



**Board of Directors Meeting
April 2015**

Director of Nursing Report

Monthly Report of Nurse/Midwifery Staffing Levels

1 March 2015 - 31 March 2015

EXECUTIVE SUMMARY

The NHS National Quality Board published a new guidance in November 2013 to support providers and commissioners to make the right decisions about nursing, midwifery and care staffing capacity and capability "How to ensure the right people with the right skills are in the right place at the right time": A Guide to Nursing, Midwifery and Care Staff Capacity and Capability.

There are nine key expectations that apply to the Trust:

1. Boards take full responsibility for the quality of care provided.
2. Processes are to be in place to enable staffing establishments to be met on a shift by shift basis.
3. Evidence based tools to be used.
4. Clinical and managerial leaders foster a culture of professionalism and responsiveness where staff feel able to raise concerns.
5. Multi-professional approach is taken when setting staffing establishments.
6. Sufficient time to undertake care and duties in practice.
7. Boards receive monthly updates on workforce information and staffing capacity and capability and is discussed at public Board meetings every six months.
8. Clearly display information about the nursing and care staff present on each ward, clinical setting or service on each shift.
9. Provider to take an active role in securing staff in line with their workforce requirements.

PURPOSE

The purpose of this report is to provide the Board of Directors with monthly information regarding the nursing and midwifery registered and unregistered staffing levels on a shift by shift basis of the planned and actual nurse staffing levels across the organisation and across inpatient areas of the Trust as per the guidance received from NHS England and the Care Quality Commission.

METHODOLOGY AND SCOPE FOR REVIEW

This report focusses on all adult inpatient areas including Critical Care, inpatient maternity wards and inpatient paediatric wards. With the Trust working towards the 1:8 ratio as recommended in the National Safe Staffing Alliance for relevant adult wards. For the purpose of this report non inpatient areas such as the operating theatres, day theatre, endoscopy and emergency department are currently excluded.

KEY POINTS

- National Unify return
- Safer Staffing: A Guide to Care Contact Time published November 2014 acknowledges that safe staffing is more than just looking at the number of staff on the ward.
- Safe Staffing for Nursing and Adult Inpatient Wards in Acute Hospitals - Red Flags
- NICE Guidance:
 - Safe staffing nursing in A&E Departments, draft currently out to consultation.
 - Safe midwifery staffing for maternity setting.
- Recruitment: The current recruitment drive is ongoing.
- e-Rostering and implementation of bank booking system.
- Temporary Staffing and unfilled shifts: Activity continues to be challenging with escalation areas remaining open.

Unify return

Ward name	Day				Night				Day		Night	
	Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)
	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours				
JW	987.5	1121	1229.5	1494.5	775	775	600	657.5	113.5%	121.6%	100.0%	109.6%
Kingston Wing	713	713	713	730	713	713	356.5	356.5	100.0%	102.4%	100.0%	100.0%
6A	1030	1014.5	1535.5	1709	713	724.5	589	623.5	98.5%	111.3%	101.6%	105.9%
6B	1309.5	1194	1558	1674.5	1023.5	1035	713	760	91.2%	107.5%	101.1%	106.6%
7A	1208.5	1173.5	1022.5	1053.5	713	713	713	701.5	97.1%	103.0%	100.0%	98.4%
EAU	1314	1219.5	1698.5	1717	1069.5	1069.5	713	747.5	92.8%	101.1%	100.0%	104.8%
8A	1047	1040.5	1324.5	1434.5	713	724.5	701.5	701.5	99.4%	108.3%	101.6%	100.0%
8B	1125	1024.5	1479	1467.5	713	724.5	713	747.5	91.1%	99.2%	101.6%	104.8%
9A	1250	1187.5	1075	1206.5	713	736	713	770.5	95.0%	112.2%	103.2%	108.1%
9B	1040.5	1040.5	1216	1223	713	701.5	713	724.5	100.0%	100.6%	98.4%	101.6%
10	1047	1012	379	505	1069.5	1069.5	0	11.5	96.7%	133.2%	100.0%	
ICU	2358.5	2382.5	155	155	2495.5	2530	0	0	101.0%	100.0%	101.4%	
CCU	1384	1378.5	0	5.5	872	872	0	11.5	99.6%		100.0%	
Freya	2857.5	2542.5	997.5	862.5	1953	1701	651	609	89.0%	86.5%	87.1%	93.5%
SCBU	930	930	465	412.5	294.5	275.5	294.5	237.5	100.0%	88.7%	93.5%	80.6%

