

Meeting: CQRG
Date: September 2017

Agenda Item:

Monthly Report on Nurse Levels for August 2017

Key Risks -

Clinical: The delivery of safe, high quality care is a fundamental to objective of the Trust. This paper reports on the shift by shift information required as part of the “Hard Truths”.	Business: Failure to deliver on safe, high quality care may impact on the hospital of choice.
Environmental:	Finance and Performance: Failure to deliver on safe, high quality care may impact on the hospital of choice.
Reputation: Failure to deliver high quality care may impact on reputation.	Legal: None
Resource Required:	
Cross Reference to Trust Strategic Priorities and Objectives: Clinical and Service Excellence	
Legal and Regulatory Implications/Equality and Diversity issues: None	
Trust Values and Behaviours consideration and impact: Kind – Respectful and compassionate: Professional – Follows and shares best Practice.	

Recommendation

The Finance and Performance Committee is asked to note the shift by shift information.

Requested Action

None

Summary

This paper is the monthly report of the nurse staffing levels on a shift by shift basis for the planned and actual staffing levels. This paper outlines the Trust’s position on the mandatory submission for nursing fill rates to the Department of Health via UNIFY, highlighting key areas of risk and the mitigation taken at directorate level. The paper includes an over view by division of their staffing position for trained and untrained staff and the turnover.

BACKGROUND

The Trust is required to submit data monthly to Unify, detailing ward nursing and midwifery staffing fill rates and bed days; this information 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

STAFFING LEVELS

The data below highlights the funded and in post vacancy rates within the nursing directorate. There is a continued trend and increase in vacancy since April 2017. Of concern is that vacancy rate within the inpatient areas is now reaching 25%.

The stroke units is a hotspot partially due to the uplift in staffing which is yet to be filled by recruitment, the emergency department and also Danbury ward are also areas of concern.

All Nursing (RN/HCA)

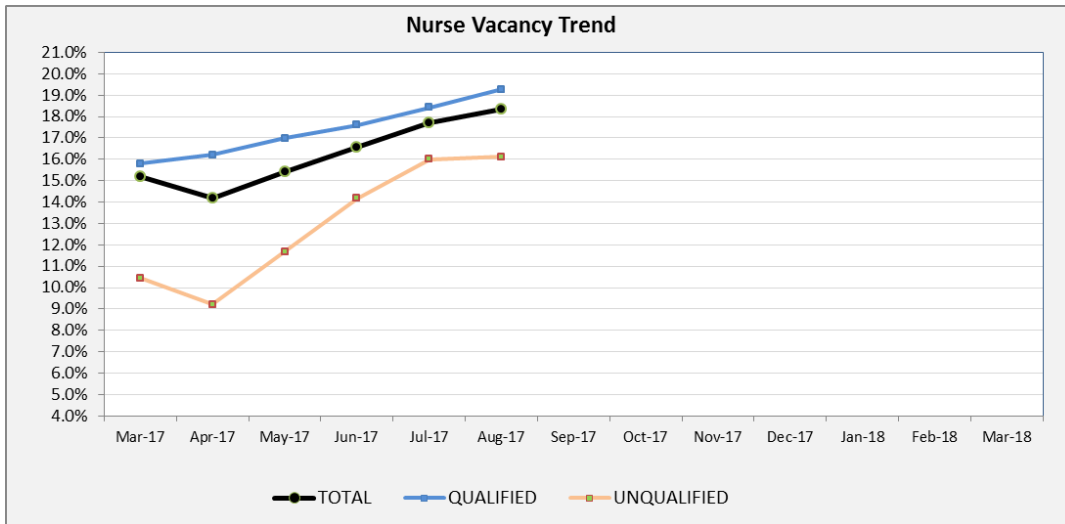
AREA	Funded	In Post	Vacant	%
WARDS	1050.19	824.09	226.10	21.5%
THEATRES	419.01	353.64	65.37	15.6%
ALL OTHER	690.31	585.81	104.50	15.1%
TOTAL	2159.51	1763.53	395.98	18.3%
LAST REPORT TOTAL	2156.52	1774.67	381.85	17.7%

