

Board of Directors' Meeting Report – 5 September 2017

Agenda item 66/17

Title	Safe staffing report for April, may, June and July 2017
Sponsoring Director	Denise Townsend, Director of Nursing
Authors	Kathy Maloney – Safe Staffing Facilitator Diane Sarkar – Chief Nursing Officer
Purpose	To report the Nursing & Midwifery staffing levels submitted to NHS England via Unify for the months of April, May, June and July 2017, reporting the percentage fill rate for each ward area and the impact on capacity and capability to deliver safe care.
Previously considered at	Heads of Nursing 18 August 2017
<p>Executive Summary</p> <p>April The RN fill rate for days in April was 91.5% and nights was 89.2%, this was decrease from March of days -3.63% and Nights -4.95%.</p> <p>There were no areas with overall fill rates below 80%</p> <p>Trust RN Vacancy rate is 18.02% an increase of 2.46% from March 2017.</p> <p>There were 3 hospital acquired grade 2 avoidable pressure ulcers, Estuary, Shopland and Southbourne wards. 1 high severity fall was reported on Castlepoint ward and 2 moderate falls on Rochford ward.</p> <p>There was a decrease in agency fill rate of 3.8% in between March and April 2017</p> <p>May The RN fill rate for days in May was 96.4% and nights was 95% this is an increase from April of days + 4.9% and Nights +5.8%</p> <p>There was 1 area with overall fill rates below 80%, which was Neonatal however this was mitigated by low bed occupancy.</p> <p>Trust RN Vacancy rate is 14.05% a decrease of 3.97% from April 2017. There has been a decrease in agency fill rate of 0.1% in between April and May 2017.</p> <p>No Hospital acquired avoidable pressure ulcers have been reported. 1 high severity fall has been reported on Windsor ward.</p>	

June

The RN fill rate for days for June was 94.2% and nights was 93.6% this was a decrease from May of days -2.2% and Nights -1.4%.

There were no areas with overall fill rates below 80%.

3 hospital acquired avoidable pressure ulcers were reported, 1 grade 3 on Princess Anne, 1 Grade 2 on Windsor and 1 Grade 2 on Castlepoint ward.

1 moderate severity fall on Elizabeth Loury, 2 high severity falls, 1 on Estuary and 1 on Princess Anne.

Trust RN Vacancy rate was 14.9605% an increase of 0.91% from May 2017.

July

The RN fill rate for days for July was 94.3% and nights was 93.8% this was an increase from June of days 0.1% and an increase of 0.2% for nights.

Neonatal Unit is the only area with a fill rate below 80% however this was mitigated by lower occupancy.

2 hospital acquired avoidable pressure ulcers were reported- 1 grade 3 on Princess Anne and 1 grade 2 on Castlepoint ward.

1 extreme fall was reported on Eleanor Hobbs and 3 moderate falls, 2 on Balmoral and 1 on Windsor.

Trust RN Vacancy rate is 15.79% an increase of 0.83% from July 2017.

All incidences of pressure ulcers and falls are investigated, however staffing was not thought to be a contributory factor.

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.

Date Reviewed by SLT and JEG	24 Aug 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
Essex Success Regime	This report does not have any impact on other Trusts in the Essex Success Regime at the current time
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 characteristics of 'age' and 'disability'.
Recommendations: The Board is asked to note this report and receive assurance		

**Southend University Hospital Foundation Trust
Safer Staffing Nursing and Midwifery
April, May, June and July 2017**

1.0 PURPOSE

This paper outlines the Nursing and Midwifery safer staffing for April, May, June and July 2017

2.0 BACKGROUND

The Trust is required to submit data monthly to Unify, detailing ward nursing and midwifery staffing fill rates and bed days; reporting the impact on capacity and capability to deliver safe care. Monthly Unify data is also displayed on the Trust website.

The staffing level fill rates are RAG rated as Green above 90%, Amber 80-89% and Red below 79%.

The numbers of falls with serious harms and hospital acquired pressure ulcers are also correlated with safer staffing levels.

3.0 STAFFING LEVELS –

April

Staffing Measures	Previous month (2) March	April (3)	Change Month 2- 3	↑ ↓
Nursing establishment wte RN	883.89	898.10	14.21	↑
Nursing establishment wte in post RN	746.35	736.28	10.07	↓
Vacancy wte RN wte	137.54	161.82	24.28	↑
Vacancy % RN	15.56%	18.02%	2.46%	↑
Number of red flags raised- nerve centre & ward reported	246	318	72	↑
Nurse agency % of pay bill RN	8.6%	7%	1.6%	↓
RN Planned v actual hours used %	94.4%	90.48%	3.92%	↓
Care hours per patient day Actual – RN	5.0	4.9	0.1	↓

- The increase in establishment of 14.21 wte is due to fluctuations in budgeted wte throughout the directorates. The main area of increase is in Women & Children's, with a decrease in medicine.
- Nursing establishment in post has reduced due to an increase in vacancies
- Red flags reported by Nerve Centre and e-roster have increased due to reduced fill rate.

