

**Meeting:**Board of Directors

**Date:** 5<sup>th</sup> February 2018

**Agenda Item:**

---

## Monthly Report on Nurse Levels for December 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.

---

### RECOMENDATION

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%. Areas showing as purple will have used staffing additional to their ward establishment. 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.

### HEADLINES

- Total nurse vacancies (all qualified & unqualified) increased and is now 20% as at end of December.
- The increased vacancies are due to a combination of the opening and funding of Writtle ward (winter contingency) and a decrease in staff numbers due to staff leaving the organisation. Ward qualified nurse vacancies increased and are now 27%.
- There is a total of 318 WTE (contracted) qualified nurse vacancies an increase from 286 WTE. This increase is due to Writtle ward coming online December.

All unqualified nurse vacancies have risen from 10% in March 2017 to just under 19% at December an increase from 16.4%. This is due to additional posts for Writtle, where 11.2 WTE HCA posts were funded.

### ALL NURSING - QUALIFIED & UNQUALIFIED

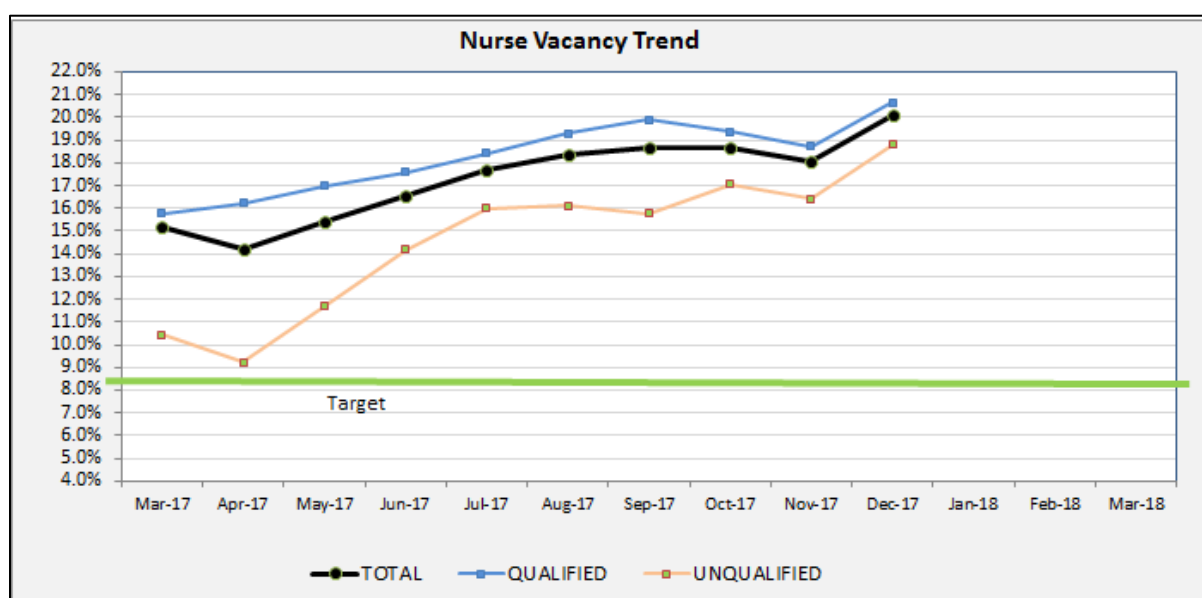
AREA	Funded	In Post	Vacant	%	Last Month
WARDS	1083.14	815.20	267.94	24.7%	22.9%
THEATRES	420.83	344.64	76.19	18.1%	16.3%
ALL OTHER	690.85	594.23	96.62	14.0%	11.6%
<b>TOTAL</b>	<b>2194.82</b>	<b>1754.07</b>	<b>440.75</b>	<b>20.1%</b>	<b>18.0%</b>
LAST REPORT TOTAL	2171.12	1779.24	391.88	18.0%	

## QUALIFIED ONLY

AREA	Funded	In Post	Vacant	%	%
WARDS	679.44	493.79	185.65	27.3%	26.0%
THEATRES	319.71	258.81	60.90	19.0%	17.3%
ALL OTHER	542.44	470.92	71.52	13.2%	10.4%
<b>TOTAL</b>	<b>1541.59</b>	<b>1223.52</b>	<b>318.07</b>	<b>20.6%</b>	<b>18.7%</b>
LAST REPORT TOTAL	1526.29	1240.35	285.94	18.7%	

