

TRUST BOARD

Date of Meeting: 28/05/2013	Agenda Item No: 6.1	Enclosure: 4a
Intended Outcome:		
For noting	For information	For decision ✓
Title of Report: Assurance for nurse staffing and escalation process.		
Aims: <ul style="list-style-type: none"> ▪ To identify actions taken by clinical and managerial teams to ensure adequate and safe staffing numbers are provided and where shortfalls remain appropriate escalation is made to the Executive Director of Nursing. ▪ To provide assurance that we have in place a robust escalation plan to address staffing shortfalls within clinical areas. 		
Executive Summary:		
<u>Introduction</u>		
<p>The escalation process for any short fall in nurse staffing levels and the management of duty rotas in our wards and clinical areas have been reviewed by the Executive Director of Nursing (EDoN), Deputy Director of Nursing (DDoN) and Heads of Nursing (HoN). This review was undertaken to ensure and provide assurance that our ward rotas are; well planned, have the appropriate skill mix of staff on duty per shift and we have a robust escalation process in place to escalate any shortages of staff or where additional staff may be required to deliver one to one nursing care. This will be rolled out to all nursing clinical areas next month.</p>		
<u>Escalation Process</u>		
<p>Through the review of our escalation process it was identified that the process varied in wards and departments and escalation to the appropriate level of manager was not occurring in a timely manner. The following measures have now been put in place:</p> <ul style="list-style-type: none"> ▪ The daily management sitrep which records all staffing shortages for each ward is completed four times per day and where a shortfall in staffing is identified there is a documented plan identified to address this shortfall. ▪ Any shortfalls that the ward manager/nurse in charge has not addressed will be escalated to the Business Unit, Head of Nursing for Medicine, Surgery and Paediatrics. Further escalation will be made to the Executive Director of Nursing should appropriate remedial action not be achieved. ▪ Where ward areas have reported shortfalls the matron and or HoN will review the plan put in place and any risks identified. ▪ All managers are aware of the escalation process and monitoring of ward rotas and cascade information to staff at their weekly ward meetings. ▪ Weekly exception reporting of staffing shortfalls to the Executive Management Team by EDoN 		

- From June 2013 a monthly Trust Board, Assurance Report which identifies staffing shortfalls, sickness, vacancies and ward clinical indicators.

Rostering

A full detailed analysis has been undertaken by the senior nursing team led by the EDoN of all ward duty rotas across the Trust. This included reviewing a week of ward rotas of every ward and identifying number per shift, skill mix and consistency of staffing per shift. The rotas in some ward areas were found to be inconsistent in recording, skill mix varied per shift with inconsistencies and rota not signed and dated. To ensure that standards are maintained and improvements made the off duty rotas will be audited monthly and the results of those audits will be reported to Board in the Ward Assurance Report.

The following measures have been put in place to improve rota management:

- Rota management training will be delivered in June 2013 by the Deputy Directors of Nursing from North Cumbria and Northumbria and Business Unit Accountants.
- A standard duty rota template to be used across the Trust.
- Meetings held week commencing 20 May 2013 with ward and departmental sisters and charge nurses regarding duty rotas and result of rota analysis.
- Weekly monitoring of staff vacancies and reported to the Executive Director of Nursing.
- Independent review of current rotas by Executive Director of Nursing Northumbria.
- Ward manager development programme starts June 2013.

Due to recurring vacancies in the emergency assessment unit at CIC and A&E at WCH, these will be formally risk assessed and reported to Board on a monthly basis. These will also be monitored weekly by the Executive Director of Nursing through the weekly vacancy monitoring group.

Shortfalls in Staffing Week Ending 19/05/2013

Shortfalls in the planned number of qualified and unqualified staff per shift were on the following ward areas; Elm B, Willow A, Willow B, Maple C, ITU WCH and Jenkin ward. The shortages were due to short term sickness and additional support was provided by ITU CIC staff, Cardiology, nurse bank and extra hours from ward and other clinical areas.

The challenges for the nursing teams overnight relate to Overwater 1 and 2 and Pillar/Patterdale Ward. This is due to the layout of the wards. The ward areas support each other overnight and are overseen by the site co-ordinator and qualified medical nurse break cover.

The escalation beds at West Cumberland Hospital have been opened to increase capacity and nursing staff have been provided using nurse bank, extra hours and overtime.

There have been no major concerns identified relating to a shortfall in staffing.

Establishment Review

A further establishment review of ward staffing levels has been completed by the EDoN and DDoN for North Cumbria and Northumbria and will be presented to Board in June 2013.

Overview of key areas for consideration or noting:

A detailed analysis of ward rotas has identified inconsistencies in rota management in ward areas. A clear and robust escalation plan is in place to address and monitor any shortfall in nurse staffing in ward areas. There have been no major concerns identified relating to a shortfall in staffing.

Specific implications and links to the Trust's Strategic Aims:

We deliver excellent clinical outcomes along closely integrated pathways	✓
We provide excellent patient-centred services	
We deliver excellence in safety, quality and regulatory compliance	
We deliver efficient care and work within budgets	

Recommendations:

The Board is requested to approve the information provided and seek assurance of the monitoring and escalation plans in place for ward staffing shortfalls and rota management.

Prepared by:

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Presented by:

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