

Royal National Orthopaedic Hospital Trust

Trust Board Meeting - Executive Summary

Report Title:	June Staffing Report (Hard Truths Commitment)	
Date: 11/ 8/16	Author: Karen Mannion, Project Nurse / lead for Implementation of safe staffing Tool	Lead Director: Professor Paul Fish, Director of Nursing
Is a decision required by the Board?	No	
Purpose of Paper:	To inform the Trust Board of the details and summary of planned and actual inpatient ward staffing on a shift-by-shift basis and to advise about wards (if any) where staffing falls short of what is required to provide quality care, the reasons for the gap, the impact and the actions being taken to address the gap.	
Key information and conclusions:	<p>This paper is presented to the Board following publication of How to ensure the right people, with the right skills, are in the right place at the right time: a guide to nursing, midwifery and care staffing capacity and capability (Nursing Quality Board, 2013).</p> <p>The information provided supports decision making; enabling the Board to evaluate risks, seek assurances regarding contingency planning, mitigating actions and incident reporting and ensure that the Executive Team is supported to take decisive action to protect patient safety and experience.</p> <p>Care hours per patient day (CHPPD) will be collected monthly from May 2016 and moving to daily collection from April 2017.</p> <p>There were five incident reports relating to 'staffing levels' filed by the inpatient wards during July.</p> <ul style="list-style-type: none"> • Three reports from Angus Mackinnon ward; one relating to higher patient acuity and a patient requiring 1:1 care. One related to a patient unhappy due to a delay in two nurses being available to hoist the patient. On report of a patient requesting a wash in the afternoon resulting in the wash occurring when reduced staff on the ward. • Two reports of agency nurses not attending. <p>There were 10 episodes where patients were admitted, not planned for Tissue Viability, from external departments where grade 2-3 pressure ulcers were diagnosed and consequently addressed.</p> <p>The planned vs actual staffing levels is still within safe limits, at 98.87%</p>	
Recommendations:		
Next steps:	n/a	
Statement from Legal Advisors (if applicable):	n/a	
Risk Assessment*:	n/a	
	*A risk assessment form only needs to be completed and attached if the decision required by the Board pertains to strategic policy decisions and/or project initiation documents.	

Links to Assurance Framework and Local Key Performance Indicator (KPI) Targets: (please tick as appropriate):

Principal Objectives to support strategic aims

(Linked to Strategic Aims and key performance indicator targets (KPIs) categories: Quality, Access, Finance, Management and Productivity)

1	Maintain clinical excellence and high quality outcomes for patients	√
2	Achieve agreed activity levels	
3	Deliver in-year transformation programme target	√
4	Improve the quality of our buildings and facilities	
5	Meet in-year milestones for enabling projects for new Stanmore site development	
6	Provide timely, accurate and comprehensive clinical management information	
7	Improve workforce effectiveness and engagement	√
8	Deliver planned in-year service developments	
9	Meet milestones to achieve Foundation Trust status and long term service sustainability programme	
10	Further develop academic track record	
11	Continue to develop relationships and partnerships to help achieve Trust vision	
12	Maintain financial control	

1.0 Introduction

- 1.1 The Nursing Quality Board (*How to ensure the right people, with the right skills, are in the right place at the right time: a guide to nursing, midwifery and care staffing capacity and capability, 2013*) requires hospitals to collect and publically publish individual NHS inpatient ward staffing levels on a shift by shift basis. In line with the guidance, this report ensures the Trust Board:
- a) Receives an update containing details and summary of planned and actual inpatient ward staffing on a shift-by-shift basis and Care hours per patient day. Adult and paediatric in-patient units only are reported in the data, which is uploaded monthly via UNIFY.
 - b) Is advised about wards where staffing falls short of what is required to provide quality care, the reasons for the gap, the impact and the actions being taken to address the gap
- 1.2 The information provided supports decision making, enabling the Board to:
- 1) Evaluate risks associated with staffing issues.
 - 2) Seek assurances regarding contingency planning, mitigating actions and incident reporting.
 - 3) Ensure that the Executive Team is supported to take decisive action to protect patient safety and experience.
- 1.3 This report and the details within it can be found on the Trust website, and also via the NHS Choices page (Stanmore site). The detail from the recent in-depth establishment review is contained in the report '*6 Monthly Staffing Capacity and Capability Report (Hard Truths Commitment)*' which was presented at the October 2014 Trust Board.
- 1.4 This report has been compiled using the information provided by the wards in real-time. The Intranet (Grapevine) supported staffing tool has been launched and has been in use since 1st October 2014. For transparency, all staff with access to the Grapevine are able to review the staffing levels, though permission is required to input data. An Insight report has been generated to present the data in the same format as the UNIFY upload.

