

## Board of Directors' Meeting Report – January & February 2017

### Agenda item 24/17

<b>Title</b>	Safe staffing report for January & February 2017
<b>Sponsoring Director</b>	Diane Sarkar – Chief Nursing Officer Denise Townsend – Site Director of Nursing
<b>Authors</b>	Kathy Maloney – Safe Staffing Facilitator Julie Coleman – Lead Practice Development Nurse
<b>Purpose</b>	To report the nursing & midwifery staffing levels submitted to NHS England via Unify for the months of January & February 2017, reporting the percentage fill rate for each ward area and the impact on capacity and capability to deliver safe care.
<b>Previously considered at</b>	N/A

#### **Executive Summary**

The RN fill rate for days for January 2017 is 94.3% and for February is 93.1%, the night fill rate for January is 96.9% and for February is 95.3%.

Areas with fill rate below 80% in January 2017 were BAM's and Kitty Hubbard.

In February 2017 the critical care unit had a fill rate % below 80 %, however due reduced occupancy, adjustments were made proactively all days had the correct ratio of patient to staff.

Areas with vacancy rates above 30%

Stroke Unit

Eleanor Hobbs

Bedwell Acute Medical Service

Estuary OPAS

Princess Anne Ward

Although vacancies in these areas were above 30% bank and agency utilisation was high, ensuring that adequate staff were available to maintain patient safety thus maintaining that fill rate %.

Areas of concerns due to acuity and dependency/moderate or high severity falls/ hospital acquired pressure ulcers.

Stroke unit High and moderate severity fall in February 2017

Respiratory unit high severity fall.

