

Trust Board 26th November 2014	
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. Further information is contained in a separate Trust Board report ' Nursing Skill mix Ward Nursing Establishments '	
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 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' (NHS England, Nov 2013) and the 'Hard Truths Commitments Regarding the Publishing of Staffing Data' 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

October 2014

1. Introduction

1.1 This report on GOSH Safe Nurse Staffing contains information from the month of October 2014. The report follows the same format as previous submissions providing information on staff in post, safe staffing incidents, nurse vacancies, quality measures 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 Copy of the UNIFY Fill Rate Indicator for October is attached as Appendix 1. The spread sheet contains:

- Total monthly planned staff hours derived from the Heads of Nursing submitting an agreed safe staffing level for each of their wards.
- Total monthly actual staff hours are taken from RosterPro, includes registered and non-registered staff dedicated to the ward area, this 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 dependency and acuity. Heads of Nursing comments regarding staffing numbers in 3.1.2 below.
- Bed closure information is used to adjust the planned staffing levels.

3.1.2 Commentary:

Heads of Nursing are asked to comment on scores of less than 90% or greater than 110%.

ICI – No unsafe shifts reported in October

Across ICI wards beds closed periodically, due to either acute staff sickness or a small number of vacancies.

Staff moved within the division to areas of greatest clinical need to maintain safety.

High Dependency Patients are now cohorted on the new Giraffe Ward, this follows reconfiguration of the bed pool.

Some patients transferred to ICU, reducing dependency on wards and staffing numbers.

<p><u>Surgery No unsafe shifts reported in October</u></p> <p>Squirrel Ward - 2 beds closed for preadmission use, reopening of these beds planned for January 2015. Where shifts have been short of staff, additional beds have been closed flexibly.</p> <p>Sky Ward - Increase in patient dependency including isolated ventilated patients. The ward continues to have 4 beds closed while new staff are trained - Plan to open by December 2014.</p>
<p><u>CCCR – No unsafe shifts reported in October</u></p> <p>Badger - Continued high patient acuity, operating 8 HDU beds, established for 4. When isolated in cubicles HDU patients often require 1:1 care. 3 HCA staff in the recruitment pipeline. Two extra beds now funded (but are reported as closed), recruitment is not keeping pace with turnover.</p> <p>Flamingo (CICU), NICU and PICU - Continues to flex above their funded beds to facilitate an increase clinical demand and activity. HCA's x 4 in the recruitment phase.</p>
<p><u>MDTS - No unsafe shifts reported in October</u></p> <p>Staff moved within the division to areas of greatest clinical need and used Bank HCA's where appropriate.</p> <p>HCA's recruited for Eagle, Kingfisher and Rainforest wards now on induction and orientation.</p> <p>Eagle Ward has had reduced registered nurse numbers on nights, patient dependency has been lower and the numbers supplemented by HCAs when safe to do so.</p>
<p><u>Neurosciences - No unsafe shifts reported in October</u></p> <p>Koala - Increased registered nurse requirement due patient dependency and acuity, as several patients required 1:1. Consulting on role of HCAs, plan to roster onto night shifts in future as numbers increase.</p> <p>Mildred Creek Unit - Levels of staff adjusted due clinical requirement.</p>
<p><u>IPP - No unsafe shifts reported in October</u></p> <p>High patient occupancy levels reported on IPP Wards.</p> <p>Bumblebee - Increased acuity and dependency of patients requiring extra staff e.g. 1:1 care of tracheostomy. Staff redeployed for shifts to meet patient needs and shortfalls in staffing. Increase in trache competent HCAs on day shifts.</p> <p>Butterfly – up to 4 Beds closed periodically to maintain safety due to number of vacancies.</p>

- 3.1.3 No wards reported unsafe staffing. Staff were moved within or across divisions to maintain safe staffing levels.
- 3.1.4 The Clinical Site Practitioners (CSPs) report that no wards were declared unsafe, however there were 5 occasions in October where staff were moved between wards for part or a whole shift to maintain safe care.

