

Board of Directors (Public) Item 3.3

Board Meeting

Subject: LHCH Monthly Staffing for January 2015
Date of meeting: 31st March 2015
Prepared by: Lisa Salter, Assistant Director of Nursing (SACC)
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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 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 their Board of Directors to ensure they are apprised of staffing levels 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 Assistant Directors of Nursing, directorate governance committees and workforce committee.

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 should 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 take a cohort 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.
RN Night shifts	122.3	+22.3	
HCA / AP Day shifts	127.1	+27.1	
HCA / AP Night shifts	121.0	+21.1	

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 patients 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 with an outcome planned by the end of the month. All shifts were reported 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 to allow this. The use of Assistant Practitioners
RN Night shifts	100	0	
HCA / AP Day shifts	100	0	
HCA / AP Night shifts	100	0	

			(within the HCA numbers) can take a group of patients with support on both early and late shifts. All shifts were reported as safe.
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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 ensuring that patient care is safe and appropriate. This information is scrutinised on a shift basis and staffing appropriate for patient care. All shifts were reported as safe.
RN Night shifts	106.2	+6.2	
HCA / AP Day shifts	77.4	-22.6	
HCA / AP Night shifts	82.6	-17.4	

3.0 Summary

In summary, the wards are safe and staffing levels are 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.

Appendix 1

January Staffing Levels

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