



SAFER STAFFING REPORT

OCTOBER 2024

Adult Inpatient, Emergency Department and Children and Young People Inpatient Ward, Safer Nursing Care Tool (SNCT) Bi-annual Safer Staffing Review.

Brenda McKenzie: Workforce Lead

Contents

Safer Nursing Care Tool (SNCT) Adult Inpatient Wards	3
Situation	3
Background	3
Assessment	4
Oakdale	6
Lascelles	7
Granby	9
Byland	10
Jervaulx	12
Acute Frailty Unit (AFU)	13
Trinity	15
Farndale	16
Wensleydale	18
Rowan	19
Fountains	21
Littondale	22
Nidderdale	24
Emergency Department	26
Background	26
Department Description	26
Children and Young People; Woodlands Ward	29
Background	29
Ward Description	29
Appendix 1	31
Appendix 2	33
Appendix 3	35
Appendix 4	37
Appendix 5	39
Appendix 6	41
Appendix 7	43
Appendix 8	45
Appendix 9	47
Appendix 10	49

Appendix 11.....	51
Appendix 12.....	53
Appendix 13.....	55
Appendix 14.....	57
Appendix 15.....	60

Safer Nursing Care Tool (SNCT) Adult Inpatient Wards

Date of SNCT data collection: July 2024

SNCT review meetings: August 2024

Author: Brenda Mckenzie (Workforce Lead)

Situation

The Board of Directors are required to receive a Nurse Establishment Review twice a year. This requirement is underpinned by the direction of NHS Improvement (2018) who, in conjunction with the National Quality Board (NQB) (2016), provide a guidance framework containing the key components that should be considered as part of safe staffing review and analysis and in turn enable their nationally endorsed expectations to be met.

HDFT undertook its bi annual adult inpatient safer staffing review using the updated licenced SNCT during the month of July 2024.

Background

The NQB guidance framework (2016) is central in supporting us to develop a workforce that is fit for purpose in the context of it being safe, sustainable and productive. It comprises of a principle document which is supplemented by a suite of additional publications that collectively act as improvement resources.

The principle structure of the NQB expectations are illustrated below and together form a framework that facilitates and supports care to be underpinned by;

- delivery of the right care, first time in the right place
- minimising avoidable harm
- maximising the value of available resources

Safe, Effective, Caring, Responsive and Well- Led Care		
Measure and Improve -patient outcomes, people productivity and financial sustainability- -report investigate and act on incidents (including red flags) - -patient, carer and staff feedback-		
-implement Care Hours per Patient Day (CHPPD) - develop local quality dashboard for safe sustainable staffing		
Expectation 1	Expectation 2	Expectation 3
Right Staff 1.1 evidence based workforce planning 1.2 professional judgement 1.3 compare staffing with peers	Right Skills 2.1 mandatory training, development and education 2.2 working as a multi-professional team 2.3 recruitment and retention	Right Place and Time 3.1 productive working and eliminating waste 3.2 efficient deployment and flexibility 3.3 efficient employment and minimising agency

The scope for this Safer Nursing Care Tool (SNCT) data collection encompasses the adult in patient wards. This is the second data that has been collected using the updated SNCT which encompasses the new levels of care for patients with an increased dependency in relation to enhanced care requirements.

Teams are reporting increasing levels of enhanced care requirements on a daily basis. Enhanced care relates to; *patients who require an increased level of care to prevent them harming themselves, others or absconding*. NHSE together with the Shelford Group, have made adaptations to the SNCT tool to incorporate this level of dependency within our patients.

The new levels of care will breakdown the 'Enhanced Care' requirements, which will enable us to better monitor and manage how we care for these patients, in addition to aligning establishments to allow for this level of care. At least two data collections will need to be undertaken before the data can be used to triangulate and apply professional judgment to make changes to the ward establishments, in respect of the enhanced care requirements.

Ward budgets were increased to match the outputs of the SNCT in early 2023 and recruitment in to these registered nurse vacancies is almost complete with many wards now recruiting to turnover. This new establishment aligns HDFT to a 60/40 skill mix ratio and has increased our Care Hours Per Patient Day to above the national average.

The July data collection ran for the full month. Prior to these collections, the Workforce Lead facilitated an extensive training programme; an hour training session, that was conducted via MS Teams. All attendees were assessed and were required to pass the inter-rater scoring pass levels. This information is stored on the corporate nursing 'shared drive'. It is essential that all scorers are trained to ensure that high quality, reliable data is collected. All the data was peer reviewed by the Matrons to validate and add assurance that the data was an accurate reflection of the patients on the ward and activity during the time of the audit.

The SNCT was used with a 60:40 ratio Registered Nurse (RN) to Care Support Worker (CSW) for all wards with exception of Farndale and Wensleydale, our medical admissions ward and Cardiology and Respiratory ward. For these wards a ratio of 70:30 was used to take into account the additional registered nurse input required to manage the acutely unwell patients, which is recommended by the tool with regards to these areas.

Assessment

All wards have daily safety huddles where all staff, including medical and AHP colleagues come together on the ward at a set time to discuss any patient safety risks; for example patients who are risk of falls and consider preventative measures to be put in place.

A detailed description of each ward and specific staffing, agency and quality indicators were available at the review meetings. As recommended by the SNCT; data collected

must be triangulated with quality indicators and professional judgement before any changes to establishments are agreed.

The SNCT recommendation is to review the required staffing establishment for each ward bi annually at differing periods/times of the year.

As part of the SNCT process, the Deputy Director of Nursing, Midwifery and AHP's, Associate Director of Nursing (ADoN) for Planned and Surgical Care and Long Term and Unscheduled Care, Matron and Ward Manager from each ward and the Lead for Workforce Assurance and Compliance met face to face to review the SNCT results, quality data, patient flow information, environmental factors (including PLACE inspection results), and apply professional judgement.

The discussions have been found to be useful in identifying support roles that would enhance patient care and improve the working lives of each team. Mainly, Nutritional Assistant roles and Ward Clerk hours. Complaints and concerns in relation to poor hydration and nutrition have reduced. However, most wards have highlighted the need for their Ward Clerk hours to be reviewed to meet the needs of the patients and staff.

Acuity and dependency data was provided via the ward managers and all other supportive data was provided by analytics, sitereps, Tendable, finance, NHSP and ESR

All clinical areas recognised the challenges and understood the results. Where there were perceived anomalies, these were discussed and professional judgement applied. This was pertinent to some smaller wards, wards with more than 50% side rooms, those with assessment areas and those that require non-invasive ventilation (NIV) as not all patients requiring NIV are admitted to a high observation/critical care environment at HDFT.

Headroom for each ward is calculated at an overall 21% with the following breakdown:

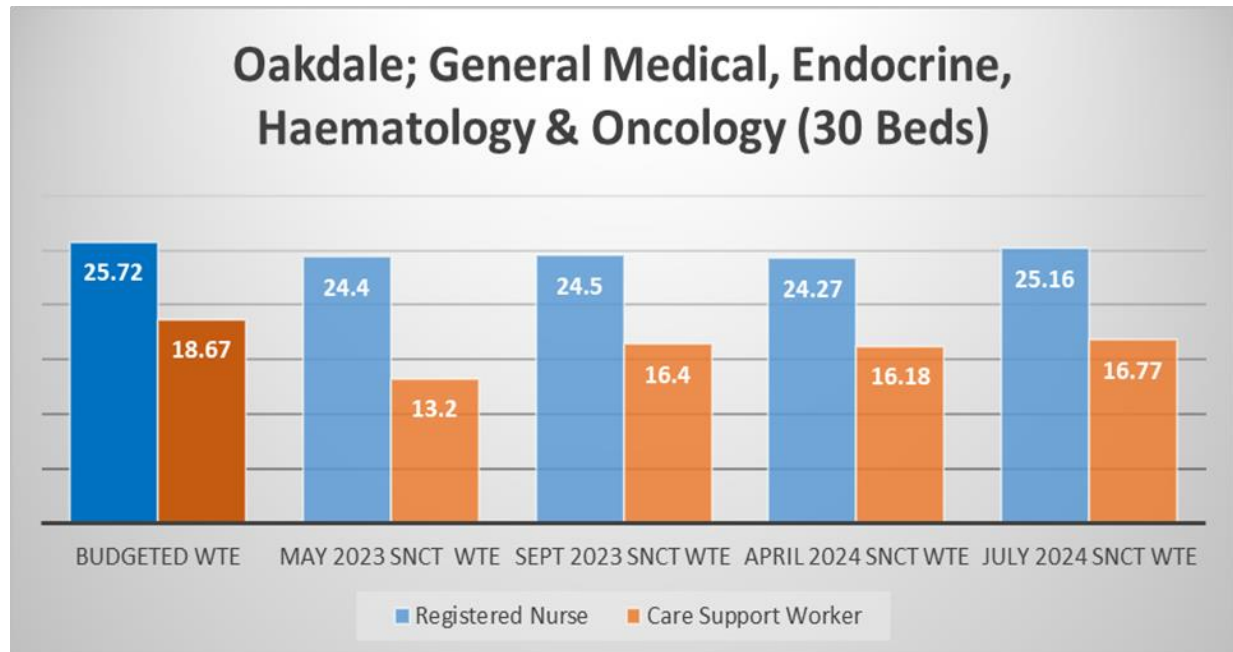
- 14.96% Annual leave
- 1.92% Study leave
- 3.9% Sickness.

Results by Ward

Oakdale

Oakdale is a 30 bedded General Medical, Oncology, Haematology & Endocrine ward.

SNCT Data since establishment uplift in April 2023



The current staffing template for Oakdale:

	Early	Late	Night
RN	5	5	4
CSW	4	3	3
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	4.0
5	20.72
3	0
2	18.67
2 Nutritional Assistant	1.4
2 Ward Clerk	1.0

Discussions and data pack

See appendix 1

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

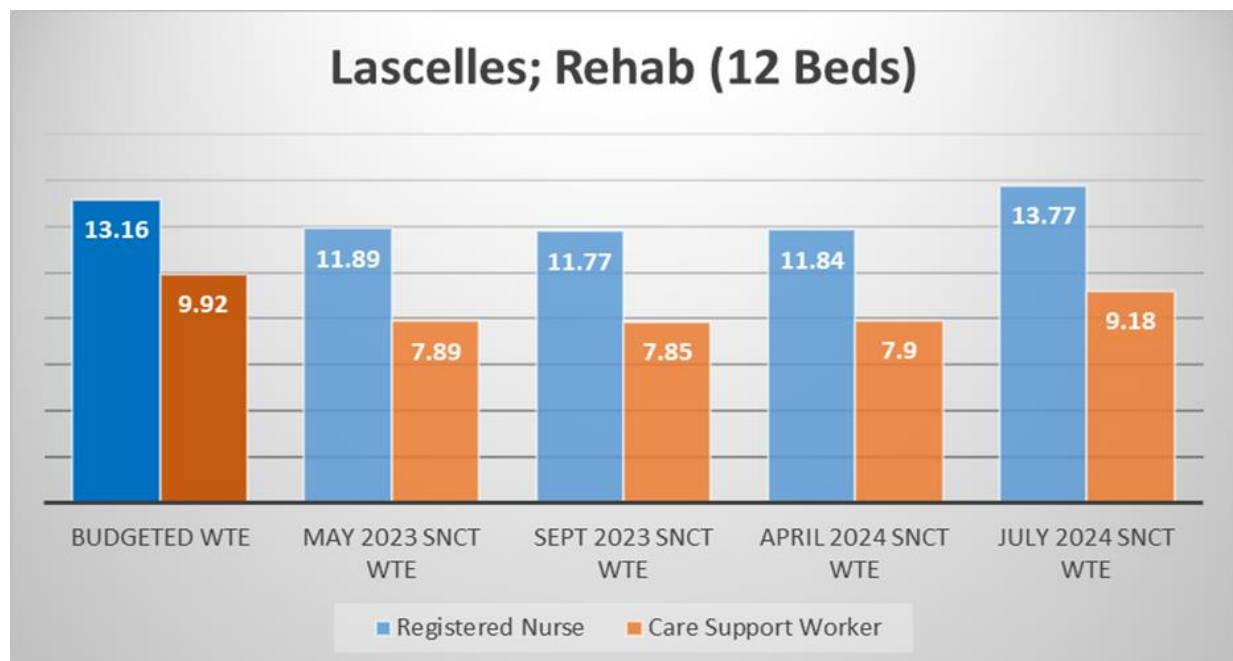
Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Lascelles

Lascelles is a 12 bedded Rehab ward, that is based off the main HDFT site.

SNCT Data since establishment uplift in April 2023



The current staffing template for Lascelles:

	Early	Late	Night
RN	3	2	2
CSW	2	2	1
Nutritional Assistant	5 days 1.0 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1
6	2
5	10.16
3	0
2	8.92
2 Nutritional Assistant	1.0
2 Ward Clerk	0.53

Discussion and data pack

See appendix 2

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

Ward Clerk hours were identified as a concern. Additional Ward clerk hours would assist with the administrative tasks that are currently being picked up by clinical staff. This is being picked up by the directorate as part of a wider admin support review.

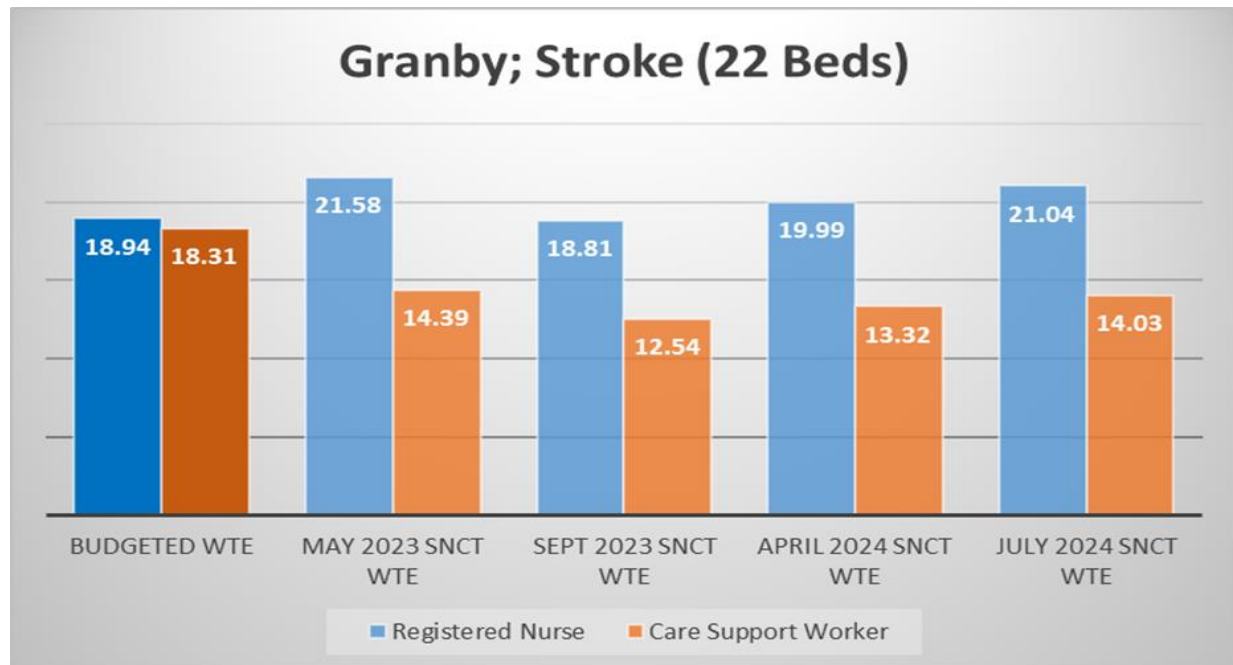
Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025

Granby

Granby is a 22 bedded Stroke & Neurology ward.

SNCT Data since establishment uplift in April 2023



The current staffing template for Granby:

	Early	Late	Night
RN	3	3	3
CSW	3	3	3
RN	Early on Mon Thurs & Fri		
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	3.70
5	14.24
3	0.0
2	16.91
2 Nutritional Assistant	1.4
4 Ward Clerk	0.73
2 ward Clerk	0.92
7 Specialist Nurse	1.0

Discussion and data pack

See appendix 3

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

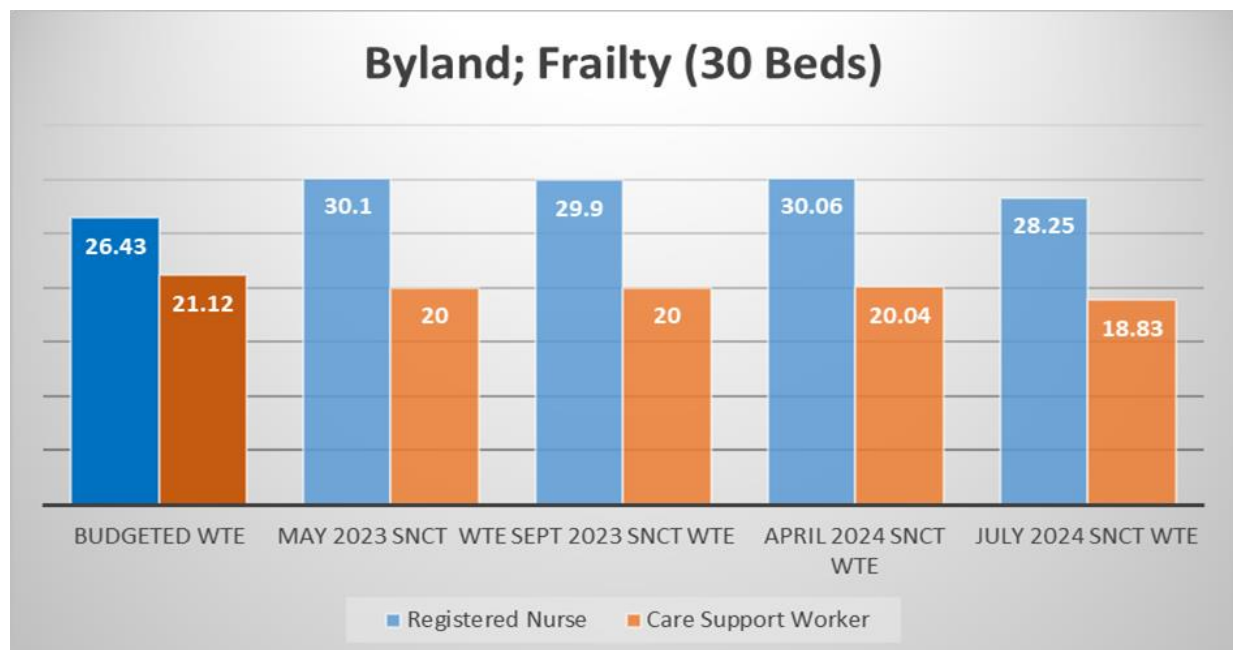
Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Byland

Byland is a 30 bedded Frailty ward.

