

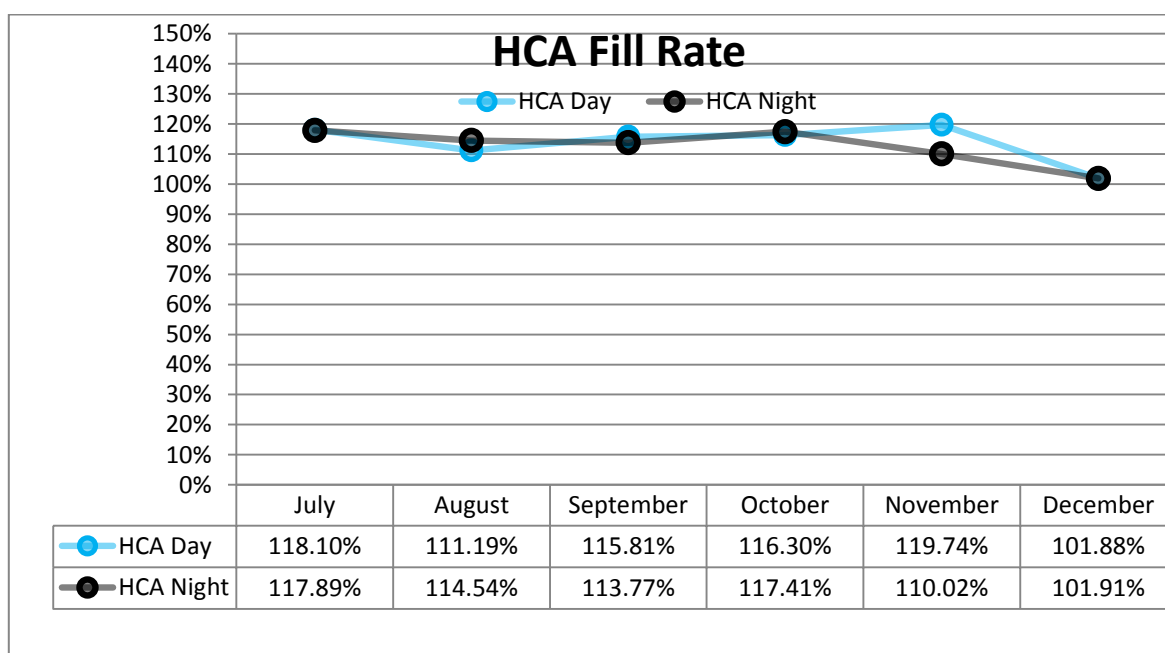
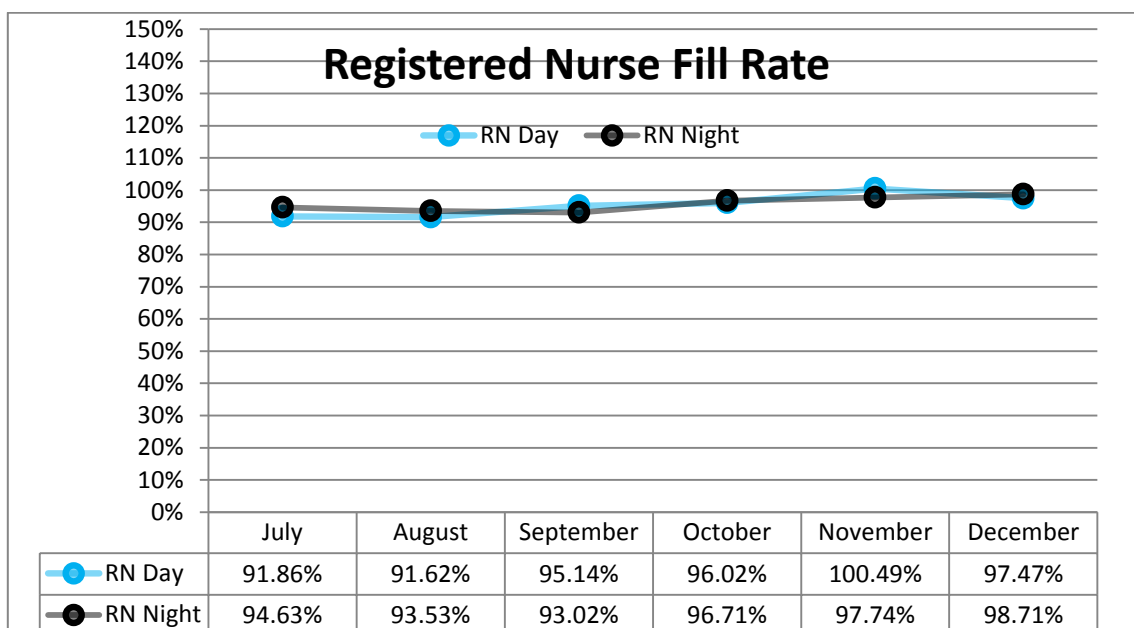
**Board of Directors' Meeting Report – November & December 2016
Agenda item 6/17**

