

Board of Directors (Public)

Item 6

Board Paper

Subject: Six Monthly Review of Nursing Workforce
Date of meeting: 27th January 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. Introduction

The National Institute for Health and Care Excellence (NICE) were commissioned by the Department of Health and NHS England in July 2014 to develop evidence based guidelines on safe staffing with a particular focus on nursing staff for England. This resulted in the 'Safe Staffing for Nursing in inpatient wards in acute hospitals' paper (July 2014). This report was in response to the reports completed by Francis, Keogh, Cavendish and Berwick.

The NICE guidance states that there is no single staff to patient ratio that can be applied across wards to safely meet patients nursing needs. Each ward has to determine its nursing staff requirements to ensure safe patient care. This goes against the Royal College of Nursing (RCN) recommendation to have a minimum of 1 nurse to 8 patients.

This workforce paper systematically assesses at ward level factors to determine nursing staff establishment. In line with the NICE guidance, LHCH have utilised a decision support tool, professional judgement and triangulated with various data for each area. Nursing at LHCH is the largest element of the workforce and ward staffing at LHCH is reviewed on a 6 monthly basis.

2. Background

To date, 6 workforce papers have been presented and reviewed to provide on-going assurance that staffing levels reflect acuity and activity on the wards and departments. Where further scrutiny has been requested, in depth reviews have taken place (SICU, Theatre, CCU, Cedar ward, Oak ward and Cath Labs) and have been presented to the Operational Board and the Executive Team. For the purpose of this report, Theatres and Cath Lab data is not represented and the recent reports (November 2014) are available for reference.

Each Directorate is working to ensure safe staffing for every area on a shift by shift basis. The Assistant Directors of Nursing (ADNS) work closely to ensure effective and efficient strategic monitoring and management of staffing with the principle aim to promote safe from harm and optimise patient, family and staff experience. The Directorates are further supported by the recent implementation of a Trust-wide safety huddle (November 2014) that enables staff attending to raise any concerns that could have a negative impact on patient and staff safety.

3. Methodology

The AUKUH data has been collected Monday – Sunday for a three week period, October 2014. The data was collected daily for 21 days consecutively as activity can vary at weekends with some areas seeing a reduction in admissions and others noting an increase in acuity as patients are transferred to wards from high dependency areas.

The ADNS and Ward Managers met on a 1:1 basis and staffing numbers were assessed during the AUKUH data collection period using the Professional Judgment Model. Uplift has been added at 23.5%. The ward manager, ward clerk and house-keeper are excluded from the data within this report.

4. Format of Report

The report is set out to reflect C&CM (appendix 1) and SACC (appendix 2), each directorate reporting on each ward/area. An exception summary is provided for each area.

Knowsley will be undertaking a staffing review in 2015 and will report separately to the Operational Board.

5. Summary

This is the sixth comprehensive report regarding LHCH nurse ward staffing utilising AUKUH, professional judgement model and various data for each area.

The staffing establishments within both SACC and CACM have received detailed scrutiny over the last twelve months. Strategic planning work has been undertaken to ensure that staffing is safe and appropriate in the wards and departments. The outcomes of this work will be discussed further at Operational Board in February 2015.

Since April 2014 LHCH have been required to publish information regarding the number of nursing staff working on each ward, together with the percentage of shifts meeting safe staffing guidelines. This has been achieved and electronic monitors are visible to the public in the ward and departmental in-patient areas.

Within the Trust, nurse recruitment has taken place on an ad hoc basis. As of January 2015, this has become a centralised process, with ward managers recruiting together on a quarterly basis. The review has identified that further work is required related to the bank and agency, which is being led by the HR department.

The ADNS (CACM and SACC) are providing assurance that staffing within the directorates is being monitored and managed on a shift by shift basis to ensure that staff are able to deliver reliable, excellent, safe and compassionate care.

6. Recommendations

- Receive assurance that nurse staffing is reviewed every six months and that staffing is managed on a daily basis to ensure safe care across the Trust within nursing.