SNCT Data since establishment uplift in April 2023



The current staffing template for Byland:

	Early	Late	Night
RN	5	5	4
CSW	4	4	3
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	4.0
5	21.43
3	0.0
2	19.72
2 Nutritional Assistant	1.4
2 Ward Clerk	1.0

Discussion and data pack

See appendix 4

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

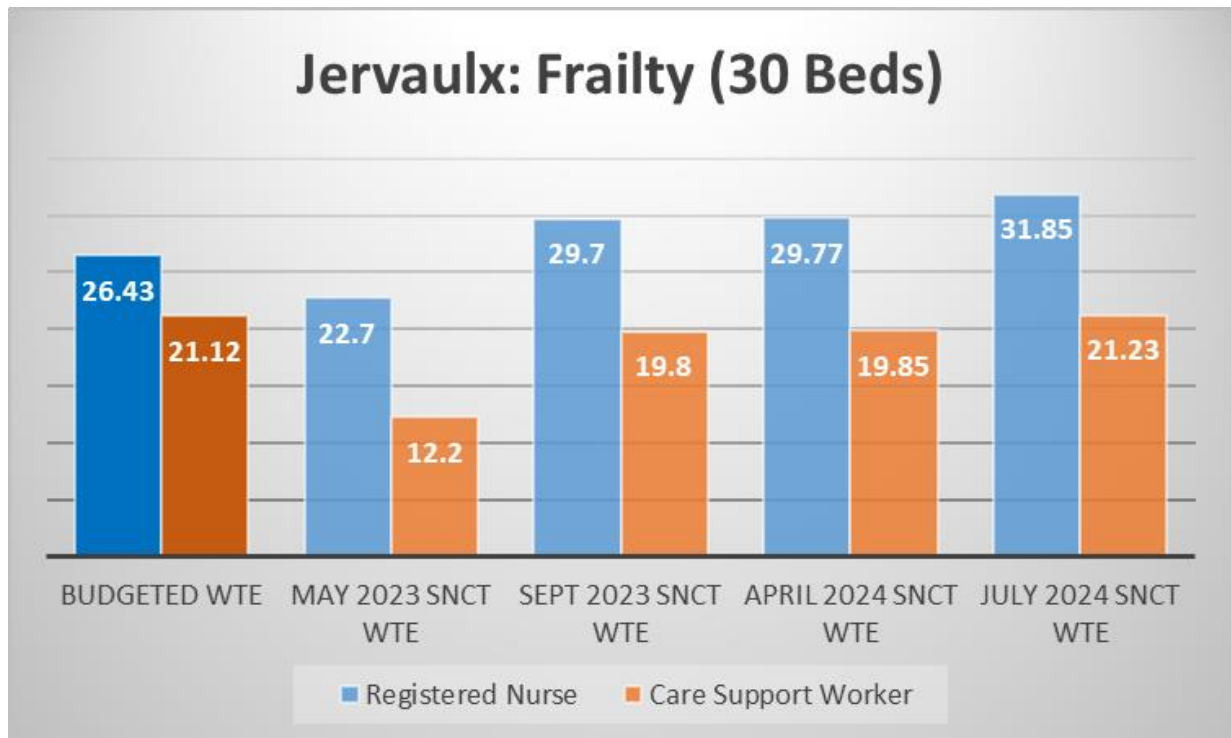
Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Jervaulx

Jervaulx is a 30 bedded Frailty ward.

SNCT Data since establishment uplift in April 2023



The current staffing template for Jervaulx:

	Early	Late	Night
RN	5	5	4
CSW	4	4	3
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	4.0
5	21.43
3	0.0
2	19.72
2 Nutritional Assistant	1.4
2 Ward Clerk	0.6

Discussion and data pack

See appendix 5

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate no changes to the establishment as a result of this data collection.**

Ensure that the Ward team are re trained and pass the interrater reliability test. Implement an external 'peer review' once a week to provide assurance of validity, reliability and usability of the data.

Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

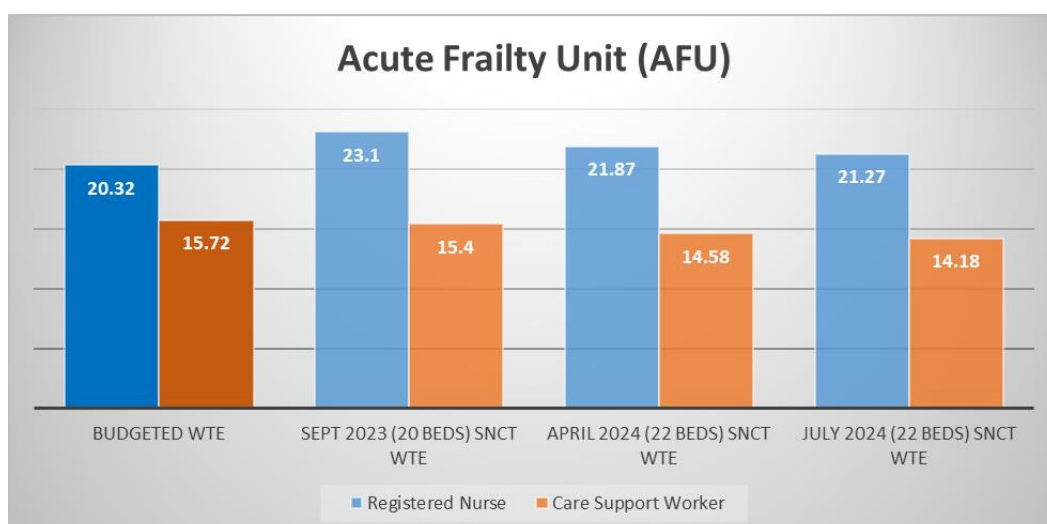
The directorate should build a business case to encompass all of the wards, Ward Clerk requirements.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Acute Frailty Unit (AFU)

AFU is an 18 Frailty Admissions Ward with 2 assessment beds. However, due to the demand on Frailty beds the ward has been open at escalation since winter 23/24 at a total of 23 beds.

SNCT Data since establishment uplift in April 2023



The current staffing template for AFU (not including escalation beds):

	Early	Late	Night
RN	4	4	3
CSW	3	3	2
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	4.38
5	14.94
3	1.76
2	12.56
2 Nutritional Assistant	1.4
2 Ward Clerk	0.60

Discussion and data pack

See appendix 6

The SNCT outputs (data, quality metrics and professional judgement) indicate an accurate nursing establishment for the funded baseline beds (18+2). However, when open at 23 beds an additional RN and CSW is required on a night shift and CSW on the early shift.

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate no changes to the establishment as a result of this data collection.**

The directorate should build a business case to encompass all of the wards, Ward Clerk requirements.

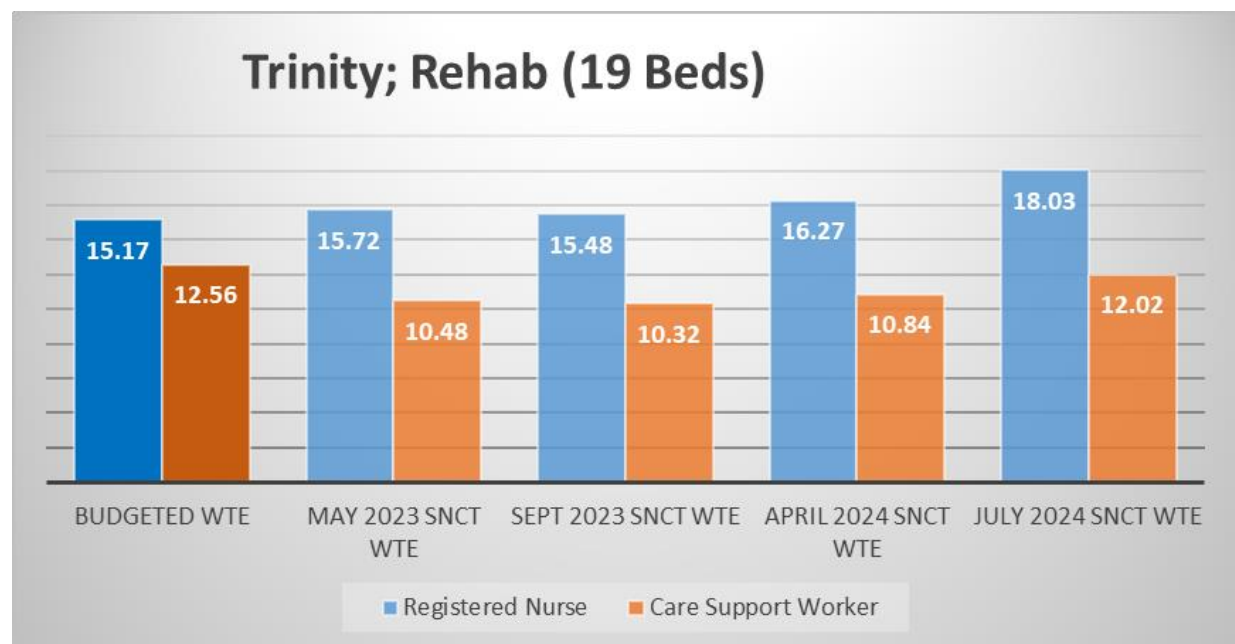
Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Trinity

Trinity is a 19 bedded Rehab Ward, based within Ripon Hospital (off the main HDFT Hospital site).

SNCT Data since establishment uplift in April 2023



The current staffing template for Trinity

	Early	Late	Night
RN	3	3	2
CSW	3	2	2
RN	Early RN every Monday (MDT)		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	2.64
5	11.53
3	0.0

2	12.56
2 Nutritional Assistant	0.0
2 Ward Clerk	1.92

Discussion

See appendix 7

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

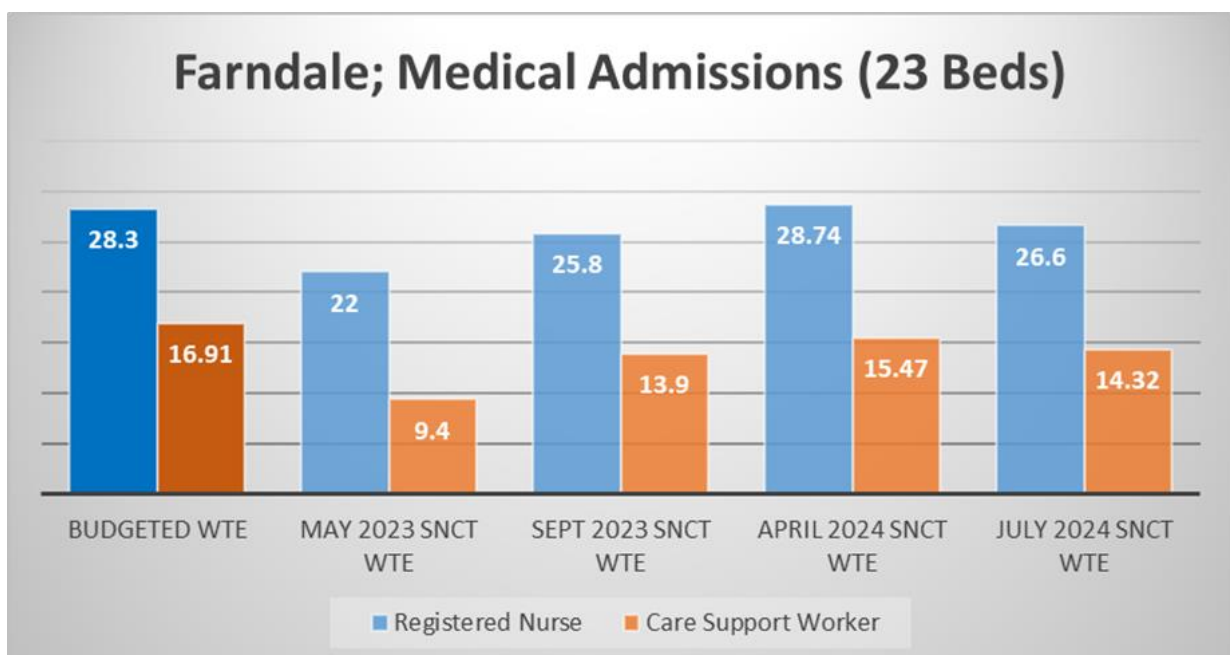
Any unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Farndale

Farndale is a 23 bedded Medical Admissions ward.

SNCT Data and Changes in Nursing Establishment



The current staffing template for Farndale:

	Early	Late	Night
RN	5	5	5
CSW	3	3	3
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	6.44
5	20.86
3	0.0
2	16.91
2 Nutritional Assistant	1.4
2 Ward Clerk	2.07

Discussion and data pack

See appendix 8

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

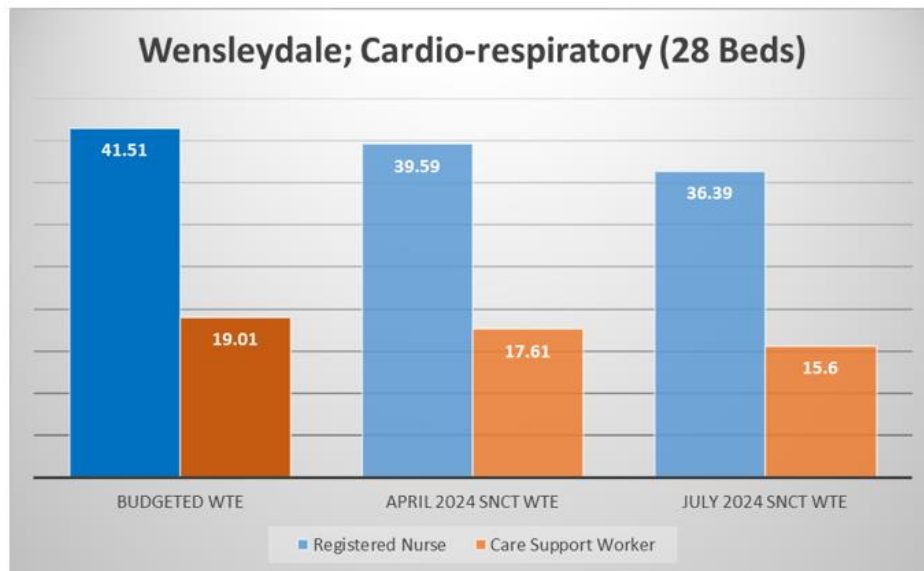
Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in July 2024.

Wensleydale

This is a new Cardio-respiratory ward with MECU beds. This is the second SNCT data collection since the ward opened.

SNCT Data since New Ward Budget Set in April 2023



The current staffing template for Wensleydale:

	Early	Late	Night
RN	7	7	7
CSW	3	3	3
Nutritional Assistant	7 days 1.4 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1
6	12.51
5	28.0
3	0.0
2	17.61
2 Nutritional Assistant	1.4
2 Ward Clerk	1.4

Discussion

See appendix 9

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

Any unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Rowan

Rowan is an Elective Orthopaedic ward with 16 beds. As highlighted by the SNCT results, the full bed capacity is not yet being utilised. However, each data collection indicates greater usage. There is a minimum baseline staffing requirement to maintain quality, safety and performance. Therefore the Budgeted establishment is not able to be changed, but can be flexed, using professional judgement by senior nursing colleagues as part of the daily safer staffing professional judgement redeployment.

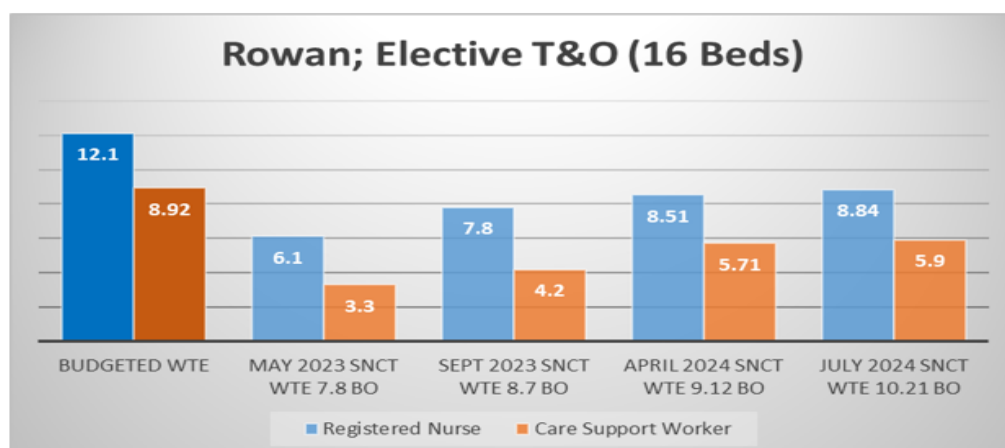
SNCT Data since New Ward Budget Set in April 2023

Budgeted WTE and SNCT establishment data

Rowan's data identifies that their full bed occupancy has not been utilised across the 7 day week. This data collection identifies utilisation of 10.21 beds, which is an increase on the 9.12 beds in April 2024.

	May 2023	September 2023	April 2024	July 2024
Bed Occupancy	7.8	8.7	9.12	10.21

The staffing template (above) shows the current staffing for Rowan and allows for a maximum of 16 patients.



The current staffing template for Rowan:

	Early	Late	Night
RN	2	2	2
CSW	2	2	1
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	3.0
5	8.1
3	0.0
2	8.92
2 Nutritional Assistant	0.0
2 Ward Clerk	1.19

Discussion

See appendix 10

Recommendations

The SNCT outputs (data, quality metrics and professional judgement) **indicate an accurate nursing establishment.**

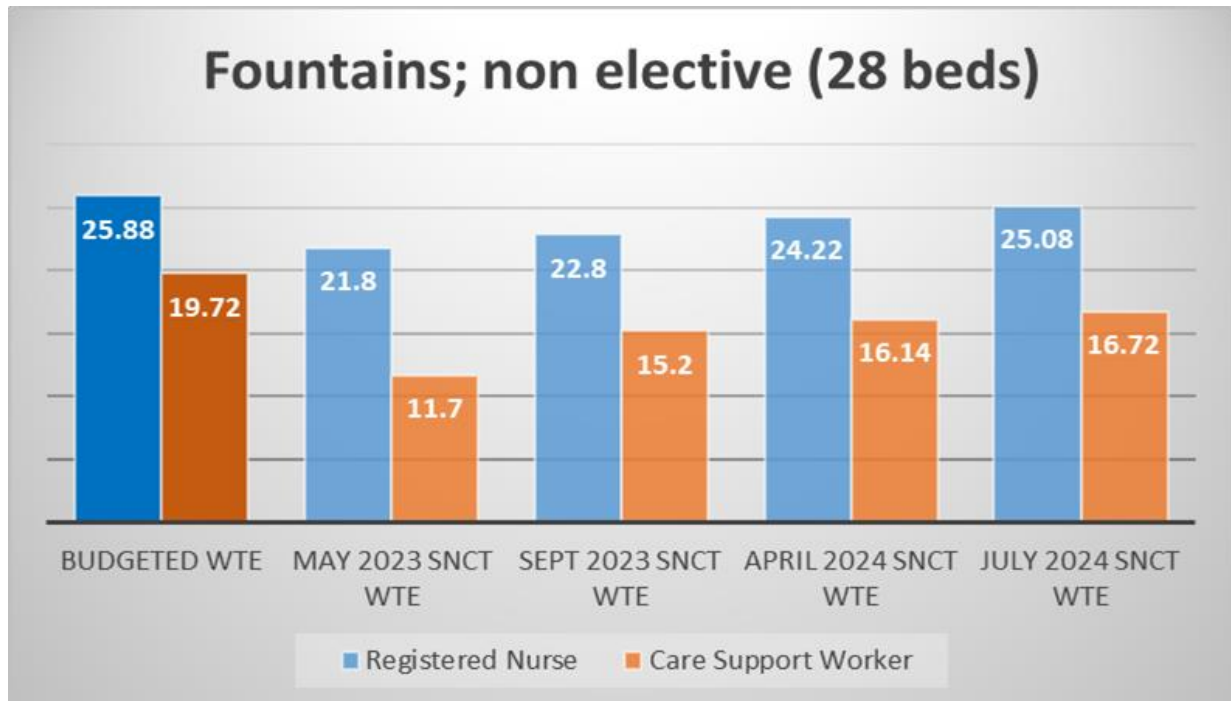
Any unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required. It was agreed that Rowan would not recruit in to the remaining 2 WTE care support worker positions until activity increases. However, the budget and staffing template would remain the same.

Continue to collect twice yearly SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Fountains

Fountains is a 28 bedded Trauma and Orthopaedics ward (Non elective).

