

**Meeting:** CQRG  
**Date:** October 2017

**Agenda Item:**

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## Monthly Report on Nurse Levels for October 2017

### Key Risks -

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<b>Clinical:</b> 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”.	<b>Business:</b> Failure to deliver on safe, high quality care may impact on the hospital of choice.
<b>Environmental:</b>	<b>Finance and Performance:</b> Failure to deliver on safe, high quality care may impact on the hospital of choice.
<b>Reputation:</b> Failure to deliver high quality care may impact on reputation.	<b>Legal:</b> None
<b>Resource Required:</b>	
<b>Cross Reference to Trust Strategic Priorities and Objectives:</b> Clinical and Service Excellence	

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**Legal and Regulatory Implications/Equality and Diversity issues:** None

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**Trust Values and Behaviours consideration and impact:** Kind – Respectful and compassionate: Professional – Follows and shares best Practice.

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### 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. Of concern is that vacancy rate within the inpatient areas is now reaching 25%. There is a decrease in vacancy for qualified nurses for this period and reflects the intake of student nurses with the September qualifying cohort.

Areas of continuing concern include the Emergency department, Stroke unit and Danbury ward. Surgical areas historically well-staffed are beginning to increase their vacancy rates. Areas of concern include John Ray and Rayne ward

### ALL NURSING - QUALIFIED & UNQUALIFIED

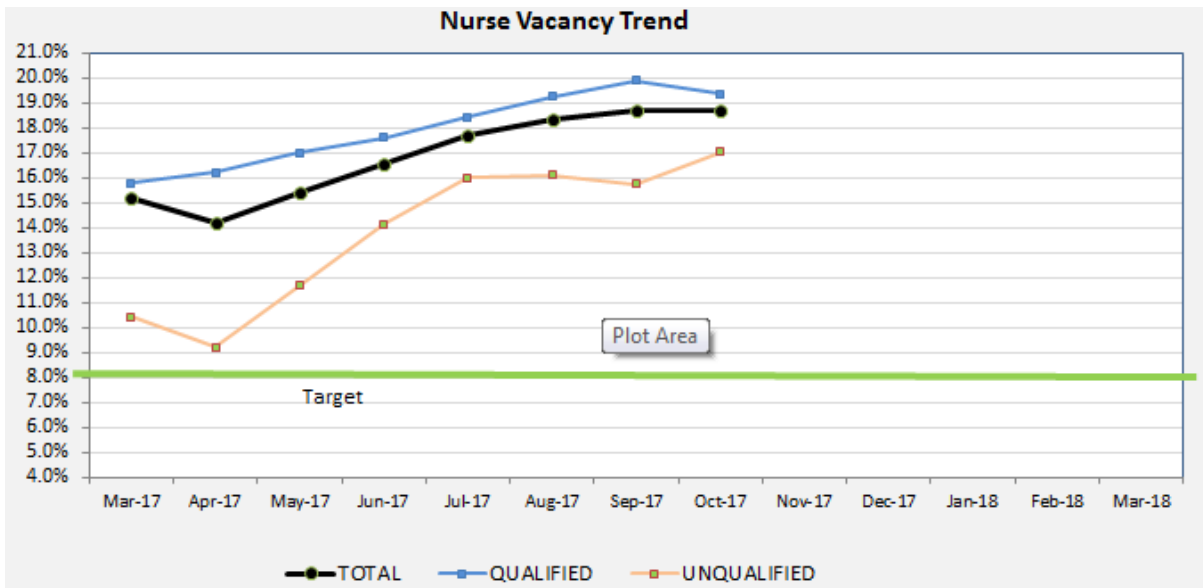
AREA	Funded	In Post	Vacant	%	Last Month
WARDS	1055.56	818.72	236.84	22.4%	21.8%
THEATRES	420.07	353.44	66.63	15.9%	16.6%
ALL OTHER	694.31	592.56	101.75	14.7%	15.2%
<b>TOTAL</b>	<b>2169.94</b>	<b>1764.72</b>	<b>405.22</b>	<b>18.7%</b>	18.7%
LAST REPORT TOTAL	2161.38	1757.69	403.69	18.7%	

