



Temporary staffing operational policy

Lead executive	Director of Nursing Therapies Patient Partnership
Author and contact number	Temporary Staffing Manager - 0151 482 7881

Type of document	Policy
Target audience	All wards and departments within the trust who access additional staffing through the Temporary Staffing Service.
Document purpose	To ensure a consistent, efficient and transparent process is in place for the allocation and management of Temporary Staffing workers within the Trust.

Document consultation	Temporary Staffing Steering Group	
Approving meeting	Quality Committee	
Ratification	Document Quality Group (DQG)	19-Jun-12
Original issue date	Oct-10	
Implementation date	Jun-12	
Review date	Jun-17	

CWP documents to be read in conjunction with	HR6 HR2.2 HR2.5 HR2.1 HR2.3 HR3.2 HR3.7 HR3.8 HR4.2 HR2.4 IC19 HR3.3 HR3.4 HR3.18 HR3.5	Trust-wide learning and development requirements including the training needs analysis (TNA) Pre-appointment checks policy including CRB Professional registration policy and guidelines Recruitment and selection policy Induction policy Equality, Fairness and Diversity in Employment Policy Dignity at Work Policy and Procedure (incorporating Harassment and Bullying) Whistleblowing Policy and Procedure AIDS and HIV in Employment Standards of business conduct Dress code policy Disciplinary policy and procedure Grievance policy and procedure Capability Policy and Procedure Managing attendance policy and procedures
----------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Training requirements	There are no specific training requirements for this document.
-----------------------	-----------------------------------------------------------------------

Financial resource implications	No
---------------------------------	----

Equality Impact Assessment (EIA)

Initial assessment	Yes/No	Comments
Does this document affect one group less or more favourably than another on the basis of:		
• Race	No	
• Ethnic origins (including gypsies and travellers)	No	
• Nationality	No	
• Gender	No	

Initial assessment	Yes/No	Comments
<ul style="list-style-type: none"> • Culture • Religion or belief • Sexual orientation including lesbian, gay and bisexual people • Age • Disability - learning disabilities, physical disability, sensory impairment and mental health problems 	No	
Is there any evidence that some groups are affected differently?	No	
If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable? N/A		
Is the impact of the document likely to be negative?	No	
<ul style="list-style-type: none"> • If so can the impact be avoided? • What alternatives are there to achieving the document without the impact? • Can we reduce the impact by taking different action? 	N/A	
Where an adverse or negative impact on equality group(s) has been identified during the initial screening process a full EIA assessment should be conducted.		

If you have identified a potential discriminatory impact of this procedural document, please refer it to the human resource department together with any suggestions as to the action required to avoid / reduce this impact.

For advice in respect of answering the above questions, please contact the human resource department.

Was a full impact assessment required?	No	
What is the level of impact?	Low	

Document change history

Changes made with rationale and impact on practice
1. Incorporated new proforma

External references

References
1. Department of Health - 'Code of Practice for the Supply of Temporary Staff' (2002)
2. Department of Health - 'Improving the use of Temporary Staffing in NHS Acute and Foundation Trusts' (2006)
3. Department of Health - 'Human Resources Framework' (2003)

Monitoring compliance with the processes outlined within this document

Please state how this document will be monitored. If the document is linked to the NHSLA accreditation process, please complete the monitoring section below.	
---------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Content

1.	Introduction	4
1.2	Scope	4
1.3	Principles.....	4
2.	Temporary staffing office and temporary staffing team	4
2.1	Terms and conditions	4
2.2	Acceptance of work	5
2.3	Recruitment practices.....	5
2.4	Bandings.....	5
2.5	Other terms and conditions of service	5
2.6	Policies and procedures	6
2.7	Training and development	6
2.8	Availability and commitment.....	6
2.9	Termination.....	6
2.10	Personal property	7
2.11	Criminal charges.....	7
2.12	Confidentiality / data protection	7
2.13	Professional registration	7
2.14	Working time directive	7
2.15	Membership of a union	7
2.16	Rates of pay	7
3.	Recruitment	7
3.1	Induction procedures	8
3.2	Accountability and authorised signatories	8
3.3	Process for booking shifts	8
3.4	European Working Time Directive (EWTD).....	9
3.5	Training and staff development	10
3.6	Information technology	10
3.7	Monitoring and reporting.....	11
3.8	Quality assurance.....	11
3.9	Complaints.....	11
4.	Duties and responsibilities.....	11
4.1	Chief Executive.....	11
4.2	Director of nursing and therapies and patient partnership.....	11
4.3	Deputy Director of nursing and therapies	11
4.4	Senior managers	11
4.5	Line managers.....	11
4.6	Temporary staffing steering group.....	12
4.7	Temporary staffing manager	12
4.8	Temporary staffing team.....	12
4.9	Bank staff.....	12
	Appendix 1 - Temporary staffing service - internal application form	13
	Appendix 2 - Agency Clinical Staff Fax Proforma Profile.....	15
	Appendix 3 - Agency non-clinical staff fax proforma profile	17
	Appendix 4 - Department orientation checklist	19
	Appendix 5 - Temporary staff booking form.....	21
	Appendix 6 - Temporary staffing service on-line timesheet procedure.....	22
	Appendix 7 - Temporary staffing sign-in sheet	23
	Appendix 8 - Working time regulations opt-out agreement bank staff	24
	Appendix 9 - Bank staff annual review	25
	Appendix 10 - Staff performance questionnaire	27

1. Introduction

This operational policy for the temporary staffing service acknowledges the developments made by the service since its implementation in October 2006. The service was initially implemented to address the concerns of the Mersey Internal Audit department (July 2005) regarding the management of the additional nursing staffing needs within Cheshire and Wirral Partnership NHS Foundation Trust (CWP) and in response to guidance given to the Trust from the Strategic Health Authority at that time.

