



**Board of Directors Meeting
May 2015**

Director of Nursing Report

Monthly Report of Nurse/Midwifery Staffing Levels

1 April 2015 - 30 April 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 Returns
- Recruitment, the recruitment drive is ongoing
- e-Rostering and Implementation of Bank Booking System
- Temporary Staffing
- Bank and Agency usage
- Unfilled Shifts

Unify Return

Only complete sites your organisation is accountable for	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				
Ward Name	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	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
JW	721.5	711.5	1205	1446.5	750	750	375	374	98.6%	120.0%	100.0%	99.7%
KW	690	690	690	690	690	701.5	345	391	100.0%	100.0%	101.7%	113.3%
6A	1000.5	939	1470.5	1676.5	690	862.5	570	788.5	93.9%	114.0%	125.0%	138.3%
6B	1074.5	1070	1445.5	1529.5	690	724.5	690	747.5	99.6%	105.8%	105.0%	108.3%
7A	1112.5	1050.5	1060.5	1242.5	690	713	690	713	94.4%	117.2%	103.3%	103.3%
EAU	1225.5	1140.5	1689	1762.5	1035	1069.5	690	747.5	93.1%	104.4%	103.3%	108.3%
8A	898.5	870.5	1396.5	1524.5	690	678.5	690	724.5	96.9%	109.2%	98.3%	105.0%
8B	1206	1158.5	1314	1354	690	678.5	690	759	96.1%	103.0%	98.3%	110.0%
9A	962	934	1288	1449	690	701.5	690	759	97.1%	112.5%	101.7%	110.0%
9B	938.5	933	1259.5	1502	690	701.5	690	713	99.4%	119.3%	101.7%	103.3%
10	1011.5	1000.5	368.5	386	1035	989	11.5	11.5	98.9%	104.7%	95.6%	100.0%
ICU	2066	2014.5	150	150	2213.5	2202	34.5	34.5	97.5%	100.0%	99.5%	100.0%
CCU	1333	1333	5.5	5.5	855	809	34.5	34.5	100.0%	100.0%	94.6%	100.0%
Freya	2767.5	2460	967.5	900	1890	1753.5	630	609	88.9%	93.0%	92.8%	96.7%
SCBU	900	885	450	367.5	285	275.5	285	237.5	98.3%	81.7%	96.7%	83.3%

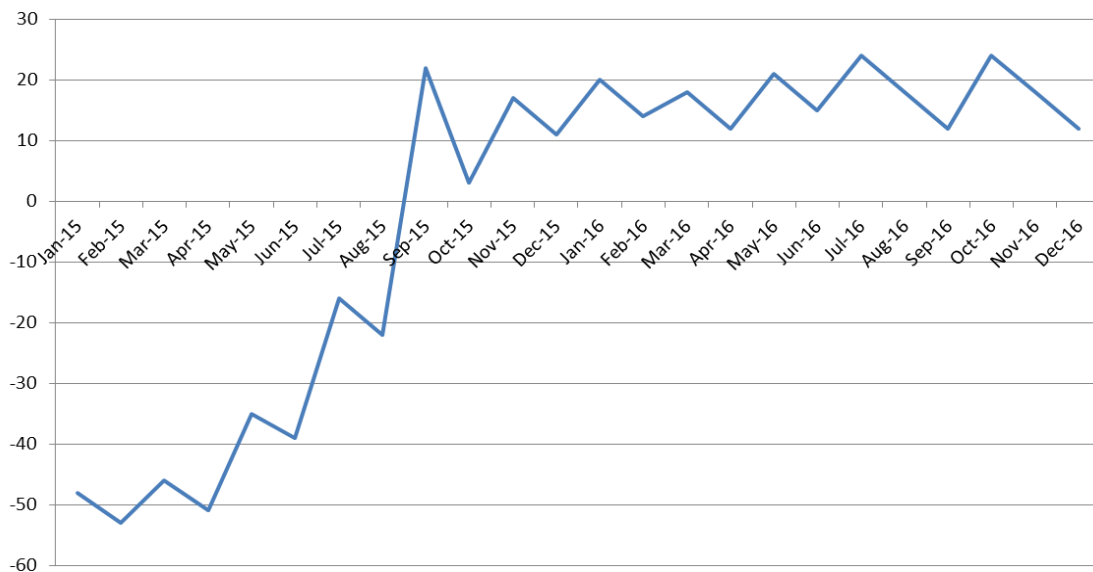
Recruitment

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

Registered Nurses: The rolling fortnightly interviews continue with 22 candidates being interviewed and 11 being offered posts - actively progressing.

Newly Qualified Nurses: The newly qualified nurse interviews took place on the 20 April 2015 with 20 candidates being interviewed and 18 being offered positions at Yeovil Hospital. They will be due to commence in September / October 2015.

The following graph indicates our project position going forward:



Non EU Recruitment: We are still actively exploring recruitment in India. In order to test the current NMC process with regards to them obtaining their registration we plan to test this with suitable candidates that are already resident in the UK but are originally from the outside the EU and therefore required to go through this process. This will give us a better understanding of the process and the timescales involved prior to us recruiting a cohort of Indian nurses.

e-Rostering

The planned implementation of e-rostering continues with the implementation of maternity commencing. Allocate are currently spending time in the organisation to assist with the implementation and to manage the risk associated with adequate staffing resources. The e-rostering position has been recruited to and Allocate have agreed to train this individual during their time with us. The implementation of the bank booking system continues with an anticipated completion of June 2015.

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. With the anticipated over recruitment of unregistered staff the enhanced rates of pay for unregistered nurses will cease as from the 4 May 2015. It is also anticipated agency use of unregistered nurses would reduce considerably during the month of May and going forward. 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.

Bank and Agency Usage

	10	9A	9B	8A	8B	ACCU	7A	EAU	6A	6B	ICU	KW	JW	FREYA	Labour	SCBU	TOTAL
Registered Bank	19	18	18	15	40	21	19	33	16	23	21	11	27	0	14	21	316
Unregistered Bank	9	17	14	20	43	2	23	15	58	65	1	18	19	0	5	0	309
Total Bank	28	35	32	35	83	23	42	48	74	88	22	29	46	0	19	21	625
Registered Agency	4	46	43	44	46	16	27	47	104	51	21	27	12	0	5	0	493
Unregistered Agency	5	32	33	17	52	4	37	34	109	70	0	11	21	0	0	0	425
Total Agency	9	78	76	61	98	20	64	81	213	121	21	38	33	0	5	0	918
TOTAL Bank/Agency	37	113	108	96	181	43	106	129	287	209	43	67	79	0	24	21	1543

Unfilled Shifts

The following table indicates the number of unfilled shifts across the ward areas for April 2015. During this time a total of 139 registered nurses and four unregistered nurse shifts were unfilled using professional judgement.

A total of 127 registered nurse shifts were not filled due to the unavailability of staff and a total of 40 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, 59 registered midwife shifts were uncovered and 25 unregistered 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	4	4	12	19	9	0	20	20	5	1	41	0	4	0	0	139
	Unregistered	0	0	0	0	0	0	0	1	0	1	0	0	0	0	2	4
Nurse Not Available	Registered	8	12	1	4	7	1	4	7	12	7	1	0	4	56	3	127
	Unregistered	0	1	0	0	0	0	0	1	4	5	0	3	1	11	14	40
TOTAL		12	17	13	23	16	1	24	29	21	14	42	3	9	67	19	310

RECOMMENDATIONS

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