

Royal National Orthopaedic Hospital NHS Trust

Trust Board Meeting - Executive Summary

Report Title:	June 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 five reported incidents relating to 'staffing levels' filed by the inpatient wards during March.

The planned vs actual staffing levels is still within safe limits, at 98.42%

Organisational Objectives to support Strategic Aims

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

1	Deliver targeted improvements in clinical excellence and high quality care standards	X
2	Deliver prioritised improvement initiatives to increase capacity	
3	Deliver the Organisational Development Programme to improve staff experience	
4	Deliver the RNOH site redevelopment projects and maintain the safe availability of current buildings and equipment	
5	Exploit digital technology to deliver safe, efficient and effective patient care	
6	Maintain financial stability	
7	Develop relationships and partnerships with academic partners	

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 will be presented at the December 2017 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 and 'safe care' has been rolled out across the wards.
- 2.2 The planned vs actual staffing levels is still within safe limits, at 98.42%

3.0 Quality Impact of Staffing

There were four reports of staffing issues filed during June 2018 by the inpatient wards.

- One report from a nurse being moved to Jackson Burrows ward to support them, on arrival the nurse reports that they were asked to support a student and they did not feel this was an appropriate reason to move a nurse from another area. On investigation it was found that due to the delay in the nurse attending the ward to support, the nurse in charge did not feel it was appropriate to give them a patient load due to continuity of care and asked them to assist with medications and supporting the student.
- Duke of Gloucester ward short of one band 5 Nurse on a late shift. Temporary staffing unable to fill shift.
- One report from Duke of Gloucester of a Bank nurse not attending for a night shift, a number of a patients required assistance with repositioning and the reduced staffing resulted in patients waiting longer for their care.
- One report from Phillip Newman ward on a Nurse not attending a night shift, site manager informed but unable to move staff from another area. Agency nurse found to cover the ward.

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.

Table 1: Vacancies per Grade (WTE)

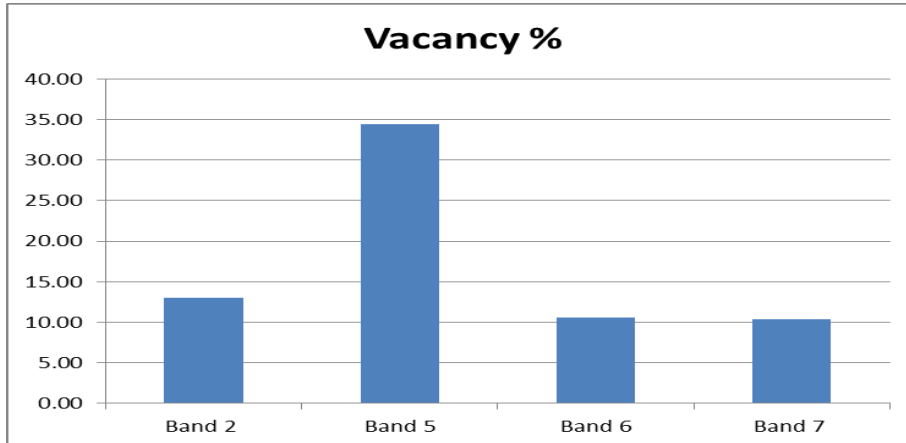
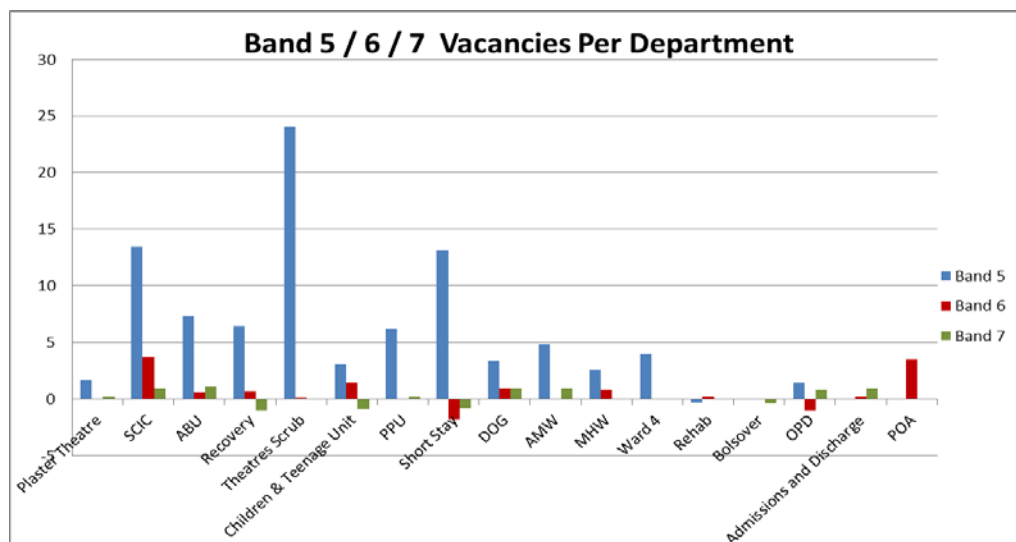


Table 2 Band 5-7 Vacancies per Department.



4.3 In relation to band 5 posts, which are of primary concern in relation to safe staffing there is currently a 34.39% (WTE 91.22) vacancies in the Trust. There are currently 4 WTE Band 5 Nurses going through pre-employment checks and 1 WTE given a start date.

4.4 Band 6 vacancies are currently at 10.51% (9.65 WTE).

4.5 Band 7 vacancies are currently at 10.33% (3.21 WTE). The Senior Nursing team are currently running 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.

