

Board of Directors' Meeting Report – 6 March 2018

Agenda item 7i/18

Title	Safe staffing report for November and December 2017
Sponsoring Director	Diane Sarkar – Chief Nursing Officer
Authors	Denise Townsend, Director of Nursing 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 2017 & January 2018, 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
Executive Summary	
<p>November The registered nurse (RN) fill rate for days in November 2017 was 91.3% and night fill rate was 91.7%.</p> <p>4 grade 2 hospital acquired avoidable pressure ulcers were reported on Princess Anne, Westcliff, Paglesham and Stambridge Wards. All wards had overall staffing over 90% and the RCAs did not highlight staffing as a contributing factor.</p> <p>2 moderate falls were reported, 1 on Estuary ward and 1 on Balmoral ward. 1 High severity fall on Bedwell where the patient sustained a hip fracture. RCAs for these falls have been completed and staffing levels were not a factor in the fall.</p> <p>December The RN fill rate for days for December 2017 was 90.1% and night fill rate was 92.3%.</p> <p>There were 1 Hospital acquired grade 2 pressure ulcer on Rochford Ward (Respiratory Unit) fill rates were 93.2% for days and 86.8% on nights; the RCA has shown no direct correlation to staffing levels.</p> <p>Overview</p> <p>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 to achieve fill rates and maintain safe patient care.</p> <p>The Trust vacancy position for Registered Nurses has increased by 2.09 WTE from Oct to Dec, 128.34 vacant wte in Oct compared to 130.43 in Dec. Recruitment and retention strategies are in place within the Trust and continue to be a high priority.</p>	

Date Reviewed by SLT and JEG	22 February 2018
Related Trust Objective	Excellent Patient Outcomes Excellent Patient Experience Engaged and Valued Staff
Related Risk	Risk 1 - Failure to provide adequate patient safety , quality of care and patient experience due to capacity, demand and external agency stakeholder engagement Risk 4 - Inability to recruit and retain staff
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 and receive assurance from this report.	

Southend University Hospital Foundation Trust
Safer Staffing Nursing and Midwifery
November & December 2017

1.0 PURPOSE

This paper outlines the Nursing and Midwifery safer staffing for November and December 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.

RED FLAGS

Staffing is monitored centrally for the Trust by a Senior Nurse, in liaison with Matrons and Head Nurses. It is assessed against agreed staffing levels for each ward and department based upon NICE guidance of an RN ratio of 1:8 with professional judgement. Red flags are highlighted and recorded centrally where RN staffing levels have fallen below the agreed levels resulting in a reduction of 25% of RN time per shift. Following assessment of staffing levels by Senior Nurses mitigation is put in place to maintain safe staff/patient ratios as appropriate or a review of the acuity and dependency of the patients and a suitable mix of Trust staff with bank/agency nurses. Risk assessments are completed daily for areas where concerns are Red flags are unable to be mitigated and escalation beds are used.

Care Hours per Patient Day (CHPPD)

From May 2016 acute Trusts began reporting monthly CHPPD data to NHS improvement. CHPPD is calculated by adding the hours of RN's and the hours of Healthcare Support Workers (HCSW's) and dividing the total by the every 24hours of inpatient admissions. CHPPD is reported as a total and split by RN's and HCSW's to provide a picture of care and skill mix. For the purpose of this report the Actual RM CHPPD are reported, though split and total CHPPD data is reported to Unify each month.

3.0 STAFFING LEVELS

November

Staffing Measures	Previous month (1) October	November (2)	Change Month 1-2	 
Nursing establishment wte RN	872.19	880.49	8.3	
Nursing establishment wte in post RN	743.85	744.62	0.77	
Vacancy wte RN wte	128.34	135.87	7.53	
Vacancy % RN	14.71%	15.43%	0.8%	
Number of red flags raised- nerve centre & ward reported	344	274	70	
Nurse agency % of pay bill RN	7%	8%	1%	
RN Planned v actual hours used %	92.85	91.50	1.35%	
Care hours per patient day Actual – RN	4.7	4.6	0.1	

Nursing establishment has increased by 8.3 wte; this is due to the GP Nurse Navigator role of 8 wte and a 0.3 wte increase in AMU which has been included in the Accident and Emergency Department establishment.

