

Royal National Orthopaedic Hospital NHS Trust

Trust Board Meeting - Executive Summary

Report Title:	March 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 97.16%

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 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 97.16%

3.0 Quality Impact of Staffing

There were Five reports of staffing issues filed by the inpatient wards during March 2018

- One report from Duke of Gloucester of reduced staffing on a night shift due to short notice cancellation of Bank nurse. Site manager aware but unable to get additional cover at short notice.
- One report from Duke of Gloucester of a reduction of HealthCare Assistance (HCA) leaving two registered nurses and one HCA at night caring for twenty one patients on investigation the name on the system was different to that in the ward book.
- One report from ward 4 of only two registered nurses and three HCA, with sixteen patients on the ward including a patient with an unstable spine that required four man turns and thirteen patients that required support from two to mobilise and turn. Resulting in a difficulty in maintaining patient safety. Site team informed but unable to transfer staff to the ward and bank or agency staff unable to cover.
- There was one report from Alan Bray ward of reduced staffing resulting in the nurse in charge being in the numbers and the CHDU nurse taking two patients instead of one. This is currently under investigation from senior nursing staff

- One report from Spinal Cord injury centre of only two registered staff on duty with twenty four patients, One HCA was allocated the new wing and a trained nurse covered the area but during this time this left the main ward with only one nurse for periods of time. Patients included one patient with unstable spine who required four man turns as well as a patient who was under the care of the outreach team. Bed manager informed who sent an extra HCA to support the ward. This is currently under investigation by the ward manager.
- One report from theatres of delay in transferring a patient from the ward to theatres due to only one porter being available.

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)

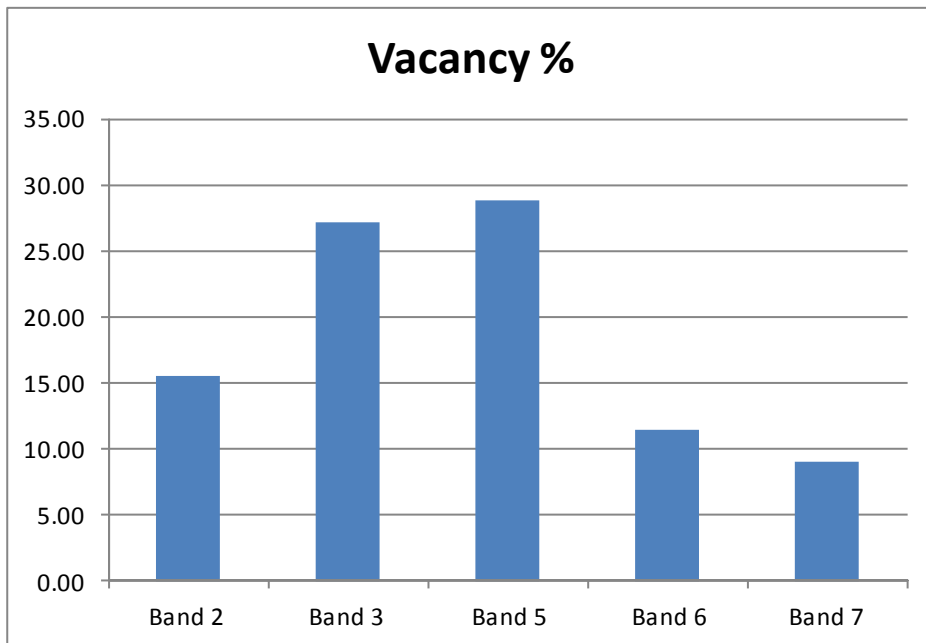
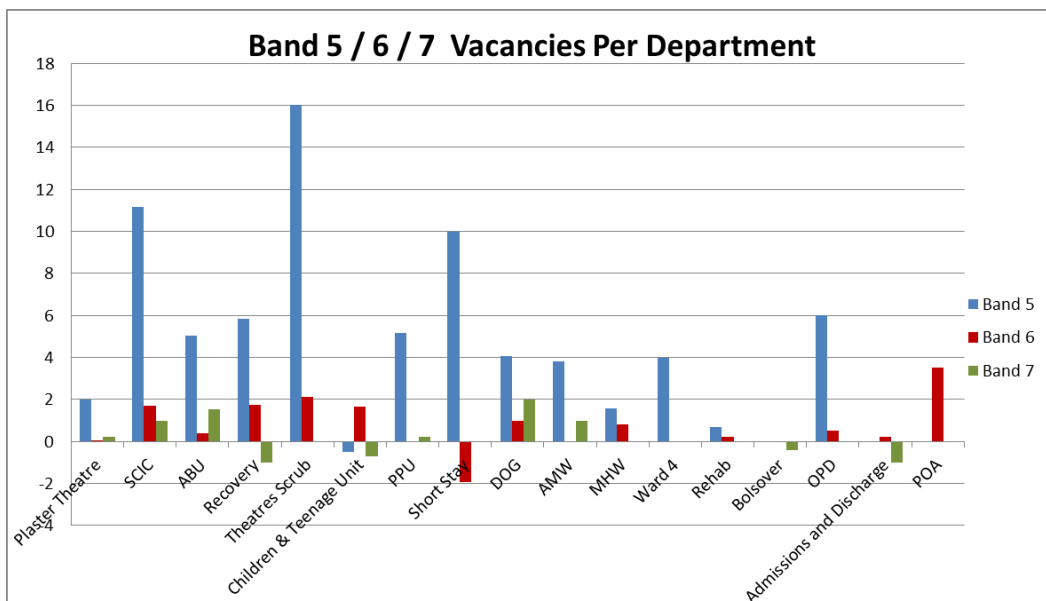


