

Directors of Nursing Forum National Efficiency Framework Ward Based Nursing 24th January 2019



Outline



**Update from November
2018**

01



**Ward Based Nursing
Exercise**

02



Discussion & Next Steps

03

Ward Based Nursing

Ward Based Nursing – Initial exercise

- Collation of ward based nursing metrics across Health Boards in Wales to identify and understand variation
- All 7 Health Boards contributed to the exercise
- Data submitted by Health Boards in November 2018
- Data collected from 421 wards across NHS Wales
- A&E, Assessment Units and Obstetrics are excluded

Ward Based Nursing – December update

- December 2018 – validation exercise led by Directors of Nursing
- Data submitted December 2018
- All 7 Health Boards submitted a validated dataset
- Data collected from 460 wards
- Data categorised by Site, Ward type and Subspecialty

Ward Based Nursing - Data

Data Captured

- Site Type
- Ward Type
- Subspecialty
- Bed numbers
- Ward bed variation; e.g. NIV beds
- Predominant shift pattern
- Core roster hours
- Uplift RGN/HCSW
- RGN/HCSW Ratio
- Supernumerary levels ward sisters/charge nurses/managers
- WTE per bed excl. ward manager
- Current ward vacancies RGN/HCSW

Ward Based Nursing

Health Board Summary

Ward Based Nursing – Ward Data

460 Wards summarised by Site and Ward Type

TOTAL WARDS								
Health Board								
Site Type	AB	ABMU	BCU	C&V	Cwm Taf	Hywel Dda	Powys	Grand Total
Community	15	2	33	4	13	4	10	81
DGH	38	63	60	76	38	46		321
Other	16	31	2			9		58
Grand Total	69	96	95	80	51	59	10	460

TOTAL WARDS								
Health Board								
Ward Type	AB	ABMU	BCU	C&V	Cwm Taf	Hywel Dda	Powys	Grand Total
Community	15	2	14		10	4	10	55
Critical Care - Adult	2	2	1	3	2	4		14
Critical Care - Paeds				2				2
Learning Disabilities	4	11						15
Medical	18	28	38	23	12	24		143
Mental Health	12	27	22	20	11	10		102
Paediatric		5	2	2	4	4		17
Surgical	18	21	18	18	12	13		100
Tertiary				12				12
Grand Total	69	96	95	80	51	59	10	460

Ward Based Nursing - Themes

- Allocated uplift RGN's and HCSW's
- Ward bed numbers
- Rosters - Predominant Shift Patterns & Site Based Variation
- Critical Care
- Vacancy Position

Ward Based Nursing – Allocated Uplift

- There are 6 reported allocated uplifts across RGN's in Wales 22%, 24%, 26%, 26.9% 27% and 42.9%

RGN ALLOWANCE								
Health Board								
RGN Uplift	AB	ABMU	BCU	C&V	Cwm Taf	Hywel Dda	Powys	Grand Total
22.0%		38	22	20				80
24.0%				14				14
26.0%			13					13
26.9%	69	58	60	45	51	59		342
27.0%							10	10
42.9%				1				1
Grand Total	69	96	95	80	51	59	10	460

- 353 wards report RGN uplift of 26.9% or above
- 107 wards report RGN uplift of below 26.9%

Ward Based Nursing – Allocated Uplift

- 80 of the 107 wards reporting RGN uplift of 22% are Mental Health and Learning Disability wards

RGN ALLOWANCE				
Ward Type	22.0%	24.0%	26.0%	Grand Total
Community			8	8
Critical Care - Adult		1		1
Learning Disabilities	11			11
Medical		9	3	12
Mental Health	69			69
Paediatric		2	2	4
Surgical		1		1
Tertiary		1		1
Grand Total	80	14	13	107

- The 80 wards are across 3 of the Health Boards

Ward Based Nursing – Allocated Uplift

- For HCSW's there are 5 allocated uplifts 21%, 22%, 24%, 26.9%, 27%
- 300 of the wards report a HCSW uplift of 26.9% or above

HCSW ALLOWANCE								
Health Board								
HCSW Uplift	AB	ABMU	BCU	C&V	Cwm Taf	Hywel Dda	Powys	Grand Total
21.0%			10					10
22.0%		38	78	20				136
24.0%				14				14
26.9%	69	58	7	46	51	59		290
27.0%							10	10
Grand Total	69	96	95	80	51	59	10	460