Information obtained from Finance & Recruitment team 21/5/18

4.6 The new Work force lead has started with in the Trust and is currently developing a recruitment and retention plan.

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 3: Care Hours for Patient Day 23:59 – June 2018

	Care Hours Per Patient Day (CHPPD) 23:59			
	Cumulative count over the month of patients at 15:00 each day	Registered midwives/nurses	Care Staff	Overall
Adolescent/Coxen Ward	358	8.1	2.5	10.6
Alan Bray Unit	252	18.8	1.2	20.0
Duke of Gloucester	589	4.4	3.3	7.7
Ian Monro Ward	189	6.9	3.2	10.1
Margaret Harte Ward	332	6.5	3.5	10.0
Phillip Newman Ward	44	20.8	5.1	25.9
Rehabilitation Unit	250	4.6	2.2	6.7
Short Stay Unit	536	6.1	3.0	9.1
Spinal Unit	812	1.4	1.4	2.8
Ward 4	434	5.2	2.6	7.8

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

6.0 Percentage Qualified

6.1 Table 8 shows the percentage of registered staff for the past three months.

Table 4: Qualified staff as percentage of total

Ward	Apri-18	May-18	Current Month	Average
Adolescent/Coxen Ward	73.99%	74.45%	76.59%	75.01%
Alan Bray Unit	96.52%	95.40%	94.05%	95.32%
Angus McKinnon Unit	Closed			
Duke of Gloucester	67.09%	66.94%	57.12%	63.72%
Margaret Harte Ward	67.09%	60.46%	64.77%	64.11%
Private Patient Unit	71.57%	70.87%	72.98%	71.81%
Rehabilitation Unit	67.96%	67.43%	67.73%	67.71%
Short Stay Unit	65.58%	64.51%	67.10%	65.73%
Spinal Unit	50.10%	49.60%	49.85%	49.85%
Ward 4	68.47%	63.73%	66.47%	66.22%

Key	-	64%
55%		

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: 17/07/18

Appendix 1:

Table 5: % Fill rates by ward, month, and shift and staff group

Shift	Apr-18				May-18				Current Month			
	Day	Night	Day	Night	Day	Night	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	95.1%	95.9%	98.0%	100.0%	97.2%	96.9%	99.0%	100.0%	97.2%	96.9%	99.0%	100.0%
Alan Bray Unit	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%	100.0%	100.0%	100.0%	0.0%
Angus McKinnon Unit	Ward Closed											
Duke of Gloucester	98.1%	97.1%	100.0%	100.0%	97.1%	93.9%	100.0%	100.0%	97.1%	93.9%	100.0%	100.0%
Ian Monro Ward	97.9%	96.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Margaret Harte Ward	93.5%	100.0%	100.0%	100.0%	95.3%	93.2%	100.0%	100.0%	95.3%	93.2%	100.0%	100.0%
Phillip Newman 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%
Rehabilitation Unit	100.0%	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	98.7%	100.0%	100.0%	100.0%	100.0%	98.8%	100.0%	100.0%	100.0%	98.8%	100.0%	100.0%
Spinal Unit	97.6%	97.2%	100.0%	100.0%	95.3%	96.3%	100.0%	100.0%	95.3%	96.3%	100.0%	100.0%
Ward 4	91.0%	100.0%	100.0%	100.0%	96.4%	98.4%	100.0%	100.0%	96.4%	98.4%	100.0%	100.0%

Non Required	<80%	80-90%	90-100%	>100%
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Appendix 2

Table 6: Detail of hours planned and worked (June 2018)

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	1,736.5	1,688.5	519	503	1,237.5	1,225.0	387.5	387.5	97.2%	96.9%	99.0%	100.0%	358	8.1	2.5	10.6
Alan Bray Unit	192 - CRITICAL CARE MEDICINE	2,583.0	2,583.0	300	300	2,162.5	2,162.5	0	0	100.0%	100.0%	100.0%	-	252	18.8	1.2	20.0
Duke of Gloucester	110 - TRAUMA & ORTHOPAEDICS	1,725.5	1,675.5	1160.5	1080.5	912.5	912.5	862.5	862.5	97.1%	93.1%	100.0%	100.0%	589	4.4	3.3	7.7
Ian Monro Ward	110 - TRAUMA & ORTHOPAEDICS	746.5	746.5	324	324	562.5	562.5	275	275	100.0%	100.0%	100.0%	100.0%	189	6.9	3.2	10.1
Margaret Harte Ward	110 - TRAUMA & ORTHOPAEDICS	1,320.5	1,259.0	790.5	737	900.0	900.0	437.5	437.5	95.3%	93.2%	100.0%	100.0%	332	6.5	3.5	10.0
Phillip Newman Ward	110 - TRAUMA & ORTHOPAEDICS	639.0	639.0	211.5	211.5	275.0	275.0	12.5	12.5	100.0%	100.0%	100.0%	100.0%	44	20.8	5.1	25.9
Rehabilitation Unit	314 - REHABILITATION	757.6	757.6	352	352	384.0	384.0	192	192	100.0%	100.0%	100.0%	100.0%	250	4.6	2.2	6.7
Short Stay Unit	110 - TRAUMA & ORTHOPAEDICS	2,057.5	2,057.5	1028.5	1016	1,212.5	1,212.5	587.5	587.5	100.0%	98.8%	100.0%	100.0%	536	6.1	3.0	9.1
Spinal Unit	110 - TRAUMA & ORTHOPAEDICS	687.0	655.0	775	746	480.0	480.0	396	396	95.3%	96.3%	100.0%	100.0%	812	1.4	1.4	2.8
Ward 4	110 - TRAUMA & ORTHOPAEDICS	1,597.5	1,540.5	805	792.5	700.0	700.0	337.5	337.5	96.4%	98.4%	100.0%	100.0%	434	5.2	2.6	7.8