

HIGHLY CONFIDENTIAL

GOSPORT WAR MEMORIAL HOSPITAL
NIGHT STAFF REVIEW
COMPLETED 20TH OCTOBER, 2000

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1. OBJECTIVE OF REVIEW

The following report has been written as a result of a request by Mrs. Jan Peach, Service Manager, G.W.M.H.

The objective of the review was to identify the following:-

- Grades on each Ward.
- How the percentage of grades are distributed across the three Wards.
- Ward basing of 'F' Grades, also needed to cover Hospital.
- Principle of 'E' Grades rostered to be In Charge every night.
- Identify how Clinical Managers should take on 24 hours responsibility.
- Newly appointed staff being on 10% F.W.A. and therefore working night duty as a planned module.
- Is a 'G' grade required at night?

2. BACKGROUND

Historically G.W.M.H. has always had a Night Sister in post and four years ago there were three. Due to deployment and natural wastage this has been reduced to one.

- 2 Night Staff have only been Ward based for the past four years. Prior to this all Night Staff were allocated by the Night Sister on a nightly basis. This was not conducive for continuity of patient care; did little to enhance "team concept nor encouraged Night Staff to be part of the Ward Team.

The Service Manager at the time, and myself, looked carefully at the establishment/budget and worked closely with the Night Sister and in consultation with Night Staff to identify which area they would prefer to be based (guarantee not given they would get their first choice).

While completing this exercise it became clear that the Night Sister would need 'F' Grade x2 to provide cover for the Hospital and Minor Injuries Department in her absence. Funding was successfully sought and two 25 hours, i.e. .67 W.T.E., appointments were made based on Dryad and Daedalus Wards with the Night Sister based on Sultan Ward.

3. CURRENT STAFFING LEVELS

Grades on Wards - see APPENDIX A

4. DISTRIBUTION OF STAFF ACROSS THREE WARDS

'F' Grades - currently there are 2:-

.67 W.T.E.	Dryad Ward	
"Acting" 'F' 1.00 W.T.E.	Daedalus until end October 2000 then returning to	.67 w/e in post
	Sultan Ward as .67 W.T.E. 'E' Grade	

Daedalus Ward have had an 'F' Grade vacancy on Nights for the past twelve months and are currently trying to recruit to this post (25 hrs / .67 W.T.E.) ✓

Senior Trained Staff, i.e. 'F' and 'E' Grades, hours appear to be evenly distributed:-

'F' Grade =	.67 W.T.E.	Dryad
	.67 W.T.E.	Daedalus
'E' Grade =	1.86 W.T.E.	Dryad
	2.00 W.T.E.	Daedalus
	1.67 W.T.E.	Sultan
'D' Grade =	1.60 W.T.E.	Dryad
	2.00 W.T.E.	Daedalus (all 3 posts currently vacant)
	1.34 W.T.E.	Sultan
H.C.S.W. =	4.13 W.T.E.	Dryad
	4.39 W.T.E.	Daedalus
	4.13 W.T.E.	Sultan

It would appear there is a variance on Sultan Ward for 'E' and 'D' Grades compared to other two Wards.

'G' Grade 1.00 W.T.E. is based on Sultan - is this reason for the difference?

5. WARD BASING OF 'F' GRADES

Current 'F' Grades are based on Dryad (25 hrs .67 W.T.E.) and Daedalus (1.00 W.T.E. "acting up" - post is only funded for 25 hrs .67 W.T.E.).

'F' Grades work apposite shifts to each other and the 'G' Grade to ensure Hospital cover.

Annual Leave/sickness often has to be covered by an 'E' Grade.

'F' Grades assume the responsibilities of the Night Sister in her absence. This includes checking Ward areas (including Ark Royal and Collingwood); advising staff re patient care; checking controlled drugs; relieving Trained Staff for their breaks.

6. 'E' GRADES ROSTERED TO TAKE CHARGE EVERY NIGHT

Following discussion with Night Sister she was able to confirm that 'E' Grades do have to take charge of the Hospital on occasions. I asked if it was as often as weekly, she stated it was not but fairly regularly. the night cover is shared between all 'E' Grades, i.e. 7 staff.

When on duty an 'E' Grade would be in charge of his/her Ward but Hospital cover is not required every night.