RNs

AREA	Funded	In Post	Vacant	%
WARDS	660.36	497.31	163.05	24.7%
THEATRES	317.90	267.39	50.51	15.9%
ALL OTHER	542.90	463.34	79.56	14.7%
TOTAL	1521.16	1228.04	293.12	19.3%
LAST REPORT TOTAL	1514.98	1235.84	279.14	18.4%

HCA's

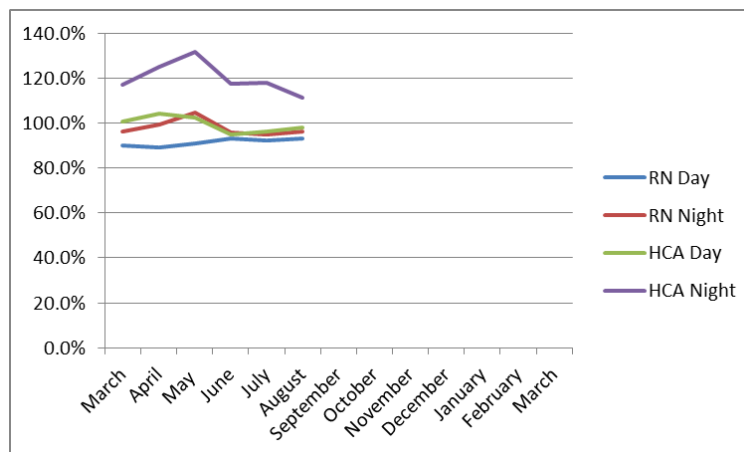
AREA	Funded	In Post	Vacant	%
WARDS	389.83	326.77	63.06	16.2%
THEATRES	101.11	86.24	14.87	14.7%
ALL OTHER	147.41	122.48	24.93	16.9%
TOTAL	638.35	535.49	102.86	16.1%
LAST REPORT TOTAL	641.54	538.83	102.71	16.0%



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

RN day	RN night	HCA day	HCA night
93.1%	96.2%	97.8%	111.1%

Cumulative Fill rates



While it is noted that there is a continued trend in vacancy increased, fill rate thus far has not started to decrease for inpatient areas.

Overall fill rate RAG rating for the divisions / directorates for month

Division	Registered Nurses				HCA			
	Previous		Current Month		Previous		Current Month	
	Day	Night	Day	Night	Day	Night	Day	Night
Medicine	101.1%	127.2%	92.8%	97.7%	100.9%	126.5%	98.6%	110.9%
Surgery	94.2%	120.9%	98.3%	101.1%	99.0%	121.5%	101.8%	119.3%
Women & Children	79.0%	92.0%	85.5%	84.6%	78.3%	94.4%	96.5%	109.2%

Fill Rate Variance report by ward

The table below demonstrates a break down or areas and associated RAG ratings of those that trigger Amber or Red alerts.

Ward Unit	Day		Night		Reason	Impact	Mitigation
	Average Fill Rate RN %	Average Fill Rate HCA %	Average Fill Rate RN %	Average Fill Rate Care Staff %			
SEW (GBBK)	92.6%	80.7%	98.8%	101.0%	vacancy rate	nil	
Goldhanger Ward E222	86.9%	106.4%	98.9%	120.6%	vacancy rate	nil	Early RN shifts covered by ward manager. Staffing ratio and patient dependency reviewed at safety huddle matrons supporting as necessary
John Ray Ward E323	94.2%	97.1%	86.0%	101.0%	vacancy rate	nil	Staff moved within the directorate as required
Felsted (A207)	88.9%	94.5%	98.8%	98.4%	vacancy rate	nil	Day shift shortfall mitigated with 2 new band 6 on supernumerary shifts and SSR on supervisory. Staffing ratio and patient dependency reviewed at safety huddle matrons supporting as necessary
Stroke Unit E125	85.3%	104.3%	96.7%	117.3%	increased vacancy rate since uplift	nil	SSR supporting week day earlies. Shortfall due to uplift which is currently out to recruitment. Staffing ratio and patient dependency reviewed at safety huddle matrons supporting as necessary
Mayflower (BADB)	91.9%	46.0%	98.9%	94.0%	Roster template inaccuracy	nil	50% of shifts not sent to fill as filled by a band 4. Reviewed with Matron no safety concerns
Birthing Unit A402	81.9%	n/a	96.6%	N/a	Staffing shortfall	nil	Midwifery staff moved within the directorate to ensure delivery of all services. WJC closed over night through August
A4.4 Neonatal Unit (WF 405)	72.8%	54.6%	67.8%	102.7%			
A4.3 Postnatal Ward (WF404)	86.3%	72.3%	98.3%	98.4%			
St Peters Maternity	92.8%	68.4%	101.5%	100.3%			
WJC Maternity	82.9%	76.4%	19.6%	25.8%			
Gosfield (EACD)	91.2%	86.0%	100.0%	90.8%	vacancy rate		Shortfall mitigated within directorate when required
Phoenix Ward E122	82.1%	91.1%	78.5%	92.3%	vacancy rate	nil	

