

## Staffing Allocation and Assessment Policy

### Introduction

Quality statements are the commitments that providers, commissioners and system leaders should live up to. Expressed as 'we statements', they show what is needed to deliver high-quality, person-centred care.

When they refer to 'people' we mean people who use services, their families, friends and unpaid carers. This includes:

- people with protected equality characteristics
- those most likely to have a poorer experience of care or experience inequalities.

Elizabeth Finn Homes (EFH) will commit to the following quality statements for:

#### Safe and effective staffing

We make sure there are enough qualified, skilled and experienced people, who receive effective support, supervision and development. They work together effectively to provide safe care that meets people's individual needs.

#### Assessing needs

We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, well-being and communication needs with them.

#### Delivering evidence-based care and treatment

We plan and deliver people's care and treatment with them, including what is important and matters to them. We do this in line with legislation and current evidence-based good practice and standards.

#### How staff, teams and services work together

We work effectively across teams and services to support people. We make sure they only need to tell their story once by sharing their assessment of needs when they move between different services.

#### Workforce well-being and enablement

We care about and promote the well-being of our staff, and we support and enable them to always deliver person-centred care.

#### Care provision, integration, and continuity

We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.

#### Equity in access

We make sure that everyone can access the care, support and treatment they need when they need it.

#### Workforce equality, diversity and inclusion

We value diversity in our workforce. We work towards an inclusive and fair culture by improving equality and equity for people who work for us.

## Governance, management and sustainability

We have clear responsibilities, roles, systems of accountability and good governance. We use these to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

## Scope

Having enough staff, who have the right values, qualifications, experience and skills is fundamental to delivering safe care and support.

This policy sets out how EFH will maintain safe staffing levels and how to ensure resident's needs are met by a competent staff team.

This policy and procedure are provided for the regulated activity of accommodation for persons who require nursing or personal care.

## Equality Statement

EFH is committed to equal rights and the promotion of choice, person-centred care and the promotion of independence. This policy demonstrates our commitment to creating a positive culture of respect for all individuals. The intention is, as required by the Equality Act 2010, to identify, remove or minimise discriminatory practice in the nine named protected characteristics of age, disability, sex, gender reassignment, pregnancy and maternity, race, sexual orientation, religion or belief, and marriage and civil partnership. It is also intended to reflect the Human Rights Act 1998 to promote positive practice and value the diversity of all individuals.

## Policy Statement

### Key Points

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.

Staff shortages put services under extreme pressure and can lead to:

- Too much pressure put on the existing workforce - asking them to cover more than they can, can cause people to burn out.
- Neglect and/or a safeguarding incident.
- High turnover of staff.
- Difficulties in recruiting enough staff.
- New staff leave within a short time of joining.
- High sickness rates that are particularly stress related.
- Rotas are constantly changing.
- Staff only have time to perform duties and tasks with no time to 'care.'
- Staff do not have time to communicate with people they support, families and professionals.
- Little consistency in staff.
- Over-reliance on temporary workers.

- Staff inductions are limited and/or rushed.
- Staff learning and development is restricted to mandatory training.
- Limited support for staff such as supervisions.

EFH is committed to meeting the needs of any resident we engage with to provide a service. This will be achieved by carrying out an assessment of their needs before a service is provided at the residential home.

EFH will only accept new residents when the right staff have been recruited and EFH has capacity to meet the needs of the prospective resident in respect of their health, care and accommodation needs.

EFH is committed to ensuring that staff are competent and safe to undertake their role through the provision of effective training and support.

### **The Policy**

EFH is committed to providing residents and their families with a safe, effective, caring, responsive and well-led service. EFH aims to be fully compliant with Regulation 18 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 by deploying sufficient numbers of suitably qualified, competent, skilled and experienced staff to meet the needs of residents across the service.

#### **Management**

This policy provides a framework for the provision of staffing levels for EFH and identifies areas that the Registered Manager needs to consider when developing the staffing plan and monitoring its effectiveness. This policy does not provide an exhaustive list of areas that need to be considered and, therefore, managers need to reflect on their service and its unique challenges and service delivery solutions to ensure that all relevant factors which affect staffing have been considered and factored into their staffing levels.