7. CLINICAL MANAGERS 24 HOURS RESPONSIBILITY

All Clinical Managers have 24 hrs responsibility for their Ward as written in the Job Descriptions. This includes ensuring adequate staff are on duty over that 24 hr period.

Currently Clinical Managers on Daedalus and Dryad are responsible for their Night Staff Off Duty. Sultan Ward, Sister Walker - Night Sister, takes on this responsibility and she is also responsible for writing the Senior Nurse Rota.

Night Staffing problems, if known in advance, are sorted by the Night Sister. If short notice it is either the Clinical Manager or Duty Nurse (bleep holder) who is responsible for finding adequate cover.

This system appears to take away the Clinical Manager's responsibility for their own area.

Currently at St. Christopher's Hospital two Wards are piloting Night Staff taking responsibility for their own Off Duty with agreed ground rules and the Ward Sisters having authority to change Off Duty if necessary. It appears to be working with far less requests for time off. Each 'E' Grade takes responsibility for Senior Nurse Cover Rota for three months and informs the Ward Sister when there is a problem. The Ward Sister then assumes responsibility to fill that shortfall. This may be something that could be considered at G.W.M.H.

8. **NEWLY APPOINTED STAFF BEING ON 10% F.W.A. AND WORKING NIGHT DUTY AS PLANNED**

Currently there are five Trained Staff on Trust Contract and a few H.C.S.W.'s Therefore, only 3.3% of total Night Staff (excluding vacancies) are on Trust Terms, i.e. 10% F.W.A.

The Night Sister confirmed she does not differentiate when she is looking for cover - it is a matter of who is available and willing to change/work excess hours.

9. **IS A 'G' GRADE REQUIRED AT NIGHT?**

Since the closure of Minor Injuries the 'G' and 'F' Grades have been more available to work on the Wards.

During my discussion with Sister Walker she stated she felt she had become de-skilled and missed the contact with GOSDOC but the advantages were she is now able to receive the report/handover on Sultan Ward (previously she may have been called to relieve Nurses on Minor Injuries and 'D' or 'E' Grades would have to take the report).

I asked Sister Walker to identify some of the tasks of her role or that of the 'F' Grades in her absence. She stated the following:-

Nightly Discussing any concerns staff may have about patients.
 Visit all Wards (including Ark Royal/Collingwood).
 Check controlled drugs when required.
 Relieve Trained Staff for their breaks.

Other Duties Include:-

- Writing Senior Nurse Rota.
- Authorising Annual Leave in conjunction with 'F' Grade - not Clinical Managers.
- Co-ordinate training/course for Night Staff.
- Attend interviews for Night Staff with Clinical Managers.
- Attend H.O.D.s.

I asked Sister Walker if she worked on days to keep herself updated. She stated she did not work days but felt she did keep herself updated by attending courses/study days etc.

10. CONCLUSION

Distribution of staff across Dryad, Daedalus and Sultan:-

- **Dryad Ward**

‘F’x	0.67 W.T.E. }	
‘E’x	1.86 W.T.E. }	TOTAL = 4.13 W.T.E.
‘D’x	1.60 W.T.E. }	

- **Daedalus Ward**

‘F’x	0.67 W.T.E. }	Vacancy	}
		(“Acting” ‘F’	}
		= 1.00 W.T.E.}	}
			} TOTAL =
‘E’x	2.00 W.T.E.		} 4.67 W.T.E.
			}
‘D’x	2.00 W.T.E. }	All Vacant Posts	}

- **Sultan Ward**

‘G’x	1.00 W.T.E. }	
‘E’x	1.67 W.T.E. }	TOTAL = 4.01 W.T.E.
‘D’x	1.34 W.T.E. }	

Dryad has ‘F’x .67 W.T.E. less ‘E’ Grade than Daedalus.

Daedalus has ‘F’x .67 W.T.E. but unable to fill vacant post so an ‘E’ from Sultan has been “acting up” to ‘F’ full time on a temporary contract until 31.10.00. All three ‘D’ Grade posts are currently vacant - both ‘F’ and ‘D’; posts are being re-advertised.

Sultan has less ‘E’ Grade hours and no ‘F’ Grade but does have ‘G’x 1 W.T.E.

Since the closure of Minor Injuries the Senior Nurse are now available to work on the Wards, only leaving their Ward to check drugs; relieve staff for breaks or checking Wards (including Ark Royal/Collingwood) to identify any problems etc. This could be done by phone rather than visit each Ward??

