

Board of Directors (in Public) Item 2.4a*

Subject: LHCH Monthly Staffing for Reporting Period for October 2020
Date of meeting: Tuesday 24th November 2020
Prepared by: Fiona Altintas, Divisional Head of Nursing & Quality for Surgery
 Julie Roy, Divisional Head of Nursing & Quality for Medicine
 Kirsty Dudley, Critical Care Manager
Presented by: Sue Pemberton, Executive Director of Nursing & Operations
Purpose of Report To Note

BAF Ref	Impact on BAF
WC1, WC2, WC3, WC4	Assurance that ward staffing levels have been maintained at levels that are safe

1. Executive Summary

The National Quality Board (NQB) publication Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time: Safe, sustainable and productive staffing (2016) outlines the expectations and framework within which decisions on safe and sustainable staffing should be made to support the delivery of safe, effective, caring, responsive and well-led care on a sustainable basis. It builds on National Institute for Health and Care Excellence (NICE) guidelines on safe staffing for nursing in adult inpatient wards, and is informed by NICE's comprehensive evidence reviews of research, and subsequent evidence reviews focusing specifically on staffing levels and outcomes, flexible staffing and shift work. The need to consider the wider multidisciplinary team when looking at the size and composition of staff for any setting is highlighted as important within these documents.

The nursing establishment is defined as the number of registered nurses, registered nursing associates, assistant practitioners and healthcare assistants who work in a particular ward, department or team. Decision-making to ensure safe and sustainable staffing must follow a clear and logical process that takes account of the wider multidisciplinary team. Although registered nurses, registered nurse associates and healthcare assistants (HCAs) provide a significant proportion of direct care, other groups to consider include:

- Medical staff
- AHPs
- Pharmacists
- Advanced clinical practitioners
- Volunteers

The Model Hospital dashboard makes it possible to compare with peers using care hours per patient day (CHPPD). Finding peers that are close comparators is important as aspects such as patient acuity, dependency, turnover and ward support staff will differ. While NICE guidance identified evidence of "increased risk of harm associated with a registered nurse caring for more than 8 patients during the day shifts", it clearly states that there is "no single nursing staff-to-

patient ratio that can be applied across all acute adult inpatient wards". NHSI state that they have found no new evidence to inform a change to this statement (NHS Improvement Evidence Review One 2016). This report details planned and actual nurse staffing levels for the month of October 2020, including any red flag concerns. All shifts were reported as safe during this month.

In response to the Covid 19 pandemic recovery work, a review of the Trust's bed base has been completed. The POCCU 3 10 bedded area remains available for Covid positive patients and is staffed flexibly by the critical care team. This area has remained open caring for Covid positive ward level patients & critical care level patients during October. Oak ward continued to be utilised for pre-operative patients during October and Cedar ward remained a post-operative ward for both cardiac and thoracic patients. Maple Suite has been utilised flexibly for both surgical and medical patients requiring side rooms.

All CF patients continue to be safely cared for within Cherry ward (with its negative pressure rooms).

The Trust has a number of RN vacancies and there is a continued focus on recruitment of RNs with experience, in order to try and improve the skill mix issues across some of our areas. The new resourcing lead within the HR department is working closely with the senior nursing team to ensure proactive recruitment and to review temporary staffing arrangements, including options to utilise NHS Professionals for interim temporary support. Potential staff have been identified to support the Trust although the number of registered nurses available is limited. A pan-Mersey approach to overseas RN recruitment is being progressed and led across the local trusts by LHCH's Deputy Director of Education.

A new Trust HCA apprenticeship programme is planned to commence in November with successful recruitment to 10 positions during October and expedited recruitment, to ensure support of junior staff development and offer career progression within the Trust. All other HCA vacancies have also been recruited into across the Trust.

2. Exceptions

All planned staffing for nursing in LHCH is assessed as required for the ward to run at full capacity, if capacity is reduced then the planned staffing changes accordingly. In October 2020;

- There were no red flags on Cedar, Oak and Maple wards. Cross divisional staff movement ensured that all shifts were reported as safe.
- Aspen Suite remains closed as same day admission is not currently possible, although is being reviewed and this has released RN support to inpatient areas. Aspen Suite continues to be utilised flexibly to support the Iv iron service and psychology teams.
- Rowan Suite which had been closed since May 2020 to enable structural work to be undertaken reopened at the end of October.
- There were no red flags on Birch, Cherry and Elm wards in October 2020.
- Following the ward reconfigurations, Elm ward continues to have a significant number of RN vacancies. The divisional matron works closely with the Elm team to ensure appropriate levels of Coronary care trained staff are available for each shift. The coronary care education lead continues to focus training for junior staff and also staff redeployed from other areas to support the team on Elm ward. A number of staff have been recruited for the ward and recruitment is ongoing.