Staffing levels will need to be reviewed for each week ahead, and staffing plans managed to consider factors which may affect staffing levels, e.g. resident community visits, hospital appointments etc.

Management will include within their contingency planning consideration of staffing shortages and how these will be managed during crisis situations, e.g. adverse weather conditions, pandemic etc.

#### **Assessment of Need**

Before a prospective resident is offered a placement at the home, whether it is self-funded, commissioned by the local authority or CCG, their needs will be assessed to determine the accommodation and support they require.

EFH will only commit to providing a service if there is capacity within the service with appropriately trained staff who can meet the resident's needs safely and consistently. The needs assessment will determine the:

- Accommodation requirements.
- Level of independence.
- Tasks and support that the resident needs assistance with during the day and night.
- Complex health needs.
- Number of staff required to support the person safely.
- Training implications, e.g. additional training for PEG feeding, behaviour that challenges.

This information will determine the number of staffing hours per week required to support the resident, and the skills and training required. The information will then be considered in the wider context of the information discussed in Calculating Staffing Levels section below.

If the budgeted hours do not match the assessed needs of the residents, the Registered Manager will immediately liaise with the Senior Management Team and Directors to discuss negotiation of fees / skill mix. The discussion will require consideration of the following:

#### Identify Staff Availability/Requirements

Identify the appropriate mix of staff skills required to meet the needs of people using the service, this should include nursing staff, care staff, ancillary staff (including housekeeping, catering and maintenance personnel), allied health professionals, medication administration, social activities and supporting engagement in the community.

The number of staff required to meet the needs and preferences of people using the service.

The key times staff are required, for instance, supporting people with their morning routines, activities, social mealtimes etc.

Consider outbreaks of infectious disease and the impact of this on people and staffing needs for, instance, COVID-19 or Norovirus.

Shift times of staff, when changeovers of staff happen and the impact on support available for people. Time for handovers whilst retaining appropriate staffing levels to support people.

Any staff who may be undertaking restricted duties due to health or well-being factors, for instance, not able to use physical intervention/restraint, engage in moving and handling activities or those who should not lone work.

Staff absence through sickness/annual leave/training and development/other leave as well as a balance of staff experience, skills and personalities.

#### Consider Size and Layout of Building and Grounds

The impact on staff's ability to spend time with people using different areas of the home, communicate well with colleagues, and observation of people. Potential to cohort staff during an outbreak of infectious disease.

#### Identify Planned Time for Staff Development

Including supervision, appraisal, training and development and team meetings or other development activities. Time needed by staff to complete tasks away from direct practice.

#### Identify Planned Time for Allocated Tasks

For managers, key workers and other staff including, meetings, contact with relatives, discussions, care plan reviews, report writing, care notes etc.

#### Identify Planned Time for Supporting Induction

For new staff, including agency staff, while considering staff team dynamics including the impact of the use of sessional or agency staff.

#### Identify Planned Time Needed by Staff for On Call or Duty Arrangements

How will these impact on the number of staff available?

The Registered Manager will also consider:

- What are the anticipated non-direct care hours required by the staff team over a four-week period?
- How many full-time equivalent staff are required to meet the needs of all people and to deliver the commitments of the service over a four-week period.

- How will staff be deployed to ensure all needs and choices are met and not compromised?

#### End of Life

Careful consideration should be given when someone is at the end of their life, and how additional staff time for people can be sensitively managed to ensure that no one dies alone, and people are supported in accordance with their wishes.

#### Other Considerations for Staff and Effective Staffing

Consider the support and time required to welcome residents transitioning to the service, time to settle and complete initial assessments in their new environment.

Key worker time (ROTD), how much time does the person need with their key worker to develop and review their care plan, choose activities, and review their support?

#### Other Significant Events Impacting on Staff Time

- The death of someone using the service,
- Introduction of new equipment, and
- Changes to the building/environment.

#### Staff Training and Skill Mix

The assessment skill mix will include the health and social care needs of the residents, including complex needs. When assessing the number of hours required to support residents the complexity of their health and care needs will be factored in, as well as training and the level of experience required of staff to support them.

