Calico Group - Barley View
Barley View Care Home, Market Street, Whitworth, Lancashire, OL12 8BD

Review Sheet

Last Reviewed 07 Jun '23	Last Amended 07 Jun '23	Next Planned Review in 12 months, or sooner as required.
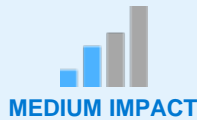
Business impact	**MEDIUM IMPACT** Changes are important, but urgent implementation is not required, incorporate into your existing workflow.
Reason for this review	Scheduled review
Were changes made?	Yes
Summary:	This policy details how the service ensures there are safe staffing levels in place in order to deliver safe and effective care for service users. It has been reviewed and updated with additional policy and procedure sections, to include Contingency Plans, Inadequate Staffing, the Use of Temporary Staff and Raising Concerns. References have been checked and updated. The title of this policy has been changed from 'Staff Levels Policy and Procedure' to 'Safe Staffing Policy and Procedure'.
Relevant legislation:	• Care Quality Commission (Registration) Regulations 2009 • The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 • Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015 • Health and Safety at Work etc. Act 1974 • Public Interest Disclosure Act 1998
Underpinning knowledge - What have we used to ensure that the policy is current:	• Author: Skills for Care, (2018), *Guide to safe staffing*. [Online] Available from: https://www.skillsforcare.org.uk/Documents/Standards-legislation/CQC/Safe-staffing/Guide-to-safe-staffing.pdf [Accessed: 7/6/2023] • Author: NHS England, (2022), *Safer Staffing: A Guide to Care Contact Time*. [Online] Available from: https://www.england.nhs.uk/wp-content/uploads/2014/11/safer-staffing-guide-care-contact-time.pdf [Accessed: 7/6/2023] • Author: Care Quality Commission (CQC), (2022), *Regulation 18: Staffing*. [Online] Available from: https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-18-staffing [Accessed: 7/6/2023] • Author: Chief Nursing Officer, (2013), *How to ensure the right people, with the right skills, are in the right place at the right time*. [Online] Available from: https://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-how-to-guid.pdf [Accessed: 7/6/2023]
Suggested action:	• Encourage sharing the policy through the use of the QCS App
Equality Impact Assessment:	QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.

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1. Purpose

1.1 To ensure that Calico Group - Barley View has a systematic approach to determine the number of staff and range of skills required in order to meet the needs of Service Users and keep them safe at all times.
1.2 This policy should be read in conjunction with the Staff Rota Policy and Procedure.
1.3 To support Calico Group - Barley View in meeting the following Key Lines of Enquiry/Quality Statements (New):

Key Question	Key Lines of Enquiry	Quality Statements (New)
EFFECTIVE	E2: How does the service make sure that staff have the skills, knowledge and experience to deliver effective care and support?	QSE2: Delivering evidence-based care & treatment QSE3: How staff, teams & services work together
RESPONSIVE	R1: How do people receive personalised care that is responsive to their needs?	QSR1: Person-centred care
SAFE	S3: How does the service make sure that there are sufficient numbers of suitable staff to support people to stay safe and meet their needs?	QSS6: Safe and effective staffing
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?	QSW5: Governance, management and sustainability

1.4 To meet the legal requirements of the regulated activities that {Calico Group - Barley View} is registered to provide:

- Care Quality Commission (Registration) Regulations 2009
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015
- Health and Safety at Work etc. Act 1974
- Public Interest Disclosure Act 1998

2. Scope

2.1 The following roles may be affected by this policy:
- All staff

2.2 The following Service Users may be affected by this policy:
- Service Users

2.3 The following stakeholders may be affected by this policy:
- Commissioners

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3. Objectives

3.1 To ensure that Calico Group - Barley View has a consistent approach to establishing safe staff levels that is reviewed continuously, using staff and Service User feedback. This way, Calico Group - Barley View can demonstrate its full commitment to ensuring that staffing levels are set to achieve best outcomes for Service Users.

