Great Ormond Street
Hospital for Children
NHS Foundation Trust

NHS

Safer Staffing Report September/October 2018

The child first and always

Always

Welcoming   Helpful   Expert   One Team

Nursing & HCA Safe Staffing- September/October 2018

Definition	Trend	Comments

Actual vs Planned Hours shows the percentage of Nursing & Care staff who worked (including Bank) as a percentage of planned care hours in month. The National Quality Board recommendations are the parameters should be between 90-110%.

Unify Actual vs Planned Hours

104.4%
100%

Actual vs Planned Hours: -
On average across the Trust the actual nursing hours available were within the recommend parameters for both months; in September it was 104.4% of actual hours vs planned and in October it was 100%. However there was one Directorate, Brain ,which was just below the recommended parameters at 88.7% in September and one Directorate, Blood, Cells and Cancer at 87% in October. Heart and Lung and Blood Cells and Cancer were slightly above the recommended parameter at 113.2% and 111.7% respectively in September.
No unsafe shifts were reported for either of these months.

Care Hours Per Patient Day (CHPPD) - CHPPD is calculated by adding the hours of registered nurses and healthcare support workers available in a 24 hour period and dividing the total by the number of patients at midnight. CHPPD is reported as a total and split by registered nurses and HCAs to provide a complete picture of care and skill mix. CHPPD data is uploaded onto the national Unify system and published on NHS Choices on a monthly basis.

Care Hours Per Patient Day
(excluding ICU's)

9.6 9.8

2.2 2.4

HCA Nursing
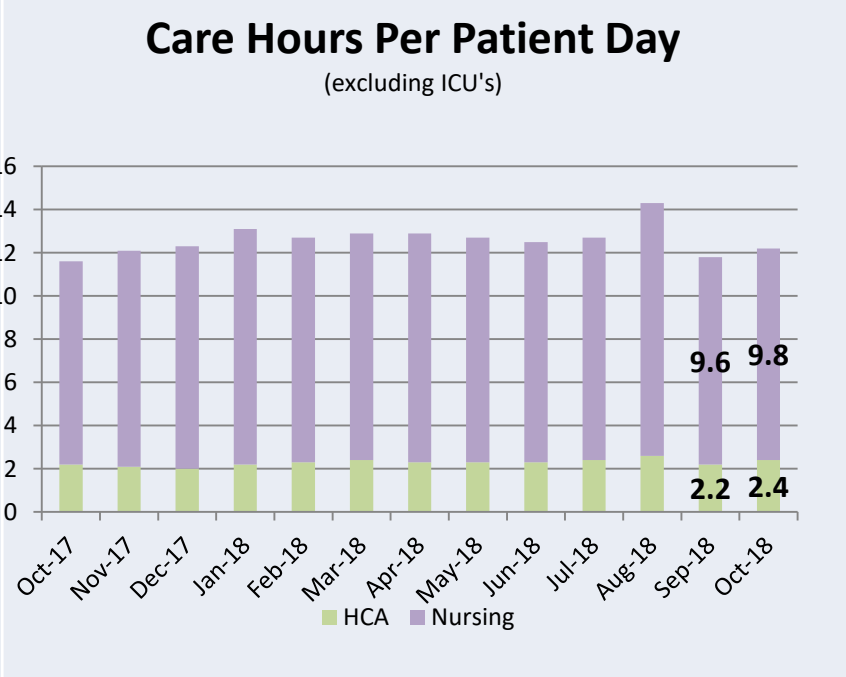
CHPPD for October was 12.2. This is higher than in September (11.8) and the same month last year (11.6).

This figure is an indication of "care" hours given to patients, so if the total was 24, that indicates every patient received 1:1 nursing, the figures for October indicate that patients received, on average 1:2 nursing.

Though these figures give a more granular detail of nursing staff available for the number of patients they cannot be taken in isolation. A number of measures and strategies are taken to ensure safe staffing is maintained, for example, closing beds or moving staff from one ward to another.