EFH will not accept a resident for placement at the home unless there are the requisite staff with the training, experience and, where appropriate, qualifications to support the resident.

The rostering software used by EFH allows EFH to complete staff rotas based on the skill mix staffing ladders commensurate with occupancy.

These rotas should be as a minimum completed four weeks in advance and any deficit in staffing highlighted to the Registered Manager.

#### Calculating Staffing Levels

Regulation 18 specifies that:

'Providers should have a systematic approach to determine the number of staff and range of skills required in order to meet the needs of people using the service and keep them safe at all times. The approach they use must reflect current legislation and guidance where it is available.'

The CQC quality statement 'Safe and effective staffing' includes guidance that providers must ensure:

- There are appropriate staffing levels and skill mix to make sure people receive consistently safe, good-quality care that meets their needs.
- Staff receive training appropriate and relevant to their role.
- Staff receive the support they need to deliver safe care. This includes supervision, appraisal and support to develop, improve services and where needed, professional revalidation.

To ensure we meet the CQC quality statements the following will be considered when assessing the staffing cover required for each home, including:

- Training
- Supervision
- Security
- Safeguarding
- Emergencies
- Resident checks

EFH takes into account the guidance provided by Skills for Care, and includes the following when deciding how many staff are needed:

- The needs and wishes of the people we support – using realistic formulas that go beyond ‘care tasks’ and include time to do meaningful activities, access the community and attend appointments.
- One-to-one and two-to-one care to meet resident’s needs.
- What staff need to do that is outside of directly delivering care and support – for example, time to fill in care plans, complete handovers, talk to relatives, complete care notes, training and have regular supervision.
- Environmental impacts – such as the layout of the care home or location of people who access community-based care.
- Factors beyond work time regulations that impact our staff’s ability to deliver safe care and support – for example long shifts causing fatigue.
- Times when we might need more staff such as busy times of the day, when someone is receiving end of life care or when someone’s care needs increase.
- Building in enough time for staff to build relationships with people.
- Ensuring our staffing levels meet the needs of the people we support safely at all times.
- The Registered Manager will undertake weekly reviews to ensure that staffing levels are at the correct levels.

The Registered Manager will use this information to develop the level of staffing levels, developing a template for staffing numbers based on the factors above. The Registered Manager will undertake weekly reviews to ensure that staffing levels are at the correct levels.

EFH have developed a Dependency Score that is commensurate with the above recommendations and the homes occupancy.

EFH have a transparent reporting culture which allows robust communication between senior management and operational teams if the dependence changes and care may be affected. This can be a short term or long term adaptation of budgeted skill mix agreements.

EFH operate a minimum annual review of staffing ladders and dependence scores which correlates with the annual management financial planning arrangements.

#### Recruitment Activities

The Registered Manager will review the staffing levels weekly against the required number of staff to safely deliver the service and provide the enhanced services discussed in calculating staffing levels above. The Registered Manager will work with the recruitment team to ensure that there is:

- An annually updated recruitment plan:
- Planned against company growth
- Current and projected staff attrition rate
- Identifying local recruitment activity and challenges
- Monthly targets for recruitment and retention
- Plans for recruitment activity including:

- Recruitment advertising
- Interviews and on boarding
- Vetting and compliance, e.g. DBS, right to work checks
- Induction
- Competency sign off
- Weekly review and updates against projected targets
- Action plans where targets are not being met or exceeded

## Rosters

EFH uses CIVICA to manage staff rosters. Requests are managed locally in the home through a request system. Rosters are published at a minimum of 2 weeks in advance but a preference for weeks in advance.

EFH utilises a request form for any additional staffing which is completed as a minimum weekly and during Monday to Friday additional staffing authorisation is sought from Senior Management team. Outside of normal working hours the home on call manager will authorise any additional staffing required and submit an authorisation request form to the finance Director on Monday am.

The Registered Manager will review weekly with the rostering teams the staffing levels, with a target that changes to rosters will be communicated with staff before the commencement of the roster date.

