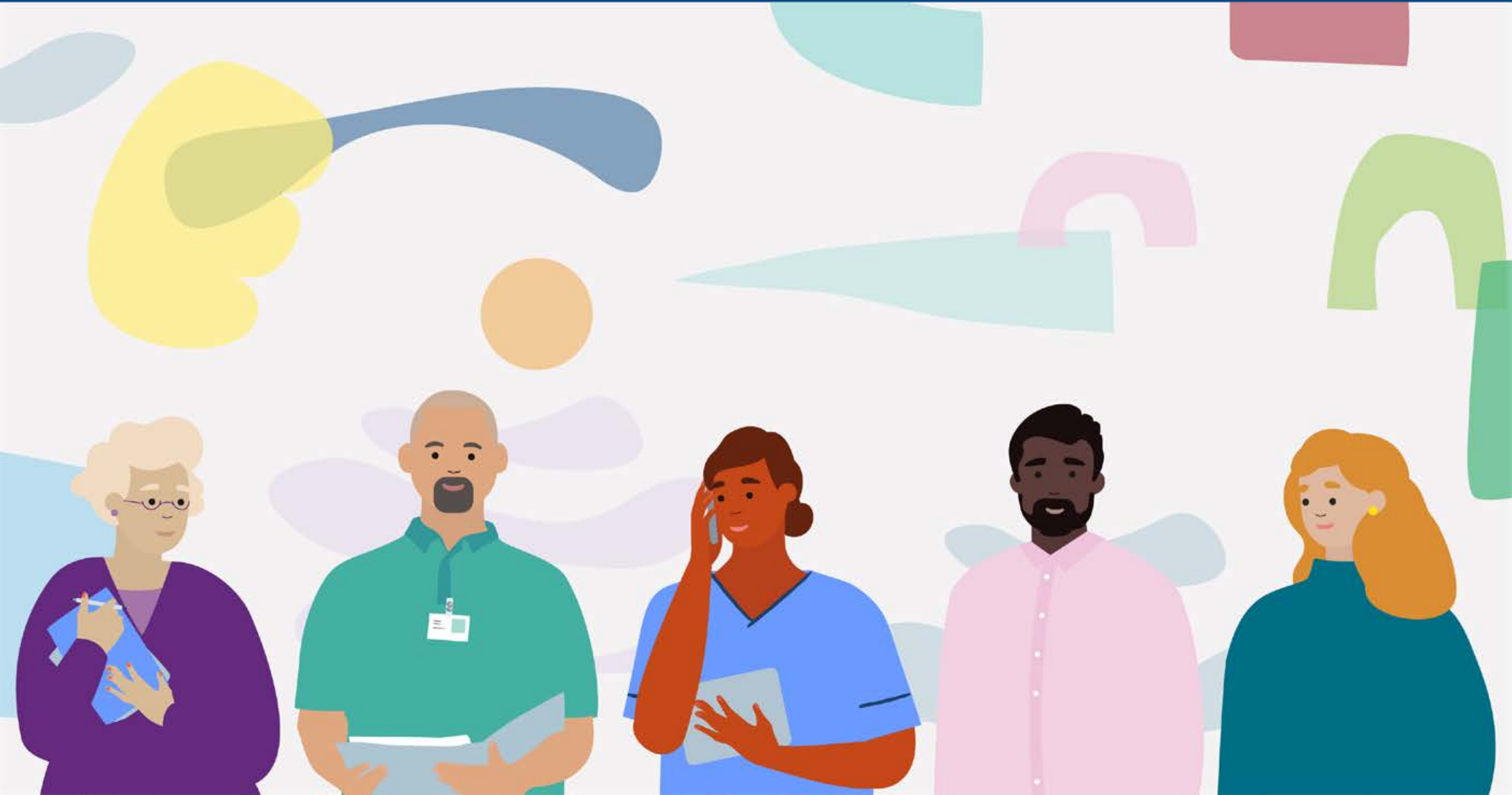




# A Knowledge and Skills Framework for **Health and Care Staffing in Scotland**



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The Healthcare Staffing Programme within (HSP) Healthcare Improvement Scotland (HIS) and NHS Education Scotland (NES) acknowledge the contribution made by individuals, groups and organisations across the health and care sectors, higher education institutes and professional bodies who engaged with us on this collaborative journey. Their commitment to driving forward this piece of work has been instrumental in developing this framework. (Appendix 2)

We thank those who shared their views and imparted their knowledge and expertise of workload and workforce planning as well as taking the time to review the elements of this framework and help shape the content and structure of the framework.

We also gratefully acknowledge the work of the HSP Education & Learning Sub Group members, Care Inspectorate Safer staffing project, and the clinical practitioners for their insight, guidance and support in relation to workload and workforce planning.



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Whatever your role in health or social care, you will bring valuable experience and skills which contribute to the provision of safe and effective staffing. We hope that you find components of this framework useful and complimentary to your level of experience.

At the time of publication there continues to be significant workforce pressures and work is progressing across the health and social care sectors where there are significant differences in terms of systems and infrastructures. These pressures and changes across our health and social care landscape, along with the development of a National Care Service, require our services to remain agile.

The Health and Care (Staffing) (Scotland) Act 2019 was passed in June 2019, with the intention of providing a statutory basis for the provision of appropriate staffing in health and care service settings, enabling safe and high quality care and improved outcomes for service users.

The Healthcare Staffing Programme has worked with representatives from health boards and the social care sector, including the Care Inspectorate and Scottish Social Services Council (SSSC) to create a knowledge and skills framework which can operate across both health and social care to provide a platform on which suitable learning resources can be built on.

We appreciate that while levels of knowledge and skills and domains of practice are critical for all, the complexities across our health and social care systems requires the framework to remain dynamic. We will continue to review and develop both the framework and the related learning resources to meet the needs of both sectors.

There are aspects of the framework that use terminology applicable only to the NHS, e.g. 'Common Staffing Method'; 'Professional Judgement Tool'; 'Essentials of Safe Care'; 'Predicted Absence Allowance', etc. However there is much of the framework that applies across both Health and Social Care. The legislation uses the term 'health and care staffing' however throughout the framework the term 'social care' will be used, as following consultation with stakeholders, it was agreed that this best reflects the terminology used by the sector.

At the time of launch and the recent publication of the National Workforce Strategy, the Healthcare Staffing Programme is continuing to develop staffing tools and resources. Education materials to support the framework are being developed in partnership with NHS Education Scotland (NES).

Regulated care services are working with the Care Inspectorate in preparation to meet the requirements of the legislation, this may include the development of staffing methods and tools. There is support for learning as well as the development of resources and materials specific to the social care sector.

Further ministerial guidance will inform this work in relation to the duties contained within the legislation and is anticipated to be available prior to full enactment.



# Introduction



## Background of the framework

**The Health and Care (Staffing) (Scotland) Act (2019) is the first legislation in the UK to set out multidisciplinary requirements for safe staffing across both health and care services.**

[www.legislation.gov.uk/asp/2019/6/enacted](http://www.legislation.gov.uk/asp/2019/6/enacted)

The aim of the Act is to be an enabler of high-quality care and improved outcomes for service users in both the health and social care sectors to ensure appropriate staffing for the delivery of high-quality care. It has been informed by the many lessons learned, consultation and professional views shared over the years to bring about a more transparent, quality driven, compassionate and accountable health and social care service for users and providers.

