Staffing by Ward (May 2014)

The table below (Table 1) shows the fill rate for Registered Nurses (RNs) and Care Staff (CSWs) for the month of May 2014.

A fill rate above 100% means that there have been more staff on duty than planned and a fill rate below 100% means that there have been less staff on duty than planned. This is shown by both day and by night shifts.

Further information is provided in the commentary that follows, with wards listed alphabetically.

<table>
<thead>
<tr>
<th>Ward</th>
<th>Day Average fill rate - registered nurses/midwives (%)</th>
<th>Day Average fill rate - care staff (%)</th>
<th>Night Average fill rate - registered nurses/midwives (%)</th>
<th>Night Average fill rate - care staff (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Assessment Unit</td>
<td>108.6%</td>
<td>71.0%</td>
<td>100.6%</td>
<td>103.2%</td>
</tr>
<tr>
<td>Arnold Whitchurch</td>
<td>105.6%</td>
<td>76.3%</td>
<td>116.1%</td>
<td>69.4%</td>
</tr>
<tr>
<td>Coronary Care Unit</td>
<td>91.1%</td>
<td>115.0%</td>
<td>102.4%</td>
<td>96.8%</td>
</tr>
<tr>
<td>Elizabeth</td>
<td>102.9%</td>
<td>115.4%</td>
<td>111.3%</td>
<td>87.1%</td>
</tr>
<tr>
<td>Godber</td>
<td>90.4%</td>
<td>107.1%</td>
<td>103.2%</td>
<td>96.8%</td>
</tr>
<tr>
<td>Harpur</td>
<td>120.2%</td>
<td>81.4%</td>
<td>118.3%</td>
<td>95.2%</td>
</tr>
<tr>
<td>Howard</td>
<td>106.1%</td>
<td>77.3%</td>
<td>133.9%</td>
<td>95.2%</td>
</tr>
<tr>
<td>Pilgrim</td>
<td>124.8%</td>
<td>60.3%</td>
<td>131.2%</td>
<td>103.2%</td>
</tr>
<tr>
<td>Reginald Hart</td>
<td>107.8%</td>
<td>72.3%</td>
<td>98.7%</td>
<td>108.1%</td>
</tr>
<tr>
<td>Richard Wells</td>
<td>89.9%</td>
<td>85.4%</td>
<td>100.0%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Riverbank</td>
<td>124.2%</td>
<td>75.8%</td>
<td>122.6%</td>
<td>96.8%</td>
</tr>
<tr>
<td>Shand</td>
<td>102.6%</td>
<td>84.5%</td>
<td>117.2%</td>
<td>93.5%</td>
</tr>
<tr>
<td>Shuttleworth &amp; SAU</td>
<td>106.3%</td>
<td>71.6%</td>
<td>106.5%</td>
<td>91.9%</td>
</tr>
<tr>
<td>Whitbread</td>
<td>103.3%</td>
<td>87.8%</td>
<td>102.2%</td>
<td>98.4%</td>
</tr>
<tr>
<td>Orchard / Maternity/ Delivery</td>
<td>98.2%</td>
<td>92.4%</td>
<td>98.2%</td>
<td>103.2%</td>
</tr>
<tr>
<td>Meadowbank</td>
<td>106.4%</td>
<td>#DIV/0!</td>
<td>100.0%</td>
<td>#DIV/0!</td>
</tr>
<tr>
<td>Critical Care Complex</td>
<td>100.0%</td>
<td>96.8%</td>
<td>98.6%</td>
<td>100.0%</td>
</tr>
<tr>
<td>Russell</td>
<td>113.7%</td>
<td>81.8%</td>
<td>109.7%</td>
<td>95.2%</td>
</tr>
</tbody>
</table>

Table 1

Staffing Fill Rate by Ward, Staff Group and by Shift (May 2014)
Acute Assessment Unit (AAU)

AAU is a busy medical assessment unit with 25 beds and a rapid assessment bay that has 3 trollies.

In relation to Nurse Staffing, the fill rate for Registered Nurses is above 100% in month (108.6%) for Registered Nurses. This means that more staff have worked than planned on the Duty Roster. This is due to an increase in patients requiring more intensive assessment and support.