3.2 General Staffing Information

For further information a separate report is provided to Trust Board this month: Nursing Skill mix Ward Nursing Establishments

- 3.2.1 Appendix 2 provides a staffing overview for October; the table provides information on staff in post, vacancies and staff in the recruitment pipeline and includes bed closure information. 16 out of 23 inpatient wards closed beds at various points during October. An average of 12 beds were closed per day, which is a reduction from 15 for the month of September and 20 for the month of August.
- 3.2.2 Registered and non-registered vacancies in wards are reported as 114 Whole Time Equivalents, 64 registered (7%) and 50 non registered staff (47%). Several of these are new posts now included for the increase in beds on Badger Ward, increased occupancy in IPP wards and reconfiguring of ICI Wards to create Giraffe. Temporary nurses, mainly from

GOSH Nurse Bank, employed on wards totalled 110 WTE; the net vacancy rate was therefore 4 WTE for October.

3.2.3 The recruitment pipeline for October had 9.6 registered nurses in the pre-employment check process and 10 non registered staff totalling 19.6 WTE.

4 Key Challenges

- Recruitment of HCAs to achieve target ratios by April 2015.
- 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 October 2014.

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	4
MRSA Bacteraemias	0
MSSA Bacteraemias	1
E Coli Bacteraemia	0
D & V and other outbreaks	Both Badger Ward and NICU had 1 HAI MRSA Rainforest and Puffin Wards - Chicken Pox exposure. None of the above resulted in Beds Closures
Carbopenamase resistance	0

5.3.1 All incidents are investigated via a root 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

	October 2014
Grade 3	0
Grade 2	3

5.5 Deteriorating patient

5.5.1 For the month of October 11 emergency calls were made, of which 3 were respiratory arrests and 2 cardiac arrests.

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

0 Incidents reported

5.7 **Pals concerns raised by families**

- Report by family of shortage of nurses on Peter Pan ward resulting in delayed admission.
- Family waited 6.5 hours for a bed initially were on Sky Ward, then Squirrel, eventually admitted to Peter Pan.
- PICU – delay in transfer to ward
- Puffin - urgent patient given priority over patient waiting for procedure.
- PALS ensure that distressed families are supported and liaise with clinical teams to ensure that issues raised are addressed and that those families who have been cancelled are provided with a new date for their admission.

5.8 **Complaints re safe staffing**

0 complaints received about safe nurse staffing

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

- Overall response rate for October is 26% (Target is 15% progressing to 25% by quarter 4 2014/15).
- The FFT score was 73 September increasing to 86 in October
- No wards scored below a “0” FFT score for October.
- Families that were extremely likely to recommend their friends and family was 76.8% in September rising to 85.9% (232) in October, with an additional 11.5% likely to recommend the hospital in October.
- There was 1 response of extremely unlikely (0.4%), this was for Bear Ward with no additional information provided.

6. **Conclusion**

- 6.1 This paper has provided Trust Board with a general overview and assurance that all wards were safely staffed during October; 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**

7.1 Trust Board to note:

7.2 The content of the report and be assured that appropriate information is being provided to meet the national and local requirements.