### QUALIFIED ONLY

AREA	Funded	In Post	Vacant	%	%
WARDS	665.66	496.43	169.23	25.4%	25.1%
THEATRES	318.95	267.31	51.64	16.2%	17.5%
ALL OTHER	545.90	470.49	75.41	13.8%	15.0%
<b>TOTAL</b>	<b>1530.51</b>	<b>1234.23</b>	<b>296.28</b>	<b>19.4%</b>	19.9%
LAST REPORT TOTAL	1523.62	1220.42	303.20	19.9%	

### UNQUALIFIED ONLY

AREA	Funded	In Post	Vacant	%	%
WARDS	389.90	322.31	67.59	17.3%	16.2%
THEATRES	101.12	86.11	15.01	14.8%	13.8%
ALL OTHER	148.41	122.07	26.34	17.7%	15.9%
<b>TOTAL</b>	<b>639.43</b>	<b>530.49</b>	<b>108.94</b>	<b>17.0%</b>	15.8%
LAST REPORT TOTAL	637.76	537.27	100.49	15.8%	



TREND % VACANCY	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
QUALIFIED	15.8%	16.2%	17.0%	17.6%	18.4%	19.3%	19.9%	19.4%
UNQUALIFIED	10.4%	9.2%	11.7%	14.2%	16.0%	16.1%	15.8%	17.0%
TOTAL	15.2%	14.2%	15.4%	16.6%	17.7%	18.3%	18.7%	18.7%

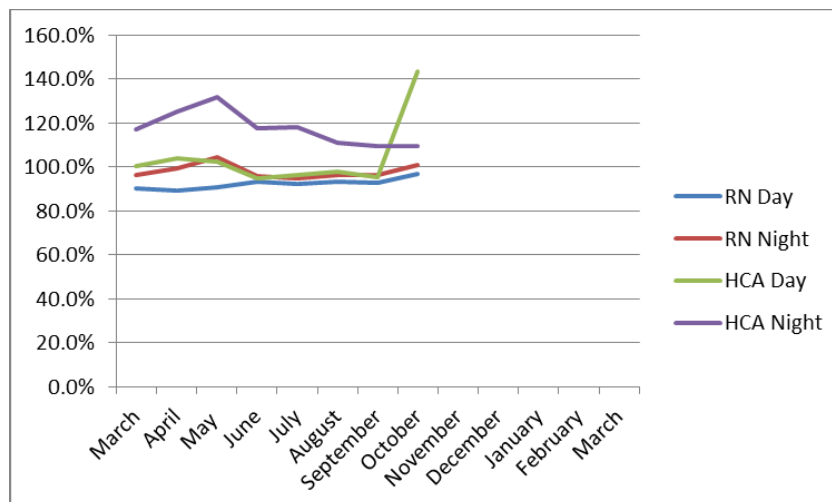
### Fill Rates

The following data illustrates fill rates of expected staff levels including temporary staff within these figures. Data taken from Unify report

#### Overall Trust position

RN day	RN night	HCA day	HCA night
96.8%	100.8%	143%	109.3%

### Cumulative Fill rates



Fill rates have improved for RN this month and this is reflected in the off framework agency usage.

**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	92.8%	97.7%	95.2%	101.4%	98.6%	110.9%	101.6%	114.3%
Surgery	98.3%	101.1%	102.8%	104.3%	101.8%	119.3%	235.3%	114.9%
Women & Children	85.5%	84.6%	90.8%	94.9%	96.5%	109.2%	83.9%	89.0%

An increase use of HCA has been observed within surgery this is due to over recruitment due to EU nurses waiting NMC registration working with HCA roles. The division has been tasked to assist areas with shortfall during this transition period to avoid over establishment

**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

No Areas had a fill rate below 90% in this period for Registered Nurses. Other than Phoenix ward and Gosfield ward. These are within the Women and Children’s Directorate (Division 4). Resources are reviewed daily by the Associate Director of Nursing and mitigation is spread within the directorate. Sew Also fell below 90% for HCAs on day. However Band 4 practitioners where on these dates that would compensate for this shortfall