## UNQUALIFIED ONLY

AREA	Funded	In Post	Vacant	%	%
WARDS	403.70	321.41	82.29	20.4%	17.5%
THEATRES	101.12	85.84	15.28	15.1%	13.1%
ALL OTHER	148.41	123.30	25.11	16.9%	15.7%
<b>TOTAL</b>	<b>653.23</b>	<b>530.55</b>	<b>122.68</b>	<b>18.8%</b>	<b>16.4%</b>
LAST REPORT TOTAL	644.83	538.89	105.94	16.4%	



This spike is attributed to the opening of Writtle ward which is the winter contingency ward. This represents 12.2 WTE registered nurses and 11.2 WTE health care assistants. The Trust has seconded 3 substantive staff to maintain continuity of care and staffing but there is a heavy reliance on temporary staffing. Additional support has been required from the divisions in providing substantive staff to swap with agency staff to maintain safety on Writtle ward when no substantive are rostered. It is acknowledged that the temporary staffing requests have increased in wards to replace the substantive nurses who have been redeployed to Writtle.

## Nurse and HCA Turnover by Division - 12 Months to December 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	174.25	15.87	9.11%
HCA's	DIVISION 2 - SURGICAL	139.82	8.87	6.34%
HCA's	DIVISION 3 - CLINICAL SUPPORT	87.63	8.51	9.71%
HCA's	DIVISION 4 - W & C	58.70	10.00	17.04%
HCA's	OPERATIONAL SUPPORT	19.02	1.00	5.26%
<b>HCA's Trust Total</b>		<b>479.41</b>	<b>44.24</b>	<b>9.23%</b>
Nurses and Midwives	CORPORATE	23.41	6.60	28.20%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	282.22	13.56	4.80%
Nurses and Midwives	DIVISION 2 - SURGICAL	328.42	31.22	9.51%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	318.27	24.79	7.79%
Nurses and Midwives	DIVISION 4 - W & C	245.03	19.65	8.02%
Nurses and Midwives	OPERATIONAL SUPPORT	28.56	2.64	9.24%
<b>Nurses and Midwives Trust Total</b>		<b>1225.90</b>	<b>98.45</b>	<b>8.03%</b>

Turn over for registered nurses is up by 0.05% on previous month.

Turn over for HCA's is up by 0.97% on previous month. It is of concern that HCA's are leaving the organisation. It is noted that with the low levels of unemployment that potential staff have a range of jobs which they can apply for. In order to address some of the reasons why HCA's are leaving we are meeting with HCA's to discuss their roles and identify any issues which can be addressed to make us an attractive employer.

### FILL RATES

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

#### Overall Trust Position

RN day	RN night	HCA day	HCA night
93.6%	98.3%	92.9%	114.5%

#### 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	96.9%	101.5%	93.5%	99.8%	103.1%	126.4%	96.3%	119.8%
Surgery	100.4%	102.0%	97.3%	101.6%	95.6%	115.1%	92.8%	116.1%
Women & Children	89.2%	92.1%	88.6%	91.3%	86.7%	99.8%	84.2%	99.9%

## Fill Rate Variance Report by Ward

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

Ward name	Day		Night		Mitigation
	Average fill rate - RN/RM (%)	Average fill rate - care staff (%)	Average fill rate - RN/RM (%)	Average fill rate - care staff (%)	
Rayne	97.30%	87.70%	95.90%	141.70%	HCA shortfall mitigated within directorate
Surgical Emergency Ward	94.20%	78.80%	100.00%	98.20%	Shortfall in HCA supported with Band4 practitioners
General Intensive Care Unit	91.20%	74.10%	95.40%	40.00%	Shortfall not affecting safe care. HCA role only required during peak activity. On review of the roster unrequired HCA shifts have not been removed from the roster therefore demonstrating a low fill rate. No concerns raised by unit.
Terling	97.50%	88.60%	131.90%	103.20%	Staff moved to assist within directorate to address multiple shortfalls daily
Burns ITU	90.10%	74.40%	96.10%	90.30%	Staff moved around division in accordance with acuity and activity with areas. Low fill rate of RN reflects activity
Mayflower	112.90%	52.30%	98.50%	107.20%	
Burns Adult	86.30%	91.00%	108.10%	100.00%	
Birthing Unit	90.00%	-	89.90%	-	Mitigation around the directorate daily to move staff from community and oncall areas to address shortfall as required. Phoenix ward supporting paediatric A&E during times of low activity which would be reflected in low Phoenix fill rate
Phoenix	86.30%	119.40%	92.40%	104.50%	
Neonatal Unit	75.80%	69.10%	71.00%	119.40%	
Postnatal Ward	92.30%	72.40%	95.30%	98.60%	
Delivery Suite	91.90%	85.20%	100.30%	89.20%	
St Peters	88.80%	61.60%	102.90%	102.90%	
WJC	94.00%	79.80%	97.50%	96.50%	