Fill rates: Overall Trust position and CHPPD

Ward name	Day				Night				Day		Night		Care Hours Per Patient Day			
	Registered midwives/nurse		Care Staff		Registered midwives/nurse		Care Staff		Average fill rate - RN/RMN (%)	Average fill rate - care staff (%)	Average fill rate - RN/RMN (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23:59 each day	RN/RMN	Care Staff	Overall
	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								
Phoenix Ward	3179.25	2610.75	1001	912.25	2403.5	1886.5	713	658.25	82.1%	91.1%	78.5%	92.3%	334	13.5	4.7	18.2
Heybridge	2262.5	2045.75	1282.5	1823	1434.5	1368.25	736	940.25	90.4%	142.1%	95.4%	127.8%	968	3.5	2.9	6.4
Rayne	2244	2433	1120	1131	1426	1724.75	711.25	813.25	108.4%	101.0%	121.0%	114.3%	918	4.5	2.1	6.6
Goldhanger	1521.83	1322.83	1505	1600.83	1066.25	1054	713	860	86.9%	106.4%	98.9%	120.6%	829	2.9	3.0	5.8
Notley Ward	1694.5	1695.25	1308.5	1705.5	1068.75	1033.5	711.75	1029.5	100.0%	130.3%	96.7%	144.6%	764	3.6	3.6	7.2
Lister	1133	1092.75	940.917	1217.17	1069.5	1046.5	713	1205	96.4%	129.4%	97.8%	169.0%	609	3.5	4.0	7.5
John Ray	1506.5	1419.75	1312	1273.5	1069.5	919.25	713	720.25	94.2%	97.1%	86.0%	101.0%	598	3.9	3.3	7.2
ESS	2215	2195.75	1600	1612.75	1298	1332	1023	1263.25	99.1%	100.8%	102.6%	123.5%	922	3.8	3.1	6.9
EAU	3380.25	3165.08	2433.5	2275.5	2042	2032.25	1571	1616.5	93.6%	93.5%	99.5%	102.9%	755	6.9	5.2	12.0
GICU	6153.5	5804.42	372	369.5	5204.52	4902.5	168	156.5	94.3%	99.3%	94.2%	93.2%	419	25.6	1.3	26.8
Danbury	1892.82	1733.08	1540	1507	1069.5	1071.25	1069.5	1061.75	91.6%	97.9%	100.2%	99.3%	983	2.9	2.6	5.5
Terling	1887.5	1771	1512	1442.5	1069.5	1070.5	713	722	93.8%	95.4%	100.1%	101.3%	949	3.0	2.3	5.3
Baddow	1528.5	1425.33	1510.25	1447.25	1069.5	1069.5	713	820.5	93.3%	95.8%	100.0%	115.1%	802	3.1	2.8	5.9
Braxted	1503	1433.5	1509	1524	1069.5	1046.5	713	951.75	95.4%	101.0%	97.8%	133.5%	801	3.1	3.1	6.2
Felsted	1623.42	1443.5	1164.5	1100.5	1069.5	1056.5	713	701.5	88.9%	94.5%	98.8%	98.4%	610	4.1	3.0	7.1
Stroke Unit	1879.25	1603	1497.48	1561.75	1413.5	1366.25	711.75	834.75	85.3%	104.3%	96.7%	117.3%	672	4.4	3.6	8.0
Burns ITU	2141.5	2142	371.5	388	1743	1745.5	304.5	304.5	100.0%	104.4%	100.1%	100.0%	73	53.3	9.5	62.7
Burns Adult	1103.5	1109.5	522	496	651	661.5	430.5	430.5	100.5%	95.0%	101.6%	100.0%	91	19.5	10.2	29.6
Burns Children	775.5	775.5	519.5	483.5	651	651	0	42	100.0%	93.1%	100.0%	-	60	23.8	8.8	32.5
Stock	1924	1889.5	1180	1319	1480.5	1459.5	336	460	98.2%	111.8%	98.6%	136.9%	731	4.6	2.4	7.0
Billericay	2044.5	2144.25	1043.5	1041.5	1302	1462.5	651	680	104.9%	99.8%	112.3%	104.5%	656	5.5	2.6	8.1
Birthing Unit	1115.75	913.92	0	0	744	718.75	0	0	81.9%	-	96.6%	-	102	16.0	0.0	16.0
Neonatal	2015.25	1467	354.25	193.25	2038.25	1381	356.5	366	72.8%	54.6%	67.8%	102.7%	427	6.7	1.3	8.0
Postnatal	1513.5	1306.25	972.5	703.25	1116	1096.5	742.5	730.5	86.3%	72.3%	98.3%	98.4%	770	3.1	1.9	5.0
Delivery Suite	2711	2542.5	774.5	702.75	2604	2527.25	738	668	93.8%	90.7%	97.1%	90.5%	230	22.0	6.0	28.0
St Peters	1807.5	1677.5	909	621.83	341	346	341	342	92.8%	68.4%	101.5%	100.3%	82	24.7	11.8	36.4
WJC Maternity	1556.5	1289.75	726	554.5	372	73	372	96	82.9%	76.4%	19.6%	25.8%	0	-	-	-
Mayflower	1798.5	1652.25	1580	727	976.5	966	651	612	91.9%	46.0%	98.9%	94.0%	528	5.0	2.5	7.5
Gosfield	1273	1160.5	801	688.5	682	682	594	539.25	91.2%	86.0%	100.0%	90.8%	306	6.0	4.0	10.0
SEW (GBBK)	1407.5	1302.75	1075	867	1067.75	1054.75	724.5	731.75	92.6%	80.7%	98.8%	101.0%	532	4.4	3.0	7.4