3. Summary

This continues to be a challenging period of time for all staff who have adapted and worked flexibly through significant uncertainty. Ward changes and therefore staffing requirements continue to be reviewed and amended regularly by the Trust's senior nursing team. The Trust's safe staffing and recruitment nursing lead has also attended a virtual NHSE & I Safer Staffing

module, providing an opportunity to gain further insight into workforce planning and safe nurse staffing levels.

All shifts have been reported as safe. Each day a review of staffing takes place Trust wide to ensure that all patients can be cared for safely. This does, however, result in staff moves on occasion to manage risk and to provide additional support for areas where acuity of patients is higher. The ward manager weekend rota continues with a ward manager working each weekend to support the hospital co-ordinator in ensuring safe staffing across all areas and a review of support for the clinical areas out of hours is currently being undertaken.

4. Recommendations

The Board of Directors are asked 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 are 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 'care hours per patient day' (CHPPD) data
- Receive assurance that the review of ward establishments and models of care for each inpatient area has been completed.
- Receive assurance that a robust recruitment plan is under way, including the initial phase of an overseas recruitment plan.
- Receive assurance that revised models of nursing care, utilising Registered Nursing Associates and apprenticeships continue to be explored.
- Receive assurance that alternative temporary staffing options are being explored.

Appendix 1

Introduction to Care Hours per patient Day (CHPPD)

One of the obstacles to eliminating unwarranted variation in nursing and care staff deployment across the NHS provider sector has been the absence of a single means of recording and reporting deployment. Conventional units of measurement that have been developed previously have informed the evidence base for staffing models, – such as reporting staff complements using WTEs, skill-mix or patient to staff ratios at a point in time, but it is recognised by Nurse leaders may not reflect varying staff allocation across the day or include the wider multidisciplinary team. Also, because of the different ways of recording this data, no consistent way of interpreting productivity and efficiency is straightforward nor comparable between organisations.

To provide a single consistent way of recording and reporting deployment of staff working on inpatient wards/units we developed, tested and adopted Care Hours per Patient Day (CHPPD).

- CHPPD is calculated by adding the hours of registered nurses to the hours of healthcare support workers and dividing the total by every 24 hours of in-patient admissions (or approximating 24 patient hours by counts of patients at midnight)
- CHPPD reports split out registered nurses, registered & unregistered nurse associates and healthcare support workers to ensure skill mix and care needs are met. (The system calculates this automatically)

CHPPD for October

Only complete sites your organisation is accountable for

Hospital Site Details		Ward name	Main 2 Specialties on each ward With Covid Status		Day							
Site code *The Site code is automatically populated when a Site name is selected	Hospital Site name		Specialty 1	Specialty 2	Registered Nurses/Midwives		Non-registered Nurses/Midwives (Care Staff)		Registered Nursing Associates		Non-registered Nursing Associates	
					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
		Total			25350	24455.5	9037.5	6712.5	465	270	1132.5	907.5
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	BIRCH	320 - CARDIOLOGY - STANDARD	340 - RESPIRATORY MEDICINE - STANDARD	2325	2370	1860	1380	232.5	120	232.5	15
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ELM	320 - CARDIOLOGY - STANDARD		4185	3696	1395	832.5	0	0	0	157.5
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CHERRY	340 - RESPIRATORY MEDICINE - STANDARD		930	982.5	465	375	0	0	0	15
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CRITICAL CARE	192 - CRITICAL CARE MEDICINE - STANDARD		12420	12547	1860	1537.5	0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	OAK	170 - CARDIOTHORACIC SURGERY - STANDARD		1305	1372.5	435	412.5	0	0	435	412.5
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CEDAR	170 - CARDIOTHORACIC SURGERY - STANDARD		3255	2505	2557.5	1800	0	0	232.5	255
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	MAPLE	320 - CARDIOLOGY - STANDARD		930	982.5	465	375	232.5	150	232.5	52.5
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ROWAN	170 - CARDIOTHORACIC SURGERY - STANDARD		0	0	0	0	0	0	0	0

Only complete sites your organisation is accountable for					Night							
Hospital Site Details		Ward name	Main 2 Specialties on each ward With Covid Status		Registered Nurses/Midwives		Non-registered Nurses/Midwives (Care Staff)		Registered Nursing Associates		Non-registered Nursing Associates	
Site code *The Site code is automatically populated when a Site name is selected	Hospital Site name		Specialty 1	Specialty 2	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
		Total			15902.53	14962.39	4773.11	29264.655	0	0	0	206.25
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	BIRCH	320 - CARDIOLOGY - STANDARD	340 - RESPIRATORY MEDICINE - STANDARD	871.88	881.25	581.25	628.13	0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ELM	320 - CARDIOLOGY - STANDARD		2531.25	2221.88	562.5	487.5	0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CHERRY	340 - RESPIRATORY MEDICINE - STANDARD		581.25	571.88	290.63	271.88	0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CRITICAL CARE	192 - CRITICAL CARE MEDICINE - STANDARD		8749.4	8728	1323.08	1131.02	0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	OAK	170 - CARDIOTHORACIC SURGERY - STANDARD		843.75	693.75	562.5	496.875	0	0	0	140.625
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CEDAR	170 - CARDIOTHORACIC SURGERY - STANDARD		1743.75	1387.5	1162.5	936.25	0	0	0	65.625
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	MAPLE	320 - CARDIOLOGY - STANDARD		581.25	478.13	290.65	25313	0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ROWAN	170 - CARDIOTHORACIC SURGERY - STANDARD		0	0	0	0	0	0	0	0