1.2 Scope

The scope of this policy is to ensure that all wards and departments within CWP, that are required to use the temporary staffing service, are aware of the correct process in commissioning temporary nursing staff and that the operation of the service provides the appropriate controls and safeguards to ensure governance and risk standards, relating to the use of additional staffing are met.

1.3 Principles

CWP temporary staffing service will ensure that CWP has systems in place which will deliver high quality care whilst minimising clinical risk.

It must be remembered that human resources are our most valuable resource but are also by far the most expensive resource. The temporary staffing service will contribute to the efficient use of human resources within CWP by ensuring there is a robust bank of appropriately skilled staff available to work flexibly within specified departments throughout the Trust thereby supporting services in matching staffing levels to current service need. The temporary staffing service will consider the development of similar services within other staff groups as directed by the Operational Board.

The service will work towards the retention of all temporary staff by making them feel valued and, where possible, offering temporary staff opportunities for personal development.

The service will offer flexible and temporary working opportunities whilst ensuring compliance with the European Working Time Regulations.

The service will support Trust Board level and Operational Managers in the provision of performance management reports and the control of valuable human resources.

CWP will work towards the Department of Health 'Code of Practice for the Supply of Temporary Staff' (2002).

The Trust will endeavour to only work with Agencies who are approved by the NHS Nursing Agency Framework Agreement.

2. Temporary staffing office and temporary staffing team

The temporary staffing office is situated at Springview, Clatterbridge Health Park and provides services Trustwide for identified departments. The office is currently staffed from 0730 to 2000 seven days a week including Bank Holidays. The team is made up of a manager, deputy manager and 3 administrators. Opening hours and staffing within the team will be reviewed regularly to ensure the service makes efficient use of resources and remains cost effective.

2.1 Terms and conditions

The recruitment and operation of temporary staff will be in accordance with the NHSLA standards and trust policies.

CWP has consulted with staff representatives on a set of standard terms and conditions for temporary staff that bank workers will be issued with. These are as follows:

A temporary worker is a casual worker which means that there is a mutual understanding that there is no contractual obligation on CWP to offer work and equally there is no obligation on the worker to accept the offer of work.

It should be noted that consideration should be given to employing staff on a temporary contract if it is foreseen that they will be required to work regularly over a period of time which would give them the status of employee.

These terms and conditions apply once work has been offered and accepted by the worker and that these terms and conditions are the basis upon which work must be carried out.

2.2 Acceptance of work

You agree that by accepting any shift for the Trust, that:

- You have the relevant skills and qualifications necessary for the job;
- You will provide the service to the standard of a reasonably competent and qualified person;
- You have the requisite qualifications for that shift and that you know of no reason why you should not accept that shift;
- You will acquaint yourself and adhere to all Trust policies and procedures;
- You will comply with all reasonable instructions given to you whilst on a shift.

If at any point you feel unable to carry out the services required on the bank, you must immediately inform a member of the temporary staffing office.

2.3 Recruitment practices

Temporary staff will be recruited in accordance with this policy.

2.4 Bandings

Temporary nurses will be appointed as follows:

- **Unregistered – Band 3** Temporary staff will be appointed on the minimum point unless they have relevant NHS experience. Staff with relevant NHS experience will be appointed to an appropriate point on the scale.
- **Registered – Band 5** Temporary staff will be appointed on the minimum point unless they have relevant NHS experience, in which case they will be appointed to an appropriate point on the scale.
- **Registered – Band 6** Temporary staff will be appointed on the minimum point unless they have relevant NHS experience, in which case they will be appointed to an appropriate point on the scale.

Staff who are employed in a substantive post in the Trust will be assimilated onto a pay point within the band that reflects their existing pay point or experience in the band.

Substantive staff in learning disabilities banded at band 6 who join the bank will be paid at band 6 if they undertake the full duties of the role.

An outline job description will be issued to the temporary worker which outlines the role.

All other groups of temporary workers, e.g. clerical or ancillary will be allocated 'notionally' to a pay band. It should be possible to apply an appropriate pay band that links to the intended use of the temporary worker in a specified area using the existing job description for the post that the temporary worker occupies at the time.

Temporary staff will be entitled to incremental pay increases based on the 488 rule. That means that when staff have accumulated 488 hours they may progress to the next point of the scale as long as they have met the necessary competencies.

