

Safer staffing report June and July 2018

Introduction

This report provides information on planned versus actual nurse and midwifery staffing for June and July 2018 and an update on progress with the reduction in use of agency staff in the nursing and midwifery workforce.

Planned versus actual staffing

The overall trust summary of planned versus actual hours for June was that actual hours were 1% less than planned hours. Hospital specific data is as follows:

- Barnet hospital 3% less actual hours than planned
- Chase Farm hospital 16% less actual hours than planned
- Royal Free hospital 1% more actual hours than planned

The overall trust summary of planned versus actual hours for July was that actual hours were 1% less than planned hours. Hospital specific data is as follows:

- Barnet hospital 2% less hours than planned
- Chase Farm hospital 16% less actual hours than planned
- Royal Free hospital 1% more actual hours than planned

The tables below show that planned versus actual hours by hospital and ward for registered nurses and midwives and healthcare assistants for June and July:

Barnet Hospital June 2018									
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN days)	Percent of actual vs total planned shifts (RN nights)	Percent of actual vs total planned shifts (HCA days)	Percent of actual vs total planned shifts (HCA nights)	Falls	Attributable Cdiff	FFT Score
Beech	24	1:6	82%	99%	105%	103%	8	0	95%
CCU	8	1:2	95%	100%	n/a	n/a	1	0	100%
Cedar	24	1:4	96%	92%	103%	107%	3	0	88%
Damson	24	1:6	92%	100%	94%	103%	2	0	85%
ED	n/a	vary	104%	103%	98%	130%	1	0	82%
Galaxy	30	1:4	85%	84%	71%	n/a	0	0	n/a
ITU	vary	1:1/1:2	89%	93%	89%	89%	0	0	n/a
Juniper	24	1:4.8	93%	100%	95%	150%	8	0	77%
Larch	22	1:5.5	85%	100%	95%	150%	6	1	90%
MSSU	48	1:4.8	98%	99%	118%	108%	1	0	92%
Mulberry	13	1:5	90%	96%	137%	196%	5	0	85%
Olive	22	1:5.5	81%	90%	100%	149%	5	0	100%
Palm	22	1:5.5	87%	100%	98%	150%	5	0	67%
Rowan	24	1:4.8	91%	100%	123%	113%	4	1	83%
Spruce	24	1:6	84%	100%	112%	101%	1	0	92%
Walnut	24	1:6	92%	99%	132%	107%	7	0	94%
Willow	16	1:5.3	94%	99%	123%	132%	2	0	85%
Victoria	48	1:8	91%	97%	94%	97%	1	0	100%

Chase Farm Hospital June 2018									
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN days)	Percent of actual vs total planned shifts (RN nights)	Percent of actual vs total planned shifts (HCA days)	Percent of actual vs total planned shifts (HCA nights)	Falls	Attributable Cdiff	FFT Score
Capetown	36	1:5.1	92%	94%	99%	103%	7	0	75%
UCC (CF)	n/a	vary	96%	171%	69%	100%	0	0	n/a
Wel'gton	39	1:6.5	64%	81%	88%	83%	2	0	97%

