GOSH NURSE SAFE STAFFING REPORT

MAY 2014

1. Introduction

1.1 The May 2014 Trust Board received and accepted a report on Nurse Safe Staffing at GOSH and agreed Nurse Staffing Establishments, the May report met some of the requirements/expectations of NHS England. These requirements are set out as 10 expectations in – '*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.

2. Context and Background

2.1 This paper builds on the previous report, providing an update on nurse staffing and further information on safe staffing levels on GOSH inpatient wards. 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 Hard Truths states "Boards must, at any point in time be able to demonstrate to their patients, carers and families, commissioners, the care Quality Commission, the NHS Development Authority or Monitor that robust systems and process are in place to assure themselves that the nursing and midwifery capacity and capability in their organisation is sufficient to deliver safe and effective care". To achieve this, the Board should receive a report every six months on staffing capacity and capability (provided May 2014).

2.3 In addition monthly update reports are required to be submitted to NHS England and 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.

2.4 At present Trusts are required to provide the information in point 1 by the 10th of the month, submitted as a UNIFY return, this will be published on NHS Choices website for the public to view on or around the 24th of the month. The Monthly report to Trust Board should cover all three points and be available on the Trust website.

3. GOSH Ward Nurse Staffing Information for Trust Board

There are three clear areas to report to Trust Board this paper contains this information:

3.1 Safe Staffing

3.1.1 Copy of UNIFY submission attached as Appendix 1. The spread sheet contains:

- Total monthly planned staff hours derived from HoN 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.

- Bed closure information has been used to adjust the plan.

3.1.2 Commentary:

ICI – No unsafe shifts reported
Penguin and Robin : increase in HCAs due to changes in patient dependency
Elephant, Fox and Robin: qualified staff numbers supported by CNS and IV team and movement of staff across ICI.
Several new recruits in supernumerary roles.
A number of new nurses in the recruitment pipeline.

Surgery – No unsafe shifts reported
Peter Pan – beds closed due to theatre cancelations however dependency remained high and similar numbers of nurses required.
Squirrel – HCAs employed to special delayed discharge patient

CCCR – No unsafe Shifts reported
Qualified hours to support Intensive care patients on ECMO and high levels of acuity

MDTS - No unsafe shifts reported
Rainforest – increase in trained staff for specialing purposes.
Planned and actuals influenced by changes in opening hours of the ward.

Neurosciences – No unsafe shifts reported
MCU – increase in qualified nurses dependent on nursing requirements

IPP – No unsafe shifts reported
Increase in HCAs due to changes in dependency, staff used to special tracheostomy patients

3.1.3 No wards reported unsafe staffing. Staff were moved within divisions to maintain safe staffing levels. 15 out of 22 in patient wards closed beds at various points during May due to staffing, increased patient dependency and short notice sickness. 1 ward closed beds due to cancelled theatre lists i.e. beds surplus to requirements.

3.2   General Staffing Information Appendix 2 and 3

3.2.1 Appendix 2 provides the agreed safe staffing numbers by ward for day and night, for registered and non-registered staff. These are the minimum necessary to maintain patient safety and do not allow for the fluctuation in dependency/acuity and activity.

3.2.2 Appendix 3 provides data at 31st May 2014, listing staff in post, vacancies and staff in the recruitment pipeline and includes bed closures.

3.2.3   Commentary

3.2.4 GOSH Recruitment Fair held 6th June in excess of 150 attended, the advertisement closes on June 18th, the response appears good although the majority as we expect are students

who are due to qualify in September 2014. Recruitment assessment centres are planned throughout July. GOSH will be represented at the July RCN Recruitment Fair in Manchester. Eleven nurses from the Newly Qualified Rotation Programme will move from the rotation programme into substantive posts on wards.

3.2.5 Ward bed closures in May average 20 per day including the ICUs. This includes 2 days of reduced activity and closure of 16 beds for 3 days on Pan ward as there were no operating lists. Vacancies are reported as 128 Whole Time Equivalents for registered nurses and 31 for non registered staff with 75 registered nurses in the recruitment pipeline and 7 non registered staff. Temporary Nurses mainly from Trust Bank employed on wards totalled 97.4 WTE, reducing the vacancy to 31 WTE. It is worth bearing in mind that approx. 30 of the vacancies reported last month were new posts resulting from the ward nurse establishment changes.

