

Trust Board March 25 th 2015	
Safe Staffing Report Submitted by: Liz Morgan Chief Nurse and Families Champion	Paper No
Aims / summary This paper provides assurance that the Trust has safe nurse staffing levels on our in-patient wards and systems in place to manage the demand for nursing staff. In order to provide greater transparency the report also includes nurse quality measures and details of ward safe staffing reports. The paper includes an overview of vacancies and nurse recruitment.	
Action required from the meeting The Board is asked to note: <ul style="list-style-type: none"> • The content of the report and be assured that appropriate information is being provided to meet the national and local requirements. • The information on safe staffing and the impact on quality of care. • To note the key challenges around recruitment and the actions being taken. 	
Contribution to the delivery of NHS Foundation Trust strategies and plans Safe levels of nurse staffing are essential to the delivery of safe patient care and experience. <i>Compliance with <i>How to ensure the right people, with the right skills, are in the right place at the right time – A guide to nursing, midwifery and care staffing and capability</i> (NHS England, Nov 2013) and the <i>'Hard Truths Commitments Regarding the Publishing of Staffing Data'</i> issued by the Care Quality Commission in March 2014.</i>	
Financial implications Already incorporated into 14/15 Division budgets	
Who needs to be told about any decision? Division Management Teams Finance Department	
Who is responsible for implementing the proposals / project and anticipated timescales? Chief Nurse; Assistant Chief Nurse – Workforce; Heads of Nursing	
Who is accountable for the implementation of the proposal / project? Chief Nurse; Division Management Teams	

GOSH NURSE SAFE STAFFING REPORT

February 2015

1. Introduction

- 1.1 This report on GOSH Safe Nurse Staffing contains information from the month of February 2015. The report provides information on staff in post, safe staffing incidents, nurse vacancies and includes quality measures which are reported by exception.

2. Context and Background

- 2.1 The expectation is the Board 'take full responsibility for the care provided to patients and, as a key determinant of quality, take full and collective responsibility for nursing care capacity and capability'.
- 2.2 Monthly nurse staffing updates are submitted to NHS England and the Trust Board with the following information:
1. The number of staff on duty the previous month compared to planned staffing levels.
 2. The reasons for any gaps, highlighting those wards where this is a consistent feature and impacts on the quality of care, to include actions being taken to address issues.
 3. The impact on key quality and safety measures.

3. GOSH Ward Nurse Staffing Information for Trust Board

3.1 Safe Staffing

- 3.1.1 The UNIFY Fill Rate Indicator for February is attached as Appendix 1. The spread sheet contains:

- Total monthly planned staff hours, the Heads of Nursing provide this figure based on an average safe staffing level for each of their wards. These figures are fixed i.e. do not alter month on month. Bed closure information is used to adjust the planned staffing levels.
- Total monthly actual staff hours worked, this information is taken from RosterPro, and includes supervisory roles, staff working additional hours, CNS shifts, extra staff booked to cope with changes in patient dependency and acuity from the Nurse Bank. This may exceed 100% to meet the demands of increased patient activity, dependency and acuity.
- Average fill rate of planned shifts. It must be noted that the presentation of data in this way is open to misinterpretation as the non registered pool is small in comparison to the registered pool, therefore one HCA vacancy or extra shifts worked will have a disproportionate effect on the % level.

- 3.1.2 Commentary:

- Heads of Nursing are asked to comment on percentage scores of less than 90% or greater than 110%, and declare any unsafe staffing situations that have occurred during the month in question including action taken to make the situation safe.
- For 2014 GOSH is reported as 102% staffed on NHS Choices, which compares to Bristol at 99% and Birmingham at 98%. Sheffield is reported at 87% with Alderhey at 89%.

ICI – No unsafe shifts reported in February

Fox Ward had beds closed periodically due to maintenance work, this accounts for the reduction in planned staff. In addition a number of patients on Fox and Robin were unfit to commence treatment therefore staffing numbers were reduced and staff redeployed across the division. Lion Ward has had increased patient throughput requiring extra staff. Penguin has had several children requiring 1:1 care increasing staffing above plan. Wards have experienced peaks and troughs in patient acuity and dependency, staff have been moved across wards to meet the needs of the patient population.

Surgery No unsafe shifts reported in February

Sky Ward – reduced night staff due to bed closures. The wards are now almost up to complement with HCAs who are currently on induction to the Division. A Datix report received regarding staffing on Peter Pan Ward on one night shift, under investigation by Head of Nursing.