Safer Staffing: A Guide to Care Contact Time

A Guide to Care Contact Time in November 2014 acknowledged that safe staffing is more than just looking at the numbers of staff on a ward. We have now engaged the support of both Plymouth and Bournemouth Universities to allow us to utilise student nurses in assisting in our data collection. The data gathering tool for the iPad has been devised and tested and we are now ready for implementation. The first audit is planned to take place during April and May 2015. The Guidance recommends that a registered and unregistered nurse are audited on a week day and a weekend day, however if the resources allow we

would like to audit over the seven day period for both a registered and unregistered nurse to give us more detailed baseline data. We are required to carry this out on a six monthly basis however as an organisation if we have the resources we would like to do this more frequently. The care contact time should be considered alongside other indicators which could include planned v's required v's actual staff numbers and quality matrix such as NICE Red Flags and Friends and Family test. The presentation of this data to the Board in a meaningful way is currently being explored.

Safe Staffing for Nursing and Adult Inpatient Wards in Acute Hospitals - Red Flags

The NICE Guidance issued in July 2014 recommends that wards nursing staff establishment is monitored to ensure that it adequately meets the patients nursing needs using the safe nursing indicators. An aspect of this is giving the staff the opportunity to raise a Red Flag incident. These incidents are:

- Unable to meet the specified regular checks on individual patients
- A 30 minute delay in providing adequate pain relief
- A medication administration error occurs
- Vital signs are not recorded at the specified time
- Less than two registered nurses are present on a ward
- The shortfall of registered nurses is greater than 8 hours or 25%

A Red Flag that has been developed and tested and is now available on Trust iPADS and computers. This gives staff the opportunity to raise a Red Flag anonymously in line with the Trust's open and transparent Raising Concern Policy. The Director of Nursing, Associate Director of Nursing and Matron for the clinical area receive notification of the Red Flag and the Matron is responsible for ensuring that the Red Flag Event is actioned and recorded on the APP. Further education of staff is required for using the tool with the Red Flag Events being included in future Board Reports.

Safe Staffing for Nursing in Emergency Departments

The draft guidance for Safe Staffing for Nursing in Emergency Departments has been reviewed and the position paper is currently with the Business Unit for comment and to consider the recommendations.

Safe Midwifery Staffing for Maternity Settings

The Head of Midwifery has reviewed the guidance and has presented to HMT her recommendations for staffing levels within the Unit.

Recruitment

The recruitment campaign continues and the following activity took place in March 2015:

- Three rolling fortnightly interviews with 17 candidates scheduled for interview and five being offered posts with four currently actively progressing.
- RACE Course: 12 registered nurses commenced in post on 16 March with just one candidate withdrawing after their start date. This has been followed up and there were genuine reasons for her withdrawal. This has been publicised in the Western Gazette on line and in addition the Nursing Standard. Following this the Nursing Standard now wish to write a feature piece on one of the RACE nurses, which will help to raise our profile as an 'employer of choice'.

- Italian Recruitment: An extended recruitment drive took place in Italy with 47 nurses being offered positions and 41 currently in active progress.
- Spanish Recruitment: An additional recruitment drive took place in Spain on 7 - 9 April 2015 with 14 nurses being offered positions and 13 currently in progress.

With recruitment overseas an attrition rate of 10% should be expected. Currently we are expecting a cohort of 17 nurses commencing in post on the 11 May 2015 with a four week teaching and supported introduction package with the plan that they will be in practice from 8 June 2015.

There is a second cohort planned for 6 July with a date in practice of 3 August 2015.

- Non EU Recruitment

India: With NHS organisations throughout the country recruiting from the EU we also need to consider longer term plans of recruitment from outside the EU. We are currently exploring the possibility of recruiting directly from establishments in India. This has been recommended to us by two Indian members of staff who still have strong links with their training organisation. They have reassured us that there is a surplus of registered nurses and therefore the Trust recruiting would not have an impact on their health communities. This option will require significant planning which has already commenced as we are not proposing to use an agency, which will be more cost effective for the organisation. There are clear benefits from recruiting in this area in that our current staff are recommending us, the nurses are taught in English and are required to have two years post registration experience before they can leave their current employment; this would therefore give us a cohort of experienced nurses to complement our newly qualified.