Ward Sisters Supervisory Time

The table below demonstrates the % of time that ward sisters have worked in the supervisory role. A task and finish group will develop the outcome criteria for the role.

Date Period	August 2017
Unit	Percentage of Contracted Admin Hours
A4.3 Postnatal Ward (WF404)	22.58%
A4.4 Neonatal Unit (WF 405)	0.00%
Baddow Ward C250	18.97%
Billericay Ward E321	54.50%
Birthing Unit A402	17.37%
Braxted Ward C251	31.31%
Burns Childrens Ward E225	5.65%
Burns ITU E220	1.65%
Danbury Ward A302	28.60%
Delivery Suite A402	10.77%
Acute Medical Unit	43.66%
ESS Ward A207	9.03%
Felsted Ward A205	27.10%
GICU	11.44%
Gosfield Ward	29.81%
Heybridge Ward A303	34.32%
John Ray Ward E323	24.24%
Lister Ward C451	15.81%
Mayflower Ward E322	32.45%
Notley Ward E223	25.74%
Phoenix Ward E122	64.55%
Rayne Ward A304	52.99%
St Peters Maternity	62.93%
Stock Ward E320	48.47%
Stroke Unit E125	35.38%
Terling Ward A305	33.42%
WJC Maternity	57.81%

5. Recruitment update

Local Recruitment

- 4.67 HCAs commenced employment in August 2017
- 14.80 HCAs have confirmed start dates for September and October 2017.
- 17.80 HCAs have received conditional offer letters and are anticipated to start between October 2017 and November 2017.
- 3.94 Band 5 RGNs commenced employment in August 2017
- 29.00 Band 5's have confirmed start dates for September and October 2017.
- 26.37 RGNs have received conditional offer letters and are anticipated to start between October 2017 and November 2017.

European Recruitment

Kate Cowhig Recruitment agency

Italy recruitment campaign for Theatres 22nd August 2016

- Of the 5 nurses who commenced employment on 17 October 2016, one nurse who achieved IELTS Level 7 is now on HealthRoster as a registered nurse
- The remaining 5 nurses resat their IELTS in May 2017 but were not successful

Italy recruitment campaign 5th & 6th December 2016

- Of the 13 nurses who commenced employment January, February and March 2017, 12 sat their first IELTS 3rd June 2017
- All 12 nurses were unsuccessful, and are preparing to resit
- 1 nurse commenced IELTS preparation 21st March 2017, and needs to book their test.