2.0 Summary

- 2.1 E-Rostering has been approved at the Executive team meeting and implementation plan is currently under development.
- 2.2 The planned vs actual staffing levels is still within safe limits, at 98.87%
- 2.3 A 6 monthly acuity collection was undertaken in July 2016 using the NICE approved Safe Nursing Care Tool (SNCT) the data is currently being analysis and will be reported to the board at the next board meeting.

3.0 Quality Impact of Staffing

- 3.1 There were three reports of staffing issues from AMU ward
- 1 report of the ward being busy and a patient requiring additional support. An additional HCA was allocated to the ward and skill mix swapped to ensure the safety of the ward.
 - 1 report of a patient being unhappy due to the delay in hoisting the patient as the second the nurse required to hoist was busy with another patient.
 - 1 report of a patient requesting a wash in the afternoon (16:00) when the staffing numbers are less resulting on an impact on staff available to care for others.
 - Work is currently underway to review the staffing on AMU using the NICE approved SNCT tool and triangulating this with the professional opinion.
- 3.2 There were two reports of Agency nurses not attending despite being booked with the agency.
- 3.3 There were 10 reports of patients being admitted with pressure sore / moisture lesions that required additional nursing support.

4.0 Vacancies and list of current recruitment activity

- 4.1 There continue to be a number of wards and departments that have pressure in relation to recruitment and retention. These pressures are being experienced nationally and have resulted in the migration advisory committee making a recommendation on 15th October to place nursing on the home office shortage occupation list.
- 4.2 Theatres, paediatrics, outpatients (paediatrics) and Spinal Cord Injury Centre ward have vacancy levels which are driving high numbers of temporary staff use.
- 4.3 In relation to band 5 posts, which are of primary concern in relation to safe staffing, there are 48.7 WTE vacancies in the Trust. There are currently 25 Band 5 Nurses going through pre-employment checks and 7 given start dates. A number of these will be Nurses qualifying in September. The next set of Band 5 interviews are due to take place on 19/8/16.
- 4.5 A detailed recruitment and retention action plan is in place and is being coordinated jointly by the Director of Nursing and Associate Director of Workforce and OD.