CCCR – No unsafe shifts reported in February

Badger - Continued high patient dependency and acuity. When isolated in cubicles HDU patients often require 1:1 care and are classed as Ward Intensive Care. Two funded extra beds are reported as closed. A number of Miffy ward patients have increased dependency and nursing needs hence the increase in hours. Flamingo (CICU) staffed for 17 beds, up to 3 additional beds are opened when staff available, concerns over Band 6 vacancies and level of supervision that can be provided. PICU utilising more non registered on days to facilitate discharges. Staff working flexibly across the ITU's to manage the winter pressures. The Division has a high number of new starters both registered and non-registered, recruitment of HCAs will recommence in March to fill the outstanding vacancies.

MDTS - No unsafe shifts reported in February

Sickness on Eagle Ward has impacted on day staffing numbers, patient care was not compromised. Kingfisher - increase in patient acuity and numbers requiring extra staff. Rainforest Gastro numbers include new starters not working fully rostered shifts.

Neurosciences - No unsafe shifts reported in February

Koala – a number of shifts where staff to patient ratio were lower than expected combined with increased acuity has resulted in short term bed closures. Elective cases have been cancelled. Although no shifts are reported as unsafe a Datix form has been submitted and being investigated by the Head of Nursing. Mildred Creak Unit - Reduction in Registered planned hours at night due to less interventions required by current patient cohort.

IPP - No unsafe shifts reported in February

Bumblebee - Increased HCA numbers to meet acuity and dependency of patients e.g. 1:1 care of tracheostomy. Also new recruits working supernumerary. Butterfly – reports reduced activity over this period and therefore reduced registered nurses on nights shift.

3.1.3 The Clinical Site Practitioners (CSPs) report that no wards were declared unsafe during this period, however there were 6 occasions in February where staff were moved between

wards for part or a whole shift to maintain safe care. A further 3 occasions are noted where wards reported being short of staff but safety was not compromised.

3.2 General Staffing Information

- 3.2.1 Appendix 2 – Ward Nurse Staffing overview for January. The table provides information on staff in post, vacancies and staff in the recruitment pipeline and includes bed closure information. 17 out of 23 inpatient wards closed beds at various points during February. An average of 11.3 beds were closed each day, planned closures for maintenance accounts for 2 beds, 2 beds on Badger Ward remain closed for on-going recruitment. 7 beds were closed for acute staff sickness. A new bed closure form detailing reasons for closure is currently being piloted.
- 3.2.2 For the inpatient wards, registered and non-registered vacancies for February have reduced to 121 (12% Whole Time Equivalents (WTE), this breaks down to 92 registered nurse vacancies (12% of RN total) an increase of 2 from January. 29 non registered vacancies (18% of HCA total) a reduction 9 from January. The slight increase in registered nurses vacancies is in keeping with seasonal trends. Temporary nurses, mainly from GOSH Nurse Bank, employed on wards totalled 104 WTE the net vacancy rate was therefore 17 WTE for February.
- 3.2.3 New starters progressing through pre-employment checks for total 51 registered nurses and 4 non registered staff, totalling 55 WTE. The majority of the registered starters are newly qualified and will commence employment in early April 2015.
- 3.2.4 We are planning recruitment activity for the forthcoming year which includes attending a number of job fairs, these include universities, national fairs and fairs hosted at GOSH. We are planning to interview a number of overseas recruitment agencies who may be able to offer an alternative to our current provider.
- 3.2.5 Since May 2014 the Board has received this report, Appendix 3 provides an over view of establishments, recruitment and vacancies from this date for all in patient wards. The information is presented as ward totals and further broken down into the registered and non-registered components. 156 Band 5 and 6 Nurses were recruited in 2013/14, a target of 200 was set for 2014/15, from April 2014 to February 2015 160 nurses have been recruited with a further 56 due to start at the beginning of April.
- 3.2.6 Due in part to the success of centralised recruitment the non registered vacancy rate is reducing, 28 vacancies are reported for February 2015, vacancies peaked at 50 in September 2014. The majority of HCA vacancies (20) are within CCCR, working with CCCR staff the focus of the current HCA recruitment drive is on this Division. A total of 39 non registered staff have been recruited since April 2014
- 3.2.7 As a Trust we continue to sustain recruitment against a backdrop of well publicised national nurse shortages.
- 3.2.8 The next 6 monthly establishment review will commence in April 2015.

4 Key Challenges

- Recruitment of HCAs in CCCR.
- Recruitment of Band 6 Nurses.