SNCT Data since New Ward Budget Set in April 2023



The current staffing template for Fountains:

	Early	Late	Night
RN	5	5	4
CSW	4	¾	3
Nutritional Assistant	7 days 1.0 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	3.0
5	21.88
3 Patient Liaison	1.0
3 CSW	0.0
2	18.45

2 Nutritional Assistant	1.0
2 Ward Clerk	1.0

Discussion and data pack

See appendix 11

Recommendations

The SNCT data and triangulation **supports the current funded nursing establishment and skill mix.**

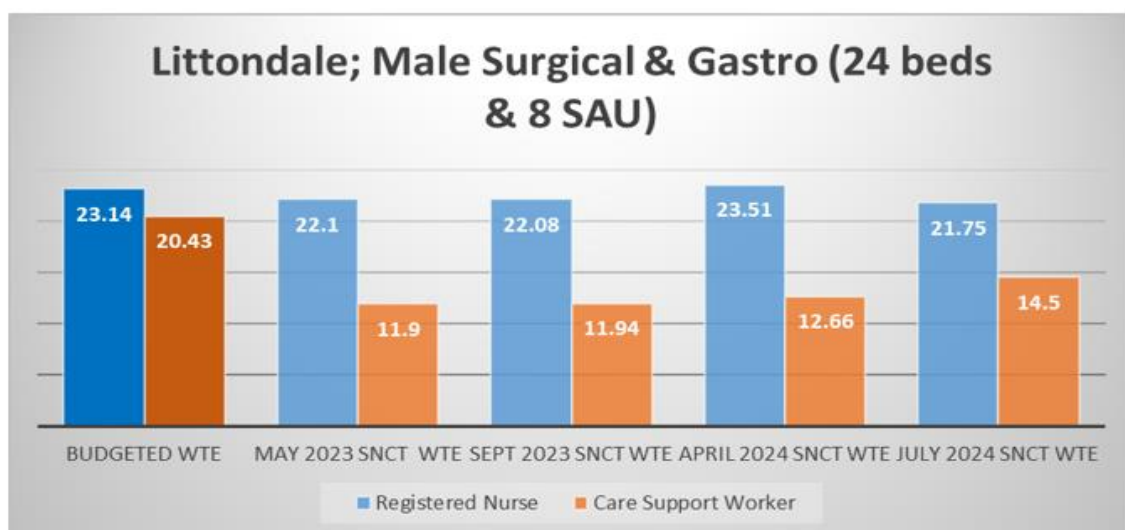
Any unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect bi annual SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Littondale

Littondale is a 24 bedded, male surgical and gastroenterology ward with a 8 bedded Surgical Assessment Unit.

SNCT Data since New Ward Budget Set in April 2023



The current staffing template for Littondale. This staffing model is for the 24 beds and the 8 beds in the Surgical Assessment Unit:

	Early	Late	Night
RN	5	5	3
CSW	4	4	3
Nutritional Assistant	7 days 1.0 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	3.15
5	18.99
3 CSW	8.92
2	10.80
2 Nutritional Assistant	1.0
2 Ward Clerk	1.0

Discussion and data pack

See appendix 12

Recommendations

The SNCT data and triangulation supports moving Care Support Worker provision from Littondale to Nidderdale on the night shift.

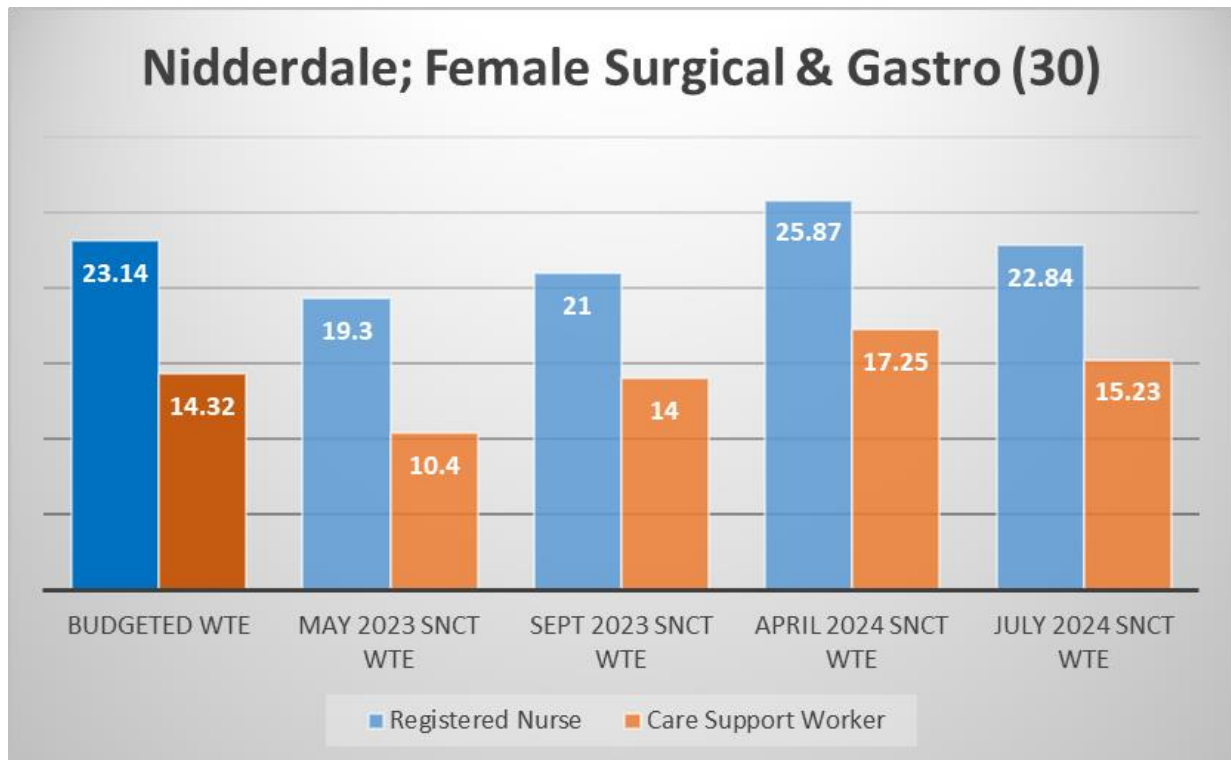
Any unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect bi annual SNCT data, using the new levels of care SNCT tool. The next data collection will be in July 2024.

Nidderdale

Nidderdale is a 30 bedded female, multi specialist surgical ward.

SNCT Data since New Ward Budget Set in April 2023



The current staffing template for Nidderdale:

	Early	Late	Night
RN	5	5	3
CSW	3	3	2
Nutritional Assistant	7 days 1.0 WTE		
MD	22.5 hours (0.6 WTE)		

Budgeted Skill Mix

Band	WTE
7	1.0
6	4.0
5	18.14
3	0.0
2	14.32
2 Nutritional Assistant	1.0
2 Ward Clerk	1.0

Discussion

See appendix 13

The SNCT data over the last three data collections consistently shows a deficit in registered nurse and care support worker WTE. This data has been triangulated with quality and performance data and professional judgement added. The outputs of these discussions have highlighted that there is a requirement to increase the RN and CSW establishment on a night shift.

The CSW will be moved from Littondale to Nidderdale for the Night shift, increasing the CSW establishment to 3. Following the next data collection, the directorate Tri will consider an increase on one RN on a night shift.

Recommendations

To consider increasing the RN and CSW requirements on a night shift. The CSW provision should be transferred from the Littondale establishment. The RN requirement will be monitored and confirmed at the next SNCT review meeting.

Any enhanced care requirements or unfilled shifts should be reviewed as part of the new safer staffing meetings using SafeCare. This is a safer staffing tool which measures the actual acuity and dependency of the patients on each ward against the availability of staff to ensure that we are deploying the right staff with the right skills at the right place and time. Once the acuity and dependency levels have been peer reviewed by the Matron and professional judgement has been applied to the information within the system, a decision is made as to whether a staff redeployment should be undertaken or additional temporary workforce is required.

Continue to collect bi annual SNCT data, using the new levels of care SNCT tool. The next data collection will be in July 2024.

The recommended staffing template for Nidderdale:

	Early	Late	Night
RN	5	5	4
CSW	3	3	3
Nutritional Assistant	7 days 1.0 WTE		
MD	22.5 hours (0.6 WTE)		

Emergency Department

Background

Following a National Institute of Clinical Excellence (NICE) endorsed Safer Nursing Care Tool (SNCT) review in 2023, significant investment supported the recommended nurse staffing establishments within the Emergency Department. Therefore ensuring that HDFT are delivering “the right staff, with the right skills, in the right place at the right time” The National Quality Board (NQB) (2018) and addressing the quality, safety and performance issues and align to the overall trust strategy; best quality, safest care and great start in life.

The latest SNCT data collection took place in June 2024 with triangulation of the results with quality data and professional judgement in August 2024.

Department Description

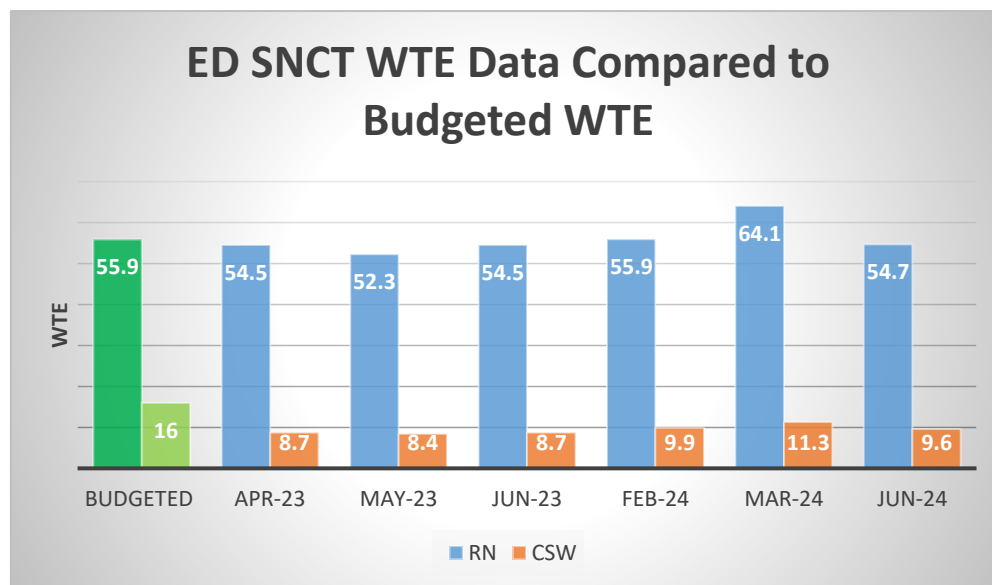
The Emergency Department (ED) is open 24 hours a day, 7 days a week delivering unscheduled care for acutely ill/injured adults and children. The department consists of two areas (ED1 and ED2). ED1 manages those patients presenting with major medical conditions, ED2 manages patients presenting with Minor Illness and injuries.

Management structure: The ED is led by a Triumvirate leadership structure consisting of a Clinical Lead, Service Manager and Matron. The matron is supported by 2 WTE Band 7 Department Managers who have 45 hours management time allocated per week. The workforce model ensures that there will be a band 7 Registered Nurse ‘in charge’ of each shift.

The NIC will consider staff experience, skill and competence when allocating staff to work areas, considering skill mix, workload, clinical priorities and patient dependency. The NIC is responsible for overseeing the team of Registered Nurses and Care Support Workers, ED reception clerks, patient flow in and out of the department (supported by a non-clinical patient flow coordinator and ED senior doctor: EPIC), and having an overview of patient acuity within the department. The NIC works closely with the EPIC and can escalate any concerns regarding prioritisation of patients to be seen. The NIC of each shift allocates staff to patient care areas on a shift basis:

- Streaming
- Triage
- Resuscitation room (2 enclosed cubicles and 1 curtained cubicle)
- Cubicle areas 1 -15 & ED2
- Fit 2 Sit
- YAS Rapid Initial Assessment Treatment

SNCT Raw Data



The current staffing template for the Emergency Department:

Area	Band	Early	Late	LD	Night
Nurse in Charge/Staff Base	7	0	0	1	1
Streaming	6	1	1	0	1
Streaming	6/5	0	0	1	1
Resus	6	0	0	1	1
Fit to Sit	5	0	0	1	1
Cubicles	5	1	1	2	3
Gynae & MH Room	5	1	1	0	1
YAS RIAT	5	0	0	1	1
YAS RIAT	3	0	0	1	1
Waiting Room RIAT	3/2	1	1	0	1
Cubicles	2	1	1	0	1

Budgeted Skill Mix

To note, the 6.0 wte band 2 CSW are in the process of being re-banded to band 3 due to an alignment of clinical skills and knowledge to the national job profiles.

Band	Budgeted	In Post	Vacancies
Band 7 Manager	2.0	2.0	0
Band 7 Clinical	5.35	5.35	0
Band 6 Clinical	12.4	12.4	0
Band 6 Practice Educator	1.8	1.8	0
Band 5	34.35	25.61	8.74
Band 3	10	6.73	3.27
Band 2	6.0	6.84	-0.84

Discussion

See appendix 14

Recommendations

The SNCT data and triangulation **supports the current funded nursing establishment and skill mix.**

Continue to collect bi annual SNCT data, using the new levels of care SNCT tool. The next data collection will be in January 2025.

Ensure effective rostering to meet the Key Performance Indicators and workforce model outlined in the Business Case.

Continue to strengthen the substantive workforce and reduce reliance on the temporary workforce with an aim of 'zero use' agency by the end of 2024.

Children and Young People; Woodlands Ward

Background

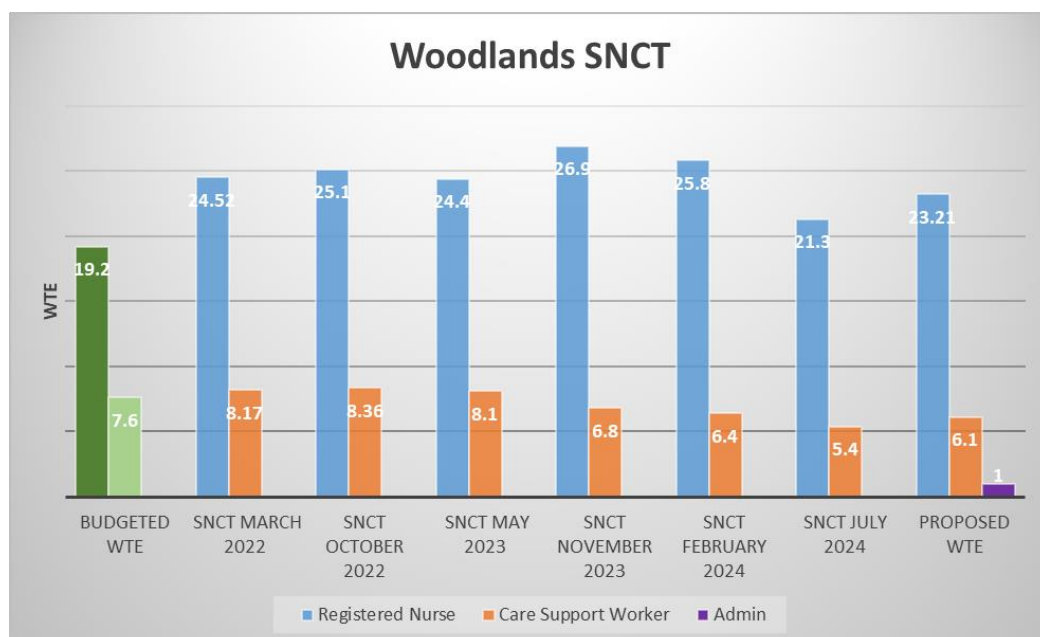
Following a National Institute of Clinical Excellence (NICE) endorsed Safer Nursing Care Tool (SNCT) (2021) review, undertaken biannually. The scope for this SNCT data collection encompasses the Children and Young People inpatient ward. To note, there is another review of Children's and Young People inpatient services and pathways with the Emergency Department (ED). Specifically in relation to delivering "the right staff, with the right skills, in the right place at the right time" The National Quality Board (NQB) (2018). Therefore, the results of this review are awaiting triangulation with this additional piece of work.

Data was collected in July 2024 with triangulation of the results with quality data and professional judgement in September 2024.

Ward Description

Woodlands ward is a 16 bedded general paediatric ward admitting acute and elective medical and surgical patients. A Children's Assessment Unit (CAU) is situated within the ward which can flex the ward to a 22 bedded unit. The ward admits children and young people (CYP) from birth to 17 years old from various referral routes, general practice, emergency department, health visitors, outpatients, midwives etc. The ward has 3 bays of 4 beds but one is the CAU and 10 side rooms, one of which acts as a high dependency unit (HDU). To note, since this data collection, there has been a Directorate change. Woodlands now sits within the PSC Directorate.

SNCT Raw Data



The current staffing template for Woodlands

Play Specialist	1.0 wte
Practice Education	0.2 wte
Admin	1.0 wte
Management Time	0.8 wte

Monday to Friday

	Early	Late	Night
RN	4	3	3
CSW	1	1	1

Saturday to Sunday

	Early	Late	Night
RN	3	3	3
CSW	1	1	1

Budgeted Skill Mix

	Budgeted WTE	Actual WTE	Vacancy
Band 7	1.0	1.0	0
Band 6	6.13	5.44	0.69
Band 5	12.14	9.91	2.23
Band 4	1.0	1.0	0
Band 3	0	0	0
Band 2	5.65	4.15	1.5
Band 2 ward clerk	1.0	1.0 LTS	0

Discussion

See appendix 15

Recommendations

The SNCT data and triangulation supports a slight increase in establishment. However, the actual requirement is still being worked through with the wider work being undertaken around the CAU and Children in ED workforce modelling.

Continue to collect bi annual SNCT data, using the SNCT tool. The next data collection will be in January 2025.

Ensure effective rostering to meet the Key Performance Indicators.

Appendix 1



Oakdale Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Tammy Gotts
Ward Manager: Arti Sivanandarajah
ADON: Charly Gill

Oakdale (General Medical, Oncology, Haematology & Endocrine ward) 30 beds

Oakdale is a 30 bedded general medicine ward specialising in endocrinology, respiratory as well as haem-oncology.

Currently

- 16-18 beds allocated to endocrinology
- 14-16 beds allocated to respiratory
- 4 Haem-oncology side rooms



Current Roster Template

Current Staffing Template

30 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	4
Care Support Worker	4	3	3



Registered Nurse Vacancies

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	20.72	20.72	20.72	20.72	20.72	20.72	20.72	20.72	20.72
Staff in Post (as at end of previous month)	16.89	16.89	18.49	16.53	18.08	18.95	18.81	20.68	20.55
Variance (Month Start)	3.83	3.83	2.23	4.19	2.64	1.77	1.91	0.04	0.17
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00
OSCE Nurse	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.13	0.13	0.13	0.13	0.13
Movement (as change of hours, internal transfers)	0.00	0.60	1.96	0.55	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	16.89	18.49	16.53	18.08	18.95	18.81	20.68	20.55	20.41
VARIANCE (Month End)	3.83	2.23	4.19	2.64	1.77	1.91	0.04	0.17	0.31
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	3.83	2.23	4.19	2.64	1.77	1.91	0.04	0.17	0.31



Care Support Worker Vacancies

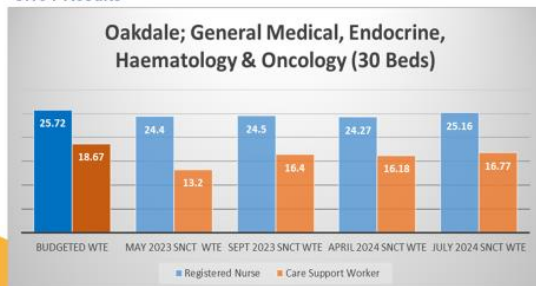
UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	18.67	18.67	18.67	18.67	18.67	18.67	18.67	18.67	18.67
Staff in Post (as at end of previous month)	12.59	14.43	14.43	15.79	16.79	16.50	16.21	16.93	16.64
Variance (Month Start)	6.08	4.24	4.24	2.88	1.88	2.17	2.46	1.74	2.03
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.64	1.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.88	0.00	2.00	1.00	0.00	0.00	1.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.29	0.29	0.29	0.29	0.29
Movement (as change of hours, internal transfers)	0.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	14.43	14.43	15.79	16.79	16.50	16.21	16.93	16.64	16.35
VARIANCE (Month End)	4.24	4.24	2.88	1.88	2.17	2.46	1.74	2.03	2.32
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	4.24	4.24	2.88	1.88	2.17	2.46	1.74	2.03	2.32



Planned vs Actual Staffing & CHPPD

Ward	July						
	Fill (%)	Fill (%)	Fill (%)	Fill (%)			
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaulx	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

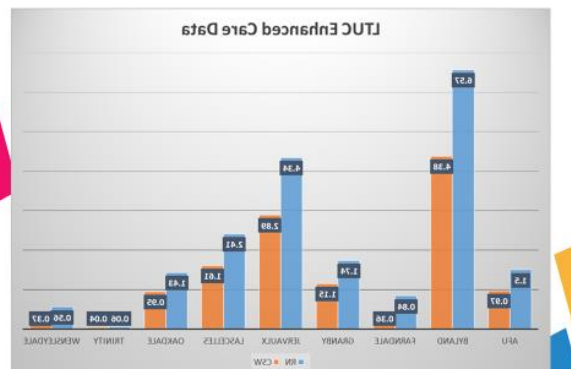
SNCT Results



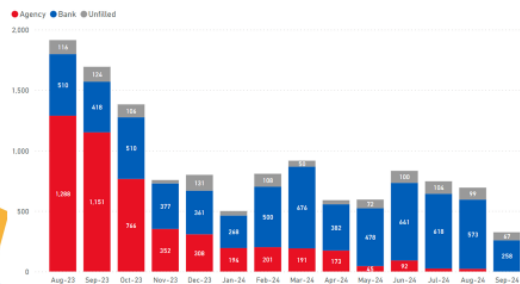
SNCT Data Collected by:

Arti Sivanandarajah

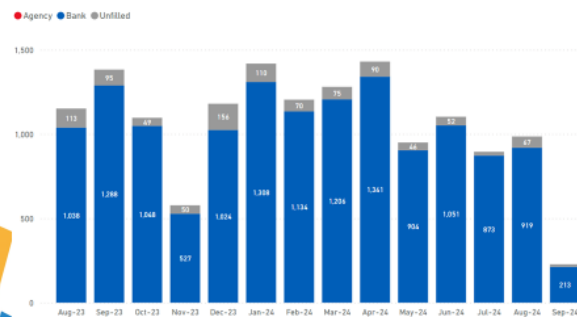
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Oakdale Activity for July 2024

	Total in data collection period	Average per day
Admissions	20	0.64
Discharges	61	1.96
Transfers In	96	3.09
Transfers Out	43	1.38
Deaths	4	0.12
Ward Attenders	0	0

Quality Data

Quality Indicators	
Falls	8 (June = 10, May = 8)
Hospital acquired pressure ulcers	8 (June = 9, May = 5)
Medication incidents	3 (June = 3, May = 7)
Staffing Datax	2 (June = 2, May = 5)
Formal Complaints	0 (June = 0, May = 1)

Appendix 2

Lascelles Safer Nursing Care Tool (SNCT)
July 2024 Data Collection

Matron: Tammy Gotts
Ward Manager: Annie Moran
ADoN: Charly Gill

Lascelles (Rehab) 12 beds

Lascelles is a mixed sex ward specialising in providing inpatient rehabilitation for adults living with a variety of neurological conditions such as head injuries, multiple sclerosis, Parkinson's, motor neurone disease, Guillain-Barre syndrome and patients who have suffered strokes. As this is a rehabilitation ward, the intensity of rehab available to the ward has a direct impact on the length of stay on the ward.