Table 1: Band 5 Vacancies per Department

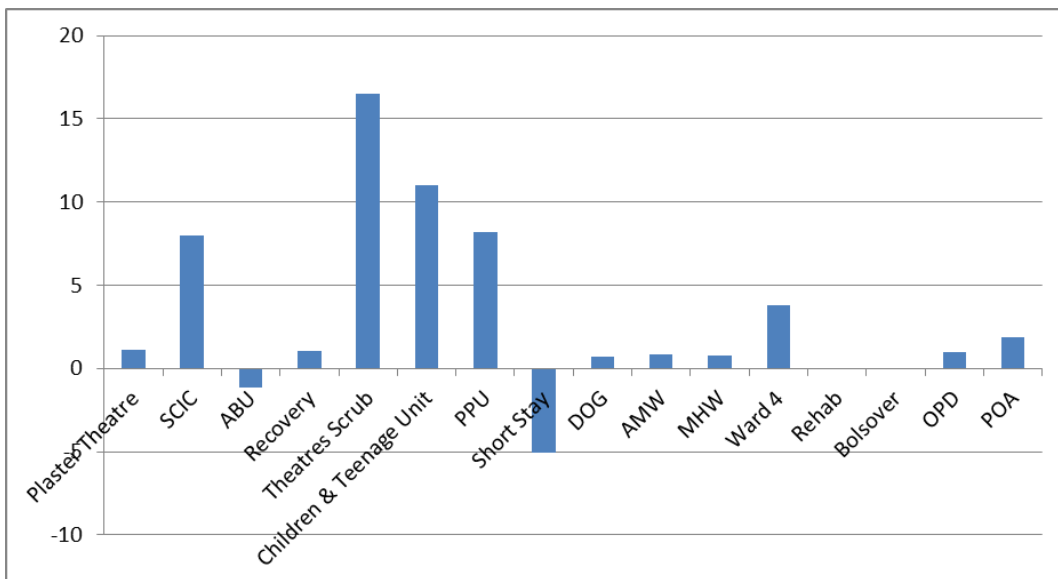


Table 2: Band 5 Vacancies / Recruitment stages per Department

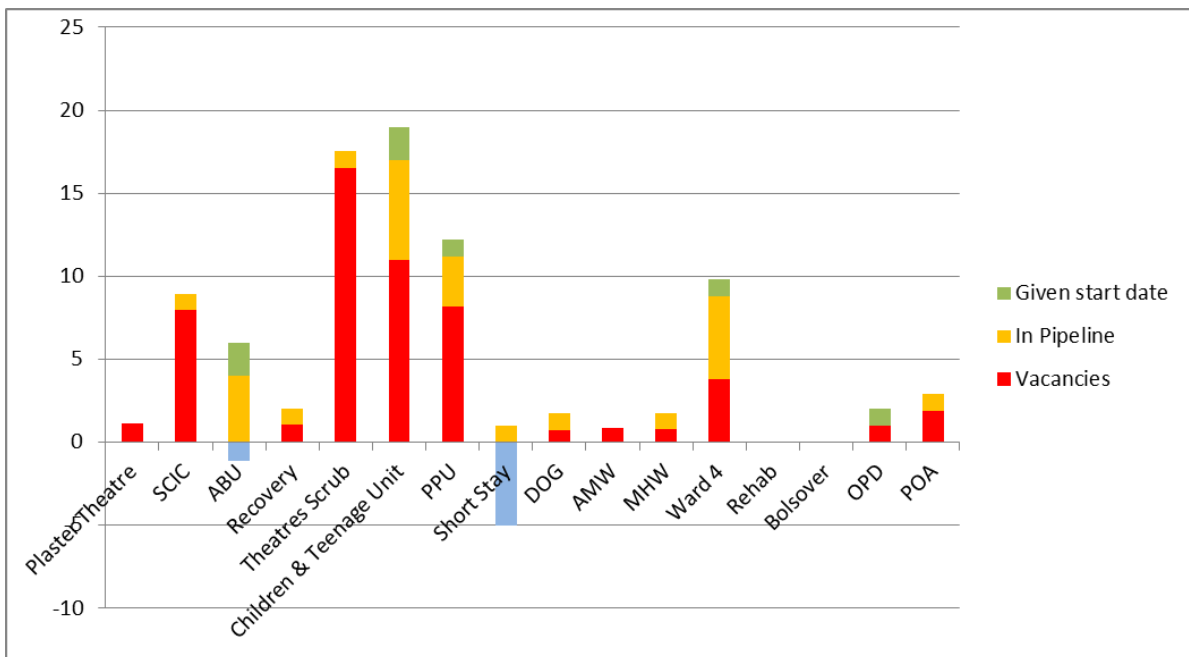
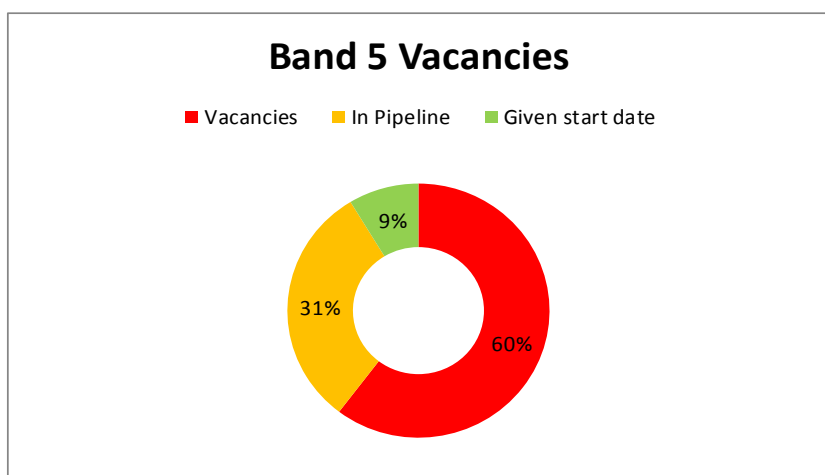


