



**Board of Directors Meeting
March 2015**

Director of Nursing Report

Monthly Report of Nurse/Midwifery Staffing Levels

1 February 2015 - 28 February 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.
- 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	654.5	816	1128	1267	644	644	644	690	124.7%	112.3%	100.0%	107.1%
KW	644	632.5	632	666.5	609.5	609.5	310.5	299	98.2%	105.5%	100.0%	96.3%
6A	654.5	637.5	1338	1401.5	632.5	644	532	532	97.4%	104.7%	101.8%	100.0%
6B	1242.5	1174.5	1302	1398.5	954.5	920	644	690	94.5%	107.4%	96.4%	107.1%
7A	1122	1093.5	866	920	644	644	644	678.5	97.5%	106.2%	100.0%	105.4%
EAU	1210	1116	1438	1522	966	931.5	644	644	92.2%	105.8%	96.4%	100.0%
8A	927	922	1176	1326	644	644	644	667	99.5%	112.8%	100.0%	103.6%
8B	1039	987	1176	1336	644	644	644	655.5	95.0%	113.6%	100.0%	101.8%
9A	1208	1158	806	914.5	644	644	644	632.5	95.9%	113.5%	100.0%	98.2%
9B	960	950	982.5	1065.5	644	655.5	644	701.5	99.0%	108.4%	101.8%	108.9%
10	931.5	914	322	373.5	931.5	931.5	0	46	98.1%	116.0%	100.0%	
ICU	2156.5	2100	140	122	2139	2116	0	34.5	97.4%	87.1%	98.9%	
CCU	1260	1249	0	72	786.5	775	0	11.5	99.1%		98.5%	
Freya	2588	2430.5	900	802.5	1764	1636.5	588	588	93.9%	89.2%	92.8%	100.0%
SCBU	840	832.5	420	315	266	237.5	266	190	99.1%	75.0%	89.3%	71.4%

Safer Staffing: A Guide to Care Contact Time

A range of elements make up the role of the registered nurse or midwife and all are important in ensuring the patient receives the best possible quality care. The publication of Safer Staffing: A Guide to Care Contact Time in November 2014 acknowledged that safe staffing is more than just looking at the numbers of staff on ward. Bournemouth University have agreed for us to utilise student nurses to assist in our data collection. An APP for the iPad is currently being designed with testing being scheduled for late March. The audit is anticipated to take place from 13 April 2015 to 24 May 2015.

Safe Staffing for Nursing in Emergency Departments

NICE Safe Staffing Guidelines has been published in draft and out for consultation from 16 January - 12 February 2015. This guidance has been reviewed and a position paper has been prepared including further work to be undertaken by the Business Unit.

Safe Midwifery Staffing for Maternity Settings

This guidance recommends a minimum staffing ratio for women in established labour based on the evidence available. It does not however recommend staffing ratios for other areas of midwifery care due to local variation. The Head of Midwifery is currently reviewing the guidance and how it applies to our maternity unit.

Recruitment

The commitment to recruitment continues and during February 2015 30 unregistered staff were interviewed with 27 being offered employment and 23 accepting; these are due to commence in post on 20 April 2015. They will undergo a two week training programme including completion of the care certificate to ensure that they have the necessary skills to meet the needs of patients in their care. There is agreement to over recruit unregistered nurses to reduce the reliance on agency staff. A total of 40 registered nurses were interviewed during January with 20 being offered employment and 17 accepting. Two new registered nurses commenced in post in January 2015. Interviews take place every fortnight with candidates being obtained from agencies, NHS Jobs or CV submission via the Website. At the time of writing there were approximately 35 registered nurse vacancies on the wards in February 2015, with a planned recruitment trip to Italy commencing 23 March 2015 for one week, it is anticipated that these vacancies will be filled. The planned start date for suitable candidates is 11 May 2015. Recruitment from non EU countries is a longer term plan due to the complex visa requirements and as yet an untested NMC assessment process.

e-Rostering

Maternity and Theatres have now completed their data gathering and the building of demand templates for both these areas will commence in March.

Temporary Staffing

Due to the current high vacancy rate and the 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 an RN by using an HCA. 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 continual 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. The following table indicates the number of bank and agency shifts used during February 2015.

	10	9A	9B	8A	8B	ACCU	7A	EAU	6A	6B	ICU	KW	JW	FREYA	Labour	SCBU	TOTAL
Registered Bank	21	19	12	9	44	14	13	14	6	44	44	19	19	10	21	11	320
Unregistered Bank	11	18	37	26	29	5	13	13	34	91	0	10	23	0	9	2	321
Total Bank	32	37	49	35	73	19	26	27	40	135	44	29	42	10	30	13	641
Registered Agency	25	62	53	38	77	24	37	37	36	150	55	34	31	10	21	11	701
Unregistered Agency	24	46	85	57	82	12	54	45	74	132	4	25	31	1	9	2	683
Total Agency	49	108	138	95	159	36	91	82	110	282	59	59	62	11	30	13	1384
TOTAL Bank/Agency	81	145	187	130	232	55	117	109	150	417	103	88	104	21	60	26	2025

Unfilled Shifts

The following table indicates the number of unfilled shifts across the ward areas for February 2015. During this time a total of 123 registered nurse shifts and 22 unregistered nurse shifts were unfilled using professional judgement.

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. It is anticipated the Safe Care module will be implemented at the end of April 2015 and it is expected there will be an automated accurate way of collecting data.

A total of 118 registered nurse shifts were not filled due to the unavailability of staff and a total of 79 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. At this time the ward sisters are unable to achieve their supervisory status but the Trust remains committed to achieving this.

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.

In Maternity, 34 registered midwife shifts were uncovered and 13 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	8	14	3	5	24	1	9	12	1	11	29	5	1			123
	Unregistered			2					1				17	2			22
Nurse Not Available	Registered	4	10	4	2	7	3	5	21	5	12	7			34	4	118
	Unregistered	3	4	6	3	2		6		6	5	4	3	1	13	23	79
TOTAL		15	28	15	10	33	4	20	34	12	28	40	25	4	47	27	

A professional judgement guidance tool has been devised and is now currently in use. The purpose of the tool is give guidance to the Matrons when reviewing their ward staffing levels and to help inform their use of professional judgement with regards to the registered : patient ratio.

Recommendations

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