

Ward reconfiguration: redesigning the workforce to meet patient need

“Establishment Genie was indispensable in planning and budgeting for our multi-site bed reconfiguration. We used the Genie to show how we can safely save over £1m as we redesign our medical and surgical workforce whilst adding supporting roles to improve flow, increasing Band 7 supervisory time and integrating the Band 4 role” – Audrey Malik, Assistant Director of Nursing

Background:

- Like many trusts, HHFT had seen changes in the volume and type of admissions. They needed to redesign their bed base, improve patient flow, develop new services to prevent avoidable admissions and reduce bank/agency spend.
- Staff turnover and retention were key challenges and so the reconfiguration needed to create opportunities for staff progression, developmental career pathways, whilst safely meeting acuity and dependency needs.



The Trust used Establishment Genie to:

- Create, compare and evaluate new staffing models for reconfiguring services that were under significant financial and operational pressure, whilst increasing capacity and flow.
- Balance safety and savings, with a focus on beds per RN, care hours per patient, reducing temporary staffing and reviewing the combination of RNs, Band 4s, HCAs and support at ward level.
- Inform professional judgement and promote collaboration between nursing and finance in redesigning the workforce.

The plan:

- Reduction in the AMU from 52 to 28 beds and the creation of a safe staffing model for a new 10 bed, 2 trolley Frailty Unit, hot clinic and outreach service.
- Relocation and reconfiguration of the SAU to be co-located with the AMU, with staffing options evaluated and costed.
- Creation of a 29 bed medical ward with effective skillmix and ratios to care for cardiology and general medical patients.

The result:

- ✓ Planned reduction in temporary staffing spend of **£1m** in year one, plus a year 2 net cost reduction of c£200k.
- ✓ Within the saving plan, investment in the provision and training for Band 4, Band 6, PDN, Nurse Practitioner and supernumerary Band 7 Ward Managers to deliver quality outcomes.
- ✓ Executive Board approval of a detailed, costed establishment model and detailed budget, backed by clear ratios, skillmix and care hours appropriate to each area.