.

KEY



Engagement and approvals timeline

Date	Engagement and approval activity
30 November 2016	Engagement period for first Adult Inpatient and Learning Disability launched. Draft resources shared via correspondence with NQB members and NQB Directors Group.
16 December 2016	Early feedback on engagement response to NQB Safe Staffing Steering Group. Launch engagement Mental Health improvement resource.
12 January 2017	Close of engagement (Adult Inpatients and Learning Disability)
31 January 2016 / early February 2017	NQB Safe Staffing Steering Group review response to engagement and the final version of the improvement resources. NQB Safe Staffing Steering Group recommend approval to the NQB.
February 2017	Publication of Adult Inpatient and Learning Disability Safe Staffing Improvement Resources.

Approach to engagement

- Focus groups
- Individual meetings
- Round table discussion at stakeholder events
- Via correspondence where needed, but preference for review in agreed forums/meetings
- Use of agreed questionnaire to understand impacts
- Collation of feedback, identification of themes
- Summary of response to feedback
- Report to NQB Steering Group (16 December 2016 and via correspondence in January 2017).

Review of available evidence: Adult Inpatient

The Adult Inpatient Sub Group have commissioned focussed reviews of evidence related to the following priority topic areas the group identified:

1. Shift work

To examine how nursing shift patterns on acute wards are related to patient safety, staff productivity and well-being of patients and staff

2. Evidence for nursing input levels and outcomes

To make explicit the nature of the evidence base behind any ratios or thresholds for safety on general wards in the NHS.

3. Flexible staffing / temporary staffing on general adult wards

What is the evidence for planned approaches to flexible deployment of ward staff in terms of costs and patient / staff outcomes?

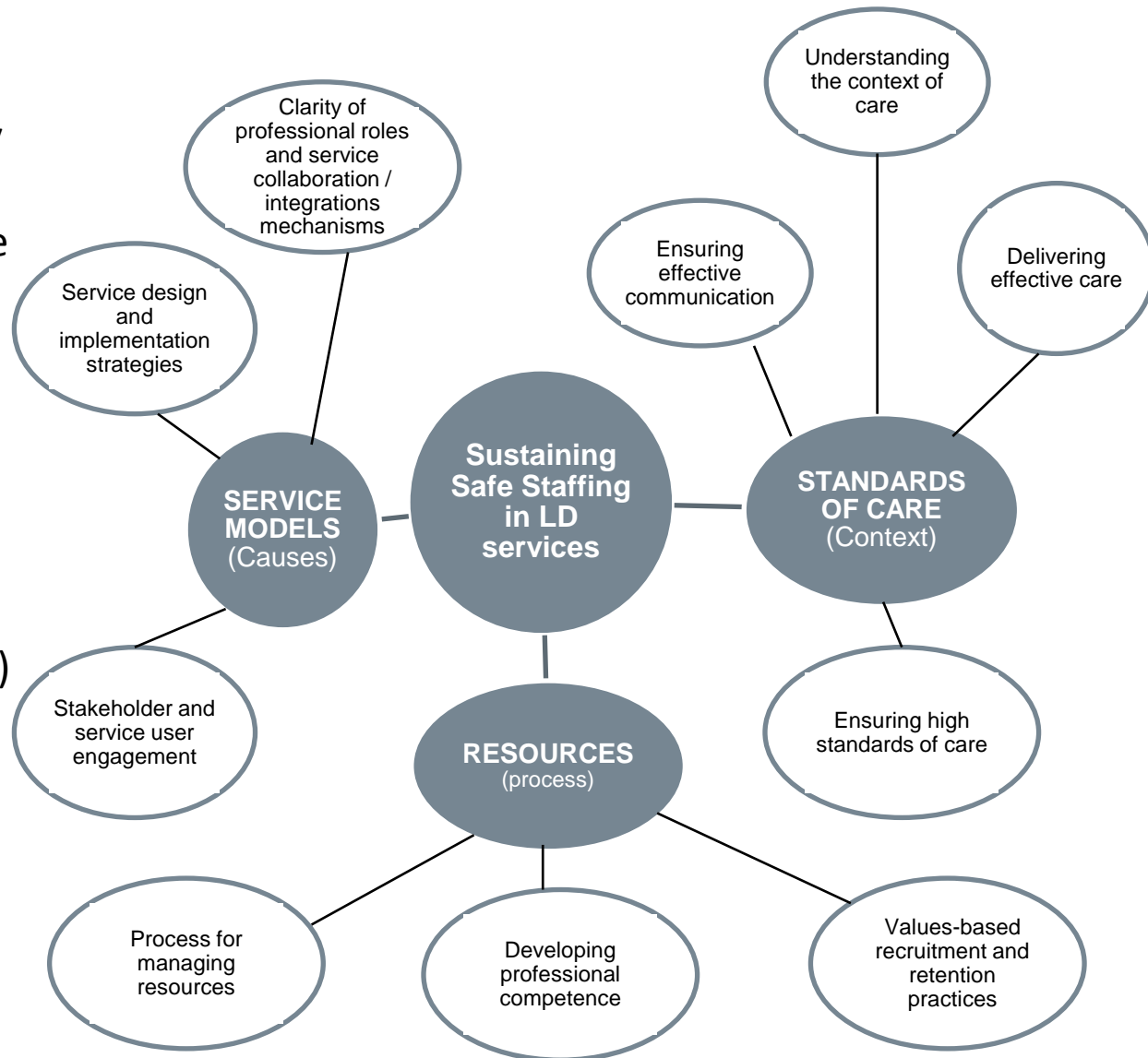
What is the relationship between the use of temporary (bank / agency) nursing staff and patient safety, staff productivity and well-being of patients?

Review of available evidence: Learning Disability

The Learning Disability Sub Group worked with University of West London to complete systematic review of literature for safe sustainable staffing in learning disability settings.

Emerging themes grouped under 3 headings:

- **Service models** (cause)
- **Standards of care** (context)
- **Resources** (process)



Phased engagement and approvals

Adult Inpatient, Learning Disability and Mental Health

November 2016	December 2016	January 2017	February 2017
<ul style="list-style-type: none"> • Sub groups working with their stakeholder networks to test scope and draft improvement resource. • Test and refine improvement resource publication template. • Feedback from end users on specification for publication format/design (electronic/navigable accessed via web) • Evidence reviews complete for adult inpatient and learning disabilities sub groups. 	<ul style="list-style-type: none"> • Assess requirement economic impact assessment • Engagement events and focus groups with key stakeholder groups • Deliver impact assessment activities • Design and format for publications / webpage in development • Evidence reviews complete for mental health, maternity, urgent and emergency care, community. 	<ul style="list-style-type: none"> • Engagement events and focus groups with key stakeholder groups continue. • Completion of impact assessment activities • Feedback on engagement and impact assessment to NQB Steering Group • Commence approvals: NQB and individuals • Complete formatting, typesetting of final publications. 	<ul style="list-style-type: none"> • Completion of approvals • Publish 3 x improvement resources on NHSI web page • Launch engagement on remaining 4 x resources: maternity, UEC, community and children's settings.

Publication

- Improvement resources will be designed and published as navigable / electronic resources accessible via the NHS Improvement website
- Currently undertaking feedback exercise to assess needs of our primary audience and end users
- The current options for the publication of the improvement resources include:
 - a) creating stand alone PDF toolkits with links off to new/existing resources; and
 - b) developing separate web-based resources, combining both written web content, in-page navigation and downloadable resources.
- A further consideration for the improvement resources is legacy and how NHS Improvement maintain, add to, and update these safe staffing resources in the future.