

Safe and Effective Staffing for HealthCare

Setting the Scene

PSI/UNISON Workshop

May 11th & 12th

Suggested group norms for a successful workshop

- Share your expertise (but share the air-time)
- Use all of the time well – here on time, home on time
- Be fully present – the ‘ring-tone’ rule
- Be open minded
- Adopt an enquiring learning mode today & a developing, strategising, progressing focus tomorrow
- Aim to take something valuable back to your organisation
- Enjoy!

Who's in the room?

- your name
- which organisation you are representing
- something you jotted down from the presentation and why it struck you as significant (or something you are burning to say)
- one thing you would like to get from these two days
- Any comments about or additions to the suggested group norms?

Why are we here?

nurse staffing - Google Search

https://www.google.ch/webhp?sourceid=chrome-instant&ion=1&espv=2&ie=UTF-8#q=nurse+staffing

Apps Radio New Zealand The New Zealand Herald Stuff.co.nz Facebook Geneva Weather - AccuWeather Google Translate Netflix

Google nurse staffing

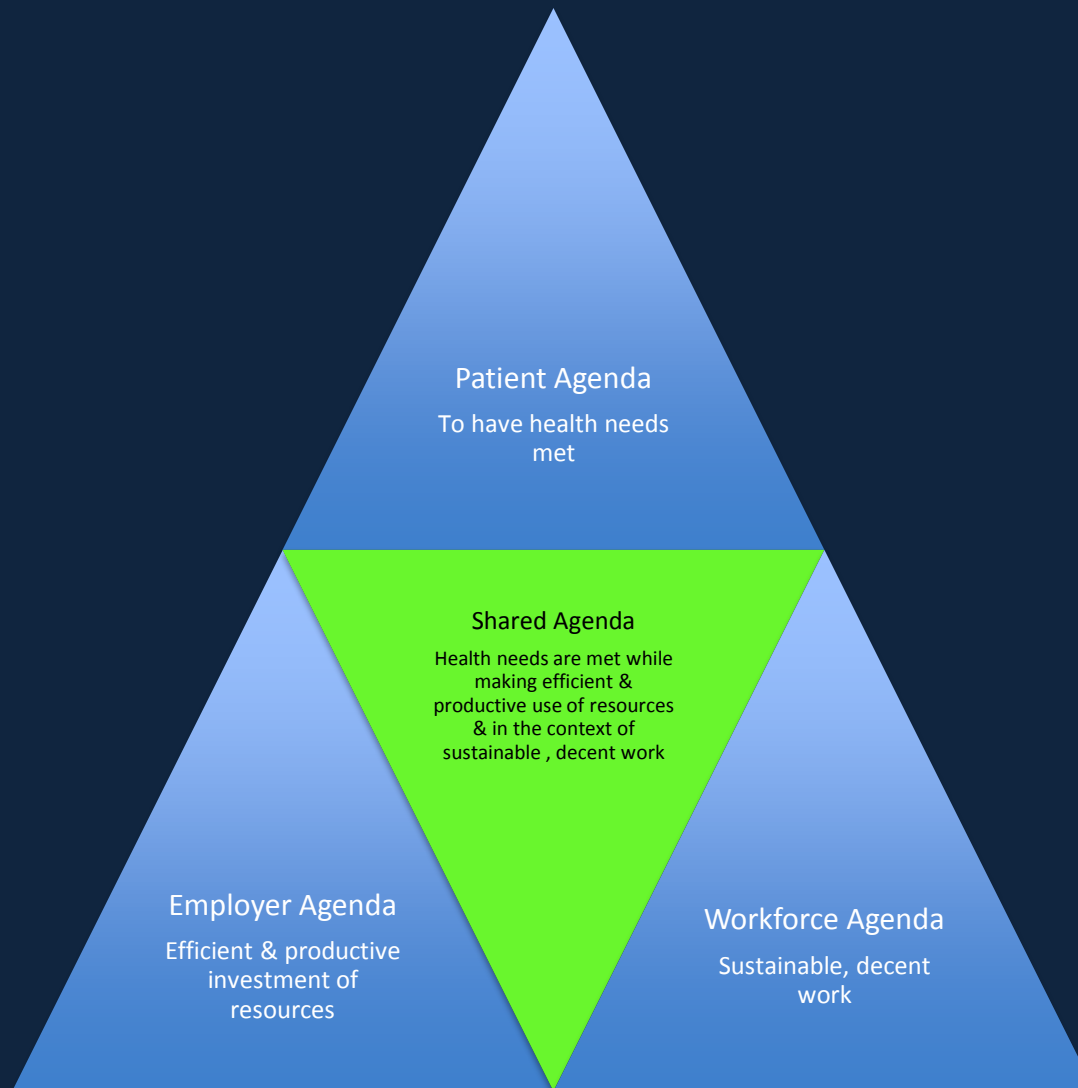
Web Images Maps News Videos More Search tools