3.2 To ensure positive Service User outcomes, ensuring staff deliver high-quality, safe and effective care and support.

3.3 There is transparency in formulating the staffing needs at Calico Group - Barley View.

4. Policy

4.1 Safe staffing is about having enough staff who have the right values and skills to deliver high-quality care and support. It involves:

- Having safe staffing levels, including putting contingency plans in place
- Recruiting the right people, with the right values, skills and experience to deliver safe care and support
- Doing the right recruitment checks
- Ensuring staff are competent and safe to do their role

4.2 Jodie Bland will monitor for warning signs of inadequate staffing levels.

4.3 Calico Group - Barley View will follow an effective system and process to decide how many staff are required. This will consider the needs and wishes of the Service Users, alongside other factors such as time for additional activities, reporting, training and travel time.

4.4 Calico Group - Barley View is committed to ensuring that all care staff match the dependency and individual needs of Service Users. This includes an appropriate level and skill mix of staff to provide safe and effective care.

4.5 Calico Group - Barley View will pay due attention to, and comply fully with, Regulation 18 of the Health and Social Care Act Regulations 2014.

4.6 Calico Group - Barley View will follow the 10 expectations as set out in the NHS England guidance document, How to ensure the right people, with the right skills, are in the right place at the right time.

4.7 The Health and Safety Executive recommends avoiding shifts that are longer than eight hours where the work is safety critical and physically demanding. They recommend that where 12-hour shifts are implemented, there should be adequate rest breaks and that 12-hour night shifts should be limited to two or a maximum of three in a row to ensure compliance with working time regulations.

5. Procedure

5.1 Staffing Planning

Jodie Bland is responsible for deciding how many staff are needed to deliver safe, effective and responsive care at Calico Group - Barley View and the skill mix of the staff required.

Calico Group - Barley View will, in accordance with good practice, use the three following means to calculate staffing levels:

- **Workforce Modelling** – use a prediction of future care needs (based heavily on current provision) to anticipate the likely demand for care staff. Calculations of the anticipated flow into and out of Calico Group - Barley View are used to predict the number of staff required to meet demand

- **Establishment setting** – determine or review the establishment of posts required for a specific service. Jodie Bland can refer to the Further Reading section for examples of tools and resources available

- **Daily planning/rostering** – matches the staff deployed to the variation in workload. The focus is on regular review of the Service User mix (as a predictor of workload) to ensure that the number of staff scheduled to work is adequate, relative to the demand for the care anticipated at the particular time of the week/year, or for a particular shift

In addition, the dependency of the Service Users will be taken into account.

Calico Group - Barley View will also decide on an appropriate dependency tool. This can be found in the Further Reading section of this policy.

5.2 Dependency Assessment

Dependency tools can help decide how many staff members are required based on individual needs. Evidence-based tools should be used in conjunction with Jodie Bland's professional judgement and scrutiny to inform staffing requirements, including numbers and skill mix.

Jodie Bland will assess all Service Users' dependency, either through the following means or by the use of their own bespoke tool or a locally recognised dependency assessment tool.

High Dependency:

- Needs are highly complex, mechanical/technical assistance is frequently needed. Interventions constantly require reassessment, relationships are complex and the likelihood of specialist referral is high

- Physical or mental health is often fluctuating, erratic or unstable, frequently requiring intensive or unpredictable interventions

- Abilities are compromised or absent most of the time; multiple sensory losses; low self-image/motivation; high risk of complications; frequent risk assessments needed

Medium Dependency:

- Needs are complex, mechanical/technical assistance is intermittently needed. Interventions regularly require reassessment, relationships have complications, and there is some likelihood of specialist referral

- Physical or mental health is sometimes fluctuating, erratic or unstable, sometimes requiring unpredictable interventions

- Abilities are compromised or absent some of the time; some sensory loss; self-image/motivation can be low; some risk of complications; regular risk assessments needed

Low Dependency:

- Needs are relatively uncomplicated, mechanical/technical assistance is rarely needed. Interventions require only routine or infrequent reassessments, relationships are relatively uncomplicated, and specialist help is unlikely

- Physical or mental health is rarely fluctuating, erratic or unstable, rarely requiring intensive or unpredictable interventions

- Abilities are present most of the time; minimal sensory loss; self-image/motivation are within the Service User's normal range, with low risk of complications; only standard risk assessments are needed

Once determined for each Service User, Jodie Bland must allocate staffing according to skill, experience, competence and ability. This must include the allocation of numbers of staff to each Service User group.

