

Board of Directors (Public)

Item

Board report

Subject: LHCH Monthly Staffing for Reporting Period July 2015
Date: 28 July 2015
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Presented by: Sue Pemberton, Director of Nursing and Quality

Data Quality Rating	BAF Ref	Impact on BAF Risk Rating?
Bronze	1,2	None

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 an individual ward basis. This information sits alongside a range of other indicators related to staffing within the Trust e.g. date of last fall/ pressure ulcer etc.

It is also a requirement of NHS England for Trusts to present staffing information on a monthly basis to the Board of Directors to ensure they are appraised of staffing within the organisation in line with national directives. LHCH highlights 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 for each shift.

At LHCH, information relating to staffing establishments, patient safety issues, occupancy etc., has been presented 6-monthly for the last 4 years, undergoing scrutiny by the Heads of Nursing. A report has been presented this month to the Quality Committee and Divisional Governance Committees by the Heads of Nursing.

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. 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. Any risks are managed and escalated to the Heads of Nursing and discussed at the safety huddle with the Chief Executive.

Appendix 1 is a copy of the spread-sheet that is being submitted to UNIFY and uploaded onto LHCH intranet / internet / NHS Choices for July 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	2RN1AP 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	96.3%	-3.7%	Sickness has had an impact this month on the ward and staffing has been monitored on a shift by shift basis. The Ward Manager has worked several shifts to cover sickness and leave. All shifts have been safe.
RN Night shifts	98.4%	-1.6%	
HCA / AP Day shifts	85.6%	-14.4%	
HCA / AP Night shifts	93.5%	-6.5%	

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	92.8%	-7.2%	Where required the Ward Manager has worked shifts to cover sickness. All shifts have been safe.
RN Night shifts	96%	-4%	
HCA / AP Day shifts	93.7%	-6.3%	
HCA / AP Night shifts	90%	-10%	

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	94.0%	-6.0%	The ward manager has worked clinically to support the ward as there are vacancies at present. Vacancies have been recruited into and nurses are waiting to commence post. Acuity is
RN Night shifts	96.8%	-3.2%	
HCA / AP Day shifts	87.1%	-12.9%	
HCA/ AP Night shifts	90.3%	-9.7%	

			monitored where there has been a variation in planned and actual staffing. It is envisaged that there will be an improvement in September. The Division has supported the movement of staff to ensure patient safety. All shifts reported as safe.
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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	94.2%	-5.8%	Where occupancy and acuity has allowed, the Nurse in Charge has also monitored the telemetry system. Vacancies are now recruited to, including the new recently invested posts agreed by the Executive team. In the interim, bank and agency staff have been utilised where appropriate. All shifts are reported as being safe.
RN Night shifts	95.9%	-4.1%	
HCA / AP Day shifts	110.6%	+10.6%	
HCA / AP Night shifts	94.2%	-5.8%	

Cedar Ward

Staff requirements on each shift:

Day	Early	Late	Night
Mon - Fri	7RN and 3HCA	5RN and 3HCA	5RN and 3HCA
Sat –Sun	6RN and 3HCA	5RN and 3HCA	5RN and 3HCA

	Compliance with planned staffing %	Variance to planned staffing %	Comments/Actions
RN Day shifts	68.4	-31.6	There has been a financial investment in Cedar ward. The gaps in staffing are due to vacancies not meeting this new establishment. There are 4.5wte vacancies and some staff are due to commence post this month / next. In addition, occupancy has been reduced. All shifts are reported to be safe.
RN Night shifts	83.9	-16.1	
HCA / AP Day shifts	136	+36	
HCA / AP Night shifts	103.2	+3.2	

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	94.7	-5.3	Acuity has been high on the ward with patients confused, particularly at night. Whilst this extra percentage of HCAs appears high of a night shift, this equates to 1-2 HCAs extra per night. All other shifts are reported as safe.
RN Night shifts	98.9	-1.1	
HCA / AP Day shifts	111.8	+11.8	
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	N/A	N/A	

Oak Ward

Staff requirements on each shift:

	Early shift	Late shift	Night shift
Monday - Sunday	4 RN and 3 HCA	4 RN and 2 HCA	3 RN and 2 HCA

	Compliance with planned staffing %	Variance to planned staffing %	Comments/Actions
RN Day shifts	96.3	-3.7	There has been a financial investment in Oak ward. The gaps in staffing are due to the vacancies not meeting this new establishment. All vacancies have been appointed to however some staff have not yet commenced in post. Whilst the compliance for RN night shifts is low, against the old staffing requirement
RN Night shifts	78.5	21.5	
HCA / AP Day shifts	123.2	+23.2	
HCA / AP Night shifts	156.5	+56.5	

			(prior to investment), the ward would be rated as 100% compliant. Bank and agency staff have been utilised to support increased patient acuity in the main post-operative period for patients having delirium and confusion. Staffing has been deemed as safe.
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Surgical Admissions Unit

Staff requirements on each shift:

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

	Compliance with planned staffing %	Variance to planned staffing %	Comments/Actions
RN Day shifts	94.7	0	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	100	0	This information is scrutinised on a shift basis and staffing appropriate for patient care. Extra HCAs / ICAs have been utilised when there has been an increased dependency in patients care. Staffing has reflected the levels of care required within ITU. Staffing has been deemed as safe for each shift.
RN Night shifts	97.5	-2.5	
HCA / AP Day shifts	115.1	+15.1	
HCA / AP Night shifts	131.5	+31.5	

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 Heads of Nursing 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.
- On-going corporate approach to nursing recruitment is in place.
- A review of recruitment processes is currently underway by the HR Department.

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.
- Receive the 6-monthly staffing assurance report in January 2016.

Appendix 1 – July 2015

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