‘D’ Grades may, on occasions, be left in charge of the Ward as their Senior Nurse may be off the Ward for reasons stated above. Sister Walker confirmed ‘E’ Grades do have to assume management roles in the absence of more Senior Staff.

‘D’ Grade Job Description does state “In the absence of more Senior Staff to take charge of the Ward area at night”.

Continuation of Night Sister/‘G’ Grade Post

Without a Night ‘G’ Grade post, Clinical Managers would have to assume “total” responsibility for all their staff, i.e. Days/Nights including IPR’s; Off Duty; Senior Nurse Rota; Annual Leave.

Due to imminent implementation of Intermediate Care and Step Down Beds at G.W.M.H., a Senior Nurse, i.e. ‘F’ Grade, should be on duty every night.

Option 1:-

To convert 1 W.T.E. 'G' Grade hours to 'F' Grade on C.E.P. + 10% =

W.T.E. 'F' - 1.14 W.T.E., i.e. 42.75 hrs - this could give an additional 'F' x 30 hrs + 12.75 hrs converted to 'E' Grade.

Option 2:-

'F' Grade .67 W.T.E. = 25 hrs + 17.75 hrs converted to 'E' Grade.

Either of these options could help to balance the deficit of 'E' and 'F' Grades on Sultan Ward.

Disadvantages:-

1. Existing 'G' Grade would have to be redeployed.
2. Current difficulties in recruiting Trained Staff - particularly for Night Duty.
3. Current C.E.P. 10% F.W.A. does not encourage recruitment (there is a small working party reviewing this).

Code A

20/10/00

Appendix B.



5 grade.

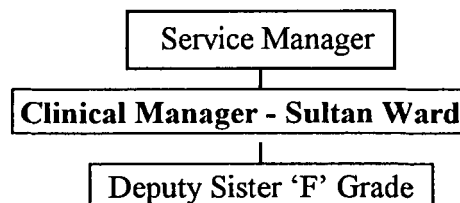
GOSPORT WAR MEMORIAL HOSPITAL**JOB DESCRIPTION**

Job Title: Clinical Manager Scale A Grade 4 (G) Sultan Ward **Supervisor's Title:** Service Manager Comm Hospitals

Name:**Supervisor's Name:****Signature:****Signature:**

Main Purpose of Job: 24 hours responsibility for the management of Sultan Ward including the supervision and development of staff and ensuring high standards of care are maintained for all patients and their relatives/carers.

Position in Organisation: Responsible to the Service Manager, Community Hospitals. Forms peer group with other nursing and non-nursing Heads of Departments. Responsible for all nursing staff within Sultan Ward.



Scope and Authority: To comply with Hospital & Trust Policies & Procedures, interpreting and applying these as necessary and making independent judgement on issues where clear guidelines are not available. The post-holder will participate in Duty Sister Rota.

Qualifications: RGN/RN plus an appropriate additional recordable certificate(s) ENB941.

Experience: Experience of working as an 'F' Grade Staff Nurse preferably with Elderly Care for a minimum of 2 years.



GOSPORT WAR MEMORIAL HOSPITAL

KEY RESPONSIBILITIES

Job Title: Clinical Manager Scale A Grade 4 (G) Sultan Ward

Name:

Responsibilities:

Professional

- 1 To provide leadership to nursing staff working on the Ward/Department
- 2 To take continuing and overall responsibility for the maintenance of appropriate standards of patient care
- 3 To maintain direct and personal contact with patients and supervise the clinical practice of nursing staff
- 4 Liaise with other disciplines and services regarding the work in Sultan Ward to ensure an efficient and personal patient service and continuing care, including Stroke Rehabilitation
- 5 Responsible for the overall planning of duty rotas, ensuring adequate skill mix
- 6 Work within Sultan budget/resources under the supervision of the Service Manager and plan nursing services accordingly, liaising with the Service Manager on staffing/dependency levels
- 7 To ensure the completion of Nursing Care Plans and Discharge Care Plans
- 8 To ensure staff receive and give reports on current patient care
- 9 To ensure that the philosophy of individualised patient care is actively pursued
- 10 To make personal contact with relatives and visitors and encourage their participation in the care and rehabilitation of the patient

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Clinical Manager Scale A Grade 4(G) Sultan Ward (Cont'd)