7.3 The information on safe staffing and the impact on quality of care.

7.4 To note the key challenges around recruitment and the actions being taken.

7.6 The November Board will also receive the 6 monthly review of Nurse establishments on In Patient wards

Appendix 1: UNIFY Safe Staffing Submission October 2014

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

Org: RP4 Great Ormond Street Hospital For Children NHS Foundation Trust

Period: October_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 Specialities 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		Speciality 1	Speciality 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 London	Badger Ward	340 - RESPIRATORY MEDICINE		1809	2228.7	301	138	1508	2150.8	301	90.6	123.2%	45.8%	142.6%	30.1%
RP401	Great Ormond Street Hospital Central London	Bear Ward	170 - CARDIOTHORACIC SURGERY	321 - PAEDIATRIC CARDIOLOGY	2796	2841.25	608	544.5	2796	2581.5	349	329.2	101.6%	89.6%	92.3%	94.3%
RP401	Great Ormond Street Hospital Central London	Flamingo Ward	192 - CRITICAL CARE MEDICINE		5612	7210.8	356	276	5347	6461.1	207	141.4	128.5%	77.5%	120.8%	68.3%
RP401	Great Ormond Street Hospital Central London	Miffy Ward (TCU)	340 - RESPIRATORY MEDICINE		713	727.5	356	599.5	713	475.2	356	333.1	102.0%	168.4%	66.6%	93.6%
RP401	Great Ormond Street Hospital Central London	Neonatal Intensive Care Unit	192 - CRITICAL CARE MEDICINE		2819	3680.65		130.42	2467	3240.15		134.25	130.6%		131.3%	
RP401	Great Ormond Street Hospital Central London	Paediatric Intensive Care Unit	192 - CRITICAL CARE MEDICINE		5981	6295.2	351	397	5981	4908.12	351	162	105.3%	113.1%	82.1%	46.2%
RP401	Great Ormond Street Hospital Central London	Elephant Ward	370 - MEDICAL ONCOLOGY	823 - HAEMATOLOGY	1690	1801.1	356	287.5	1426	1162.9	356	276.3	106.6%	80.8%	81.5%	77.6%
RP401	Great Ormond Street Hospital Central London	Fox Ward	303 - CLINICAL HAEMATOLOGY	313 - CLINICAL IMMUNOLOGY and ALLERGY	2350	1755.5	348	299	1945	1398.8	348	270.7	74.7%	85.9%	71.9%	77.8%
RP401	Great Ormond Street Hospital Central London	Giraffe Ward	313 - CLINICAL IMMUNOLOGY and ALLERGY	350 - INFECTIOUS DISEASES	1069	1114.3	356	46	713	586	356	196.5	104.2%	12.9%	82.2%	55.2%
RP401	Great Ormond Street Hospital Central London	Lion Ward	370 - MEDICAL ONCOLOGY	303 - CLINICAL HAEMATOLOGY	1408	1798.75	352	425.5	1408	1206.8	352	388.5	127.8%	120.9%	85.7%	110.4%
RP401	Great Ormond Street Hospital Central London	Penguin Ward	330 - DERMATOLOGY	410 - RHEUMATOLOGY	977	1259.75	356	490.5	713	598.9	356	46	128.9%	137.8%	84.0%	12.9%
RP401	Great Ormond Street Hospital Central London	Robin Ward	350 - INFECTIOUS DISEASES	313 - CLINICAL IMMUNOLOGY and ALLERGY	1993	1494	347	452.5	1736	1272.7	347	331	75.0%	130.4%	73.3%	95.4%
RP401	Great Ormond Street Hospital Central London	Bumblebee Ward	171 - PAEDIATRIC SURGERY	420 - PAEDIATRICS	2402	2585.66	343	655.5	2059	2264.5	686	614.2	107.6%	191.1%	110.0%	89.5%
RP401	Great Ormond Street Hospital Central London	Butterfly Ward	370 - MEDICAL ONCOLOGY	420 - PAEDIATRICS	2287	2670.75	678	741	2035	1625.2	339	142.5	116.8%	109.3%	79.9%	42.0%
RP401	Great Ormond Street Hospital Central London	Eagle Ward	361 - NEPHROLOGY		2283	2189.35	704	1318.3	1408	713	352	364.4	95.9%	187.3%	50.6%	103.6%
RP401	Great Ormond Street Hospital Central London	Kingfisher Ward	420 - PAEDIATRICS		1552	1494.4	931	540.5	331	402.4		22.3	96.3%	58.1%	121.6%	
RP401	Great Ormond Street Hospital Central London	Rainforest Ward (Gastro)	301 - GASTROENTEROLOGY		639	764.55	639	330	639	603	639	262.4	119.6%	51.6%	94.4%	41.1%
RP401	Great Ormond Street Hospital Central London	Rainforest Ward (Endo/Met)	302 - ENDOCRINOLOGY		1057	1127.4	704	271	1057	789.8	352	301.4	106.7%	38.5%	74.7%	85.6%
RP401	Great Ormond Street Hospital Central London	Mildred Creak	711- CHILD and ADOLESCENT PSYCHIATRY		1068	1325.3	599	615.5	482	347	436	570	124.1%	102.8%	72.0%	130.7%
RP401	Great Ormond Street Hospital Central London	Koala Ward	150 - NEUROSURGERY	421 - PAEDIATRIC NEUROLOGY	2942	3113	346	448.5	3322	2890.65			105.8%	129.6%	87.0%	
RP401	Great Ormond Street Hospital Central London	Peter Pan Ward	120 - ENT	160 - PLASTIC SURGERY	1589	1708.5	617	368	1475	1204.4		11.5	107.5%	59.6%	81.7%	
RP401	Great Ormond Street Hospital Central London	Sky Ward	110 - TRAUMA & ORTHOPAEDICS	171 - PAEDIATRIC SURGERY	1592	2164.45	554	773	1547	1570.6		11.5	136.0%	139.5%	101.5%	
RP401	Great Ormond Street Hospital Central London	Squirrel Ward	171 - PAEDIATRIC SURGERY	101 - UROLOGY	2953	2879.55	696	345.3	2638	2289.25		23	97.5%	49.6%	86.8%	