Only complete sites your organisation is accountable for					Allied Health Professionals			
Hospital Site Details		Ward name	Main 2 Specialties on each ward With Covid Status		Registered allied health professionals		Non-registered allied health professionals	
Site code *The Site code is automatically populated when a Site name is selected	Hospital Site name		Specialty 1	Specialty 2	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours
		Total			0	0	0	0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	BIRCH	320 - CARDIOLOGY - STANDARD	340 - RESPIRATORY MEDICINE - STANDARD				
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ELM	320 - CARDIOLOGY - STANDARD					
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CHERRY	340 - RESPIRATORY MEDICINE - STANDARD					
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CRITICAL CARE	192 - CRITICAL CARE MEDICINE - STANDARD					
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	OAK	170 - CARDIOTHORACIC SURGERY - STANDARD					
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CEDAR	170 - CARDIOTHORACIC SURGERY - STANDARD					
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	MAPLE	320 - CARDIOLOGY - STANDARD					
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ROWAN	170 - CARDIOTHORACIC SURGERY - STANDARD					

Only complete sites your
organisation is accountable for

Hospital Site Details		Ward name	Main 2 Specialties on each ward With Covid Status		Care Hours Per Patient Day (CHPPD)						
Site code *The Site code is automatically populated when a Site name is selected	Hospital Site name		Specialty 1	Specialty 2	Registered Nurses/Midwives	Non-registered Nurses/Midwives	Registered Nursing Associates	Non-registered Nursing Associates	Registered allied health professionals	Non-registered allied health professionals	Overall
		Total			11.1	10.1	0.1	0.3	0.0	0.0	21.6
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	BIRCH	320 - CARDIOLOGY - STANDARD	340 - RESPIRATORY MEDICINE - STANDARD	3.8	2.4	0.1	0.0	0.0	0.0	6.3
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ELM	320 - CARDIOLOGY - STANDARD		15.2	3.4	0.0	0.4	0.0	0.0	19.0
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CHERRY	340 - RESPIRATORY MEDICINE - STANDARD		7.3	3.0	0.0	0.1	0.0	0.0	10.4
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CRITICAL CARE	192 - CRITICAL CARE MEDICINE - STANDARD		26.1	3.3	0.0	0.0	0.0	0.0	29.4
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	OAK	170 - CARDIOTHORACIC SURGERY - STANDARD		5.1	2.2	0.0	1.4	0.0	0.0	8.6
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CEDAR	170 - CARDIOTHORACIC SURGERY - STANDARD		6.0	4.2	0.0	0.5	0.0	0.0	10.7
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	MAPLE	320 - CARDIOLOGY - STANDARD		6.2	108.8	0.6	0.2	0.0	0.0	115.9
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ROWAN	170 - CARDIOTHORACIC SURGERY - STANDARD		-	-	-	-	-	-	-

Only complete sites your
organisation is accountable for

Hospital Site Details		Ward name	Main 2 Specialties on each ward With Covid Status		Day		Night				
Site code *The Site code is automatically populated when a Site name is selected	Hospital Site name		Specialty 1	Specialty 2	Average fill rate - Non-registered Nurses/Midwives (care staff) (%)	Average fill rate - Registered Nursing Associates (%)	Average fill rate - Non-Registered Nursing Associates (%)	Average fill rate - Registered Nurses/Midwives (%)	Average fill rate - Non-registered Nurses/Midwives (care staff) (%)	Average fill rate - Registered Nursing Associates (%)	Average fill rate - Non-Registered Nursing Associates (%)
		Total			74%	58%	80%	94%	613%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	BIRCH	320 - CARDIOLOGY - STANDARD	340 - RESPIRATORY MEDICINE - STANDARD	74%	52%	6%	101%	108%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ELM	320 - CARDIOLOGY - STANDARD		60%	-	-	88%	87%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CHERRY	340 - RESPIRATORY MEDICINE - STANDARD		81%	-	-	98%	94%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CRITICAL CARE	192 - CRITICAL CARE MEDICINE - STANDARD		83%	-	-	100%	85%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	OAK	170 - CARDIOTHORACIC SURGERY - STANDARD		95%	-	95%	82%	88%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	CEDAR	170 - CARDIOTHORACIC SURGERY - STANDARD		70%	-	110%	80%	81%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	MAPLE	320 - CARDIOLOGY - STANDARD		81%	65%	23%	82%	8709%	-	-
RBQHQ	LIVERPOOL HEART AND CHEST HOSPITAL NHS TRUST HQ	ROWAN	170 - CARDIOTHORACIC SURGERY - STANDARD								