2.5 Other terms and conditions of service

Temporary staff will be eligible to receive statutory annual leave and statutory sick pay providing that the appropriate application and notification is compliant with the statutory regulations.

A percentage of pay is given in respect of annual leave, this will be in accordance with agenda for change rates. This percentage is paid rather than separate paid holidays being given.

Temporary staff will be eligible to join the NHS Pension Scheme. Remuneration will be subject to contribution deductions in accordance with the scheme unless an opt-out is received.

Temporary staff will not be entitled to contractual sick pay, annual leave, maternity / adoption leave and special leave.

2.6 Policies and procedures

The following HR policies and procedures will apply to temporary staff:

- [HR3.2 Equality, Fairness and Diversity in Employment Policy](#)
- [HR3.7 Dignity at Work Policy and Procedure \(incorporating Harassment and Bullying\)](#)
- [HR3.8 Whistleblowing Policy and Procedure](#)
- [HR2.2 Pre-appointment checks policy including CRB](#)
- [HR2.5 Professional registration policy and guidelines](#)
- [HR4.2 AIDS and HIV in Employment](#)
- [HR2.3 Induction policy](#)
- [HR2.4 Standards of business conduct](#)
- [IC19 Dress code policy](#)
- Temporary staffing operational policy

The following policies do not form part of the contract between you and CWP. However, CWP will endeavour to apply these wherever possible;

- [HR3.3 Disciplinary policy and procedure](#)
- [HR3.4 Grievance policy and procedure](#)
- [HR3.18 Capability Policy and Procedure](#)

As a temporary worker, if you have more than one job, either with this Trust or with another NHS body, disciplinary action brought against you by the substantive employer could affect the Trust's decision to allow you to remain on the bank.

2.7 Training and development

Temporary staff are required to undertake appropriate mandatory training. Professional registered temporary staff should be given the appropriate opportunities to maintain their continuing professional development.

Although it will not be possible to fully apply the Knowledge and Skills Framework (KSF) in the same way as for employees the foundation and second gateways will not apply, however CWP reserves the right to withhold increments if it is identified that workers are not meeting the required competencies through a regular review process.

2.8 Availability and commitment

If a temporary worker is offered a shift and within a period of 2 hours of the start of the shift, the offer is withdrawn by the Trust a cancellation fee of £25 will be paid.

2.9 Termination

CWP may remove your name from the list of available temporary staff if it is not satisfied with the conduct of the worker or the quality of services provided. The relevant procedures will be followed.

Your name will automatically be removed from the list of available temporary staff if you have not provided 'as and when' services to the Trust for a period of 12 months. If this does happen the temporary worker may request to rejoin the bank.

If a member of the bank is offered and accepts a shift but fails to fulfil the commitment this may result in future offers being withdrawn. Temporary staff who cannot accept the offer of work should notify the temporary staffing office of their unavailability at the earliest opportunity.

2.10 Personal property

Personal effects are not covered by any insurance taken out by the Trust. The Trust therefore accepts no liability for loss or damage arising from fire, theft, etc of any personal property belonging to the temporary workers on any health service premises or grounds.

2.11 Criminal charges

Any charges brought against you for a criminal offence must be reported immediately, in writing to the temporary staffing manager. Such charges may result in your removal from the list of available temporary staff.

2.12 Confidentiality / data protection

If, in the course of duty, you come into possession of information regarding patients or personnel employed by the Trust, such information should be regarded as in confidence and as such not divulged to anyone who does not have the right to this information. Contravention may result in you being removed from the temporary staffing system unless such a disclosure is made in the public interest.

2.13 Professional registration

All professional temporary workers have an obligation to maintain their professional registration.

2.14 Working time directive

Temporary workers hours will be monitored to ensure that working time regulations are complied with. As such you should declare any secondary employment.

2.15 Membership of a union

Temporary staff have the right to join a union and details of staff representatives can be obtained from the temporary staffing office.

2.16 Rates of pay

There will be a single pay structure for the temporary staffing service across the whole Trust:

- Registered Nurse – In Patient Mental Health Band 5
- Registered Nurse – In Patient Learning Disabilities Bands 5 and 6
- Registered Nurse – Community Bands 5 and 6
- Registered Nurse – Crisis, Assertive Outreach and Psychiatric Liaison Bands 5 and 6
- Unregistered Nurse Band 3

This list will be reviewed and updated as and when temporary staffing covers additional staffing groups.

3. Recruitment

The temporary staffing manager, with the support of ward managers will be responsible for the recruitment of staff to the temporary staffing service and will liaise closely with the HR department at all stages. Compliance with the following CWP HR policies will be achieved:

- [HR2.2 Pre-appointment checks policy including CRB](#)
- [HR2.1 Recruitment and selection policy](#)
- [HR2.5 Professional registration policy and guidelines](#)

Evidence of achievement of compliance for bank staff will include:

- Copies and checks of professional qualifications;
- Appropriate references covering a minimum of 3 years;
- Disclosure of details of criminal convictions obtained from the Criminal Records Bureau (CRB);

- Record of formal interview conducted (substantive nursing staff will submit an internal application form ([appendix 2](#)) signed by their line manager supporting their application and confirming any occupational health and / or disciplinary restrictions);
- Occupational health checks and ongoing monitoring will comply with National Occupational Health Standards.

