

<b>NHS BRENT</b>  Date of meeting: Thursday, 25 <sup>th</sup> September 2008	Agenda Item	8.
	BPCT Paper No	08/ 094
	Attachment	<b>C</b>

### Fitness for Purpose: Willesden Inpatient Wards

#### Purpose of the Report

In the light of two serious untoward incidents and concerns about nurse staffing levels and skills for the three wards at the Willesden Centre for Health and Care an external review was commissioned by Jill Cox, an expert nurse.

This review confirmed that staff resources needed to be increased and clinical governance needed to be strengthened to ensure that the current services could be satisfactorily delivered. Her report has been made available to the chair and NED lead on the SUI.

To implement the short term recommendations of the review the following additional staffing are required:

- 1 WTE Modern Matron (clinical senior lead)
- 3.7 Additional Trained Nurses
- 1.9 Additional Healthcare Assistants
- 1 WTE Discharge coordinator:
- 6 Rehabilitation Healthcare Assistants
- 2.56 WTE Administrative Assistants as Ward Clerks
- 1 WTE Laundry Assistant.

The total recurring cost starting 1 April 2009 and including allowances for recruitment and training etc is calculated at £613,707 per annum. Subject to Board Approval on 25 September it will be possible to implement this improved staffing level in December 2008/January 2009 and so 2008/9 costs will be £153,427.

A Project Brief covering this investment was approved by the Investment Panel on 13 August 2008. Subsequently a Business Case and Project Plan has been approved by the Finance Director and Chief Executive on behalf of the Investment Panel.

This level of investment exceeds the delegated limits for the Investment Panel and so the Board is asked to give approval for the investment to proceed.

Subsequent to Jill Cox's work a consultancy company called Healthworks reviewed the functioning Willesden beds as part of a wider review of community services

effectiveness. They have recommended a number of changes to the service model to make better use of the beds. This includes changes to admission criteria and steps to increase throughput.

The implementation of these two pieces of work will be aligned so that both the safety and quality aspects of Jill Cox's work, and the service model and productivity issues identified by Healthworks are achieved.

**Decision required:** The Board is asked to approve the investment in order to support the staff changes

**Benefits of the recommendation:**

- Will ensure safe and sustainable services in the Willesden Wards in line with the recommendations of the external review.
- Improved patient care.
- Efficiency
- Staff development and satisfaction

**Other Options Considered:**

- 1 Do nothing
- 2 Restrict access to beds in line with available staffing levels
- 3 Transfer the wards to another Provider
- 4 Recruit temporary staff rather than permanent staff

**Corporate Objectives:** *(Reference to the organisation's objectives for year)*

**Develop Brent tPCT as a high performing and responsive organisation**

- Deliver a patient centred service
- Ensure a safe effective service underpinning future developments for reviewing and defining purpose of beds in line with DH Community Hospital and Care Closer to Home strategy.
- To ensure implementation of recommendations arising from investigation of Serious Untoward Incidents
- Improve Clinical Governance.
- Improve Information Governance in respect of Caldicott Compliance and Data Protection.
- Improve staff morale ( Staff Survey 2008 & Vision and Values Event July 2008)

**Manage resources effectively**

- Deliver staffing levels and standards in line with Standards for Better Health and the provision of safe services
- Improve costs of future service delivery by reducing staff turnover and high bank / agency costs.
- Reduce Sickness and Absence from unacceptably high levels.
- Delivering on the "Care Closer To Home" Strategy by reducing delayed transfers of care from currently unacceptable levels leading to cost savings

**Improve health and reduce inequalities**

- Deliver safer, better services

**Build Partnership working**

- Support the dialogue between service provider, stakeholders and commissioners in respect of future service purpose.

**Ensure we develop modern and accessible services**

- Support delivery of phase 1 recommendations from an external clinical review
- Developing a service attractive to Commissioners to support APO.

**Equality and Diversity considerations and Implications from which an Impact Assessment might be made:**

The demographics of service users and staff are highly diverse.

**Resource implications:** (Confirmation that any resource implications have been agreed with Finance)

Recurring costs of £613,707 starting 1 April 2009 with pro rata 2008/9 costs of £153,000. These have been agreed with Finance.

**Other:** *(This could include legal or other statutory implications or drivers)*

**Director:**

Name: Sarah F Thompson  
 Job title: Director Provider Services  
 and Estates  
 Tel: 020 8795 6458

**Contact:**

Name: Coral Alexander  
 Job title: Assistant Director –  
 Therapies and Adult In-Patient Services  
 Tel: 020 8438 7174