About 7,690,000 results (0.40 seconds)

[PDF] Nurse Staffing and Quality of Patient Care - Agency for ...
www.ahrq.gov/downloads/pub/evidence/pdf/nursestaff/nursestaff.pdf
by RL Kane - 2007 - Cited by 310 - Related articles
Evidence Report/Technology Assessment. Number 151. Nurse Staffing and Quality of Patient Care. Prepared for: Agency for Healthcare Research and Quality.

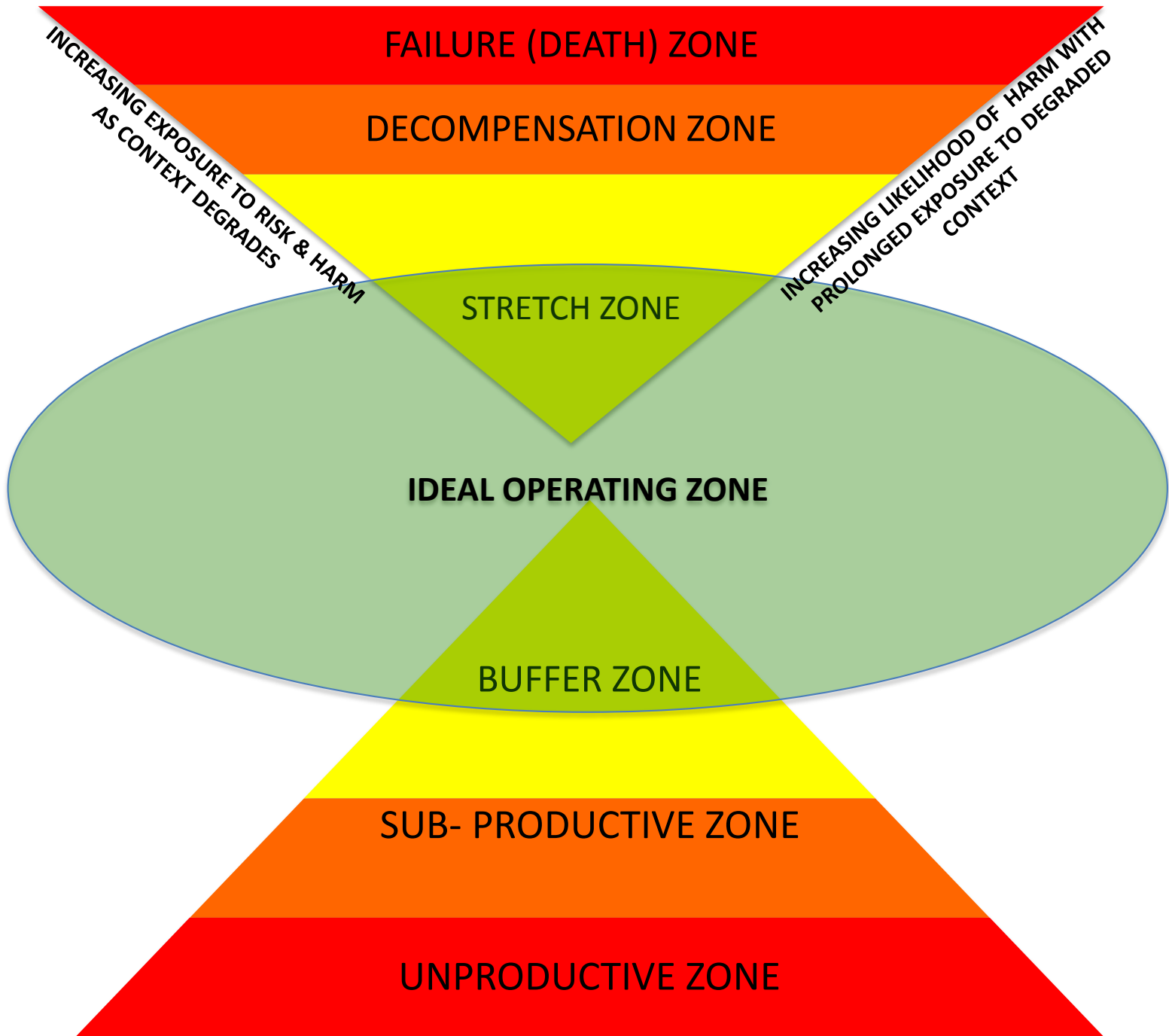
What is 'it' (safe & effective staffing)?