Evidence of compliance for agency clinical staff will include:

- Ensuring a completed proforma ([appendix 3](#)) is received prior to confirming any agency bookings and use this information to completed section 1 of the pre appointment checklist for agency from CWP [pre-appointment checks policy including CRB - appendix 7](#);
- Ensure wards complete section 2 of the pre appointment checklist for agency ([appendix 7](#)).

Evidence of compliance for agency non-clinical staff will include:

- Ensuring a completed proforma ([appendix 3](#)) is received prior to confirming any agency bookings and use this information to complete section 1 of the pre appointment checklist for agency from CWP [pre-appointment checks policy including CRB - appendix 7](#);
- Ensure departments complete section 2 of the pre appointment checklist for agency ([appendix 7](#)).

3.1 Induction procedures

Bank-only staff (includes bank with no substantive contract and non-nursing substantive staff)

- Will receive the agreed induction pack and must sign that they have read and understood this prior to working, the content of which will be reviewed in line with the CWP [induction policy](#);
- Must complete a supernumery induction shift within an appropriate ward prior to being offered work;
- Must complete the trust induction checklist with the aid of ward staff within 37.5 working hours;
- Must complete a minimum of 12 day shifts before working nights;
- Will be provided with an ID badge.

Ward Managers

Will ensure all staff, including bank, agency and redeployed (temporary or permanent) staff who have not worked on the ward in the previous 3 months complete the department orientation checklist with the nurse in charge ([appendix 4](#)).

3.2 Accountability and authorised signatories

To ensure good practice and a safe system of control is in place, line managers will provide and approve a list of 'approved signatories' who will be given a username and password to access the electronic booking system. There will be two levels of access, firstly access to request shifts only and secondly access to request shifts and sign off electronic timesheets. Line managers must inform temporary staffing of any staff changes affecting this list and as a minimum should review this list annually.

3.3 Process for booking shifts

The first principles to be adopted in the management of ward staffing resources will be response to clinical need and good housekeeping (improving the use of temporary staffing in NHS acute and foundation trusts, 2006). Practices such as spreading annual leave across the year and matching weekly workload against available staff will be seen as the norm. Only when all options to cover wards within substantive resources are exhausted should a request to the temporary staffing be sanctioned.

On completion of the ward roster, should shifts remain uncovered following CSM authorisation of the roster, ward managers will submit an electronic request for cover for the unfilled shifts. Request for temporary staff should be made at the earliest opportunity.

All requested shifts must have a booking reason. Reasons for booking temporary staffing shifts should be for clinical reasons but could be due to other additional pressures, for example:

- Annual leave;
- Compassionate leave;
- Escort;
- Increased clinical observations;
- Increased workload;
- Maternity / paternity leave;
- Sickness;
- Training / study leave;
- Vacancy.

There are occasions, when the ward staffing numbers are reduced at short notice. This could be due to staff sickness or clinical need. Should this arise then the following procedure should be used to assist the ward manager / nurse-in-charge in the decision making process.

Completion of the temporary staffing booking form including risk assessment identifying options proposed to cover shifts including:

- Working with reduced staffing for the shift;
- Accessing available staff within unit / neighbouring wards;
- Shift of workload to days when staffing is better;
- Senior staff meetings to consider resources available.

The ward manager / nurse-in-charge, in conjunction with the modern matron / service manager, must complete this form on each occasion staffing is reduced at short notice. Out of hours the form should be completed with the 2nd tier on call manager. The aim of this process is to assess the appropriate course of action in order to utilise resources effectively.

Request for shifts with less than 24 hours notice must be made by email or in writing, via fax using the temporary staffing booking form ([appendix 5](#)). Faxes should be followed up by a telephone call to verify receipt of the request. **Under no circumstances must ward staff book temporary staff onto shifts.**

Only in an emergency and in accordance with these pre-agreed arrangements will ward staff book temporary staff directly. An emergency will be a shift requiring **immediate** cover outside of the temporary staffing office opening times. A booking form must still be completed and sent to the temporary staffing office immediately in order for this to be processed as soon as the office re-opens. Booking forms not received within this timescale will not be processed.

Bank workers enter into a contract with CWP when they accept bookings, any short notice cancellation (of 48hrs notice or less) will be managed by temporary staffing under CWP [managing attendance policy and procedures](#) and / or [disciplinary policy and procedure](#).