Royal Free Hospital June 2018									
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN days)	Percent of actual vs total planned shifts (RN nights)	Percent of actual vs total planned shifts (HCA days)	Percent of actual vs total planned shifts (HCA nights)	Falls	Attributable Cdiff	FFT Score
12 West	15	vary	103%	153%	270%	307%	0	0	67%
12 South	16	1:4	99%	101%	156%	207%	2	0	100%
11 West	22	1:4.8	93%	115%	163%	297%	2	0	90%
11 East	24	1:4.8	90%	99%	107%	112%	7	0	100%
10 West	27	1:5	99%	99%	96%	101%	1	0	98%
10 South	25	1:6	90%	99%	105%	115%	3	1	88%
10 East	24	1:3.4	103%	113%	105%	117%	3	0	90%
10 North	32	1:5.3	89%	98%	114%	118%	5	0	87%
9 West	33	1:4	80%	97%	71%	115%	4	0	89%
9 North	33	1:4.7	89%	100%	115%	133%	2	0	91%
8 West	36	1:5.1	82%	97%	109%	101%	6	1	85%
8 East	26	1:4.3	92%	97%	121%	124%	2	1	87%
8 North	32	1:4	94%	99%	106%	128%	4	1	95%
7 West	32	1:4.5	93%	111%	100%	113%	6	0	93%
7 East A	20	1:5	75%	99%	144%	123%	2	0	87%
7 East B	13	1:4.3	75%	99%	144%	123%	0	0	83%
7 North	24	1:5	104%	103%	81%	117%	1	0	91%
6 West	vary	vary	81%	99%	53%	n/a	0	0	n/a
6 South	28	1:4	91%	108%	92%	110%	3	0	90%
6 North	20	1:4	84%	92%	1482%	n/a	0	0	n/a
5 South	31	1:8	95%	90%	97%	97%	0	0	90%
5 East B	24	1:5	90%	99%	107%	105%	0	0	85%
5 North A	18	1:6	107%	119%	95%	107%	3	0	92%
NRC	14	1:5	96%	90%	100%	127%	5	0	n/a
ITU	vary	1:1/1:2	106%	108%	88%	84%	1	0	n/a
ED	n/a	vary	109%	106%	75%	82%	3	0	88%

Barnet Hospital July 2018									
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN days)	Percent of actual vs total planned shifts (RN nights)	Percent of actual vs total planned shifts (HCA days)	Percent of actual vs total planned shifts (HCA nights)	Falls	Attributable Cdiff	FFT Score
Beech	24	1:6	80%	96%	102%	104%	6	0	79%
CCU	8	1:2	90%	100%	n/a	n/a	1	0	100%
Cedar	24	1:4	89%	79%	100%	101%	2	0	89%
Damson	24	1:6	91%	102%	94%	102%	1	0	84%
ED	n/a	vary	95%	103%	107%	133%	0	0	81%
Galaxy	30	1:4	82%	85%	104%	n/a	0	0	n/a
ITU	vary	1:1/1:2	95%	97%	98%	94%	0	2	n/a
Juniper	24	1:4.8	89%	100%	98%	150%	6	1	100%
Larch	22	1:5.5	85%	100%	105%	150%	6	0	67%
MSSU	48	1:4.8	88%	95%	117%	103%	4	0	90%
Mulberry	13	1:5	90%	97%	143%	221%	2	0	75%
Olive	22	1:5.5	78%	92%	101%	148%	7	0	88%
Palm	22	1:5.5	94%	99%	96%	153%	3	0	100%
Rowan	24	1:4.8	92%	98%	123%	116%	1	0	94%
Spruce	24	1:6	75%	97%	109%	100%	4	1	56%
Walnut	24	1:6	90%	101%	128%	143%	4	0	96%
Willow	16	1:5.3	108%	115%	118%	135%	1	0	94%
Victoria	48	1:8	93%	96%	89%	92%	0	0	95%