Table 2 Band 5-7 Vacancies per Department.



- 4.3 In relation to band 5 posts, which are of primary concern in relation to safe staffing there is currently a 28.78% (WTE 74.86) vacancies in the Trust. There are currently 2 WTE Band 5 Nurses going through pre-employment checks and 2 WTE given a start date.
- 4.4 Band 6 vacancies are currently at 11.41% (12 WTE). This is a reduction in 2.11% since September 2017.
- 4.5 Band 7 vacancies are currently at 9.08% (2.84WTE). This is a reduction in 6.24% since September 2017. 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 12/3/18

- 4.6 International Recruitment: One nurse started with the trust in January 2018. One nurse has recently passed the first level of the NMC registration process and the trust has applied for her visa and subject to this being approved, two further nurses are likely to be withdrawn. The remaining nurses have all now withdrawn.
- 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 – March 2018

	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	410	5.2	1.7	6.9
Alan Bray Unit	273	15.0	0.6	15.7
Angus McKinnon Unit	Closed			
Duke of Gloucester	178	8.6	3.9	12.5
Ian Monro Ward	402	5.0	3.1	8.2
Margaret Harte Ward	96	13.1	3.8	17.0
Phillip Newman Ward	303	3.4	1.6	5.0
Rehabilitation Unit	521	7.2	3.8	11.0
Short Stay Unit	800	4.7	4.6	9.3
Spinal Unit	448	5.8	2.8	8.6
Ward 4	404	6.1	2.8	8.9

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	Jan-18	Feb -18	Current Month	Average
Adolescent/Coxen Ward	75.30%	75.50%	75.44%	75.41%
Alan Bray Unit	94.53%	97.19%	95.91%	95.87%
Angus McKinnon Unit	Closed			
Duke of Gloucester	68.13%	65.65%	67.52%	67.10%
Margaret Harte Ward	60.24%	61.89%	61.74%	61.29%
Private Patient Unit	72.33%	74.89%	72.38%	73.20%
Rehabilitation Unit	67.58%	67.91%	67.90%	67.80%
Short Stay Unit	68.44%	67.14%	65.11%	66.90%
Spinal Unit	54.17%	52.01%	50.44%	52.21%
Ward 4	68.57%	68.23%	67.78%	68.19%