3.4 European Working Time Directive (EWTD)

The temporary staffing service will as far as practically possible comply with the EWTD, the Trust recognises the individuals' right to sign a 48 hour opt out agreement, however in the interest of high standards of care and the safety of people in our care, the Trust temporary staffing service will encourage staff to work within the Working Time Regulations. Particular points will be:

- Staff should not work more than 48 hours per week (averaged over a rolling 26 week period) without signing a 48 hour opt out form ([appendix 8](#));
- Temporary staff who opt out of the weekly maximum can at any time cancel the opt out by providing in writing at least 7 days' notice of this intention;
- 48 hour opt out forms will be reviewed annually and line managers of any substantive staff who have signed an opt out will be informed;
- Night workers should not work more than 8 hours daily on average (NB if workers work less than 48 hours a week on average they will not exceed the night work limit);

- Health assessments for night workers on request as per EWTD;
- Rest periods of 11 uninterrupted hours between each working day;
- Workers, who work more than 6 hours at a stretch, are entitled to an unpaid rest break of 20 minutes;
- Temporary staff will be entitled to annual leave pay as agenda for change directs. This will be paid as remuneration at the end of each pay period;
- To avoid duplication of pay and to ensure adequate rest substantive staff will be limited to working 3 long days during annual leave weeks;
- If no cover can be found within EWTD constraints and there is a member of bank staff available who would be in breach of the EWTD the senior manager responsible for the ward will be asked to risk assess the use of the available bank nurse;

3.5 Training and staff development

The temporary staffing service recognises the importance of a skilled workforce and continually aims to develop temporary staff and refresh those key skills necessary to provide good contemporary care. Temporary nursing staff will undertake mandatory training including Basic Life Support (BLS), moving and handling (people moving and slips, trips and falls), infection control, fire safety and breakaway. Eligibility for C&R training will be dependant on the frequency of their work. Mandatory training for alternate staff groups will be identified as and when temporary staffing take responsibility for the particular group.

Temporary staff should, wherever possible, be afforded those training opportunities that are open to permanent staff. Temporary staff will be able to access online training via the National Learning Management System (NLMS).

The temporary staffing manager will obtain initial feedback on bank-only staff, from relevant ward managers, after 3 months work. Bank-only staff will be issued with the bank staff annual review questionnaire ([appendix 9](#)) and ward managers will be asked to complete a staff quality questionnaire ([appendix 10](#)) for individual bank nurses. These will be completed 'annually' i.e. it will be dependant on the level of use of the temporary staff member on the bank. The temporary staffing manager and the temporary staffing team will oversee the process. The temporary staffing manager will address any issues highlighted in either set of questionnaires; however any concerns and complaints should be raised with the temporary staffing manager as they occur and not be kept until the annual review.

Temporary staff who also have a substantive contract will have a training and development plan provided by their own line manager. Where there are issues of concern or identified development needs, it is important that close liaison exist between appropriate line manager and the temporary staffing manager.

3.6 Information technology

Since October 2006 temporary staffing have used the Bank Staff Management System (BSMS) software to aid the efficient running of the service, the software:

- Maintains records of all temporary staff;
- Records availability and matches this to request for shifts, taking into consideration, qualifications, skills, training, staff and ward preferences;
- Monitors and prevent breeches of the EWTD;
- Produces management reports that will allow monitoring, control and ongoing review for managers at all levels;
- Support for the temporary staffing team in the delivery mandatory training of temporary staff;
- Reduced duplication of work by enabling ward managers to submit requests electronically and to authorise payment of bank nurse timesheets electronically;
- Interfaces with payroll in order to reduce duplication of work and reduce scope for manual errors.

The current BSMS system is being replaced by BSMS Trinity and it is anticipated that the temporary staffing service will transfer to this system during 2010. BSMS Trinity is linked to the e-rostering system CWP is currently implementing and will provide additional efficiencies within the service and wards and also additional governance in terms of management of staff.

3.7 Monitoring and reporting

The line management responsibility for the temporary staff team will be directly to the Deputy Director of Nursing and Therapies. This line management responsibility is purposely removed from the operational managers so that impartiality and objectivity can be maximised. However, it is essential that operational managers and senior trust managers are kept fully informed of activity and performance, particularly of financial activity of the temporary staffing service.

3.8 Quality assurance

The temporary staffing service will adopt several approaches to quality management in particular the achievement of the 35 standards of the NHS Professionals (DH 2003). Other means of monitoring quality will be:

- Achievement of the internal audit recommendations;
- Regular reporting to the CWP operations board;
- Maintaining internal standards set against performance such as the EWTD, HR standards for recruitment and monitoring CRB checks / professional qualifications;
- Meeting standards set nationally;
- Monitoring of complaints and incidents and management of bank staff involved in these.

3.9 Complaints

Complaints relating to the performance of temporary staff (bank and agency) should be brought to the attention of the temporary staffing manager and a written statement provided. Complaints should also be brought to the attention of the appropriate senior manager of the service line in which the concerns arise. A commissioning manager and investigating manager should then be appointed in line with the [disciplinary policy and procedure](#). The temporary staffing manager may be requested to act as the investigating manager if appropriate. Complaints regarding agency nurses will be addressed by the temporary staffing manager, with the agency, supported by an investigation carried out by the appropriate modern matron.

4. Duties and responsibilities

4.1 Chief Executive

As accountable officer, the Chief Executive must ensure that responsibility to deliver effective management of temporary staffing within CWP is delegated to an appropriate executive lead, as outlined in the executive portfolios.

