

## Board of Directors' Open

Date: 11 March 2020

Item Ref: 07

<b>TITLE OF PAPER</b>	Increasing Psychological Practitioners and Allied Health Professions to inpatient services.
<b>TO BE PRESENTED BY</b>	Liz Lightbown, Executive Director of Nursing & Professions Michelle Fearon, Interim Chief Operating Officer
<b>ACTION REQUIRED</b>	For Board to approve the direction of travel.

<b>OUTCOME</b>	Board Members are assured of progress.
<b>TIMETABLE FOR DECISION</b>	March 2020 Meeting
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	<ol style="list-style-type: none"> <li>1. NQB: Safe, sustainable and productive staffing: An improvement resource for mental health (Jan 2018).</li> <li>2. NQB: Safe, sustainable and productive staffing: An improvement resource for learning disability services (Jan 2018).</li> <li>3. NHS Improvement: Developing Workforce Safeguards (Oct 2018).</li> <li>4. Mental Health Optimal Staffing Tool (MHOST) Implementation Guidance for Mental Health Inpatient Wards, the Shelford Group 2019</li> </ol>
<b>STRATEGIC AIM</b> <b>STRATEGIC OBJECTIVE</b>  <b>BAF RISK NUMBER &amp; DESCRIPTION</b>	Strategic Aim: <u>Quality &amp; Safety</u> . Strategic Objectives A1 02: Deliver safe care at all times Strategic Aim: <u>People</u> Strategic Objective A2 03: We will develop an effective culture of leadership & management. Strategic Aim: <u>Future Services</u> Strategic Objective: Deliver new ways of working Strategic Aim: <u>Value for Money</u> Strategic Objective A4 01: We will improve productivity & efficiency of our services, maximizing time spent with service users.
<b>LINKS TO NHS CONSTITUTION /OTHER RELEVANT FRAMEWORKS, RISK,</b>	The NHS Constitution (2015) Principle 3, 'Aspiring to deliver high quality safe effective care, focused on patient experience'. CQC Guidelines (2019) on the, 'Therapeutic Acute Mental Health Ward'.

<b>OUTCOMES ETC</b>	<p>Royal College of Psychiatrists' Centre for Quality Improvement's (CCQI) Guidelines on Standards of Care in Mental Health Inpatient Wards.</p> <p>NICE Quality Standards: Service User Experience in Adult Mental Health (July 2019)</p>
<b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>	<p>The ability of each inpatient ward to work as an effective multiprofessional team delivering high quality compassionate care and achieve effective outcomes for each service user, is predicated on having the right staff with the right skills providing the right care at the right time and place, our inability to provide an effective staffing skill mix is a risk to patient care/outcomes.</p> <p>Indicative financial profiling has indicated a full cost envelope of circa £2m over and above funded establishment levels.</p>
<b>CONSIDERATION OF LEGAL ISSUES</b>	<p>Inability to meet regulatory care requirements may affect the Wards and Trust CQC rating and Terms of Authorisation.</p>

<b>Author(s) of Report</b>	Linda Wilkinson and Julie Edwards
<b>Designation</b>	<p>Director of Psychological Services  Director of Allied Health Professions</p>
<b>Date of Report</b>	4 <sup>th</sup> March 2020

# Summary Report

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## 1. Purpose

For approval	For assurance	For collective decision	To seek input	To report progress	For information	Other (Please state)
✓	✓					Up-date

## 2. Summary

An up-date was presented to the SHSC Board of Directors on 12<sup>th</sup> February 2020, regarding progress with the Outline Business Case (OBC) for the increase in Psychological Practitioners and Allied Health Professions (AHPs) across the in-patient wards. The OBC set out a clear clinical case for an enhanced model of care and therapy staffing, with the aim of implementing NICE Quality Standards and providing a more therapeutic environment for patients receiving care on the wards.

At OBC stage, the staffing model proposed was to:

- Extend AHPs to 7 days a week for 52 weeks.
- Extend Clinical Psychology to 5 days a week for 52 weeks.
- Introduce a new role of Clinical Associate Psychologist (CAP).
- Use CAPs and Psychology Assistants 7 days a week for 52 weeks.

The authors were asked to work with the Executive Directors' Group to strengthen the case for financial investment, and:

- Take action to improve staffing: working with Finance to identify sources of investment, to establish staff in roles, to start to make immediate impact as a demonstration project for any further investment.
- Undertake a cost benefit analysis: of the anticipated impact of the investment on service user outcomes; staff health and well-being; and quality of care/clinical effectiveness, and
- An economic evaluation of the potential return on investment from a reduction in: sickness absence; use of out-of-area placements; managed Length of Stay (LoS): reduction in the high use of support staff for observations; and any claims/litigation costs.

### Immediate actions to improve staffing on the acute in-patient wards

- Internal Re-allocation of resources.  
The Executive have taken action to re-allocate internal resources to develop:
  - a Consultant Psychologist post to enhance the clinical leadership.

- a Band 8a 0.80 wte Lead Occupational Therapist post to enhance the clinical leadership and provide 2 days clinical in-pat across Longley and Michael Carlisle Centre sites.
- a Band 6 0.80 wte Mental Health Physiotherapist post with a particular remit to support work on falls assessments and management.

b) Investment.

The Executive has been in negotiation with Sheffield Clinical Commissioning Group (CCG) as part of setting 20/21 key priorities and investment requirements. These negotiations have secured £525k for 20/21, recognising lead in period, with a recurring commitment of £700k per annum from 21/22 onwards.

c) Mobilisation of Investment.

Clinical Operations have approved the recommended staff skill and grade mix, to maximise the impact of the CCG investment. This is as follows;-

- 2.0 Band 8A Clinical Psychologists
- 2.0 Band 5 Occupational Therapists
- 4.0 Band 5 Clinical Associate Psychologists
- 0.5 Band 4 Physical Instructor
- 2.0 Band 3 Occupational Therapy Assistants

This resource will be targeted to the 4 acute mental health assessment (Maple, Stanage, Burbage, Dovedale). Recruitment has commenced and we are hopeful to have staff appointed by end May 2020.

d) Full Business Case production.

In the meantime, work is continuing on the Full Business Case, including a revision to the financial investment requirements, following CCG investment.

### 3 **Next Steps**

Progress to Full Business Case, to be presented to Trust Board in May 2020

### 4 **Required Actions**

Board of Directors' to approve the direction of travel.

### 5 **Monitoring Arrangements**

Monthly Progress Reports to:

- Clinical Operations Performance & Governance meeting.
- EDG via 1:1 up-dates with Executive Director of Nursing & Professions.

### 6 **Contact Details**

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