

## Board Meeting

**Subject:** LHCH Monthly Staffing  
**Date of meeting:** 15<sup>th</sup> October 2014  
**Prepared by:** Lisa Salter, Assistant Director of Nursing (SACC)  
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**Presented by:** Sue Pemberton, Director of Nursing and Quality

### 1.0 Introduction / Background

From June 2014, NHS England has stipulated that all Trusts with inpatient beds are required on a monthly basis to publish their staffing levels (planned versus actual) in hours on the NHS Choices website. In addition, Trusts are required to publish this data on their own website, on a ward by ward basis. This information sits alongside a range of other indicators related to the Trust. Patients and members of the public are able to see clearly how hospitals are performing on staffing in an easy and accessible way.

It is also a requirement of NHS England for Trusts to present this information on a monthly basis to the Board of Directors to ensure they are appraised of staffing within the organisation. Due to national directives, LHCH must also highlight this information on each ward to the public. In addition this information is displayed on electronic boards at the entrance of each ward which is updated each shift.

At LHCH, information relating to staffing establishments, patient safety issues, occupancy etc., has been presented 6-monthly for the last 3 years, undergoing scrutiny by the ADNS, directorate governance committees and workforce committee. The last paper was presented to the Board of Directors on 24<sup>th</sup> June 2014 and the next paper will be presented in January 2015.

### 2.0 Staffing Report

The information below demonstrates the staffing information per ward and details planned staffing versus actual stating which shifts have not met their staffing ratio and reasons for this. This report needs to be considered alongside the six monthly staffing paper that is reported to the Board. Where staffing compliance is not at 100% the paper details the reasons why and the action taken to address the shortfall. On a daily basis professional judgement is used to ensure that the wards have the appropriate staff in place to ensure that safe quality care is delivered to patients and their families.

Appendix 1 is a copy of the spread-sheet that is being submitted to UNIFY for September 2014 data based on the information included in this paper.

## Amanda Unit

Staff requirements on each shift: split into RN (Registered nurse), AP (Assistant Practitioner) and HCA (Healthcare Assistant)

|                         | <b>Early shift</b>        | <b>Late shift</b> | <b>Night shift</b> |
|-------------------------|---------------------------|-------------------|--------------------|
| <b>Monday - Friday</b>  | 3RN(2 shifts) 1AP<br>1HCA | 2RN 1AP 1HCA      | 2RN 1HCA           |
| <b>Saturday /Sunday</b> | 2RN 1HCA                  | 2RN 1HCA          | 2RN 1HCA           |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b>                                                                                                                                                                                                                                                    |
|------------------------------|-------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 90.8%                                     | -9.2%                                 | There has been an AP on annual leave and an HCA vacancy/sickness which is why non registered day staff has been lower than planned. The ward has been covered safely and staff have flexed to ensure the right cover is given to meet the acuity and activity of patients. |
| <b>RN Night shifts</b>       | 98.4%                                     | -1.6%                                 |                                                                                                                                                                                                                                                                            |
| <b>HCA / AP Day shifts</b>   | 58.7%                                     | -41.3                                 |                                                                                                                                                                                                                                                                            |
| <b>HCA / AP Night shifts</b> | 90%                                       | -10%                                  |                                                                                                                                                                                                                                                                            |

## Birch Ward:

Staff requirements on each shift:

|                         | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|-------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Friday</b>  | 9RN 1AP 4HCA       | 7RN 1AP 3HCA      | 4RN 2HCA           |
| <b>Saturday /Sunday</b> | 7RN 3HCA           | 6RN 3HCA          | 4RN 2HCA           |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/ Actions</b>                                                                                                                                            |
|------------------------------|-------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 97.1%                                     | -2.9%                                 | The Ward Manager has worked clinical shifts to support staffing. Some shifts have had less activity. All shifts have been deemed safe by the Ward Manager and ADNS. |
| <b>RN Night shifts</b>       | 98.4%                                     | -1.6%                                 |                                                                                                                                                                     |
| <b>HCA / AP Day shifts</b>   | 66%                                       | -44%                                  |                                                                                                                                                                     |
| <b>HCA / AP Night shifts</b> | 96.8%                                     | -3.2%                                 |                                                                                                                                                                     |