Title	Safe staffing report for November & December 2016
Sponsoring Director	Denise Townsend – Director of Nursing
Authors	Kathy Maloney – Safe Staffing Facilitator
Purpose	To report the nursing & midwifery staffing levels submitted to NHS England via Unify for the months of November & December 2016, reporting the percentage fill rate for each ward area and the impact on capacity and capability to deliver safe care.
Executive Summary	
<p>The RN fill rate for days for November 2016 is 100.49% and for December is 97.47%, the night fill rate for Nov is 97.74% and for Dec 98.71%.</p> <p>The Neonatal Unit reported a fill rate below 80% in November and December 2016. This was mitigated with low cot occupancy and low levels of acuity.</p> <p>Six areas reported a vacancy rate above 30%: Stroke Unit; Eleanor Hobbs; Bedwell Acute Medical Service; Respiratory Unit; Princess Anne; Windsor Ward. Acuity and dependency were monitored and mitigation included use of bank and agency staff as well as movement of staff from other areas where safe and appropriate to do so. The associated key quality indicators for these areas are included in the report.</p> <p>The trust opened escalation beds on a number of occasions throughout November and December following risk assessment, in order to accommodate emergency admissions. Staffing ratios continued to be monitored daily by Senior Nurses within the Trust and bank and agency staff were utilised to maintain safe care as required. However, despite this, bank and agency utilisation for RNs and HCAs was noted to have reduced in November and December.</p>	
Date Reviewed by Execs.	February 2017
Related Trust Objective	Patient Focus – keep getting better. Staff – proud to work here and feel valued.
Related Risk	Patient Focus – keep getting better. Risk 1, 2 & 3 Staff – proud to work here and feel valued. Risk 1 & 2
Legal implications / regulatory requirements	NHS England and our regulators expect organisations to ensure that staffing capacity and capability are appropriately funded, maintained and monitored. The CQC will monitor how well staffing requirements are met as part of their inspection programme

Quality assessment	impact	Staffing levels need to be at an adequate level to provide safe nursing care. The impact on quality will be dependent upon the registered nurse to patient ratio, acuity and dependency of patients and the skills and capability of the staff.
Equality assessment	impact	Monitoring the outcomes will enable us to understand the impact of any staffing deficits on care including patients with protected characteristic of 'age' and 'disability'.
Recommendations: The Board is asked to note this report and receive assurance		