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As Service Users' needs change, Jodie Bland must ensure that dependency assessments are updated at least monthly.

5.3 Review

Staffing levels will be reviewed daily to ensure safety and effectiveness at the time. Feedback will be sought from the staff on duty to ascertain current dependencies of Service Users versus staffing levels.

Jodie Bland will also use other data tools to determine the effectiveness of staffing levels at Calico Group - Barley View, e.g. through Service User feedback, call bell answering times, complaints and compliments procedures, quality of service provided, etc.

Where concerns about safe staffing are made, Jodie Bland will investigate, respond and resolve to maintain safety and provide feedback to those raising concerns.

5.4 Planning Safe Staffing Rotas

Staff should refer to the Staff Rota Policy and Procedure for further information.

Calico Group - Barley View will ensure a minimum monthly review of staffing dependency to determine the staffing levels required.

Calico Group - Barley View will communicate the rota with staff and Service Users.

Jodie Bland will have overall responsibility for the rota. If this is delegated to another member of staff, they must have the relevant training to ensure staff understand that a good rota must reflect the individual needs of Service Users and reflect a wide skill mix.

Calico Group - Barley View will implement a 'version control' for the rota in case of any changes and all staff must be aware where to find the latest version of the staff rota.

Calico Group - Barley View will ensure that the rota is shared with staff as early as possible and at least 4 weeks in advance.

5.5 Contingency Planning

There are lots of things that can impact short-term staffing levels. Calico Group - Barley View will ensure that there are contingency plans in place to respond to these and ensure that responsible staff know what these are. This will include:

- Staff resignations - how to manage changes in rotas and planning for replacements
- Travel delays such as broken down cars, accidents and public transport delays
- New Service Users - how staff will support the settling in period
- Staff recruitment - planning for recruiting new staff, enabling current staff and Service Users to join in the process, and allowing time for supporting induction and staff shadowing
- Loss of current Service Users - reorganising duties and responsibilities
- Staff sickness and absence - the management of both long and short-term sickness and absence. This should include plans for managing staff who are late
- Supporting parental/special leave - how to support staff who may need compassionate leave, special leave for dependants or emergencies
- Unplanned activities - consider how to manage in any unforeseen circumstances such as incidents or events that require lengthy investigations or a disciplinarily process
- Annual leave - pre-planned and short notice
- Adverse weather - plans for dealing with heavy snow, floods etc. which could result in blocked roads or closed schools
- Service User appointments/admissions to hospitals
- Industrial actions - school closures

5.6 Inadequate Staffing

Jodie Bland must be aware of the signs of inadequate staffing at Calico Group - Barley View, which include:

- Struggling to recruit enough staff
- A high turnover of staff
- New staff leaving within a short time of joining
- High sickness rates that are particularly stress related
- A disorganised rota system
- Rotas constantly changing
- Poor staff consistency

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- High agency use
- Staff only have time to perform duties and tasks with no time to 'care'
- Staff don't have time to communicate with Service Users they support, families and professionals
- Staff inductions are limited and/or rushed
- Learning and development is restricted to mandatory training
- Supervisions are not completed

5.7 Using Temporary Staff

Bank and agency staff can help maintain staffing levels. Over reliance on a temporary workforce can:

- Have an effect on care provision in the range of activities temporary staff are able to undertake, accountability and delegation and continuity of care for Service Users
- Be associated with increased clinical risks due to factors such as variable clinical ability, limited relevant experience and unfamiliarity with the speciality and/or the local geography/population
- Lead to reduced staff morale

Jodie Bland must ensure that when using temporary staff they:

- Ask other health and social care providers which recruitment agencies they use and whether they are reliable and responsive, and follow up their references with other providers
- Review the recruitment agency's processes and records to ensure they have suitable, experienced and trained staff. Ensure that they keep this up to date
- Ensure temporary staff are recruited through the same recruitment processes as other staff, with the right values and the right checks
- Ensure staff have the right values, skills and knowledge for their role and assess their competence before they work unsupervised. If any gaps are identified, provide appropriate training
- Check that their training and qualifications are in date
- Provide a thorough induction that introduces them to the policies and procedures at Calico Group - Barley View, assesses their competence and ensures they are trained to use any equipment they need in their role

5.8 Safe Recruitment

Safe staffing is not just about the right number of staff but also the right staff:

- Recruiting the right people, with the right values, skills and experience to deliver safe care and support
- Doing the right recruitment checks

Staff should refer to the Recruitment Policy and Procedure at Calico Group - Barley View.

5.9 Safe and Competent Staff

Safe staffing also needs to ensure that staff are competent and safe to do their role.

Staff should refer to the Induction and Onboarding Policy and Procedure at Calico Group - Barley View

5.10 Raising Concerns due to Staffing Levels

It is vital that Care Workers at Calico Group - Barley View are able to work safely and with the confidence that they are supported to deliver safe and effective care to Service Users.

If staff have any concerns that there are continued, unsafe staffing levels that impact Service User care, this must be raised by Jodie Bland or via senior managers in the organisation.

Calico Group - Barley View will also ensure that staff complete an incident report for any instances where staffing is at inadequate or unsafe levels. These will include:

- Near miss - an event not causing harm, but which has the potential to cause injury or ill health (in this guidance, the term 'near miss' will include dangerous occurrences)
- Undesired circumstance - a set of conditions or circumstances that have the potential to cause injury or ill health, for example, lack of appropriately trained staff to safely move and handle Service Users

Staff can also feel assured that they have rights under the Raising Concerns, Freedom to Speak Up and Whistleblowing Policy and Procedure.

5.11 Staffing Levels During Infection Outbreaks

During outbreaks of infections, staff face many challenges and care may be compromised as a result.

Calico Group - Barley View will ensure the following to support safe staffing levels during an outbreak:

- Run proactive and aggressive recruitment campaigns for permanent and temporary staff
- Consider redeploying staff
- Seek support from other agencies
- Authorise the use of agency staff where possible

Calico Group - Barley View also recognises its responsibilities under health and safety legislation. As a result, Calico Group - Barley View will continuously assess risks which could be made worse during an outbreak and will:

- Provide easily accessible, nutritious hot meals and snacks/drinks along with rest areas around the clock, so that staff can have some downtime
- Implement effective rostering of breaks and maintain focus on peers' and manager support to help all staff take their breaks
- Organise taxis home for staff who are too exhausted to drive home safely

6. Definitions

6.1 Capacity
- This is the ability of staff present at Calico Group - Barley View at any one time to provide care to Service Users

6.2 Capability
- This means the skills, experience, knowledge and training of those staff present providing care to Service Users

Key Facts - Professionals

Professionals providing this service should be aware of the following:
- Jodie Bland will have overall responsibility for safe staffing and will ensure that where this is delegated, staff have the appropriate training and understanding to do this competently
- Calico Group - Barley View will ensure that there is a business contingency plan in place to plan for a range of staffing problems
- Staff should speak up when there are concerns with continued, unsafe staffing levels
- Calico Group - Barley View will use a recognised dependency tool to assess the individual needs of Service Users
- There are established and evidenced links between Service User outcomes and whether organisations have the right people, with the right skills, in the right place at the right time
- The safety and wellbeing of Service Users is paramount, and Calico Group - Barley View requires staff to work flexibly to meet these needs within their scope of practice
- Calico Group - Barley View has a duty to ensure that staffing levels are adequate at all times
- Service Users have a right to be cared for by appropriately trained and experienced staff in safe environments