Ward Based Nursing – Allocated Uplift

- In line with RGN uplift, 80 of the wards reporting an uplift below 26.9% are Mental Health and Learning Disability wards
- In addition, a further 80 wards are reporting variation in the applied uplift

HCSW ALLOWANCE				
Ward Type	21.0%	22.0%	24.0%	Grand Total
Community	8	6		14
Critical Care - Adult		1	1	2
Learning Disabilities		11		11
Medical		31	9	40
Mental Health		69		69
Paediatric	2		2	4
Surgical		18	1	19
Tertiary			1	1
Grand Total	10	136	14	160



Ward Based Nursing – Ward Beds

- The 460 wards across Wales have bed numbers that range from 1 to 51
- The range for each ward type:
 - Community 5 to 40 beds
 - Critical Care (Adult & Paeds) 4 to 33
 - Learning Disabilities 1 to 8
 - Medical 4 to 38
 - Mental Health 3 to 22
 - Paediatric 6 to 41
 - Surgical 4 to 51
 - Tertiary 6 to 37



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Ward Based Nursing – Roster Variation

- 54% (248) of the wards predominantly roster 3 shifts per 24 hours; 45% (205) run a 2 shift roster

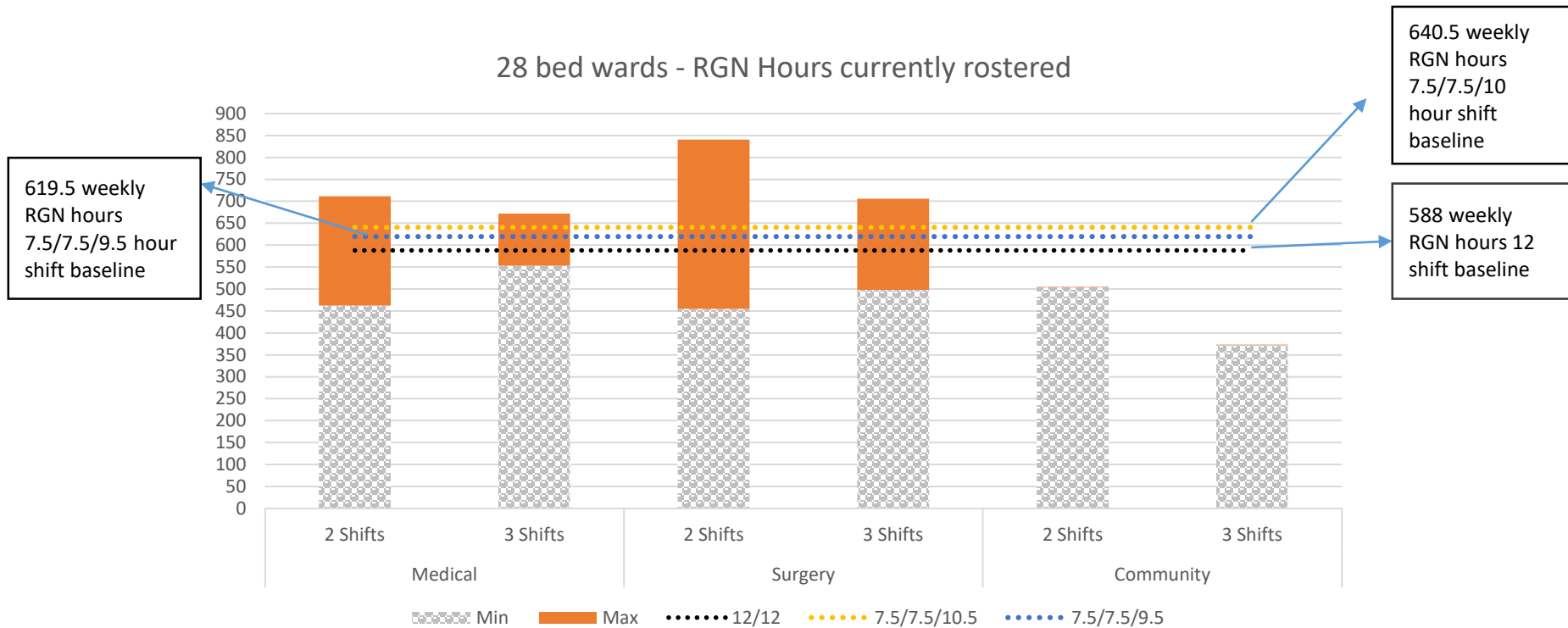
Predominant Shift Pattern								
Health Board								
Predominant Shift Pattern	AB	ABMU	BCU	C&V	Cwm Taf	Hywel Dda	Powys	Grand Total
1 shift Per 12 hours			1					1
2 Shifts Per 24 Hours	50	14	32	58	50	1		205
3 Shifts Per 24 Hours	19	82	62	16	1	58	10	248
4 Shifts Per 24 Hours				2				2
5 Shifts Per 24 Hours				4				4
Grand Total	69	96	95	80	51	59	10	460