Health worker staffing is considered safe and effective when it results in the recruitment, assignment and retention of a health workforce of sufficient quantity and quality to create positive impacts for patients and the organization's effectiveness, delivered within a context of decent work. (Lawless and Lowe, 2015)



What does that mean?

RESILIENCE ZONES MODEL



What does that look like?











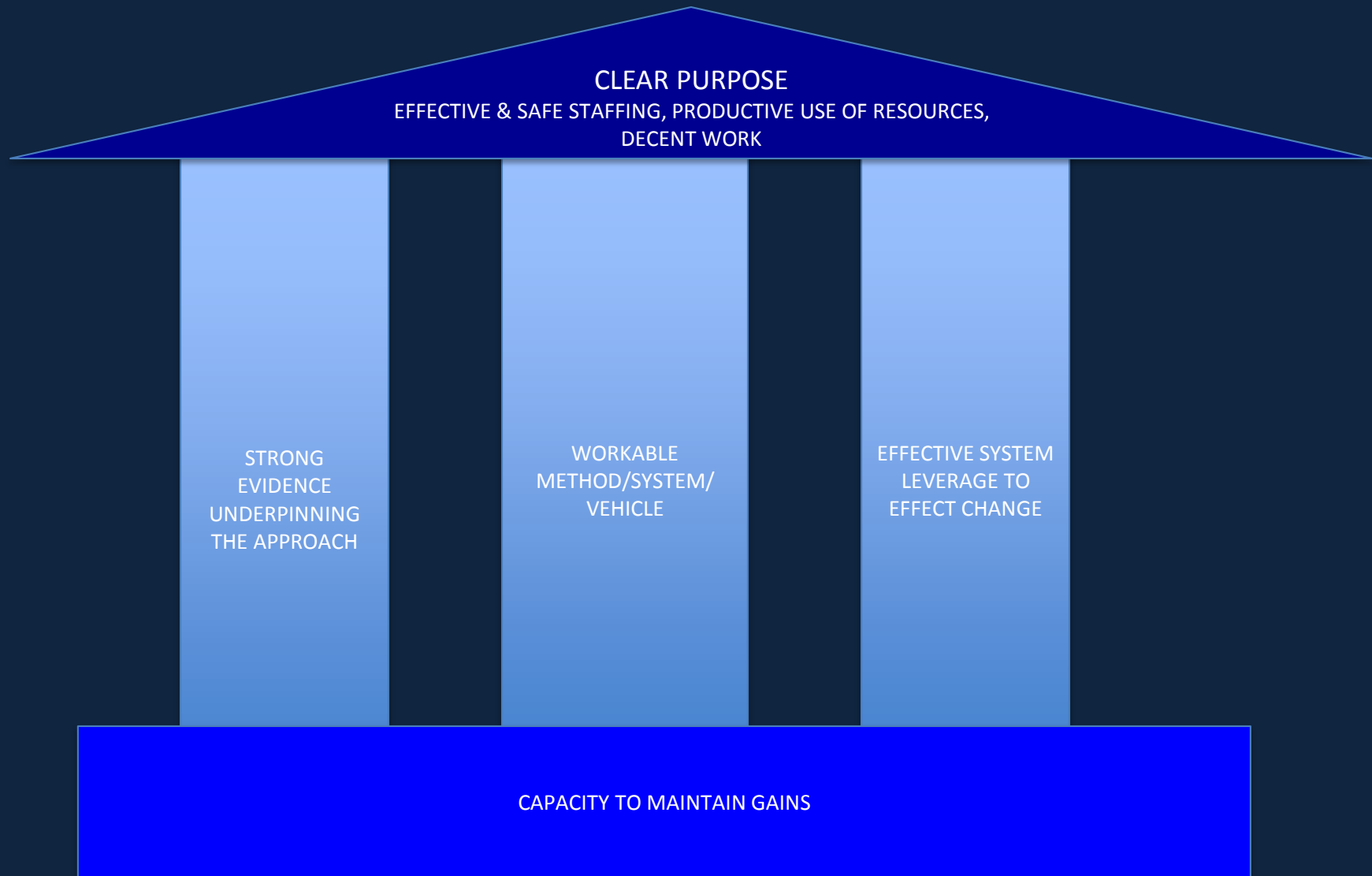






How do you get to there?





