

Introduction

In January 2014 the Royal Free London NHS Foundation Trust board considered the Government response to the Mid-Staffordshire NHS Foundation Trust Public Inquiry, *Hard Truths – The Journey to Putting Patients First* and the guidance published by the National Quality Board and the Chief Nursing Officer, *How to ensure the right people with the right skills are in the right place at the right time*. Hard Truths sets out the Government's requirement that from April 2014 and by June 2014 at the latest, NHS trusts will publish ward level information on whether they are meeting their staffing requirements and board's should receive a monthly report concerning the same. This report provides information on planned versus actual nurse staffing for July 2015.

National reporting requires that the trust submits data on NHS wards and therefore the private practice wards on the Royal Free hospital site have not been externally reported but are included in this report.

Planned versus actual staffing

The overall trust summary of planned versus actual hours for July was 14% more actual hours used than planned.

Site specific data is as follows:

The total number of actual hours at each site was:

- Royal Free hospital 137,085 hours
- Barnet hospital 107,794 hours
- Chase Farm hospital 18,988 hours
- Edgware community hospital 3,267 hours

The planned versus actual (registered nurse and health care assistant) at each site was:

- Royal Free hospital 2% more actual hours than planned
- Barnet hospital 14% more actual hours than planned
- Chase Farm hospital 19% more actual hours than planned
- Edgware community hospital 22% more actual hours than planned

The breakdown between registered and health care assistants for May by site was:

Royal Free hospital

- Registered nurses 2% less actual hours than planned
- Health care assistants 5% more actual hours than planned

Barnet hospital

- Registered nurses 4% more actual hours than planned
- Health care assistants 22% more actual hours than planned

Chase Farm hospital

- Registered nurses 18% less actual hours than planned
- Health care assistants 56% more actual hours than planned

Edgware Community hospital

- Registered nurses 3% less actual hours than planned
- Health care assistants 45% more actual hours than planned

Registered nurse agency staff

The % of total registered nurse hours worked by agency staff across all sites for July was 18%. On 1 September 2015 Monitor wrote to the trust advising of the rules for nursing agency spending and setting out the spending ceiling for the trust. The rules are an annual ceiling for total nursing agency spending for each trust and a mandatory use of approved frameworks for procuring agency staff. The rules apply to all NHS trusts, NHS foundation trusts receiving interim support from the Department of Health and NHS foundation trusts in breach of their licence for financial reasons. All other NHS foundations trusts have been strongly encouraged to comply.

Each division has a planned agency reduction trajectory aligned with their recruitment pipeline. The approval process for agency staff has been reviewed with new rules applied and focus on areas of high usage and spend however there has been no reduction yet seen in agency spend. A project board has been established to oversee the implementation of the E-roster system which will be an enabler in reduction of agency spend. The plan will see the roll out commence in November with a plan to bring on line 8 wards every 2 months. A divisional approach will be taken to the roll out commencing with Urgent Care and will include revisiting the wards at Barnet hospital and Chase Farm.

National Price Caps

On 15 October Monitor and the TDA wrote to trusts outlining plans to introduce hourly price caps for all agency staff across all staff groups to be in place by 23 November and phased until April 2016 (subject to consultation) so that by 1 April agency staff would not be paid anymore than the equivalent substantive worker. It is proposed that the cap is also applied to bank rates.

Recruitment

There are currently 321 nurses, midwives and healthcare assistants in the recruitment pipeline. Of those 143 nursing staff and 71 healthcare assistants have been recruited through general recruitment, 26 from EU recruitment, 49 through the direct employment scheme and 32 other newly qualified nurses.

Planned recruitment activity (in addition to for the next quarter includes:

- Portugal – EU recruitment trip to Portugal in November
- Belfast - Recruitment trip in October
- Glasgow - Recruitment fair in October
- Italy – EU Recruitment trip in November
- London - National recruitment fair in November
- University of East Anglia - National recruitment fair in November

On 15 October the government announced the interim inclusion of nursing on the shortage occupation list with immediate effect. The interim period is to allow the Migration Advisory Committee (MAC) to undertake a review of nurse supply and demand, to determine whether it should be included on the list beyond this interim period. The MAC has been asked to report to the Home Office in February 2016. All employers are required to ensure the following, before a certificate of sponsorship is applied for:

- The individual nurse needs to have passed part 1 of the NMC test of competence
- An offer of employment has been issued to the individual.

There is still an overall restricted cap on the number of certificates nationally for the year. The inclusion of nursing on the shortage occupation list is likely to have consequences for other applications, both within the health sector and beyond.

Prior to this announcement the trust has already selected a preferred partner to undertake international recruitment outside of the EU and are in discussion with now progressing this option.

As part of the recruitment plan the trust is increasingly using social media to reach nursing staff. As part of this work the communications team have been interviewing a range of nursing staff from all three of our main hospitals. The interviews are being used on the '[meet our nurses](#)' page of the website and quotes from the interviews are being used along with photos of the staff members on posters for our recruitment events and on social media.

Over the last six months, we have seen an increase in engagement from staff members themselves on Twitter and in particular our Facebook page. Recent posts about our nursing staff are reaching large numbers of people and we are seeing conversations between staff members unfold on the platform. This sends a positive message to other staff, to our patients, and most importantly in the context of the nurse recruitment work, to potential candidates.

A recent post about Eduarda, junior sister on 9 North, reached 9,510 people. 142 people liked the post, 28 people commented on it and 18 people shared it on their own Facebook wall.