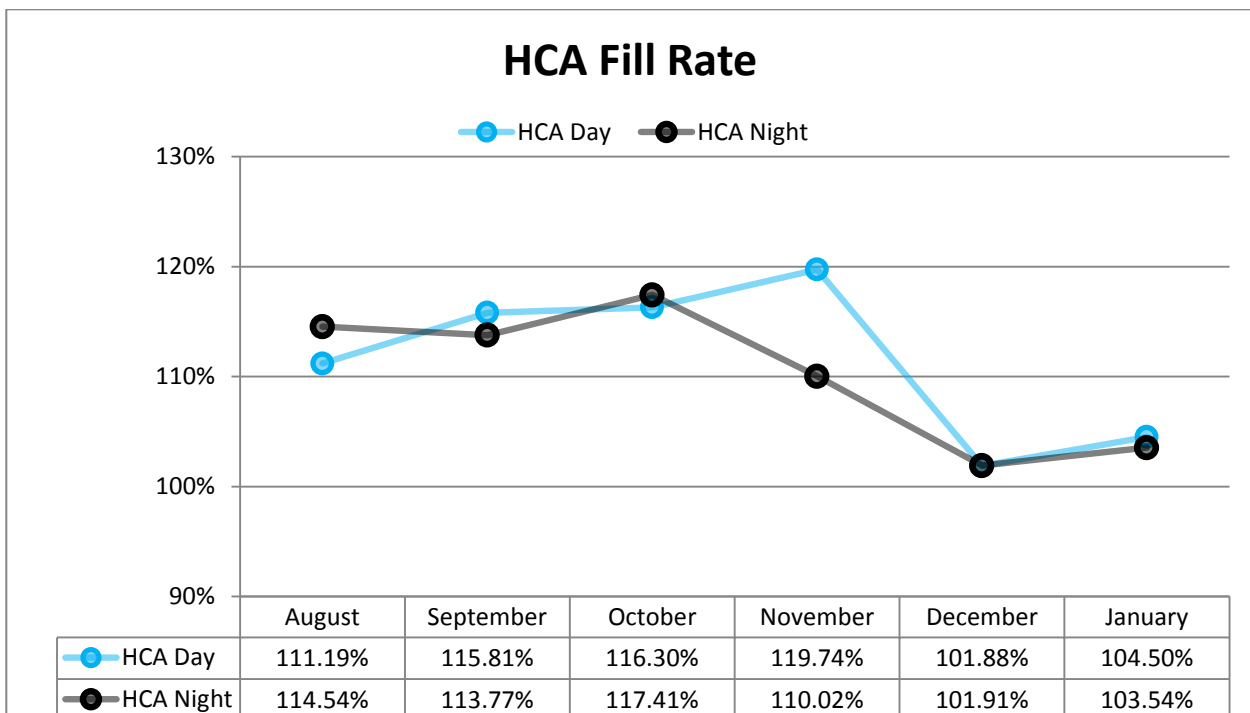
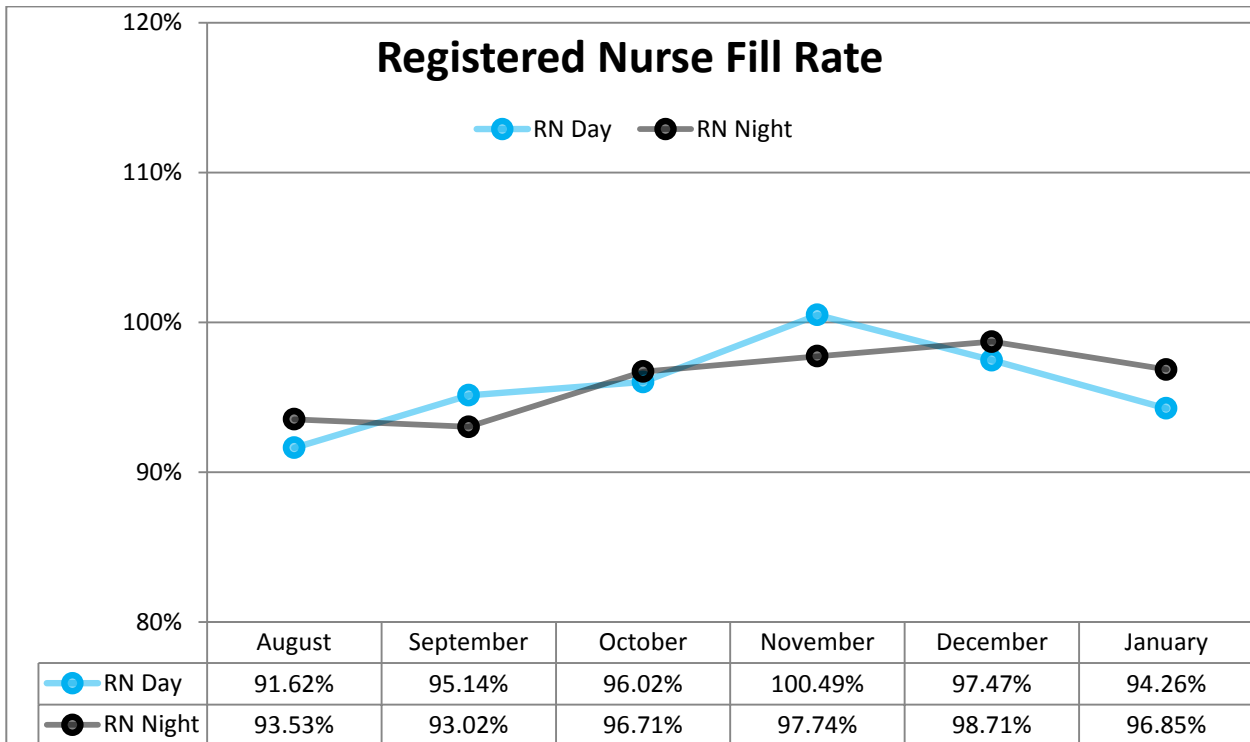
Staffing ratios continue to be monitored daily by Senior Nurses within the trust. Bank and

agency staff have been utilised to maintain patient safety where vacancy rates remain high. There has been a moderate increase in bank & agency fill rate % in both January & February 2017.

<b>Related Trust Objective</b>	Patient Focus – keep getting better. Staff – proud to work here and feel valued.
<b>Related Risk</b>	Patient Focus – keep getting better. Risk 1, 2 & 3 Staff – proud to work here and feel valued. Risk 1 & 2
<b>Essex Success Regime</b>	This report does not have any impact on other Trusts in the Essex Success Regime at the current time
<b>Legal implications / regulatory requirements</b>	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
<b>Quality impact assessment</b>	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.
<b>Equality impact assessment</b>	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’.
<b>Recommendations:</b> The Board is asked to note this report and receive assurance.	