The Act clarifies the

*duty of every Health Board and the Agency to ensure that at all times suitably qualified and competent individuals, from such a range of professional disciplines as necessary, are working in such numbers as are appropriate for —*

- (a) the health, wellbeing and safety of patients,*
- (b) the provision of safe and high-quality health care, and*
- (c) in so far as it affects either of those matters, the wellbeing of staff.*



## Purpose of the framework

**The Knowledge and Skills Framework has been developed by Healthcare Improvement Scotland and NHS Education for Scotland to provide a consistent, flexible and inclusive approach to learning and development to support individuals and organisations in their understanding of workload and workforce planning and the application of the Health and Care (Staffing) (Scotland) Act 2019.**

The Knowledge and Skills Framework has been designed to reflect the guiding principles for health and social care staffing. The main purposes of staffing for health and social care services is to provide safe and high-quality services and to ensure the best health care and social care outcomes for service users.

This includes:

- + Improving standards and outcomes for service users;
- + Taking account of the particular needs, abilities, characteristics and circumstances of different service users;
- + Respecting the dignity and rights of service users;
- + Taking account of the views of staff and service users;
- + Ensuring the wellbeing of staff;
- + Being open with staff and service users about decisions on staffing;
- + Making the best use of available individuals, facilities and resources, and;
- + Promoting multi-disciplinary services as appropriate



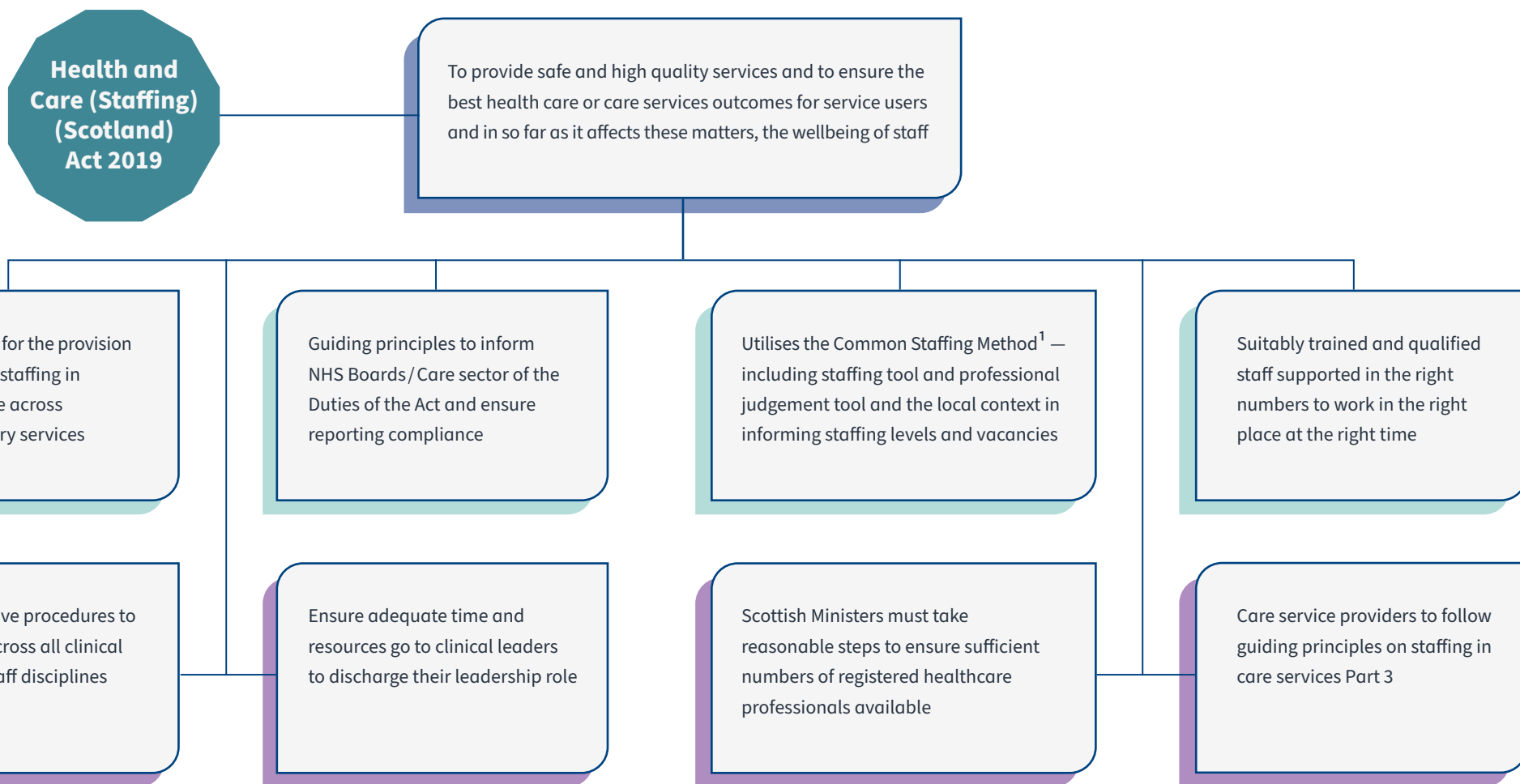
Openness and collaboration are essential for a shared understanding and collective view of safe staffing, day-to-day future planning and sustained provision of appropriately skilled staff to provide safe, effective and person-centred care. The framework outlines multidisciplinary and multi-agency responsibilities across groups within health and social care services and health and social care setting.

Clear responsibilities and required levels of knowledge and skill are illustrated to facilitate shared understanding, to support the creation of new transferrable skills and to promote opportunities for cross-agency integrated learning.





# What changes will this bring about?



<sup>1</sup> See **Appendix 1**



## Development of the framework

We consulted widely with health and social care staff, educators and other stakeholders to promote an integrated and collaborative approach to workload and workforce planning learning and development.

The content of the framework was gathered through:

- + A review of the Health & Care (Staffing) (Scotland) Act 2019.<sup>1</sup>
- + A review of literature and mapping of the existing Nursing and Midwifery Workload and Workforce Planning Learning Toolkit.<sup>2</sup>
- + A series of stakeholder discovery events.
- + Focus groups with health and social care service workforce representatives.
- + Learning needs analysis.
- + The revised framework was reviewed through an online consultation, with the resultant feedback informing refinement of the final content.

<sup>1</sup> <https://www.legislation.gov.uk/asp/2019/6/contents/enacted>

<sup>2</sup> [https://test1.nes-digital/media/248268/nursing\\_midwifery\\_workforce\\_toolkit-pdf](https://test1.nes-digital/media/248268/nursing_midwifery_workforce_toolkit-pdf)



# Using the framework

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For health and social care organisations to identify any development needs to support delivery of the framework in order to:

- + Ensure staff have the necessary knowledge and skills relevant to their role within health and social care staffing.
- + Map existing learning and development provision, and shape future opportunities to support staff to understand their role within the Health and Care (Staffing) (Scotland) Act 2019.

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For education and training providers to inform the content of the education and training they provide to:

- + Shape the design and delivery of future focussed vocational and professional undergraduate and postgraduate education and training.
- + Enhance existing training provision.
- + Enhance and strengthen sustainable relationships with health and social care service providers in creating and delivering workforce learning and development opportunities.

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Within the health and social care sector:

- + Consider ways of learning that maximise existing resources and facilitate opportunities for health and social care services to learn together to promote collaborative and integrated working.
- + Maximise opportunities for health and social care staff to learn together to promote collaborative and integrated working.
- + Support personal development and the knowledge and understanding to deliver the outcomes of the Health and Care (Staffing) (Scotland) Act 2019.



## Structure of the framework

### Framework domains

The four domains within the Knowledge and Skills framework are reflective of the core knowledge and skills considered to be essential in the planning and provision of safe and effective levels of staffing across the health and social care sectors within Scotland.

#### Domain 1 | Fundamentals of Health and Care Staffing

This domain outlines the underpinning guiding principles and duties as outlined in the Health and Care (Staffing) (Scotland) Act 2019.

