

Royal National Orthopaedic Hospital NHS Trust

Trust Board Meeting - Executive Summary

Report Title:	May Staffing Report (Hard Truths Commitment)
Author:	Karen Mannion, Project Nurse / lead for Implementation of safe staffing Tool
Lead Director:	Professor Paul Fish, Director of Nursing
Date of Meeting:	
Purpose:	For Noting
Please state the Board Committee that has considered this paper:	
Supporting Documents (these may be emailed separately from the Executive summary):	<ul style="list-style-type: none"> i. XXXX ii. XXXX

a. Recommendation

For information only

b. Executive Summary

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).

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.

Care hours per patient day (CHPPD) will be collected monthly from May 2016.

There were Two reported incidents relating to 'staffing levels' filed by the inpatient wards during May.

The planned vs actual staffing levels is still within safe limits, at 99.19%

Organisational Objectives to support Strategic Aims

(Please indicate which Organisational Objective(s) this paper relates to)

1	Maintain clinical excellence and high quality care for patients	x
2	Provide more timely access to care	
3	To recruit, develop and retain highly skilled and engaged staff who embrace and deliver the Trust's aims and values	
4	Meet in-year milestones for enabling projects for new Stanmore site redevelopment	
5	Develop Digital Strategy in support of the Trust's aims and objectives	
6	Maintain financial control and achieve agreed activity levels	
7	Increase income from non-NHS sources in line with strategic aims	
8	Continue to develop relationships and partnerships to help achieve Trust vision	
9	Further develop financially viable integrated clinical research activities and academic track record	

1.0 Introduction

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 December 2016 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 An E-Rostering implementation plan is currently under development.
- 2.2 The planned vs actual staffing levels is still within safe limits, at 99.19%
- 2.3 In February all adult inpatient wards (excluding Alan Bray Unit) undertook the first of the quarterly acuity reviews using the NICE recommended Safer Nursing Care Tool (SNCT). The tool has not been ratified for use in I.T.U / H.D.U or Paediatrics and therefore these areas will be excluded from this review. A report will be presented to the board at a later date.

3.0 Quality Impact of Staffing

- 3.1 There were two report of staffing issues filed by the inpatient wards during May 2017.
 - Two reports from SCIC of reduced staffing number (1 HCA) on two separate occasions, at the time of the incident the unit had a high patient acuity including a patient with a Tracheostomy.

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, Duke of Gloucester, outpatients (paediatrics) and Spinal Cord Injury Centre ward have vacancy levels which are driving high numbers of temporary staff use.

Table 1: Vacancies per Grade (WTE)