## Fill rates: Overall Trust position and CHPPD

Ward name	Day				Night				Day		Night		Care Hours Per Patient Day (CHPPD)			
	Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23:59 each day	Registered midwives/nurses	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	2,940.42	2567.667	1000.5	993	2124.667	2077.083	711	678.5	87.3%	99.3%	97.8%	95.4%	464	10.0	3.6	13.6
Heybridge	2265	2236.17	1283.5	17740.8	1426	1422.75	724.5	927.75	98.7%	698.0%	99.8%	128.1%	951	3.8	19.6	23.5
Rayne	2,242.00	2282.833	1098.333	1296.833	1426	1577.333	713	781.8333	101.8%	118.1%	110.6%	109.7%	925	4.2	2.2	6.4
Goldhanger	1,513.25	1627.75	1509.25	1676.25	1069.5	1254.75	713	878.75	107.6%	111.1%	117.3%	123.2%	802	3.6	3.2	6.8
Notley	1,694.50	1647.5	1307.5	1536.75	1069.5	1057.417	713	802.25	97.2%	117.5%	98.9%	112.5%	740	3.7	3.2	6.8
Lister	1,128.50	1102.5	945.5	933.25	1069.5	1039	713	1027.75	97.7%	98.7%	97.1%	144.1%	554	3.9	3.5	7.4
John Ray	1,403.50	1344.1	1323.5	1229.25	931.5	874.75	713	655.75	95.8%	92.9%	93.9%	92.0%	469	4.7	4.0	8.8
ESS	2,328.50	2183	1589	1716.5	1364	1352.5	1023	1218	93.8%	108.0%	99.2%	119.1%	873	4.0	3.4	7.4
EAU	3,296.50	3160.167	2377.5	2265.5	2061	2040.083	1605	1654.667	95.9%	95.3%	99.0%	103.1%	691	7.5	5.7	13.2
GICU	5,925.50	5354	343	229.25	4683	4410.5	178.5	189	90.4%	66.8%	94.2%	105.9%	350	27.9	1.2	29.1
Danbury	1,888.83	1843.167	1522.75	1641.25	1069.5	1097.667	1069	1230.017	97.6%	107.8%	102.6%	115.1%	954	3.1	3.0	6.1
Terling	1,888.00	1920.917	1509.5	1504	1069.5	1438.5	713	754	101.7%	99.6%	134.5%	105.8%	927	3.6	2.4	6.1
Baddow	1,517.50	1446	1516.483	1492.5	1069.5	1034.5	713	769.5	95.3%	98.4%	96.7%	107.9%	800	3.1	2.8	5.9
Braxted	1,506.00	1460.25	1511.5	1530.75	1069.5	1070	713	986.2	97.0%	101.3%	100.0%	138.3%	778	3.3	3.2	6.5
Felsted	1,616.00	1501.5	1135	1142	1069.5	1069.5	713	759	92.9%	100.6%	100.0%	106.5%	607	4.2	3.1	7.4
Stroke Unit	1,876.75	1738.5	1505	1549.25	1424.25	1399.5	719.7667	884.25	92.6%	102.9%	98.3%	122.9%	652	4.8	3.7	8.5
Burns ITU	2,801.83	2651.75	424.4667	446.4667	2236.5	2200.5	315	315	94.6%	105.2%	98.4%	100.0%	100	48.5	7.6	56.1
Burns Adult	1,274.50	1264.75	720	668.4167	651	766.5	535.5	504	99.2%	92.8%	117.7%	94.1%	115	17.7	10.2	27.9
Burns Children	796.50	785	782	413.5	651	649	0	0	98.6%	52.9%	99.7%	-	80	17.9	5.2	23.1
Stock	2,021.75	1961.25	1201.5	1208.25	1470	1374.5	325.5	650.5	97.0%	100.6%	93.5%	199.8%	700	4.8	2.7	7.4
Billericay	1,996.58	2590.167	1055.5	1138.75	1302.75	1880	651	723	129.7%	107.9%	144.3%	111.1%	680	6.6	2.7	9.3
Birthing Unit	1,109.50	911.75	0	0	742	698	0	0	82.2%	-	94.1%	-	90	17.9	0.0	17.9
Neonatal	1,582.00	1578.5	149.5	161	1391.5	1391.25	356.5	402.5	99.8%	107.7%	100.0%	112.9%	364	8.2	1.5	9.7
Postnatal	1,507.33	1358.333	977	763.75	1116	1060.25	743	729.75	90.1%	78.2%	95.0%	98.2%	883	2.7	1.7	4.4
Delivery Suite	2,732.50	2493.75	767	674.75	2599.5	2529.75	738	690	91.3%	88.0%	97.3%	93.5%	233	21.6	5.9	27.4
St Peters	1,749.00	1616.5	887.5	588.25	341	339.5	341	332	92.4%	66.3%	99.6%	97.4%	83	23.6	11.1	34.7
WJC	1,553.50	1476.25	714	542	372	109	372	48	95.0%	75.9%	29.3%	12.9%	9	176.1	65.6	241.7
Mayflower	1,365.25	1733.5	825.5	826	650	651	651	672	127.0%	100.1%	100.2%	103.2%	456	5.2	3.3	8.5
Gosfield	1,272.50	1118	779.5	705.5	682	683.6667	583	539	87.9%	90.5%	100.2%	92.5%	247	7.3	5.0	12.3
SEW	1,393.48	1348.5	1068	884.5	1081	1067.25	713	713	96.8%	82.8%	98.7%	100.0%	519	4.7	3.1	7.7

