

Date of Initial Review by Medical Director/ Director of Nursing & Midwifery <b>22/11/2018</b>	<b>Likelihood</b>	Low risk 5	Moderate risk 10	Very high risk 15	Very high risk 20	Very high risk 25
Date of last review	<b>Likely - 4</b>	Low risk 4	Moderate risk 8	Moderate risk 12	Very high risk 16	Very high risk 20
	<b>Possible - 3</b>	Low risk 3	Low risk 6	Moderate risk 9	High risk 12	Very high risk 15
	<b>Unlikely - 2</b>	Low risk 2	Low risk 4	Low risk 6	High risk 8	High risk 10
	<b>Rare - 1</b>	Low risk 1	Low risk 2	Low risk 3	Low risk 4	Low risk 5
		Negligible - 1	Minor - 2	Moderate - 3	Major - 4	Catastrophic - 5
		<b>Severity</b>				

Please record 'No Impact' if this is the case

#	Area of Impact	Consequence	Likelihood	Total	Potential Impact	Impact (Positive or Negative)	Action	Owner	What is the measurement?	New or existing metric	Frequency of measurement	Baseline measurement
1	Duty of Quality	0	0	0	How does it impact adversely the rights and pledges of the NHS Constitution?	POSITIVE IMPACT: Trusts are required to have a systematic approach to determining the number and range of skills required to meet the needs of people accessing their services, and to keep them safe and free from harm. The establishment review undertaken has used the required methodology as described in 'Developing workforce safeguards', NHSI (2018).	Deploying the right staff to the right place with the right skills is crucial in delivering high standards of care that keep patients safe and free from harm.	Michelle Rhodes	SNCT acuity and dependency data, Red flag escalation, Financial data, agency and bank costs	Existing	As required	
2					How does the impact affect the organisations commitment to being an employer of choice?	POSITIVE IMPACT: Staffing levels have a direct impact on staff, and when they are not met have the potential to increase work related stress, sickness levels, staff feel unfairly treated and that the work environment does not protect the well being of staff. This review ensures that safe staffing levels have been met	Deploying the right staff to the right place with the right skills is crucial in delivering high standards of care that keep patients safe and free from harm and maintain the health and well being of our staff.	Michelle Rhodes	Vacancy rates, sickness/absence levels, complaints, referrals to Occupational Health	Existing	Daily / weekly/ Monthly	
3					What is the equality impact on race, gender, age, disability, sexual orientation, religion and belief, gender reassignment, pregnancy and maternity for individuals access to services and experience of the service?	POSITIVE IMPACT: Safe staffing levels at an appropriate skill mix will impact positively on patient experience and outcomes of care	Staffing levels are monitored and managed with full escalation process in place to respond to issues as they occur.		Grievances against the Trust. Loss of good reputation. Impact on recruitment	Existing	Daily / weekly/ Monthly	
5	Patient Safety	0	0	0	How will this impact on the organisation's duty to protect children, young people and adults?	POSITIVE IMPACT: safe staffing levels and skill mix will ensure patients are free from harm, including vulnerable children and adults.	Continue to ensure that all staff receive the necessary Safeguarding training and that pre-employment checks are made on temporary staff used in clinical areas.	Michelle Rhodes	Records of safeguarding training, MCA training, inductions of temporary staff (Bank / agency)	Existing	Daily/ weekly/ monthly	
6					How will it impact on patient safety? • infection rates • medication errors • significant untoward incidents and serious adverse events • Mortality & Morbidity • Failure to recognise a deteriorating patient • Safe staffing levels	POSITIVE IMPACT: safe staffing levels remain better than a 1:8 ratio of nurses to patients. This has the potential to minimise levels of patient harm, complaints, litigation and loss of business.	Staffing levels and patient harm are monitored on a monthly basis through the reporting of CHPPD and Nurse Sensitive quality measures. There is also a red flag escalation process in place to report concerns in real-time.	Michelle Rhodes	CHPPD, Incident reports, staffing levels, HR metrics, Datix reports, SQD data	Existing	Daily/ weekly/ monthly	
7					How will it impact on preventable harm? (eg slips, trips, falls)	POSITIVE IMPACT: Safe staffing levels and appropriate skill mix will have the potential to minimise the risk of preventable harm in clinical areas that are providing nursing care	Staffing levels are monitored and managed on a shift by shift basis with a full escalation process in place to respond to issues as they occur.	Michelle Rhodes	Red flag reports, increased bank and agency usage, increased clinical incidents, serious incidents and patient	Existing	Real time /Daily/ weekly/ monthly	
8					How will it impact upon the reliability of safety systems? (eg WHO checklist)	POSITIVE IMPACT: The provision of safe numbers of staff on a shift will have a positive impact on the adherence to all safety systems	Ongoing oversight of safety system performance and early identification of reporting delays and potential impact on patient care	Michelle Rhodes	Balanced score cards of reporting mechanisms. Performance data	Existing	Weekly	
9					How will it impact on systems and processes for ensuring that the risk of healthcare acquired infections is reduced?	Positive impact will be seen where staffing levels and skill mix are maintained and quality care can be delivered.	All IPC processes must be followed at all times, including the prevention of HAI and where it does occur appropriate management and containment	Michelle Rhodes	Datix reports, Infection rates. Incidents relating to inability to maintain a safe environment,	Existing	Weekly	
10					How will this impact on workforce capability, care and/or skills?	POSITIVE IMPACT: Safe staffing levels and appropriate skill mix will have a positive impact on the ability to provide the right person with the right skills in the right place at the right time. This will result in better quality and safety and a decrease in patient harm. All patient needs are more likely to be met if staffing levels are good. Staff will also be afforded time to develop.	Standards in patient care will be maintained across the Trust, staff will become engaged and their skills and knowledge will be developed and improved. This could have a positive impact on the reputation of the Trust and its ability to manage overall performance/ recruitment and retention.	Michelle Rhodes	Core learning rates, Incident reports, STs, complaints and FFT	Existing	Weekly/monthly	
11									What impact is it likely to have on self reported experience of patients and service users? (Response to national/local surveys/complaints/PALS/incidents)	POSITIVE IMPACT: The provision of safe staffing levels will result in a better experience for patients and could ultimately affect their treatment and outcomes. This will present a good image to the public and further affect the reputation of the Trust.	In the interest of openness and honesty, Patients and the public should be made aware of the ongoing challenge that the Trust faces in light of the vacancy rates, along with the actions that are being taken to address this. Success stories should be shared	Martin Rayson
12					How will it impact on choice?	Positive impact as the Trust's reputation could be improved leading to the public and patients choosing to access us as the provider of choice.	Celebrate success stories around 'Team around the Patient' and introduction of new roles	Michelle Rhodes	Loss of elective activity, Complaints, NHS survey, FFT, Income from commissioners	Existing	Monthly	