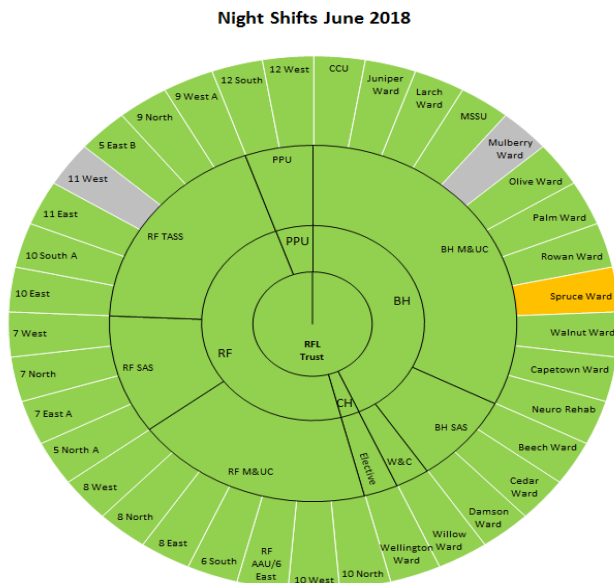
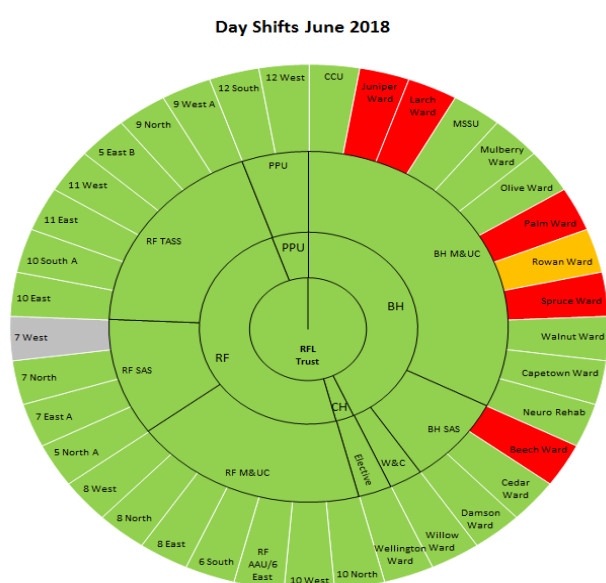
Chase Farm Hospital July 2018									
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN days)	Percent of actual vs total planned shifts (RN nights)	Percent of actual vs total planned shifts (HCA days)	Percent of actual vs total planned shifts (HCA nights)	Falls	Attributable Cdiff	FFT Score
Capetown	36	1:5.1	92%	94%	96%	104%	0	3	33%
UCC (CF)	n/a	vary	109%	102%	84%	100%	0	0	n/a
Wel'gton	39	1:6.5	60%	79%	85%	83%	0	0	97%

Royal Free Hospital July 2018									
Ward	Beds	Registered nurse to patient ratio Day Shift	Percent of actual vs total planned shifts (RN days)	Percent of actual vs total planned shifts (RN nights)	Percent of actual vs total planned shifts (HCA days)	Percent of actual vs total planned shifts (HCA nights)	Falls	Attributable Cdfff	FFT Score
12 West	15	vary	116%	157%	250%	243%	2	0	100%
12 South	16	1:4	101%	100%	147%	200%	2	0	n/a
11 West	22	1:4.8	89%	103%	151%	228%	3	0	89%
11 East	24	1:4.8	87%	98%	105%	111%	5	0	91%
10 West	27	1:5	98%	99%	104%	101%	1	0	94%
10 South	25	1:6	94%	99%	121%	140%	3	0	88%
10 East	24	1:3.4	105%	122%	112%	111%	4	0	78%
10 North	32	1:5.3	82%	93%	121%	121%	5	0	84%
9 West	33	1:4	71%	97%	110%	125%	1	0	91%
9 North	33	1:4.7	103%	114%	106%	126%	6	1	87%
8 West	36	1:5.1	79%	96%	110%	103%	6	0	96%
8 East	26	1:4.3	87%	97%	123%	113%	5	0	81%
8 North	32	1:4	94%	96%	100%	121%	6	0	86%
7 West	32	1:4.5	75%	96%	121%	147%	2	1	89%
7 East A	20	1:5	80%	99%	116%	135%	3	0	100%
7 East B	13	1:4.3	80%	99%	116%	135%	0	0	100%
7 North	24	1:5	99%	93%	86%	127%	1	0	86%
6 West	vary	vary	78%	100%	39%	n/a	0	0	88%
6 South	28	1:4	87%	100%	131%	138%	4	0	88%
6 North	20	1:4	78%	n/a	90%	n/a	0	0	n/a
5 South	31	1:8	96%	90%	91%	96%	0	0	91%
5 East B	24	1:5	81%	91%	101%	114%	1	0	85%
5 North A	18	1:6	95%	100%	100%	106%	1	1	90%
NRC	14	1:5	95%	99%	114%	100%	2	0	n/a
ITU	vary	1:1/1:2	105%	106%	78%	76%	0	0	n/a
ED	n/a	vary	99%	105%	96%	95%	0	0	88%

Safe staffing.