Nursing & HCA Safe Staffing- September/October 2018

Patient Acuity (PANDA)

Chart data labels (Oct-18): 49.8%, 46.9%, 25.2%, 24.3%, 17.7%, 16.7%, 10.1%, 9.3%

Legend: WIC (1:1) — HD (1:2) — Normal under 2 (1:3) — normal over 2 (1:4)
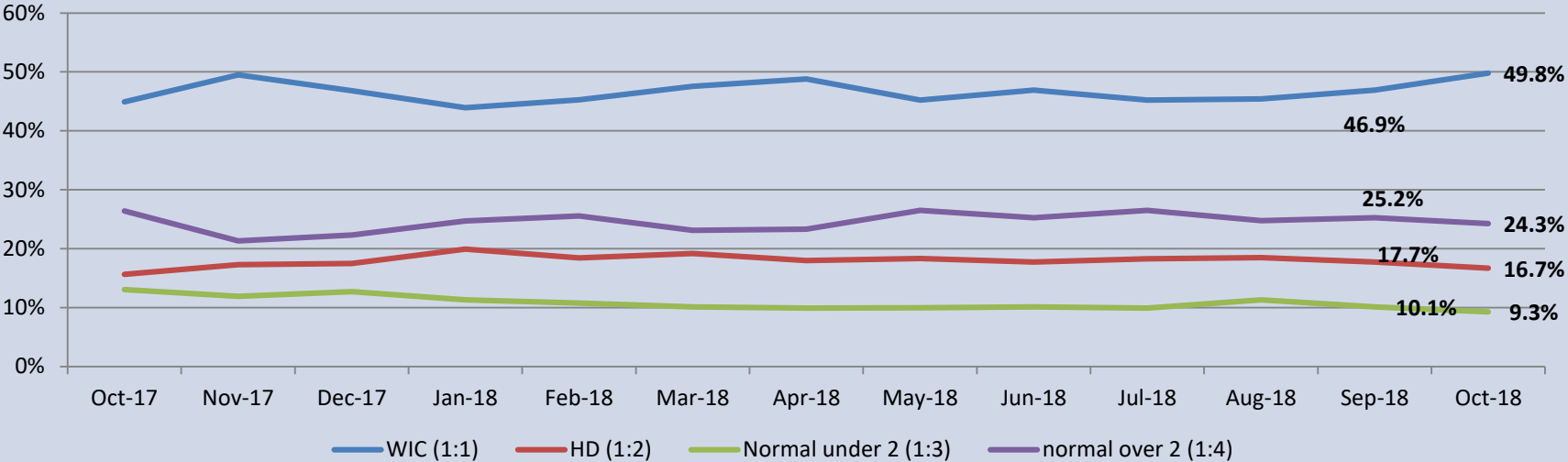
PANDA acuity data measures patient dependency based on the actual acuity and dependency of children. These are the following categories that are evaluated:

- Normal dependency Under 2 Years - 1 Nurse: 3 Patients
- Normal dependency Over 2 Years - 1 Nurse: 4 Patients
- Ward High Dependency (HD) - 1 Nurse: 2 Patients
- Ward Intensive Care (WIC) - 1 Nurse: 1 Patient

The trend in patient acuity requiring a nurse to patient ratio of 1:1or 1:2 level of care has been consistent over the last few months and is currently reporting at 67% which is higher than October 2017 (61%). Patients with normal dependency of 1:3 and 1:4 were 33% of the total reported in October. This is a trend that is continually reviewed and discussed to ensure that correct numbers and skill mix of staff are available for the needs of the wards and departments.

Nursing & HCA Safe Staffing- September/October 2018

Vacancies & Pipeline

Legend: Vacancies (RN), Vacancies (Unregistered)