13	Experience	Patient Experience	0	0	0	Will there be an impact on waiting times?	No Impact		Mark Brassington	Trust Performance, Complaints	Existing	Monthly					
14					How will it impact upon the compassionate and personalised care agenda?	There is the potential for this to have a positive impact on the personalised care agenda if safe and effective nursing care is delivered. This will also result in a good experience for patients and could ultimately affect their treatment and outcomes.	Safe staffing levels at a skill mix that is appropriate to the area should be maintained at all times. This supports the need to develop further the 'Team around the Patient' and ensure that vacancies are managed appropriately	Michelle Rhodes	Complaints, FFT, Sickness levels and retention rates	Existing	Monthly/ weekly/ daily						
		Staff Experience	0	0	0	How will it impact on recruitment of staff?	Improved staffing levels has the potential to positively impact on our attractiveness as an employer and thus the ability to recruit to posts. Also improvements in the recruitment process could mean that potential applicants are snapped leading to the building of a crucial talent pipeline.	Continue to explore recruitment incentives and effective recruitment campaigns. Monitor the time it takes to recruit to posts, vacancy rates and also attrition throughout the recruitment process. Continue to explore more options of introducing the 'Team around the Patient' approach to workforce planning	Martin Rayson	Fill rates, turnover rates and recruitment data	Existing	Monthly/ weekly/ daily					
						What will the impact be on staff turnover and absentee rates?	As above										
					How will it impact on staff satisfaction surveys?	As above											
15	Effectiveness	Clinical Effectiveness and Outcomes	0	0	0	How does it impact on implementation of evidence based practice?	Potential to have a positive impact on implementation of EBP due to increased in substantive staffing, further ability to develop our existing staff and the ability to free up individuals to further develop EBP opportunities	Reduce vacancies & use of temporarys staffing. Ensure staff are released for CPD	Michelle Rhodes	Core learning, Audit and Research	Existing	Monthly					
16						How will it impact on patient's length of stay?	Potential to have a positive impact on the effective discharge planning process and efficiency of systems and patient flow. Length of stay could be decreased if staff are available to ensure effective discharge planning is in place.	Ongoing monitoring of hospital flow and capacity. Use of MDT in discharge planning process	Mark Brassington	LoS data, DTOC, Complaints	Existing	Monthly					
17						Will it reduce/impact on variations in care? (eg readmission rates)	There is the potential for good staffing levels and skill mix to impact significantly on reducing variations in care.	Minimise staff redeployment through effective roster management and continued effort to address effective and efficient care delivery through the implementation of team around the patient approach	Michelle Rhodes	CHPPD, Readmission rates, LOS, HAI rates	Existing	Monthly					
18						What will the impact be upon clinical and cost effective care delivery?	Safe and effective staff rostering will reduce levels of patient harm. Bank and agency spend will reduce.	Monitor bank and agency booking, red flag event, Datix incidents and SQD data	Michelle Rhodes	Finance report, Bank and Agency report, SQD, CHPPD, Fill rates,	Existing	Weekly					
						How does it impact upon care pathway(s)? Eg mortality	Safe staffing levels will have a potential to have a positive impact on care pathways as more staff of varying disciplines are available to deliver care. The quality of care will improve.	Ongoing performance monitoring	Mark Brassington	Performance reports	Existing	Monthly					
19						How will it impact on target performance?	Poor staffing and skill mix will have a negative impact on performance for all of the reasons detailed previously	Ongoing performance monitoring	Mark Brassington	Performance reports	Existing						
20	Other	Please use this section to detail any other impacts to clinical and quality that are not listed in the questions above.			0												
21																	
22																	
23																	
24																	

**EQUALITY IMPACT ASSESSMENT**

**Short EIA**

To ensure that the trust is compliant with equality legislation and, wherever possible, that this is enhanced as a result of transformation / service change, an assessment is required of the impact of such changes using a standard framework. Completion of this short EIA is required in order to determine whether the proposed transformation / service change warrants the completion of a full EIA, to be screened by the Trust's Equality and Diversity Manager.

Protected characteristics to consider are:

- Age
- Disability
- Race
- Gender / gender identity
- Marriage and Civil Partnership
- Pregnancy and maternity
- Religion and belief
- Sexual orientation

	Yes ✓	No X
1 Looking at the list of protected characteristics above, will some		X
2 Will you be undertaking a staff or public consultation as part of		X
3 Looking at the list of protected characteristics above, will some		X