#### Domain 2 | Workload and Workforce Planning

This domain outlines the main principles of effective workforce planning incorporating the Common Staffing Method. (Appendix 1)

#### Domain 3 | Managing and using workload and workforce planning data

This domain outlines the knowledge and skills required to use workload and workforce data and information effectively to support decision making and to identify areas for service improvement.

#### Domain 4 | Quality Assurance and Governance

This domain outlines the importance of having clear processes in place for quality assurance, planning, monitoring, risk escalation and reporting.



## Knowledge and Skills

Each domain presents four levels of knowledge and skills that outline what staff need to know and do, depending on their degree of involvement in workforce planning, and their role responsibilities in carrying out the duties of the Health and Care (Staffing) (Scotland) Act 2019.

The levels of knowledge and skills required by staff may differ across the four domains depending on their degree of involvement and role responsibilities. Knowledge and skills at each level are incremental, in that the depth and breadth of knowledge required, and the complexity of related skills associated with the domains increase at each level.

A staff member at enhanced level within a domain will therefore have the knowledge and skills defined at the preceding levels. This enables the framework to be used flexibly, supporting staff to develop their knowledge and skills at different levels.

**The framework does not specify particular roles in relation to the knowledge and skills levels, and the levels are not defined by profession or seniority in an organisation or sector. Individual staff and their employers are best placed to interpret and apply the content and aspirations of the framework to their roles.**



## Levels of Knowledge and Skills – Descriptor

Knowledge	Skills
<b>Level 1 – Informed</b>	Health and social care staff who are at informed level will have a foundation level of knowledge of workload and workforce planning. This will include a basic understanding and awareness of the legislated requirements. Those staff using the Common Staffing Method will have an understanding of the purpose and its utility.
<b>Level 2 – Skilled</b>	Health and social care staff who are at a skilled level will require to have a clear applicable understanding of workload and workforce planning methodology. By virtue of their role and level of responsibility, they will be able to inform, support and encourage team members with workload planning activities. Those staff using the Common Staffing Method will engage with data capture and workload tool completion.
<b>Level 3 – Enhanced</b>	Health and social care staff with an enhanced level of knowledge and skill will have the depth of comprehension required to initiate and lead on the full cycle of workforce and workload planning activities. By virtue of their role and level of responsibility they will be able to coordinate, manage and report on the complete workload and workforce planning process, taking cognisance of their local context and involving staff throughout.
<b>Level 4 – Expert</b>	Health and social care staff at expert level in workforce and workload planning will normally hold a leadership position and will have the knowledge and skills required to critically discuss and influence organisational decisions. They will be required to have an in-depth understanding of the complexities influencing workload and workforce with the ability to utilise all available data from the triangulation process, to inform operational and strategic plans.



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# The Framework



**Informed**

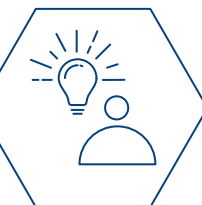
**Skilled**

**Enhanced**

**Expert**

## Domain 1

Fundamentals of Health and Care Staffing



## Domain 2

Workload and Workforce Planning



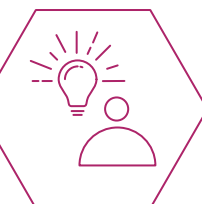
## Domain 3

Managing and Using Workload and Workforce Planning Data



## Domain 4

Quality Assurance and Governance



Domains are colour coded and represented by an icon. Within each domain there are four levels of knowledge and skills.

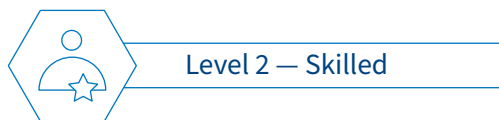
Scroll over the icons opposite and click to access the knowledge and skills levels in each domain.





Level 1 – Informed

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Describe the background to and the purpose of the Health and Care (Staffing) (Scotland) Act 2019 and how this applies to your role.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify ways to access information about the legislation and identify the relevance of the legislation to your role.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe the guiding principles and general duties of the Health and Care (Staffing) (Scotland) Act 2019.</li> </ul>	<ul style="list-style-type: none"> <li>+ Recognise how you can contribute to safe and effective staffing within role.</li> </ul>
<ul style="list-style-type: none"> <li>+ Indicate the relevant policies and procedures relating to safe staffing within workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Work within your organisation’s staffing policies and procedures to promote safe and effective staffing.</li> </ul>
<ul style="list-style-type: none"> <li>+ Discuss your responsibility for highlighting staffing risk and awareness of being kept informed of decisions on staffing within your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Recognise own responsibility for highlighting staffing risk and staying informed on staffing decisions within your workplace by utilising feedback mechanisms.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe your understanding from the guiding principles and the duty to ensure appropriate staffing of why the wellbeing of staff is an integral component in delivering safe, high-quality care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Describe factors which contribute to a positive workforce culture and also factors which may inhibit this process.</li> <li>+ Identify ways to access information that promotes (physical, emotional and mental) staff wellbeing in the workplace.</li> <li>+ Actively engage in opportunities to feedback on issues that impact on the wellbeing of staff and the delivery of safe, high-quality care.</li> </ul>



Level 2 – Skilled

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Discuss the background and the purpose of the Health and Care (Staffing) (Scotland) Act 2019.</li> </ul>	<ul style="list-style-type: none"> <li>+ Encourage and direct colleagues to access information about the legislation and support their understanding.</li> <li>+ Reflect on ways in which you can support the development of your colleagues' understanding of safe staffing legislation.</li> </ul>
<ul style="list-style-type: none"> <li>+ Determine the guiding principles and general duties of the Health and Care (Staffing) (Scotland) Act 2019 and their relevance in your role.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify any gaps in the application of the guiding principles and general duties which are relevant to your workplace.</li> </ul>
<ul style="list-style-type: none"> <li>+ Review the relevant organisational policies and procedures which promote safe and effective staffing within your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Raise awareness of and support adherence among your colleagues to those policies and procedures within your organisation which promote safe and effective staffing.</li> </ul>
<ul style="list-style-type: none"> <li>+ Determine individual accountability with regards to highlighting staffing risk and being kept informed of decisions on staffing in your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify real time staffing risk and take steps to mitigate and escalate within your local reporting structure.</li> <li>+ Continue to develop empowering relationships with colleagues to enable them to recognise their own responsibility for highlighting risk.</li> <li>+ Proactively role model open and transparent communication by engaging colleagues in staffing decisions.</li> </ul>



Level 2 – Skilled

Knowledge	Skills
<ul style="list-style-type: none"><li>+ Recognise the importance of a listening and compassionate culture in your organisation that prioritises staff wellbeing and the relationship of this to the delivery of safe high-quality care.</li></ul>	<ul style="list-style-type: none"><li>+ Identify drivers and barriers which may impact on the wellbeing of staff and how these can affect your local context, proposing change ideas to overcome barriers.</li><li>+ Demonstrate the behaviours which create an environment where staff are valued and treated with dignity and respect.</li><li>+ Be receptive and contribute to strategies which directly measure aspects of staff wellbeing, e.g. staff feedback process, staff satisfaction information and feedback from the person experiencing care and their family/or representative as well as sickness absence and turnover data in order to inform the organisations values.</li></ul>