Ongoing Recruitment

- 3 nurses commenced employment with MEHT 26th June 2017
- All 3 are required to achieve IELTS for NMC registration, and will commence their IELTS preparation through ARU 11th July 2017
- 1 nurse with NMC registration will commence employment with MEHT 17th July 2017

Medacs Recruitment Agency

An additional nurse from Italy, with NMC registration, has been offered a conditional offer through. The nurse is, through her choice, currently renewing her registration through Revalidation with the NMC prior to arrival in the UK.

As the planned IELTS preparation has completed with ARU, the lead for Nurse Recruitment is exploring the possibility of ongoing support to the nurses with IELTS preparation through either ARU or an external source

International Recruitment

There are 43 nurses in the recruitment process.

Kate Cowhig Recruitment

There are 3 nurses in the recruitment process

- 2 nurses have received their NMC decision letter: Recruitment will apply for one Certificate of Sponsorship (CoS) by July 5th deadline with an estimated

commencement date of 4th September 2017. Recruitment will apply for the second CoS by 5th August deadline as notified of NMC decision end of June

- Remaining nurse is awaiting their NMC decision letter

MSI recruitment Agency

There are 13 nurses in the recruitment process with an additional 2 on hold

- One nurse due to commence employment 26th June has been delayed due to a visa delay and therefore will commence employment 10th July 2017
- 3 nurses have now passed IELTS with: 1 nurse passing their NMC Computer based test (CBT) and is preparing documents for their NMC process, 1 nurse due to sit her CBT 17.7.17, and remaining nurse preparing for their CBT

Medacs Recruitment Agency

There are 27 nurses in the recruitment process

Pre- campaign:

- 7 nurses in recruitment process
- Recruitment has applied for one CoS, and the nurse is estimated to arrive August 2017
- 2 nurses have both passed IELTS, with one of the nurses also achieving their NMC CBT

Recruitment campaign in Abu Dhabi, March 2017

20 nurses in the recruitment process.

- 4 nurses have achieved their IETLS: 1 nurse has also achieved their CBT, with 2 nurses in the CBT review process. The remaining nurse will resit their CBT September 2017 following 2 unsuccessful attempts
- Remaining 16 nurses are currently in the process of retaking their IELTS

Nurse and HCA Turnover by Division - 12 Months to August 2017

Nurse or HCA	DIVISION	Average WTE	Leavers WTE	Turnover
HCA's	DIVISION 1 - MED & EMER CARE	173.77	16.87	9.71%
HCA's	DIVISION 2 - SURGICAL	138.10	9.67	7.00%
HCA's	DIVISION 3 - CLINICAL SUPPORT	88.04	8.77	9.97%
HCA's	DIVISION 4 - W & C	53.35	7.15	13.40%
HCA's	OPERATIONAL SUPPORT	20.12	4.20	20.87%
HCA's Trust Total		473.38	46.65	9.86%
Nurses and Midwives	CORPORATE	23.74	1.00	4.21%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	280.74	13.96	4.97%
Nurses and Midwives	DIVISION 2 - SURGICAL	331.03	26.63	8.04%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	326.53	25.66	7.86%
Nurses and Midwives	DIVISION 4 - W & C	241.57	14.50	6.00%
Nurses and Midwives	OPERATIONAL SUPPORT	26.67	4.03	15.10%
Nurses and Midwives Trust Total		1230.28	85.77	6.97%

STAFFING Vs QUALITY IMPACT

Ward	Pressure Ulcers HA	Falls	FFT Score
SEW	0	1	93%
Goldhanger	0	17	75%
John Ray	0	1	93%
Felsted	1 x G2	2	83%
Stroke Unit	0	4	95%
Neonatal Birthing Unit	0	N/A	N/A
Birthing Unit	0	N/A	91%
Postnatal Ward	0	N/A	77%
St Peters	0	N/A	N/A
WJC Maternity	0	N/A	N/A
Phoenix Ward	0	N/A	96%
Gosfield	0	0	82%

There has been significant falls within Goldhanger within this period. There has been concentrated focus on this ward from the falls prevention CNS. Following a review of the environment of the ward, a new innovative approach to responding to falls, there have been 13 days of no falls within September. In addition significant concerns regarding the environment and estate have been raised to further reduce the likelihood of falls occurring.