4.2 Director of nursing and therapies and patient partnership

As nominated executive lead, the Director of Nursing, Therapies and Patient Partnership must ensure that robust systems and processes are in place for the delivery of effective management of temporary staffing within the Trust.

4.3 Deputy Director of nursing and therapies

The direct line management of the temporary staffing team will be the responsibility of the Deputy Director of Nursing and Therapies.

4.4 Senior managers

Senior Managers must ensure that units under their line management comply with the policy.

4.5 Line managers

Line Managers of units covered by the temporary staffing service must:

- Commission temporary staff in line with this policy;
- Must ensure that the staff they are responsible for also comply with the policy;

- Support the temporary staffing manager in interviewing bank staff;
- Support the temporary staffing team in offering induction shifts to new bank-only staff;
- Ensure local induction procedures are followed e.g. Department orientation checklists;
- Provide feedback on individual bank staff.

4.6 Temporary staffing steering group

The group will act as links between the temporary staffing service and other departments; members include modern matrons, human resources, payroll and staff side with members providing support, advice and feedback as necessary.

4.7 Temporary staffing manager

Will be responsible for the following:

- Recruitment and retention of bank staff;
- Ensuring that induction programmes are in place and delivered;
- Providing on-going staff development for temporary staff;
- Ensuring temporary staff are paid according to terms and conditions agreed;
- Monitoring the use of temporary staff and agencies and where appropriate taking action to reduce reliance on agency use;
- Ensuring NHS Nursing Framework Agencies are used if the use of agency becomes necessary;
- Producing reports on temporary staff;
- Ensuring trust policy is followed in relation to additional staffing;
- Be an active member of the North West Bank Nurse Coordinators Forum;
- Represent CWP in dealings with Buying Solutions (formerly NHS Purchase and Supply Agency) in relation to agency frameworks;
- Authorise agency invoices.

The deputy temporary staffing manager will support the temporary staffing manager and will deputise in the temporary staffing manager's absence.

4.8 Temporary staffing team

Will be responsible for the following:

- Receiving and processing request for shift coverage;
- Liaising with bank nurses to obtain availability and allocate shifts;
- Liaising with ward managers regarding bookings;
- Seek alternate options within the temporary staffing register should shifts remain unfilled;
- Obtain evidence of checks on agency staff;
- Administration tasks within the team.

4.9 Bank staff

Will be responsible for:

- Complying with the trust terms and conditions for temporary staff;
- Complying with trust policy when working for the Trust.

Appendix 1 - Temporary staffing service - internal application form

Please complete all sections in black ink

Section 1 - Personal details for completion by applicant					
Temp staffing post applied for					
Title	Select	Date of birth		Gender	Select
Forename(s)		Surname		Known as	preferred name
Address	Postcode	Home tel no			
		Mobile no			
		Email address			
NMC Pin No		NMC expiry date			
Present post		No of hours contracted	per week		
Ward/department		Personal number	found on payslip		
Are there any work restrictions relating to the role that you need to make us aware of?					
Have you at any time received or had pending a criminal conviction, caution, warning, reprimand or bind over?					
Do you require a work permit?	Select	Work permit no			
Work permit type		Work permit expiry date			
Section 2 – Approval for completion by line manager					
The above named person has requested to be registered with Temporary Staffing. In order that the documentation can be completed please confirm that the above information is correct and advise of any existing working restrictions and disciplinary warnings or current disciplinary investigations.					
Name			Title		
Signature			Date		

Personal information

Surname		Forename(s)	
Section 1 – Next of kin details			
Title	Select	Relationship	
Forename		Surname	
Address		Home Tel No	
		Mobile No	
Postcode			
Relevant qualifications			
Title		Date obtained	
Relevant employment experience (please include details of employment for past 5 years including brief description of duties and responsibilities)			

Section 3 – Please indicate which Hospital Sites/Wards you prefer			
Please detail wards/teams you wish to be booked for			
Please detail the wards / teams you do not wish to be booked for			
Employee Signature		Date	

Please return to:

Temporary Staffing Service
Mental Health Services
Clatterbridge Health Park
Bebington
Wirral
CH63 4JY

Tel: 0151 482 7936
0151 344 4000 ext 5125

Appendix 2 - Agency Clinical Staff Fax Proforma Profile

Full surname		Full forename	
DOB		NI number	
Job profile		Band	
NMC number		Expiry date	

Has the agency obtained satisfactory evidence of the workers right to work in UK?	Select
Enhanced CRB disclosure number (must be 12 digits, no letters)	
Date CRB issued	
Enhanced CRB disclosure name of employer who obtained CRB	
Certificate of fitness for employment issued by (please insert name of the oh service provider)	
Date certificate of fitness issued	

Training	Date	Next due
Basic life support		
Manual handling		
Fire safety		
Health and safety		
Infection control		
C&R		

Nursing experience	6 months	12 months	Over 12 months (specify)
Adult Mental Health			
Older Peoples Mental Health			
Learning Disabilities			
Child & Adolescent Mental Health			

Completed by		Sign	
--------------	--	------	--

Agency worker name	
If qualified has the nurse successfully completed a preceptorship programme?	Select
If yes, where and when	

Please confirm that the agency worker will bring the following documents to their shift:

Agency ID badge	Select
Current passport or photographic driving license	Select
Proof of qualification (qualified nurses only) current pin	Select
CWP declaration form (can be completed on ward if adhoc shift)	Select

The above named agency worker has been submitted by the supplier for consideration in the provision of the Services:

- i) In response to a request from the authorised officer of the CWP;
- ii) Has undergone all of the necessary and appropriate pre-employment screening checks as required by the NHS Conditions of Contract for the supply of agency workers to ensure their compliance prior to supply;
- iii) Shall be charged in accordance with the contract price set out in Appendix 2 to the framework agreement.