## SAFE STAFFING REPORT January & February 2017

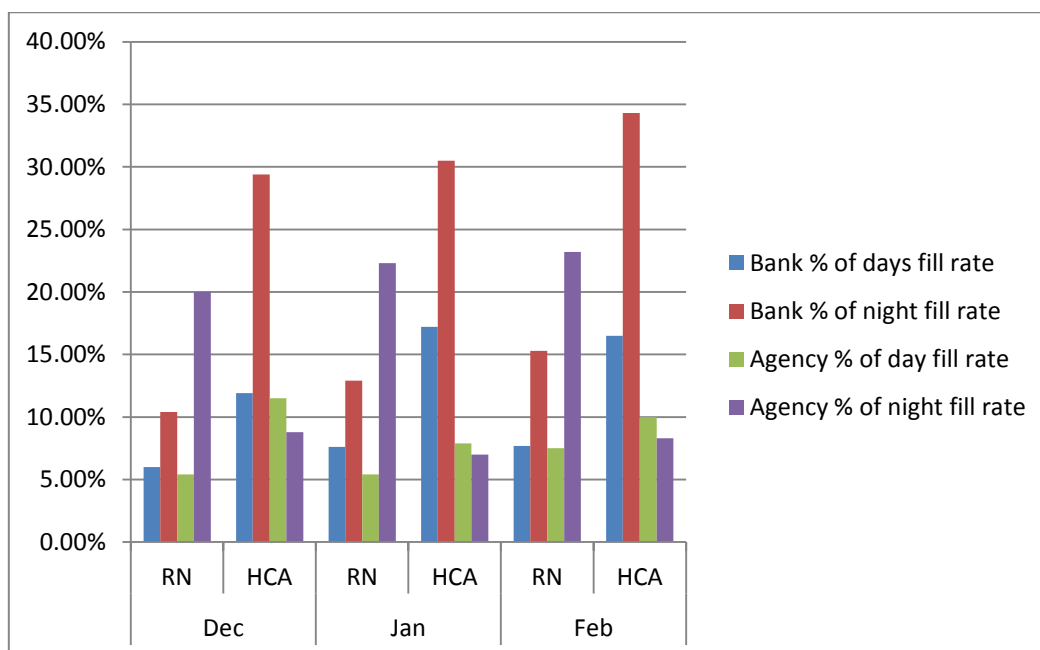
The charts below demonstrate fill rate % for the last 6 months.



- In January & February 2017, RN fill rate has reduced slightly this is attributed to an increase in vacancy rate in some areas. Escalation beds across the trust remained open throughout January & February 2017 with up to 35 additional beds being made available, as required to maintain patient flow and patient safety. As a result clinical areas had to plan for additional RN's for these beds; The HCA fill rate had decreased in December 2016 from 119% on days in November to 101.88% in December due to increased scrutiny of bank and

agency utilisation. However there has been a slight increase on days in January to 104.5% and in February 2017, an increase on nights due to additional staff booking to safely staff escalation beds.

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



- Fill rate % for bank and agency RN's have increased between Dec and Feb as seen in the table below.

Month		Bank % of days fill rate	Bank % of night fill rate	Agency % of day fill rate	Agency % of night fill rate
Dec	RN	6.00%	10.40%	5.40%	20.00%
Feb	RN	7.70%	15.30%	7.50%	23.20%

- The authorisation process for booking for Agency RN, HCA and AHP staff was implemented in mid-November, with additional requests for staff being authorised by the Corporate Senior Nursing Team. This allows the Corporate Nursing team to challenge clinical areas additional requirement, reviewing dependency and looking at existing staffing levels.
- E-roster effectiveness continues to be monitored with confirm and challenge meetings held by the deputy directors of nursing with the directorates on a monthly basis. The e-roster team report that, this has led to improved use of e-roster and its' functionality.