Values shown: Sep-18: 63.9, 53; Oct-18: 20.8, 58
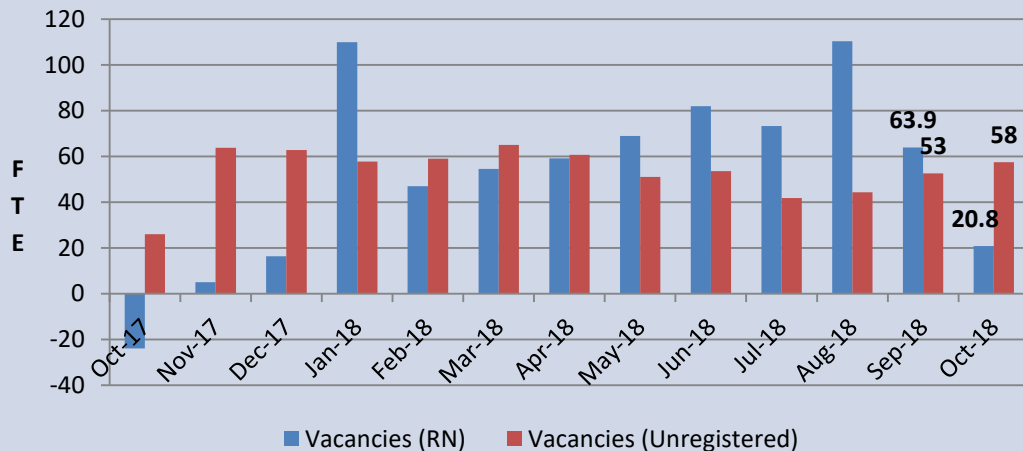
The RN Vacancy rate for October was 1.3% (20.8 WTE), which was a decrease from the previous month (4%: 63.9 WTE), and is well below the set Trust target of 10%. This was due to the cohort of Junior Band 5 nurses that commenced in the Trust in late September. A further assessment centre has been arranged in Dublin in December to interview a cohort of student nurses who will be qualifying in January 2019.

Whilst the overall vacancy factor is only 1.3% a number of ward have a higher vacancy rate, namely International Private Patients, Sky Ward, PICU/NICU and CICU (with the opening of Alligator Ward), recruitment plans are being developed to address these specific areas.

Further work is also required to fully understand the establishment for Theatre as historically any service growth has relied on the use of Bank staff.

Voluntary Turnover & Leavers

Legend: Leavers in Month (RN), Turnover % (RN) 15.9%

Values shown: Sep-18: 17.3%, 38; Oct-18: 16.6%, 15
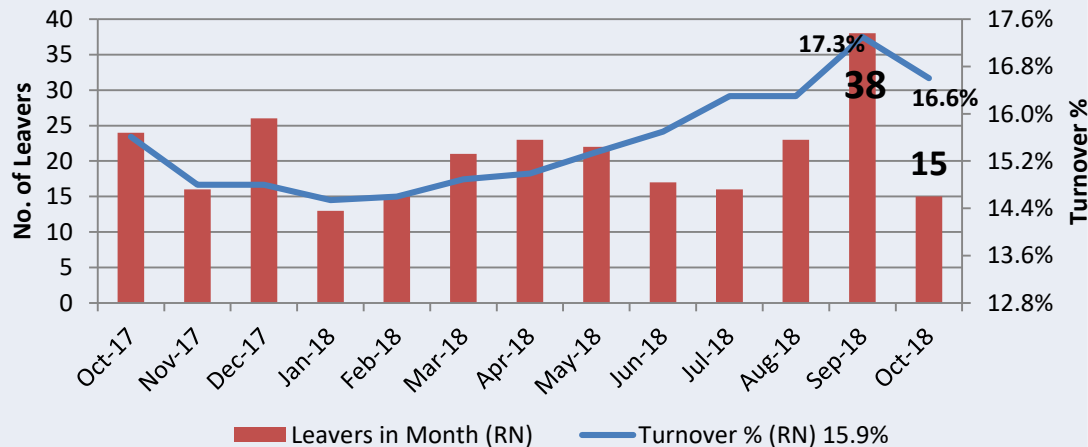
Turnover decreased in October from it's September peak (17.3%) to 16.6% but remains above target of 14%. Approximately 50% of the leavers identified accommodation issues as being a contributor to their decision making process. There is a Trust wide recognition of a need to review the provision of Trust accommodation and this work is currently being undertaken in conjunction with HR and the Charity.

As part of the ongoing retention strategy a Band 5/6 a Marketplace is taking place in December to highlight some of the issues that affect turnover. This day has been arranged in collaboration with the Advisory Board Company, who will be running seminars to discuss key issues including; building resilience in nurses and providing psychological support.