Level 3 – Enhanced

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Apply a comprehensive knowledge and understanding about the background to and the purpose of the Health and Care (Staffing) (Scotland) Act 2019.</li> </ul>	<ul style="list-style-type: none"> <li>+ Co-ordinate and support colleagues to access and understand information about the legislation within your organisation.</li> </ul>
<ul style="list-style-type: none"> <li>+ Appraise your comprehensive knowledge and understanding about the guiding principles and general duties of the Health and Care (Staffing) (Scotland) Act 2019.</li> </ul>	<ul style="list-style-type: none"> <li>+ Take a lead role in supporting the implementation of the general duties and guiding principles of the legislation amongst your professional groups and within your organisation.</li> </ul>
<ul style="list-style-type: none"> <li>+ Analyse your comprehensive knowledge and understanding about relevant policies and procedures relating to safe staffing within your organisation.</li> </ul>	<ul style="list-style-type: none"> <li>+ Support colleagues as part of a team to promote safe staffing levels within your organisation, by raising awareness and supporting adherence to relevant policies and procedure.</li> </ul>
<ul style="list-style-type: none"> <li>+ Determine your responsibilities in relation to safe staffing within your area with regards to highlighting risk, communication and being accountable for decisions.</li> </ul>	<ul style="list-style-type: none"> <li>+ Monitor real time staffing situations, support mitigation, escalation and decision making. Give advice, support and escalate further where necessary.</li> <li>+ Listen to staff concerns and take actions to understand and address concerns.</li> <li>+ Embed open and transparent communication through the involvement of staff at all levels in staffing decisions.</li> </ul>



Level 3 – Enhanced

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Using a comprehensive knowledge and understanding determine how the legislation applies to each profession or staff group within your health or social care setting.</li> </ul>	<ul style="list-style-type: none"> <li>+ Support staff to understand the specific requirements of the Health and Care (Staffing) (Scotland) Act 2019 applicable to their profession.</li> </ul>
<ul style="list-style-type: none"> <li>+ Analyse your comprehensive knowledge and understanding about the role of quality improvement and service development in shaping safe staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Support quality improvement initiatives which will enhance safe staffing within your health or social care setting. (<b>EiC, Essentials of Safe Care</b>)</li> <li>+ Support colleagues by providing analytical support, identifying what improvement have been made and determining how to spread improvement work across other areas.</li> </ul>
<ul style="list-style-type: none"> <li>+ Integrate a knowledge of the dynamics that the workforce culture and the wellbeing of staff can exert on performance and quality, recognising the impact of this at an organisational level on delivering person centred care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Demonstrate role modelling behaviours which support the organisational values and promote an inclusive, compassionate and listening environment.</li> <li>+ Influence the development of staff engagement polices, and feedback to staff how these contribute to continuous improvement.</li> <li>+ Support colleagues to identify strategies which improve areas of wellbeing and the workforce culture and offer guidance when challenges occur.</li> </ul>



Level 4 – Expert

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Critique your expert knowledge and understanding about the background to and the purpose of the Health and Care (Staffing) (Scotland) Act 2019.</li> </ul>	<ul style="list-style-type: none"> <li>+ Demonstrate leadership and knowledge to support colleagues to access and understand information about the legislation within your organisation.</li> </ul>
<ul style="list-style-type: none"> <li>+ Integrate your expert knowledge and understanding about the guiding principles and general duties of the Health and Care (Staffing) (Scotland) Act 2019.</li> </ul>	<ul style="list-style-type: none"> <li>+ Lead and develop the implementation of the general duties and guiding principles of the legislation for your professional colleagues.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate your expert knowledge and understanding about relevant policies and procedures relating to safe staffing within your health or social care setting.</li> </ul>	<ul style="list-style-type: none"> <li>+ Demonstrate leadership and knowledge in the coordination and support of colleagues as part of a multi-agency team to promote safe staffing levels.</li> <li>+ Analyse organisational policies and procedures to ensure alignment with guiding principles of the legislation.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate your expert knowledge and understanding of corporate responsibilities with regards to managing risk.</li> </ul>	<ul style="list-style-type: none"> <li>+ Monitor and analyse the aggregated risk from staffing reports to understand the recurrent trends within your organisation and identify real time recurrent and high level risk.</li> <li>+ Manage risk / mitigation by making staffing recommendations and documenting decisions in line with the legislation.</li> <li>+ Ensuring decisions made are transparent and communicated to staff at all levels within the organisation.</li> </ul>



Level 4 – Expert

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Integrate an expert knowledge and understanding of how the legislation applies to the wider health and care settings and across external agencies.</li> </ul>	<ul style="list-style-type: none"> <li>+ Facilitate multi-agency teams to understand the specific requirements of the Health and Care (Staffing) (Scotland) Act 2019 applicable to their profession.</li> </ul>
<ul style="list-style-type: none"> <li>+ Incorporate your expert knowledge and understanding about the role of quality improvement (QI) and service development in shaping safe staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Using QI initiatives, collaborate with HR/Workforce departments to improve recruitment and retention processes.</li> </ul>
<ul style="list-style-type: none"> <li>+ Analyse your comprehensive knowledge of physical and psychosocial aspects relating to the workforce and the barriers and drivers which impact on the wellbeing of staff.</li> </ul>	<ul style="list-style-type: none"> <li>+ Implement organisational and national strategies to support staff wellbeing and critically analyse data which informs the executive board (or equivalent within your organisation) as to the wellbeing of the workforce in step with quality measures.</li> <li>+ Ensure your health or social care setting has systematic and effective strategies relating to the promotion of staff wellbeing which can impact on the ability to provide safe quality assured care.</li> <li>+ Demonstrate role modelling behaviours which promote a healthy working culture and prioritise staff to feel supported, safe and secure within their workplace.</li> <li>+ Act as an advocate when barriers to staff wellbeing are raised in relation to safe and effective staffing which may impact on service users.</li> </ul>



Level 1 – Informed

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Identify methods used to measure workload within your health or social care setting.</li> </ul>	<ul style="list-style-type: none"> <li>+ Recognise the factors that influence workload within your health or social care setting.</li> <li>+ In areas where workload measurement tools exist, work as part of a team to collate and record workload data to inform safe and effective staffing.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe how the immediate staffing numbers and skill mix within your local health or social care setting impact on the real time delivery of safe and effective care.</li> <li>+ Discuss how open and transparent communication can assist in expediting the process of dealing with identified risk.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify the person who has the immediate responsibility in your area for real time staffing and notify them of any staffing risk that you identify as having an impact on the delivery of safe and effective care.</li> <li>+ Recognise your own behaviours which can support a culture of openness and honesty.</li> </ul>
<ul style="list-style-type: none"> <li>+ Identify the staffing method used to determine the safe and appropriate workforce requirements within your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Recognise the basic components which inform the planning of safe and appropriate staffing. In areas where the common staffing method requires to be used to comply with the legislation, have an awareness of the various factors this takes into consideration.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe the principles of effective staff allocation rostering / off duty and skill mix that support safe and effective staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify your own responsibilities for working within good rostering principles to ensure safe and effective staffing levels are maintained.</li> <li>+ Articulate some of the factors that might influence staff rostering.</li> </ul>

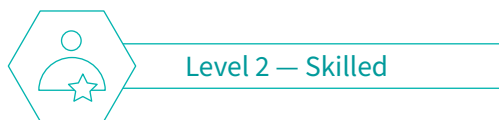




Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Articulate the principles of measuring workload and how this can be used to inform workforce planning.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify the factors that impact on how workload is measured in your health or social care setting including any specific local context elements.</li> <li>+ In areas where workload measurement tools exist, coordinate and lead team to collate and record all identified workload data to inform safe and effective staffing requirements.</li> </ul>
<ul style="list-style-type: none"> <li>+ Explore the benefits of implementing a staffing method (the common staffing method in health) and the underpinning triangulation process for identifying the safe and appropriate workforce requirements within your health setting.</li> <li>+ Determine that if a workload tool does not currently exist in an area, how other relevant elements of the common staffing method can be adopted.</li> </ul>	<ul style="list-style-type: none"> <li>+ Embed the common staffing method in practice following locally agreed timescales and reporting procedures within your workplace.</li> <li>+ Identify local context components which have an impact on the staffing requirements in your area and encompass these within workforce planning.</li> <li>+ Engage and support colleagues as part of a team to collate and record workload data during a workload tool application in areas where workload tools exist.</li> </ul>



Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Indicate the immediate staffing requirements and skill mix within your local workplace that support safe and appropriate staffing.</li> <li>+ Determine the procedure for real time staffing assessment and the mitigation of any such risks raised including the requirement to seek and have regard to appropriate clinical advice as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>+ Raise awareness among staff about procedures to be followed or instigated for any identified real time staffing risks that may impact on the delivery of safe and effective care, e.g. safety huddles.</li> <li>+ Promote a culture of openness and trust which encourages staff to communicate real time staffing risks.</li> <li>+ As the identified individual with lead responsibility take actions to carry out real time staffing assessment and attempt to mitigate risk.</li> <li>+ Follow procedure for informing and discussing identified risk by taking appropriate clinical advice in carrying out mitigation.</li> <li>+ Engage with feedback from senior decision maker in determining whether risk has been mitigated.</li> </ul>
<ul style="list-style-type: none"> <li>+ Articulate your understanding of local and national rostering policies and skill mix.</li> </ul>	<ul style="list-style-type: none"> <li>+ Work collaboratively as a team to support and implement good rostering principles adhering to local and national rostering policies.</li> <li>+ Manage closely rostering / staff scheduling including skill mix making adjustments as required to enable delivery of safe and effective care.</li> <li>+ Apply Predicted Absence Allowance (PAA) or equivalent, when planning rosters / staff schedules and monitor and manage absence as per local policies.</li> <li>+ Monitor staff wellbeing in terms of rostering pressures and enable communication and feedback.</li> </ul>



Level 2 – Skilled

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Appraise the impact of the medium and longer term delivery of staffing for safe and effective care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Integrate trends in staff attrition, turnover, demographics, absence etc. to inform and direct longer term workforce planning.</li> </ul>
<ul style="list-style-type: none"> <li>+ Determine when it is appropriate to utilise bank and agency staff to supplement existing workforce in order to provide safe and effective care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Ensure effective workload planning procedures are followed, i.e. rostering, skill mix, absence management etc to ensure any utilisation of bank and agency staff is appropriate and usage is accurately recorded.</li> </ul>
<ul style="list-style-type: none"> <li>+ Explain the issues related to working within a finite budget with a recognition of funded establishment allocation in terms of whole time equivalent staff.</li> </ul>	<ul style="list-style-type: none"> <li>+ Within the boundaries of your financial budget, critically assess the skill mix and determine the appropriateness for your local context, including allocating finance for learning opportunities and Continuous Professional Development (CPD).</li> <li>+ Report any identified risks and recommendations when it is perceived that staffing and /or skill mix may impact the delivery of quality care and the wellbeing of staff.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate why staff with lead clinical professional responsibility for a team of staff require sufficient time and resources to carry out the workforce planning aspects of their role alongside their other professional clinical duties. (Health.)</li> </ul>	<ul style="list-style-type: none"> <li>+ Manage workload responsibilities and time resources in order to carry out the leadership requirements of workload planning as well as discharging other professional duties:                         <ul style="list-style-type: none"> <li>a) assess and plan the delivery of safe, high quality and person-centred care</li> <li>b) manage and support development of staff</li> <li>c) supervise the meeting of the clinical /or care needs of persons in their care.</li> </ul> </li> <li>+ Determine and justify sufficient time required to carry out clinical professional responsibility to ensure appropriate staffing for workforce planning.</li> </ul>



Level 3 – Enhanced

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Apply an in-depth knowledge of the principles of measuring workload using validated workload tools in areas where workload tools exist.</li> </ul>	<ul style="list-style-type: none"> <li>+ Coordinate and support planning in collaboration with service leads to undertake regular workload tool application over minimum agreed timeframes and at times where significant changes take place either within the team or the specific working area.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate your understanding of the Common Staffing Method for identifying the safe and appropriate workforce requirements within your health setting where a workload tool exists (see <b>Appendix 1</b>).</li> <li>+ Analyse your understanding of the elements of the staffing method used in your workplace if a workload tool does not currently exist.</li> </ul>	<ul style="list-style-type: none"> <li>+ Critically analyse the outputs from common staffing method to quality assure the validity of information assimilated.</li> <li>+ Where a workload tool does not currently exist critically analyse all other relevant elements of the staffing method applicable to your health or social care setting.</li> <li>+ Confirm and critically analyse local context components which have an impact on the staffing requirements both operationally and within strategic planning, e.g. single rooms/island location.</li> <li>+ Review relevant quality measures to support or challenge staffing decisions based on the analysis of data from reports and engage with team members to identify workforce requirements or opportunities for improvement.</li> </ul>



Level 3 – Enhanced

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Critique your organisations procedure for dealing with immediate staffing risks caused by staffing levels which may impact on safety and quality of care in real time.</li> </ul>	<ul style="list-style-type: none"> <li>+ Support and embed the process for a real-time staffing assessment within all clinical and social care areas, e.g. safety huddles.</li> <li>+ Role model behaviours which encourage openness and trust in order for risks to real time staffing to be quickly identified.</li> <li>+ Engage with the person with lead professional responsibility and ensure they have access to appropriate clinical or professional advice on reaching decisions on mitigation and /or escalation of risk when a risk is identified.</li> <li>+ Engage with professional leads to ensure decisions made have mitigated the risk to real time staffing.</li> </ul>
<ul style="list-style-type: none"> <li>+ Apply an in-depth knowledge and understanding of workforce trends which you identify that can inform strategic planning.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify trends in your workforce, e.g. attrition, turnover, demographics, absence etc. and inform your organisations longer term strategic planning through reporting procedures.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate when it is appropriate to support the use of bank and agency staff to supplement existing workforce in order to provide safe and effective care within the financial constraints.</li> </ul>	<ul style="list-style-type: none"> <li>+ Maintain a strategic overview of level of bank and agency staff being utilised within service areas at all times.</li> <li>+ Engage with leads to understand the requirements for supplementary staffing within a service area.</li> <li>+ Justify the use of agency workers to inform the reporting responsibilities.</li> </ul>



Level 3 – Enhanced

### Knowledge

- + Interpret your comprehensive knowledge of local and national rostering policies and the principles of good rostering.

### Skills

- + Engage with clinical and care leads to influence best practice rostering within local area aligned to national policies.
- + Support clinical and care leads when challenging rostering / staff scheduling issues arise which are not resolved at local level.
- + Identify methods to contain staffing absence within agreed time out percentages, being able to annotate reasons when this cannot be delivered.
- + Recognise the impact of service requirement while supporting clinical and care leads to balance this with staff wellbeing.