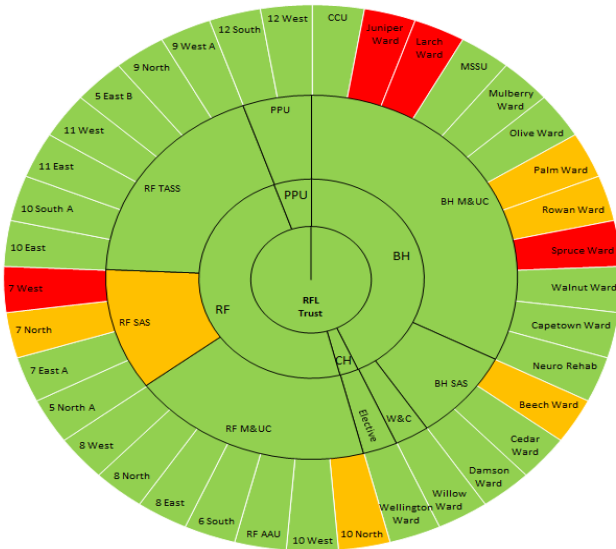
Each ward across the trust measures the dependency and acuity of each patient twice a day which is then matched against the available staff on the ward. This can be then considered for the trust as a whole, each hospital, each division and then each ward.

A green rating is where the rostered care hours are greater than or up to 5% less than the required care hours according to the acuity and dependency score recorded, amber is where is between 5 – 10% less than required and red is where the hours are 10% less than required. For June at trust, site and divisional level the rating was green for day and night shifts. At Barnet some individual wards were red for day shifts and Spruce was amber for night shifts. In July at trust, site and divisional level the rating was green with the exception of surgery at the Royal Free. Again some individual wards were rated amber and red.



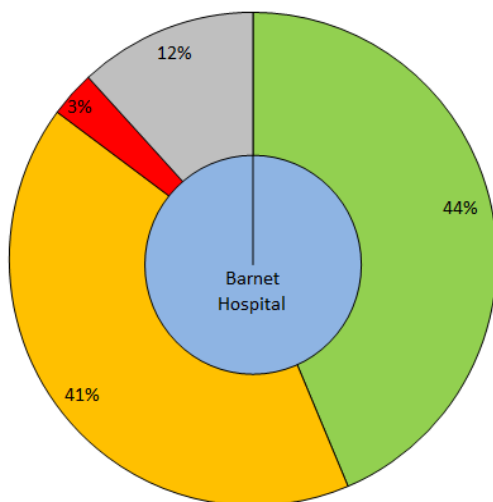
Day Shifts July 2018

Night Shifts July 2018



Since the introduction of SafeCare Live it was always planned for its use to be integrated into the hospitals' operational procedures. In May 2018 Barnet hospital began to pilot a daily Safecare meeting held each morning, led by a divisional director of nursing, attended by the matrons. Each clinical inpatient area is evaluated and risk assessed for their staffing levels using the SafeCare live acuity and dependency data in conjunction with agreed professional judgement RAG rating guidance. The meetings allows for staffing issues to be escalated, actions agreed and identified staff to be redeployed to mitigate risks identified. This is electronically documented through SafeCare Live.

The July data for Barnet hospital using this approach showed:

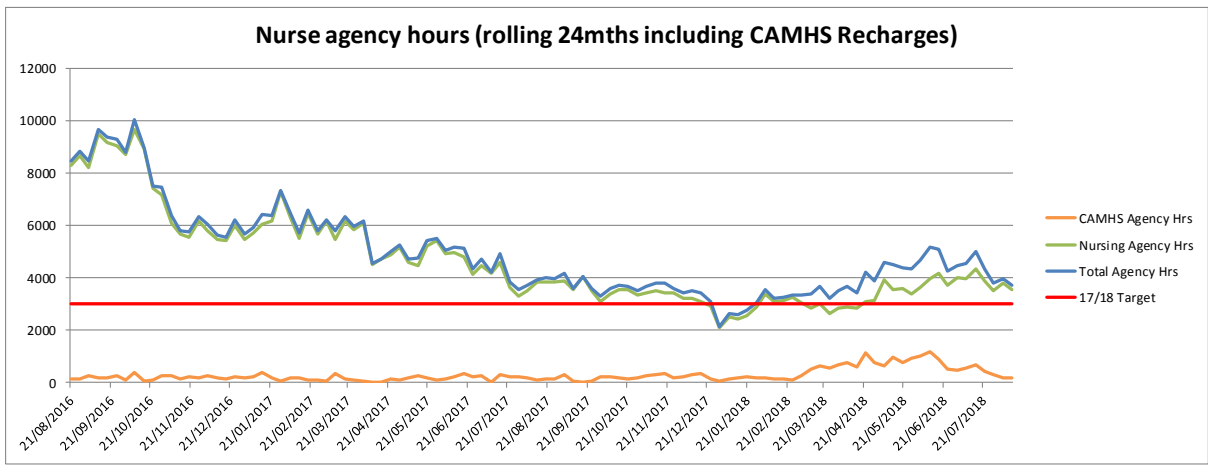


Red – High Risk
Amber – Medium Risk
Green – Low Risk
Grey – No professional judgement RAG rate recorded

Associated with the process is suggested mitigating actions should a ward be amber or red and an escalation process (Appendix 1). This process is due to be rolled out to the Royal Free hospital.

Registered nurse agency staff

The reduction in nurse agency hours is remaining close to the monthly target but has increased since April.



The agreed protocols and approvals remain in place however there are increasing numbers of requests to request agency staff earlier particularly at Barnet in areas of high vacancy such as MSSU.

Recruitment

There are currently 388 nursing and midwifery staff in the recruitment pipeline, 96 with confirmed start dates and 292 who have been offered posts.

Professional Judgement RAG Rating	Action (Actions to mitigate risk)	In Hours escalation process	Out of hours escalation process
<ul style="list-style-type: none"> ➤ Staffing levels as planned on staff roster and meet current patient acuity and dependency needs ➤ Staffing levels below planned level on the staff roster but meet current patient acuity and dependency needs ➤ Staff working within capacity and capability 	<ul style="list-style-type: none"> ➤ Monitor on-going basis ➤ No further action 	<p>Monitor on-going basis No escalation required</p>	<p>Monitor on-going basis No escalation required</p>
<ul style="list-style-type: none"> ➤ Staffing levels as planned on the staff roster but do not meet current patient acuity and dependency needs ➤ Staffing levels below planned on the staff roster and do not meet current patient acuity and dependency needs ➤ Staff working above planned capacity and capability 	<ul style="list-style-type: none"> ➤ Staff prioritise workload during shift ➤ Ward Sister/Charge Nurse works in non-supervisory capacity for part/all of the shift ➤ Review patient acuity and dependency ➤ Staff redeployed from other areas within division ➤ Review staff on study leave and consider their recall ➤ Review staffing levels for subsequent shifts 48hours in advance ➤ Confirm temporary staffing shifts are approved for bank/agency fill 	<p>Monday to Friday 08:00-16:00hrs: Ward Sister/Charge Nurse/Nurse in Charge escalates to the directorate / divisional matron</p>	<p>Monday to Sunday 16:00 – 08:00hrs: Nurse in Charge escalates to the site manager</p> <p>Saturday and Sunday 08:00- 16:00: Nurse in Charge escalates to the matron on duty for the hospital</p>
<ul style="list-style-type: none"> ➤ Staffing levels significantly below planned level on staff roster and determined to be at an unsafe level. ➤ Unable to meet patient acuity and dependency needs with current staffing. ➤ Less than 2 registered nurses present on the ward 	<ul style="list-style-type: none"> ➤ Recall staff on nonessential activity e.g. study leave ➤ Confirm temporary staffing shifts are approved for bank/agency fill ➤ Redeploy available non-ward based staff e.g. clinical practice educators, clinical nurse specialists to cover appropriate duties ➤ Staff redeployed across divisions ➤ Contact staff on days off/leave ➤ Consider patient flow in conjunction with bed and site team ➤ Review/reduce planned patient activity in conjunction with operational managers ➤ Report on Datix 	<p>Monday to Friday 08:00-16:00hrs: Ward Sister/Charge Nurse or Nurse in Charge escalates to the directorate / divisional matron</p> <p>If unmitigated matron will escalate to Divisional Nurse Director.</p>	<p>Monday to Sunday 16:00 – 08:00hrs: Nurse in Charge escalates to the site manager</p> <p>Saturday and Sunday 08:00- 16:00: Nurse in Charge escalates to the matron on duty for the hospital</p> <p>If unmitigated silver on call out will be informed</p>