The review of the Clinical Nurse Specialists and Advanced/ Trainee Nurse Practitioners is ongoing and is identifying how to utilise this resource effectively within the Trust.

Nursing & HCA Safe Staffing- September/October 2018

Division	Actual vs Planned %	CHPPD (exc ICUs)	RN Vacancies %	RN Vacancies (FTE)	Turnover %	Sickness %	Maternity %
Blood, Cells & Cancer	111.7%	12.6	0.23%	0.1	17.7%	3.3%	4.0%
Body, Bones & Mind	107.1%	10.5	12.0%	5.4	13.7%	2.9%	4.0%
Brain	88.7%	12.3	33.3%	27.3	10.8%	3.0%	6.8%
Heart & Lung	113.2%	14.7	10.9%	2.3	19.4%	3.3%	2.6%
International & PP	95.4%	10.7	31.1%	28.2	23.1%	3.3%	3.8%
Operations & Images	-	-	0.8%	1.5	9.0%	3.5%	2.7%
Sight & Sound	-	-	13.9%	4.3	26.8%	1.9%	4.9%
Trust	104.4%	11.8	4.0%	63.9	16.6%	3.1%	3.6%

Nursing & HCA Safe Staffing- September/October 2018

Nursing Workforce Metrics by Division: October

Division	Actual vs Planned %	CHPPD (exc ICUs)	RN Vacancies %	RN Vacancies (FTE)	Turnover %	Sickness %	Maternity %
Blood, Cells & Cancer	87.8%	10.9	-4.9%	-10.25	17.4%	3.3%	3.8%
Body, Bones & Mind	107.6%	12.2	-11.0%	-24.7	13.7%	2.9%	4.1%
Brain	90.0%	12.8	-4.3%	-5.3	10.8%	3.0%	6.9%
Heart & Lung	110.8%	12.9	-0.1%	-0.3	19.4%	3.3%	3.4%
International & PP	102.3%	12.4	25.2%	27.8	23.1%	3.3%	4.9%
Operations & Images	-	-	0.8%	1.5	9.0%	3.5%	1.9%
Sight & Sound	-	-	13.9%	4.3	26.8%	1.9%	3.8%
Trust (*	100%	12.2	1.3%*	20.8*	16.6%*	3.1%*	3.9%*

Successes

- Junior Sister/Charge Nurse job description and person specification agreed at the Workforce Advisory Board (WAB). This new role is part of the retention strategy to prepare senior ward nurses for the role and responsibilities expected of a Ward Sister.
- Visible Leadership- feedback from Junior Band 5's reported that they have been very well supported.
- A 'Longer Career' Nursing Marketplace Engagement Event took place on 18th September: Excellent feedback was received, staff felt valued.
    - High numbers registered for the Equniti pension seminars- 80 staff members from different age groups attend these sessions.
- A Healthcare Support Worker Assessment day was held on 4th September with excellent engagement from Ward Managers. In total 14 candidates were successfully recruited.
- 118 Junior Band 5's were welcomed to the Trust on 24th September.
- Nurse Recruitment Open day took place 16th October, receiving positive feedback from attendees.
- 49 candidates have been shortlisted who will attend a Junior Band 5 assessment days in November.

Challenges.

- Although the cohort of 118 newly qualified nurses started in the Trust in September, there is a period where they are supernumerary whilst they attend Trust and local induction and undertake local training to gain the required competencies and skills. These nurses have started to be included in the staffing numbers from the middle of October.
- A number of beds have been closed over the last two months to ensure safety, these closures have been closely monitoring by the Nursing Director of Operations and the Flow Managers, in conjunction with the Matrons and Heads of Nursing, on a daily basis.
- The higher vacancy rates for IPP, Sky Ward and the Intensive Care Units. Specific recruitment plans are being developed for these areas to address the shortfall in nursing numbers.
- Turnover rate of nurses continues to be above the Trust target. The Trust has joined the NHS Improvement Support Programme and will be attending the first conference in November 2018.

The child first and always