Table 3: Band 5 Recruitment stages



5.0 Care Hours Per Patient Day

- 5.1 The Lord Carter Review highlighted the importance of ensuring that workforce and financial plans are consistent in order to optimise deliver of clinical quality and use of resources. The review recommended that Care hours per patient day (CHPPD) is collected monthly (beginning in April 2016) and for this to be collected daily from April 2017.
- 5.2 The CHPPD approach to recording and reporting builds upon the Nursing Hour per Patient Day (NHPPD) practice we have seen in Western Australia, New Zealand, and the US, where local senior leaders have greater control and flexibility in deploying staff, with greater effectiveness. This has also demonstrated improvements in quality and patient outcomes.
- 5.3 CHPPD are calculated by taking the actual hours worked (split into registered nurses/midwives and healthcare support workers) divided by the number of patients at midnight.
- 5.4 The CHPPD does not reflect the throughput of patients during the day particularly SSU and the Paediatric unit.

Table 4: Care Hours for Patient Day

	Care Hours Per Patient Day (CHPPD)			
	Cumulative count over the month of patients at 23:59 each day	Registered midwives/ nurses	Care Staff	Overall
Adolescent/Coxen Ward	477	6.6	2.1	8.7
Alan Bray Unit	322	12.4	1.2	13.6
Angus McKinnon Unit	380	7.0	4.1	11.1
Duke of Gloucester	577	5.4	2.5	7.9
Ian Monro Ward	198	8.1	3.5	11.6
Margaret Harte Ward	368	6.9	3.0	9.9
Phillip Newman Ward	159	10.5	3.5	14.0
Rehabilitation Unit	329	3.6	1.8	5.4
Short Stay Unit	497	9.1	4.0	13.1
Spinal Unit	586	5.8	4.9	10.7
Ward 4	448	6.8	3.5	10.3

6.0 Percentage Qualified

6.1 Table 5 shows the percentage of registered staff for the past three months.

Table 5: Qualified staff as percentage of total

Ward	May-15	Jun-16	Current Month
SPINAL INJURIES UNIT	57.17%	55.13%	54.31%
ANGUS MACKINNON WARD	63.50%	63.68%	62.87%
SHORT STAY UNIT (JACKSON BURROWS WARD & THE COLEMAN UNIT)	69.28%	68.60%	69.33%
MARGARET HART	71.08%	67.89%	69.28%
WARD 4	69.16%	70.13%	66.14%
DUKE OF GLOUCESTER	72.43%	71.25%	68.47%
COXEN/ADU	82.19%	76.85%	75.38%
REHABILITATION	67.81%	69.46%	66.30%
PRIVATE PATIENTS UNIT (Phillip Newman & Ian Munro)	77.24%	70.83%	72.28%
ALAN BRAY UNIT	94.33%	92.22%	91.18%

Key 55%	-	64%
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Dr Julie-Anne Dowie, Deputy Director of Nursing/Head of Nursing on behalf of Professor Paul Fish, Director of Nursing.