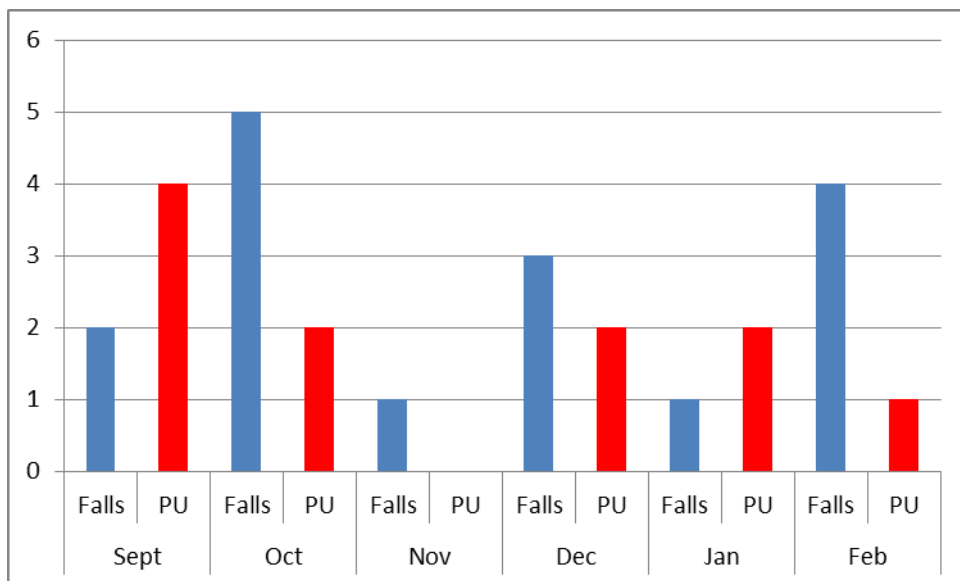
## RED Flags

	Dec	Jan	Feb
Centrally reported Staffing Red Flags (includes in-patients wards except maternity)	209 of 2418 shifts 8.64%	259 of 2418 shifts 10.7%	320 of 2184 shifts 14.6%
No of days in black status (+red)	15 (+ 6 )	24	17 (+6 )
No of days in Internal critical incident	9	7	5

- Staffing is monitored centrally for the Trust by a Senior Nurse, in liaison with Matrons and Head Nurses, and mitigation put into place. Staff are moved to maintain safe staff/patient ratios as appropriate or a review of the acuity and dependency of the patients and suitable mix of Trust staff with Bank/Agency Nurses. Risk assessments are completed daily for areas where escalation beds are used.
- The numbers of internal critical incidents have decreased, though this is due to lack of bed capacity.  
Escalation beds opened in December remained open in January & February 2017 across the trust to improve patient flow.
- There was an increase in the number of red flags reported with 259 were reported in January 2017 and 320 in February, centrally via senior staffing. Ward based Red flag reporting commenced from 19<sup>th</sup> January 2017 using e-roster. An additional 73 red flags were highlighted by the clinical areas in February 2017, all identifying shortfall in RN time.
- The red Flags highlighted via safe staffing were due to RN staffing shortages affecting RN ratios. The majority were mitigated by the movement of staff and the low acuity and dependency of patients in this ward within clinical areas.

## Trustwide Quality and safety indicators

(High / moderate fall; hospital acquired pressure ulcers grade 2 -4)



- Investigations have been carried out into falls and pressure ulcers and staffing was not identified as a concern.

## High risk areas due to fill rate below 80% January 2017

Area	RN fill rate %	Safety indicators KPI's	Vacancy, bank & agency utilisation
<b>BAMs</b>	<b>96.00%</b> RN fill rate days <b>78.54%</b> RN fill rate nights	<b>6 red flag,</b> 1 Fall 0 pressure ulcers, F&F score <b>76.1%</b> .	14.43 WTE <b>29.01%</b> RN vacancy rate, RN bank fill rate 11.94% RN agency fill rate 21.6%
<b>Kitty Hubbard</b>	<b>77.35%</b> RN fill rate days <b>95.70%</b> RN fill rate nights	<b>12 red flags</b> 0 falls 0 pressure ulcers F&F score 83.356%	6.75 WTE, <b>30.5%</b> vacancy rate RN bank fill rate 15.85% RN Agency fill rate 8.83%