Level 4 – Expert

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Integrate your advanced working knowledge of the workload and workforce methodology within your health board or social care service.</li> </ul>	<ul style="list-style-type: none"> <li>+ Work with workforce planning managers to support the methodology used within your organisation to define the workforce required, i.e. with <b>Six Steps Methodology to Integrated Workforce Planning</b> (Health).</li> <li>+ Seek a balance of finding creative and intelligent solutions for workforce challenges within your remit.</li> </ul>
<ul style="list-style-type: none"> <li>+ Articulate how adaptive leadership qualities empower individuals to engage with change initiatives related to strategic workload and workforce planning.</li> </ul>	<ul style="list-style-type: none"> <li>+ Be the conduit between workforce and executive management, role modelling organisational values and supporting a transparent organisation.</li> <li>+ Influence decision making at board level and manage relationships with regards to workforce resources.</li> <li>+ Devise strategies for effective partnership working with colleagues, managers and HIS to ensure the needs and rights of staff are considered and protected in workforce planning.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate an expert level of knowledge of workforce trends and how this impacts on strategic workforce planning.</li> </ul>	<ul style="list-style-type: none"> <li>+ Monitor changes in workforce trends and engage effectively with senior colleagues, to facilitate awareness and proactively respond to meet changes in demand as they arise.</li> </ul>



Level 4 – Expert

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Integrate an expert knowledge of strategic planning and management of staffing resources to deliver high quality care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Facilitate multi-agency partnership working by devising strategies to ensure that the highest standard of person-centred care is provided.</li> <li>+ Facilitate an environment where people are at the centre of workforce planning ensuring that their voices, expertise and rights drive policy and sit at the heart of design delivery and improvement of support and services.</li> </ul>
<ul style="list-style-type: none"> <li>+ Analyse your strategic understanding of current workload measurement tools used in clinical and social care settings and among other health and social care staff groups.</li> </ul>	<ul style="list-style-type: none"> <li>+ Analyse the current staffing level tools used as part of the staffing method (Common Staffing Method in health) and identify any gaps in the current provision for other health and social care groups.</li> <li>+ Collaborate with multi-agency groups including HIS and the Care Inspectorate (for social care services) in the development of further staffing level tools as required.</li> <li>+ Respond effectively to emerging health emergencies to support the rapid development of staffing solutions in health and care provision.</li> </ul>





Level 1 – Informed

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Discuss the importance of collecting information about the workload and workforce in your area and why accurately recording this is important for planning to ensure safe and effective staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify the sources of workload and workforce data which are available in your local health or social care setting.</li> <li>+ Contribute to the collection of workload information and take responsibility for ensuring information is accurately collected.</li> <li>+ Provide a rationale for the collection and collation of workload and workforce data, explaining the relationship of this to safe and effective decisions.</li> </ul>
<ul style="list-style-type: none"> <li>+ Identify where the collection of workload data fits in with the staffing method used in your workplace for example Common Staffing Method (Health) and how this underpins the identification of safe and effective staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify what workforce data and workload measurement tools are available within your health or social care setting.</li> <li>+ Articulate why data is one of the key components of the Common Staffing Method or equivalent and why this support decisions in relation to workload and workforce planning.</li> <li>+ Where workload measurement tools are available work as part of a team to participate in the collection of data and data entry.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe how the cycle of data collation and analysis contributes, along with other local context information, to supporting decision making in relation to safe staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Engage with your team to discuss the impact of the data outputs and the rationale for decision made based on the data collected.</li> </ul>



Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Discuss the link between workload data management and how accurate data supports the provision of safe and appropriate staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Share your knowledge of workload data management with other colleagues and how this supports the provision of safe and appropriate staffing.</li> <li>+ Ensure staff are following consistent and accurate methods of collecting workload data.</li> </ul>
<ul style="list-style-type: none"> <li>+ Within areas which use the Common Staffing Method, determine which workload measurement tools are appropriate to use as well as the process for the application of these tools.</li> </ul>	<ul style="list-style-type: none"> <li>+ Manage the process of workload tool application within your area and allocate appropriate time and resources over the agreed timeframe.</li> <li>+ Collate information following the tool run, check for accuracy and identify what the information is telling you.</li> <li>+ Follow local reporting procedures to incorporate appropriate information from tool run report.</li> </ul>
<ul style="list-style-type: none"> <li>+ Articulate how to evaluate and analyse workload and workforce information and incorporate into the staffing method utilised, e.g. Common Staffing Method, to inform the provision of safe and appropriate staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Review outputs from data collated and use this information to justify staffing requirements in discussion with colleagues as part of the staffing method utilised.</li> <li>+ Apply your understanding of workload data to identify opportunities to improve existing service and /or the redesign of roles or skill mix.</li> </ul>



Level 2 – Skilled

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Identify other sources of workforce data which are available within your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify and access sources of information which provide you with workforce data pertinent to your working area.</li> <li>+ Review and examine available workforce data to support your understanding of the immediate staffing situation and the identification of trends and areas of concern.</li> </ul>
<ul style="list-style-type: none"> <li>+ Apply an understanding of using real time staffing data effectively to provide information which supports immediate staffing requirements.</li> </ul>	<ul style="list-style-type: none"> <li>+ Follow local process to measure and record real time staffing data.</li> <li>+ Review and examine real time staffing data to understand how the data can guide you to identify staffing requirements and/or the need to mitigate or escalate any immediate staffing risk.</li> </ul>



Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Integrate an enhanced understanding of applying workload and workforce intelligence to support the provision of safe and appropriate staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Provide support and guidance for colleagues in the application of intelligence obtained from workload and workforce data to provide evidence to support staffing requirements.</li> <li>+ Critique the current staff workload data collection and reporting measures identifying challenges and potential improvements.</li> <li>+ Communicate the benefits and challenges of the Common Staffing Method approach to organisational managers (Health).</li> <li>+ Critique and challenge outputs from workforce reviews which have utilised data as part of the common staffing methodology to ensure data is robust and reflective of the local context.</li> </ul>
<ul style="list-style-type: none"> <li>+ Analyse the relationship between safe staffing levels and staff wellbeing and how this can impact on the delivery of high standards of care, using data to inform this process.</li> </ul>	<ul style="list-style-type: none"> <li>+ Analyse and present information from data reports to inform and influence strategic workforce planning and service redesign opportunities. For example, decision making across a range of areas of staff allocation, predicting shortfalls/ changes in staffing roles, sickness, study, annual and maternity leave.</li> <li>+ Identify from workforce data, opportunities to improve staff wellbeing and the provision of quality care.</li> </ul>



Level 3 – Enhanced

<b>Knowledge</b>	<b>Skills</b>
<ul style="list-style-type: none"><li>+ Critically evaluate real time staffing methodology and data to effectively provide professional advice and information which supports immediate staffing requirements.</li></ul>	<ul style="list-style-type: none"><li>+ Critically analyse data from real time reporting across the service to identify risks which require mitigation and/or escalation.</li><li>+ Respond to real time staffing levels by effective allocation of staff to ensure appropriate skill mix and staffing numbers required across the service.</li><li>+ Review data from real time staffing reporting to identify trends which can inform strategic planning.</li></ul>



Level 4 – Expert

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Determine the most appropriate workload and workforce data to collect to meet the requirements of the Health and Care (Staffing) (Scotland) Act 2019 to achieve safe and effective care and optimum staff efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>+ Engage with appropriate managers to support the organising and collation of data.</li> <li>+ Engage with colleagues to process and provide data reports to identify staffing trends and factors relevant to your organisation, for example: workforce demographics, reorganisation of services, Excellence in Care (Health), Health and Social Care Standards</li> </ul>
<ul style="list-style-type: none"> <li>+ Critically evaluate an in-depth knowledge of your organisational workload and workforce landscape identifying what the analyses of the data may reveal.</li> </ul>	<ul style="list-style-type: none"> <li>+ Interpret workload and workforce data and critically analyse the information revealed to identify any correlation with safe and effective staffing outcomes.</li> <li>+ Report and make staffing recommendations at organisational level based on analysis of data reporting.</li> </ul>
<ul style="list-style-type: none"> <li>+ Integrate your knowledge of organisational changes and the development of new and enhanced roles in health and social care practice to determine the potential workload and workforce implication for the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>+ Engage with organisational change initiatives to support and understand any potential impact on workload and workforce and provide advice to your organisation.</li> <li>+ Engage with multi agency stakeholders to influence the development of new approaches to staffing.</li> <li>+ Apply an understanding of workload data to advise Healthcare Improvement Scotland on the development of new and enhanced roles.</li> </ul>