5. Key Quality and Safety Measures and Information

- 5.1 Hard Truths (Care Quality Commission, March 2014) states 'data alone cannot assure anyone that safe care is being delivered. However research demonstrates that staffing levels are linked to the safety of care and that fewer staff increases the risks of patient

safety incidents occurring.’ In order to assure the Board of safe staffing on wards the following nursing quality and patient experience information has been collated to demonstrate that the wards were safe during February 2015.

5.2 The following quality measures provide a base line report for Trust Board. A number are Key Performance Indicators (KPIs) which are regularly monitored, poor results are challenged and investigated through the Nursing quarterly performance reviews led by the Chief Nurse and Families Champion with each Divisional Nursing team.

5.3 **Infection control**

C Difficile	3	
MRSA Bacteraemias	0	
MSSA Bacteraemias	0	
E Coli Bacteraemia	1	
D & V and other outbreaks	1	
Carbopenamase resistance	0	

5.3.1 All incidents are investigated via a route cause analysis and additional support put in place by the Infection Prevention and Control team. In addition, those areas that experienced small outbreaks of infection are subject to comprehensive chlorine clean.

5.4 **Pressure ulcers**

	Number	Ward
Grade 3	0	
Grade 2	7	This is an increase on previous months, of the seven four ulcers relate to 2 extremely sick patients on PICU.

5.5 **Deteriorating patient**

5.5.1 For the month of February (excluding the Intensive Care areas) 4 patient related emergency calls were received, 1 cardiac arrest and 3 respiratory arrests.

5.6 **Numbers of safety incidents reported about inadequate nurse staffing levels**

2 Incidents reported in February (included in the HoN report).

5.7 **Pals concerns raised by families**

PALS recorded 3 family concerns: i) delay in admission to Badger Ward ii) patient admitted to IPP when expected to be admitted to Koala iii) delay in test results being available and lack of bed on Kingfisher Ward.

5.8 **Complaints re safe staffing**

2 complaints relating to nurse staffing; the complainants highlighted poor preparation for an admission to IPP, and a delay in call bells being answered in the Gastro service.

5.9 **Friends and family test (FFT) data**

- Overall response rate target is 33% for February this is an increase of 5% from January. (Target 25%)
- The FFT score was 81 in February compared with 82 in January.
- No wards scored below a “0” FFT score for February.

- Families that were extremely likely to recommend their friends and family was 83.1% (265) with 14.7% (47) likely to recommend.
- 0 response of extremely unlikely, 4 (0.9%) responded unlikely these relate to Koala, Rainforest Endo/Met (complaint lodged) and 2 on the Respiratory Sleep Unit. A further 3 (0.9%) responses were neither likely nor unlikely.

6. Conclusion

- 6.1 This paper has provided Trust Board with a general overview and assurance that all wards were safely staffed during February, appropriate actions were taken when concerns were raised. We are required to ensure the validity of data by triangulating information from different sources, this has been key to compiling this report.

7. Recommendations

Trust Board to note:

- 7.1 The content of the report and be assured that appropriate information is being provided to meet the national and local requirements.
- 7.2 The information on safe staffing and the impact on quality of care.
- 7.3 To note the key challenges around recruitment and the actions being taken e.g. CCR HCA recruitment.
- 7.4 The bi annual establishment review process will commence in April 2015.

Appendix 1: UNIFY Safe Staffing Submission - February 2015

Fill rate indicator return
Staffing: Nursing, midwifery and care staff

Org: RP4 Great Ormond Street Hospital For Children NHS Foundation Trust
 Period: February_2014-15

Please provide the URL to the page on your trust website where your staffing information is available

Validation alerts (see control panel)