Safe Staffing

Out of a minimum of 3060 shifts there were 1 reported shift where the nurse: patient ratio fell below 1:8 on a day shift or 1:10 on a night shift. On Capetown there was one dayshift where there was a ratio of 1:9 however the registered nurses were supported by 7 health care assistants.

On 13 October Monitor, the TDA, NHS England, the CQC and NICE wrote to Trusts to clarify the recent messages on safe staffing and the need to meet the financial challenge. The letter states that safe staffing guidance supports but does not replace judgements made by professionals at the front line and is designed to support the Board to get the best possible outcomes for patients within available resources and that responsibility for both safe staffing and efficiency rests, as it has always done, with provider boards. The letter stresses that staffing should be looked at in a flexible way which is focused on the quality of care, patient safety and efficiency rather than numbers and ratios of staff. The letter stresses that a 1:8 ratio is a guide not a requirement and should not be unthinkingly adhered to.

Substantive ward sister/charge nurse vacancies

The following ward does not currently have a substantive ward sister or charge nurse in post:

Mulberry (oncology, Barnet hospital), the band 6 junior sisters are rotating into this post supported by the ward matron. The post is currently being advertised but recruitment has been unsuccessful in the past.

11 south (haematology, Royal Free hospital) has an interim ward sister in post.

10 south (renal, Royal Free hospital) has an interim ward sister in post.

Planned versus actual staffing

The tables below shows the planned versus actual hours for July 2015. On 29 September the trust executive committee approved business cases to support and additional 25.2 wte staff for the 4 care of the elderly wards at Barnet (Juniper, Palm, Olive and Larch) and an additional 4 wte health care assistants for Spruce. These posts do not show in the tables below.

Transplantation and Specialist Services July 2015								
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN + HCA)	% of RN hours filled by agency staff	Falls	Pressure ulcers	Attributable Cliff	FFT Score
9 West	26	1:4	95%	27%	2	2	0	89%
10 North	33	1:4.7	95%	40%	1	0	0	79%
11 West	22	1:4.8	113%	32%	0	2	0	83%
11 South	19	1:3.8	104%	20%	0	1	1	93%
11 East	24	1:4.8	119%	19%	5	2	0	83%
10 East		1:3.4	96%	26%	2	1	0	91%
10 South	25	1:6.25	96%	33%	1	1	0	84%
5 East B	10	1:5	102%	9%	2	0	0	91%
Mulberry	13	1:3	100%	11%	4	0	1	79%

Womens and Childrens July 2015								
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN + HCA)	% of RN hours filled by agency staff	Falls	Pressure ulcers	Attributable Cdiff	FFT Score
6 North	20	1:4	93%	34%	0	0	0	n/a
5 South	31	1:8	113%	5%	0	0	0	96%
Neonate	RFH	vary	89%	0%	0	0	0	n/a
Galaxy	30	1:4	65%	7%	0	0	0	n/a
Neonate	BH	vary	91%	0%	0	0	0	n/a
Delivery	BH	n/a	112%	14%	0	0	0	95%
Willow	16	1:5.3	138%	6%	1	1	0	97%
Victoria	48	1:8	96%	26%	0	0	0	96%

Urgent Care July 2015								
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN + HCA)	% of RN hours filled by agency staff	Falls	Pressure ulcers	Attributable Cdiff	FFT Score
9 North	32	1:5.3	98%	20%	1	1	0	89%
8 West	36	1:5.1	102%	35%	2	0	0	94%
8 North	32	1:4	116%	36%	2	1	0	92%
10 West	27	1:5	142%	5%	0	0	0	88%
8 East	26	1:4.3	98%	54%	3	1	0	83%
6 South	28	1:4	98%	20%	1	1	0	87%
ITU (RF)	vary	1:1/1:2	82%	23%	0	5	1	n/a
Adelaide	25	1:6.25	124%	1%	6	0	0	75%
Capetown	36	1:5.1	150%	5%	8	0	0	100%
CCU	8	1:2	102%	4%	0	0	0	100%
CDU	24	1:4.8	134%	36%	1	0	0	94%
ITU (BH)	vary	1:1/1:2	104%	28%	0	3	0	n/a
Juniper	24	1:4.8	119%	18%	2	0	1	77%
Larch	22	1:5.5	128%	28%	1	0	1	79%
Olive	22	1:5.5	147%	21%	2	0	3	86%
Palm	22	1:5.5	103%	13%	2	0	1	75%
Quince	24	1:4.8	125%	27%	2	1	0	89%
Rowan	24	1:4.8	99%	6%	2	0	0	97%
Spruce	24	1:6	139%	33%	6	1	0	94%
NRC	15	1:7.5	123%	19%	0	0	0	n/a
Walnut	24	1:6	99%	17%	9	1	0	88%

Surgery and Associated Services July 2015								
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN + HCA)	% of RN hours filled by agency staff	Falls	Pressure ulcers	Attributable Cdiff	FFT Score
7 East A	20	1:5	108%	27%	3	0	0	74%
7 East B	13	1:4.3	95%	13%	1	0	0	90%
7 West	32	1:4.7	104%	27%	3	3	0	96%
7 North	32	1:4.7	98%	21%	2	0	0	81%
Beech	24	1:8	138%	2%	4	1	0	86%
Canterb'y	25	1:6.25	95%	6%	2	0	0	97%
Cedar	24	1:6	125%	17%	7	1	0	90%
Damson	24	1:8	120%	23%	1	0	0	90%
Wel'gton	39	1:6.5	78%	1%	0	0	0	98%