Patients on the ward often require assistance of two (or more) to support with the delivery of their care needs. Due to the complexity of the neurological conditions, the patient's remain on Lascelles for many months, which creates complex discharge planning. There will be a number of meetings required (goal planning, best interest meetings, discharge planning meetings) to determine the level of care input or care facility that is required on discharge. Multi-agencies are often essential (District Nurses, Continence Teams, Social Workers) and the allocation of funding for the required care packages can often take many weeks, extending the patient's admission.

Patient care is allocated by the nurse in charge. The nurse in charge will have oversight of all patients and will support the CSW with personal care requirements of the patients.

Registered Nurse Vacancies

Current Roster Template

Current Staffing Template

12 Bedded Ward	Early	Late	Night
Registered Nurse	3	2	2
Care Support Worker	2	2	1

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	20.72	20.72	20.72	20.72	20.72	20.72	20.72	20.72	20.72
Staff in Post (as at end of previous month)	16.89	16.89	18.49	16.53	18.08	18.95	18.81	20.68	20.55
Variance (Month Start)	3.83	3.83	2.23	4.19	2.64	1.77	1.91	0.04	0.17
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00
OSCE Nurse	0.00	1.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.13	0.13	0.13	0.13	0.13
Movement (no change of hours, internal transfers)	0.00	0.60	1.96	0.55	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	16.89	18.49	16.53	18.08	18.95	18.81	20.68	20.55	20.41
VARIANCE (Month End)	3.83	2.23	4.19	2.64	1.77	1.91	0.04	0.17	0.31
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	3.83	2.23	4.19	2.64	1.77	1.91	0.04	0.17	0.31

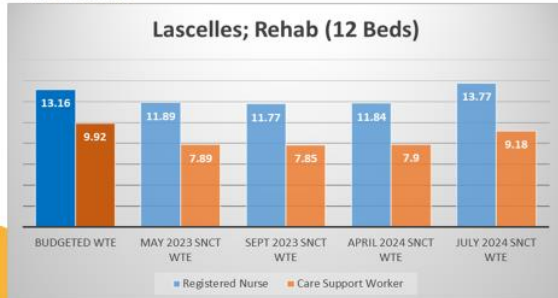
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	18.67	18.67	18.67	18.67	18.67	18.67	18.67	18.67	18.67
Staff in Post (as at end of previous month)	12.59	14.43	14.43	15.79	16.79	16.50	16.21	16.93	16.64
Variance (Month Start)	6.08	4.24	4.24	2.88	1.88	2.17	2.46	1.74	2.03
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.64	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.38	0.00	2.00	1.00	0.00	0.00	1.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.29	0.29	0.29	0.29	0.29
Movement (no change of hours, internal transfers)	0.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	14.43	14.43	15.79	16.79	16.50	16.21	16.93	16.64	16.35
VARIANCE (Month End)	4.24	4.24	2.88	1.88	2.17	2.46	1.74	2.03	2.32
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	4.24	4.24	2.88	1.88	2.17	2.46	1.74	2.03	2.32

Planned vs Actual Staffing & CHPPD

Ward	July				CHPPD	
	Day		Night		RN	Overall
	RN	CSW	RN	CSW		
Acute Frailty Unit	95%	122%	122%	164%	4.6	9.4
Byland	85%	101%	91%	133%	3.2	6.6
Farndale	86%	104%	87%	103%	5.2	9.5
Fountains	96%	98%	88%	130%	3.7	7.5
Granby	92%	92%	92%	97%	3.3	6.8
ITU/HDU	85%	58%	106%	-	26.9	30.1
Jervaux	90%	112%	91%	139%	3.3	7.1
Lascelles	95%	83%	96%	111%	4.1	7.4
Littondale	100%	91%	96%	91%	4.1	7.8
Maternity	83%	93%	93%	90%	9.9	13.0
Nidderdale	96%	94%	101%	99%	3.8	6.4
Oakdale	97%	105%	95%	112%	3.5	6.8
Rowan	103%	111%	96%	71%	7.3	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	20.8
Trinity	84%	101%	96%	96%	3.2	6.3
Wensleydale	110%	83%	111%	101%	6.2	9.3
Woodlands	98%	90%	98%	94%	10.0	13.1
Total	93%	98%	98%	112%	4.9	8.4

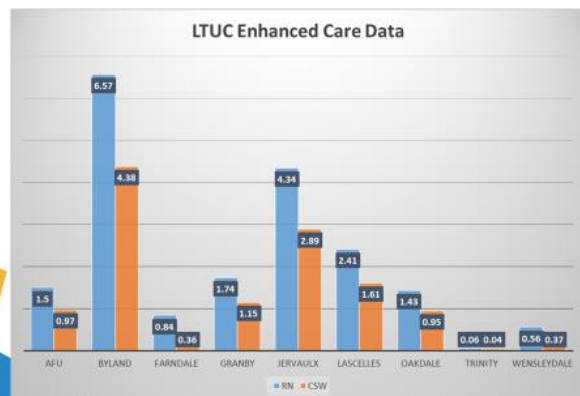
SNCT Results



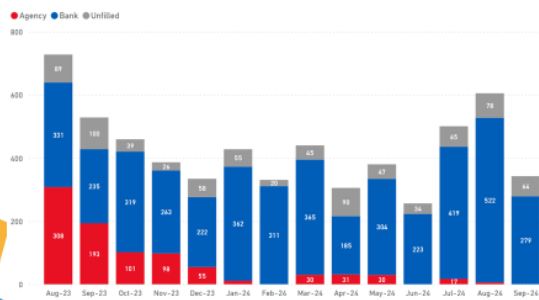
SNCT Data Collected by:

Annie Moran

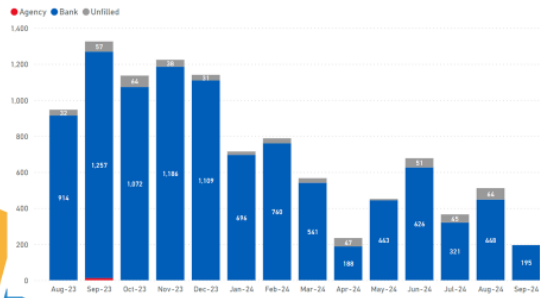
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Lascelles Activity for July 2024

	Total in data collection period	Average per day
Admissions	0	0
Discharges	8	0.25
Transfers In	10	0.32
Transfers Out	2	0.06
Deaths	0	0
Ward Attenders	0	0

Datix during the month of July

Quality Indicators

Falls	4 (June = 3, May = 2)
Hospital acquired pressure ulcers	1 (June = 3, May = 1)
Medication incidents	0 (June = 1, May = 2)
Staffing Datix	0 (June = 0, May = 0)
Formal Complaints	0 (June = 0, May = 0)

Appendix 3

Granby Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Tammy Gotts
Ward Manager: Martine Hartley
ADoN: Charly Gill

Granby (Stroke & Neurology ward) 22 beds

Description of ward

Granby ward is budgeted as a 22 bedded stroke and neuro ward. In extreme patient's may be moved to Granby that are care of the elderly or general medicine.

The ward is a "U" shaped ward. There are three x six bedded bays, and four single rooms, two of which are ensuite. Two of the bays have toilet facilities. Upon entering the ward immediately on the left is a six bedded bay which is out of sight of the remainder of the ward. Therefore, care is taken when assigning patients to that bay.

The entry corridors to the main area of the ward have a therapy kitchen, patient shower facilities, disposal room, staff kitchen, linen cupboard, dirty utility, and staff room. The main area of the ward has a central staff base surrounded by the two bays and four single rooms. The visibility of patients, except for bay 1, is good.

There is an office that has the respiratory secretaries located, from the time that Granby was the respiratory ward.

The layout of the ward is a challenge with regards fall prevention, as often patients cannot be visualised. Due to this, there may be occasions that an additional CSW is required overnight and sometimes for the additional long day shift.

The physical dependency of the patients on Granby can be extremely high due to mainly having stroke patients and a medications round compared to other areas take time as long as to most medications need to be crushed and administered down a nasal gastric (NG) tube which requires several checks that it is placed correctly before using a syringe crushing and placing down a percutaneous endoscopic gastrostomy (PEG) tube and for the patients without feeding tubes they require extra time to have their medications administered orally and swallowing techniques assessed. Many patients will not be independently mobile and will require manual handling equipment which may take 2 or 3 staff to use. There may be a need for patients that include 2 hourly toileting and if that patient is a toilet patient then it can take up to 30 mins every 2 hours. It is a reality that any patients are independent on Granby ward.

Granby ward has its own speciality allied health professionals, they support with the ward huddle daily.

The geographical location is next to Olddale Ward, therefore mutual aid is often provided from each ward.

The ward is led by an experienced Ward Manager and Matron, there are also experienced Band 6 Ward Sisters and Charge Nurse. The budgetary allocation for the Ward Manager is 2 management days per week. There is a designated Band 7 stroke specialist nurse who works in a non-clinical role 30 hours per week. There is a designated stroke audit officer who works 27.5 hours per week, in a non-clinical role.

The Ward Manager's office is on the corridor that connects on to Olddale ward.

There has been a recent reconfiguration of ward manager and Band 6's between Olddale and Granby Wards, but all staff moved are familiar with the patient group and the existing staff.

Current Roster Template

Current Staffing Template

22 Bedded Ward	Early	Late	Night
Registered Nurse	3	3	3
Care Support Worker	3	3	3

Additional RN on a Monday, Thursday and Friday Early; MDT responsibilities.

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4-5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	14.24	14.24	14.24	14.24	14.24	14.24	14.24	14.24	14.24
Staff in Post (as at end of prev month)	9.08	9.41	10.41	10.41	11.41	11.41	11.41	12.41	12.41
Variance (Month start)	5.16	4.83	3.83	3.83	2.83	2.83	2.83	1.83	1.83
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	1.00	0.00	1.00	0.00	0.00	1.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Movement (no change of hours, internal transfers)	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	9.41	10.41	10.41	11.41	11.41	11.41	12.41	12.41	12.41
VARIANCE (Month End)	4.83	3.83	3.83	2.83	2.83	2.83	1.83	1.83	1.83
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	4.83	3.83	3.83	2.83	2.83	2.83	1.83	1.83	1.83

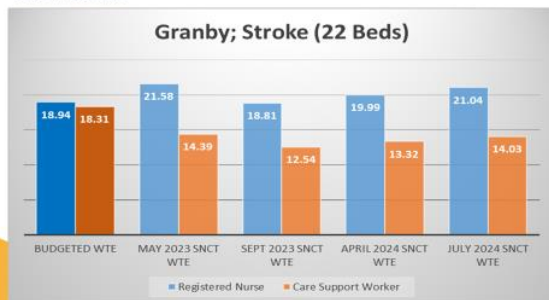
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	16.91	16.91	16.91	16.91	16.91	16.91	16.91	16.91	16.91
Staff in Post (as at end of prev month)	15.07	16.99	16.39	15.11	15.11	15.04	14.97	15.91	15.84
Variance (Month start)	1.84	0.08	0.52	1.80	1.80	1.87	1.94	1.00	1.07
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	2.88	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Turnover	0.00	0.00	0.40	0.00	0.07	0.07	0.07	0.07	0.07
Movement (no change of hours, internal transfers)	-0.96	-0.60	-0.88	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	16.99	16.39	15.11	15.11	15.04	14.97	15.91	15.84	15.77
VARIANCE (Month End)	0.08	0.52	1.80	1.80	1.87	1.94	1.00	1.07	1.14
Maternity Leave and Suspension	1.53	1.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53
GAP (including maternity leave)	1.46	2.06	2.34	2.34	2.40	2.47	1.54	1.60	1.67

Planned vs Actual Staffing & CHPPD

Ward	April				CHPPD	
	Day RN Fill (%)	CSW Fill (%)	Night RN Fill (%)	CSW Fill (%)	RN	Overall
Acute Frailty Unit	98%	117%	126%	153%	4.8	9.4
Byland	91%	108%	96%	130%	3.5	7.0
Fountains	93%	89%	94%	109%	3.9	7.4
Farndale	93%	108%	97%	100%	5.7	4.4
Granby	89%	100%	96%	117%	3.5	4.1
Jervaulx	88%	110%	95%	125%	3.4	3.6
Lascelles	93%	71%	96%	96%	4.4	3.1
Littondale	101%	85%	97%	76%	4.2	3.4
Nidderdale	95%	83%	112%	101%	3.8	2.3
Oakdale	100%	113%	95%	131%	3.6	3.6
Rowan	92%	43%	93%	57%	7.5	2.9
Trinity	90%	100%	96%	96%	3.3	3.0
Wensleydale	109%	84%	111%	107%	6.1	3.1
Total	96%	96%	101%	111%	4.5	7.9

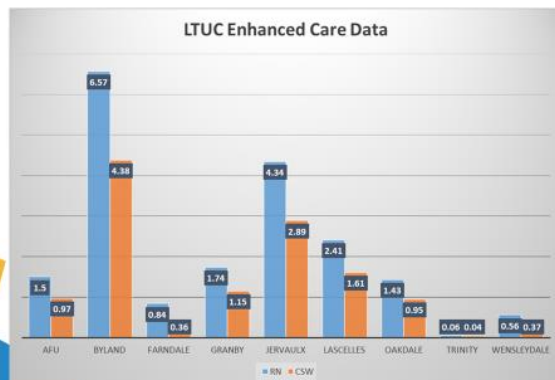
SNCT Results



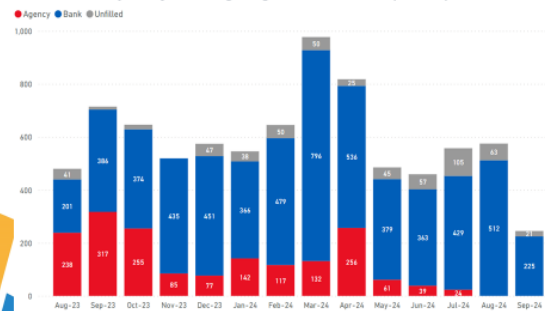
SNCT Data Collected by:

Martine Hartley
Lucy Marsh (not trained)

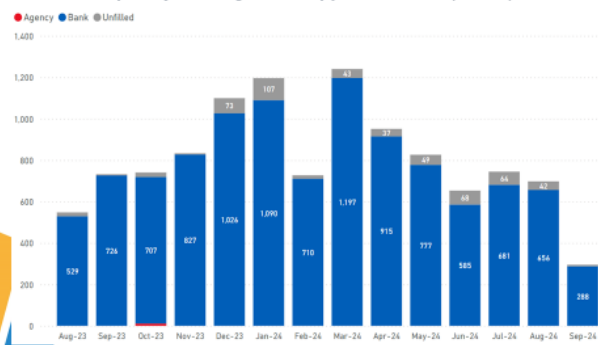
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Granby Activity for July 2024

	Total in data collection period	Average per day
Admissions	23	0.74
Discharges	41	1.32
Transfers In	34	1.09
Transfers Out	12	0.38
Deaths	1	0.03
Ward Attenders	0	0

Datix during month of July

Quality Indicators

Falls	1 (June = 5, May = 4)
Hospital acquired pressure ulcers	3 (June = 3, May = 4)
Medication incidents	1 (June = 6, May = 6)
Staffing Datix	0 (June = 0, May = 3)
Formal Complaints	1 (June = 1, May = 0)

Appendix 4

Byland Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Jo Burns
Ward Manager: Biju Varughese
ADON: Charly Gill

Byland (Frailty) 30 beds

Byland ward is a 30 bedded elderly care ward.

There are four bays of six and six single rooms, three of which are en-suite.

The ward is an "L" shaped ward. Along the entry corridor is the ward office, kitchen, linen room, staff room, treatment room and two single rooms out of sight of the main staff base and around the corner from the main ward area.

The staff base is at the apex of the "L" and the dirty utility is immediately adjacent to the staffroom. There is some visibility of bay 1 and 2 and side rooms 2 and 3 are visible to the nurses' station. None of the bays have patient bathroom facilities, shared facilities are located opposite each bay.

The ward is led by an experienced Ward Manager and an experienced Matron. There are also experienced Band 6 Ward Sisters.

Due to the high number of elderly care patients with dementia and delirium, the risk of falls, pressure ulcers and absconding patients is high. The ward requests a daily CSW to support with the enhanced care needs of patients.