## 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	1-31stOctober 2017		
Unit	Total Contracted Hours	Total Admin Hours	Percentage of Contracted Admin Hours
A4.3 Postnatal Ward (WF404)	166.07	45.00	<b>27.10%</b>
A4.4 Neonatal Unit (WF 405)	332.13	30.50	<b>9.18%</b>
Baddow Ward C250	166.07	22.50	<b>13.55%</b>
Billericay Ward E321	166.07	0.00	<b>0.00%</b>
Birthing Unit A402	86.35	22.50	<b>26.06%</b>
Braxted Ward C251	166.07	36.00	<b>21.68%</b>
Burns Childrens Ward E225	132.85	28.00	<b>21.08%</b>
Burns ITU E220	1272.03	46.50	<b>3.66%</b>
Danbury Ward A302	166.07	46.50	<b>28.00%</b>
Delivery Suite A402	936.60	124.00	<b>13.24%</b>
Acute Medical Unit	265.70	102.50	<b>38.58%</b>
ESS Ward A207	332.13	24.00	<b>7.23%</b>
Felsted Ward A205	166.07	67.50	<b>40.65%</b>
GICU	1465.80	356.50	<b>24.32%</b>
Gosfield Ward	0.00	0.00	<b>0.00%</b>
Heybridge Ward A303	166.07	23.25	<b>14.00%</b>
John Ray Ward E323	166.07	0.00	<b>0.00%</b>
Lister Ward C451	166.07	0.00	<b>0.00%</b>
Mayflower Ward E322	166.07	66.50	<b>40.04%</b>
Notley Ward E223	166.07	0.00	<b>0.00%</b>
Phoenix Ward E122	132.85	57.00	<b>42.91%</b>
Rayne Ward A304	166.07	63.00	<b>37.94%</b>
St Peters Maternity	166.07	51.00	<b>30.71%</b>
Stock Ward E320	166.07	76.50	<b>46.07%</b>
Stroke Unit E125	166.07	51.50	<b>31.01%</b>
Terling Ward A305	166.07	46.00	<b>27.70%</b>
WJC Maternity	166.07	62.00	<b>37.33%</b>

NB: 0 hours for Billericay and John Ray as their band 7s are on leave.

## Recruitment update

### Local Recruitment

- 7.00 HCAs commenced employment in September 2017
- 12.80 HCAs commenced employment in October 2017.
- 9.64 HCAs have confirmed start dates between November and January 2017.
- 12.24 HCAs have received conditional offer letters and are anticipated to start between December 2017 and January 2017.
  
- 7.00 Band 5 RGNs commenced employment in September 2017.
- 30.00 Band 5 RGN's commenced employment in October 2017.
- 11.60 Band 5's have confirmed start dates between November 2017 and February 2018.
- 9.3 RGNs have received conditional offer letters and are anticipated to start between December 2017 and January 2018.

### 5.1 International Recruitment

There are 42 nurses in the recruitment process.

#### Kate Cowhig Recruitment

There are 1 nurse in the recruitment process and awaiting allocation of CoS

#### MSI recruitment Agency

There are 11 nurses in the recruitment process with an additional 2 on hold

- 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. 1 nurse has submitted all documents and is estimated to arrive in Jan 18
- 7 nurses are waiting to pass IELTS

#### Medacs Recruitment Agency

There are 28 nurses in the recruitment process

- 5 x waiting for decision letter from NMC
- 7 Nurses completing CBT
- Remaining 16 nurses are currently in the process of taking or retaking their IELTS

## Nurse and HCA Turnover by Division - 12 Months to October 2017

Data extracted from ESR. Primary Assignments only. Does not include leavers who retain a bank assignment.