- 11 To be responsible for the ordering, storing and administration of drugs in accordance with Portsmouth Healthcare Trust Drug Administration Policy
- 12 To develop and maintain effective working relationships with Heads of Departments and with other professional colleagues. To work closely with the multidisciplinary team.
- 13 Keep updated with clinical developments, initiating changes benefiting the standard care of patient care and encouraging staff to submit ideas for improvements
- 14 Facilitate change as agreed with Service Manager
- 15 To adhere to UKCC Code of Professional Conduct
- 16 Ensure that confidentiality for patients and staff is maintained at all times
- 17 Inform Service Manager of critical incidents, problem areas or developments within Sultan Ward
- 18 Take an active part in any research being undertaken in Elderly Medicine/Stroke Rehabilitation and complete statistical returns as required
- 19 Inform the Service Manager of complaints received and assist in the investigation of said complaints, reporting findings to the Service Manager
- 20 To contribute to and work towards achieving agreed contractual targets and service business plans

Educational Responsibilities

- 1 To plan and participate in Induction Programme for new staff
- 2 To ensure that all nursing staff regularly receive training in fire prevention and control and evacuation of patients, safe handling techniques, control of infection and emergency procedures
- 3 To identify the training and development needs of all nursing staff and formulate a training plan for the Ward
- 4 To undertake the necessary training to ensure own professional development and updating of knowledge
- 5 To develop staff to ensure they have the skills to undertake the care of patients as identified in the current Team Objectives formulated from the current Business Plan
- 6 To encourage Support Workers to participate in NVQ training

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Clinical Manager Scale A Grade 4 (G) Sultan Ward (Cont'd)

Management Responsibilities

- 1 To manage and deploy nursing staff including the supervision of students and voluntary helpers
- 2 To participate with the Service Manager in the appointment of F Grade staff
- 3 To recruit and employ A - E Grade staff
- 4 To ensure that nursing staff are aware of their responsibility for and demonstrate in practice a consistent level of courtesy and consideration to patients, their relatives and visitors
- 5 To ensure that Health and Safety hazards, either actual or potential are identified and rectified, or reported to the Service Manager for appropriate action
- 6 To ensure the maintenance of satisfactory hygiene and catering standards on the Ward/Department and to take appropriate action where these fall below an acceptable level
- 7 To be responsible for the management of a devolved budget for the Ward/Department
- 8 To participate in public relations activities
- 9 To ensure annual appraisals and six monthly reviews are undertaken for all members of staff
- 10 To ensure staff performance is of an acceptable standard and to introduce performance improvement plans when appropriate
- 11 To follow up staff sickness absence
- 12 To ensure knowledge about patients is maintained in the strictest confidence and is not divulged except to professionals where it would materially assist with the programme of care or protection of the individual
- 13 To be aware of and comply with the requirements of the ¹⁹⁹⁸ ~~1984~~ Data Protection Act
- 14 To participate in the collection of data for approved survey, research management and planning projects
- 15 To complete and submit statistics and returns at the required time and undertake audit as required

Clinical Manager Scale A Grade 4(G) Sultan Ward (Cont'd)

- 16 To ensure the security of Wards and other areas for which the post-holder has a responsibility
- 17 To participate in Duty Sister Rota

This Job Description will be reviewed periodically and may be amended according to the requirements of changing HealthCare needs and Trust Policies.



GOSPORT WAR MEMORIAL HOSPITAL

JOB DESCRIPTION

Job Title: Senior Staff Nurse Scale A Grade 3
 Night Duty (Grade 3)

Supervisors Title: Clinical Manager

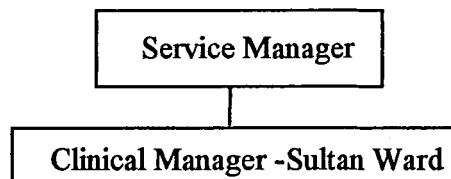
Name:

Supervisors Name

Signature:

Signature:

1. **Main Purpose of Job:** To be responsible for site management at night in the absence of the Night Sister and taking an active role in the development of nursing practice.
2. **Position in Organisation:** Accountable to the Clinical Manager. Supervises staff of Grade 2 and below.