- Ad hoc Recruitment:

There have been a total eight CVs received via the website, both registered and unregistered as well as direct e-mail enquiries to the Associate Director of Nursing and telephone calls to the Recruitment Line. These have all been followed up in a timely manner and interview dates offered as appropriate. All non EU candidates have been signposted for additional guidance from the Nursing and Midwifery Council (NMC).

e-Rostering

The implementation of e-rostering continues with Maternity being the next phase planned. There is currently a risk with adequate staffing resources to maintain the implementation which is currently being addressed.

Temporary Staffing

Due to the continuing high vacancy rate and opening of escalation areas, ensuring safe staffing levels continues to be a challenge. The skill mix of every ward is reviewed daily by the Matrons and flexing of staff across all wards continues to ensure the provision of safe care including mitigating the risk of the unavailability of a registered nurse by using a health care assistant. Vacant shifts are escalated to the agencies as soon as the Staffing Solutions Office receives them. In addition, the Associate Director of Nursing reviews all shifts and escalates to Thornbury a week in advance in order to maintain safe staffing levels. There is a continued replacement of bank and less expensive agencies into shifts already filled by the more expensive agencies in order to reduce the financial risk to the organisation. An enhanced rate of pay has been offered to both registered and unregistered nurses to maintain our staffing levels and to try and meet the safe staffing level recommendations.

Positive feedback has been received from the wards with regards to the new staffing levels and that they feel they are able to provide a safer high quality care as a result. The following table indicates the number of bank / agency shifts used during March 2015.

Bank and Agency Usage

	10	9A	9B	8A	8B	ACCU	7A	EAU	6A	6B	ICU	KW	JW	FREYA	Labour	SCBU	TOTAL
Registered Bank	32	23	15	15	55	0	12	12	11	52	41	25	20	14	7	7	341
Unregistered Bank	44	22	47	21	44	0	26	15	51	81	3	10	17	0	7	2	390
Total Bank	76	45	62	36	99		38	27	62	133	44	35	37	14	14	9	731
Registered Agency	19	51	33	28	34	0	32	26	56	84	40	22	17	0	6	0	448
Unregistered Agency	27	31	52	28	44	0	48	20	82	72	3	10	28	0	0	0	445
Total Agency	46	82	85	56	78	0	80	46	138	156	43	32	45	0	6	0	893
TOTAL Bank/Agency	122	127	147	92	177	0	118	73	200	289	87	67	82	14	20	9	1624

Unfilled Shifts

The following table indicates the number of unfilled shifts across the ward areas for March 2015. During this time a total of 144 registered nurse shifts and 5 unregistered nurse shifts were unfilled using professional judgement.

A total of 110 registered nurse shifts were not filled due to the unavailability of staff and a total of 51 unregistered shifts. The wards would have been working with less than the recommended number and the staff will have been required to prioritise the care they give in order to ensure a safe provision of service. In April these figures may rise as we will be working with the new safer staffing numbers.

The number of time shifts fell below the agreed staffing levels continues to be collected manually and therefore there may be inaccuracies in the data. With the implementation of the safe care module in the future it is expected that there will be an automated accurate way of collecting data.

When registered nurse shifts were unfilled by using professional judgement the shift will have been filled with an unregistered nurse where possible so that the number of staff on duty was sufficient, although the skill mix did not meet the 1:8 ratio.

The vacancy rate continues to impact on the ward sisters achieving their supervisory status however we are planning with the new cohorts of nursing that this will be achieved and that the sisters will be able to supervise their new nurses in practice and ensure that they achieve their competencies in a timely manner.

In Maternity and SCBU, 68 registered midwife shifts were uncovered and 33 registered shifts uncovered due to the unavailability of staff.

		10	9A	9B	8A	8B	ACCU	7A	EAU	6A	6B	ICU	KW	JW	FREYA	SCBU	TOTAL
Using Professional Judgement	Registered	3	39	5	3	24	2	13	17	6	19	12	0	1	0	0	144
	Unregistered	1	0	1	0	0	0	0	0	1	0	2	0	0	0	0	5
Nurse Not Available	Registered	3	3	1	1	2	1	5	14	3	8	1	0	0	64	4	110
	Unregistered	0	0	5	2	2	0	2	1	1	5	0	0	0	22	11	51
TOTAL		7	42	12	6	28	3	20	22	11	32	15	0	1	86	15	

Recommendations

The Board of Directors is asked to note the information contained in this summary report and the actions currently in place.