**Maple Suite**

Staff requirements on each shift:

|                         | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|-------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Friday</b>  | 3RN 1AP 1HCA       | 2RN 1AP 1HCA      | 2RN 1HCA           |
| <b>Saturday /Sunday</b> | 2RN 1AP 1HCA       | 2RN 1AP 1HCA      | 2RN 1HCA           |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b>                                                                                                                                                                                                                  |
|------------------------------|-------------------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 100.7%                                    | +0.7%                                 | Some early shifts have three RNs instead of the planned two RN and an AP. This reflects in the % split. HCA's are moved to other wards and bank is cancelled when patient numbers or dependency allow. All shifts were reported as safe. |
| <b>RN Night shifts</b>       | 100%                                      | 0                                     |                                                                                                                                                                                                                                          |
| <b>HCA / AP Day shifts</b>   | 85.9%                                     | -14.1%                                |                                                                                                                                                                                                                                          |
| <b>HCA / AP Night shifts</b> | 100%                                      | 0                                     |                                                                                                                                                                                                                                          |

**Coronary Care Unit**

Staff requirements on each shift:

|                        | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Sunday</b> | 7RN 1AP 1HCA       | 7RN 1HCA          | 7RN 1HCA           |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b>                                                                                                                                                                                                                                                              |
|------------------------------|-------------------------------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 86.9%                                     | 13.1%                                 | Where occupancy has required, the Nurse in Charge has also been on telemetry. All shifts are reported as being safe. A staffing review has taken place, a business case has been prepared requesting additional staffing and the ADNS is awaiting a decision by the Executive Board. |
| <b>RN Night shifts</b>       | 87.1%                                     | 12.9%                                 |                                                                                                                                                                                                                                                                                      |
| <b>HCA / AP Day shifts</b>   | 92.3%                                     | 7.7%                                  |                                                                                                                                                                                                                                                                                      |
| <b>HCA / AP Night shifts</b> | 93.3%                                     | 6.7%                                  |                                                                                                                                                                                                                                                                                      |

**Cedar Ward**

Staff requirements on each shift:

|                        | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Friday</b> | 5RN and 3HCA       | 5RN and 2HCA      | 3RN and 2HCA       |
| <b>Saturday</b>        | 5RN and 3HCA       | 4RN and 2HCA      | 3RN and 2HCA       |
| <b>Sunday</b>          | 5RN and 3HCA       | 4RN and 2HCA      | 3RN and 2HCA       |

|                      | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b> |
|----------------------|-------------------------------------------|---------------------------------------|-------------------------|
| <b>RN Day shifts</b> | 92.8                                      | -7.2                                  | There were 10 early     |

|                              |       |       |                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------|-------|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Night shifts</b>       | 94.4  | -5.6  | shifts and 8 late shifts where staffing reduced to 4RNs due to some gaps in registered nurse vacancies. Bank and agency staff were utilised during this time and staff moved from other areas, where appropriate. Extra HCA/AP staff booked to support patient care. A business case has been prepared for the Executive Board requesting additional staff for the ward. All shifts are reported to be safe. |
| <b>HCA / AP Day shifts</b>   | 130.7 | +30.7 |                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>HCA / AP Night shifts</b> | 111.7 | +11.7 |                                                                                                                                                                                                                                                                                                                                                                                                              |

### Elm Ward

Staff requirements on each shift:

|                        | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Sunday</b> | 5 RN and 3 HCA     | 4 RN and 3 HCA    | 3 RN and 1 HCA     |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b>                                                                                                                                                                                                                                                                                                  |
|------------------------------|-------------------------------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 87.7                                      | -12.3                                 | Extra HCA staff used to support patient dependency, due to patients with a stroke, confusion, mini-tracheostomy and risk of falls. There are 10 shifts where it is identified that patient dependency was very high which resulted in a slight delay in buzzers being answered. All shifts however are reported as safe. |
| <b>RN Night shifts</b>       | 96.8                                      | -3.2                                  |                                                                                                                                                                                                                                                                                                                          |
| <b>HCA / AP Day shifts</b>   | 108.6                                     | +8.6                                  |                                                                                                                                                                                                                                                                                                                          |
| <b>HCA / AP Night shifts</b> | 145.2                                     | +45.2                                 |                                                                                                                                                                                                                                                                                                                          |

### HDU

Staff requirements on each shift:

|                          | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|--------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Friday</b>   | 2                  | 2                 | 2                  |
| <b>Saturday - Sunday</b> | 2                  | 2                 | 2                  |

|                      | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b> |
|----------------------|-------------------------------------------|---------------------------------------|-------------------------|
| <b>RN Day shifts</b> | 100                                       | 0                                     | All shifts are reported |

|                              |     |   |          |
|------------------------------|-----|---|----------|
| <b>RN Night shifts</b>       | 100 | 0 | as safe. |
| <b>HCA / AP Day shifts</b>   | 0   | 0 |          |
| <b>HCA / AP Night shifts</b> | 0   | 0 |          |