Form completed by agency manager or nominated deputy

Print name		Sign		Date	
------------	--	------	--	------	--

To comply with Data Protection Act / Caldicott

Please telephone 0151 482 7936 prior to faxing 0151 482 7631

Confidentiality note

This message is intended only for the use of the individual or entity to whom it is addressed and may contain information that is privileged, confidential and exempt from disclosure under law. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error please notify immediately and return to us.

For bank use only

Checked by		Sign		Date	
------------	--	------	--	------	--

Appendix 3 – Agency non-clinical staff fax proforma profile

Full surname		Full forename	
DOB		NI number	
Job profile		Band	

Has the agency obtained satisfactory evidence of the workers right to work in UK?	Select
Please confirm level of Certificate of Fitness for Employment	Patient Facing/ Non-Patient Facing
Certificate of Fitness for Employment issued by (please insert name of the OH Service Provider)	
Date Certificate of Fitness issued	
Immunisations offered as appropriate	Yes / No
Immunisations outstanding, if any, on commencement	
CRB Disclosure Level	Enhanced / Standard
CRB Disclosure - Number (must be 12 digits, no letters)	
CRB Disclosure - Date CRB Issued	
CRB Disclosure - Name of Employer who obtained CRB	
Please confirm that two references will be forwarded with this completed profile	Yes / No

Qualifications relevant to person specification supplied		
Qualification	Level	Date obtained

Experience	6 months	12 months	Over 12 months (specify)
Clerical			
Secretarial			
PA			
NHS			

Please confirm that the agency worker will bring the following documents to their shift	
Agency ID badge	Yes / No
Current passport or photographic driving license	Yes / No
CWP declaration form – can be completed at start of first shift	Yes / No

The above named agency worker has been submitted by the supplier for consideration in the provision of the services a) In response to a request from the authorised officer of the CWP; b) Has undergone all of the necessary and appropriate pre-employment screening checks as required by the NHS Conditions of Contract for the supply of agency workers to ensure their compliance prior to supply and c) Assurance that the worker will abide by the clauses as set out within the framework contract (CM/AAC/09/5124) in particular in relation to confidentiality and data protection clauses d) Shall be charged in accordance with the Contract Price set out in the Framework Agreement CM/AAC/09/5124.

Form completed by agency manager or nominated deputy

Print name		Agency	
Sign		Date	

To comply with Data Protection Act / Caldicott – Please telephone 0151 482 7936 prior to faxing 0151 482 7631

Confidentiality Note - This message is intended only for the use of the individual or entity to whom it is addressed and may contain information that is privileged, confidential and exempt from disclosure under law. If the reader of this message is not the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error please notify immediately and return to us.

For bank use only

Checked by (print name)			
Sign		Date	

Appendix 4 – Department orientation checklist

Department		Date	
Staff name		Manager name	
Staff job title		Manager job title	

All staff (bank, agency or substantive staff who have been permanently or temporarily redeployed) who are new to the department or who have not worked in the department in the past 3 months must complete the following with the Team Manager or a nominated deputy, in order to comply with national regulations. **A copy must be retained by the department.**

NB In addition to this department orientation checklist new trust employees and bank staff will also have a trust induction checklist to complete within the allocated timeframe.

General	Staff signature	Manager signature	Date
Welcome, tour of the unit & introduction to colleagues			
Discussion of job role			
Professional conduct - Dress code - Customer care			
Current patient care plans, risk assessments etc			
Issue keys, door codes, personal alarm etc			
Telephone system and internal / external numbers			
Emergency telephone numbers including bleep system			
Location of equipment, medical supplies, stationary etc			
Supervision arrangements including identification of buddy			
Policy access			
Safeguarding children and adults - application of these policies in relation to work area			
Health & Safety			
Procedure for reporting incidents, near misses, accidents and broken / faulty equipment			
Needle-stick injury procedure			
Security (including personal safety, building / site etc)			
Procedure for discovery of fire			
Procedure on hearing a fire alarm			
Location of fire alarms, fire fighting equipment and exits			

General	Staff signature	Manager signature	Date
Evacuation procedure for staff and patients including assembly point			
Security (including personal safety, building / site)			
Trust policy on dealing with spillages			
Trust policy on disposing of different waste types			
Medical devices – only to be used if appropriately trained			
Moving & handling procedures and equipment only to be used if appropriately trained			
Medicines management			
Pharmacy contact details			
Procedure for outbreak of infectious diseases (e.g. Norovirus)			
Information Governance			
Duty of confidentiality & confidentiality policy including social networking sites			
Procedure in event of breach of confidentiality			
Information governance policy			
Health records policy			
Responsibility in relation to personal identifiable information e.g. stored securely, patient records locked away / not visible, clear desk policy, logging off computer			
Email security – secure networks and encryption			
Procedure if access to records request is received			
Procedure in event of police request for records			
Additional local considerations			
Local Policies – Please specify			
Other – please specify			

For agency workers please fax completed form to Temporary Staffing on 0151 482 7631

Appendix 6 - Temporary staffing service on-line timesheet procedure

On-line timesheets must only be completed by ward managers or their nominated deputy. Ward managers should inform temporary staffing of their nominated deputies in order for their access to be set up correctly.