Appendix 2: Staffing Overview – October 2014

Division	Ward	Registered Nursing staff				Non Registered				Recruitment Pipeline						
		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	Number of unsafe shifts	Average Bed Closures
CCCR	Badger	15	39.5	29.6	9.9	7.5	1.0	6.5	47.0	16.4	4.2	12.2		3	0	2.0
	Bear	22	47.8	45.0	2.8	9.0	7.0	2.0	56.8	4.8	6.6	-1.8		0	0	0.4
	Flamingo	17	121.0	108.0	13.0	10.8	3.0	7.8	131.8	20.8	16.0	4.9	6.0	3	0	0.0
	Miffy (TCU)	5	14.0	12.0	2.0	7.8	5.0	2.8	21.8	4.8	3.9	0.9		1	0	0.0
	NICU	8	51.5	43.3	8.2	5.2	2.0	3.2	56.7	11.4	14.6	-3.2		1	0	0.1
	PICU	13	83.4	91.0	-7.6	8.9	6.0	2.9	92.3	-4.7	8.3	-13.0	3.0	0	0	0.2
ICI-LM	Elephant	13	25.7	25.8	-0.1	5.0	3.1	1.9	30.7	1.8	2.5	-0.7			0	0.0
	Fox	10	31.0	29.5	1.5	5.2	4.0	1.2	36.2	2.7	1.0	1.7			0	0.2
	Giraffe	7	19.0	16.0	3.0	1.0	1.0	0.0	20.0	3.0	2.2	0.9			0	0.0
	Lion	11	22.0	21.8	0.2	5.2	4.0	1.2	27.2	1.4	5.3	-3.9			0	0.2
	Penguin	9	15.2	13.4	1.8	5.5	6.0	-0.5	20.7	1.3	2.8	-1.5			0	0.0
	Robin	10	27.2	25.3	1.9	5.2	3.4	1.8	32.4	3.7	1.9	1.9			0	0.3
IPP	Bumblebee	21	38.3	27.7	10.6	9.7	8.6	1.1	48.0	11.7	11.3	0.4	0.6		0	0.8
	Butterfly	18	37.2	30.1	7.1	10.5	7.0	3.5	47.7	10.6	6.2	4.4		2	0	0.9
MDTS	Eagle	21	39.5	34.6	4.9	10.5	9.0	1.5	50.0	6.4	1.7	4.7			0	0.2
	Kingfisher	16	18.2	13.8	4.4	6.3	5.0	1.3	24.5	5.7	1.0	4.7			0	0.0
	Rainforest Gastro	8	13.8	12.6	1.2	5.2	3.0	2.2	19.0	3.4	2.6	0.8			0	0.8
	Rainforest Endo/Met	8	15.7	15.9	-0.2	5.2	5.0	0.2	20.9	0.0	1.8	-1.8			0	0.1
Neuro-sciences	Mildred Creak	10	11.8	13.5	-1.7	7.8	6.6	1.2	19.6	-0.5	3.1	-3.6			0	0.5
	Koala	24	44.7	52.9	-8.2	7.1	4.0	3.1	51.8	-5.1	3.7	-8.8			0	0.7
Surgery	Peter Pan	16	24.5	21.6	2.9	5.0	4.0	1.0	29.5	3.9	0.8	3.1			0	0.1
	Sky	18	31.0	25.0	6.0	5.2	4.0	1.2	36.2	7.2	4.1	3.1			0	4.0
	Squirrel	22	43.6	42.6	1.0	7.0	4.0	3.0	50.6	4.0	5.3	-1.3			0	0.5
TRUST TOTAL:		322	815.6	751.0	64.6	155.8	105.7	50.1	971.4	114.7	110.7	4.0	9.6	10.0	0.0	12.0