Nurse or HCA	DIVISION	Average WTE	Leavers WTE	Turnover
HCA's	CORPORATE	0.00	0.00	-
HCA's	DIVISION 1 - MED & EMER CARE	169.32	19.07	11.26%
HCA's	DIVISION 2 - SURGICAL	141.98	11.13	7.84%
HCA's	DIVISION 3 - CLINICAL SUPPORT	87.29	9.77	11.20%
HCA's	DIVISION 4 - W & C	61.32	9.47	15.44%
HCA's	OPERATIONAL SUPPORT	20.81	1.80	8.65%
<b>HCA's Trust Total</b>		<b>480.73</b>	<b>51.24</b>	<b>10.66%</b>
Nurses and Midwives	CORPORATE	23.24	4.00	17.21%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	284.08	9.96	3.51%
Nurses and Midwives	DIVISION 2 - SURGICAL	331.36	30.42	9.18%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	326.29	26.80	8.21%
Nurses and Midwives	DIVISION 4 - W & C	243.59	18.61	7.64%
Nurses and Midwives	OPERATIONAL SUPPORT	27.44	3.03	11.03%
<b>Nurses and Midwives Trust Total</b>		<b>1236.01</b>	<b>92.81</b>	<b>7.51%</b>

### Incident reports and red flags

In October 2017, 22 incidents were reported with the specific category 'Staffing Issues', 13 of these fell within red flag criteria.

In total 18 incidents reported in October 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 whereby there was a shortage of staff affecting safe care (WEB54283).