There are 5 CSW vacancies at present, with 4 staff appointed that have not yet started in post. The fill rate of 71% reflects this. The Clinical Nurse Manager reviews the duty roster on a daily basis and identifies essential staffing gaps to be covered and will liaise with Matron colleagues to move staff between departments to meet priorities.

Arnold Whitchurch Ward (AWW)

AWW is an elderly care ward with 15 beds.

Most patients on the ward during May, have required assistance with all aspects of their personal care, for example, moving, feeding, elimination, pressure area care etc.

The Registered Nurse fill rate is above 100% due to 3 patients requiring one to one care during the month. This requires additional staff, above numbers planned and cannot be predicted within the planned Duty Roster.

AWW staffing fill rate reflects the fact that some of the Care Support Worker (CSW) shifts have been covered by Registered Nurses, due to lack of CSW availability.
Coronary Care Unit (CCU)

The CCU is a specialist cardiology unit for patients requiring intensive treatment and specialist support and has capacity for 16 patients.

While the average ‘fill rate for Registered Nurses working day shifts is 91.1%, the unit flexes up and down to meet patient demand on these specialist beds. The data collection tool does not capture this.

There have been 3 patients within the month requiring one to one nursing support, due to clinical need, for example, when isolated for infection control reasons, increasing the RN staffing demand.

On two occasions, there has been a CSW gap that has been filled by a Registered Nurse. This affects the % fill rate reported between staff groups.

Critical Care Complex (CCC) also known as Intensive Care

The CCC has the required staffing cover at all times, flexing up and down depending on the number of patients.

When needed, senior nurses may be redeployed to work clinically, for example, the Matron, Nurse in Charge or the Practice Development Nurse.

Elizabeth Ward

Elizabeth ward is an elderly care ward and specialises in dementia care.

There are currently 15 beds open due to the ward undergoing refurbishment. There are usually 30 beds. Work is anticipated to be completed by August 2014.

The ward staffing is currently split between Elizabeth and Russell wards. The two wards are temporarily in separate parts of the hospital which means that additional staffing has been required above roster.

A number of patients have needed one to one support during May 2014 therefore the Matron has moved staff between Elizabeth and Russell on a shift by shift basis, to maintain safe care, when necessary.

There are 3 CSWs recruited and waiting to start in post.
### Godber Ward

Godber ward is a general medical and respiratory ward with 16 beds.

Godber ward shows a 90.4% fill rate for RNs on day shift. This is due to 3 staff members currently off sick.

When temporary staffing support has been unavailable to cover staffing gaps caused by sickness, the Ward Manager (Senior Sister) has stepped in to work clinically on the ward.

### Harpur Ward

Harpur ward is a care of the elderly ward that also specialises in dementia care and has 25 beds.

There have been four patients requiring one to one care during the month. One to one care is often needed to safeguard patients from harm and more likely within dementia care wards. This is difficult to predict within the planned Duty Roster.

There is a Registered Nurse vacancy currently within the recruitment process and two staff members absent for various reasons (known).

On balance, the ward has utilised more Registered Nurses in place of Care Support Workers to meet demand. A staffing review is currently underway to determine the need for this trend.

### Howard Ward

Howard ward is the specialist Stroke ward within the hospital and has 16 beds plus an additional 4 beds that are open due to general demand within medicine.

There have been a number of confused elderly patients requiring more support at night and in response the Clinical Site Practitioner has placed additional staff on the ward according to patient need. This is above the planned Duty Roster.

Within the month, there have been two patients requiring one to one care, to maintain infection control precautions.
**Meadowbank** is the Neonatal Unit within the hospital and is staffed by registered staff only.

Where there are more babies than planned, staffing is increased to meet this demand and then flexed down where necessary.

**Orchard / Maternity/ Delivery Suite**

Orchard ward, Maternity and Delivery Suite provide maternity services and gynaecological care. Staff within this unit work flexibly across all areas, depending on patient demand and workload.