4   Key Challenges

4.1   Ensuring sufficient accommodation available for a large number of new starters expected in September. Ensuring staff Band 5 and 6 staff are allowed to remain in accommodation for 18 months and consider extending this to 2 years especially for those on programmes e.g. the Newly Qualified Nurse Rotation programme.

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 May 2014.

5.2   The following quality measures provide a base line report for Trust Board. Many are KPIs which are regularly monitored, poor results are challenged and investigated through quarterly performance reviews with each Divisional Nursing team. We propose reporting by exception for future Boards.

5.3   **Infection control**

- 0 cases of MRSA or C Difficile
- 1 small outbreak of norovirus involving 3 patients on Elephant ward, service maintained throughout.
- Nursing hand hygiene compliance achieved 99%
- 78% CVL care bundle compliance reduced by 10% since March 2014 (due to full numbers of audits not being completed and inadequate documentation of line cares)

5.4   **Pressure ulcers**

- 3 grade 2 hospital acquired pressure ulcers and 0 grade 3 pressure ulcers
- 99% compliance with pressure ulcer risk assessments (up 5% on April 14)

5.5   **Deteriorating patient**

- 13 2222 emergency calls (4 respiratory/cardiac arrests within these)
- 99% compliance with use of Children' s Early Warning Score (CEWS) (Up 4% on April 14)
- 96% compliance with CEWS scored correctly (up 2% on April 14)
- 93% compliance with observations recorded (up 4% on April 14)

5.6   **Other nursing quality measures.**

- 83% compliance with equipment cleaning   (down 4% on April 14)

- 93% compliance with Moving and handling/falls risk assessment (down 1% on April)
- 90% compliance with moving & handling/falls action plans (down 2% on April)
- 85% compliance with Nutrition screening (Down 2% on April)
- 62% compliance with the new medicines administration care bundle audits (Up 2% on April)

5.7 Numbers of safety incidents reported about inadequate nurse staffing levels

- 1 Datix report from Flamingo reporting short staffing due to high patient acuity, staff were moved between units to meet workload. Lead Nurse investigating.

5.8 Patient Experience

5.9 Pals concerns raised by families

- 2 patients delayed in being transferred to GOSH from local hospital because of no beds (1 gastro 1 urology)
- Family on Badger ward specifically raised that they felt there was a shortage of trained nurses present on the ward which was escalated to ward sister and lead nurse.

5.10 Complaints

- 0 complaints related to insufficient nursing staff on the wards

5.11 Friends and family test (FFT) data

- Overall response rate 22.07% (target is 15% progressing to 25% by end of March 2015)
- FFT score 62 (Number of patients who would strongly recommend minus those who would not recommend or are indifferent. This is measured against a scale between -100 and +100)
- 67% of families were extremely likely and 27% were likely to recommend the hospital

6 Ward exceptions

6.1 The following wards were identified as having staffing levels of concern compared to those planned.

6.2 Fox and Robin wards

- Fox ward achieved 100% compliance with the majority of nursing quality indicators (exceptions CVL bundle compliance- failed to achieve the 20 audits required, 60% compliance with the new medication administration care bundle audit)
- Robin ward again achieved 100% compliance with the majority of nursing quality measures including CVL and medicines administration care bundles, exceptions were Moving and handling/falls risk assessment compliance and nutrition screening which were 60% and 80% respectively
- 100% of families who responded to the Friends and family test recommended each ward
- Both wards assessed to be safe despite actual staffing not achieving the levels planned

6.3 Kingfisher

- No KPI's submitted for May. The Head of Nursing confirms the ward was safe at all times and has put in place measures to ensure this is a one of occurrence.
- 90% of families who responded to the Friends and family test recommended each ward

7   Key Challenges

7.1   Ensuring completion of KPIs and local audits as well as the provision of a full data on safe staffing on a monthly basis.