- Approaches to the component hours building rosters varies both within and across Health Boards

Ward Based Nursing – Roster Variation

- Example; There are 31, 28 bedded wards across Wales, excluding Critical Care wards;
 - The wards cover 3 ward types, Medical, Surgical and Community
 - Across the wards, 20 different weekly core RGN hours are reported
 - The core RGN hours range from 372 hours to 711 hours
- Using the previous CNO principles of RGN staffing ratios of 1:7 by day and 1:11 by night as an indicative baseline, the impact of staffing by 2 shift and 3 shift rosters and the current variation can be shown.

Ward Based Nursing – Roster Variation



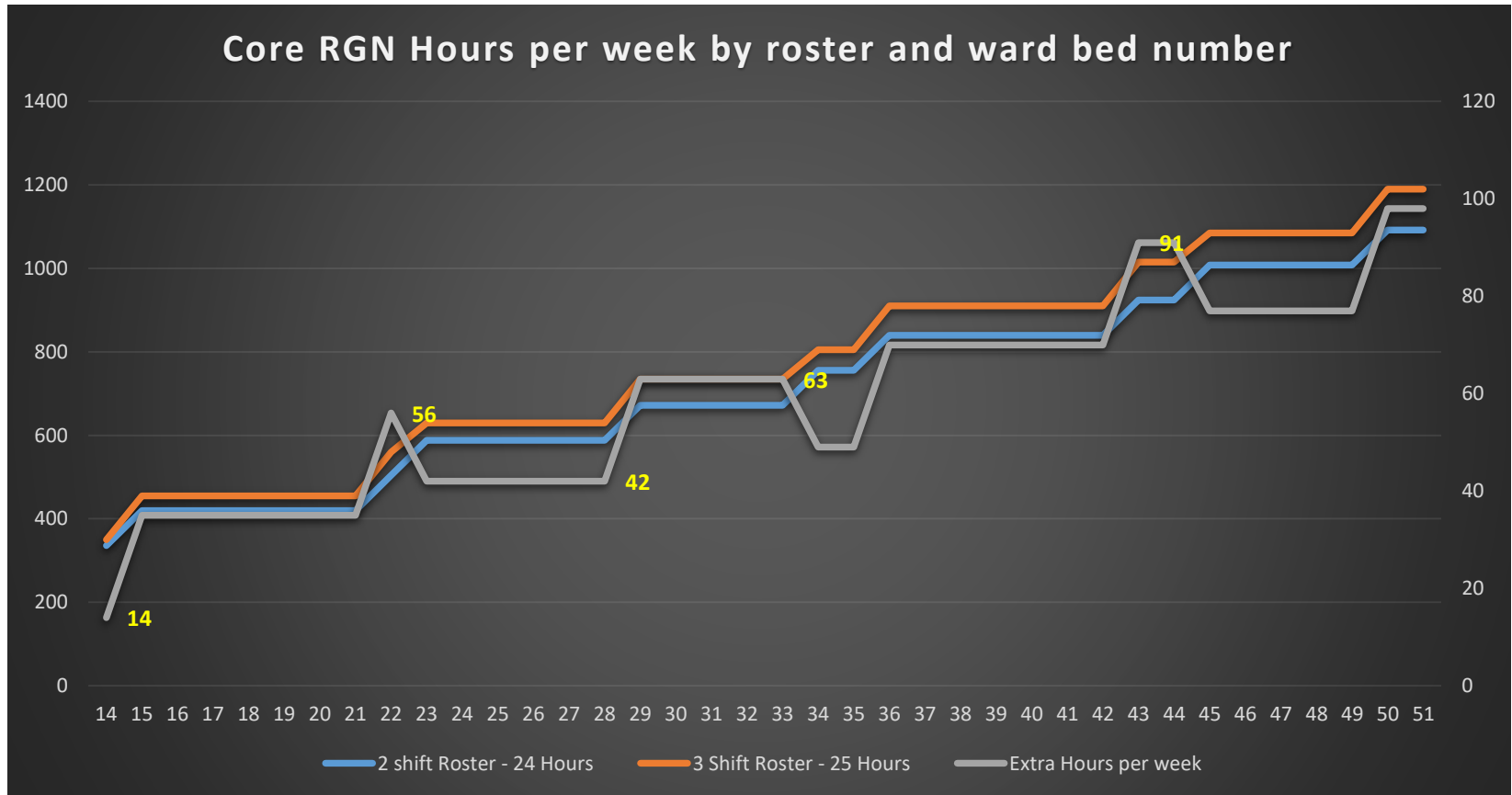
- Medical Wards

- 2 shift rosters vary from 462 to 711 weekly core RGN hours
- 3 shift rosters vary from 553 to 672 weekly core RGN hours

