

# Open and Honest Care in your Local Hospital



## Safe Staffing



Report for:  
**The Christie**  
**NHS Foundation Trust**  
Dec-14

# Open and Honest Care at The Christie NHS Foundation Trust:

## Safe Staffing Report - December 2014

The Christie specialises in cancer treatment, research and education and is the largest cancer centre in Europe. Treating 44,000 patients a year from across the UK, it became the first UK centre to be officially accredited as a comprehensive cancer centre and has its own dedicated hospital charity. The Christie employs 2,750 staff, all of whom are determined to provide the best possible cancer care and patient experience. Our organisation is committed to improving quality and delivering safe, effective and personal care, within a culture of learning and continuous service improvement.

### Getting the right staff with the right skills to care for our patients all the time is our priority

This report is based on information from **December** 2014. The information is presented in three key categories: planned vs actual staffing, hospital overview, breakdown by ward and any actions taken. This information is complimented by the bed occupancy of the Trust which enables the senior nurse to make informed decisions on where to place a patient based on patient acuity, clinical speciality and ward staffing levels.

**NB:** This report should be read in conjunction with the Open and Honest Care - Patient Harms Report for the corresponding month.

## Staffing levels

### Planned vs Actual Hospital Overview

**Planned** staff means the number of staff, both registered nurses and care staff, required for each shift identified within the current funded establishment.

**Actual** staff means the number of staff, both registered nurses and care staff, in attendance for each shift

		DAY	NIGHT
		Hours	Hours
Registered Nurses	Total monthly PLANNED	16733	10226.75
	Total monthly ACTUAL	15951	9913
	Average Fill Rate %	95.3%	96.9%
Care Staff	Total monthly PLANNED	6484.5	2669.75
	Total monthly ACTUAL	5943.5	2589
	Average Fill Rate %	91.7%	97.0%
ALL Staff	Total monthly PLANNED	23217.5	12896.5
	Total monthly ACTUAL	21894.5	12502
	Average Fill Rate %	94.3%	96.9%

## Breakdown per ward

### Registered Nurses

	DAY			NIGHT		
	Hours Planned	Hours Actual	% Fill Rate	Hours Planned	Hours Actual	% Fill Rate
Critical Care Unit	1602	1618	101.0%	1327.75	1339.5	100.9%
Admissions Unit	2419.5	2267.5	93.7%	1150	1150	100.0%
Palatine Trt Centre	3061.5	2899	94.7%	2250	2112.5	93.9%
10 Ward-Surg Onc Unit	2064	1884.5	91.3%	1327.75	1351.25	101.8%
11 Ward	2136.5	2021.5	94.6%	1363	1233.75	90.5%
12 Ward	2346.5	2266.5	96.6%	1327.75	1292.5	97.3%
03 Ward	460	433.5	94.2%	223.25	211.5	94.7%
04 Ward	2643	2560.5	96.9%	1257.25	1222	97.2%
<b>TOTAL</b>	<b>16733</b>	<b>15951</b>	<b>95.3%</b>	<b>10226.75</b>	<b>9913</b>	<b>96.9%</b>

### Care Staff

	DAY			NIGHT		
	Hours Planned	Hours Actual	% Fill Rate	Hours Planned	Hours Actual	% Fill Rate
Critical Care Unit	0	0	0.0%	0	0	0.0%
Admissions Unit	879.5	815.5	92.7%	462.5	475	102.7%
Palatine Trt Centre	682.5	656.5	96.2%	362.5	375	103.4%
10 Ward-Surg Onc Unit	1219.5	975	80.0%	387.75	364.25	93.9%
11 Ward	992	903	91.0%	481.75	481.75	100.0%
12 Ward	1098	1074	97.8%	352.5	352.5	100.0%
03 Ward	256.5	205.5	80.1%	117.5	82.25	70.0%
04 Ward	1356.5	1314	96.9%	505.25	458.25	90.7%
<b>TOTAL</b>	<b>6484.5</b>	<b>5943.5</b>	<b>91.7%</b>	<b>2669.75</b>	<b>2589</b>	<b>97.0%</b>

## Action taken

Throughout December 95.2% of the required hours were filled with the planned numbers of registered nurses and care staff.

Where the actual staff numbers were less than the planned staff numbers the ward team followed an agreed escalation process based on the acuity and dependency of care required and a review of the bed occupancy. This has included using the hospital bank to support the patient acuity levels. There are daily planned staffing reviews as well as a review of the hospitals activity.

During this month one staffing issue was escalated to the Director of Nursing & Quality, from Palatine Ward. The Director of Nursing & Quality held a meeting, on the same day as the issue was escalated, with the Clinical Director the Deputy Chief Operating Officer and the Matron to agree a way forward. Whilst planned staffing numbers matching actual staffing numbers the patient acuity was higher than expected. Through the meeting it became apparent that 10 staff per shift were required to manage the current patient acuity. It was also agreed for a temporary Band 7 post be advertised to support the leadership team. The Director of Nursing & Quality also requested a review of the staffing model which was agreed prior to the commissioning of the new unit.