Royal National Orthopaedic Hospital NHS Trust

Trust Board Meeting - Executive Summary

Report Title:	November Staffing Report (Hard Truths Commitment)
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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):	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.

There was one incident report relating to 'staffing levels' filed by the inpatient wards during November.

Due to the short cycle the Planned vs Actual staffing levels is unavailable, full details will be presented to the board in January.

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 Summary

1.1   E-Rostering and 'safe care' has been rolled out across the wards.

2.0 Quality Impact of Staffing

2.1 The Trust has also seen the impact of the increased nursing vacancies. 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.

2.1 There was one report of Safe staffing concerns from In-patient wards during November.

- One report from Phillip Newman ward of reduced staffing and temporary staffing being unable to cover. Health Care Assistant moved from another ward to support the Registered Nurse.

Two reports from Recovery of delays transferring patients back to Margaret Harte Ward and Coxon ward. The Recovery manager was informed on both occasions.

- One report from Margaret Harte ward of feeling pressured is take patients from Recovery.

3.0 Care Hours per Patient Day (CHPPD)

3.1 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.

3.2 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.

Table 1: Required V Actual CHPPD
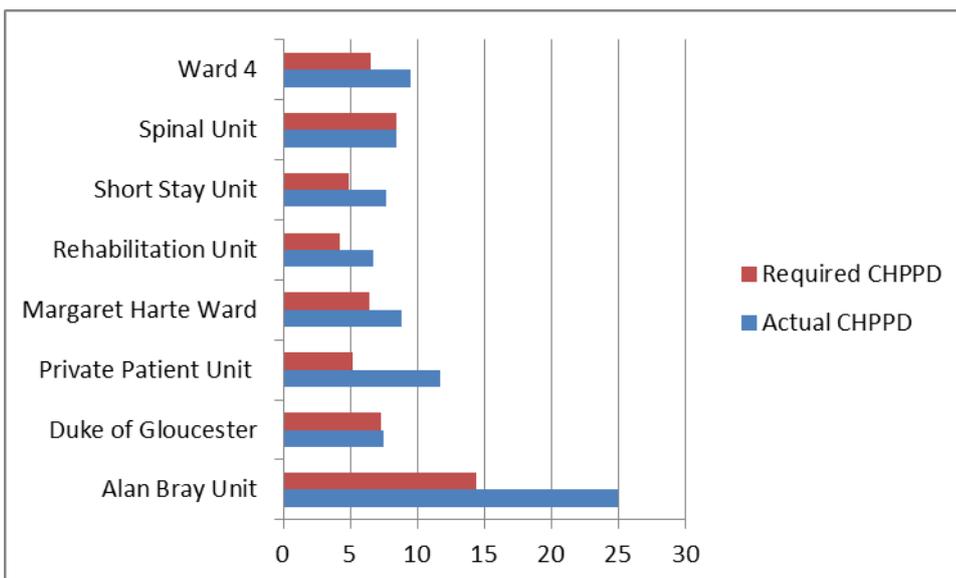
3.3 Safecare calculates the required and actual CHPPD by using the patient acuity score that is collected at ward level three times per day. Table 1 compares the required CHPPD v Actual CHPPD during November. This calculation is provided via our e-rostering system, based on acuity and dependency on the ward in real time. In addition however, benchmarking of CHPPD, via the NHSI model hospital is also undertaken and this shows CHPPD levels are acceptable.

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

4.0 Vacancies and list of current recruitment activity

4.1 A detailed recruitment and retention action plan is in place and is being coordinated jointly by the Director of Nursing and Director of Workforce & Improvement and the Nursing workforce lead.

4.2 A range of interventions have been described in previous board papers in terms of attraction strategies and recruitment process improvements. These actions continue and are managed via the nurse recruitment and retention group.

4.3 In addition to these actions, NHSI are launching the 4th cohort of the retention support collaborative and the trust will be a member of this work. The collaborative supports sharing of best practice and development of a bespoke work plan delivered over 120 days to address local retention issues.

4.4 The first RNOH Nursing career fair successfully ran on the 21st November offering advice from external agencies including local universities, Capital Nurse Programme and the pension team ETC. One to one career sessions were also offered as part of the day. The second career fair has been arranged for January 2019.

4.5 Due to the short cycle the updated recruitment data is unavailable, a full report will be given in the January paper

Report compiled by: Karen Mannion; Project Nurse /Lead for Implementation of Safe Staffing Tool and Dr Julie-Anne Dowie, Deputy Director of Nursing on behalf of Professor Paul Fish, Director of Nursing

Date:4/12/18