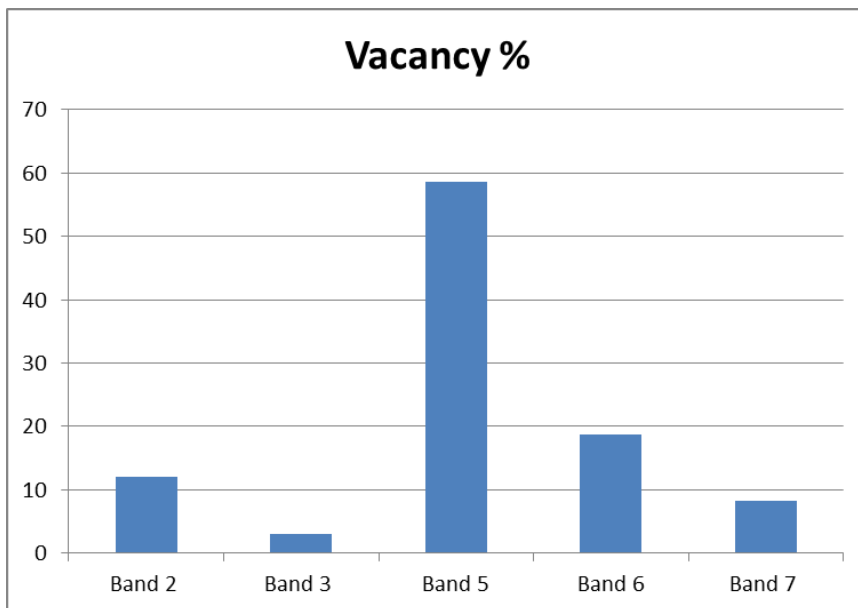
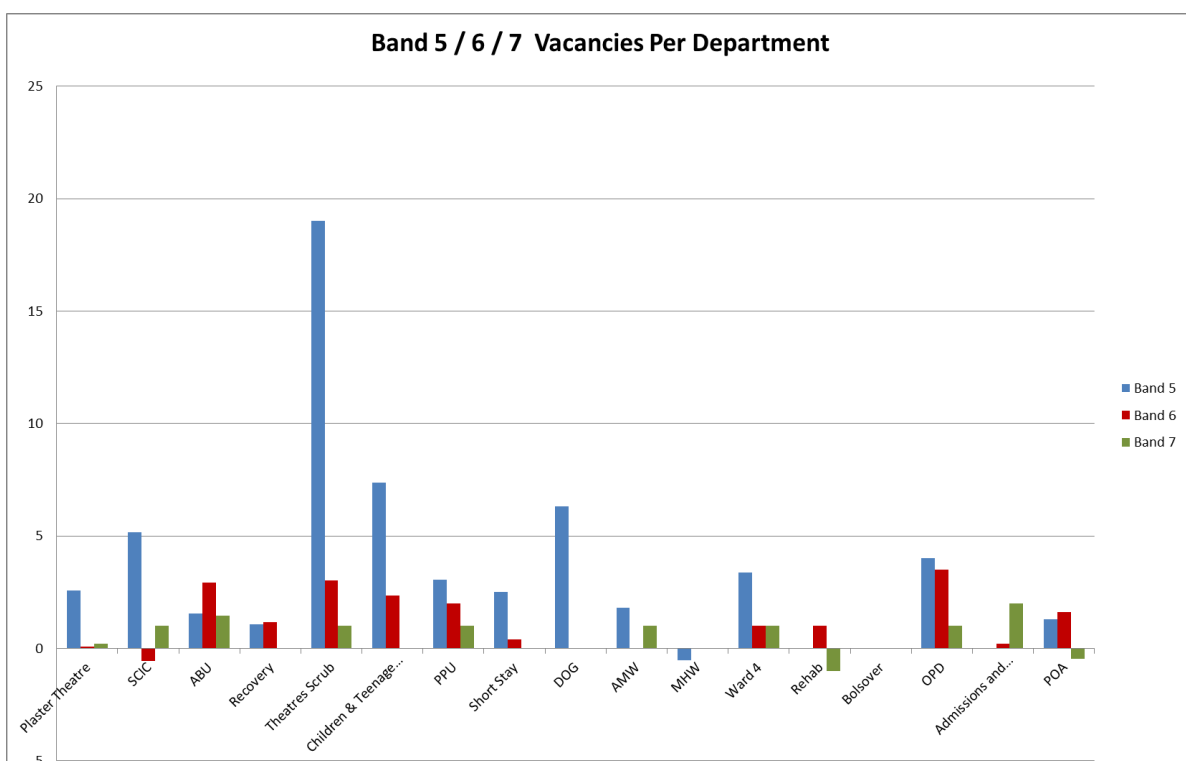


Table 2 Band 5-7 Vacancies per Department.



4.3 In relation to band 5 posts, which are of primary concern in relation to safe staffing there is currently a 22.75% (WTE 58.54) vacancies in the Trust. There are currently 13 WTE Band 5 Nurses going through pre-employment checks and 4 WTE given a start date. See table 3 & 4. The next set of Band 5 interviews are due to take place on 9/6/17