- Surgery Wards

- 2 shift rosters vary from 455 to 840 weekly core RGN hours
- 3 shift rosters vary from 498 to 706 weekly core RGN hours

Ward Based Nursing – Roster Variation



Ward Based Nursing – Roster Variation

Medical bed subspecialty and core RGN hours

Ward Based Nursing – Roster Variation

Additional points to note:

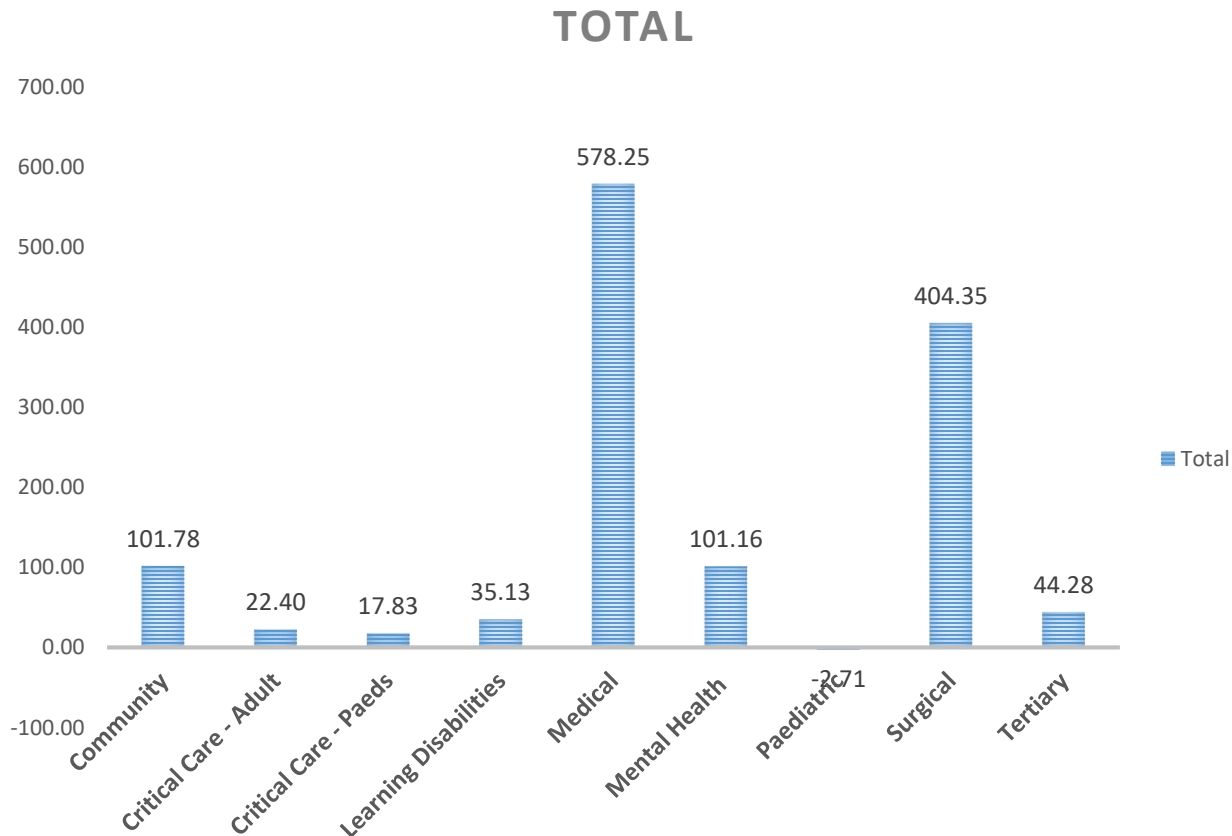
- Within sites, wards reported as the same subspecialty and same bed numbers have varying weekly core RGN hours; this can be a small variance but does not easily identify as an equitable weekly roster addition
- 73% of the wards operate with a wte per bed of 1-2 wte
- RGN/HCSW ratio as available for all wards