RN vacancies have increased with particular high percentages on Eleanor Hobbs (39.49%) and Southbourne Ward (40.99%)

Red flags decreased throughout the Trust however there were areas with high numbers of Red Flags – Benfleet (Stroke Unit) reported 35 red flags, Blenheim 23, Acute Medical Service 23 and Windsor 22.

Nurse agency % of pay bill has increased by 1 %, this may be due to an increase in internal critical incident in November of 8 from 2 in October, whereby extra staff were requested for increased escalation beds. Sickness levels have been reviewed and there is no significant increase to account for the increase in Agency % of pay bill.

December

Staffing Measures	Previous month (1) November	December (2)	Change Month 1-2	↑ ↓
Nursing establishment wte RN	880.49	869.49	11.0	↓
Nursing establishment wte in post RN	744.62	739.06	5.56	↓
Vacancy wte RN wte	135.87	130.43	5.44	↓
Vacancy % RN	15.43%	15.00%	0.43%	↓
Number of red flags raised- nerve centre & ward reported	274	312	38	↑
Nurse agency % of pay bill RN	8%	7%	1%	↓
RN Planned v actual hours used %	91.50%	94.7%	3.2%	↑
Care hours per patient day Actual – RN	4.6	4.6	0	↔

Nursing establishment has decreased due to changes in 2 areas. There has been an adjustment to the Emergency department budget whereby it has returned to previous levels following a budget adjustment for the GP Nurse Navigators 8 wte which were included in November establishment. The funding for 2 wte RN posts have been moved from the MSK Castlepoint RN establishment, these posts have been changed to Band 4 position as staff within the directorate have completed a Healthcare Foundation degree and plan to continue development to become Registered Nurses. 1 further RN wte has changed in the MSK infusion service.

Nursing establishment wte in post has decreased by 5.44. However when the decrease in establishment is taken into account and these are viewed as a percentage there is 0.48% difference between the Nov and December in post totals, therefore this decrease is not significant.