Level 1 – Informed

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Explore the principles of quality assurance which support safe and effective staffing and quality care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Reflect quality assurance values in the delivery of the care that you provide.</li> </ul>
<ul style="list-style-type: none"> <li>+ Identify examples of quality measures within your health or social care setting which are used as indicators of safe and effective staffing and quality of care.</li> </ul>	<ul style="list-style-type: none"> <li>+ As part of a team collect and record accurate data against quality measures which contributes towards the identification of the delivery of safe outcomes.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe your role in contributing to safe and high standards of care within your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Locate and describe the processes and procedures which support safe staffing within your workplace.</li> <li>+ Take responsibility for adhering to and following local processes and procedures.</li> <li>+ Be accountable for own performance ensuring mandatory organisational training and relevant professional development in relation to workload and workforce planning are completed.</li> </ul>
<ul style="list-style-type: none"> <li>+ Discuss the principles of risk assessment in relation to staff allocation and rostering within your organisation.</li> </ul>	<ul style="list-style-type: none"> <li>+ Take responsibility for highlighting and escalating any staffing risks you may encounter to the appropriate clinical person.</li> </ul>
<ul style="list-style-type: none"> <li>+ Describe the purpose of continuous improvements to standards of care within your health or social care setting.</li> </ul>	<ul style="list-style-type: none"> <li>+ Be receptive and contribute to improvement initiatives and new developments in staffing arrangements.</li> </ul>



Level 2 – Skilled

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Determine the principles of quality assurance and how these link to workforce planning and the provision of safe and appropriate staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Apply quality assurance processes to ensure safe and effective staffing and workforce planning.</li> </ul>
<ul style="list-style-type: none"> <li>+ Appraise your knowledge and understanding of the quality measures which are used as indicators of safe and effective staffing and quality of care within your working area for example Excellence in Care (<b>Appendix 3</b>)</li> </ul>	<ul style="list-style-type: none"> <li>+ Review quality measures continually to monitor quality standards and take appropriate action (according to organisational policies and procedures) when safe care delivery may be compromised.</li> <li>+ Be an exemplar role model for delivering high quality care and support colleagues to embody organisational values.</li> <li>+ Take cognisance of quality measures when carrying out workforce reviews to support or challenge decision making.</li> </ul>
<ul style="list-style-type: none"> <li>+ Articulate the local reporting mechanism for escalating immediate staffing risks in relation to safe and effective care and your responsibility in monitoring this within your workplace.</li> </ul>	<ul style="list-style-type: none"> <li>+ Undertake real-time staffing assessment and take appropriate actions to mitigate and /or escalate risks as per local reporting structure.</li> </ul>
<ul style="list-style-type: none"> <li>+ Explore the importance of decision-making strategies in regards to workload and workforce planning and how this impacts on safe care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Engage with local structure of reporting taking into consideration balancing staff availability with safe care in a dynamic environment while maintaining effective decisions which supports quality care.</li> <li>+ Engage in Quality Improvement local initiatives and discussions aimed at developing safe staffing measures.</li> <li>+ Be accountable for continuous improvement and engage with and support local improvement initiatives.</li> </ul>





Level 2 – Skilled

## Knowledge

- + Keep your professional knowledge updated with latest guidance in relation to safe staffing to ensure that the care you provide is based on the best evidence available.

## Skills

- + Take ownership for your own personal development within your profession as well as within your organisational guidelines.
- + Take responsibility for ensuring any staff you manage are fully trained and competent to undertake their roles.



Level 3 – Enhanced

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Evaluate the current quality assurance and professional guidance in relation to workload planning and safe staffing.</li> </ul>	<ul style="list-style-type: none"> <li>+ Identify the benefits and challenges of the quality assurance and professional workforce planning policies for your area and support the continual improvement of these in practice.</li> </ul>
<ul style="list-style-type: none"> <li>+ Appraise your responsibility in relation to risk assessment, safe care, workload and reporting concerns, identifying how you can influence the development of these policies.</li> </ul>	<ul style="list-style-type: none"> <li>+ Influence the development of strategies to support safe and effective care in line with organisational values.</li> <li>+ Engage with colleagues to support a method of feedback to ensure policies that are developed are quality assured.</li> </ul>
<ul style="list-style-type: none"> <li>+ Evaluate the role of the appropriate clinical person or lead individual responsible for decision making and how they can contribute to quality assurance.</li> </ul>	<ul style="list-style-type: none"> <li>+ Apply your knowledge of workforce planning and those factors which may impact upon the delivery of quality assurance in order to give appropriate professional/clinical/managerial advice.</li> </ul>
<ul style="list-style-type: none"> <li>+ Integrate a knowledge of decision making to prioritise and address challenges in relation to workforce planning and identify potential quality improvement initiatives in the delivery of safe staffing and care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Contribute to the continuous improvement cycle of safe staffing risk assessment processes within your own area.</li> <li>+ Promote a culture of candour ensuring decisions made are transparent and disseminated within your local area.</li> </ul>



Level 3 – Enhanced

## Knowledge

- + Appraise the current organisational and national professional guidance relevant to education and development in relation to workforce planning, suggesting opportunities to develop resources for these.

## Skills

- + Identify opportunities to assist staff education in relation to workforce planning, learning through best practice and continuous improvement.
- + Interpret professional and national guidance in relation to workforce planning, identifying resources that could be developed to aid practitioner application of safe staffing policies.