A strong evidence base



**DEMAND
EVIDENCE
AND
THINK
CRITICALLY**

BEFORE THEY GIVE US THE FUNDING THEY WANT TO SEE A 3 YEAR
BLIND STUDY , PEER REVIEWED AND CARRIED OUT
BY A RECOGNISED ACADEMIC AUTHORITY RESULTING
IN AN IMPACT STATEMENT JUSTIFYING OUR
ASSERTIONS THAT HOUSING HOMELESS PEOPLE IS
GENERALLY SPEAKING A GOOD IDEA!

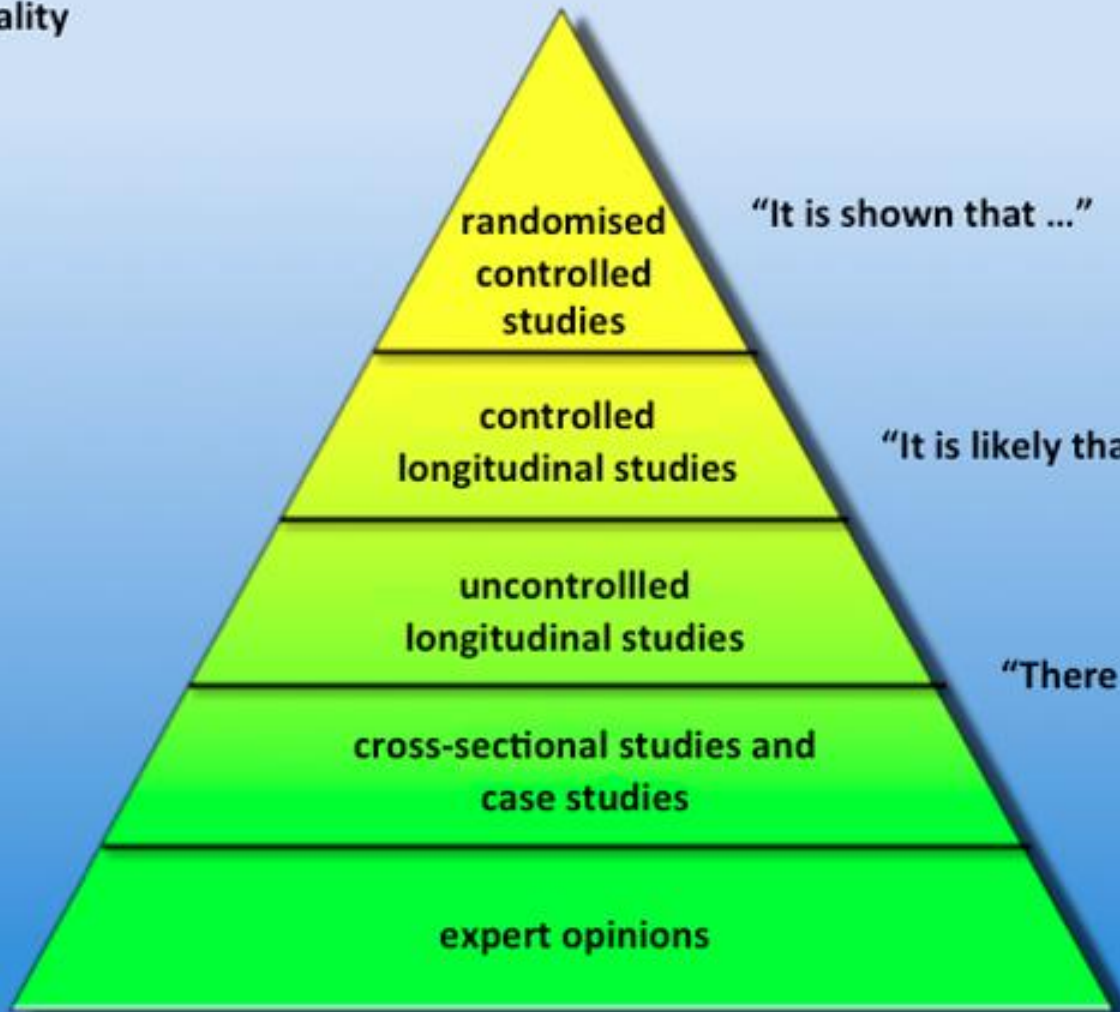


STRONG DEFENSIBLE EVIDENCE

establish causality
(bias --)



generate
hypotheses
(bias ++)



randomised
controlled
studies

"It is shown that ..."

controlled
longitudinal studies

"It is likely that ..."

uncontrolled
longitudinal studies

"There are signs that ..."

cross-sectional studies and
case studies

expert opinions

"Experts are of the
opinion that ..."

A suitable staffing system



The primary staffing question;

What do we need to have in place in order to get all of the work done to an appropriate standard?

What needs to be done?

For patients?

To complete all other work?



What does that require?

How many?

Of what type?

When?