Date: 11/8/16

Appendix 1:

Table 6: % Fill rates by ward, month, and shift and staff group

Month	May-16				Jun-16				Current Month			
Shift	Day		Night		Day		Night		Day		Night	
Ward	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)
ALAN BRAY UNIT	98.7%	100.0%	100.0%	100.0%	84.8%	97.4%	100.0%	100.0%	93.9%	98.2%	98.9%	100.0%
ANGUS MACKINNON WARD	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
COXEN/ADU	99.7%	94.8%	100.0%	100.0%	97.5%	98.2%	100.0%	100.0%	97.8%	98.1%	100.0%	100.0%
DUKE OF GLOUCESTER	95.8%	96.3%	100.0%	100.0%	97.9%	98.6%	100.0%	100.0%	99.4%	97.3%	98.9%	100.0%
IAN MONRO WARD	100.0%	100.0%	100.0%	100.0%	99.6%	100.0%	100.0%	100.0%	97.0%	96.6%	100.0%	100.0%
Short Stay Unit	97.5%	94.2%	100.0%	100.0%	94.5%	99.3%	100.0%	100.0%	99.1%	100.0%	100.0%	100.0%
MARGARET HARTE	96.6%	100.0%	100.0%	100.0%	98.1%	89.2%	100.0%	100.0%	96.4%	97.1%	100.0%	100.0%
PHILIP NEWMAN WARD	100.0%	88.9%	100.0%	100.0%	98.1%	93.6%	100.0%	100.0%	100.0%	98.1%	100.0%	100.0%
REHABILITATION	98.3%	97.8%	100.0%	100.0%	99.5%	98.3%	100.0%	100.0%	98.3%	98.3%	100.0%	100.0%
SPINAL INJURIES UNIT	100.0%	100.0%	99.0%	100.0%	98.8%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
WARD 4	98.2%	98.6%	100.0%	100.0%	98.1%	97.0%	96.5%	96.7%	96.1%	98.8%	98.9%	100.0%
			<80%	80-90%	90-100%	>100%						

Appendix 2

Table 7: Detail of hours planned and worked (July 2016)

Ward name	Specialty 1	Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23:59 each day	Registered midwives/nurses	Care Staff	Overall
		Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours								
Adolescent/Coxen Ward	171 - PAEDIATRIC SURGERY	2116.5	1988	708.5	696	1150	1137.5	325	325	93.9%	98.2%	98.9%	100.0%	477	6.6	2.1	8.7
Alan Bray Unit	192 - CRITICAL CARE MEDICINE	2055	2055	312.5	312.5	1950	1950	75	75	100.0%	100.0%	100.0%	100.0%	322	12.4	1.2	13.6
Angus McKinnon Unit	110 - TRAUMA & ORTHOPAEDICS	1578.4	1544.4	1100.4	1079.4	1116	1116	492	492	97.8%	98.1%	100.0%	100.0%	380	7.0	4.1	11.1
Duke of Gloucester	110 - TRAUMA & ORTHOPAEDICS	1951.5	1939	928	903	1175	1162.5	525	525	99.4%	97.3%	98.9%	100.0%	577	5.4	2.5	7.9
Ian Monro Ward	110 - TRAUMA & ORTHOPAEDICS	847	822	373	360.5	775	775	337.5	337.5	97.0%	96.6%	100.0%	100.0%	198	8.1	3.5	11.6
Margaret Harte Ward	110 - TRAUMA & ORTHOPAEDICS	1454	1441.5	746.5	746.5	1087.5	1087.5	375	375	99.1%	100.0%	100.0%	100.0%	368	6.9	3.0	9.9
Phillip Newman Ward	110 - TRAUMA & ORTHOPAEDICS	928.5	895.5	430	417.5	775	775	137.5	137.5	96.4%	97.1%	100.0%	100.0%	159	10.5	3.5	14.0
Rehabilitation Unit	314 - REHABILITATION	796.4	796.4	416	408	384	384	192	192	100.0%	98.1%	100.0%	100.0%	329	3.6	1.8	5.4
Short Stay Unit	110 - TRAUMA & ORTHOPAEDICS	3074	3020.5	1457	1432	1487.5	1487.5	562.5	562.5	98.3%	98.3%	100.0%	100.0%	497	9.1	4.0	13.1
Spinal Unit	110 - TRAUMA & ORTHOPAEDICS	2267	2267	1740	1740	1128	1128	1116	1116	100.0%	100.0%	100.0%	100.0%	586	5.8	4.9	10.7
Ward 4	110 - TRAUMA & ORTHOPAEDICS	1973.5	1896	1022	1009.5	1162.5	1150	550	550	96.1%	98.8%	98.9%	100.0%	448	6.8	3.5	10.3