There has been an excessive number of Midwives on maternity leave over the last year (equivalent to 10 full time staff). This has been covered by a combination of temporary staff and existing staff working additional duties. Rotation of Community Midwives has been particularly useful in supporting staffing gaps. Staff are beginning to return to duty.

Where staffing gaps cannot be covered through temporary staffing methods, senior midwives have covered the shortfall (Matron, Midwife Practice Development Nurse, Infant Feeding Team).

**Pilgrim**

Pilgrim is a general medical ward specialising in respiratory medicine and has 30 beds.

Pilgrim ward shows a high staff fill rate above planned Duty Roster for May 2014. This is for two main reasons.

Firstly, there have been seven patients requiring Non Invasive Ventilation (NIV), due to various respiratory conditions (this treatment requires additional intensive support and monitoring by nursing staff).

Secondly, there have been four patients requiring ‘one to one’ nursing care above the planned Duty Roster.

There are four Care Support Workers due to take up posts in June 2014.
Reginald Hart Ward (RHW)

RHW is a general surgical / orthopaedic and trauma ward with 30 beds. Six beds are allocated for frail elderly patients requiring surgery.

In month, the patients on the ward have been of the usual case mix however, some patients have required additional support at night and this has increased night Care Support Workers above planned roster.

RHW have four staff members not at work for various reasons including sickness absence.

There are three Care Support Workers due to take up posts in June 2014.

Richard Wells Ward (RWW)

RWW is an orthopaedic and gynaecology elective surgical ward.

The ward has five extra beds open currently, that can be flexed both up and down according to elective demand.

Where there were gaps in day shifts during May 2014 that have not been covered by temporary staff due to the lack of availability of bank or agency staff, the Ward Manager and Clinical Nurse Specialist have worked on the ward.

Care Support Workers work flexibly between Day Case (Tavistock) and RWW during the day.

Riverbank

The beds on Riverbank ward are used flexibly to manage both elective and emergency paediatric admissions and include a ‘Children’s Assessment Unit’. Staffing is flexed up and down to meet fluctuating patient demand.

Where there are gaps in staffing, the Ward Manager has worked clinically to provide support and cover. The Safeguarding Nurse for Children is also based within the ward area and may support clinically when required. Outpatients Department staff may also help within the ward when needed. All paediatric Duty Rosters are flexible.

The ward planned Duty Roster is anticipated to change in June 2014, with a ‘realignment’ of Registered Sick Children’s Nurses (RSCNs) and Family Support Workers (FSWs) to reflect recent service changes.

There are four staff vacancies in the recruitment process.
**Russell Ward**

Russell ward is an elderly care and general medical ward with 15 beds. This ward is open temporarily due to the refurbishment taking place on Elizabeth ward and some staff have been re-located here until August 2014, when the refurbishment is due to be competed. Staff will then return to Elizabeth ward.

During the month of May, two patients have required one to one nursing care because of falls risk and Deprivation of Liberty safeguards (formal processes that are followed to ensure patient safety).

Care Support Workers are moved flexibly between Russell ward and Elizabeth ward to manage the gaps in staffing, sometimes for part of a shift – this is not always captured within the roster, as the Matron will make an assessment and move staff within the shift.

**Shand & Shuttleworth wards**

Shand ward is a general surgical / vascular ward with 32 beds.

Shuttleworth ward is made up of 15 beds for acute surgical admissions and called the Surgical Assessment Unit (SAU) and a further 15 beds for patients requiring observation or due to go home within two or three days of admission.

There have been a number of patients requiring one to one supervision, particularly at night reflected in the fill rate information for both wards.

There are a number of vacancies, all within the recruitment process. Gaps in the Duty Roster are covered by temporary staff, staff working additional hours up to full time, overtime etc. with the Ward Manager(s) working clinically when necessary.

**Whitbread**

Whitbread ward is a general medical and gastroenterology ward with 26 beds.

One patient has required one to one care above planned staffing roster during the month of May 2014.

Two Care Support Worker vacancies are currently within the recruitment process.

During the month, when CSW temporary staff have been unavailable to cover essential gaps in staffing, Registered Nurse cover has been authorised to ensure patient safety is maintained.