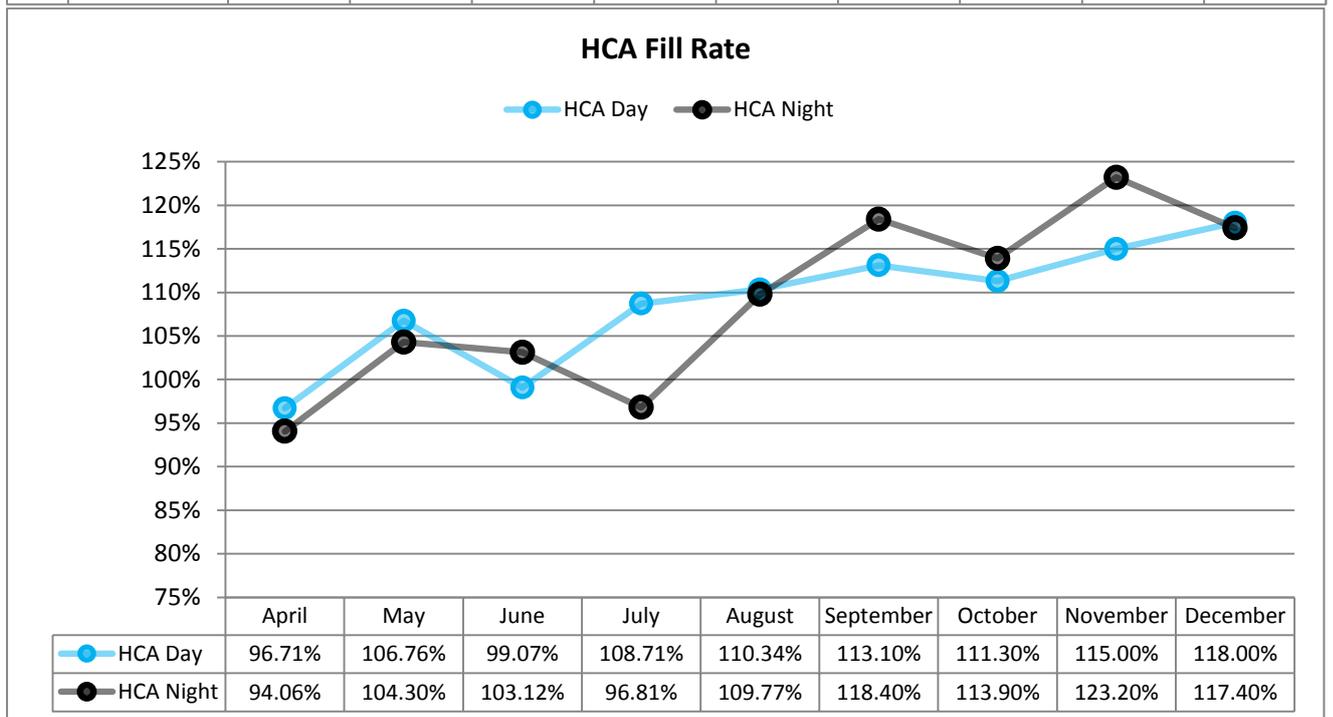
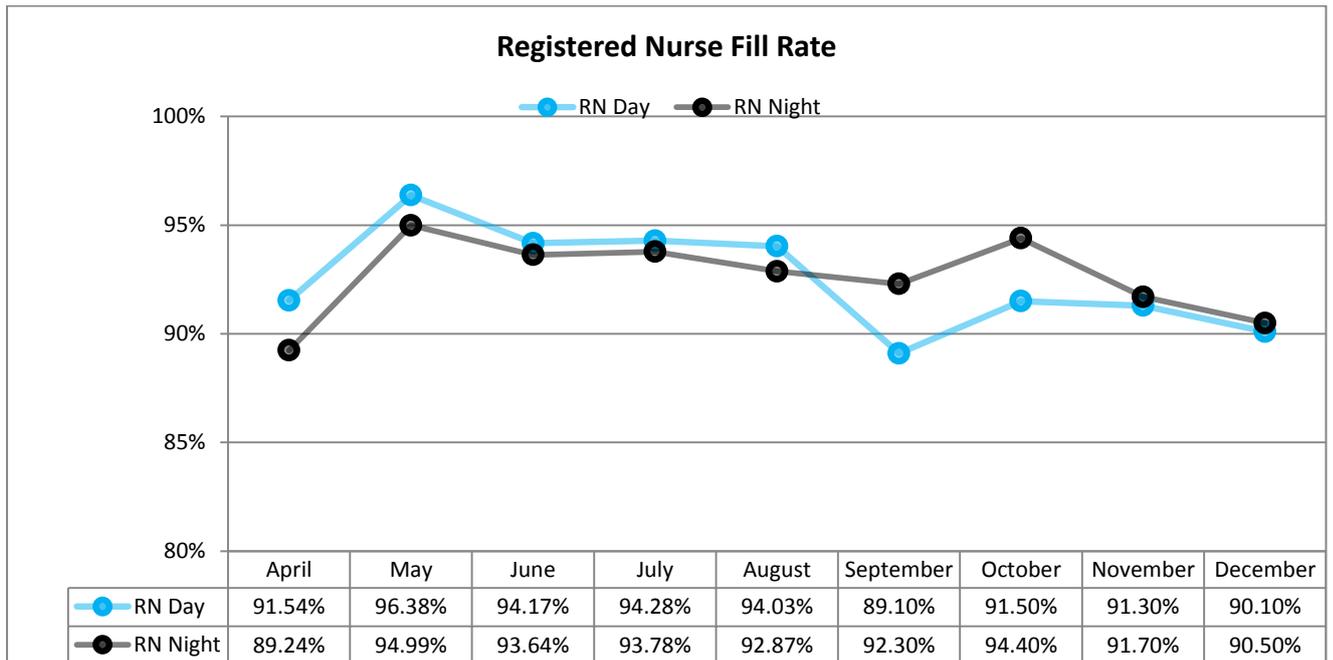
Red flags have increased due to increase in escalation beds as part of winter bed planning. Areas reporting high numbers of Red flags are Blenheim (Stroke Unit) 26 Emergency Department 25, Blenheim 25 Windsor 23 and Princess Anne 22.