F&F data now being captured within all inpatient areas via text message which is increasing feedback from patients.

Incident reports and red flags

In August 2017, 39 incidents were reported with the specific category 'Staffing Issues', 14 of these fell within red flag criteria.

In total 18 incidents reported in August fell within red flag criteria and all are recorded as resulting in no or low harm.

ED Paediatrics

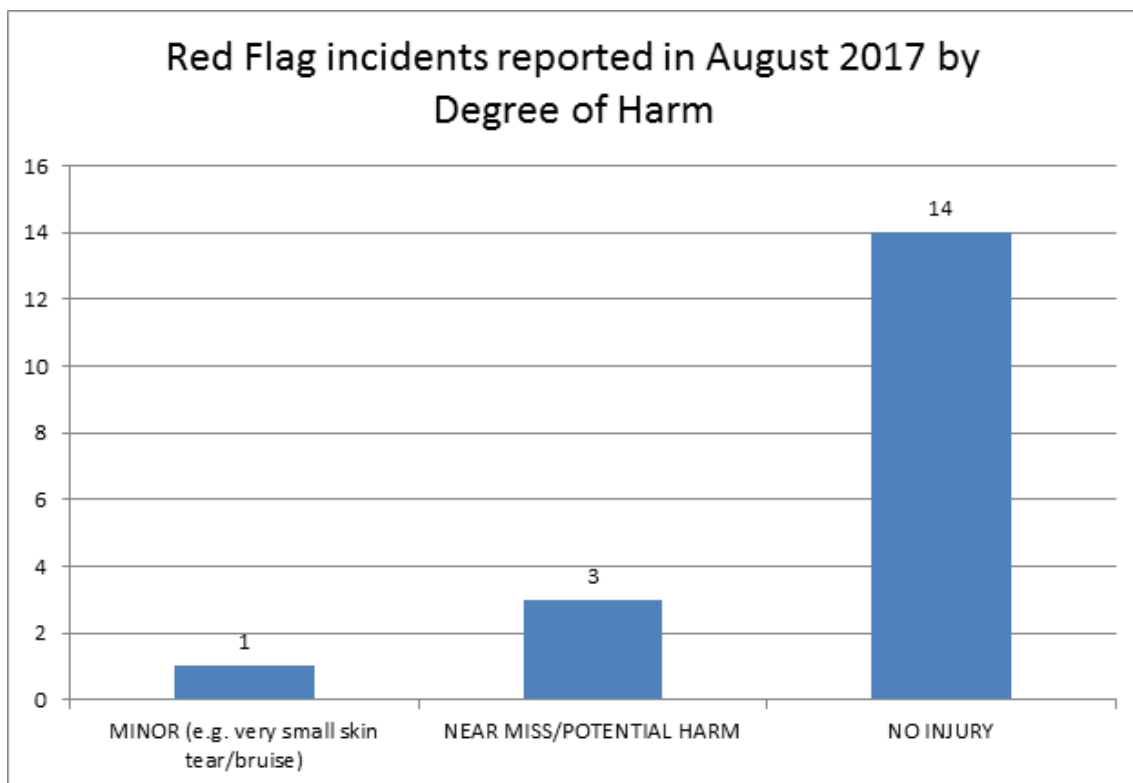
One incident was reported relating to ED Paediatrics where a member of agency staff did not arrive for shift leaving one trained nurse on duty (WEB5254).