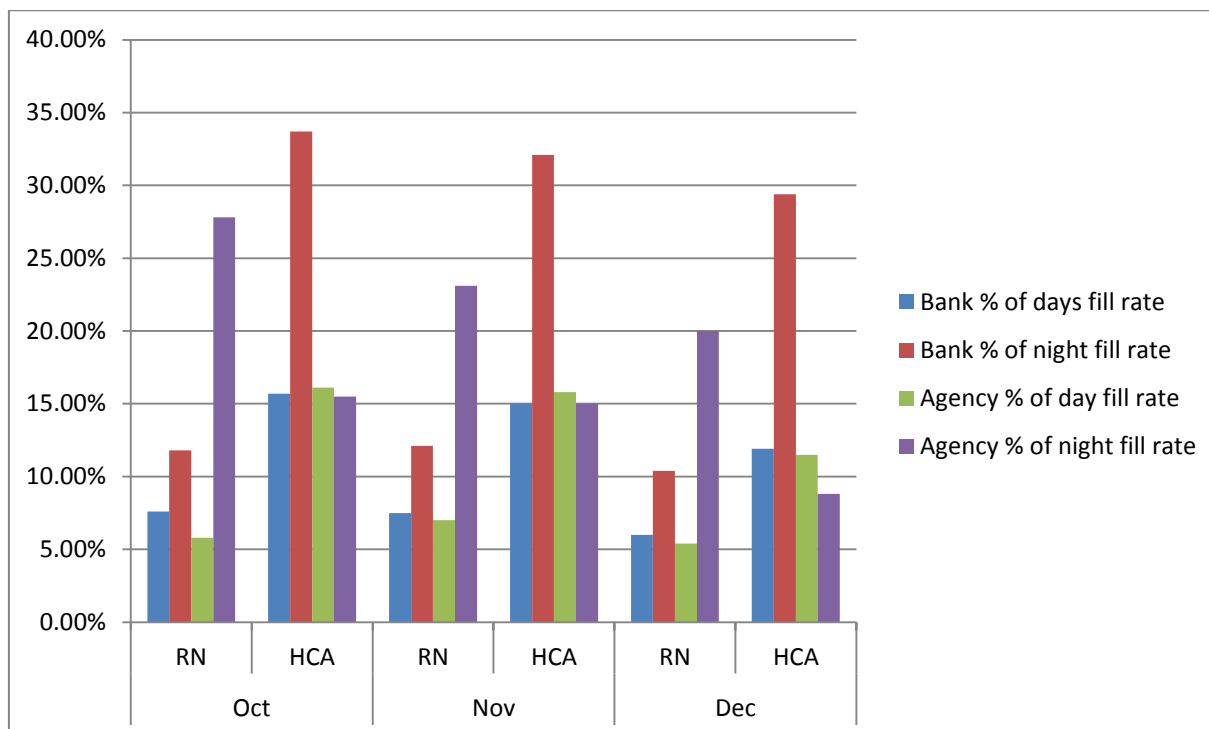
SAFE STAFFING REPORT November & December 2016

The charts below demonstrate fill rate % for the last 6 months.



- The Trust RN fill rate has improved between July –Dec 2016. The HCA fill rate has decreased due to the improved fill rate for RNs where previously HCA’s have provided support in areas of RN shortfall.
- The HCA talent pool has recruited 2 WTE which has increased the staff available to support wards with increased dependency and the need to provide enhanced supervision (specialling) where previously agency staff may have been used.
- E- roster KPIs are monitored monthly via confirm and challenge meetings with the deputy director of nursing and improvements have been noted in rostering effectiveness.
- 33 HCA’s were appointed following the recruitment open days which have helped to improve fill rates.

The chart below demonstrates the substantive fill rates/Bank/Agency fill rate percentages per month.



- A new authorisation process for booking for Agency RN,HCA and AHP staff was implemented in mid-November, requiring the Corporate Senior Nursing Team to authorisation requests for agency cover. This has resulted in increased scrutiny of Bank/Agency authorisation.
- RN Bank/Agency booking has decreased overall by a total of 11.3% when comparing December to October. The increased scrutiny of agency bookings has helped to control expenditure, with the following reductions noted in December compared to October 2016:
 Agency days fill rate RN 0.4% decrease HCA 4.6% decrease
 Agency nights fill rate RN 7.8% decrease HCA 6.7% decrease
- E-roster effectiveness has also improved following the implementation of confirm and challenge meetings held by the deputy directors of nursing with the directorates.