Current Roster Template

Current Staffing Template

30 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	4
Care Support Worker	4	4	3

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4-5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	21.43	21.43	21.43	21.43	21.43	21.43	21.43	21.43	21.43
Staff in Post (as at end of prev month)	18.23	19.03	19.03	20.63	21.09	22.98	23.86	24.74	24.63
Variance (Month Start)	3.20	2.40	2.40	0.80	0.34	1.55	2.43	3.31	3.20
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
OSCE Nurse	1.00	0.00	2.00	0.00	1.00	0.00	0.00	0.00	2.00
General Recruitment	0.00	0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.40	0.00	0.12	0.12	0.12	0.12	0.12
Movement (no change of hours, internal transfers)	0.20	0.00	1.00	0.47	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	19.03	19.03	20.63	21.09	22.98	23.86	24.74	24.63	26.51
VARIANCE (Month End)	2.40	2.40	0.80	0.34	1.55	2.43	3.31	3.20	5.08
Maternity Leave and Career Breaks	0.40	3.04	3.04	3.04	3.04	3.04	3.04	3.04	3.04
GAP (including maternity leave)	2.80	5.44	3.84	3.38	1.49	0.61	0.27	0.16	2.04

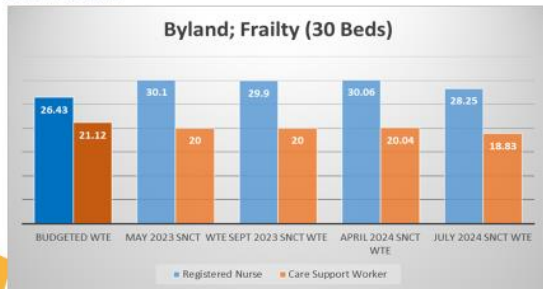
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	19.72	19.72	19.72	19.72	19.72	19.72	19.72	19.72	19.72
Staff in Post (as at end of prev month)	13.89	15.89	16.41	17.41	18.21	19.00	18.83	19.66	19.49
Variance (Month Start)	5.83	3.83	3.31	2.31	1.51	0.72	0.89	0.06	0.23
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	2.00	0.52	2.00	1.00	0.96	0.00	1.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.17	0.17	0.17	0.17	0.17
Movement (no change of hours, internal transfers)	0.00	0.00	-1.00	-0.20	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	15.89	16.41	17.41	18.21	19.00	18.83	19.66	19.49	19.32
VARIANCE (Month End)	4.03	3.31	2.31	1.51	0.72	0.89	0.06	0.23	0.40
Maternity Leave and Career Breaks	0.60	0.00	0.00	0.60	0.60	0.60	0.60	0.60	0.60
GAP (including maternity leave)	4.63	3.31	2.31	2.11	1.32	1.49	0.66	0.83	1.00

Planned vs Actual Staffing & CHPPD

Ward	July				CHPPD		
	Day RN Fill (%)	CSW Fill (%)	Night RN Fill (%)	CSW Fill (%)	RN	CSW	Overall
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaux	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.7	7.8
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Niddersdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

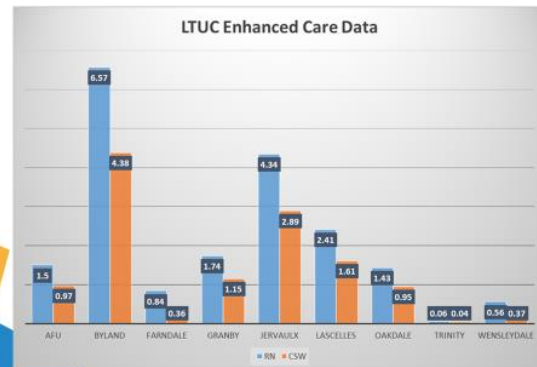
SNCT Results



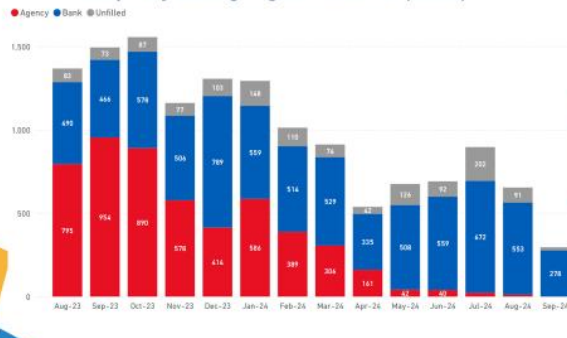
SNCT Data Collected by:

Sheeba Sojan,
Biju Varughese (? Not on the sheet), Thomson Joseph (not trained),
Lisamma Anthony (not trained), Maria Kupsy (not trained),
Sheeba Sojan (not trained), Megan Jae Munoz (not trained),
Maria Kumar (not trained), Anju Alex (not trained)

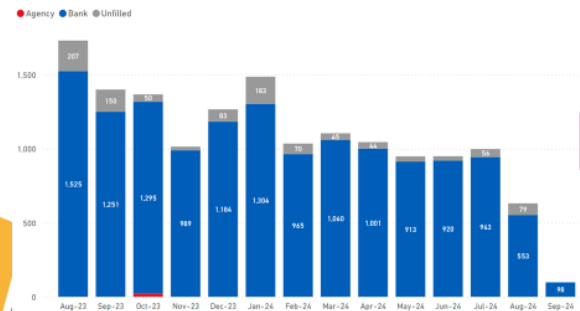
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Byland Activity for July 2024

	Total in data collection period	Average per day
Admissions	4	0.12
Discharges	58	1.87
Transfers In	74	2.38
Transfers Out	7	0.22
Deaths	7	0.22
Ward Attenders	0	0

Datix during the month of July

Quality Indicators

Falls	5 (June = 6, May = 7)
Hospital acquired pressure ulcers	14 (June = 22, May = 16)
Medication incidents	2 (June = 3, May = 4)
Staffing Datix	3 (June = 2, May = 1)
Formal Complaints	1 (June = 1, May = 0)

Appendix 5

Jervaulx Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Jo Burns
Ward Manager: Hannah Dickinson
ADoN: Charly Gill

Jervaulx (Frailty) 30 beds

Jervaulx ward is a 30 bedded elderly care ward. There are four bays of six and six single rooms, three of which are en-suite.

The ward is an "L" shaped ward. Along the entry corridor is the ward office, kitchen, linen room, staff room, and two single rooms out of sight of the main staff base and around the corner from the main ward area. At the bottom of the ward there is a treatment room where the new Omnicell medication machine is located and where all medication is prepared and stored appropriately.

The staff base is at the apex of the "L". Bay 1 and 2 are visible to the staff base as are the single rooms 2 and 3. None of the bays have patient bathroom facilities, shared facilities are located opposite each bay.

The ward is led by an experienced Ward Manager and Matron, there are also experienced Band 6 Ward Sisters.

Due to the high number of elderly care patients with dementia and delirium, the risk of falls, pressure ulcers and absconding patients is high. The ward requests a daily CSW to support with the enhanced care needs of patients.

Current Roster Template

Current Staffing Template

30 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	4
Care Support Worker	4	4	3

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	21.43	21.43	21.43	21.43	21.43	21.43	21.43	21.43	21.43
Staff in Post (as at end of prev month)	14.97	14.23	14.63	18.63	18.63	20.96	22.89	22.83	22.76
Variance (Month Start)	6.46	7.20	6.80	2.80	2.80	0.47	1.46	1.40	1.33
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	1.00	0.00	2.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	1.00	0.00	0.40	2.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.07	0.07	0.07	0.07	0.07
Movement (no change of hours, internal transfers)	0.75	0.40	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	14.23	14.63	18.63	18.63	20.96	22.89	22.83	22.76	22.69
VARIANCE (Month End)	7.20	6.80	2.80	2.80	0.47	1.46	1.40	1.33	1.26
Maternity Leave and Career Breaks	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GAP (including maternity leave)	8.20	7.80	3.80	3.80	1.47	0.46	0.40	0.33	0.26

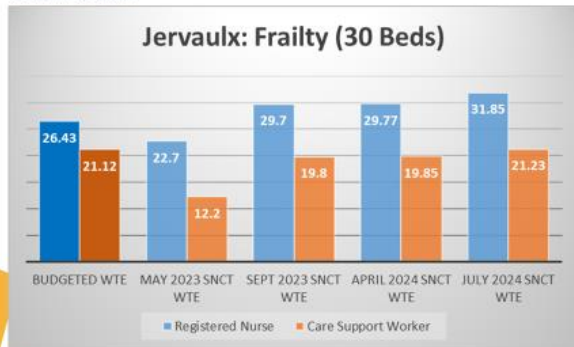
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2 - 3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	19.72	19.72	19.72	19.72	19.72	19.72	19.72	19.72	19.72
Staff in Post (as at end of prev month)	19.71	20.71	20.71	20.31	20.18	22.02	21.85	21.69	21.53
Variance (Month Start)	0.01	0.99	0.99	0.59	0.46	2.30	2.13	1.97	1.81
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	1.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.40	0.00	0.00	0.16	0.16	0.16	0.16	0.16
Movement (no change of hours, internal transfers)	0.00	0.40	0.40	0.13	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	20.71	20.71	20.31	20.18	22.02	21.85	21.69	21.53	21.36
VARIANCE (Month End)	0.99	0.99	0.59	0.46	2.30	2.13	1.97	1.81	1.64
Maternity Leave and Career Breaks	2.47	2.47	1.19	0.60	0.60	0.60	0.60	0.60	0.60
GAP (including maternity leave)	1.47	1.47	0.59	0.14	1.70	1.53	1.37	1.21	1.04

Planned vs Actual Staffing & CHPPD

Ward	Day		Night		CHPPD		
	RN Fill (%)	CSW Fill (%)	RN Fill (%)	CSW Fill (%)	RN	CSW	Overall
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaulx	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

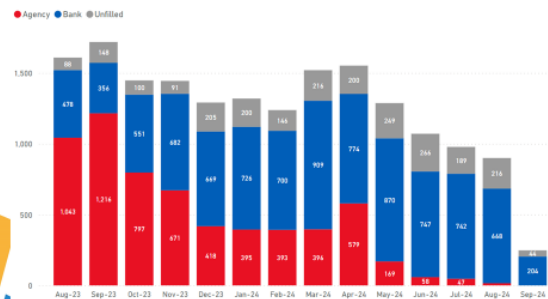
SNCT Results



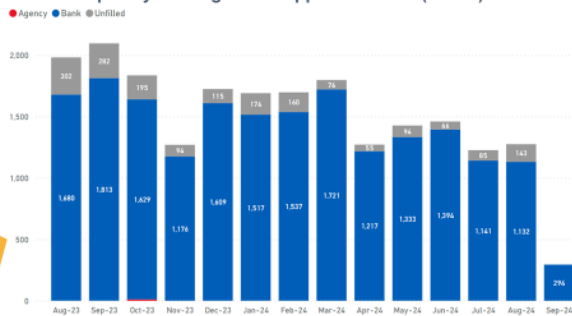
SNCT Data Collected by:

Hannah Rushton

Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Jervaulx Activity for July 2024

	Total in data collection period	Average per day
Admissions	1	0.03
Discharges	31	1
Transfers In	59	1.90
Transfers Out	19	0.61
Deaths	5	0.16
Ward Attenders	0	0

Datix during the month of July

Quality indicators

Falls	4 (June = 4, May = 5)
Hospital acquired pressure ulcers	17 (June = 10, May = 9)
Medication incidents	5 (June = 5, May = 8)
Staffing Datix	0 (June = 1, May = 3)
Formal Complaints	0 (June = 0, May = 0)

Appendix 6

Acute Frailty Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Jo Burns
Ward Manager: Sarah McDaniel
ADoN: Charly Gill

Acute Frailty Unit (AFU) 18 beds 2 assessment beds

AFU is an acute frailty admissions unit designed to be 18 bedded unit with 2 frailty to assessment beds.

AFU has 3x bays can have up to 4 patients in each but very tight due to size so keep 3 patients in 2x bays then 1x4 to keep numbers of patients at 18. The ward has 8 side rooms; used for infections patients and direct admissions.

The ward is long, with side rooms at lower end of ward out of direct view of the main ward. The ward also has 2x Frailty to assess beds for in essence day case patients that can be turned around following treatment or Physiotherapy input to prevent admission to hospital

However, since winter 2023/24 the ward has had to utilise escalation beds. AFU have had a total of 23 open beds (including the assessment beds). Therefore, additional staffing has been resources through temporary staffing.

Current Roster Template

Acute Frailty Unit

Current Staffing Template

18 Bedded Ward	Early	Late	Night
Registered Nurse	4	4	3
Care Support Worker	3	3	2

Budgeted WTE and SNCT establishment data

To note the April and July 2024 SNCT data included escalation beds (up to 24 bed in total). Following the September 2023 SNCT data collection, the RN establishment was reduced (removal of 1 RN each night shift). This staffing template (shown above) is for 18 beds and 2 assessment beds (20). Therefore, when escalation beds are opened an additional RN and CSW resource is required.

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4-5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	14.94	14.94	14.94	14.94	14.94	14.94	14.94	14.94	14.94
Staff in Post (as at end of prev month)	12.80	13.80	12.61	13.61	13.61	14.61	14.61	15.25	15.25
Variance (Month Start)	2.14	1.14	2.33	1.33	1.33	0.33	0.33	0.31	0.31
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.64	0.00	0.00
OSCE Nurse	0.00	0.00	1.00	0.00	1.00	0.00	0.00	0.00	1.00
General Recruitment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Movement (no change of hours, internal transfers)	1.00	1.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	13.80	12.61	13.61	13.61	14.61	14.61	15.25	15.25	16.25
VARIANCE (Month End)	1.14	2.33	1.33	1.33	0.33	0.33	0.31	0.31	1.31
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave and Career Break)	1.14	2.33	1.33	1.33	0.33	0.33	0.31	0.31	1.31

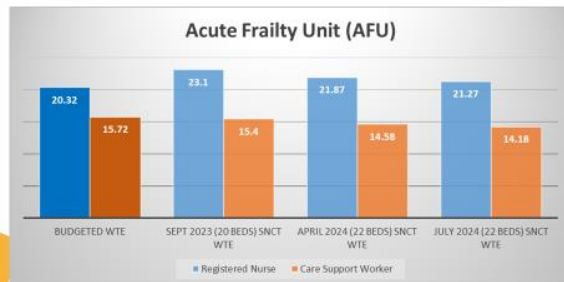
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	14.32	14.32	14.32	14.32	14.32	14.32	14.32	14.32	14.32
Staff in Post (as at end of prev month)	11.01	13.92	13.40	13.78	13.78	13.47	13.16	13.85	13.54
Variance (Month Start)	3.31	0.40	0.92	0.54	0.54	0.85	1.16	0.47	0.78
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	2.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00
Turnover	0.00	0.44	0.00	0.00	0.31	0.31	0.31	0.31	0.31
Movement (no change of hours, internal transfers)	0.91	0.08	0.38	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	13.92	13.40	13.78	13.78	13.47	13.16	13.85	13.54	13.24
VARIANCE (Month End)	0.40	0.92	0.54	0.54	0.85	1.16	0.47	0.78	1.08
Maternity Leave and Career Breaks	0.64	0.55	0.55	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	1.04	1.47	1.09	0.54	0.85	1.16	0.47	0.78	1.08

Planned vs Actual Staffing & CHPPD

Ward	July				CHPPD	
	Day		Night		CSW	Overall
	RN Fill (%)	CSW Fill (%)	RN Fill (%)	CSW Fill (%)		
Acute Frailty Unit	95%	122%	122%	164%	4.6	9.4
Byland	85%	101%	91%	133%	3.2	6.6
Farndale	86%	104%	87%	103%	5.2	9.5
Fountains	96%	98%	88%	130%	3.7	7.5
Granby	92%	92%	92%	97%	3.3	6.8
ITU/HDU	85%	58%	100%	-	26.9	30.1
Jervaulx	90%	112%	91%	139%	3.3	7.1
Lascelles	95%	83%	96%	111%	4.1	7.4
Littondale	100%	91%	96%	91%	4.1	7.8
Maternity	83%	93%	93%	90%	9.9	13.0
Nidderdale	96%	94%	101%	99%	3.8	7.6
Oakdale	97%	105%	95%	112%	3.5	7.8
Rowan	103%	111%	96%	71%	7.3	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	20.8
Trinity	84%	101%	96%	96%	3.2	6.3
Wensleydale	110%	83%	111%	101%	6.2	9.3
Woodlands	98%	90%	98%	94%	10.0	13.1
Total	93%	98%	98%	112%	4.9	8.4

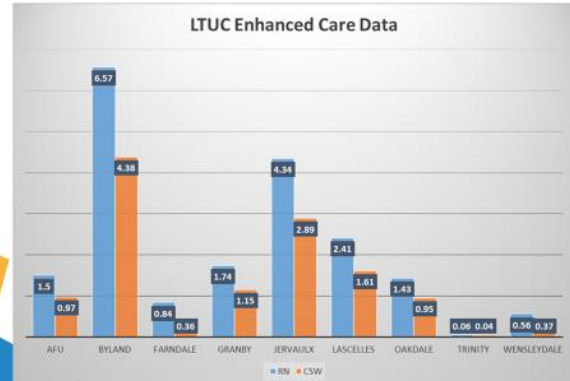
SNCT Results



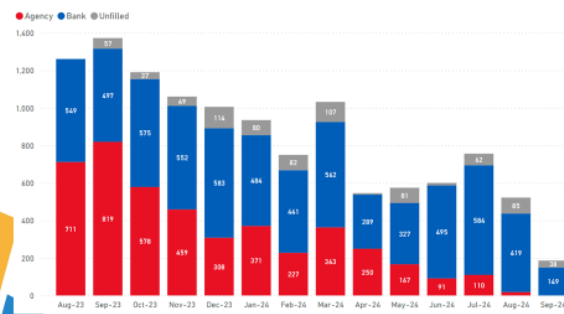
SNCT Data Collected by:

Sarah McDaniel
S. Thankappan (not trained), Prudence Anwuli (not trained), Anju Alex (not trained)

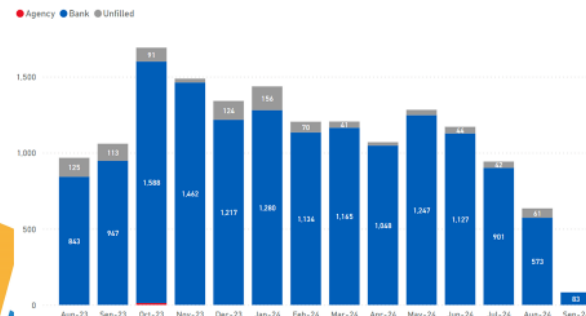
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



AFU Activity for July 2024

	Total in data collection period	Average per day
Admissions	177	5.70
Discharges	73	2.35
Transfers In	30	0.96
Transfers Out	86	2.77
Deaths	8	0.25
Ward Attenders	1	0.03

Datix during the month of July

Quality indicators

Falls	2 (June = 15, May = 7)
Hospital acquired pressure ulcers	8 (June = 2, May = 7)
Medication incidents	5 (June = 5, May = 3)
Staffing Datix	4 (June = 1, May = 0)
Formal Complaints	0 (June = 1, May = 0)

Appendix 7

Trinity Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Jo Burns
Ward Manager: Julie Bates
ADoN: Charly Gill

Trinity (Rehab) 19 beds

Description of Ward

Trinity Ward is a 19 bedded elderly rehabilitation ward with 2 palliative care beds included in this number.

The ward is located within Ripon Community Hospital and is the only 24 hour facility at the Ripon site.

The layout of the ward consists 1x7 bedded male bay and a side room located in the male bay, a 9 bedded female bay and 1 side room located in the female bay. There is also a palliative care area containing 1 bed that can be male or female. Due to the historic nature of the building not all the beds are visible from the nurses station which is located at the entrance to the ward.

The ward also has a day room for patients which is also used as a meeting room for MDT and other meetings. There is also a garden for patient and staff use.

The ward is predominantly nurse led with medical cover provided by a consultant, ACP's and GPs. ACPs visit Monday and Friday morning and a frailty consultant and an ACP visit on a Wednesday when the main MDT is held. 2 local GPs cover the ward and these visit Monday, Wednesday and Friday. The Ward manager also has a site co-ordinator role.

Enhanced care is generally managed within the existing numbers. Very mobile confused patients are excluded from Trinity due to the number of entrances and exits and the close proximity of the ward to the road.

Length of stay on the ward can be from 3 days to weeks depending on the individual patient needs. Patients who come to Trinity usually require a minimum of assistance of 2 people to mobilise. We are also involved in many complex discharge processes.