On-line timesheets should be completed at the end of the bank nurses' shift. However as the ward manager or nominated deputy will not always be present at the end of the shift, bank nurses should sign-in and out of the ward using the temporary staffing sign-in sheet. This should be countersigned by the nurse in charge of the shift.

The ward manager or nominated deputy should then use the sign-in sheet in order to sign off the on-line timesheet accurately.

All timesheets should be signed off by 1600hrs on the Monday following the week they worked.

In order for the system to work efficiently timesheets should not be left to sign off in bulk on a Monday, they should be signed off routinely throughout the week.

Bank nurse sign-in sheets should be retained for 2 years as per trust policy.

Appendix 8 - Working time regulations opt-out agreement bank staff

Please read the following information carefully before you sign the declaration

The Working Time Regulations limit an individual's hours of work to an average of 48 per week, including your contracted hours, bank and overtime. These hours are averaged over a 26 week period. No employee can be required by management to work more than the average 48 hours per week, but you can choose to work longer. However, in choosing to work longer, any worker must sign an opt-out agreement.

In signing this opt-out agreement you should note that Trust management does not expect its employees to agree to work more than 48 hrs per week and such an agreement does not remove from the Trust its duty of care to its employees. As part of that – even if you have signed an opt-out agreement - if at any time management considers that working additional hours beyond the statutory limit places you, the service or clients/patients at risk, this will be discussed with you and a limit may be placed on the numbers of additional hours you actually work.

Having read the above, I Full Name employed as _____ at _____ voluntarily agree to work in excess of 48 hours per week (averaged out over a 26 week period), with effect from Date.

This arrangement will be reviewed annually and I understand that I may give four weeks written notice to terminate the voluntary agreement. I will, at all times, comply with any procedures that the Trust introduces relating to the recording of working time.

Non-negotiable Working Time Regulations

I understand that, irrespective of my agreement to work beyond 48 hrs per week, I must at all times adhere to the following non-negotiable Working Time Directives:

- Weekly Rest: I must have one 24 hour break per week, or two 24 hour breaks in a fortnight;
- Daily Rest: I must have an 11 hour break between shifts.

Signed: _____

NB: It is your personal responsibility to ensure that you take adequate daily and weekly rest. If it comes to the attention of the Trust that daily/weekly rest periods have not been taken, the Trust's Disciplinary Procedure may be invoked.

When completed please return to: Temporary Staffing Manager
Management Suite, Mental Health Unit
Clatterbridge Hospital, Bebington
Wirral
CH63 4JY

Appendix 9 – Bank staff annual review

To enable us to continue to support the development of our bank staff please complete and return the enclosed questionnaire to the temporary staffing office, if you have any queries please contact the temporary staffing office on 0151 482 7936.

Name	
Band	

1. What do you most enjoy about your work as a member of Bank staff?

2. What do you least enjoy about your work as a member of Bank staff?

3. Do you feel welcome and part of the team on the wards / departments that you work on?

- Yes
 No

If NO please provide specific details

4. When you work on a new ward / department are you given an induction and do you have induction form completed?

- Yes
 No

If NO please give details of specific wards / departments

5. Are you always given clear guidance / instruction on the care needs of the service users you are expected to help care for or if A&C staff are you given clear instructions relating to your job role?

- Yes
 No

If NO please provide specific details

6. What, if any, support / development / training could we provide to help you do your job better?

Any additional comments

If you wish to take the opportunity to have a one to one discussion, please contact the temporary staffing office on 0151 482 7936 to arrange an appointment at a mutually convenient time.

Name		Signed	
Band		Date	

Appendix 10 – Staff performance questionnaire

Ward / department	
Bank staff name	
Band / role	

The above named staff member has been supplied to work on your ward / department recently. To enable us to provide any necessary feedback during our appraisal process please could you answer the following questions.

<p>Is the member of staff punctual?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No
<p>Do they have an ID badge?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No
<p>Are they appropriately dressed?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No - please expand
<p>Is their attitude appropriate?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No - please expand
<p>Are they able to perform required tasks to a satisfactory standard?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No - please expand
<p>Would they benefit from further training in any particular area?</p> <input type="checkbox"/> No <input type="checkbox"/> Yes - please expand

Any additional comments

Signed		Date	
Print Name		Designation	

Additional Staffing office use only			
Action taken			
Signed		Date:	