



**Board of Directors Meeting
February 2015**

Director of Nursing Report

Monthly Report of Nurse/Midwifery Staffing Levels

1 January 2015 - 31 January 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.
- 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	1111.5	1229.5	1299.5	775	775	600	749.5	112.6%	105.7%	100.0%	124.9%
KW	713	719	713	723.5	690	690	356.5	356.5	100.8%	101.5%	100.0%	100.0%
6A	1064	1042	1496	1665	713	724.5	589	612	97.9%	111.3%	101.6%	103.9%
6B	1409	1246	1441.5	1405	1069.5	1046.5	713	736	88.4%	97.5%	97.8%	103.2%
7A	1263	1249.5	927.5	965.5	713	736	713	713	98.9%	104.1%	103.2%	100.0%
EAU	1393	1295.5	1586.5	1675.5	1069.5	1069.5	713	736	93.0%	105.6%	100.0%	103.2%
8A	1069.5	1081.5	1302	1470	713	713	713	736	101.1%	112.9%	100.0%	103.2%
8B	1242.5	1129.5	1302	1492.5	713	713	713	770.5	90.9%	114.6%	100.0%	108.1%
9A	1409	1313	899	1172.5	713	793.5	713	793.5	93.2%	130.4%	111.3%	111.3%
9B	1069.5	1099.5	1187	1333.5	713	736	713	1012	102.8%	112.3%	103.2%	141.9%
10	1069.5	1139	356.5	339.5	1069.5	1035	0	0	106.5%	95.2%	96.8%	
ICU	2495.5	2495.5	155	154.5	2495.5	2484	0	0	100.0%	99.7%	99.5%	
CCU	1395	1413	0	42	883.5	849	0	34.5	101.3%		96.1%	
Freya	2857.5	2700	997.5	930	1953	1837.5	651	609	94.5%	93.2%	94.1%	93.5%
SCBU	930	930	465	442.5	294.5	285	294.5	256.5	100.0%	95.2%	96.8%	87.1%

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.

Discussions are currently taking place with the universities exploring the possibility of student nurses assisting with data capture to help form our safer staffing levels and being able to use their experience as part of an academic reflective piece as part of their student nurse studies.

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 is currently being reviewed and a position paper being prepared.

Recruitment

There continues to be a committed drive with recruitment including raising the profile of the organisation on local radio and via IT mediums. A project plan for 2015 / 16 is now in place incorporating bulk recruitment for both registered and unregistered staff. During January 2015 27 unregistered staff were interviewed with 13 being offered employment and 12 accepting; these are due to commence in post on 16 February 2015. They will undergo a two week training programme 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 10 registered nurses were interviewed during January with seven being offered employment and five accepting. One new registered nurse 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. There were 38 registered nurse vacancies on the wards January 2015. It is anticipated that there will be an EU recruitment drive with the aim of recruiting 30 nurses in February 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

The planned implementation of e-rostering continues including a new Bank Booking module to compliment this, which should be in place by the end of April 2015 and will increase the accuracy of reporting.

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 January 2015.

	10	9A	9B	8A	8B	ACCU	7A	EAU	6A	6B	ICU	KW	JW	FREYA	Labour	SCBU	TOTAL
Registered Bank	20	18	17	10	43	8	15	11	9	45	32	7	12	4	5	12	268
Unregistered Bank	6	39	45	12	29	18	15	18	36	119	3	13	16	2	5	2	378
Total Bank	26	57	62	22	72	26	30	29	45	164	35	20	28	6	10	14	
Registered Agency	2	30	16	17	23	3	17	24	43	120	31	14	34	0	0	0	374
Unregistered Agency	4	28	69	23	59	0	42	24	63	59	3	17	47	0	0	0	438
Total Agency	6	58	85	40	82	3	59	48	106	179	34	31	81	0	0	0	
TOTAL Bank/Agency	32	115	147	62	154	29	89	77	151	343	69	51	109	6	10	14	

Unfilled Shifts

This table indicates the number of unfilled shifts across the ward areas for January 2015. During this time a total of 107 registered nurse shifts and 9 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 45 registered nurse shifts were not filled due to the unavailability of staff and a total of 39 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, 12 registered midwife shifts were uncovered and 20 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		20	2	1	20	2	7	13	7	14		2	19				107
	Unregistered		1	2			1			1			4					9
Nurse Not Available	Registered		2	3		2	1	1	13	7	16			2	11	1		59
	Unregistered			2		3		3	1	5	15			7	13	7		56
TOTAL		3	23	9	1	25	4	11	27	20	45	0	6	28	24	8		

A professional judgement guidance tool has been devised and is currently out for comment to senior nurses within the organisation. 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 is asked to note the information contained in this summary report and the actions currently in place.