Current Roster Template

Current Staffing Template

19 Bedded Ward	Early	Late	Night
Registered Nurse	3	3	2
Care Support Worker	3	2	2

Additional RN Early on a Wednesday for MDT

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	11.53	11.53	11.53	11.53	11.53	11.53	11.53	11.53	11.53
Staff in Post (as at end of prev month)	6.33	7.33	7.33	8.33	9.33	10.33	10.33	10.33	11.05
Variance (Month Start)	5.20	4.20	4.20	3.20	2.20	1.20	1.20	1.20	0.48
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.72	0.00
OSCE Nurse	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Movement (inc change of hours, internal transfers)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	7.33	7.33	8.33	9.33	10.33	10.33	10.33	11.05	11.05
VARIANCE (Month End)	4.20	4.20	3.20	2.20	1.20	1.20	1.20	0.48	0.48
Maternity Leave and Career Breaks	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GAP (including maternity leave)	4.20	4.20	4.20	3.20	2.20	2.20	2.20	1.48	1.48

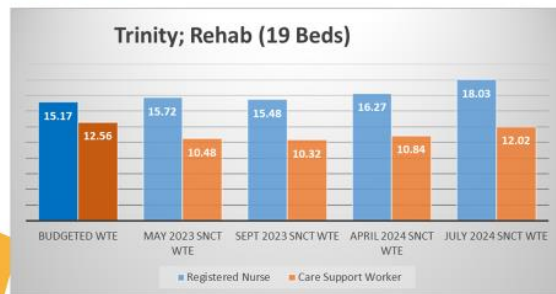
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2 - 3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	12.56	12.56	12.56	12.56	12.56	12.56	12.56	12.56	12.56
Staff in Post (as at end of prev month)	11.99	11.99	11.12	10.84	10.84	11.77	11.70	13.10	13.03
Variance (Month Start)	0.57	0.57	1.44	1.72	1.72	0.79	0.86	0.54	0.47
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.72	0.00	1.00	0.00	1.48	0.00	0.00
Turnover	0.00	0.87	0.00	0.00	0.07	0.07	0.07	0.07	0.07
Movement (inc change of hours, internal transfers)	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	11.99	11.12	10.84	10.84	11.77	11.70	13.10	13.03	12.96
VARIANCE (Month End)	0.57	1.44	1.72	1.72	0.79	0.86	0.54	0.47	0.40
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	0.57	1.44	1.72	1.72	0.79	0.86	0.54	0.47	0.40

Planned vs Actual Staffing & CHPPD

Ward	July						
	Fill (%)	Fill (%)	Fill (%)	Fill (%)			
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaulx	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

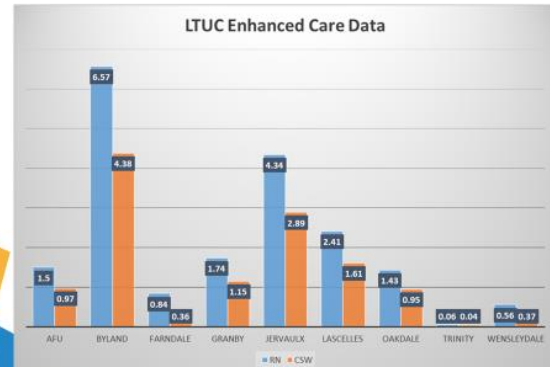
SNCT Results



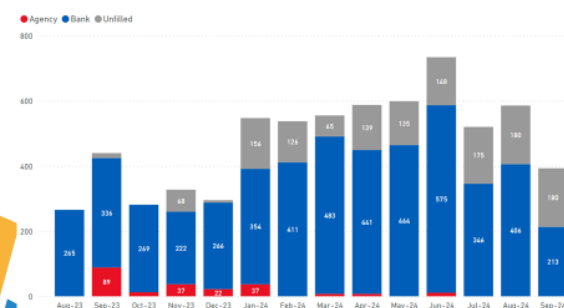
SNCT Data Collected by:

Julie Bates
L Stockdale (not trained), Rob Ullay (not trained), Mary Templado (not trained)
T Casper (not trained), Rachel Templado (not trained), Judith Wilson (not trained)

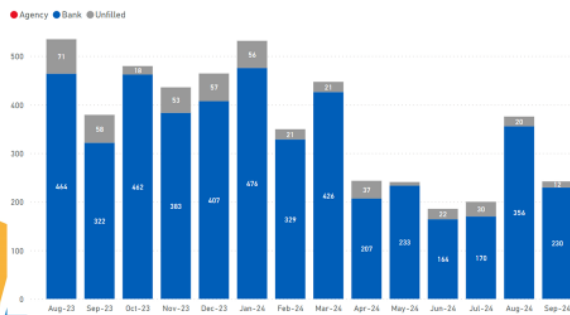
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Trinity Activity for July 2024

	Total in data collection period	Average per day
Admissions	1	0.03
Discharges	28	0.90
Transfers In	23	0.74
Transfers Out	0	0
Deaths	1	0.03
Ward Attenders	0	0

Datix during the month of July

Quality Indicators	
Falls	0 (June = 3, May = 3)
Hospital acquired pressure ulcers	9 (June = 4, May = 3)
Medication incidents	1 (June = 1, May = 2)
Staffing Datix	1 (June = 0, May = 0)
Formal Complaints	0 (June = 0, May = 0)

Appendix 8

Farndale Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Rebecca Heseltine
Ward Manager: Clare Pemberton
ADoN: Charly Gill

Farndale (Medical Admissions Ward) 23 beds

Description of ward

- Farndale is a 23 bedded admissions unit with high turnover of patients and high acuity for medical admissions.
- 17 of these beds are side rooms for infectious patients.
- Farndale is able to accept patients on telemetry/requiring cardiac monitoring, and the nurses are skilled to care for patients requiring acute NIV.

Current Roster Template

The budget for Farndale was increased following the last SNCT establishment review.

The SNCT data below has been calculated on a side room factor (for wards where there are 75% or more side rooms).

Budgeted Staffing Template

23 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	5
Care Support Worker	3	3	3

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4-5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	15.46	15.46	15.46	15.46	15.46	15.46	15.46	15.46	15.46
Staff in Post (as at end of prev month)	16.97	15.97	13.07	13.07	14.07	15.93	16.79	17.26	17.70
Variance (Month Start)	1.51	0.51	2.39	2.39	1.39	0.47	1.33	1.80	2.24
Newly Qualified (with PIN)	1.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00
OSCE Nurse	1.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	1.00
General Recruitment	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.58	0.00
Turnover	0.00	1.00	0.00	0.00	0.14	0.14	0.14	0.14	0.14
Movement (no change of hours, internal transfers)	4.00	1.91	0.00	0.00	0.00	0.40	0.00	0.00	0.00
Staff in Post (as at end of current month)	15.97	13.07	13.07	14.07	15.93	16.79	17.26	17.70	18.56
VARIANCE (Month End)	0.51	2.39	2.39	1.39	0.47	1.33	1.80	2.24	3.10
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	0.51	2.39	2.39	1.39	0.47	1.33	1.80	2.24	3.10

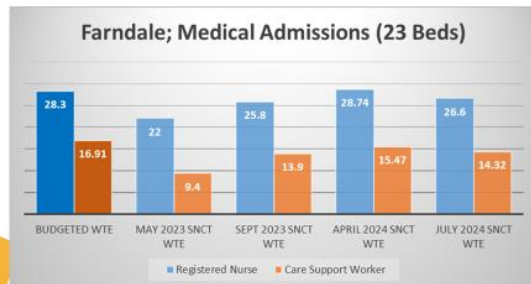
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	16.91	16.91	16.91	16.91	16.91	16.91	16.91	16.91	16.91
Staff in Post (as at end of prev month)	15.65	14.85	15.85	15.26	17.48	17.33	17.18	16.63	16.48
Variance (Month Start)	1.26	2.06	1.06	1.65	0.57	0.42	0.27	0.28	0.43
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.40	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	1.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.80	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.15
Movement (no change of hours, internal transfers)	0.00	0.00	0.60	0.23	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	14.85	15.85	15.26	17.48	17.33	17.18	16.63	16.48	16.33
VARIANCE (Month End)	2.06	1.06	1.65	0.57	0.42	0.27	0.28	0.43	0.58
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	2.06	1.06	1.65	0.57	0.42	0.27	0.28	0.43	0.58

Planned vs Actual Staffing & CHPPD

Ward	July				CHPPD		
	Day		Night		RN	CSW	Overall
	RN	CSW	RN	CSW			
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaux	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	90%	9.9	3.1	13.0
Maternity	83%	93%	93%	90%	4.1	3.1	7.8
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

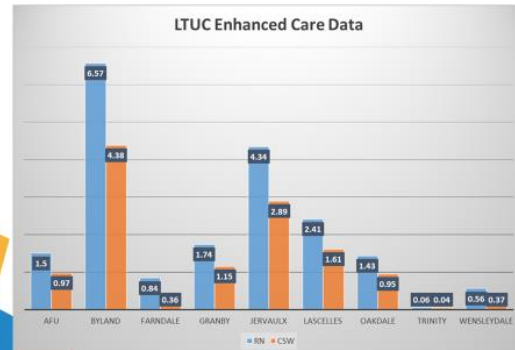
SNCT Results



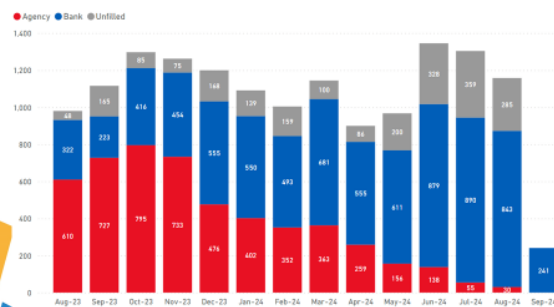
SNCT Data Collected by:

Clare Pemberton
S. Jones (not trained), C. Warren (not trained), Aswathy Valsala (not trained),
Calum Stewart (not trained)

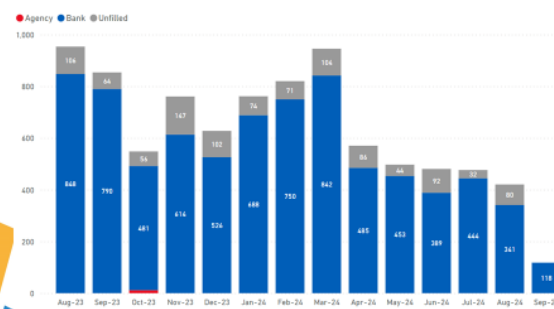
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Farndale Activity for July 2024

	Total in data collection period	Average per day
Admissions	394	12.70
Discharges	163	5.25
Transfers In	10	0.32
Transfers Out	183	5.90
Deaths	5	0.16
Ward Attenders	0	0

Datix during month of July

Quality Indicators

Falls	2 (June = 5, May = 11)
Hospital acquired pressure ulcers	5 (June = 2, May = 4)
Medication incidents	2 (June = 8, May = 11)
Staffing Datix	1 (June = 3, May = 6)
Formal Complaints	0 (June = 0, May = 0)

Appendix 9



Wensleydale Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Rebecca Heseltine/Simon Brazier
Ward Manager: Rachael Dealhoy
ADoN: Charly Gill

Wensleydale (Cardio-respiratory ward with MECU) 28 beds

Wensleydale is a 28 bedded acute cardiology and respiratory ward, incorporating an 8 bedded Coronary Care Unit and Medical Enhanced Care Unit. The acuity is high due to this area with a high turnover of patients. The linear ward has recently been refurbished and incorporated digital technology for the nurse call system which enables all staff to identify who needs assistance at any time via hand held devices.

The ward has recruited a full time clinical educator to develop all staff training especially in CCU and MECU, also we are introducing of Nasal Highflow patients and increased medical needs.

The ward has 7 day ward clerk and nutritional support workers to enable clinical staff more time with patient care,



Current Roster Template

Current Staffing Template

This is a new Cardio-respiratory ward with MECU & CCU beds. We now have two data collections and therefore any changes can now be made.

28 Bedded Ward	Early	Late	Night
Registered Nurse	7	7	7
Care Support Worker	3	3	3



Registered Nurse Vacancies

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00	28.00
Staff in Post (as at end of prev month)	25.03	26.03	26.03	26.03	26.03	25.87	26.70	28.53	28.37
Variance (Month Start)	2.97	1.97	1.97	1.97	1.97	2.13	1.30	0.53	0.37
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	1.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
Turnover	1.00	0.00	0.00	0.00	0.17	0.17	0.17	0.17	0.17
Movement (no change of hours, internal transfers)	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	26.03	26.03	26.03	26.03	25.87	26.70	28.53	28.37	28.20
VARIANCE (Month End)	1.97	1.97	1.97	1.97	2.13	1.30	0.53	0.37	0.20
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave and Career Break)	1.97	1.97	1.97	1.97	2.13	1.30	0.53	0.37	0.20



Care Support Worker Vacancies

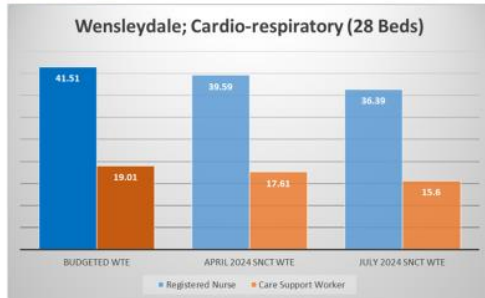
UNREGISTERED NURSES (Bands 2 - 3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	17.61	17.61	17.61	17.61	17.61	17.61	17.61	17.61	17.61
Staff in Post (as at end of prev month)	15.12	15.07	15.07	16.07	15.84	16.70	16.56	15.42	15.28
Variance (Month Start)	2.49	2.54	2.54	1.54	1.77	0.91	1.05	2.19	2.33
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	1.00	0.00	1.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.52	0.14	0.14	0.14	0.14	0.14
Movement (no change of hours, internal transfers)	0.05	0.00	1.00	0.29	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	15.07	15.07	16.07	15.84	16.70	16.56	15.42	15.28	15.14
VARIANCE (Month End)	2.54	2.54	1.54	1.77	0.91	1.05	2.19	2.33	2.47
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	2.54	2.54	1.54	1.77	0.91	1.05	2.19	2.33	2.47



Planned vs Actual Staffing & CHPPD

Ward	Day		Night		CHPPD	
	RN	CSW	RN	CSW	RN	Overall
Acute Frailty Unit	95%	122%	122%	164%	4.6	9.4
Byland	85%	101%	91%	133%	3.2	6.6
Farndale	86%	104%	87%	103%	5.2	9.5
Fountains	96%	98%	88%	130%	3.7	7.5
Granby	92%	92%	92%	97%	3.3	6.8
ITU/HDU	85%	58%	106%	-	26.9	30.1
Jervaulx	90%	112%	91%	139%	3.3	7.1
Lascelles	95%	83%	96%	111%	4.1	7.4
Littondale	100%	91%	96%	91%	4.1	7.8
Maternity	83%	93%	93%	90%	9.9	13.0
Nidderdale	96%	94%	101%	99%	3.8	6.4
Oakdale	97%	105%	95%	112%	3.5	6.8
Rowan	103%	111%	96%	71%	7.3	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	20.8
Trinity	84%	101%	96%	96%	3.2	6.3
Wensleydale	110%	83%	111%	101%	6.2	9.3
Woodlands	98%	90%	98%	94%	10.0	13.1
Total	93%	98%	98%	112%	4.9	8.4

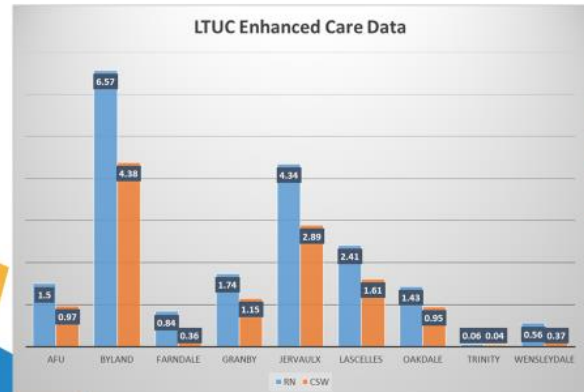
SNCT Results



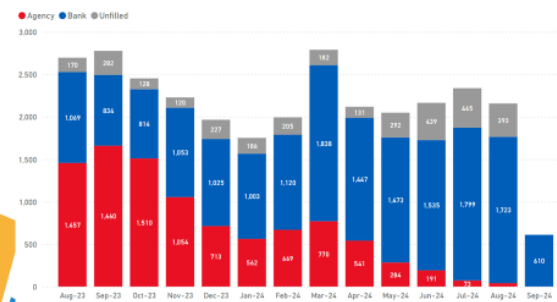
SNCT Data Collected by:

Rachael Desai (not trained), Maria Cartwright (not trained), Jossna Jubry (not trained), R. Vickraman (not trained), R. Jaishree (not trained), Renu Raju (not trained), Bobby Binoy (not trained), S. Bish (not trained / no record), Leza Wightman (not trained)

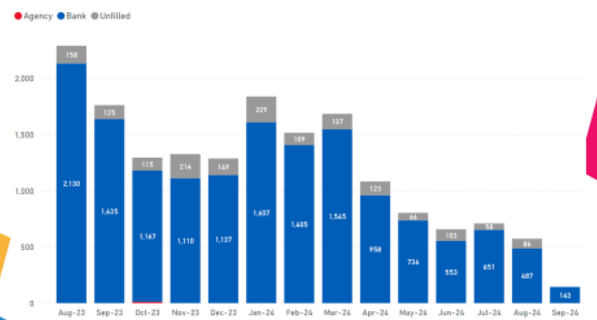
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Wensleydale Activity for July 2024

	Total in data collection period	Average per day
Admissions	116	3.74
Discharges	126	4.06
Transfers In	86	2.77
Transfers Out	60	1.93
Deaths	8	0.25
Ward Attenders	0	0

Datix during month of July

Quality Indicators

Falls	1 (June = 5, May = 4)
Hospital acquired pressure ulcers	5 (June = 10, May = 4)
Medication incidents	3 (June = 5, May = 6)
Staffing Datix	0 (June = 3, May = 4)
Formal Complaints	1 (June = 1, May = 0)

Appendix 10

Rowan Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Jonathan Slack
Ward Manager: Jemma Waddington
ADoN: Julie Walker

Rowan 16 Beds

Description of Ward

Rowan is an Elective orthopaedic ward with 16 beds but has 20 physical bed spaces which we have created for the orthopaedic LLP Lists at weekend.
If escalation beds these are used, a 3rd RN is required to ensure quality, safety and performance.
Turn around of patients can be fast patients aim discharge 1-2 days post surgery.
The quantity of admissions varies, from week to week, but from October, this activity will increase.
There is a dedicated treatment room where patients return to be reviewed as ward attenders if they have wound problems and they are dealt with by the ward nurses and reviewed by Ortho Registrar.

Current Roster Template

Current Staffing Template

30 Bedded Ward	Early	Late	Night
Registered Nurse	2	2	2
Care Support Worker	2	2	1

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	8.10	8.10	8.10	8.10	8.10	8.10	8.10	8.10	8.10
Staff in Post (as at end of prev month)	10.88	10.47	10.35	9.35	8.36	8.36	8.36	8.36	8.36
Variance (Month Start)	2.78	2.37	2.25	1.25	0.26	0.26	0.26	0.26	0.26
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Movement (see change of hours, internal transfers)	0.41	0.12	1.00	0.99	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	10.47	10.35	9.35	8.36	8.36	8.36	8.36	8.36	8.36
VARIANCE (Month End)	2.37	2.25	1.25	0.26	0.26	0.26	0.26	0.26	0.26
Maternity Leave and Career Breaks	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	1.37	2.25	1.25	0.26	0.26	0.26	0.26	0.26	0.26

Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2 - 3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92	8.92
Staff in Post (as at end of prev month)	5.19	6.19	6.19	6.19	6.60	6.51	6.41	6.32	6.23
Variance (Month Start)	3.73	2.73	2.73	2.73	2.32	2.41	2.51	2.60	2.69
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.59	0.00	0.09	0.09	0.09	0.09	0.09
Movement (see change of hours, internal transfers)	1.00	0.00	0.59	0.59	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	6.19	6.19	6.19	6.60	6.51	6.41	6.32	6.23	6.13
VARIANCE (Month End)	2.73	2.73	2.73	2.32	2.41	2.51	2.60	2.69	2.79
Maternity Leave and Career Breaks	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GAP (including maternity leave)	2.73	2.73	3.73	3.32	3.41	3.51	3.60	3.69	3.79

Planned vs Actual Staffing & CHPPD

	July							
	Day		Night		CHPPD		Overall	
	RN	CSW	RN	CSW	RN	CSW		
Ward	Fill (%)	Fill (%)	Fill (%)	Fill (%)				
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4	
Byland	85%	101%	91%	133%	3.2	3.4	6.6	
Farnedale	86%	104%	87%	103%	5.2	4.3	9.5	
Fountains	96%	98%	88%	130%	3.7	3.8	7.5	
Granby	92%	92%	92%	97%	3.3	3.5	6.8	
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1	
Jervaulx	90%	112%	91%	139%	3.3	3.7	7.1	
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4	
Littondale	100%	91%	96%	91%	4.1	3.7	7.8	
Maternity	83%	93%	93%	99%	9.9	3.1	13.0	
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4	
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8	
Rowan	103%	111%	96%	71%	7.3	3.2	10.5	
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8	
Trinity	84%	101%	96%	96%	3.2	3.1	6.3	
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3	
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1	
Total	93%	98%	98%	112%	4.9	3.5	8.4	

SNCT Raw Data

Budgeted WTE and SNCT establishment data

Rowan's data identifies that their full bed occupancy has not been utilised across the 7 day week. This data collection identifies utilisation of 10.21 beds, which is an increase on the 9.12 beds in April 2024.