Hospital Site Details			Ward name	Main 2 Specialties on each ward		Day				Night				Day		Night	
						Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
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					
RP401	Great Ormond Street Hospital Central Londc	Badger Ward	340 - RESPIRATORY MEDICINE	321 - PAEDIATRIC CARDIOLOGY	1619	2272.3	269	379.5	1349	2048.3	269	100	140.4%	141.1%	151.8%	37.2%	
RP401	Great Ormond Street Hospital Central Londc	Bear Ward	170 - CARDIOTHORACIC SURGERY		2523	2576.75	540	577.7	2523	2454.2	315	260.6	102.1%	107.0%	97.3%	82.7%	
RP401	Great Ormond Street Hospital Central Londc	Flamingo Ward	192 - CRITICAL CARE MEDICINE		5060	6495.25	322	184	4830	5715.4	184	118.8	128.4%	57.1%	118.3%	64.6%	
RP401	Great Ormond Street Hospital Central Londc	Miffy Ward (TCU)	340 - RESPIRATORY MEDICINE		865	893.2	409	608.5	637	629.35	318	602.1	103.3%	148.8%	98.8%	189.3%	
RP401	Great Ormond Street Hospital Central Londc	Neonatal Intensive Care Unit	192 - CRITICAL CARE MEDICINE		2431	2899.52		115	2127	2590.9		86.4	119.3%		121.8%		
RP401	Great Ormond Street Hospital Central Londc	Paediatric Intensive Care Unit	192 - CRITICAL CARE MEDICINE		5452	5827.1	320	437	5452	5055.35	320	334.8	106.9%	136.6%	92.7%	104.6%	
RP401	Great Ormond Street Hospital Central Londc	Elephant Ward	370 - MEDICAL ONCOLOGY	823 - HAEMATOLOGY	1518	1603.3	322	471.5	1288	1309.1	322	316	105.6%	146.4%	101.6%	98.1%	
RP401	Great Ormond Street Hospital Central Londc	Fox Ward	303 - CLINICAL HAEMATOLOGY	313 - CLINICAL IMMUNOLOGY and ALLERGY	1945	1572.75	289	157	1614	1183.9	289	229.15	80.9%	54.3%	73.4%	79.3%	
RP401	Great Ormond Street Hospital Central Londc	Giraffe Ward	313 - CLINICAL IMMUNOLOGY and ALLERGY	350 - INFECTIOUS DISEASES	952	935	317	268.42	634	703.1	317	217.1	98.2%	84.7%	110.9%	68.5%	
RP401	Great Ormond Street Hospital Central Londc	Lion Ward	370 - MEDICAL ONCOLOGY	303 - CLINICAL HAEMATOLOGY	1288	1648.28	322	287.5	1288	1202.7	322	231	128.0%	89.3%	93.4%	71.7%	
RP401	Great Ormond Street Hospital Central Londc	Penguin Ward	330 - DERMATOLOGY	410 - RHEUMATOLOGY	869	1087.05	320	386.5	640	607.3	320	123.7	125.1%	120.8%	94.9%	38.7%	
RP401	Great Ormond Street Hospital Central Londc	Robin Ward	350 - INFECTIOUS DISEASES	313 - CLINICAL IMMUNOLOGY and ALLERGY	1840	1391.5	322	312.85	1610	1211.4	322	287.1	75.6%	97.2%	75.2%	89.2%	
RP401	Great Ormond Street Hospital Central Londc	Bumblebee Ward	171 - PAEDIATRIC SURGERY	420 - PAEDIATRICALS	2227	2009.85	318	571	1909	1826.85	636	380.1	90.2%	179.6%	95.7%	59.8%	
RP401	Great Ormond Street Hospital Central Londc	Butterfly Ward	370 - MEDICAL ONCOLOGY	420 - PAEDIATRICALS	2131	2038.92	635	711	1905	1304.5	317	249.1	95.7%	112.0%	68.5%	78.6%	
RP401	Great Ormond Street Hospital Central Londc	Eagle Ward	361 - NEPHROLOGY		1988	1712.4	618	378.5	1237	1236.8	309	297.9	86.1%	61.4%	100.0%	96.4%	
RP401	Great Ormond Street Hospital Central Londc	Kingfisher Ward	420 - PAEDIATRICALS		1380	1648.4	828	478.75	294	391.6		67.6	119.4%	57.8%	133.2%		
RP401	Great Ormond Street Hospital Central Londc	Rainforest Ward (Gastro)	301 - GASTROENTEROLOGY		639	847.7	639	396.5	639	560.57	639	295.1	132.7%	62.1%	87.7%	46.2%	
RP401	Great Ormond Street Hospital Central Londc	Rainforest Ward (Endo/Met)	302 - ENDOCRINOLOGY		966	1168	644	230	966	696.1	322	297.2	120.9%	35.7%	72.1%	92.3%	
RP401	Great Ormond Street Hospital Central Londc	Mildred Creak	711- CHILD and ADOLESCENT PSYCHIATRY		984	1212	542	504.5	448	345.1	403	492.3	123.2%	93.1%	77.0%	122.2%	
RP401	Great Ormond Street Hospital Central Londc	Koala Ward	150 - NEUROSURGERY	421 - PAEDIATRIC NEUROLOGY	2476	2890.07	293	416	2812	2664.6		21.6	116.7%	142.0%	94.8%		
RP401	Great Ormond Street Hospital Central Londc	Peter Pan Ward	120 - ENT	160 - PLASTIC SURGERY	1381	1511.9	534	368	1292	1119.4		23	109.5%	68.9%	86.6%		
RP401	Great Ormond Street Hospital Central Londc	Sky Ward	110 - TRAUMA & ORTHOPAEDICS	171 - PAEDIATRIC SURGERY	1717	1739.8	601	594	1674	1320.85			101.3%	98.8%	78.9%		
RP401	Great Ormond Street Hospital Central Londc	Squirrel Ward	171 - PAEDIATRIC SURGERY	101 - UROLOGY	2541	2432.85	603	709.55	2282	2280.97		40.5	95.7%	117.7%	100.0%		