Table 3: Band 5 Recruitment Stages

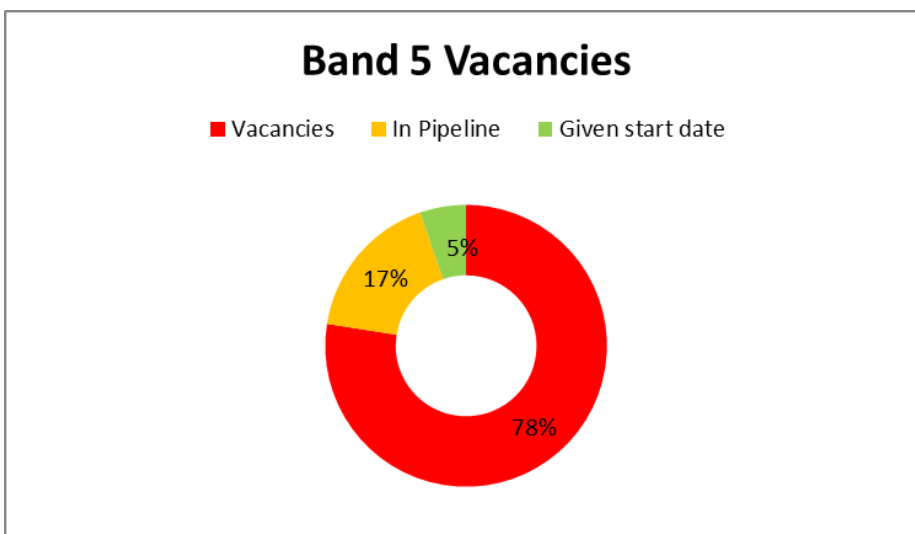
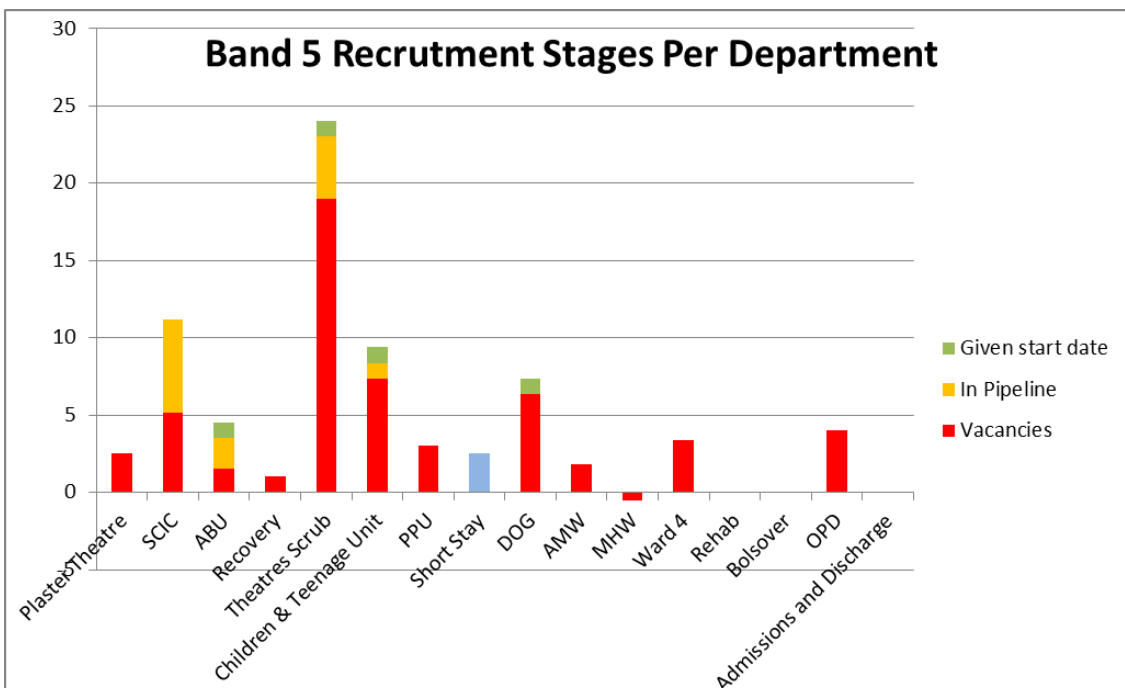


Table 4: Band 5 Recruitment Stages per Department



4.4 Band 6 vacancies are currently at 18.92% (18.73 WTE) this is an increase of 7.67% since December 2016 when the vacancy was 11.25% (See Table 5 & 6).