RED Flags

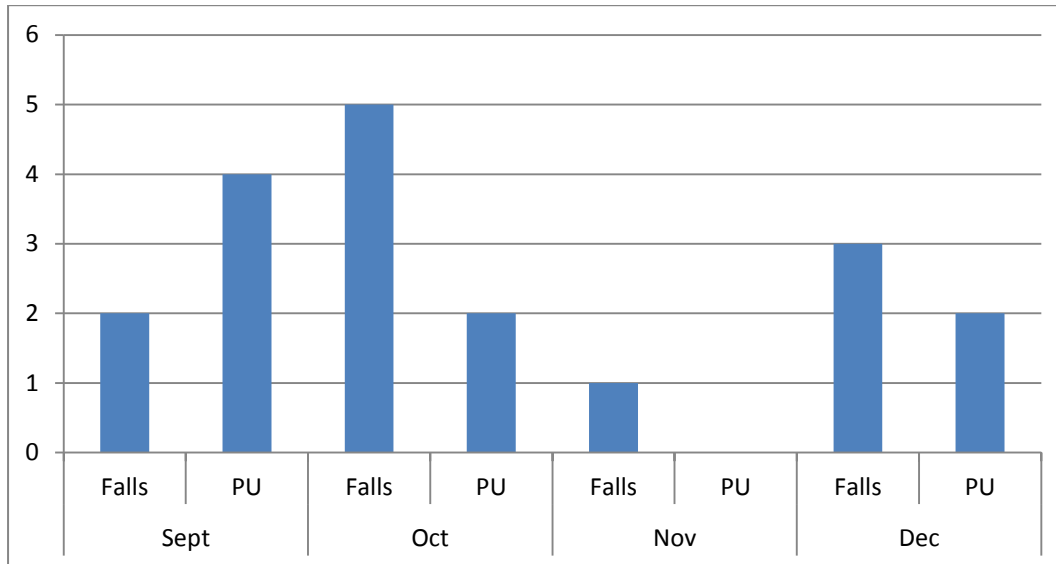
	Oct	Nov	Dec
Centrally reported Staffing Red Flags	190	161	209
No of days in black status	22	19	15 (+ 6 red)
No of days in Internal critical incident	9	11	9

- Staffing is monitored centrally for the Trust by a Senior Nurse. Staff are moved to maintain safe staff/patient ratios as appropriate and suitable mix of Trust staff with Bank/Agency Nurses. Risk assessments are completed daily for areas where escalation beds are used.
- The Respiratory Unit experienced a higher than usual number of level 2 patients during December which caused an increase in Red Flags in relation to staffing ratios for these high dependency patients.
- Escalation beds were also opened on Paglesham Ward during December which caused staffing red Flags due to ratios although this was mitigated by the movement of staff and the low acuity and dependency of patients in this ward.
- Escalation beds were opened in the Elective Admissions Lounge (EAL) at the end December to provide overnight bed capacity during periods of high bed occupancy; and to improve patient flow and allow medical beds to be used for patients requiring emergency acute care

- Decisions to book staff for EAL were taken during the day using a risk assessment process of patients to identify those stable and appropriate to receive care outside of the speciality ward. On the occasions where patients suitable transfer to this Unit were not able to be identified, staff were then moved to the wards where escalation beds were used, this provided improved staff ratios in those areas.
Ward based Red flag reporting will commence on e-roster from 19th January 2017.

Trustwide Quality and safety indicators

(high / moderate falls; hospital acquired pressure ulcers grade 2 -4)



- 1 High severity fall on Benfleet Ward in November & December, no staffing concerns were identified as contributory factors in falls
- 2 Moderate falls on Westcliff Ward in December
- 1 Grade 3 pressure ulcer was reported in December: Benfleet Ward (stroke Unit). The RCA was completed to assess the care provided to the patient and staffing was not identified as a contributory factor.
- Grade 2 pressure ulcer was reported in Hockley Ward. Review of the care given was carried out and staffing was not identified as a concern.

High risk areas with fill rate below 80% November

Area	RN fill rate %	Safety indicators KPI's	Vacancy, bank & agency utilisation
Neonatal Unit	77.3% RN fill rate days 81.33% RN fill rate nights	1 red flag, 0 pressure ulcers, F&F score Not available.	7.62 WTE vacancy rate, 9.07% Low utilisation of RN bank. Mitigated by low bed occupancy

Clinical areas of concern and vacancy rates above 30% in November 2016.

Area	RN fill rate %	Key Quality & Safety indicators KPI's	Vacancy, bank & agency utilisation
Stroke Unit	90.43% RN fill rate days 100.74% Fill rate on nights	21 red flags, 1 high severity fall, 0 pressure ulcer, F&F score 96.3%	12.53 WTE 34.06% RN vacancy rate, RN Agency fill rate 31.11%
Eleanor Hobbs	97.4% RN fill rate days 104.1% fill rate on	18 red flags 0 falls 0 pressure ulcers	8.53wte, 35.91% vacancy rate RN Bank fill rate 8.2%