Appendix 2: Overview of Ward Nurse Staffing - February 2015

Division	Ward	Registered Nursing staff				Non Registered				Recruitment Pipeline				Number of unsafe shifts	Average Bed Closures	
		Established Bed Numbers	Proposed Funded Establishment	Staff in Post	Vacancies	Proposed Funded establishment	Staff in Post	Vacancies	Total Establishment	Total Vacancies	Bank Used	Net Vacant	Registered Starters			Non-registered Starters
CCCR	Badger	15	39.5	32.3	7.2	7.5	5.0	2.5	47.0	9.7	4.4	5.3	2.0		0	2.1
	Bear	22	47.8	41.0	6.8	9.0	6.0	3.0	56.8	9.8	5.8	4.0	5.0		0	0.5
	Flamingo	17	121.0	107.6	13.4	10.8	6.0	4.8	131.8	18.2	17.5	0.8	4.0	1	0	0.0
	Miffy (TCU)	5	14.0	10.1	3.9	7.8	5.5	2.3	21.8	6.2	5.4	0.8	2.0		0	0.1
	NICU	8	51.5	39.0	12.5	5.2	1.0	4.2	56.7	16.7	11.0	5.7	5.0		0	0.5
	PICU	13	83.0	91.0	-8.0	8.9	6.0	2.9	91.9	-5.1	9.2	-14.3	4.0		0	0.1
ICI-IM	Elephant	13	25.7	24.8	0.9	4.9	5.1	-0.2	30.6	0.7	3.0	-2.3	1.0		0	0.0
	Fox	10	31.0	25.9	5.1	5.2	5.0	0.2	36.2	5.3	3.2	2.2	4.0		0	1.0
	Giraffe	7	19.0	17.3	1.7	1.0	1.5	-0.5	20.0	1.2	3.6	-2.4	1.0	2		0.1
	Lion	11	22.0	23.6	-1.6	5.2	4.0	1.2	27.2	-0.4	3.3	-3.7	0.0		0	0.0
	Penguin	9	15.2	12.6	2.6	5.5	5.0	0.5	20.7	3.1	3.2	-0.1	1.0		0	0.1
	Robin	10	27.2	24.4	2.8	5.2	4.5	0.7	32.4	3.5	2.3	1.2	4.0		0	0.0
IPP	Bumblebee	21	38.3	31.3	7.0	9.7	10.0	-0.3	48.0	6.7	6.0	0.7	3.0		0	0.3
	Butterfly	18	37.2	26.4	10.8	10.5	7.9	2.6	47.7	13.4	5.1	8.3	3.0		0	0.3
MDTS	Eagle	21	39.5	32.6	6.9	10.5	10.0	0.5	50.0	7.4	1.9	5.5			0	0.6
	Kingfisher	16	18.2	17.2	1.0	6.2	4.8	1.4	24.4	2.4	1.5	0.9			0	0.0
	Rainforest Gastro	8	16.0	9.4	6.6	5.2	5.0	0.2	21.2	6.8	1.7	5.1	2.0		0	0.1
	Rainforest Endo/Met	8	15.7	14.1	1.6	5.2	5.0	0.2	20.9	1.8	1.4	0.4	3.0		0	0.0
Neuro-sciences	Mildred Creak	10	11.8	13.2	-1.4	7.8	7.6	0.2	19.6	-1.2	1.2	-2.4			0	0.3
	Koala	24	44.7	44.2	0.5	7.1	5.9	1.2	51.8	1.7	4.8	-3.1			0	2.1
Surgery	Peter Pan	16	24.5	22.6	1.9	5.0	5.0	0.0	29.5	1.9	1.0	0.9	1.0		0	0.5
	Sky	18	31.0	24.0	7.0	5.2	5.0	0.2	36.2	7.2	2.4	4.8	5.0	1	0	1.2
	Squirrel	22	43.6	40.6	3.0	7.0	6.0	1.0	50.6	4.0	5.1	-1.1	1.0		0	1.4
TRUST TOTAL:		322	817.4	725.2	92.2	155.6	126.8	28.8	973.0	121.0	103.8	17.2	51.0	4.0	0.0	11.3