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
November	91.30%	91.70%	115.00%	123.20%
December	90.10%	90.50%	118%	117.40%

4.2 Fill rates trend



4.3 Overall fill rate RAG rating for the divisions / directorates for November and, December.

Division	RN fill rate %		HCA Fill rate %	
	Day	Night	Day	Night
November				
Emergency Medicine	93.03%	90.20%	102.80%	102.70%
Surgery	95.64%	98.90%	110.70%	121.26%
Medicine	90.80%	99.98%	128.36%	130.31%
Diagnostic & Therapeutic	86.05%	94.55%	102.30%	130.85%
MSK	83.35%	98.30%	123.35%	148.65%
Theatre & Critical Care	88.30%	81.90%		
Women & Children	95.44%	81.65%	97.90%	125.05%
December				
Emergency medicine	87.42%	93.94%	106.18%	87.50%
Surgery	93.32%	104.18%	120.18%	123.44%
Medicine	89.40%	97.86%	133.13%	127.56%
Diagnostic & Therapeutic	82.50%	90.45%	95.90%	118.40%
MSK	80.65%	87.25%	112.50%	123.90%
Theatre & Critical Care	87.50%	81.60%		
Women & Children	95.70%	102.05%	113.05%	90.45%

Appendix 1 Fill rate RAG rating by Ward for November 2017
Appendix 2 Fill rate RAG rating by Ward for December 2017

4.4 Exceptions

Exceptions	
November	<ul style="list-style-type: none"> • Amber rating in Diagnostic & Therapeutic is due to a reduced fill rate in Bedwell due to a vacancy rate of 20.84% and 1 RN maternity leave. • Amber rating in MSK is due to low RN fill rates on Castlepoint and Shopland Wards, this is mitigated with the use of Band 4 Associate Practitioners and Trauma and Orthopaedic Specialist Nurses who are able to support the Wards. A skill mix review is planned for April 2018 where the staffing levels will be reviewed adjustment may be made to planned staffing to include the Band 4 AP role using professional judgement. • Theatres and critical care directorate fill rate data is taken from critical care only as staffing levels are not reported from Theatres. Critical Care has 10.06 wte RN vacancies. The amber rating is mitigated by bed utilisation and acuity and dependency. Appendix 3 is the RAG rating assessment of staffing and acuity and dependency for November. Day and night shifts have been RAG rated against staffing numbers and acuity and dependency. Of 60 day and night shifts in November, 6 are rated amber all others are green. Mitigation is provided by the Matron and Outreach team when required. • Amber rating in Women & Children is due to low fill rate in the Neonatal unit this was mitigated by low bed utilisation, and low acuity patients. Neonatal Matron has confirmed that safe staffing levels were provided when compared to patient numbers and acuity and dependency.
December	<ul style="list-style-type: none"> • Amber rating for Emergency Medicine due to a vacancy of 15.19 wte low fill rate is on the RN day shift where support is provided by Matron and Managers when required. • Amber rating in medicine is due to reduced fill rate, 83-88% on 6 of 9 medical wards on days, these shortages are mitigated by Ward managers working clinically. Night fill rates are amber on 4 of 9 wards are amber. 3 medical wards have vacancy rates above 25% - Eleanor Hobbs vacancy rate 39.49%, Stroke Unit vacancy 26.9% and Acute Medical Service vacancy rate 26.82%. • Amber rating in Diagnostic and Therapeutic directorate is due to low fill rate on days on both Wards, Ward Managers mitigate shortages at these times. • MSK is due to low RN fill rates in Castlepoint and Shopland Ward, this is mitigated with the use of Band 4 Associate Practitioners and Trauma and Orthopaedic Specialist Nurses who are able to support the Wards, as described above a skill mix review is planned for April 18. • Amber rating in Theatres and Critical care is taken from Critical Care only; vacancies in this area have remained at 10.06 wte. The rating is mitigated by bed utilisation and acuity and dependency. Attached,