8   Conclusion

8.1   This paper has provided Trust Board with a general overview of Safe Nurse Staffing at GOSH, and meets the safe staffing expectations. This is the first report of this nature, the Board are required to receive similar reports each month. We are required to ensure the validity of data by triangulating information from different sources, this has been key to compiling this report.

9   Recommendations

9.1   Trust Board to note:

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

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

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

9.5   The Board to receive a safe staffing report on a monthly basis.

Appendix 1

Ward name	Main 2 Specialties on each ward		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 (%)
	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				
Badger Ward	340 - RESPIRATORY MEDICINE		2130	2517.85	355	188	1775	1746	355	54.7	118.2%	53.0%	98.4%	15.4%
Bear Ward	170 - CARDIOTHORACIC SURGERY	321 - PAEDIATRIC CARDIOLOGY	2326	2666.55	497	895.5	2326	2491.85	290	347	114.6%	180.2%	107.1%	119.7%
Flamingo Ward	192 - CRITICAL CARE MEDICINE		5534	7131.2	352	253	5284	6833.3	193	163.4	128.9%	71.9%	129.3%	84.7%
Miffy Ward (TCU)	340 - RESPIRATORY MEDICINE		684	814.2	342	354	684	747.7	342	349.8	119.0%	103.5%	109.3%	102.3%
Neonatal Intensive Care Unit	192 - CRITICAL CARE MEDICINE		2495	3480.15			2183	3043.1			139.5%		139.4%	
Paediatric Intensive Care Unit	192 - CRITICAL CARE MEDICINE		6013	6393.4	353	552	6013	5176.9	353	261.2	106.3%	156.4%	86.1%	74.0%
Elephant Ward	370 - MEDICAL ONCOLOGY	823 - HAEMATOLOGY	2441	2423.1	316	379.5	2216	1600.5	316	293	99.3%	120.1%	72.2%	92.7%
Fox Ward	303 - CLINICAL HAEMATOLOGY	313 - CLINICAL IMMUNOLOGY and ALLERGY	1994	1704.55	349	276	1938	1445	349	339.7	85.5%	79.1%	74.6%	97.3%
Lion Ward	370 - MEDICAL ONCOLOGY	303 - CLINICAL HAEMATOLOGY	1725	1656.85	257	276	1285	1210	257	265.08	96.0%	107.4%	94.2%	103.1%
Penguin Ward	330 - DERMATOLOGY	410 - RHEUMATOLOGY	1219	1347	356	448.5	713	660.2	356	0	110.5%	126.0%	92.6%	0.0%
Robin Ward	350 - INFECTIOUS DISEASES	313 - CLINICAL IMMUNOLOGY and ALLERGY	1645	1442.7	349	393.92	1589	1182.5	349	350.5	87.7%	112.9%	74.4%	100.4%
Bumblebee Ward	171 - PAEDIATRIC SURGERY	420 - PAEDIATRICS	2370	2734.55	338	586.5	2032	2337.12	677	503.1	115.4%	173.5%	115.0%	74.3%
Butterfly Ward	370 - MEDICAL ONCOLOGY	420 - PAEDIATRICS	2385	2666	711	572.5	2133	1689.8	355	348.4	111.8%	80.5%	79.2%	98.1%
Eagle Ward	361 - NEPHROLOGY		2272	2251.2	707	644	1415	1435.4	353	327.5	99.1%	91.1%	101.4%	92.8%
Kingfisher Ward	420 - PAEDIATRICS		1523	1324	914	678.5	312	339			86.9%	74.2%	108.7%	
Rainforest Ward (Gastro)	301 - GASTROENTEROLOGY		637	974.7	637	552	637	698.2	637	437	153.0%	86.7%	109.6%	68.6%
Rainforest Ward (Endo/Met)	302 - ENDOCRINOLOGY		1069	1138.7	713	360.29	1069	833.7	356	159.5	106.5%	50.5%	78.0%	44.8%
Mildred Creak	711- CHILD and ADOLESCENT PSYCHIATRY		862	1490.05	713	407.5	356	390.2	552	444.2	172.9%	57.2%	109.6%	80.5%
Koala Ward	150 - NEUROSURGERY	421 - PAEDIATRIC NEUROLOGY	2745	2970.55	326	287.5	3113	2605.6			108.2%	88.2%	83.7%	
Peter Pan Ward	120 - ENT	160 - PLASTIC SURGERY	1245	1345.5	481	402.5	1154	1266.8		46	108.1%	83.7%	109.8%	
Sky Ward	110 - TRAUMA & ORTHOPAEDICS	171 - PAEDIATRIC SURGERY	1990	2094.5	697	726.05	1934	1738.5		23	105.3%	104.2%	89.9%	
Squirrel Ward	171 - PAEDIATRIC SURGERY	101 - UROLOGY	2960	3073.38	703	863	2654	2462.2		195.5	103.8%	122.8%	92.8%	