Key		
55%	-	64%

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: 16/4/18

Appendix 1:

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

Shift	Jan-18				Feb-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	98.9%	95.4%	100.0%	100.0%	95.7%	95.5%	96.0%	97.4%	96.8%	100.0%	93.0%	96.4%
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	Closed											
Duke of Gloucester	98.3%	96.9%	100.0%	100.0%	93.2%	100.0%	100.0%	100.0%	94.4%	95.1%	100.0%	100.0%
Ian Monro Ward	97.9%	100.0%	100.0%	100.0%	99.9%	96.2%	100.0%	100.0%	99.6%	100.0%	100.0%	100.0%
Margaret Harte Ward	95.9%	98.8%	100.0%	100.0%	96.9%	97.0%	100.0%	100.0%	90.0%	90.4%	100.0%	100.0%
Phillip Newman Ward	100.0%	94.4%	100.0%	100.0%	97.6%	95.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Rehabilitation Unit	98.7%	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	97.5%	93.3%	98.9%	100.0%	97.5%	97.0%	100.0%	100.0%	98.2%	98.3%	100.0%	100.0%
Spinal Unit	98.7%	96.4%	100.0%	99.1%	98.9%	99.2%	100.0%	100.0%	95.2%	93.1%	100.0%	100.0%
Ward 4	97.9%	100.0%	98.9%	100.0%	94.0%	96.7%	100.0%	100.0%	91.8%	95.5%	98.9%	100.0%

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

Table 6: Detail of hours planned and worked (March 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	1,184.5	1,147.0	361.5	361.5	1,075.0	1,000.0	350	337.5	96.8%	100.0%	93.0%	96.4%	410	5.2	1.7	6.9
Alan Bray Unit	192 - CRITICAL CARE MEDICINE	2,237.5	2,237.5	175	175	1,862.5	1,862.5	0	0	100.0%	100.0%	100.0%	0.0%	273	15.0	0.6	15.7
Angus McKinnon Unit	110 - TRAUMA & ORTHOPAEDICS					0	0	0	0			0	0	0	0.0	0.0	0.0
Duke of Gloucester	110 - TRAUMA & ORTHOPAEDICS	1,697.0	1,610.5	762.5	725	987.5	987.5	525	525	94.4%	95.1%	100.0%	100.0%	178	8.6	3.9	12.5
Ian Monro Ward	110 - TRAUMA & ORTHOPAEDICS	753.0	756.0	383	383	775.0	775.0	312.5	312.5	99.6%	100.0%	100.0%	100.0%	402	5.0	3.1	8.2
Margaret Harte Ward	110 - TRAUMA & ORTHOPAEDICS	1,017.0	915.5	865	782	1,112.5	1,112.5	475	475	90.0%	90.4%	100.0%	100.0%	96	13.1	3.8	17.0
Phillip Newman Ward	110 - TRAUMA & ORTHOPAEDICS	722.0	722.0	269.5	269.5	537.5	537.5	100	100	100.0%	100.0%	100.0%	100.0%	303	3.4	1.6	5.0
Rehabilitation Unit	314 - REHABILITATION	640.0	640.0	280	280	384.0	384.0	204	204	100.0%	100.0%	100.0%	100.0%	521	7.2	3.8	11.0
Short Stay Unit	110 - TRAUMA & ORTHOPAEDICS	2,522.5	2,478.0	1429	1404	1,262.5	1,262.5	600	600	98.2%	98.3%	100.0%	100.0%	800	4.7	4.6	9.3
Spinal Unit	110 - TRAUMA & ORTHOPAEDICS	2,364.0	2,251.0	2296	2137	1,500.0	1,500.0	1548	1548	95.2%	93.1%	100.0%	100.0%	448	5.8	2.8	8.6
Ward 4	110 - TRAUMA & ORTHOPAEDICS	1,642.0	1,507.5	833	795.5	1,125.0	1,112.5	450	450	91.8%	95.5%	98.9%	100.0%	404	6.1	2.8	8.9