Birthing Unit Closures

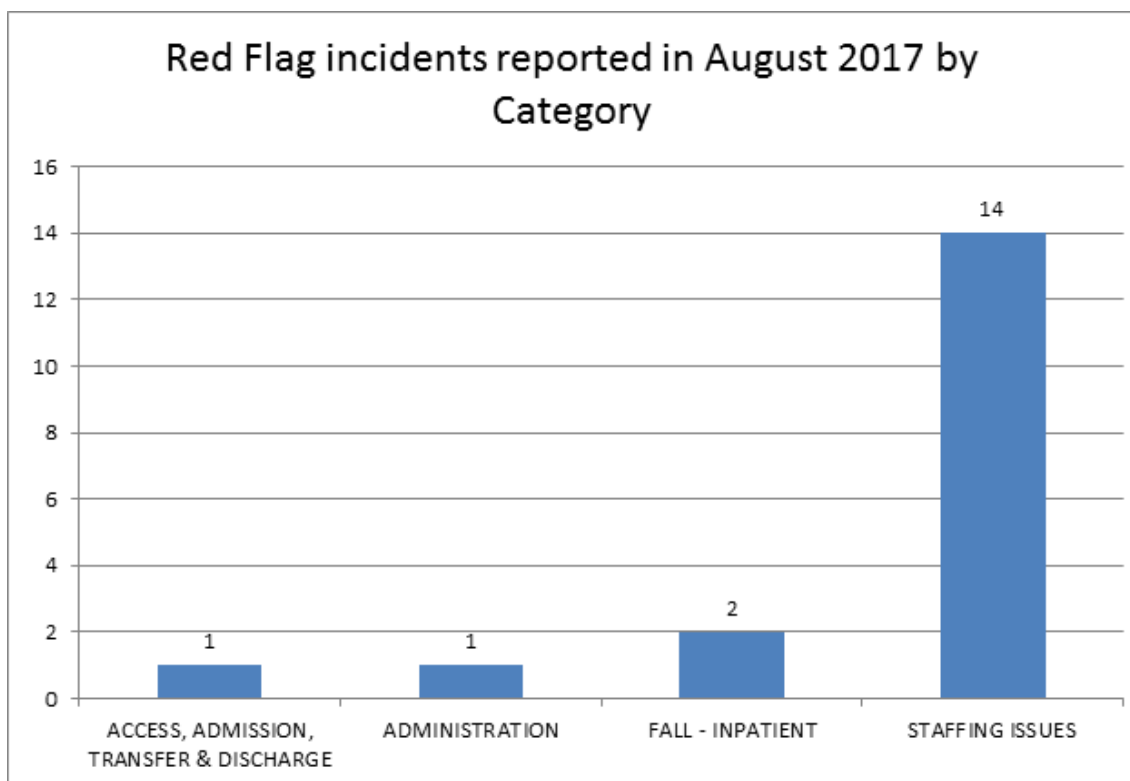
WJC closed overnight through August due to staffing levels.

August 2017	
Incidents reported where the category was 'Staffing Issues'	39
Incidents reported where the category was 'Staffing Issues' and Red Flag criteria was met	14
Red Flag (where staffing issues or skill mix was a contributing factor – all recorded categories)	18
Of those the degree of harm:	
Near miss	3
No injury	14
Minor/Minimal	1
Major/Severe	0
Moderate	0

The graph below details the Red Flag incidents by degree of harm



The graph below details the incidents by Category selected on Datix.



Sub Categories of issues relating to staffing numbers

- 3 x Shortage of staff affecting safe care
- 2 x Falls
- 2 x lack of staff due to sickness/annual leave
- 1x Unprofessional attitude
- 3 x Unprofessional standard of care
- 1 x Transfer unsafe
- 2 x other

Conclusion and further actions required

Recruitment challenges remain within the nursing sector. Overseas nurse recruitment has continued however due to changes in the application process less nurses are landing within MEHT as previously experienced. This is mainly affected by the high score required in the English language test. The NMC is being lobbied about this by professional groups.

Staffing is reviewed daily by Matrons and ACNS and mitigation processed activated when temporary staffing measure are not achieved. Areas with low fill rate for this month do not appear to have adversely affected quality patient care.

Further actions

- A project group will be set up with PMO support to explore staffing efficiencies with PMO support
- Data from recruitment requested to understand the increase in percentage of leavers over the past month.
- ADNs working closely with the HRD and DON to review how the overseas nursing budget is spent. The drive is to use this money to attract people into the Trust with post registration course, due to the reduction in CPD monies being allocated to the Trust this is seen as positive action.

- Developing 5/6 roles which enable staff to develop into a higher band when the NNU course has been completed.
- Promoting work across the 3 hospitals to attract staff so that rotations across areas can be recruited to.
- Surgical directorate open day scheduled for October 2017
- 2 RNs were recruited from the medical open day in September

Daniel Spooner, Deputy Director of Nursing

Lyn Hinton, Director of Nursing

August 2017