Division	Ward	Established Bed Numbers	Target Registered: Non-Registered ratio	Target Band 5:6 Ratio	Ward Sister supervisory time	Day Shift (average/day) Mon-Fri Registered Nurse	Non-Registered	Sat-Sun Registered Nurse	Non-Registered	Night shift (average/night) Mon-Thur Registered nurse	Non-Registered	Fri-Sun Registered Nurse	Non-Registered	Total shifts / week Registered	Non-Registered	Grand total	Total hours / week Registered	Non-Registered	Grand total
CCCR	Badger	13	85:15	70:30	70%	6	1	6	1	5	1	5	1	77	14	91	885.5	161	1046.5
CCCR	Bear	22	85:15	70:30	70%	8	2	8	1	8	1	8	1	112	19	131	1288	218.5	1506.5
CCCR	Flamingo	17	90:10	60:40	n/a	16	1	15	1	15	1	15	0	215	11	226	2472.5	126.5	2599
CCCR	Miffy (TCU)	5	65:35	70:30	50%	2	1	2	1	2	1	2	1	28	14	42	322	161	483
CCCR	NICU	8	90:10	60:40	n/a	8	0	8	0	7	0	7	0	105	0	105	1207.5	0	1207.5
CCCR	PICU*	13	90:10	60:40	n/a	17	1	17	1	17	1	17	1	238	14	252	2737	161	2898
ICI-LM	Elephant	17	85:15	70:30	70%	8	1	7	1	7	1	7	1	103	14	117	1184.5	161	1345.5
ICI-LM	Fox	10	85:15	70:30	50%	6	1	5	1	6	1	5	1	79	14	93	908.5	161	1069.5
ICI-LM	Lion	14	85:15	70:30	70%	7	1	6	1	5	1	5	1	82	14	96	943	161	1104
ICI-LM	Penguin	9	80:20	70:30	50%	4	1	2	1	2	1	2	1	38	14	52	437	161	598
ICI-LM	Robin	10	85:15	70:30	50%	5	1	4	1	5	1	4	1	65	14	79	747.5	161	908.5
IPP	Bumblebee	21	80:20	70:30	70%	7	1	7	1	6	2	6	2	91	21	112	1046.5	241.5	1288
IPP	Butterfly	18	80:20	70:30	70%	7	2	6	2	6	1	6	1	89	21	110	1023.5	241.5	1265
MDTS	Eagle	14	80:20	70:30	70%	7	2	5	2	4	1	4	1	73	21	94	839.5	241.5	1081
MDTS	Kingfisher	16	80:20	70:30	70%	5	3	5	3	2	0	0	0	43	21	64	494.5	241.5	736
MDTS	Rainforest Gastro	8	80:20	70:30	50%	2	2	2	2	2	2	2	2	28	28	56	322	322	644
MDTS	Rainforest Endo/Met	8	80:20	70:30	50%	3	2	3	2	3	1	3	1	42	21	63	483	241.5	724.5
Neurosciences	Mildred Creak	10	60:40	62:38	50%	3	2	1	2	1	2	1	1	24	25	49	276	287.5	563.5
Neurosciences	Koala	24	85:15	70:30	70%	9	1	7	1	10	0	9	0	126	7	133	1449	80.5	1529.5
Surgery	Peter Pan	16	80:20	70:30	70%	5	2	3	1	5	0	3	0	60	12	72	690	138	828
Surgery	Sky	18	85:15	70:30	70%	6	2	5	2	6	0	5	0	79	14	93	908.5	161	1069.5
Surgery	Squirrel	22	85:15	70:30	70%	9	2	7	2	8	0	7	0	112	14	126	1288	161	1449