	May 2023	September 2023	April 2024	July 2024
Bed Occupancy	7.8	8.7	9.12	10.21

The staffing template (above) shows the current staffing for Rowan and allows for a maximum of 16 patients.



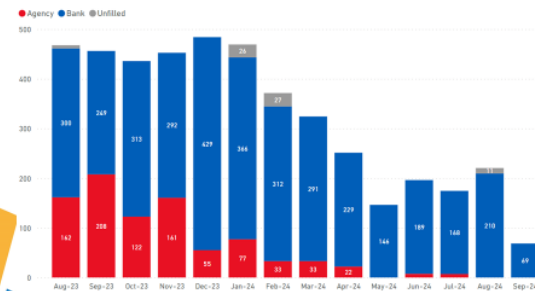
SNCT Data Collected by:

S. Shaw, Jemma Waddington, Jas Kaur, Dalia Roney
D. Gleave (not trained / no record)

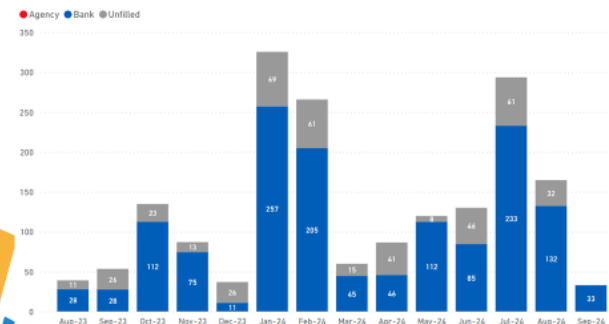
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Rowan Activity for July 2024

	Total in data collection period	Average per day
Admissions	117	3.77
Discharges	52	1.67
Transfers In	5	0.16
Transfers Out	66	2.12
Deaths	0	0
Ward Attenders	27	0.87

Datix during month of July

Quality Indicators

Falls	1 (June = 0, May = 2)
Hospital acquired pressure ulcers	1 (June = 0, May = 1)
Medication incidents	0 (June = 2, May = 3)
Staffing Datix	0 (June = 0, May = 0)
Formal Complaints	0 (June = 0, May = 0)

Appendix 11



Fountains Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Jonathan Slack
Ward Manager: Gemma Umpleby
ADoN: Julie Walker



Fountains 28 Beds

Description of Ward

Fountains is a 28 bedded Trauma and Orthopaedics ward (Non elective).



Current Roster Template

Current Staffing Template

18 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	4
Care Support Worker	4	3	3

3 CSW's on a Late Mon to Fri

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4 - 5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	20.63	21.88	21.88	21.88	21.88	21.88	21.88	21.88	21.88
Staff in Post (as at end of prev month)	18.44	18.60	19.60	19.60	18.96	20.82	23.69	24.55	24.41
Variance (Month Start)	2.19	3.28	2.28	2.28	2.92	1.06	1.81	2.67	2.53
Newly Qualified (with PIN)	1.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00
General Recruitment	2.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.64	0.14	0.14	0.14	0.14	0.14
Movement (inc change of hours, internal transfers)	2.84	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	18.60	19.60	19.60	18.96	20.82	23.69	24.55	24.41	24.28
VARIANCE (Month End)	2.03	2.28	2.28	2.92	1.06	1.81	2.67	2.53	2.40
Maternity Leave and Career Breaks	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
GAP (including maternity leave)	3.03	3.28	4.28	4.92	3.06	0.19	0.67	0.53	0.40



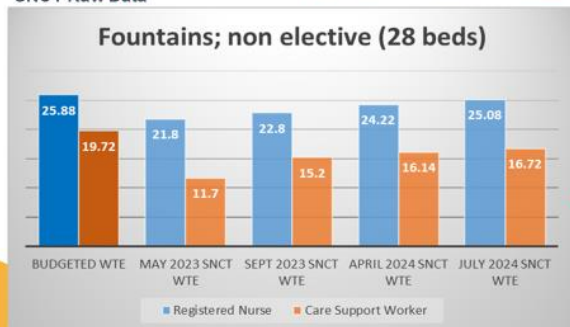
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2 - 3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	19.45	19.45	19.45	19.45	19.45	19.45	19.45	19.45	19.45
Staff in Post (as at end of prev month)	19.01	18.29	18.29	17.89	18.25	18.09	17.92	17.75	17.59
Variance (Month Start)	0.44	1.16	1.16	1.56	1.20	1.36	1.53	1.70	1.86
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Turnover	0.40	0.00	0.00	0.64	0.17	0.17	0.17	0.17	0.17
Movement (inc change of hours, internal transfers)	0.32	0.00	0.40	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	18.29	18.29	17.89	18.25	18.09	17.92	17.75	17.59	17.42
VARIANCE (Month End)	1.16	1.16	1.56	1.20	1.36	1.53	1.70	1.86	2.03
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	1.16	1.16	1.56	1.20	1.36	1.53	1.70	1.86	2.03

Planned vs Actual Staffing & CHPPD

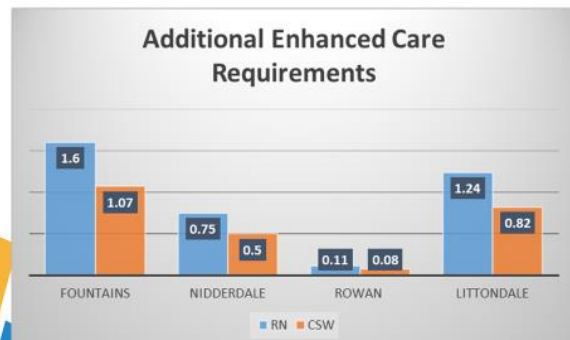
Ward	July				CHPPD		
	Day RN Fill (%)	CSW Fill (%)	Night RN Fill (%)	CSW Fill (%)	RN	CSW	Overall
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaulx	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

SNCT Raw Data

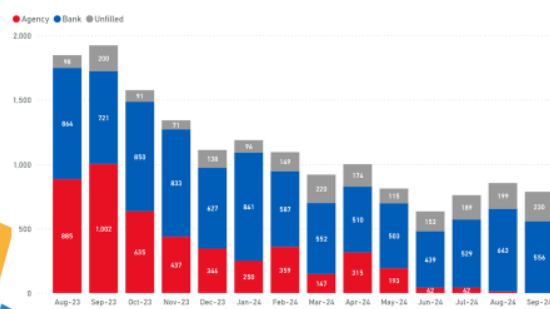


SNCT Data Collected by:
Mevlud Haradinaj, D. Matthew D. Benn

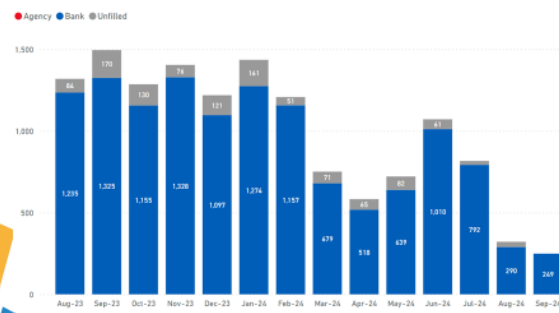
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Fountains Activity for July 2024

	Total in data collection period	Average per day
Admissions	123	3.96
Discharges	69	2.22
Transfers In	25	0.80
Transfers Out	76	2.45
Deaths	5	0.16
Ward Attenders	0	0

Datix during month of July

Quality Indicators

Falls	3 (June = 3, May = 1)
Hospital acquired pressure ulcers	9 (June = 13, May = 10)
Medication incidents	9 (June = 4, May = 6)
Staffing Datix	1 (June = 0, May = 2)
Formal Complaints	0 (June = 0, May = 0)

Appendix 12



Littondale Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Lesley Danby
Ward Manager: Rachel Latimer
ADoN: Julie Walker

Littondale 24 beds & 8 Assessment beds

Description of Ward

Littondale is a 24 bedded male surgical and gastroenterology ward, which houses a surgical assessment unit (8 beds).

The ward is a "T" shaped ward. With four adjacent bays and one double side room and six single rooms, all of which are not in sight of the main staff base. Single room 1 and 2 are opposite bay 3 and 4 and single room 8 and 9 are opposite bay 6. Room 5 is opposite the central staff base but visibility is still limited. The double side room is adjacent to room 6 at the far end of the ward. Two single rooms one with ensuite are on the entry corridor to the main ward. The bathrooms, staff base, linen room, and storage room face the bays. Other rooms include the ward office, dirty utility room, ward kitchen, treatment room, doctors' office, quiet room, therapy storage and staff room, which are all located a distance away from the main patient areas along the entry corridor.

The ward is led by an experienced Ward Manager and Matron, with experienced Band 6 Ward Sisters.



Current Roster Template

Current Staffing Template

24 Bedded Ward	Early	Late	Night
Registered Nurse	4	4	3
Care Support Worker B2	3	3	2

8 Bedded SAU	Early	Late	Night
Registered Nurse	1	1	
Care Support Worker B3	1	1	1



Registered Nurse Vacancies

REGISTERED NURSES (Bands 4-5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	18.94	18.99	18.99	18.99	18.99	18.99	18.99	18.99	18.99
Staff in Post (as at end of prev month)	16.83	18.83	18.83	16.83	18.47	19.32	23.17	25.02	24.87
Variance (Month Start)	2.11	0.16	0.16	2.16	0.52	0.33	4.18	6.03	5.88
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00
OSCE Nurse	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00
General Recruitment	1.00	0.00	0.00	1.00	0.00	4.00	0.00	0.00	0.00
Turnover	0.00	0.00	1.00	0.00	0.15	0.15	0.15	0.15	0.15
Movement (no change of hours, internal transfers)	0.00	0.00	1.00	0.64	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	18.83	18.83	16.83	18.47	19.32	23.17	25.02	24.87	24.72
VARIANCE (Month End)	0.11	0.16	2.16	0.52	0.33	4.18	6.03	5.88	5.73
Maternity Leave and Career Breaks	1.00	1.00	1.00	1.64	1.64	1.64	1.64	1.64	1.64
GAP (including maternity leave)	1.11	1.16	3.16	2.16	1.31	2.54	4.39	4.24	4.09



Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	19.72	19.72	19.72	19.72	19.72	19.72	19.72	19.72	19.72
Staff in Post (as at end of prev month)	14.67	14.20	14.72	16.13	17.60	18.38	18.17	19.95	19.74
Variance (Month Start)	5.05	5.52	5.00	3.59	2.12	1.34	1.55	0.23	0.02
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	1.52	2.00	1.00	1.00	0.00	2.00	0.00	0.00
Turnover	0.00	1.00	0.59	0.00	0.22	0.22	0.22	0.22	0.22
Movement (no change of hours, internal transfers)	0.47	0.00	0.00	0.47	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	14.20	14.72	16.13	17.60	18.38	18.17	19.95	19.74	19.52
VARIANCE (Month End)	5.52	5.00	3.59	2.12	1.34	1.55	0.23	0.02	0.20
Maternity Leave and Career Breaks	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GAP (including maternity leave)	5.52	5.00	3.59	2.12	1.34	1.55	0.23	0.02	0.20



Planned vs Actual Staffing & CHPPD

Ward	July				CHPPD		
	Day		Night		RN	CSW	Overall
	RN	CSW	RN	CSW			
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaulk	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

SNCT Raw Data

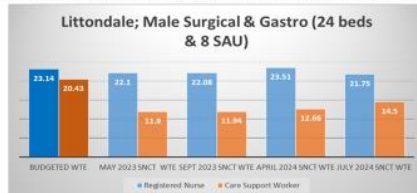
Budgeted WTE and SNCT establishment data
Littondale budgeted establishment (RN 23.14 and CSW 20.72) is to staff the 24 bedded ward and the 8 bedded Surgical Assessment Unit (SAU).

The SNCT Data in the table below shows the WTE required to staff the 24 inpatient beds.

SAU requires one RN and one Band 3 CSW each day.

The data suggests a deficit in RN's within the overall establishment.

This data needs triangulation to consider the ward (bed base of 24) requirements.



SNCT Data Collected by:

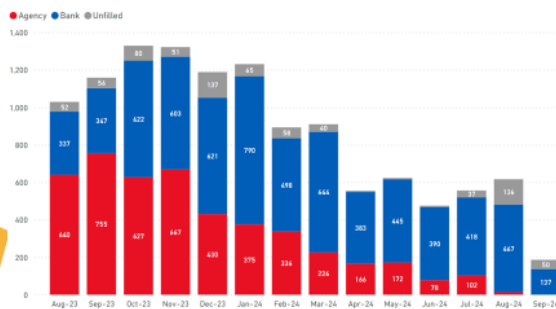
Rachel Latimer, Sobhani Park
V. Franklin (not trained), M. Thomas (not trained), C. Hernandez (not trained),
H. Creanah (7) (not trained), E. Lambert (not trained)

Enhanced Care

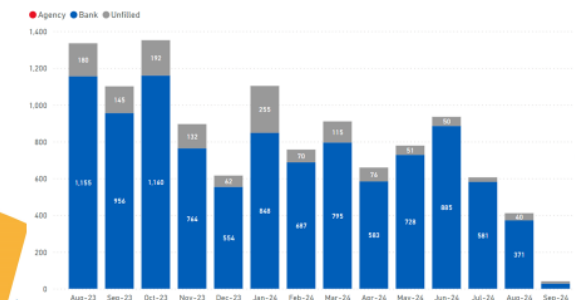
Additional Enhanced Care Requirements



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Littondale Activity for July 2024

	Total in data collection period	Average per day
Admissions	56	1.80
Discharges	86	2.77
Transfers In	93	3
Transfers Out	59	1.90
Deaths	3	0.09
Ward Attenders	0	0

Datix during month of July

Quality indicators

Falls	2 (June = 1, May = 3)
Hospital acquired pressure ulcers	2 (June = 0, May = 2)
Medication incidents	3 (June = 3, May = 6)
Staffing Datix	0 (June = 0, May = 0)
Formal Complaints	0 (June = 0, May = 1)

Appendix 13

Nidderdale Safer Nursing Care Tool (SNCT) July 2024 Data Collection

Matron: Lesley Danby
Ward Manager: Rachel Little
ADoN: Julie Walker

Nidderdale 30 Beds

Description of Ward

Nidderdale is a 30 bedded female, multi specialist surgical ward. We are a fast paced – high turnover ward, admitting from ED, SAU, GPs and clinics. We care for both elective and acutes and have a ward attender service for Gynae patients. We also have 8 gastro beds in which can have very complex needs.

Current Roster Template

30 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	3
Care Support Worker	3	3	2

Budgeted WTE and SNCT establishment data

Nidderdale's data shows a steady climb in acuity and dependency over the last 18 months, with almost full utilisation of their bed base (30 beds). The staffing templates (below) shows an option to be considered at the SNCT review meeting (already presented at Establishment Review Panel).

Staffing Template to be considered

30 Bedded Ward	Early	Late	Night
Registered Nurse	5	5	4
Care Support Worker	3	3	3

Registered Nurse Vacancies

REGISTERED NURSES (Bands 4-5) (Includes qual Nurse Associates)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	18.14	18.14	18.14	18.14	18.14	18.14	18.14	18.14	18.14
Staff in Post (as at end of prev month)	15.63	14.63	14.63	14.63	15.63	15.57	17.52	21.47	21.41
Variance (Month Start)	2.51	3.51	3.51	3.51	2.51	2.57	0.62	3.33	3.27
Newly Qualified (with PIN)	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00
Turnover	0.00	0.00	0.00	0.00	0.05	0.05	0.05	0.05	0.05
Movement (no change of hours, internal transfers)	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	14.63	14.63	14.63	15.63	15.57	17.52	21.47	21.41	21.36
VARIANCE (Month End)	3.51	3.51	3.51	2.51	2.57	0.62	3.33	3.27	3.22
Maternity Leave and Career Breaks	2.00	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
GAP (including maternity leave)	5.51	5.51	5.51	3.51	3.57	1.62	2.33	2.27	2.22

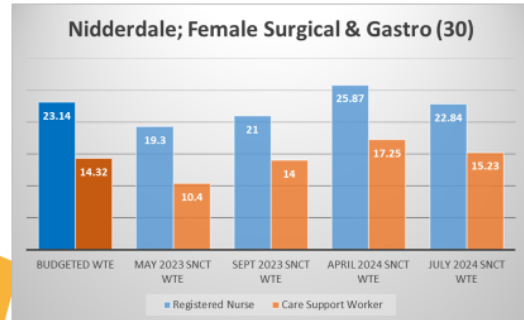
Care Support Worker Vacancies

UNREGISTERED NURSES (Bands 2-3) (Excludes Nutritional Assistants)	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24
Budgeted Establishment	14.32	14.32	14.32	14.32	14.32	14.32	14.32	14.32	14.32
Staff in Post (as at end of prev month)	15.95	15.95	15.89	16.89	16.89	16.81	16.73	17.64	17.56
Variance (Month Start)	1.63	1.63	1.57	2.57	2.57	2.49	2.41	3.32	3.24
Newly Qualified (without PIN)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
OSCE Nurse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Recruitment	0.00	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00
Turnover	0.00	0.00	0.00	1.00	0.08	0.08	0.08	0.08	0.08
Movement (no change of hours, internal transfers)	0.00	0.05	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Staff in Post (as at end of current month)	15.95	15.89	16.89	16.89	16.81	16.73	17.64	17.56	17.48
VARIANCE (Month End)	1.63	1.57	2.57	2.57	2.49	2.41	3.32	3.24	3.16
Maternity Leave and Career Breaks	3.11	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47
GAP (including maternity leave)	1.48	0.89	0.11	0.11	0.02	0.06	0.86	0.77	0.69

Planned vs Actual Staffing & CHPPD

Ward	July				CHPPD		
	Day		Night		RN	CSW	Overall
	RN Fill (%)	CSW Fill (%)	RN Fill (%)	CSW Fill (%)			
Acute Frailty Unit	95%	122%	122%	164%	4.6	4.8	9.4
Byland	85%	101%	91%	133%	3.2	3.4	6.6
Farndale	86%	104%	87%	103%	5.2	4.3	9.5
Fountains	96%	98%	88%	130%	3.7	3.8	7.5
Granby	92%	92%	92%	97%	3.3	3.5	6.8
ITU/HDU	85%	58%	106%	-	26.9	3.2	30.1
Jervaulx	90%	112%	91%	139%	3.3	3.7	7.1
Lascelles	95%	83%	96%	111%	4.1	3.3	7.4
Littondale	100%	91%	96%	91%	4.1	3.7	7.8
Maternity	83%	93%	93%	90%	9.9	3.1	13.0
Nidderdale	96%	94%	101%	99%	3.8	2.6	6.4
Oakdale	97%	105%	95%	112%	3.5	3.2	6.8
Rowan	103%	111%	96%	71%	7.3	3.2	10.5
Special Care Baby Unit	98%	-	100%	-	20.8	0.0	20.8
Trinity	84%	101%	96%	96%	3.2	3.1	6.3
Wensleydale	110%	83%	111%	101%	6.2	3.1	9.3
Woodlands	98%	90%	98%	94%	10.0	3.1	13.1
Total	93%	98%	98%	112%	4.9	3.5	8.4

SNCT Raw Data



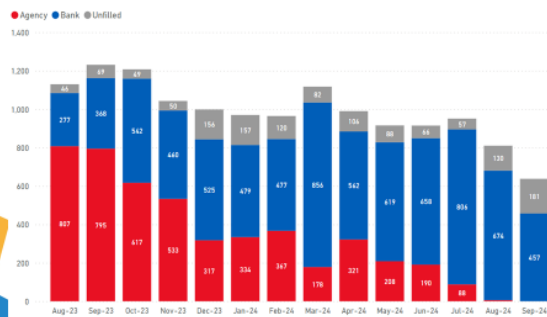
SNCT Data Collected by:

Rachel Little
Pravika Thakran (not trained), D. Ashton (not trained / no record), E. Jones (not trained)

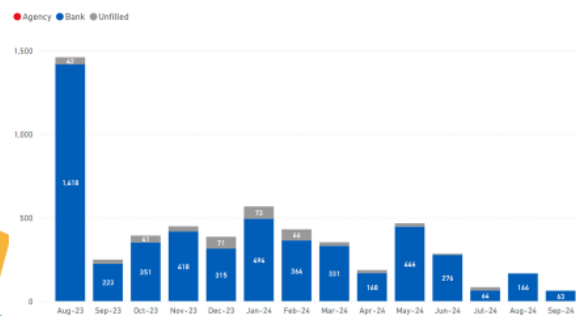
Enhanced Care



Temporary Staffing Registered Nurses (Hours)



Temporary Staffing Care Support Workers (Hours)



Nidderdale Activity for July 2024

	Total in data collection period	Average per day
Admissions	131	4.22
Discharges	129	4.16
Transfers In	99	3.19
Transfers Out	98	3.16
Deaths	3	0.09
Ward Attenders	59	1.90

Datix during month of July

Quality indicators

Falls	1 (June = 3, May = 4)
Hospital acquired pressure ulcers	2 (June = 0, May = 0)
Medication incidents	0 (June = 2, May = 8)
Staffing Datix	1 (June = 1, May = 6)
Formal Complaints	0 (June = 0, May = 1)

Appendix 14

Data Pack for ED SNCT
June 2024

Matron: Amy Carr
Department Managers: Elvira Obrinja and Rachael Worton

Dates of SNCT data collections:
February 2024
March 2024

Description of ED

- The Emergency Department (ED) is open 24 hours a day, 7 days a week delivering unscheduled care for acutely ill/injured adults and children.
- The department consists of two areas (ED1 and ED2).
- ED1 manages those patients presenting with major medical conditions, ED2 manages patients presenting with Minor Illness and injuries.
- ED1 consists of :
 - 15 Majors Cubicles
 - 3 X Resus Bays
 - 3 X YAS RIAT Bays (Ambulance off load area)
 - Relatives room – often used for mental health patients
 - Fit 2 Sit – up to 8 Patient capacity
 - Triage Room
 - Streaming Room

Description of ED

- ED2 Consists of:
 - 3 Minors Cubicles
 - 5 Majors Cubicles
 - 1 Mental Health Assessment room.