May

Staffing Measures	Previous month (1) April	May (2)	Change Month 1-2	↑ ↓
Nursing establishment wte RN	898.10	860.57	37.53	↓
Nursing establishment wte in post RN	736.28	739.64	3.36	↑
Vacancy wte RN wte	161.82	120.93	40.89	↓
Vacancy % RN	18.02%	14.05%	3.97%	↓
Number of red flags raised- nerve centre & ward reported	318	270	48	↓
Nurse agency % of pay bill RN	7%	7%	0%	↔
RN Planned v actual hours used %	90.48%	95.75%	5.27%	↑
Care hours per patient day Actual – RN	4.9	5.1	0.2	↑

- The Nursing establishment wte RN has decreased by 37.53 wte due to:
 - Changes in the nursing establishment for CCU Hopkins ward with a reduction of 5.11wte. When staffing levels and acuity / dependency were reviewed, it was agreed that staffing levels could be safely reduced by 1 x RN on all shifts.
 - The midwifery budget underwent a review, and as a result some nursing posts have been placed in different budget lines. It has been confirmed with finance that no posts have been taken out and this will be aligned in future reports
- Red flags reported by Nerve Centre and e-roster have decreased due to improved fill rate and fewer escalation beds used in May.
- Escalation beds used on Windsor and Princess Anne wards were converted to substantive beds following changes to the Acute Medical Service and the Department of Medicine for the Elderly on Estuary OPAS.

June

Staffing Measures	Previous month (1) May	June (2)	Change Month 1-2	↑ ↓
Nursing establishment wte RN	860.57	866.12	5.55	↑
Nursing establishment wte in post RN	739.64	735.56	4.08	↓
Vacancy wte RN wte	120.93	129.56	8.63	↑
Vacancy % RN	14.05%	14.96%	0.91%	↑
Number of red flags raised- nerve centre & ward	270	292	22	↑

reported				
Nurse agency % of pay bill RN	7%	7%	0%	↔
RN Planned v actual hours used %	95.75%	94.2%	1.55	↓
Care hours per patient day Actual – RN	5.1	5.1	0	↔

- Nursing establishment has increased by 5.55 wte; this is due to an increase of 4 wte in Accident & Emergency Dept.
- Red flags reported by Nerve Centre and e-roster have increased by 22. The area report highest level of Red Flags is Accident and Emergency Dept. with 52 red flags of 292 (17.8%), this is due to vacancies of 13.95 wte RN's.. A number of these posts have been filled, however some are Newly Qualified Nurses who are not able to commence until completion of their training in September and will not have their PIN until October.

July

Staffing Measures	Previous month (1) June	July (2)	Change Month 1-2	↑ ↓
Nursing establishment wte RN	866.12	867.85	1.73	↑
Nursing establishment wte in post RN	735.56	730.78	4.78	↓
Vacancy wte RN wte	129.56	137.07	7.51	↑
Vacancy % RN	14.96%	15.79%	0.83%	↑
Number of red flags raised- nerve centre & ward reported	292	268	24	↓
Nurse agency % of pay bill RN	7%	7%	0	↔
RN Planned v actual hours used %	94.2%	84.8%	9.4%	↓
Care hours per patient day Actual – RN	5.1	5.4	0.3	↑

