

*“In the context of historical overspends, the Genie proved we could transform our establishments and invest in a sustainable workforce **within the current budget envelope** and kick-start **a three-year saving plan**. We demonstrated a robust process, defended our care levels and gained buy-in from Execs, NEDs and corporate colleagues.” Jackie Walker, Dep Director of Nursing*

## Background:

Each divisional leadership team had to meet the challenge of delivering savings, reset budgets and develop a sustainable staffing model for the year ahead, in the context of high staff turnover and routine bank and agency use.

In May 2017, both hospitals in the Trust used Establishment Genie to undertake a rapid review of all nursing establishments. This involved every ward manager and matron at both at ward level meetings and trust-wide events supported by workforce experts from the Genie team.

## The Trust used Establishment Genie to:

- Review and compare current staffing levels, roles, WTE and bank and agency use across the wards to take stock of the planned skillmix, ratios, CHPPD, supervisory time and cover for leave.
- Create options appraisals to articulate a journey from the last year's overspend and outturn to a sustainable new workforce model.
- Inform professional judgement to tackle unwarranted variation and drive productive, equitable discussions with finance and ops.
- Create a three-year workforce strategy and implementation plan.



## The result:

- ✓ Executive Board approval of a detailed, costed establishment template, WTE requirement and uplift for each ward/unit, backed by care metrics, uplifts and fill rates that matched reality.
- ✓ A reset CIP and nursing budget to accommodate a planned **reduction in agency spend of circa £2m** in year one, with a year 3 net cost reduction of c£230k.

Investment in a Band 8a Nursing Workforce Lead to provide professional support to colleagues as they implement change.

Investment for all Band 7 Ward Managers to be supernumerary to improve safety and enhance clinical supervision of the nursing team.

- ✓ A clear Nursing Workforce Implementation Plan with mutually agreed accurately funded roster templates that deliver the change at ward-level, developed and owned by ward managers.
- ✓ A parallel Training Needs Analysis to ensure the establishments are fit for purpose in competencies as well as WTE, offering career pathways to develop, attract and retain valued staff.