What is the SESL decision support tool?

The purpose of the staffing evaluation system for leaders (SESL) decision support tool is to assist members in appraising staffing levels to deliver a safe and effective service. The style of the tool is aimed to support the individual to further develop their skilled judgement, evaluation and critical thinking. The output of the tool is a repeatable dashboard, along with feedback and suggested actions

Why now?

There is an increasing focus on safe and effective staffing levels within the context of the post-Francis agenda, increasing financial constraint, rising expectations and demand, and a determination to achieve more effective approaches to workforce planning and development. In addition, in Dec. 2017 Health Education England launched a draft consultation for health and care workforce, the first in 25 years. The Scottish Government is expected to produce guidance on safe nursing staffing levels in 2018, whilst Wales has already enacted effective staffing levels for nursing in 2016.

Of central importance is that patients and their relatives and carers can be assured that care is of a consistently good quality, does not compromise individuals' safety or dignity, and is delivered with compassion - regardless of sector or setting and in spite of financial constraint at a time of increasing demand. Staffing levels are a significant element in providing this assurance. However, they cannot be addressed in isolation from other factors, and they cannot be calculated through partial, short-term or prescriptive approaches to staffing resources which assume workforce needs are the same across settings and service delivery models.

Who is the decision support tool for?

The tool is designed to be used primarily by physiotherapy mangers and leads. However, the tool is available to all CSP members working in all sectors and settings, including stewards. It can be used to reactively or proactively review issues relating to staffing levels.

Why use the decision support tool?

The SESL decision support tool aims to facilitate members' understanding and engagement in an issue of high priority, complexity and urgency within service delivery and policy. The project's primary purpose is to help members to define and advocate the staffing resources required to meet patient needs, it also has the additional benefit of supporting members' professional learning and development.

By attending to issues of ensuring the sustainability of services, the decision support tool will support members in making the case for elements of professional activity that need to underpin the development and delivery of high-quality patient care (e.g. access to CPD, peer review and clinical leadership, and contributing to the education of future members of the profession). These areas are at risk of being side-lined in some approaches used in formulating staffing levels.

Stage 1 of the SESL decision making support tool will signpost members to various e-Bite learning activities within the Learning Hub. These CSP resources have been developed to aid members in capturing their thoughts, and allow for reflection on issues relating to patient needs, service delivery and workforce capacity.

Where to access?

The SESL decision support tool is accessible via the Learning Hub. Members will need to log on to the CSP website and access the Learning Hub via the e portfolio. For information on how to log onto the Learning Hub see www.csp.org.uk/professional-union/careers-development/cpd/csp-eportfolio-learning-hub

Please see the 5 minute video explaining how to access the decision support tool , along with how to navigate your way within the tool https://vimeo.com/257116977

How long will it take to complete?

This is highly variable and will depend on how familiar the user is with workforce planning and development; the amount of detailed thinking time they wish to allocate to the tasks and whether they make use of the e-Bite learning materials. Both the SESL tool and e-Bite learning materials have been designed to allow for users to partially complete the different stages and return to them at a later time.

What it does and what it doesn't do – rational for this approach

Staffing levels cannot be addressed in isolation from other factors that contribute to ensuring the delivery of safe, effective, patient-centred, timely and compassionate care. These factors include

- Service delivery models
- Patient acuity, caseload management and risk stratification
- Skill mix review and role development
- Clinical leadership and peer review
- Team-working
- Standards implementation
- Integration of services
- Achieving sustainable services
- Service evaluation and re-design
- Learning and development opportunities
- Supported staff engagement in service improvement/re-design

The tool will not:

Make the decision for the user about the physiotherapy staffing levels required in a service.

Generate a 'number' as to the amount of physiotherapists required in a service, team, speciality or setting.

Generate a gap analysis between the existing physiotherapy staffing level and a safe and effective level.

Prescribe a specific skill mix for a service/team.

Why doesn't the tool generate a number?

The safety and effectiveness of services and staffing is influenced by far more that workforce or team numbers alone.

There are disadvantages to providing a number of staff as an output, e.g. minimum or maximum staff required to run a service. Provision of a minimum number could suggest that this is the number sufficient to run a safe and **effective** physiotherapy service.

This approach also does not relate to the importance of patient outcomes.

The evidence is not available to suggest specific physiotherapy staffing numbers for a service.

Overview of the SESL decision support tool

The tool consists of 2 self-assessment questionnaires focuses on the areas of patient need, service delivery and workforce capacity

Stage 1 focuses on **understanding** of service-specific factors relating to staffing levels.

Stage 2 focuses on c**onfidence** in actual service-specific staffing levels**.**

Each stage includes 3 focus areas (patient need, service delivery and workforce capacity) and each of these areas consists of several statements against which users rate their understanding or confidence.

Stage 1 will support exploration of a breadth of factors relevant to the delivery of safety and effective care. The questions contain suggestions of issues to be considered. You do not have to answer every suggestion and some you may not be able to – that's fine as the purpose of this stage is to:

- o aid critical thinking
- o offer an approach to record and capture key data and issues
- o support exploration of a breadth and depth of local considerations.

There are a set of e-Bite learning modules designed to support understanding and critical thinking on the focus areas within Stage 1.

In is possible to partially complete a stage and return to it later. Similarly, the e-Bite learning materials can be dipped in and out of. The decision support tool by virtue of sitting in the CSP Learning Hub has secure storage for users, enabling repeat/review use and reporting on anonymised user trend data.

Who will have access to my questionnaire data?

We will monitor usage of the SESL tool to track and analyse general trends in user movements. This will be used to provide aggregated data about general use of the tool Data extracted from the SESL tool will be anonymised and cannot be traced back to you. Anonymised data from the SESL tool may be quoted in publications, reports, web pages, and other research outputs e.g. your responses will be combined with those of others and summarized in any reports produced e.g. 20 physiotherapy leads from the south west of England. This data will help inform the policy, campaign and lobbying work that CSP and/or CSP Charitable Trust undertakes on behalf of its members and the profession.

While we do have access to your personal storage space within the Learning Hub, the CSP will not access your data without your permission.

Contact details   safeandeffectivetool@csp.org.uk