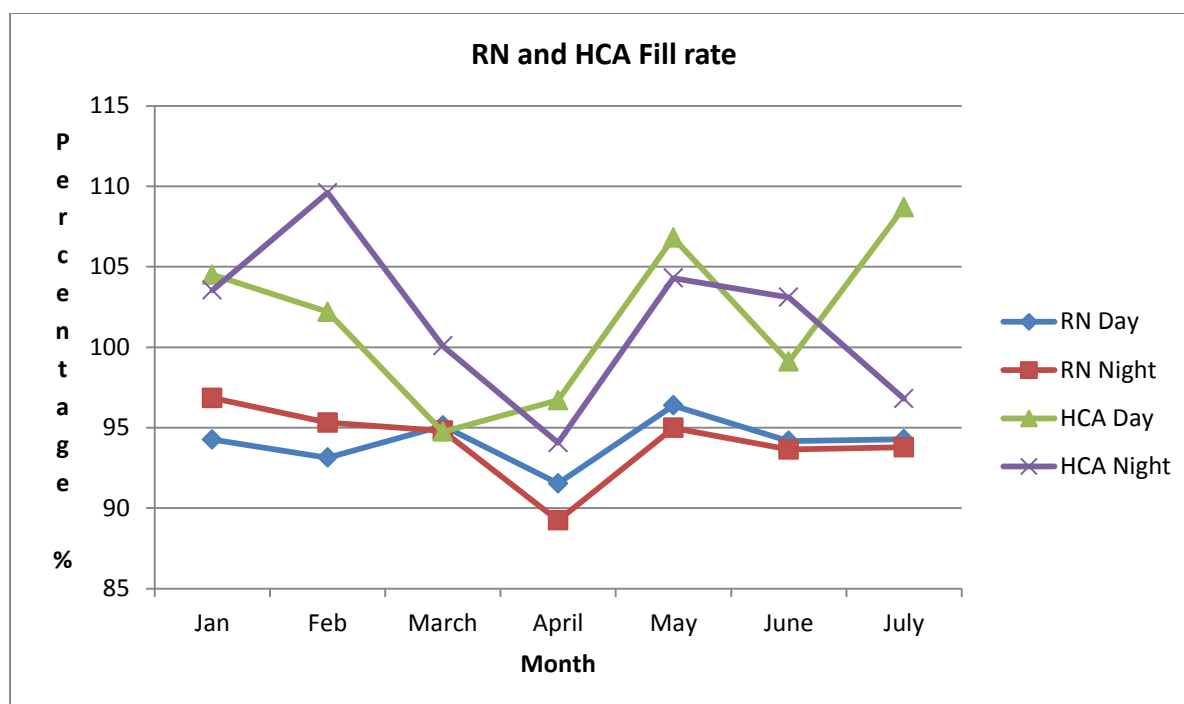
- Nursing establishment has increased by 1.73; this is due to an increase of 0.73 wte in Southbourne ward and an increase of 1.00 wte in Critical Care.
- Red flags reported by Nerve Centre and e-roster have decreased by 24. The area reporting the highest level of Red Flags is Accident and Emergency Dept. with 41 red flags of 268 (15.2%), this is due to vacancies of 14.55 wte RN's, 4 of these posts have been filled by Newly Qualified Nurses who are not able to commence until completion of their training until September. The stroke unit also had a high number of red flags – 39 of 268 (14.5%), this is due to a vacancy rate of 31.16%, 3 Newly Qualified RN's will be also be starting in September.

4.0 Trust wide Quality & Safety Indicators

4.1 RN/HCA fill rates for days and nights – Overall Trust position

Month	RN day	RN night	HCA day	HCA night
April	91.5%	89.2%	96.7%	94.1%
May	96.4%	95%	106.8%	104.3%
June	94.2%	93.6%	99.1%	103.1%
July	94.3%	93.8%	108.7%	96.8%

4.2 Fill rates trend



4.3 Overall fill rate RAG rating for the divisions / directorates for May

Division	RN Fill rates %		HCA Fill Rates%	
	Day	Night	Day	Night
April				
Surgery	96.30	93.52	86.46	91.75
Medicine	88.80	92.20	104.70	98.07
Diagnostic and Therapeutic	81.50	81.95	99.20	117.40
MSK	91.95	96.50	103.20	103.15
Theatre and Critical Care	80.90	80.80		
Women and Children	94.30	84.50	83.37	96.33
May				
Surgery	99.04	103.30	102.30	109.80
Medicine	94.46	95.76	118.51	104.04
Diagnostic and Therapeutic	88.70	90.80	99.90	103.65
MSK	92.60	97.70	97.25	104.00
Theatre and Critical Care	111.60	115.10		

Women and Children	93.18	81.60	95.78	94.70
June				
Surgery	94.66	104.40	106.68	106.58
Medicine	93.74	95.23	100.69	102.14
Diagnostic and Therapeutic	92.10	93.90	93.90	114.95
MSK	98.50	101.35	94.55	104.65
Theatre and Critical Care	90.00	81.80		
Women and Children	94.43	92.13	96.93	99.45
July				
Surgery	99.26	102.70	96.90	96.74
Medicine	92.19	95.91	114.30	106.44
Diagnostic and Therapeutic	86.25	100.90	97.25	86.90
MSK	89.70	96.25	106.35	86.05
Theatre and Critical Care	80.20	82.70		
Women and Children	103.23	88.05	96.43	94.38