	Nights	F&F score 81.3%	RN Agency fill rate 21.28%
Bedwell Acute Medical Service	103.7% RN fill rate days 88.12% RN fill rate on nights	4 red flags 0 falls 0 Pressure ulcers F&F score 80.3%	15.20 wte, 30.56% vacancy rate RN Bank fill rate 9.16% RN Agency fill rate 34.55%
Respiratory Unit	95.61% fill rate on days 91.7% fill rate on nights	16 red flags 0 falls 0 pressure ulcers F&F score 90.9%	12.06 WTE, 21.31% vacancy rate RN bank fill rate 10.22% RN agency fill rate 13.5%
Princess Anne Ward	96.52% fill rate on days 102.17% fill rate on nights	11 red flags 0 falls 0 Pressure Ulcers F&F score 87.5%	7.01 wte, 34.28% vacancy rate RN bank fill rate 13.59% RN Agency fill rate 32.03%
Windsor Ward	94.42% RN fill rate days 89.13% RN fill rate nights	5 red flags 0 falls 0 pressure ulcers F&F score 75%	5.97 wte, 30.35% vacancy rate RN bank fill rate 13.09% RN Agency fill rate 27.38%

High risk areas with fill rate below 80% in December 2016.

Area	RN fill rate %	Safety indicators KPI's	Vacancy, bank & agency utilisation
Neonatal Unit	66.67% RN fill rate on days 86.00% on nights	2 red flag, 0 pressure ulcers, F&F score Not available.	8.13 WTE vacancy rate, Low utilisation of RN bank. Mitigated by low bed occupancy

Clinical areas of concern and vacancy rates above 30% in December 2016.

Area	RN fill rate %	Safety indicators KPI's	Vacancy, bank & agency utilisation
Stroke Unit	92.4% RN fill rate days, 103.89% fill rate nights	39 red flag, High severity fall Grade 3 pressure ulcer, F&F score 100%	14.45 WTE 39.28% RN vacancy rate, RN Bank fill rate 11.37% Agency RN fill 30.03%
Eleanor Hobbs	93.4% fill rate days 100.7% fill rate nights	20 red flags 0 Falls 0 Pressure ulcers F&F score 80.88%	8.53 WTE 35.91% RN vacancy rate RN bank fill rate 8.2% RN agency fill rate 21.28%
Respiratory Unit	100% fill rate on days 95.04% fill rate nights	24 red flags 2 Moderate Falls (Westcliff) 0 Pressure ulcers F&F score 96.15%	12.06 WTE 21.31% vacancy rate RN bank fill rate 7.56% RN Agency fill rate 16.55%
Bedwell Acute Medical Service	101.1% fill rate on days 85.74% fill rate on nights	5 red flags 0 Falls 0 Pressure ulcers	15.51 WTE, 31.18% vacancy rate RN bank fill rate 8.5% RN Agency fill rate 28.9%
Princess Anne Ward	94.43% RN fill rate days 98.32% RN fill rate nights	16 Red flags 0 falls 0 Pressure ulcers F&F score 62,5%	7.2 WTE, 34.28% vacancy rate RN bank fill rate 23.89% RN agency fill rate 22.01%
Hockley Ward	99.47% fill rate days 102.59% fill rate on	5 red flags 0 falls	-2.27 WTE, -14.8% vacancy rate *

	nights	Grade 2 pressure ulcer F&F score 87.5%	RN bank fill rate 11.63% RN agency fill rate 2.67% (*vacancy due to recent reduction in establishment)
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Vacancy Rates Across the in-patient wards –

The vacancy level of individual clinical areas is shown, by ward, in Appendix 2 & 3.

- 18 month rotational programmes are being offered in 3 acute medical wards to Newly Qualified RNs to encourage uptake of posts in these areas.
- Nurse patient ratios are monitored by the Matrons and centrally by the Staffing co-ordinator and staff are moved as appropriate.