Do we have the ability to provide that?

Money?

Availability?

CRITIQUING STAFFING SYSTEMS

CAPACITY/RESOURCES

-How does the system support the allocation of the;

number of staff?
mix of staff?
scheduling?

DEMAND

-How has the work been assessed?

-How has the work been translated into some form of hours per patient per day (HPPD)?

- Is this a reasonable (defensible) approach?

EVIDENCE OF EFFECTIVENESS

-How does the system provide evidence that it is delivering safe & effective staffing?

Effective leverage



SUSTAINABILITY BASED ON UNION STRENGTH, STRATEGY & ALLIANCES

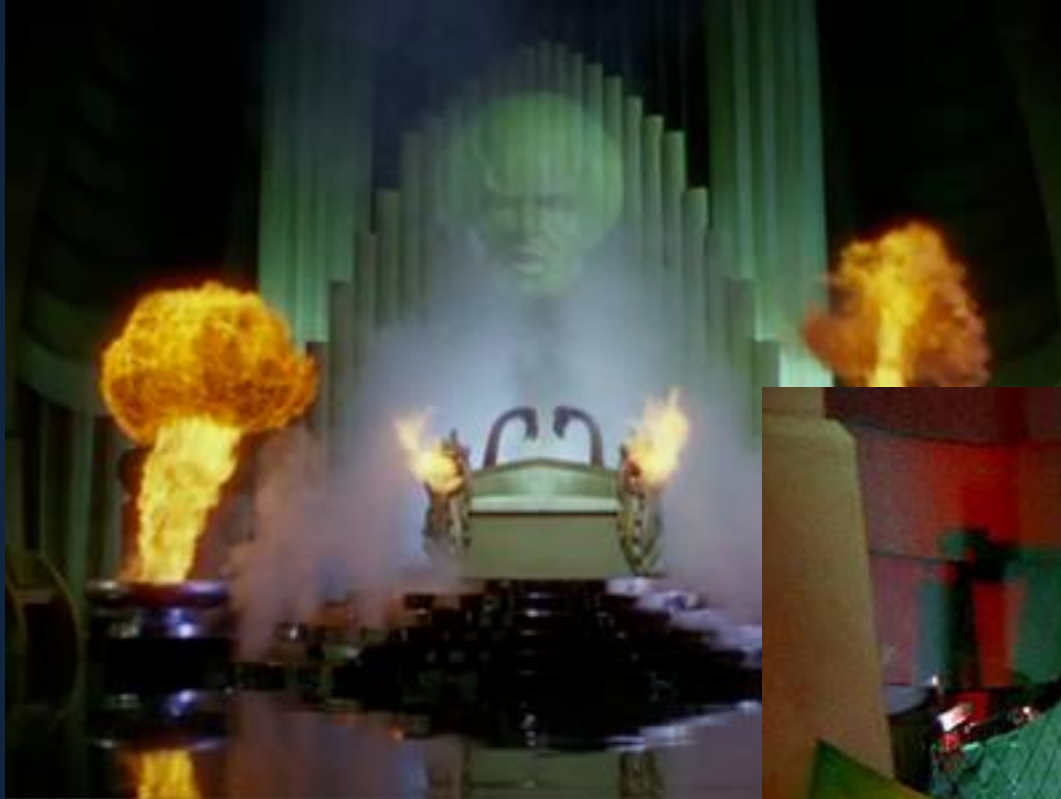


What does this mean for health
unions?





“I am the great and powerful Oz”



Evidence that the system is having a positive impact

- ++ Unarguable proof of association
- + Strong evidence of association
- +/- Some evidence of association
- Poor or no evidence of association
- Evidence of negative association

Evidence of Efficacy

Ability to keep the system over time

- ++ Sustained in the face of repeated challenges
- + Sustained >1 challenge
- +/- Less than 2 years
- Eroded over time
- System not sustained

Sustainability

Safe & Effective Staffing

Credible mechanism

Method for establishing staffing based on an assessment of the work to be done

- ++ Robust & rigorously tested
- + Moderately well tested
- +/- Clearly based on professional consensus
- Formal mechanism but no testing/validation
- No formal system of assessing the work

Effective levers for change

Levers applied by unions

- ++ Achieved a legally mandated system change
- + Achieved system change enshrined in an industrial agreement between the parties
- +/- Some enforceable wording enshrined in an industrial agreement
- No effective wording in industrial agreements & little or no legal protections
- Current wording in industrial agreement unhelpful

Aims & outcomes from this workshop

1. A consensus statement on safe and effective staffing
1. A strategy that can be used to develop mechanisms to support health unions to engage effectively with this agenda

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