

Board Meeting

Subject: LHCH Monthly Staffing
Date of meeting: 18th February 2015
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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 in relation to 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 27th January 2015.

2.0 Staffing Report

The information 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 was reported to the Board in January. 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 and skill mix 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 and uploaded onto LHCH intranet / internet / NHS Choices for January 2015 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)

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

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|---|---------------------------------------|---|
| RN Day shifts | 82% | -18% | The ward was closed for the first four days of the year due to reduced activity over the Christmas period. This is reflected in the variance for staffing. All shifts have been safe. |
| RN Night shifts | 100% | 0% | |
| HCA / AP Day shifts | 86% | -14% | |
| HCA / AP Night shifts | 100% | 0% | |

Birch Ward:

Staff requirements on each shift:

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

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/ Actions |
|------------------------------|---|---------------------------------------|---|
| RN Day shifts | 96% | -1% | There has been some sickness for HCA's. This has been managed on a shift by shift basis and registered staff have utilised different work patterns to ensure patients receive appropriate care. The ward manager is currently out of the numbers to manage a project and this is reflected in the RN compliance. All shifts have been safe. |
| RN Night shifts | 99% | -1% | |
| HCA / AP Day shifts | 90% | -10% | |
| HCA / AP Night shifts | 99% | -1% | |

Maple Suite

Staff requirements on each shift:

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

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|-----------------------------|---|---------------------------------------|--|
| RN Day shifts | 113% | +13% | The variance shown is due to AP/RN cover for shifts. All shifts were reported as safe. |
| RN Night shifts | 100% | 0 | |
| HCA / AP Day shifts | 85% | -15% | |
| HCA/ AP Night shifts | 100% | 0 | |

Coronary Care Unit

Staff requirements on each shift:

| | Early shift | Late shift | Night shift |
|------------------------|--------------------|-------------------|--------------------|
| Monday - Sunday | 7RN 1AP 1HCA | 7RN 1HCA | 7RN 1HCA |

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|---|---------------------------------------|--|
| RN Day shifts | 96% | -4% | Where occupancy and acuity has required, the Nurse in Charge has also covered telemetry. Bank and agency staff have been utilised where appropriate. A staffing review has been undertaken and a report has been submitted and is awaiting further discussion within the Directorate. All shifts are reported as being safe. |
| RN Night shifts | 95% | -5% | |
| HCA / AP Day shifts | 97% | -3% | |
| HCA / AP Night shifts | 87% | -13% | |

Cedar Ward

Staff requirements on each shift:

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

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|---|---------------------------------------|---|
| RN Day shifts | 83.4 | -16.6 | The ward has utilised Assistant Practitioners within this off duty to support differences in Registered Nurses. The APs are able to |
| RN Night shifts | 122.3 | +22.3 | |
| HCA / AP Day shifts | 127.1 | +27.1 | |
| HCA / AP Night shifts | 121.0 | +21.1 | |

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| | | | take a team of patients under the guidance of an RN. Bank and agency staff were utilised during this time and staff moved from other areas, where appropriate. Acuity has been high on the ward and this is noted within the Directorate. All shifts are reported to be safe with the extra staff provision. |
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Elm Ward

Staff requirements on each shift:

| | Early shift | Late shift | Night shift |
|------------------------|----------------|----------------|----------------|
| Monday - Sunday | 5 RN and 3 HCA | 4 RN and 3 HCA | 3 RN and 1 HCA |

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|------------------------------------|--------------------------------|--|
| RN Day shifts | 93.7 | -6.3 | The ward has experienced a number of patients this month who have had confusion, have been at risk of falls and some patient's requiring closer monitoring. This has resulted in some extra staff being required specifically on the night shift to support patient safety. All shifts are reported as safe. |
| RN Night shifts | 100 | 0 | |
| HCA / AP Day shifts | 111.3 | +11.3 | |
| HCA / AP Night shifts | 158.1 | +58.1 | |

HDU

Staff requirements on each shift:

| | Early shift | Late shift | Night shift |
|--------------------------|-------------|------------|-------------|
| Monday - Friday | 2 | 2 | 2 |
| Saturday - Sunday | 2 | 2 | 2 |

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|------------------------------------|--------------------------------|----------------------------------|
| RN Day shifts | 100 | 0 | All shifts are reported as safe. |
| RN Night shifts | 100 | 0 | |
| HCA / AP Day shifts | 0 | 0 | |
| HCA / AP Night shifts | 0 | 0 | |

Oak Ward

Staff requirements on each shift:

| | Early shift | Late shift | Night shift |
|------------------------|----------------|----------------|----------------|
| Monday - Sunday | 4 RN and 2 HCA | 4 RN and 2 HCA | 2 RN and 2 HCA |

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|------------------------------------|--------------------------------|--|
| RN Day shifts | 98.9 | -1.1 | Bank and agency staff have been utilised to support increased patient acuity. Staffing in this area is currently under review. Staffing has been deemed as safe. |
| RN Night shifts | 103.2 | +3.2 | |
| HCA / AP Day shifts | 141.9 | +41.9 | |
| HCA / AP Night shifts | 132.3 | +32.3 | |

Surgical Admissions Unit

Staff requirements on each shift:

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

| | Compliance with planned staffing % | Variance to planned staffing % | Comments/Actions |
|------------------------------|------------------------------------|--------------------------------|--|
| RN Day shifts | 100 | 0 | Some staff have been sent to support other surgical areas on several occasions where it was deemed safe to do so and the Manager has worked within the SAU staffing numbers. The use of Assistant Practitioners (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. |
| RN Night shifts | 100 | 0 | |
| HCA / AP Day shifts | 100 | 0 | |
| HCA / AP Night shifts | 100 | 0 | |

SICU

Staff requirements on each shift:

| | Compliance % | Variance % | Comments/Actions |
|------------------------------|--------------|------------|--|
| RN Day shifts | 101.4 | +1.4 | Some vacancies remain for HCA staff which are currently out to advert. Other staff, not counted in the numbers have supported this gap |
| RN Night shifts | 106.2 | +6.2 | |
| HCA / AP Day shifts | 77.4 | -22.6 | |
| HCA / AP Night shifts | 82.6 | -17.4 | |

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| | | | 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. |
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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. Further discussions are also held at the daily safety huddle in the CEO office daily at 9.30am. 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 and cancelling of bank staff, etc.
- Corporate approach to nursing recruitment commenced.

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.

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