Table 5: Band 6 Recruitment Stages

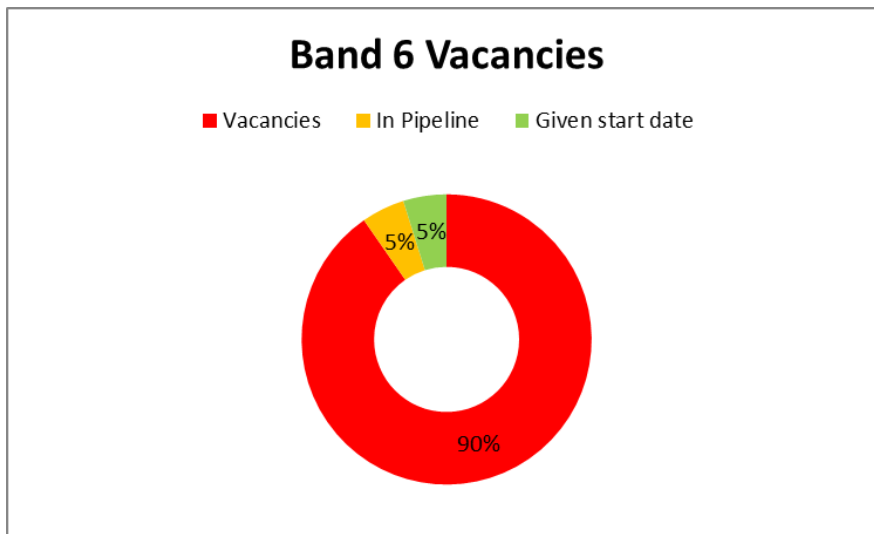
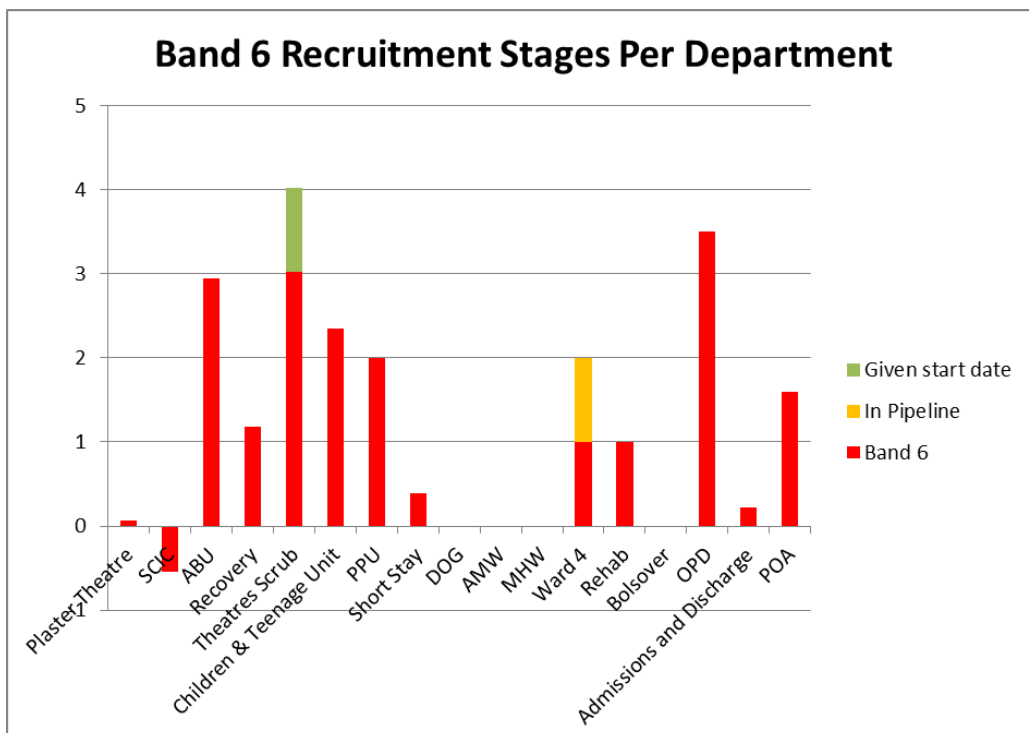


Table 6: Band 6 Recruitment Stages per Department



4.5 Band 7 vacancies are currently at 25.86% (8.21 WTE). The Senior Nursing team are currently developing a leadership programme that will support nurses to develop their leadership skills and give them the skills to enable them to become the ward leaders of the future.

