

Board of Directors Meeting

September 2014

Director of Nursing Report

Monthly Report of Nurse Midwifery Staffing Levels

1 August 2014 – 31 August 2014

Executive Summary

Purpose:

- To provide the board with an overview of nurse midwifery staffing levels in inpatient areas as outlined in the Nurse Staff Guide 'How to ensure the right people, with the right skills are in the right place at the right time!' Published by the National Quality Board and NHS Commissioning Board.
- To provide the Board with an overview of nurse midwifery shifts not covered, vacancies and sickness rates.
- To bring to the attention of the board any workforce risks.

Methodology and scope of review:

This report is focused on the following areas:

- All in-patient adult wards including critical care
- All in-patient maternity wards and departments on the acute site
- All in-patient paediatric wards including neonates

This report does not yet include non-in-patient areas such as the operating theatres, day surgery, endoscopy and emergency department. At the present time there is no requirement to report the planned and actual numbers of staffing for our escalation ward or bays.

Key Points:

- To demonstrate compliance with new staffing expectations and staffing guidance.
- Ward establishments are based on evidence based assessments of acuity and dependency which is recorded on Swiftplus, alongside professional judgment and key clinical indicators. The Trust has utilised the (Association of UK University Hospitals (AUKUH) tool for a number of years. The Trust is currently reviewing and testing different Safer Nursing Care tools to ensure the right methodology for the workforce establishment review is utilised. Testing has commenced using the Shelford Safer Nursing Care tool.
- We are now collecting the number of times shifts fell below agreed staffing levels, as this is currently being undertaken manually there may be slight inaccuracies in the data. It is expected we will be able to automate this by the winter, following the purchase of the E-Rostering software, Allocate.
- Staffing during August was again challenging, due to high acuity, vacancies and sickness, however 658 shifts were covered by bank and agency staff. Staff were also been moved from wards following professional clinical judgment, this would have been possible due to low patient numbers on a ward, for example Kingston Wing, therefore allowing for staff moves.
- NICE guidance – Safe Staffing for nursing in adult inpatients wards in acute hospitals was published in July 2014 and the Trust will be drawing up a safer staffing project plan to work through the guidance across the adult inpatient wards.

The national return on Unify for the month of August 2014, demonstrated that ward 6A were the highest staffed area with 105% during the night with care staff and the lowest staffed area was SCBU with 62 % of care staff during the night. The Trust's overall return was 97.3%

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				
Jasmine	769	763	1164.5	1164.5	769	769	381.5	381.5	99.2%	100.0%	100.0%	100.0%
Kingston Wing	695.5	695.5	713	713	713	713	356.5	344.5	100.0%	100.0%	100.0%	96.6%
6A now 9A	1069.5	1057	1496	1531.5	713	713	589	618	98.8%	102.4%	100.0%	104.9%
6B	1426	1408	899	917	713	713	713	713	98.7%	102.0%	100.0%	100.0%
7A	1286.5	1268.5	944.5	962.5	713	713	713	719	98.6%	101.9%	100.0%	100.8%
EAU	1426	1414	1583.5	1613.5	1069.5	1075.5	713	713	99.2%	101.9%	100.6%	100.0%
8A	1069.5	1057.5	1302	1314	713	713	713	713	98.9%	100.9%	100.0%	100.0%
8B	1302	1296	1302	1326	713	713	713	713	99.5%	101.8%	100.0%	100.0%
9B	1069.5	1063.5	1181	1181	713	713	713	713	99.4%	100.0%	100.0%	100.0%
10	1069.5	1069.5	356.5	368	1069.5	1069.5			100.0%	103.2%	100.0%	
ICU	2413.5	2384.5	143.5	143.5	2477	2477		11.5	98.8%	100.0%	100.0%	
CCU	1371.5	1371.5			831.5	831.5			100.0%		100.0%	
Freya	2857.5	2505	997.5	697.5	1953	1659	651	556.5	87.7%	69.9%	84.9%	85.5%
SCBU	930	915	465	315	275.5	266	275.5	171	98.4%	67.7%	96.6%	62.1%

When the data is broken down on a shift by shift basis, there were a total of 127 shifts which were not covered in the month of August.