3. **Scope and Authority:** The postholder is required to work within the Trust Hospital Policies and Procedures. In the absence of the Night Sister attend to Minor Injuries as required. To be responsible for the assessment and implementation of care needs without supervision.
4. **Qualifications:** R.G.N. with evidence of personal development in relevant clinical, teaching and management skills. ENB 941: 931; 998 desirable.
5. **Experience:** At least 2 years post registration experience at Grade 2 level with a medical elderly care background. Experience in Minor Injuries or a willingness to undergo training is an essential requirement.



GOSPORT WAR MEMORIAL HOSPITAL

KEY RESPONSIBILITIES

Job Title: Senior Staff Nurse Scale A Grade 3 Night Duty

Name:

Responsibilities:

1. To deputise for the Night Sister as requested. To attend management meetings in her absence.
2. To work without supervision in assessing care needs of patients and implementing and evaluating care.
3. To be responsible for taking lead in developing nursing practice as delegated by the Clinical Manager.
4. To participate in Quality Assurance Programmes.
5. Demonstrate clinical expertise and act as a role model for junior staff.
6. To participate in the training and support of junior staff liaising with other colleagues to ensure an overall co-ordinated approach to staff development.
7. To work within the Trusts Hospitals Policies and Procedures and inform staff of changes.
8. To undertake necessary training to ensure own personal development and updating of knowledge.
9. Monitor the performance of staff and participate in annual Appraisals.
10. Comply with the Data Protection Act.
11. Demonstrate a commitment to developing research skills and assist in the application of evaluated current research.
12. Ensure the promotion of safety, well being and interests of the patients, staff and visitors in the hospital at night.

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Senior Staff Nurse Scale A Grade 3 Night Duty (Cont'd.)

13. **To take an active role in any hospital lead initiative.**
14. **To participate in the writing, application and monitoring of nursing standards and audits as requested.**
15. **To work closely with the Night Sister to ensure effective use of all ward resources.**
16. **To undertake any appropriate duty as delegated by the Clinical Manager or Clinical Co-ordinator.**
17. **To attend annual Fire Lectures, Patient Handling, Anaphylaxis and Resuscitation and any clinical updating as identified on appraisal.**

Egrade



GOSPORT WAR MEMORIAL HOSPITAL

JOB DESCRIPTION

Job Title: Staff Nurse Scale A Grade 2
(Night Duty)

Supervisor's Title: Clinical Manager

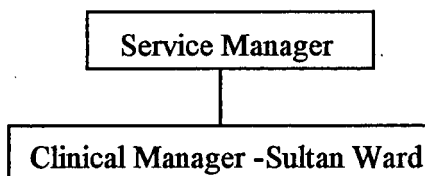
Name:

Supervisor's Name:

Signature:

Signature:

1. **Main Purpose of Job:** To take charge of a ward area at night and contribute to the management of the Night Service.
2. **Position in Organisation:** Accountable to the Clinical Manager. Supervises Grade 1 and Health Care Support Workers.



3. **Scope and Authority:** Rostered to take charge of the ward at night in the absence of Senior Staff Nurse/Night Sister. To be responsible for site management of the Hospital and attend to Minor Injuries when required. The post holder will be expected to assist in leadership of staff to ensure patients and their relatives receive a high standard of care.
4. **Qualifications:** R.G.N. with relevant E.N.B. (941 or 931) preferred or evidence of further personal development in a relevant speciality.
5. **Experience:** At least 2 years past registration experience in relevant speciality. Must be able to demonstrate high standard of clinical expertise and undertake training to deal with Minor Injuries.



GOSPORT WAR MEMORIAL HOSPITAL

KEY RESPONSIBILITIES

Job Title: Staff Nurse Scale A Grade 2 (Night Duty)

Name:

Responsibilities:

1. To undertake assessment of care needs, implementation and evaluation of programmes of care without direct supervision.
2. To comply with all Trusts Policies, Standards and Procedures.
3. To follow the Code of Professional Conduct as laid down by the U.K.C.C.
4. To provide leadership and supervision of team members.
5. To participate in the training and support of staff colleagues to ensure an overall co-ordinated approach to staff development.
6. To administer drugs safely and assist in storage of ward supplies in accordance with approved procedures.
7. To take charge of the ward when required.
8. To report to the Senior Nurse any relevant information which may affect the smooth running of the Hospitals Night Service.
9. To give and receive reports as required.
10. To show consideration and courtesy to patients/relatives/visitors.
11. Report any hazards or potential health hazards identified.
12. To observe food hygiene standards and report any non-conformities.
13. To ensure correct use of all ward equipment, that it is kept clean and in good working order and any defects reported.

