

# Business Improvement

## Case study: Workforce Planning - Mental Health

# Voice of the Staff



### SUMMARY

St Andrews Healthcare is a leading mental healthcare Charity which has more than 900 patients, including some of the most complex and challenging mental health needs in the UK, to create and implement a Workforce Planning strategy aligned to improving patient outcomes.

This was an important initiative for the charity to ensure best value for money delivery on improved patient outcomes through the charities biggest asset – its 4000+ staff. This was also an outstanding action from a previous CQC inspection to have evidence-based planning for ward staff which should include clinical judgement and robust benchmarking to ensure staffing levels are safe and robust, especially to improve patient outcomes.

### APPROACH

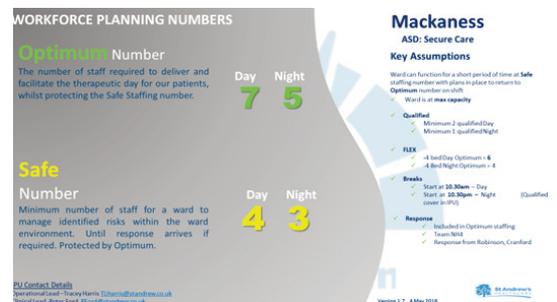
- Executive buy in and open support from the outset
- Business Owner & Champions for Workforce Planning identified and installed from within the charity.
- Myth busting – Talking with facts & data.
- Detailed Workforce cost analysis to understand how the actual workforce costs broke down and identify quick wins, priorities and focus areas for delivery
- Engagement with front line experts including Nurses & the Multi Discipline team including Consultants, Psychologists, Social Workers & Occupational Therapists.
- Creation of unique model for the Charity incorporating elements of industry best practice. (Hurst)
- Robust testing and pilot of new Workforce Planning model.
- Communication at all levels to ensure buy in and understanding with high use of visual management.
- Approval of final model proposal, staffing numbers and skills through robust Charity governance process.
- New year budget issued based on Workforce Planning model.
- Implementation of Workforce Planning model.
- Knowledge Transfer to Charity to ensure sustainable for the future.

### FEATURES

- Visual representation of Workforce data.
- Engagement workshops and mapping process with front line experts.
- Fast pace delivery – 12 months
- Value Stream Mapping
- Independent challenge
- Benchmarking
- Dynamic Needs Analysis - DNA (Demand)

#### Hurst Level 1 & 3 input including:

- Patient Acuity
- Patient Direct / Indirect care
- National Data Base Benchmarking
- Occupancy Flex options
- Enhanced Support model option



### BENEFITS

- **Evidence based planning implemented – 4000 staff**
- **Safe, Optimum & Establishment staffing numbers understood & budgeted for 72 wards**
- **Self-funded investment of £4.2m in front line nursing (122 nurses)**
- **Identification of organisation risk including safe staffing levels, response & light duties**
- **Improved patient outcomes through reducing staff impact of smoking**
- **breaks, Medication consistency & Nutrition frequency**
- **Reduced internal conflict - agreed numbers for various occupancy variations.**
- **Improved staff engagement – safer working environment, involvement in model and awareness of investment in front line staffing**
- **Response team implemented**
- **Reduced agency usage (25%)**
- **Minimised costs for 35 long term**
- **enhanced package patients (20%)**
- **Improved strategic thinking**
- **CHPD increased by +10.5% overall from 2018-2019 (Qualified CHPD +9.4% and Non- Qualified CHPD +11.1%)**
- **Nursing fill rate for permanent recruited staff improved from 77.7% in 81.3% in April -**

### TESTIMONIALS

Keith Hurst: "It's been a pleasure working with a team that completed a full Level 1 workforce review, enhanced by a comprehensive Level 3 analysis in representative wards. Consequently, triangulation has generated remarkable insights into inpatient workload and staffing."

Operational Lead: "I was really impressed with the Workforce Planning review. The Nurse Managers came out of the engagements with so many positive reflective thoughts to improve how they manage staffing on their wards."