Key Facts - People affected by the service

People affected by this service should be aware of the following:
- Calico Group - Barley View takes your care very seriously and has a number of mechanisms in place to ensure that it is safely staffed
- If you feel there are not enough staff to support you, then you can speak to the staff, Jodie Bland or senior managers at Calico Group - Barley View. You can also raise this as a formal complaint

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Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

Community Care - Care Funding Calculator:

https://www.communitycare.co.uk/2012/09/05/a-care-managers-guide-to-care-funding-calculator-assessment-tool/

Below are some resources that, although Scottish, are useful to refer to in relation to this topic:

Public Health Scotland - Care Home staffing Model:

https://www.isdscotland.org/health-topics/health-and-social-community-care/Care-Homes/Staffing-Model/

The IoRN Dependency Tool (Scotland):

https://www.isdscotland.org/Health-Topics/Health-and-Social-Community-Care/Dependency-Relative-Needs/In-the-Community/_docs/IoRN%20Questions%20Jan16_updated%2004April2017.pdf

Isaac Neville Dependency Tool:

https://www.sehd.scot.nhs.uk/publications/DC20020924RUMimplementReportAppA1.pdf

Outstanding Practice

To be ' outstanding ' in this policy area you could provide evidence that:

- Staff and Service Users provide positive feedback about staffing levels at Calico Group - Barley View
- Staffing levels are consistent, overseen daily and reviewed, as a minimum, monthly
- Staff and Service Users understand how staffing levels are set and are offered an opportunity to make suggestions
- Staffing levels are determined by skill mix and dependency, and Calico Group - Barley View accesses guidelines and recommendations to aid safe allocation
- Non-care staff are trained in specific duties to support unsafe staffing levels, where appropriate, such as domestic staff supporting mealtimes
- There is robust contingency planning to manage a range of scenarios that may impact on staffing levels
- There is evidence that staffing levels are not only calculated to individual Service User needs but also take account of activities, record keeping, meetings and other wider duties
- The wide understanding of the policy is enabled by proactive use of the QCS App

Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Top Tips for Safe Staffing Levels and Contingency Planning - PM08	To guide managers of services.	QCS

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Top Tips When Considering Staffing Levels

• Decide staffing levels depending on the needs and wishes of the Service Users you support. Use realistic formulas when you do this that go beyond 'care tasks' to include their needs and wishes (for example, activity provision or access to the community)

• Ensure staff are given enough time to do everything that is involved in their role outside of directly delivering care, for example, filling in documents, handovers, engaging with healthcare professionals, talking to relatives, checking cleanliness, supervisions, and their own personal development

• Consider environmental issues that might impact on staffing levels, for example, the layout of the care home

• Consider factors above and beyond work-time regulations that can impact your staff's ability to deliver safe care and support, for example, long shifts may cause fatigue, and any infection outbreak including COVID-19

• Consider times when you might need more staff and be prepared to change the rota, for example, during busy times of the day, when someone's needs increase, a celebratory event, or when someone is receiving end of life care

• If you regularly use new or inexperienced care workers, bank workers, volunteers and recruitment agency workers, consider the impact this has on more experienced workers' productivity

• Be realistic about the impact staff turnover, annual and special leave, sickness, supervisions, and learning and development will have on your staffing levels

• Ensure that staff who determine staffing levels are competent to do so. They should be familiar with CQCregulations, relevant legislation and standards, have the right skills such as number and problem-solving skills, and be trained in the dependency tool used

Tips For Contingency Planning

• Ensure that succession planning is in place to manage long-term sickness/absence of key staff

• Inform staff and Service Users about any changes to staffing as a result of staff shortages and how this could impact them

• Consider over-staffing to a level that avoids poor standards of care when impacted by staff shortages

• Train other staff to cover specific responsibilities, such as domestic workers supporting Service Users at meal times

• Build relationships with other services/providers who can support to cover shifts in an emergency

• Ensure there is a team of bank staff to cover ad hoc shifts

• Use agency staff for emergencies

• Run a volunteering programme to enhance the support you provide and enable more people to enjoy new experiences and activities. However, they should not be a substitute for paid staff and everyone needs to understand this