## Clinical areas of concern and vacancy rates above 30% in January 2017.

Area	RN fill rate %	Key Quality & Safety indicators KPI's	Vacancy, bank & agency utilisation
<b>Stroke Unit</b>	<b>87.20%</b> RN fill rate days <b>104.52%</b> RN Fill rate on nights	<b>37 red flags,</b> 0 fall, 0 pressure ulcer, F&F score <b>80.85%</b>	13.25 WTE <b>36.2%</b> RN vacancy rate, RN Agency fill rate 27.12%
<b>Eleanor Hobbs</b>	<b>87.8%</b> RN fill rate days <b>101.47%</b> RN Fill rate on Nights	<b>18 red flags</b> 0 falls 0 pressure ulcers F&F score <b>96.2%</b>	9.73 WTE <b>40.97%</b> vacancy rate RN Agency fill rate 24.47%
<b>Estuary OPAS</b>	<b>91.58%</b> RN fill rate days <b>103.11%</b> RN fill rate on nights	11 red flags 0 falls 2 Pressure ulcers F&F score 14.3%	5.35WTE, <b>38.8%</b> vacancy rate RN Bank fill rate 13.31% RN Agency fill rate 6.02%
<b>Respiratory Unit</b>	<b>91.93%</b> RN fill rate on days <b>88.38%</b> RN fill rate on nights	<b>30 red flags</b> 0 falls 0 pressure ulcers F&F score 95.45%	11.40 WTE, <b>20.13%</b> vacancy rate RN bank fill rate 8.71% RN agency fill rate 16.17%
<b>Princess Anne Ward</b>	<b>93.41%</b> fill rate on days <b>115.19%</b> RN Fill rate on nights	<b>14red flags</b> 0 falls 0 Pressure Ulcers F&F score 100%	6.28 WTE <b>30.69%</b> vacancy rate RN bank fill rate 15.94% RN Agency fill rate 20.15%
<b>Windsor Ward</b>	<b>90.81%</b> RN fill rate days <b>108.18%</b> RN fill rate nights	<b>11 red flags</b> 0 falls 0 pressure ulcers F&F score 78.6%	4.16 WTE, <b>21.18%</b> vacancy rate RN bank fill rate 10.31% RN Agency fill rate 19.97%

## High risk areas due to fill rate below 80% February 2017.

Area	RN fill rate %	Safety indicators KPI's	Vacancy, bank & agency utilisation
<b>Critical care Unit</b>	<b>72%</b> RN fill rate days, <b>74.6%</b> RN fill rate nights	<b>0 red flag,</b> 0 Falls 0 pressure ulcers, F&F score Not available.	2.13 WTE <b>3.6%</b> vacancy rate, Reduced occupancy, adjustments were made proactively and all days had the correct ratio of patient to staff.

## Clinical areas of concern and vacancy rates above 30% in February 2017.

Area	RN fill rate %	Safety indicators KPI's	Vacancy, bank & agency utilisation
<b>Stroke Unit</b>	<b>89.75%</b> RN fill rate days, <b>107.47%</b> RN fill rate nights	<b>31 red flag,</b> 1 High severity fall & 1 moderate fall 0 pressure ulcer, F&F score 90.5%	13.35 WTE <b>36.31%</b> RN vacancy rate, RN Bank fill rate 13.95% Agency RN fill rate 29.36%
<b>Eleanor Hobbs</b>	<b>92.5%</b> RN fill rate days, <b>102.2%</b> RN fill rate nights	<b>19 red flags</b> 0 Falls 0 Pressure ulcers F&F score 88.2%	11.53 WTE <b>48.54%</b> RN vacancy rate RN bank fill rate 15.06% RN agency fill rate 29.78%
<b>Estuary OPAS</b>	<b>97.7%</b> RN fill rate days, <b>104.3%</b> RN fill rate nights	<b>14 red flags</b> 0 falls 0 Pressure ulcers F&F score 87.5%	4.56WTE, <b>34.6%</b> RN vacancy rate RN Bank fill rate 16.13% RN Agency fill rate 13.51%
<b>Bedwell Acute Medical Service</b>	<b>122.7%</b> RN fill rate days, <b>87.3%</b> RN fill rate nights	<b>9 red flags</b> 0 Falls 0 Pressure ulcers F&F score 78.6%	14.72 WTE, <b>29.59%</b> RN vacancy rate RN bank fill rate 9.91% RN Agency fill rate 22.73%
<b>Princess Anne Ward</b>	<b>92.5%</b> RN fill rate days, <b>108.07%</b> RN fill rate nights	<b>19 Red flags</b> 0 falls 0 Pressure ulcers F&F score 88.9%	5.36 WTE, <b>26.19%</b> RN vacancy rate RN bank fill rate 11.52% RN agency fill rate 13.79%
<b>Windsor Ward</b>	<b>89.8%</b> RN fill rate days, <b>112.7%</b> RN fill rate nights	<b>16 red flags</b> 0 falls 0 pressure ulcers F&F score 100%	4.16 WTE, <b>21.18%</b> vacancy rate RN bank fill rate 13.53% RN Agency fill rate 20.04%
<b>Respiratory Unit</b>	<b>92.01%</b> RN fill rate on days <b>91.30</b> RN fill rate on nights	<b>37 red flags</b> 1 High risk fall 0 pressure ulcers F&F score 95.85%	10.64 WTE, <b>18.79%</b> vacancy rate RN bank fill rate 12.51% RN agency fill rate 16.14%