Table 7: Band 7 Recruitment Stages

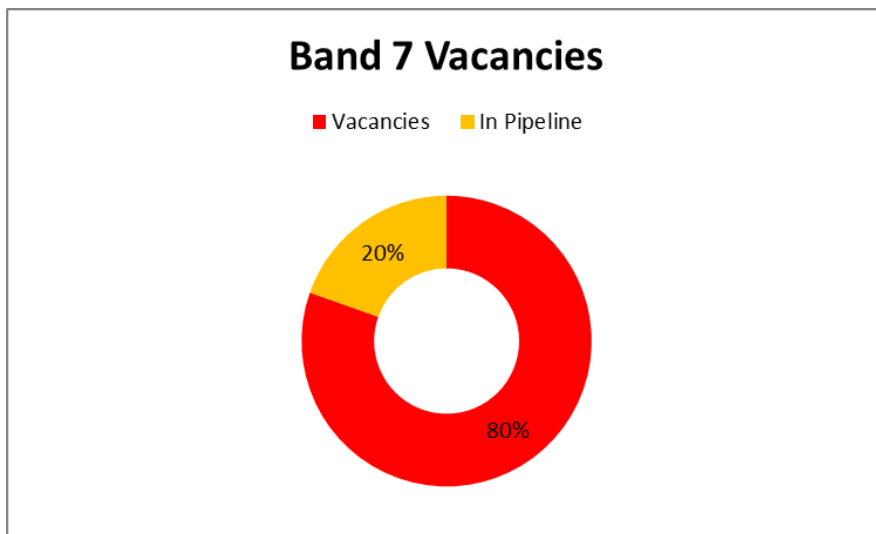
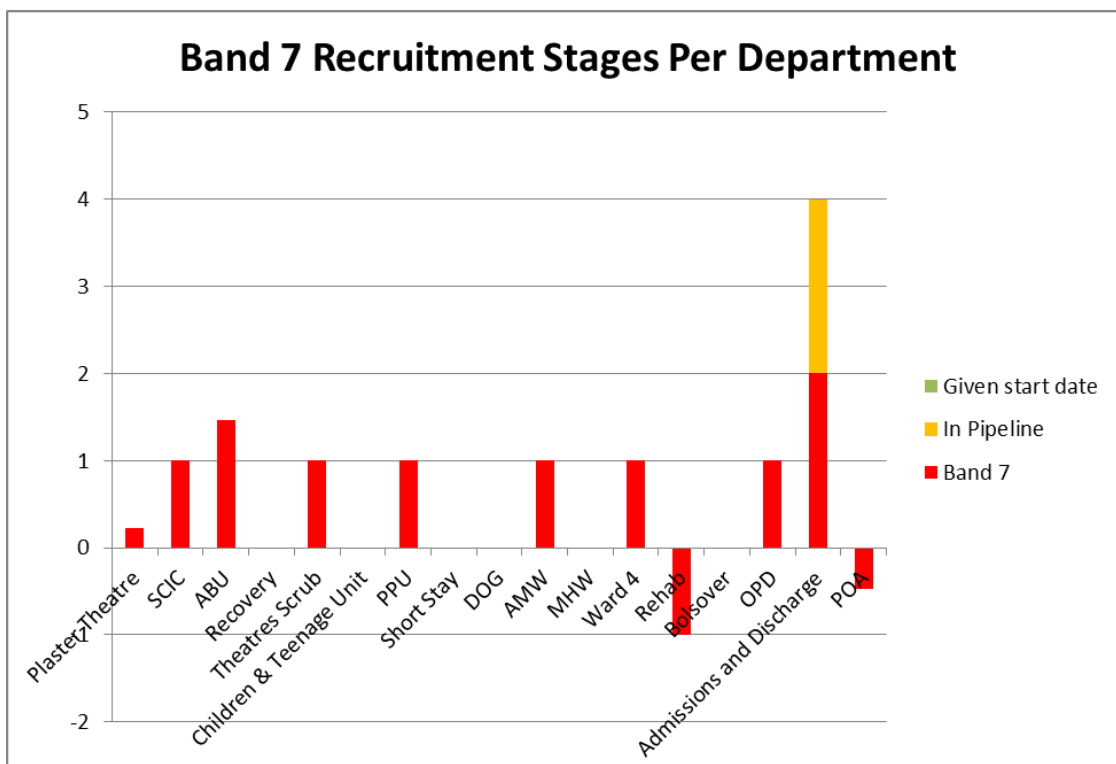