	June	July	August	Sept	Oct	Nov	Dec
Trustwide Vacancy rate	13.85%	17.94%	17.05%	14.23%	12.57%	13.35%	14.02%

Recruitment

- Recruitment Open days took place in August, October & November, these were successful in recruiting HCAs to the Trust – August 12 HCAs, October 27 HCAs & November 6 HCAs. 1 Newly Qualified Nurse, who had not applied at the interviews held at the Universities, was recruited in the November open day. 10 Bank HCAs were appointed following the November recruitment day. Eight Rehabilitation department staff were also recruited at the November open day
- It is anticipated that first cohorts of RNs from the Philippines recruitment campaign will begin in May/June 2017. Skype interviews of candidates who have passed the IELTS (International English language testing system) are continuing.
- Skype interviews for EU Nurses recruited via a recruitment agency have continued.
- Recruitment Open Days are planned on 25th February and 4th April 2017

Care Hours per patient day (CHPPD)

Care hours per patient day (CHPPD) continues to be reported monthly as required by NHS Improvement.

Trust CHPPD for Sept – Dec 2016

Month	RN	HCA	Total
September	5.0	4.4	9.2
October	4.9	4.1	9
November	4.9	4.1	9.0
December	5.5	4.3	9.8

National

Local

Month	RN Fill Rate	HCA Fill Rate	RN CHPPD	HCA CHPPD	Month	RN Fill Rate	HCA Fill Rate	RN CHPPD	HCA CHPPD
MAY	94.6%	106.0%	5.2	2.9	MAY	91.6%	101.3%	4.8	2.8
JUNE	93.8%	105.3%	5.2	2.9	JUNE	91.6%	101.0%	4.7	2.7
JULY	93.2%	104.4%	5.1	2.9	JULY	92.0%	99.5%	4.9	2.8
AUG	92.2%	105.4%	5.2	2.9	AUG	90.4%	97.0%	4.7	2.7
SEPT	92.7%	104.9%	5.2	2.9	SEPT	91.5%	93.9%	4.8	2.7
OCT	93.6%	104.7%	5.2	2.9	OCT	91.0%	94.7%	4.8	2.7
NOV	94.9%	105.2%	5.2	2.9	NOV	93.3%	95.2%	4.8	2.6

Local Trusts

Month	Trust	RN Fill Rate	HCA Fill Rate	RN CHPPD	HCA CHPPD	RN Actual	HCA Actual	Total Patients
OCTOBER	BASILDON AND THURROCK UNIVERSITY HOSPITALS NHS	93.9%	95.8%	4.2	2.4	95,660	55,055	22,639
	COLCHESTER HOSPITAL UNIVERSITY NHS FOUNDATION TRUST	91.9%	81.3%	5.3	2.7	77,157	39,263	14,446
	IPSWICH HOSPITAL NHS TRUST	94.4%	96.4%	4.6	2.2	73,316	35,547	16,021
	MID ESSEX HOSPITAL SERVICES NHS TRUST	91.4%	105.1%	6.0	3.5	93,134	54,270	15,625
	SOUTHEND UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	96.3%	116.8%	4.9	4.1	76,169	63,951	15,638
	THE PRINCESS ALEXANDRA HOSPITAL NHS TRUST	81.1%	94.1%	4.2	2.5	56,880	34,078	13,386
NOVEMBER	BASILDON AND THURROCK UNIVERSITY HOSPITALS NHS FOU	96.4%	95.5%	4.2	2.2	93,418	49,102	22,084
	COLCHESTER HOSPITAL UNIVERSITY NHS FOUNDATION TRUS	92.6%	84.2%	5.1	2.7	74,837	39,480	14,581
	IPSWICH HOSPITAL NHS TRUST	96.7%	95.2%	4.3	2.1	75,622	37,007	17,501
	MID ESSEX HOSPITAL SERVICES NHS TRUST	93.9%	106.4%	6.1	3.5	92,574	53,206	15,079
	SOUTHEND UNIVERSITY HOSPITAL NHS FOUNDATION TRUST	99.2%	115.5%	4.9	4.1	75,747	62,948	15,408
	THE PRINCESS ALEXANDRA HOSPITAL NHS TRUST	84.9%	93.3%	4.4	2.6	57,399	33,371	13,023

Conclusion

- Fill rates have improved but a significant percentage of patient care continues to be provided by bank and agency staff however the utilisation of agency RN and HCA reduced in November and December.
- The use of bank and agency staff has not been reported to have adversely impacted on quality indicators.

RECOMMENDATIONS

1. The Board is asked to note:
 - The data relating to nurse staffing levels for November & December 2016.
 - The data relating to vacancy levels and areas of concern