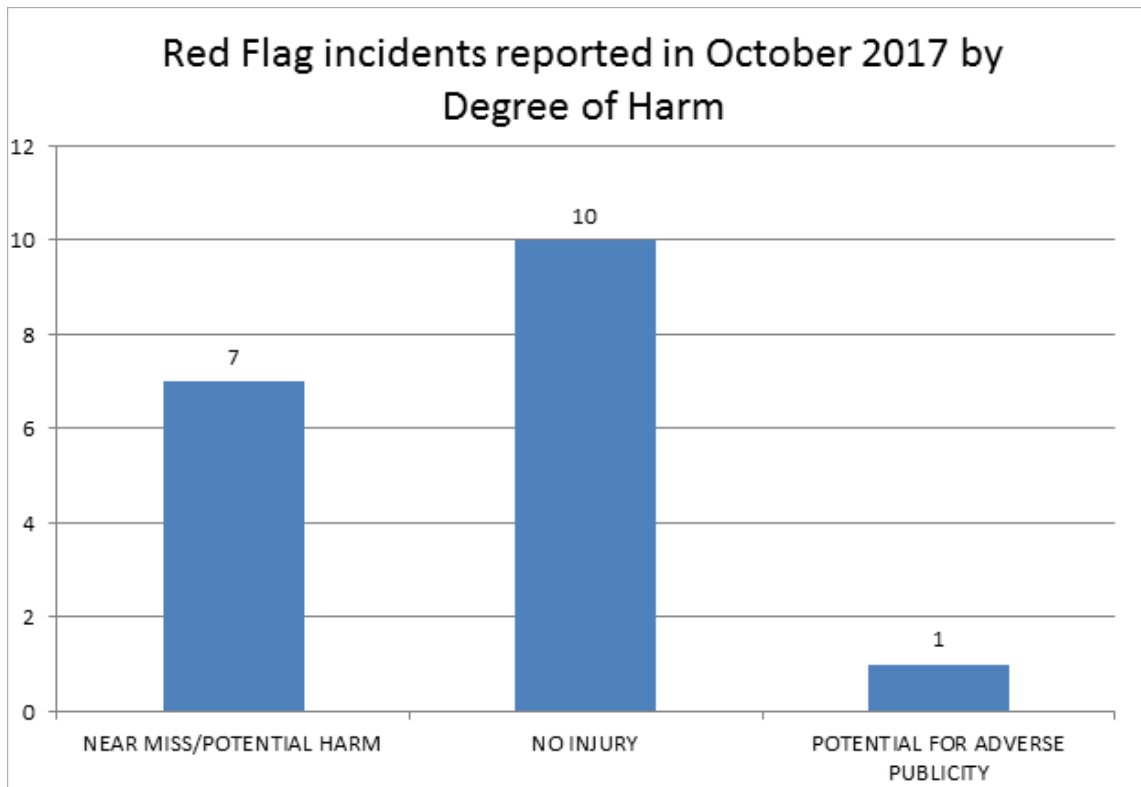
### Birthing Unit Closures

There were no reported birthing unit closures.

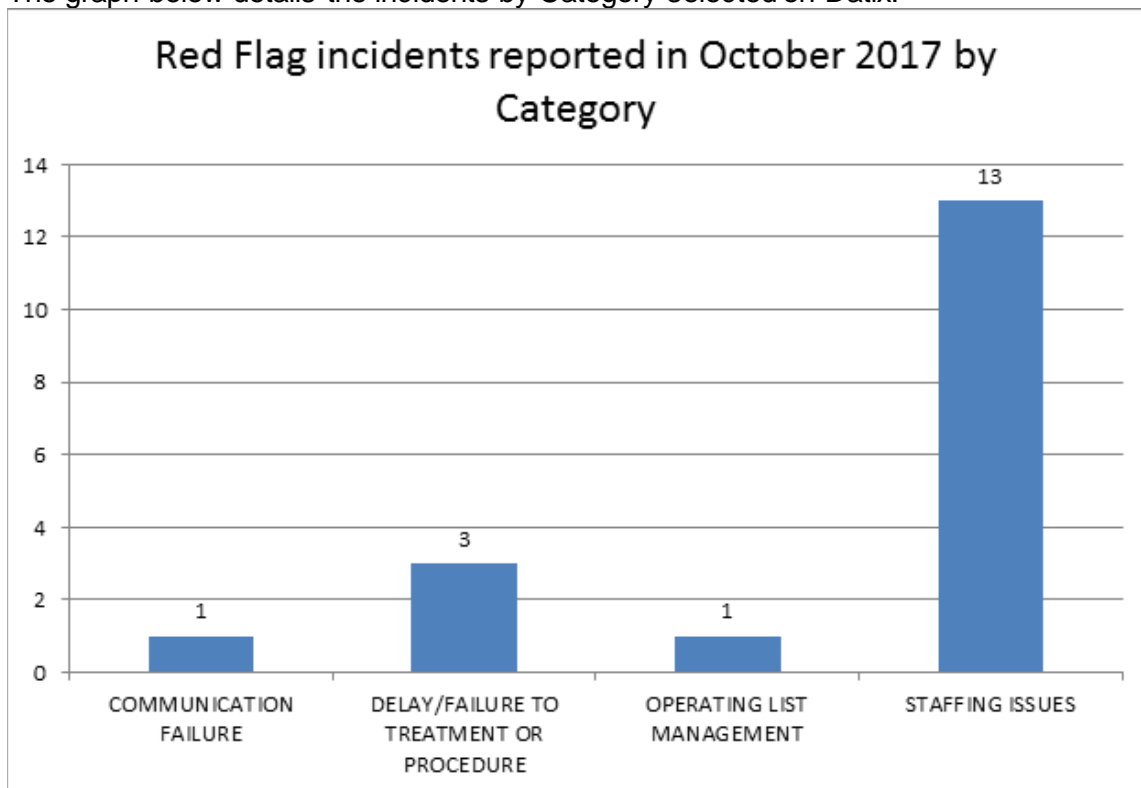
	October 2017
Incidents reported where the category was 'Staffing Issues'	22
Incidents reported where the category was 'Staffing Issues' and Red Flag criteria was met	13
Red Flag (where staffing issues or skill mix was a contributing factor – all recorded categories)	18
<b>Of those the degree of harm:</b>	
Near miss	7
No injury	10
Potential for Adverse Publicity	1



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

10 x Shortage of staff affecting safe care  
1 x other  
2 x delay in treatment  
3x medical nursing inappropriate level of authority  
1x failure to communicate effectively  
1 x late finish

### **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 processes activated when temporary staffing measures 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**

**November 2017**