Management structure: The ED is led by a Triumvirate leadership structure consisting of a Clinical Lead, Service Manager and Matron.

The matron is supported by 2 WTE Band 7 Lead Nurses (managerial roles). The Lead Nurses take on the management and supporting role of 64 WTE nursing staff (from Band 7 – Band 2)

Description of ED

- All patients must be assessed within 15 minutes of arrival.
- Minors - The Emergency Nurse Practitioners (ENPs) / Urgent Care Practitioners (UCPs) are based in ED2 and when 3 are available per shift (10:00-22:00) patients with minor injuries and illnesses are streamed directly to ED2 for them to see.
- Flow Coordinators (non-clinical) work closely with the Nurse in charge to support patient flow through and out of the department.
- Mental health patients can be referred directly to the mental health liaison team, but will remain in the department for the duration of assessment. There has been a significant increase in the number and complexity of mental health patients in the department, specifically since the closure of the Section 136 suite at Harrogate. There is a MIND wellbeing support worker which have been funded as part of a MIND pilot project. Currently in place until September 2024.
- The NIC will consider staff experience, skill and competence when allocating staff to work areas, considering skill mix, workload, clinical priorities and patient dependency. The NIC is responsible for overseeing the team of Registered Nurses (RNs) and Care Support Workers (CSWs), ED reception clerks, patient flow in and out of the department (supported by a non-clinical patient flow coordinator and ED senior doctor: EPIC), and having an overview of patient acuity within the department. The NIC works closely with the EPIC and can escalate any concerns regarding prioritisation of patients to be seen. The NIC of each shift allocates staff to patient care areas on a shift basis:
 - Streaming
 - Triage
 - Resuscitation room (2 enclosed cubicles and 1 curtained cubicle)
 - Cubicle areas 1-15 & ED2
 - Fit 2 Sit
 - YAS Rapid Initial Assessment Treatment

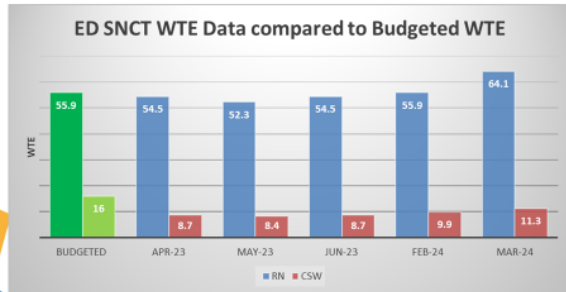
Current Roster Template

Area	Band	Early	Late	LD	Night
Nurse in Charge/Staff Base	7	0	0	1	1
Streaming	6	1	1	0	1
Streaming	6/5	0	0	1	1
Resus	6	0	0	1	1
Fit to Sit	5	0	0	1	1
Cubicles	5	1	1	2	3
Gynae & MH Room	5	1	1	0	1
YAS RIAT	5	0	0	1	1
YAS RIAT	3	0	0	1	1
Waiting Room RIAT	3/2	1	1	0	1
Cubicles	2	1	1	0	1

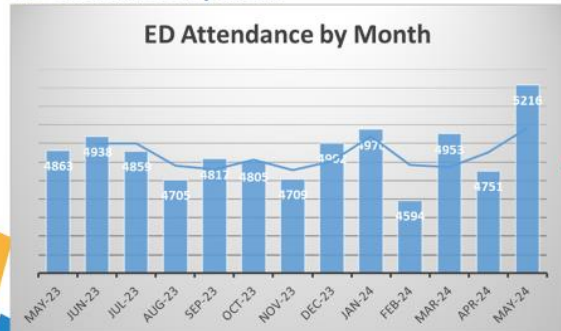
Current Workforce

Band	Budgeted	In Post	Vacancies
Band 7 Manager	2.0	2.0	0
Band 7 Clinical	5.35	5.35	0
Band 6 Clinical	12.4	12.4	0
Band 6 Practice Educator	1.8	1.8	0
Band 5	34.35	25.61	8.74
Band 3	10	6.73	3.27
Band 2	6.0	6.84	-0.84

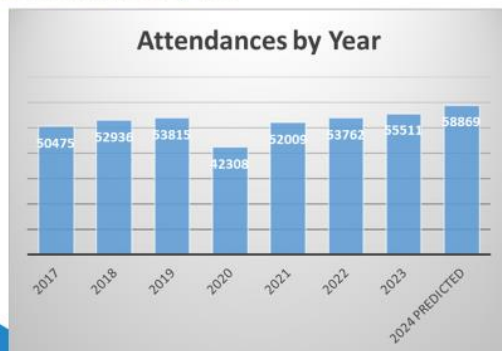
ED SNCT Data over time compared to current budgeted WTE



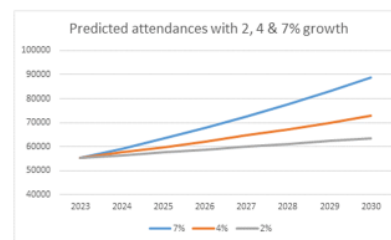
ED attendances by Month



ED Attendances by Year



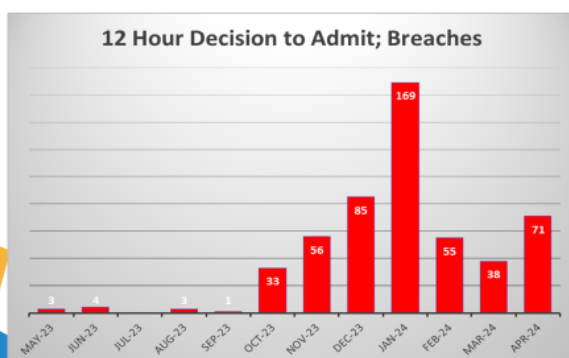
ED Predicted Attendances



4 Hour Performance Data



Performance Data: 12 Hour DTA Breaches

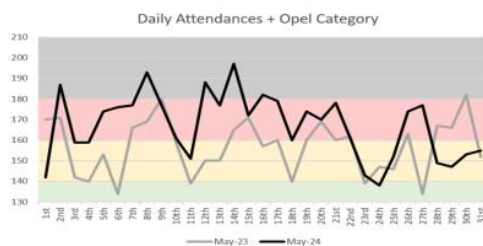




Ambulance handover Delays

Ambulance Handover Delays					
12 handovers 30+ mins 135 York divers in July 39% breached 4hr					
	Mar 24	Apr 24	May 24	June 24	July 24
30-60 mins	190	202	198	214	207
60+ mins	52	77	68	53	45
Longest wait	2h 16 mins	2 hr 22 mins	2hr 54 mins	2hr 2 mins	3hr 37 mins

Attendances increased by 7.5% in May-24 compared to May-23



Quality Indicators

	Number	Themes
Complaints between April and July	27 informal 19 formal	Attitude of staff and communication and long waits
Compliments	44	
Staff feedback:		

Workforce KPI – Mandatory training and appraisals

- Data for ED staff (excluding doctors)
- Appraisals Compliance

Care Group	Department	Assignments Appraised	Assignment Count	Percentage Compliant
Care Group Emergency Medicine	Emergency Department	38	45	77%
Care Group Emergency Medicine	Emergency Department - UCPs	10	11	91%
Total		48	56	86%

- Mandatory Training Compliance

Department	Percentage Compliant
Emergency Department	82%
Emergency Department - UCPs	86%

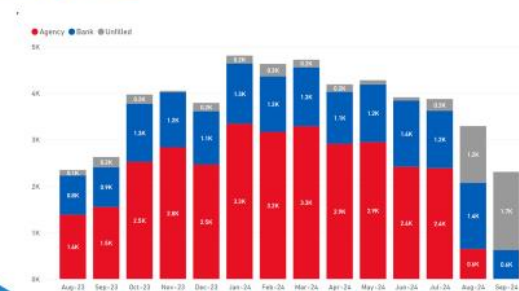
Turnover rate of staff is 15.49%
(6.37% Registered Nurse & 40.80% for CSW's)
(3 x CSW have moved to apprentice nurse)
16/03/2023 – 15/03/2024

Sickness is 3.84%
3% RN & 6.01% CSW

Temporary Workforce Usage

Registered Nurse Demand and Fill (Agency and NHSP)

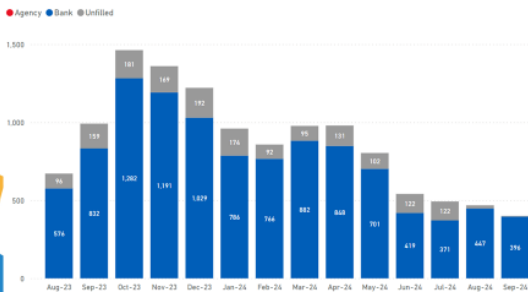
Agency in blue, NHSP in red, Un-fill in grey



Temporary Workforce Usage

Care Support Worker Demand and Fill (Agency and NHSP)

NHSP in Blue Agency in Red Un-fill in grey



Team Overview

What's going well?	What's not going well/risks?	What do you need support with?
<ul style="list-style-type: none"> 2 x Lead Nurse in Post A further 5.65 Clinical Band 7's Training days and courses and internal skills training: RCN competency framework 3.4 WTE external band 6s joined the team Band 6's proactive with link/lead subjects (resus training, sickness monitoring, SALUS, students) Development of ENP/UCP's Time to initial assessment meeting 15 minute target regularly Daily safety huddles Improvement huddles Moving RN documentation to WebV Falls reduction (50 days fall free) Pressure Ulcer present on arrival documentation Paediatric safeguarding engagement with teams, referrals, training – Band 7 Paeds Lead in post Recruitment - 9 Newly qualified nurses recruited Ext band 7 recruited Ext Band 6 recruited 3 x Band 5 recruited On going recruitment (retention improving) 	<ul style="list-style-type: none"> Ensuring staff can attend study days Mandatory training compliance: neonatal life support and paediatric intermediate life support and refresher training Rate of SIs and datix Burn out Environment issues: temperature, leaks Missed breaks (especially night shift) Recent high usage of agency Performance (12hrs DTA, 4hrs to discharge) 	<ul style="list-style-type: none"> Establishment to match adequate shift pattern Supporting mental health patients 1:1 Security arrangements – in house security Changes in access to police support for well-being checks (right care, right person) In house porter Agreed pathways for streaming destinations Recruitment of experienced RN's (Skill mix, including children nurses) Training record issues and booking Issues for mandatory training Location of Resus Room

Appendix 15

Woodlands Safer Nursing Care Tool (SNCT) Review of Data

Matron: Vicky Lister
Ward Manager: Nina Kapur
ADoN: Leanne Likaj

Woodlands 16 Beds

Description of ward

Woodlands ward is a 16 bedded general paediatric ward admitting acute and elective medical and surgical patients. A Children's Assessment Unit (CAU) is situated within the ward which can flex the ward to a 22 bedded unit. The ward admits children and young people (CYP) from birth to 17 years old from various referral routes, general practice, emergency department, health visitors, outpatients, midwives etc. The ward has 3 bays of 4 beds but one is the CAU and 10 side rooms, one of which acts as a high dependency unit (HDU).

Current Roster Template (Nursing)

Day	Night	
	RN	CSW
M-F	4	1
S-S	3	1

Play Specialist 1.0 wte
Practice Education 0.2 wte
Admin 1.0 wte
Management time 0.8 wte

Workforce Position July 2024

	Budgeted WTE	Actual WTE	Vacancy
Band 7	1.0	1.0	0
Band 6	6.13	5.44	0.69
Band 5	12.14	9.91	2.23
Band 4	1.0	1.0	0
Band 3	0	0	0
Band 2	5.65	4.15	1.5
Band 2 ward clerk	1.0	1.0 LTS	0

Require further hours for the Practice Educator due to 0.2WTE not being sufficient for the needs of the service.

Workforce

RN Vacancy WTE's:

Department	Woodlands Ward	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Community and Children	Woodlands Ward	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02	2.02

CSW Vacancy WTE's

Department	Woodlands Ward	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Community and Children	Woodlands Ward	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06	2.06

Sickness RN:

Department	Woodlands Ward	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Community and Children	Woodlands Ward	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%

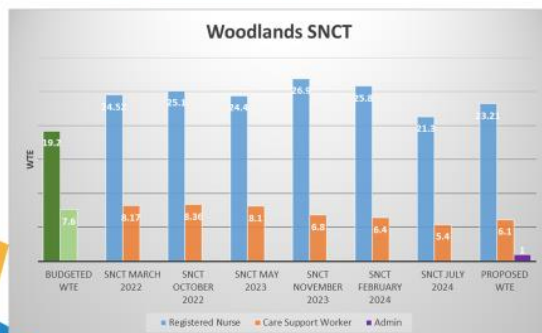
Sickness CSW:

Department	Woodlands Ward	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Community and Children	Woodlands Ward	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%

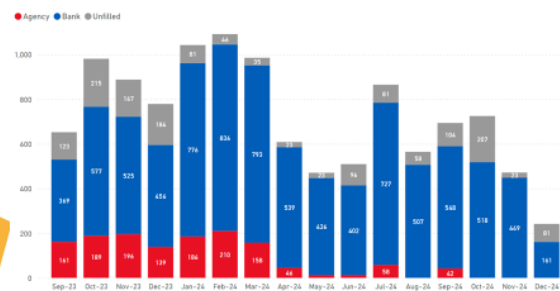
Planned vs Actual Staffing & CHPPD

	July							
Ward	Day		Night		Patient Days	CHPPD		
	RN	CSW	RN	CSW		RN	CSW	Overall
	Fill (%)	Fill (%)	Fill (%)	Fill (%)				
Woodlands	98%	90%	98%	94%	210	10.0	3.1	13.1

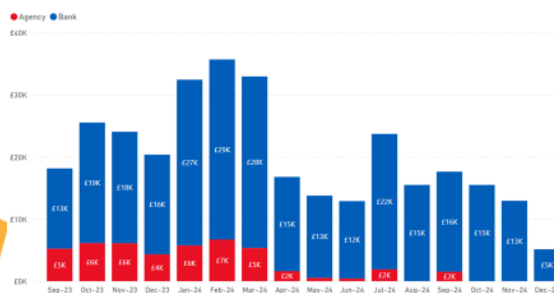
SNCT Results Over Time



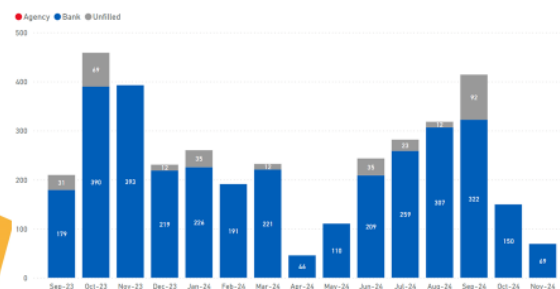
Temporary Staffing Registered Nurses (Hours)



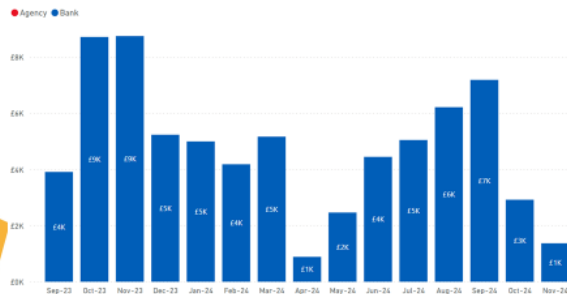
Temporary Staffing Registered Nurses (Cost)



Temporary Staffing Care Support Workers (Hours)



Temporary Staffing Care Support Workers (Cost)



Woodlands Activity for July 2024

	Total in data collection period	Average per day
Admissions	265	8.54
Discharges	278	8.96
Transfers In	7	0.22
Transfers Out	0	0
Deaths	0	0
Ward Attenders	48	1.54

Woodlands Activity for 2024

Month	Admissions	Discharges	Transfers In	Transfers Out	Deaths	Ward Attenders
January	371	386	9	2	0	26
February	297	310	5	0	0	20
March	328	339	8	0	0	24
April	288	295	4	1	0	25
May	295	302	3	2	0	21
June	305	306	3	2	0	41
July	265	278	7	0	0	48
August	210	216	3	3	0	35
September	245	251	5	0	0	39

Datix during month of July

Quality indicators

Falls	0
Hospital acquired pressure ulcers	0
Medication incidents	1 (Paracetamol prescribed and was given and signed for at 0640 and given again at 0924).
Staffing Datix	2
Formal Complaints	1 (Pt's mother travelled from Leeds to collect a prescription from the ward and was told it would not be ready until the following day).

Proposed required establishment

	Early	Late	Night
RN	4	4	3
CSW	1	1	1
MD	30 hours (0.8WTE)		
Practice Educator	37.5 (1.0 WTE)		
Play Specialist	37.5 (1.0 WTE)		
Ward Clerk	37.5 (1.0WTE)		

Proposed changes to establishment - if any

	Current £	Current WTE	Proposed £	Proposed WTE	£ Variance	WTE Variance
B2			£27,400	1.00	-£27,400	-1.00
B2	£215,200	6.65	£198,900	6.10	£16,300	0.55
B3		0.00			£0	0.00
B4	£36,700	1.00	£36,800	1.00	-£100	0.00
B5	£602,600	12.14	£709,007	14.13	-£106,407	-1.99
B6	£338,700	6.13	£394,875	7.08	-£56,175	-0.95
B7	£57,600	1.00	£57,700	1.00	-£100	0
Total	£1,250,800	26.92	£1,424,682	30.31	-£173,882	-3.39