Please see Appendix A down break down by ward for each month

4.4 Exceptions

Exceptions	
April	<ul style="list-style-type: none"> Amber ratings in medicine are due to increased vacancies and the use of escalation beds which resulted in an increase in planned hours thus reduced fill rate. Amber rating in Surgery is due to escalation beds in Chalkwell SAU and Balmoral ward Theatre and critical care is mitigated by reduced bed occupancy
May	<ul style="list-style-type: none"> Amber rating in Diagnostic & Therapeutic due to increased vacancy on Bedwell Haematology and Oncology Unit. Amber rating on Women & Children due to low fill rate on Neonatal Unit however this was mitigated by reduced bed/cot occupancy.
June	<ul style="list-style-type: none"> Amber rating on Theatres & Critical Care due to low fill rate on critical care however this was mitigated by reduced bed utilisation
July	<ul style="list-style-type: none"> Amber rating on Theatres & Critical Care due to low fill rate on Critical Care however this was mitigated by reduced bed utilisation Amber rating on MSK due to fill rate on Shopland ward, this was mitigated due to empty beds during weekends periods Amber rating on Women's & Children due to low fill rate on Neptune and Margaret Broom wards, this was mitigated by reduced bed utilisation.. Eastwood ward was mitigated by use of Triage Nurse and Ward Manager Amber rating on Diagnostic & Therapeutic due to fill rates on Elizabeth Lorry and Bedwell, this is due to high vacancy rate, particularly on Kitty Hubbard wards (22.11%). 2 Newly Qualified RN's will be starting in Oncology in September

3.5 Staffing v's Quality impact

Month	Staffing v's Impact
April	<p>Pressure Ulcers</p> <ul style="list-style-type: none"> • 3 Hospital acquired Grade 2 avoidable pressure ulcers were reported in Estuary, Shopland and Southbourne wards. • Staffing fill rates in all these areas were rated as green. RN agency use in these areas was below 8% <p>Falls</p> <ul style="list-style-type: none"> • 1 high and 2 moderate falls were reported in Castlepoint and Rochford wards • Castlepoint high severity fall, patient sustained fracture neck of femur and moderate fall where patient sustained a dislocated hip following surgery. • Rochford Ward, moderate severity fall where patient sustained a head wound • Early management reports are under review to confirm severity, and assess contributory factors.
May	<p>Pressure Ulcers</p> <ul style="list-style-type: none"> • There were no hospital acquired avoidable pressure ulcers reported in May. <p>Falls</p> <ul style="list-style-type: none"> • 1 high severity fall on Windsor ward.
June	<p>Pressure Ulcers</p> <ul style="list-style-type: none"> • 3 hospital acquired avoidable pressure ulcers were reported. • 1 grade 3 on Princess Anne • Grade 2 on Windsor and Castlepoint wards <p>Falls</p> <ul style="list-style-type: none"> • 1 moderate fall on Elizabeth Loury • 1 high severity fall on Estuary • 1 high severity fall on Princess Anne
July	<p>Pressure Ulcers</p> <ul style="list-style-type: none"> • 2 hospital acquired avoidable pressure ulcers were reported. • 1 grade 3 on Princess Anne • 1 Grade 2 Castlepoint Ward <p>Falls</p> <ul style="list-style-type: none"> • 3 moderate falls, 1 on Windsor and 2 on Balmoral • 1 high extreme fall on Eleanor Hobbs

4.0 Recruitment Update

- Six overseas Registered Nurses commenced with the Trust in May on the Overseas Induction Programme, 4 are EU Nurses and 2 are Philippine Nurses though one was recruited within the UK at a Recruitment day held in the Trust in April.
- The Philippine Nurses will be supported with a training programme to complete their OSCE's for NMC registration by a team from Practice Development and Critical care. In June 4 Registered Nurses commenced in the Trust, the next intake will be in September with a further 3 Registered Nurses.
- An evening recruitment event took place on 4th July, the Event was poorly attended, however 1 RN was interviewed and offered a position in the Ophthalmology Unit.

- A project has also been commenced by the Practice Development Team to assess whether staff currently working within the Trust as Healthcare Assistants who have overseas RN qualifications can be supported to become Registered Nurses. This process would involve a programme of supported teaching to pass the language testing and then an in-house programme of training for the practical OSCE NMC test.
- All Healthcare Assistants within the 3 Essex Success regime sites have been contacted to offer opportunities for development through career pathways utilising apprenticeship qualifications. These pathways could lead to Registered Nurse qualification or enhanced Healthcare Assistant roles. An open information session was held for Healthcare Assistants in the Trust on 20th June, which was well attended.
- A team went to Finland with a recruitment agency in July, 29 interviews were carried out with 27 offers made. The first candidates from this campaign are expected to start in the Trust in November. Further interviews with Registered Nurses from Finland have continued via Skype.
- A second group of Philippine Nurses commenced in the Trust and have started their induction and preparation for OSCE training.

5.0 Conclusion and further actions required

- Nursing establishment in post has decreased due to increased vacancies.
- Continue to monitor recruitment and retention particularly on Eleanor Hobbs ward.
- Wards with staffing concerns have not impacted on quality indicators.
- Monitoring should continue for all staffing measures and quality indicators.
- The newly created group recruitment and retention plan should be embraced and embedded.
- Nursing and Midwifery conference to be promoted

Diane Sarkar - Updated (amalgamated 4 individual monthly staffing reports)
Chief Nursing Officer (25/08/17)