- 3 HCA shifts during the day (3 due to no staff being available)
- 41 HCA shifts on the Maternity Unit during the day not covered and 10 night shifts (due to sickness and no staff available).
- 19 Nursing Nurse Shifts on SCBU during the day not covered and 11 night shifts (no staff available)
- 21 Registered Nurse shifts during the day (18 unable to cover shift, 3 due to sickness)
- 47 Midwifery shifts not covered during the day and 28 shifts at night (no staff available)

Ongoing work continues with the Nurse Bank to ensure that where shifts have not been covered that the reason why is clearly documented, so that Board can be fully informed of staffing shortfalls.

- Ward Staffing Boards are now in place on all in-patient wards which records the planned number of registered nurses, health care assistants and therapy staff with the actual staff on duty, this is recorded for early, late and night shifts.
- Acuity, dependency and complexity of patients is escalated to senior nursing and midwifery teams and if a change in staffing skill mix is required in order to meet the acuity needs of patients this is actioned in order to maintain patient safety.
- Where individual shifts triggered the acuity measure agreed Trust escalation process were triggered and contingency plans implemented. However staffing levels remained safe with flexing of staff across wards and department, utilisation of temporary staff and the use of the specials team to care for the unwell patient requiring one to one care
- Vacancy levels vary across wards and departments. There is a continued central drive to recruit.
- 1 new staff nurse, 1 HCA, 8 Apprentice HCA, 2 bank midwives, 5 Bank Maternity HCA were appointed in July 2014. In August the following interviews were held, 1 HCA, 1 apprentice HCA, 1 midwife, 1 bank midwife and 1 bank maternity HCA.
- Staffing numbers planned versus actual published on each ward on a shift by shift basis, commenced May 2014 and is ongoing.
- Vacancy shortfall covered by the use of temporary staff
- Activity has risen at Yeovil maternity unit over the preceding six months leading to an increased midwife to birth ratio requiring us to review our agreed staffing levels with the finance team and draw up a revised template in consideration of a long term plan to address the issue, we will ensure that the new template will follow the new NICE guidance expected in October 2014. In the short term we have some issues around sickness and maternity leave, to address this and move to towards the long term strategy around the new template we have very recently recruited 7 band 5 midwife preceptorship posts to capture the newly qualified midwifery students when available who we hope will commence work by November. We have also managed to recruit 2 more midwives to the bank who don't already work at this unit. On a daily basis unit and on call staffing of all grades is reviewed by the senior midwifery team and every effort is made to cover shortfalls where possible, staff are also encouraged to incident report all deficits and contact the on call supervisor when necessary

The following table shows the number of bank and agency staff used for the month of August 2014, which has been broken down by ward and specialty.

A total of 658 bank and agency staff was used in August 2014 to cover shifts on the ward, of this 320 were agency staff and 338 were booked from the YDH bank.

	Jasmine	Kingston	6A	6B (now 9A)	7A	EAU	8A	8B	9B	10	ICU	CCU	Freya	Labour Ward	SCBU
HCA Agency A	4	4	24	16	22	14	16	16	36	6	3	3		6	
Agency D Grade	3	27	27	10	23	22	13	6	14	2	1	2			
Bank Band 1	1	5	20	30	21	7	11	5	7	9		2	1	6	
Bank Band 2		4	9	7	11	5	13	3	11	4	1		1	6	
Bank Band 3			1			2		1							
Bank Band 5	10	24	9	9	9	11	15	5	8	12	16	11			2
Bank Band 6									5					35	5
Total	18	64	90	72	86	61	68	36	81	34	21	18	2	53	7
Agency Total	7	31	51	26	45	36	29	22	50	8	4	5	0	6	0
Bank Total	11	33	39	46	41	25	39	14	31	26	17	13	2	47	7

Implications:

- Planned recruitment campaign to reduce the need for temporary staff. New HR Manager started 2 September 2014.
- Continue to review nursing and midwifery staffing levels and patient acuity on a shift by shift basis and establishment review commenced in September 2014. Where appropriate the Trust will work to the 1:8 ratio as recommended in the National Safe Staffing Alliance for relevant adult wards.

Recommendations:

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