Ward Based Nursing – Critical Care

- 16 Critical Care ward areas reported across Wales
 - 14 Adult Critical Care wards (inclusive of PACU)
 - 2 Paediatric wards (inclusive of neonatal)
- Variation in core RGN hours in relation to bed numbers
- Variation in wte per bed across Critical Care areas
- Critical Care Standards and wte per bed variation

Ward Based Nursing – RGN Vacancy

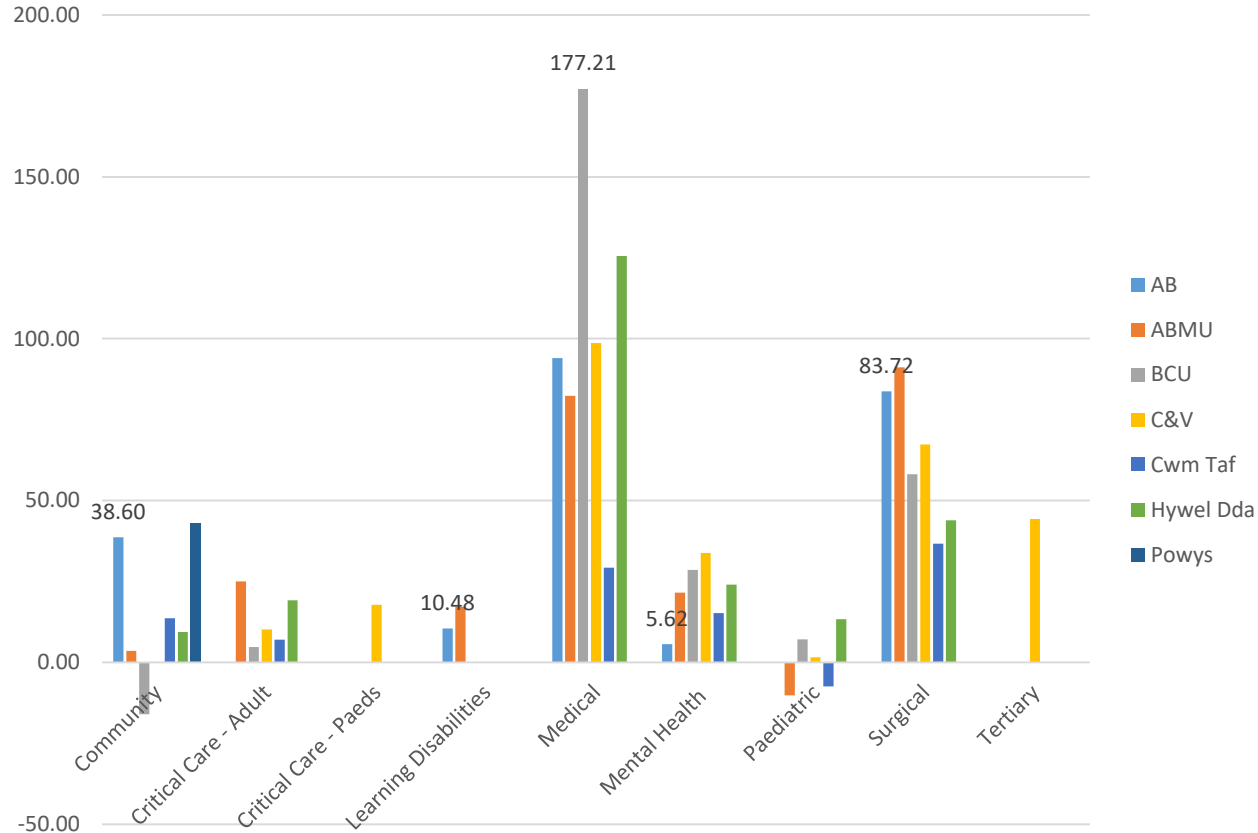
Vacancy Position by Ward Type



Across all wards an RGN vacancy of 15.4% is reported, representing 1,369 vacancies out of 8,839 established posts

Ward Based Nursing – RGN Vacancy

Vacancy by Health Board and Ward Type



Ward Based Nursing –Next Steps

- What next?
- Are there other staff groups that impact ward staffing it would be helpful to review?
- What other metrics may be useful for Directors of Nursing and Directors of Finance to explore with support from the Finance Delivery Unit e.g. Care Hours per Patient Day
- Ward bed optimisation to support efficient nursing rostering?
- Access and sharing