## Oak Ward

Staff requirements on each shift:

|                        | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Sunday</b> | 4 RN and 2 HCA     | 4 RN and 2 HCA    | 2 RN and 2 HCA     |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b>                                                                                                                                                                                                                                       |
|------------------------------|-------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 99.6                                      | -0.4                                  | Extra staff have been utilised to support a patient who has increased needs due to confusion and acuity. A business case has been prepared for the Executive Board requesting additional staff for the ward. Staffing has been deemed as safe for each shift. |
| <b>RN Night shifts</b>       | 100                                       | 0                                     |                                                                                                                                                                                                                                                               |
| <b>HCA / AP Day shifts</b>   | 120                                       | +20                                   |                                                                                                                                                                                                                                                               |
| <b>HCA / AP Night shifts</b> | 135                                       | +35                                   |                                                                                                                                                                                                                                                               |

## Surgical Admissions Unit

Staff requirements on each shift:

|                          | <b>Early shift</b> | <b>Late shift</b> | <b>Night shift</b> |
|--------------------------|--------------------|-------------------|--------------------|
| <b>Monday - Thursday</b> | 1 RN and 2 HCA     | 2 RN and 2 HCA    | 1 RN 1 AP          |
| <b>Friday</b>            | 1 RN and 2 HCA     | CLOSED            | CLOSED             |
| <b>Saturday</b>          | CLOSED             | CLOSED            | CLOSED             |
| <b>Sunday</b>            | CLOSED             | 2RN and 2 HCA     | 1 RN 1 AP          |

|                              | <b>Compliance with planned staffing %</b> | <b>Variance to planned staffing %</b> | <b>Comments/Actions</b>                                                                                                                                                                                                                                        |
|------------------------------|-------------------------------------------|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 81.8                                      | -18.2                                 | Some staff sickness on the ward which is being managed appropriately. HCA sent to support other surgical areas on a 3 occasions when patient dependency was safe to support this. Occupancy not as high as previous months. The use of Assistant Practitioners |
| <b>RN Night shifts</b>       | 63.6                                      | -36.4                                 |                                                                                                                                                                                                                                                                |
| <b>HCA / AP Day shifts</b>   | 125                                       | +25                                   |                                                                                                                                                                                                                                                                |
| <b>HCA / AP Night shifts</b> | 90.9                                      | -9.1                                  |                                                                                                                                                                                                                                                                |

|  |  |  |                                                                                                                                                    |
|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------|
|  |  |  | (within the HCA numbers) can take a group of patients with support on both early and late shifts. Staffing has been deemed as safe for each shift. |
|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------|

## SICU

Staff requirements on each shift:

|                              | Compliance % | Variance % | Comments/Actions                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------|--------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>RN Day shifts</b>         | 100.7        | +0.7       | There are some vacancies in the HCA staff which have been appointed to and staff are due to start this month. Other staff not counted in the numbers have supported this gap ensuring that patient care is safe and appropriate. This information is scrutinised on a shift basis and staffing appropriate for patient care. Staffing has been deemed as safe for each shift. |
| <b>RN Night shifts</b>       | 98.8         | -1.9       |                                                                                                                                                                                                                                                                                                                                                                               |
| <b>HCA / AP Day shifts</b>   | 64           | -36        |                                                                                                                                                                                                                                                                                                                                                                               |
| <b>HCA / AP Night shifts</b> | 70.7         | -29.3      |                                                                                                                                                                                                                                                                                                                                                                               |

## Cath Lab:

Cath Lab staffing is not reported routinely in this paper in line with national directive; however staffing has been compromised in the area recently due to sickness. Training and development of staff has been limited to ensure patient care and safety has been maintained during this period. The ADNS and Managers of Cath Lab have reviewed staffing and a paper has been written requesting additional staff. A plan has been developed to ensure all staff are able to complete mandatory training, PDRs and attend appropriate educational sessions.

## 3.0 Summary

In summary, the wards are safe and staff is managed and reviewed on a shift by shift basis. Where dependent patients are identified, extra staff are brought in to support them. The paper has identified several themes, which are currently being actioned:-

- Regular discussion between the ward managers and ADNS to examine staffing and the results of each paper.
- Close inter-directorate team working to enable quick flexible response to unpredictable events such as last minute sickness, increase in patients undergoing Primary PCI, increased acuity/dependency of surgical post-operative patients etc.
- Business cases awaiting discussion and approval by the Executive Team.

## **4.0 Recommendations**

### **The Board of Directors are requested to:**

- Receive assurance related to nurse staffing for in-patient wards, as per national directives, noting actions being taken to ensure patient safety and quality of care is maintained.
- Receive assurance that staffing is appropriate and is flexed according to patient need and patient safety risk assessments, following escalation processes.
- Receive monthly reports of staffing at all planned board meetings.

## Appendix 1

[illegible]