	<p>appendix 4 is the RAG rating assessment of staffing and acuity and dependency for December. Of the RAG rating for day and night shifts in December 3 of the 62 shifts are rated amber, all other shifts are rated green. Mitigation is provided by the Matron and Outreach team when required.</p>
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4.5 Staffing v's Quality impact

Month	Staffing v's Impact
November	<p>Pressure Ulcers</p> <p>4 hospital acquired avoidable grade 2 pressure ulcers were reported.</p> <ul style="list-style-type: none"> grade 2 Westcliff, Paglesham, Princess Anne and Stambridge Wards <p>Falls</p> <p>2 moderate severity falls,</p> <ul style="list-style-type: none"> 1 on Estuary Ward, the patient had an unwitnessed fall and suffered a laceration to the head 1 on Balmoral Ward, the patient had an unwitnessed fall and suffered a fractured humerus <p>1 high severity fall</p> <ul style="list-style-type: none"> Patient was found in the middle of the bay, complained of severe hip pain and found to have hip fracture. <p>All the RCAs for these have been completed and no direct correlation to staffing levels and the incident have been found.</p>
December	<p>Pressure Ulcers</p> <p>1 hospital acquired avoidable pressure ulcers</p> <ul style="list-style-type: none"> 1 grade 2 on Rochford Ward (Respiratory Unit) <p>Falls</p> <p>No Moderate falls or high severity falls.</p> <p>All the RCAs for these have been completed and no direct correlation to staffing levels and the incident have been found.</p>

4.6 Recruitment Update

The first candidate from the Finland recruitment campaign started in November, he is now working as part of the team on Stambridge ward as a Registered Nurse. No overseas RN's

were expected in December. 7 Registered Nurses commenced in the Trust at the start of Jan, 2 from the Philippines, 2 from Finland and 3 others from other routes such as the Recruitment day and directly via the Trust Recruitment process. Interviews with Registered Nurses from overseas Nursing Agencies continue via Skype.

The team from Practice Development and Critical Care have continued to provide induction and preparation for OSCEs (Objective Structured Clinical Examination) for NMC registration. Since July, a total of 9 Philippine Nurses have commenced in the Trust, 8 of these have been successful in the examination giving pass rate of 88.8%. The Recruitment department and the Practice development team are now receiving applications from Nurses who have not been successful in passing the practical exam in other areas of the UK and seeking support to become Registered Nurses and direct applications prior to their first OSCE attempt. A process commencing and transferring sponsorship is being developed with recruitment. Since the end of November 11 applications have been received via this route, interviews have been carried out via Skype; offers have been made to all 11 candidates.

Assessment of healthcare assistants working within the trust who were previously registered nurses overseas has continued with language testing to assess suitability for IELTS (International English Language Testing System) training with Anglia Ruskin University along with language training. The Nursing and Midwifery Council announced during this period that there is an alternative language test that candidates can sit called Occupational English Testing (OET) it is hoped this will prove more achievable for candidates currently living and working in the UK.

5.0 Conclusion and further actions required

- There has been a decrease of 4.09 WTE in post from Oct to Dec.
- Recruitment and retention remains a high priority and risk with the current vacancies; with recruitment campaigns in place incorporating overseas Registered Nurses, Newly qualified Nurses and Trust recruitment days. In addition to this we are participating in an NHI Retention initiative across the 3 sites. The action plan for this has been developed and is being progressed via our retention committee.
- Daily monitoring continues for all staffing measures and quality indicators.