Calculating safe and effective nursing staffing levels

The UCLH experience

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Getting the staffing right

The health service squeeze has begun

Nurses left my wife to starve

The Daily Telegraph
Cash crisis in NHS leaves patients lying on operating tables
Get Staffing Right

Safer Nursing Care Tool (AUKUH) HURST PANDA Birth Rate+ E Rostering

Deliver Care

Productive Care Safety Express High Impact Actions Essence of Care NW Care Indicators

Measure Impact

Productive Care Safety Express High Impact Actions Nurse Sensitive Outcome Measures

Patient Experience

Real-time Monitoring Experience Based Design Single Sex Accommodation Patient Stories

Staff Experience

High Impact Actions Real-time Monitoring Health and Well Being
What Can E4E Achieve?

- Not new
- Makes the links
- Consistent with the Principles of Nursing Practice
- Reduce inconsistency and variation
- Improve quality of patient care
- Reduce harm
- And … reduce cost
The Safer Nursing Care Tool

• an example of acuity-quality method (RCN 2010)
• robust evidence-based easy to use tool which uses acuity and dependency to help plan for future workforce requirement
• joint initiative by the 10 SHAs and the NHS Institute of Innovation & Improvement (NHS I)
• natural extension to the Association of United Kingdom University Hospitals (AUKUH) Patient Care Portfolio project
• acute general adult inpatient services
The Safer Nursing Care Tool

• functional ward based tool that gives staff an output to inform them of staffing levels and their care processes
• matrons, nurses and divisional managers to help identify risk, influence and apply resource
• board level assurance that staffing is based on workload and linked to quality outcomes
• uses evidence to ensure that financial resources are used appropriately across the organisation
• it does not cover:
  – community, paediatrics, maternity, psychiatry and other services
The Tool

- level 0 general ward care (0.79)
- level 1a increased acuity (1.7)
- level 1b increased dependency (1.86)
- level 2 unstable, detailed observation (2.44)
- level 3 intensive care (6.51)
The UCLH journey...

• AUKUH tool used previously annually
• Executive Board approved ‘UCLH Framework for agreeing N&M staff establishments’ - 2012
UCLH Framework for agreeing N&M staff establishments

Describes:

– Principles and methodology for reviewing and setting Nursing & Midwifery establishment & skill mix

– The governance arrangements to ensure transparency and that professional judgement & scrutiny is applied throughout the process from ward to board.
Triangulation

• workload measurement based information using a validated tool e.g. SNCT and/or national guidance
• benchmarking with other organisations
• professional consultation (inc ‘UCLH Care Thermometer’)
UCLH ‘Care Thermometer’
Principles

• establishments will be based on trends in acuity/dependency and/or activity;
• reviewed on an annual basis using a minimum of 3 sets of four weeks data
• changes will only be made with 3 or more sets of data, except in exceptional circumstances
Establishment review cycle

- **November**
  - Establishment proposals agreed with HoN/M & Divisional Managers

- **December**
  - Approval at Clinical Boards & NMB / Inform Divisional planning process

- **February**
  - 4 week acuity/dependency/activity data collection

- **April**
  - New budgets loaded with revised establishments

- **June**
  - 4 week acuity/dependency/activity data collection

- **September**
  - 4 week acuity/dependency/activity data collection

- **October**
  - Professional Consultation Review of Care Thermometer Benchmarking

- **Financial Analysis**

- **Planning Process**

- **Data Analysis**

N&M establishment annual review cycle
Challenges & Benefits

- correlates with areas of concern
- articulates the patients staffing requirements
- peer review & experience
- engages non-nurses

- cannot be viewed on its own
- does not account for quality of ward sister/charge nurse leadership
- creates positive & negative expectations
- education
What next...

- Embedding establishment cycle
- Senior Nurse – N&M Staffing Establishments
- Focus on specific areas – e.g. multipliers for adolescents
- E-rostering – ‘real time hospital’
Any Questions