## Vacancy Rates Across the in-patient wards –

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

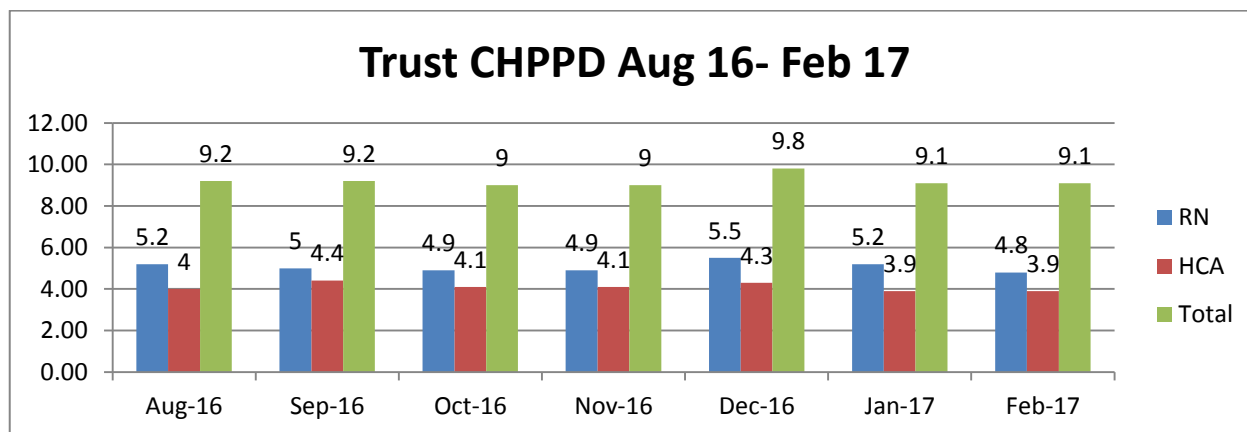
	August	Sept	Oct	Nov	Dec	Jan	Feb
Trust wide Vacancy rate	17.05%	14.23%	12.57%	13.35%	14.02%	12.79%	12.52%

## Recruitment

- Recruitment events at both Anglia Ruskin University and Essex University were conducted in January & February 2017 these were for Students due to qualify in September, 53 posts were offered.
- 8 Newly qualified nurses have been appointed and will commence within the trust in March 2017.
- The first cohorts of 5 registered nurses from the Philippines are due to commence in the trust in May 2017. .
- Recruitment Open Day on 25<sup>th</sup> February was successful with 15 Registered Nurse interviewed and offered posts on the day.
- An additional recruitment event is planned for Registered nurses and AHP's on the 8<sup>th</sup> April 2017.

## Care Hours per patient day (CHPPD)

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



- When compared to national figures our RN and HCA CHPPD for Jan is higher than the National average. Data is not yet available for February.
- When compared with local data in December, 5 out of 6 Trusts RN CHPPD range is 3.9-5.3, SUHFT RN CHPPD is 5.0. One Trust is outside this range with RN CHPPD of 6.2. In January 5 out of 6 Trusts RN CHPPD range was 4.1-4.9, SUHFT was 4.8, one Trust was outside this range at 6.0.

## Conclusion

- There was a decrease in RN fill rate % in both January and February 2017. This is attributed to an increase in vacancy rates in some areas and an increase in activity within the trust leading to escalation beds being open.
- Bank and agency usage had decreased in December 2016; however there has been an increase in January and February 2017 with some clinical areas requiring bank and



agency to provide safe patient care due to patients requiring enhanced supervision escalation beds being used.

- There was an increase in Red Flags reported in January and February 2017. All were attributed to a shortfall in RN time, impacting on staffing ratios.

## **RECOMMENDATIONS**

The Board is asked to note:

- The data relating to nurse staffing levels for January & February 2017.
- The data relating to vacancy levels and areas of concern
- Areas of concern will continue to be monitored by the Heads of nursing and Matrons on a daily basis.