Table 8: Band 7 Recruitment Stages per Department



- 4.6 International recruitment: 39 offers were made, including 13 for theatres. 10 nurses have since withdrawn their application. The candidates are currently going through the process to enable them to register with the NMC. 5 Nurses have passed their IELTS and 2 have passed their CBT.
- 4.7 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.

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.
- 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 this is shown in table nine.

Table 9: Care Hours for Patient Day - May 2017

	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	237	13.5	5.1	18.6
Alan Bray Unit	235	19.2	0.9	20.1
Angus McKinnon Unit	399	6.2	3.4	9.6
Duke of Gloucester	530	6.0	3.3	9.2
Ian Monro Ward	185	8.7	4.0	12.7
Margaret Harte Ward	313	6.5	3.3	9.9
Phillip Newman Ward	54	20.3	6.5	26.8
Rehabilitation Unit	348	3.1	1.8	4.9
Short Stay Unit	483	9.4	4.2	13.7
Spinal Unit	616	5.1	4.6	9.7
Ward 4	424	6.9	3.2	10.2

5.4 Phillip Newman ward have a higher CHPPD at 23:59 (26.8) compared to the CHPPD of 11.1 using the bed occupancy at 15:00 this is due to the number of day case patients and the ward closing overnight.

Table ten shows the CHPPD using the bed occupancy at 15:00.

5.5 The CHPPD does not reflect the throughput of patients during the day particularly SSU, and the Paediatric unit.

Table 10: Care Hours for Patient Day at 15:00 – May 2017

	Care Hours Per Patient Day (CHPPD) 15:00			
	Cumulative count over the month of patients at 15:00 each day	Registered midwives/ nurses	Care Staff	Overall
Adolescent/Coxen Ward	312	10.3	3.9	14.1
Alan Bray Unit	152	29.7	1.4	31.1
Angus McKinnon Unit	410	6.1	3.3	9.4
Duke of Gloucester	573	5.5	3.0	8.5
Ian Monro Ward	188	8.6	3.9	12.5
Margaret Harte Ward	378	5.4	2.8	8.2
Phillip Newman Ward	130	8.4	2.7	11.1
Rehabilitation Unit	361	3.0	1.7	4.7
Short Stay Unit	705	6.4	2.9	9.4
Spinal Unit	622	5.0	4.6	9.6
Ward 4	478	6.1	2.9	9.0

6.0 Percentage Qualified

6.1 Table 11 shows the percentage of registered staff for the past three months.

Table 11: Qualified staff as percentage of total

Ward	March -17	April -17	Current Month	Average
Adolescent/Coxen Ward	80.55%	75.37%	72.59%	76.17%
Alan Bray Unit	89.51%	97.05%	95.51%	94.02%
Angus McKinnon Unit	68.25%	66.02%	64.61%	66.29%
Duke of Gloucester	67.89%	66.83%	64.58%	66.43%
Margaret Harte Ward	68.58%	65.01%	66.08%	66.56%
Private Patient Unit	71.93%	74.03%	71.45%	72.47%
Rehabilitation Unit	63.58%	63.94%	63.26%	63.59%
Short Stay Unit	65.96%	69.47%	68.91%	68.11%
Spinal Unit	53.20%	51.47%	52.41%	52.36%
Ward 4	71.12%	68.55%	68.07%	69.24%

Key 55%	-	64%
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Report compiled by: Karen Mannion; Project Nurse /Lead for Implementation of Safe Staffing Tool and

Dr Julie-Anne Dowie, Deputy Director of Nursing/Head of Nursing on behalf of Professor Paul Fish, Director of Nursing

Date: 5/06/17

Appendix 1:

Table 12: % Fill rates by ward, month, and shift and staff group

Month	Mar-17				Apr-17				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 (%)
Adolescent/Coxen Ward	95.0%	96.8%	99.1%	100.0%	99.7%	98.4%	100.0%	100.0%	97.2%	99.0%	100.0%	100.0%
Alan Bray Unit	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%
Angus McKinnon Unit	93.2%	96.3%	100.0%	100.0%	96.6%	96.3%	100.0%	100.0%	97.8%	98.4%	100.0%	100.0%
Duke of Gloucester	96.1%	99.1%	98.9%	100.0%	97.6%	100.0%	98.9%	100.0%	100.0%	94.1%	100.0%	100.0%
Ian Monro Ward	95.3%	100.0%	100.0%	100.0%	98.5%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Margaret Harte Ward	98.9%	100.0%	100.0%	100.0%	99.3%	100.0%	100.0%	100.0%	98.8%	100.0%	100.0%	100.0%
Phillip Newman Ward	97.5%	100.0%	100.0%	100.0%	97.3%	96.6%	100.0%	100.0%	100.0%	102.3%	100.0%	100.0%
Rehabilitation Unit	99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Short Stay Unit	97.9%	99.3%	100.0%	94.7%	99.2%	100.0%	100.0%	100.0%	96.9%	97.3%	100.0%	100.0%
Spinal Unit	99.0%	97.8%	100.0%	98.9%	97.7%	97.8%	98.8%	100.0%	99.6%	98.7%	100.0%	98.8%
Ward 4	95.7%	98.6%	98.9%	100.0%	99.8%	98.6%	100.0%	100.0%	99.3%	95.7%	100.0%	100.0%



Appendix 2

Table 13: Detail of hours planned and worked (May 2017)

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	2,078.5	2,074.5	828.5	820.5	1,125.0	1,125.0	387.5	387.5	97.2%	99.0%	100.0%	100.0%	237	13.5	5.1	18.6
Alan Bray Unit	192 - CRITICAL CARE MEDICINE	2,430.0	2,430.0	212.5	212.5	2,087.5	2,087.5	0	0	100.0%	100.0%	100.0%	0.0%	235	19.2	0.9	20.1
Angus McKinnon Unit	110 - TRAUMA & ORTHOPAEDICS	1,399.6	1,371.8	1008	990.4	1,116.0	1,116.0	372	372	97.8%	98.4%	100.0%	100.0%	399	6.2	3.4	9.6
Duke of Gloucester	110 - TRAUMA & ORTHOPAEDICS	1,967.0	1,967.0	1032	967.5	1,187.5	1,187.5	762.5	762.5	100.0%	94.1%	100.0%	100.0%	530	6.0	3.3	9.2
Ian Monro Ward	110 - TRAUMA & ORTHOPAEDICS	836.5	836.5	357	357	775.0	775.0	375	375	100.0%	100.0%	100.0%	100.0%	185	8.7	4.0	12.7
Margaret Harte Ward	110 - TRAUMA & ORTHOPAEDICS	1,359.0	1,343.0	748.5	748.5	700.0	700.0	300	300	98.8%	100.0%	100.0%	100.0%	313	6.5	3.3	9.9
Phillip Newman Ward	110 - TRAUMA & ORTHOPAEDICS	722.5	722.5	345.5	338	375.0	375.0	12.5	12.5	100.0%	102.3%	100.0%	100.0%	54	20.3	6.5	26.8
Rehabilitation Unit	314 - REHABILITATION	663.6	663.6	418.4	418.4	408.0	408.0	204	204	100.0%	100.0%	100.0%	100.0%	348	3.1	1.8	4.9
Short Stay Unit	110 - TRAUMA & ORTHOPAEDICS	3,144.5	3,095.5	1492	1451	1,450.0	1,450.0	600	600	96.9%	97.3%	100.0%	100.0%	483	9.4	4.2	13.7
Spinal Unit	110 - TRAUMA & ORTHOPAEDICS	2,086.0	2,078.0	1874	1850	1,056.0	1,056.0	1008	996	99.6%	98.7%	100.0%	98.8%	616	5.1	4.6	9.7
Ward 4	110 - TRAUMA & ORTHOPAEDICS	1,821.5	1,809.0	876.5	839	1,125.0	1,125.0	537.5	537.5	99.3%	95.7%	100.0%	100.0%	424	6.9	3.2	10.2