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SN Scale A Grade 2 (Night Duty) (Contd.)

14. To co-operate in providing adequate cover to other nursing areas within the Hospital as required.

Education

1. To undertake training as necessary to ensure own professional development and updating of knowledge including Health Promoting Standards and Clinical Supervision/Reflective Practice.
2. To attend regular Fire, Lifting/Moving update sessions.

Administration and Management

1. To participate in and attend staff meetings/working parties as required.
2. To be aware of and comply with requirements of the 1984 Data Protection Act.
3. To ensure knowledge about patients is maintained in the strictest confidence and not divulged except to professionals where it would assist with the programme of care and protection of the individual.
4. To participate in the collection of data for survey, research, management and planning projects as approved by the Trust.
5. To participate in staff appraisal.
6. To make legible, accurate, contemporaneous records which are dated and signed.
7. To assist with the investigation of complaints.

This Job Description will be reviewed periodically and may be amended according to the requirements of changing HealthCare needs and Trust Policies.



GOSPORT WAR MEMORIAL HOSPITAL

JOB DESCRIPTION

Job Title: Staff Nurse/Enrolled Nurse
Scale A Grade 1 (Night Duty)

Supervisors Title: Clinical Manager

Name:

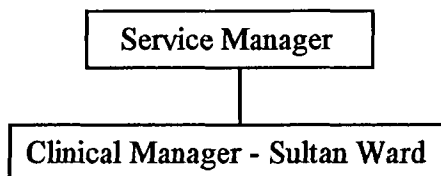
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Supervisors Name:

Signature:

Signature:

1. **Main Purpose of Job:** To deliver a high standard of nursing care and contribute to the activities of the Night Staff.
2. **Position in organisation:** Accountable to the Clinical Manager of Ward and reports to Grade 3 and Grade 2 Staff Nurses. Responsible for supervising Health Care Support Workers.



3. **Scope and Authority:** Required to work within Unit Policies and Procedures. To carry out all relevant forms of care without direct supervision and to supervise where necessary qualified and unqualified staff. In the absence of more senior staff to take charge of a ward area at night.
4. **Qualifications:** R.G.N. or S.E.N. plus competence in the administration of medicine.
5. **Experience:** Experience in the Care of the Elderly or medicine required - E.N.B. 941 or 931 desirable.



GOSPORT WAR MEMORIAL HOSPITAL

KEY RESPONSIBILITIES

Job Title: Staff Nurse/Enrolled Nurse Scale A Grade 1 (Night Duty)

Name:

Responsibilities:

1. Assessment of care needs and the implementation and evaluation of programmes of care.
2. To work as an associate nurse within a nominated team.
3. To carry out all relevant forms of care without direct supervision.
4. To demonstrate procedures to unqualified staff and to participate in training programmes as required.
5. To supervise and monitor junior staff as required.
6. To safely administer drugs and assist in their ordering and storage in compliance with approved procedures.
7. To report to the nurse in charge any matter that affects the smooth running of the ward.
8. To liaise with other members of the multi-disciplinary team and maintain effective working relationships with other members of the ward team.
9. To adhere and comply with the Trust, Hospital and U.K.C.C. Policies, Procedures and Guidelines.
10. To participate in the documentation of care and to give and receive ward reports as required.

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SN/EN Scale A Grade 1 (Night Duty) Cont

11. To undertake training required to ensure own professional development and updating of knowledge and to attend fire lectures, lifting/handling sessions or other training programmes as directed to ensure safety and the development of the ward team.
12. To show consideration and courtesy to Patients, Visitors and other members of staff.
13. To ensure correct use of all ward equipment that it is kept clean and in good working order and that any defects are reported.
14. Report any hazards or potential health hazards identified.
15. To observe food hygiene standards and report any non conformities.
16. To comply with the Data Protection Act.
17. To participate in any quality programme as directed by the Clinical Manager or Senior Staff Nurse.
18. Contribute to maintaining the wards agreed philosophy, aims and objectives.
19. To co-operate in providing adequate cover to other nursing areas within Hospital as required.

This Job Description will be reviewed periodically and may be amended according to the requirements of changing HealthCare needs and Trust Policies.