Where there are staffing issues or concerns the person responsible for the roster will raise this with the Registered Manager as soon as they are aware and communicate the actions they are taking to resolve these.

## Staff Consistency and Resident Expectations

It is important to residents that they know the staff who will be working with them. To achieve this, EFH will:

- Introduce the staff/team who will support residents.
- Introduce any new workers to the resident.
- Endeavour to match the gender of workers to the preference of the resident, particularly if intimate care is involved.

EFH will keep under review their commitment with each resident to make sure they receive a service that meets their expectations, e.g. monitoring call bell response times and auditing these in line with agreed KPIs.

Supervisions and spot checks will be carried out by line managers to check staff are performing in line with residents' expectations and that contractual obligations are met.

Staff must complete the EFH records, i.e. care notes and systems in line with the EFH record keeping policies and procedures.

EFH is committed to working with other providers if they are also involved in the resident's care, including coordination of rosters and visit timings to the residential home, e.g. district nurses

## Night Cover

EFH assessment of staffing and dependency will identify night duty specific considerations which may include:

Care planning on what a resident hopes for and wants to achieve, including the support they need during the night. Agreed and explicit nightly checks identified in the care plan in relation to frequency, timing and consent of the resident. Residents with capacity will choose whether a night check is relevant.

- People without capacity will be risk-assessed as part of the care assessment, and any appropriate night checks put into place in line with their agreed best interests.
- The care plan details all of the resident's choices regarding night care which are respected.
- Residents' nutritional and hydration needs are met at night and recorded appropriately.
- Residents have access to healthy well-presented meals or snacks at a time and place that suits them during the evening and night.
- Staff ensure the environment and noise levels are monitored to help residents have a good night's sleep.
- Key workers where necessary can communicate with relatives.
- Families and relatives are updated with any night-time changes in care as recorded in the care plan.
- Medication is administered where required.
- Domestic tasks such as laundry, ironing and, where necessary, cleaning, e.g. cupboards, pantry and deep cleaning tasks as required do not interfere with residents sleeping, safety or care.
- Regular security checks take place and are recorded.
- All duties will be within the job description.

This is not an exhaustive list and different homes may need to add or subtract considerations based on their particular circumstances.

EFH will ensure our residents feel and are safe at night by providing the correct level of night staff who have the knowledge, qualifications and skills to plan and deliver their care needs.

A comprehensive job description, updated annually, lays out the duties expected of a waking night duty. In addition, a comprehensive induction, which includes contact numbers and managerial support, forms the training for night duty staff.

Staff meetings and further training opportunities are made available for all staff working at night to enable them to share information and share practice.

There is time allocated at handovers for clear and comprehensive information sharing.

In order to promote the safeguarding and protection of the residents, the holder of a night duty care post is subject to summary dismissal if found to be absent or asleep without permission whilst on duty. Disciplinary procedures will be followed.

As part of their waking night duties, staff must ensure that appropriate checks are undertaken before anyone is allowed into the premises, e.g. all visitors should be asked for some form of identification, including those from the local authority contracts monitoring service, the Care Quality Commission (CQC), the Police, and any representative from the utilities sector.

Waking night staff are required to complete all relevant records deemed to be required during their shift. These records form part of Data Protection legislation and are to be completed and recorded as required throughout the night.

All waking night staff will be made aware of their responsibilities regarding emergencies and the management support available to them during their shift.

The Registered Manager will use this information to develop the night duty staffing level requirements, developing a template for staffing numbers based on the factors discussed above.

Staff Consistency and Resident Expectations

## **Training**

Care staff are provided with an awareness of our EFH commitment to safe and appropriate staffing at all suitable stages of their employment from induction onwards.

## **Seeking Feedback about**

EFH Staffing allocation and assessment Policy

EFH will seek feedback from people, families, staff, involved professionals and volunteers about their experiences of safe staffing and allocation, where it is appropriate to do so. We will seek feedback in person during conversations and via surveys and meetings. We will respond to feedback and tell people about changes and improvements we make as a result of their feedback.

## References

Review date	Next Review Date
May 2024	May 2027