Division	Ward	Established Bed Numbers	Registered Nursing staff			Non Registered			Total Establishment	Total Vacancies	Bank Used	Net Vacant	Recruitment Pipeline		Number of unsafe shifts	Average Bed Closures
			Proposed Funded Establishment	Staff in Post	Vacancies	Proposed Funded establishment	Staff in Post	Vacancies					Registered Starters	Non-registered Starters		
CCCR	Badger	13	32.5	27.8	4.7	8.6	2.0	6.6	41.1	11.3	2.8	8.6	0.0		0	0.1
	Bear	22	47.8	34.7	13.1	9.0	8.0	1.0	56.8	14.1	7.5	6.6	2.0		0	4.1
	Flamingo	17	119.0	104.4	14.6	13.1	3.0	10.1	132.1	24.7	19.6	5.2	4.0		0	0.2
	Miffy (TCU)	5	14.0	9.5	4.5	7.8	6.0	1.8	21.8	6.3	3.1	3.2	1.0		0	0.2
	NICU	8	51.5	43.3	8.2	5.2	0.0	5.2	56.7	13.4	10.2	3.2	0.0		0	1.0
	PICU	13	86.0	90.9	-4.9	8.9	7.0	1.9	94.9	-3.0	7.1	-10.2	6.0		0	0.1
ICI-LM	Elephant	17	35.0	31.0	4.0	5.0	4.5	0.5	40.0	4.5	0.7	3.8	2.0		0	1.9
	Fox	10	32.2	24.8	7.4	4.0	4.0	0.0	36.2	7.4	3.3	4.1	6.0		0	0.2
	Lion	14	31.0	30.0	1.0	4.0	4.0	0.0	35.0	1.0	3.0	-2.0	1.0		0	3.9
	Penguin	9	15.4	13.8	1.6	4.0	3.0	1.0	19.4	2.6	0.2	2.4	0.0		0	0.0
	Robin	10	27.0	24.0	3.0	4.0	4.0	0.0	31.0	3.0	3.0	0.0	3.0		0	0.2
IPP	Bumblebee	21	35.0	30.2	4.8	7.8	8.0	-0.2	42.8	4.6	10.0	-5.4	6.0	2	0	1.1
	Butterfly	18	37.3	31.0	6.3	9.3	9.4	-0.1	46.6	6.2	4.0	2.3		1.43	0	0.1
MDTS	Eagle	14	39.5	35.6	3.9	10.5	11.0	-0.5	50.0	3.4	2.6	0.8			0	0.1
	Kingfisher	16	18.2	15.3	2.9	6.3	6.0	0.3	24.5	3.2	1.6	1.6			0	0.0
	Rainforest Gastro	8	13.8	13.6	0.2	5.2	3.0	2.2	19.0	2.4	5.8	-3.4	0.0	1	0	0.9
	Rainforest Endo/Met	8	15.7	14.0	1.7	5.2	4.0	1.2	20.9	2.9	1.6	1.3	2.0	1	0	0.0
Neurosciences	Mildred Creak	10	11.8	13.2	-1.4	7.8	6.5	1.3	19.6	-0.1	0.3	-0.4	1.0	0	0	0.0
	Koala	24	45.9	42.2	3.7	5.2	5.0	0.2	51.1	3.9	2.3	1.6	2.0	2	0	2.1
Surgery	Peter Pan	16	24.5	22.0	2.5	5.0	4.0	1.0	29.5	3.5	1.8	1.7			0	3.4
	Sky	18	31.0	24.6	6.4	5.2	5.0	0.2	36.2	6.6	1.7	4.9			0	0.4
	Squirrel	22	43.6	40.9	2.7	7.0	3.0	4.0	50.6	6.7	5.3	1.4	1.0		0	0.3
	TRUST TOTAL:	313	807.7	716.8	90.9	148.1	110.4	37.7	955.8	128.6	97.4	31.2	37.0	7.4	0.0	20.0