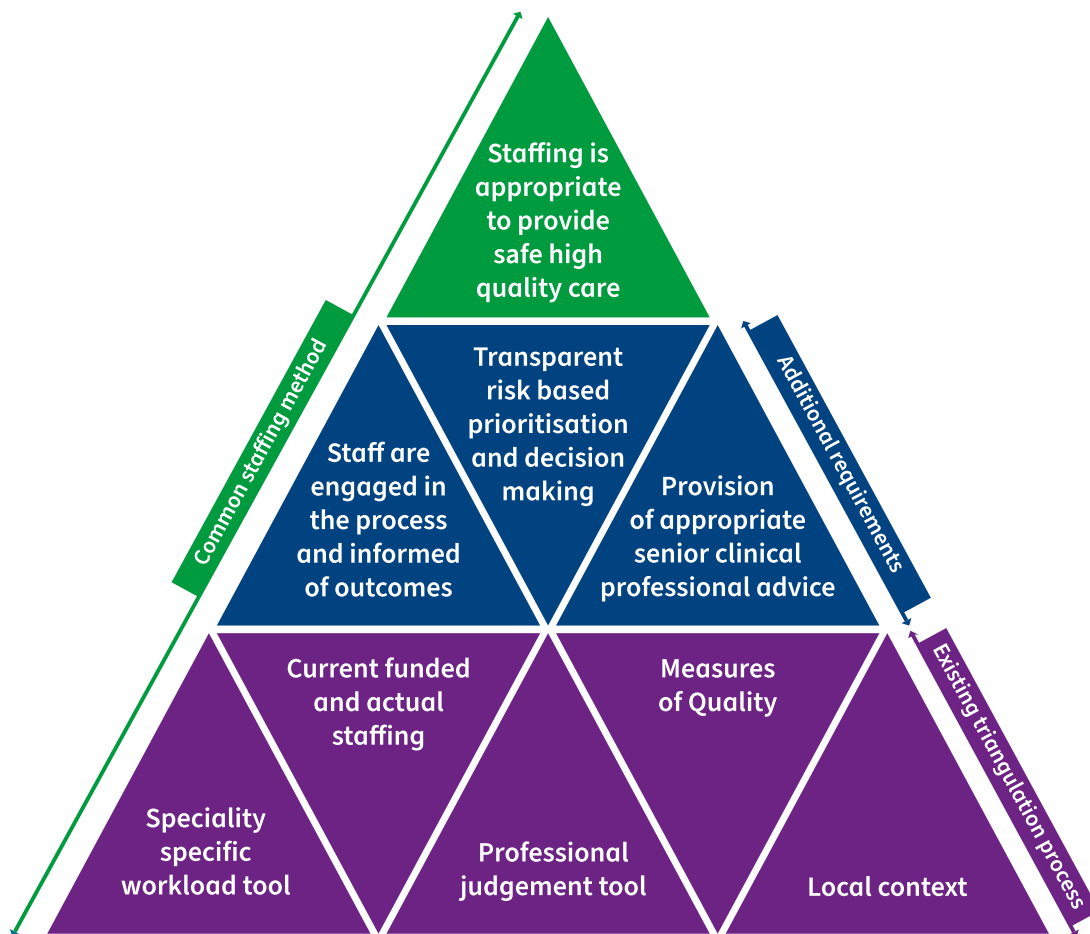
Level 4 – Expert

Knowledge	Skills
<ul style="list-style-type: none"> <li>+ Critically appraise the current quality assurance procedures and professional guidance in relation to workload and workforce planning and safe staffing, contributing to the development of a staffing establishment process for an organisation.</li> </ul>	<ul style="list-style-type: none"> <li>+ Contribute to the development of quality assurance procedures in the collection and collation of workload and workforce data to ensure the validity, thereby ensuring quality improvement is at the heart of local quality assurance processes (useful for reporting structures).</li> <li>+ Critically analyse the professional guidance and quality assurance procedures relating to workload and workforce planning data, facilitating regular reporting on staffing establishments.</li> <li>+ Oversee/sign off the QA procedures in the collection and collation of workload and workforce data to ensure accuracy.</li> </ul>
<ul style="list-style-type: none"> <li>+ Integrate an in-depth knowledge of your organisation’s processes and procedures in relation to risk identification, safe care/workload and reporting concerns, identifying how these can be refined and effectively implemented.</li> </ul>	<ul style="list-style-type: none"> <li>+ Critically analyse the risk reporting procedures relating to workload and workforce planning identifying opportunities for improvement or further development.</li> <li>+ Seek opportunities to implement changes in reporting processes identified from staff and service user feedback.</li> </ul>
<ul style="list-style-type: none"> <li>+ Incorporate your knowledge and experience to prioritise and address challenges that are identified in relation to workforce planning and identify potential improvements in the provision of safe staffing and delivery of care.</li> </ul>	<ul style="list-style-type: none"> <li>+ Make recommendations to your organisation regarding the development of staffing polices to address identified challenges.</li> <li>+ Recommend and support the implementation of improvements to address challenges in workforce planning.</li> </ul>



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# Appendices



The purpose of the Common Staffing Method (CSM) is to ensure a consistent and transparent triangulated approach to decision making across NHS Scotland, with regards to staffing levels and skill mix. This involves using all available evidence within the context of the service being delivered. It also ensures that professional advice is sought and had regard to and that any risks associated with staffing are identified and mitigated as far as possible. This will ensure staffing is appropriate to provide safe high quality care.

The Health and Care (Staffing) (Scotland) Act 2019 specifically highlights that areas with a staffing tool in place have a duty to follow the CSM. However those areas which do not have a specific tool, using the key principles of the CSM provides a robust framework to review staffing in any area.

The Care Inspectorate are working with social care services to help inform recommendations on whether or not a staffing method should be developed for care homes for adults in the first instance.



# Learning and Development Advisory Group representation

- 
- + NHS Education Scotland
  - + NHS Scotland Healthboards
  - + Healthcare Improvement Scotland
  - + Healthcare Staffing Programme
  - + Healthcare practitioners
    - Nursing and Midwifery
    - Health Scientists
    - Allied Health Professionals
    - Pharmacy
  - + Workforce Directorate Scottish Government
  - + Chief Nursing Office Directorate Scottish Government
  - + Royal College of Nursing
  - + Royal College of Midwifery
  - + Council of Deans of Health Scotland
  - + Care Inspectorate
  - + Scottish Social Services Council



# Links to other resources and guidance

## **BACCN standards for nurse staffing in critical care**

[baccn.org/static/uploads/resources/BACCN\\_Staffing\\_Standards.pdf](https://www.baccn.org/static/uploads/resources/BACCN_Staffing_Standards.pdf)

## **Coronavirus (COVID-19): Care home staffing and escalation resources**

<https://webarchive.nrsotland.gov.uk/20200530193433/www.gov.scot/publications/coronavirus-covid-19-care-home-staffing-and-escalation-resources>

## **Essentials of Safe Care**

[ihub.scot/improvement-programmes/scottish-patient-safety-programme-spsp/essentials-of-safe-care](https://ihub.scot/improvement-programmes/scottish-patient-safety-programme-spsp/essentials-of-safe-care)

## **Excellence in Care**

[healthcareimprovementscotland.org/our\\_work/patient\\_safety/excellence\\_in\\_care.aspx](https://healthcareimprovementscotland.org/our_work/patient_safety/excellence_in_care.aspx)

## **Excellence in Care – Data and intelligence from PHS**

[beta.isdscotland.org/products-and-services/excellence-in-care](https://beta.isdscotland.org/products-and-services/excellence-in-care)

## **Health and Care (Staffing) (Scotland) Act 2019**

[legislation.gov.uk/asp/2019/6/enacted](https://legislation.gov.uk/asp/2019/6/enacted)

## **Health and Social Care Standards: my support, my life**

[gov.scot/publications/health-social-care-standards-support-life](https://gov.scot/publications/health-social-care-standards-support-life)

## **Health Improvement Scotland –**

### **Healthcare Staffing Programme**

[healthcareimprovementscotland.org/our\\_work/patient\\_safety/healthcare\\_staffing\\_programme.aspx](https://healthcareimprovementscotland.org/our_work/patient_safety/healthcare_staffing_programme.aspx)

## **National Workforce Strategy**

[gov.scot/publications/national-workforce-strategy-health-social-care/pages/2/](https://gov.scot/publications/national-workforce-strategy-health-social-care/pages/2/)

## **NES Allied Health Professions Workforce Planning**

[nes.scot.nhs.uk/media/ctzlfxrr/allied-health-professional-workforce-planning.pdf](https://nes.scot.nhs.uk/media/ctzlfxrr/allied-health-professional-workforce-planning.pdf)

## **Safe Staffing Project / Care Inspectorate Hub**

[hub.careinspectorate.com/how-we-support-improvement/care-inspectorate-programmes-and-publications/safe-staffing-project](https://hub.careinspectorate.com/how-we-support-improvement/care-inspectorate-programmes-and-publications/safe-staffing-project)

## **Scottish Patient Safety Programme**

[ihub.scot/improvement-programmes/scottish-patient-safety-programme-spsp/essentials-of-safe-care](https://ihub.scot/improvement-programmes/scottish-patient-safety-programme-spsp/essentials-of-safe-care)

## **Scottish Social Services Council**

[sssc.uk.com](https://sssc.uk.com)

## **Six Steps Methodology to Integrated Workforce Planning**

[nhsggc.org.uk/media/235272/six-steps-methodology-to-integrated-workforce-planning.pdf](https://nhsggc.org.uk/media/235272/six-steps-methodology-to-integrated-workforce-planning.pdf)

## **The Independent Review of Adult Social Care in Scotland**

[gov.scot/publications/independent-review-adult-social-care-scotland](https://gov.scot/publications/independent-review-adult-social-care-scotland)

## **Turas Data Intelligence: Official health care workforce statistics in Scotland**

[turasdata.nes.nhs.scot](https://turasdata.nes.nhs.scot)





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