- The adult burns ward had low fill rate of registered nurses at 86.3% but no incidents were raised regarding quality and safety concerns and staff able to nurse within safe patient ratio given low activity/acuity. This was the only adult inpatient area with a fill rate below 90%
- Phoenix ward RN fill rate below 90% Mitigation described in above table.
- Low fill rates with Women and Children's services with care staff. The division work flexibly and move staff to support patient need. Within the children's service the matron reviews areas daily moving staff as required and also works clinically herself as needed.

## INCIDENT REPORTS & RED FLAGS

In December 2017, 35 incidents were reported with the specific category 'Staffing Issues', 17 of these fell within red flag criteria as indicated by the National Quality Board definition

In total 29 incidents reported in December fell within red flag criteria, 28 were recorded as resulting in no or low harm. 1 was recorded as moderate harm which is described below;

Moderate Harm: Category: Fall-Inpatient

- WEB57502 – Whilst giving handover staff noted patient on floor, lying on his left side with blood coming from his nose, patient was previously in chair. CT scan identified facial fractures. Conservative treatment advised

### ED Paediatrics

There were no reported incidents relating to ED Paediatrics whereby there was a shortage of staff affecting safe care.

### Birthing Unit Closures

There were no reported birthing unit closures.

	December 2017
Incidents reported where the category was 'Staffing Issues'	35
Incidents reported where the category was 'Staffing Issues' and Red Flag criteria was met	17
Red Flag (where staffing issues or skill mix was a contributing factor – all recorded	29
<b>Of those the degree of harm:</b>	
Near miss	11
No injury	14
Minor	3
Moderate	1

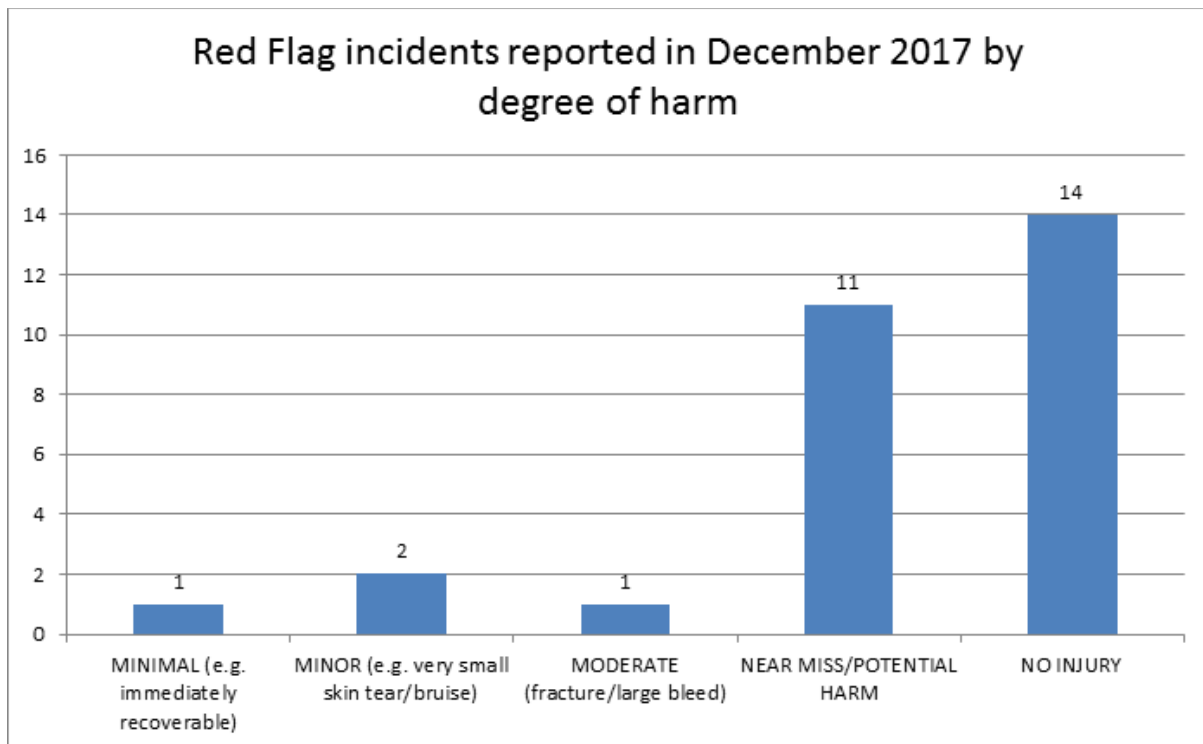
The three minor harms are documented as the following:

WEB57253: Subcategory: Fall- Inpatient: Patient had unwitnessed fall in side room. Haematoma to forehead and dislocated little finger

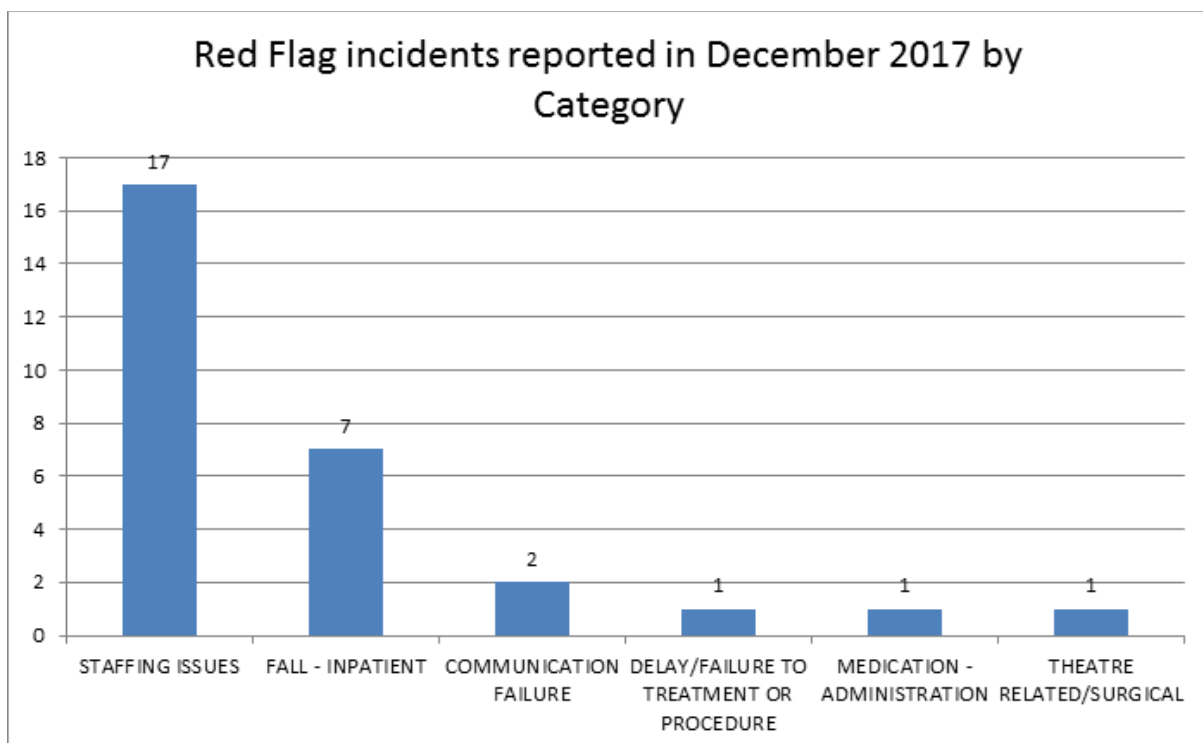
WEB56840: Subcategory: Fall: Inpatient: patient slipped from chair to floor, hit head. No obvious injury. Patient discharged. No concerns on review by falls nurse specialist

WEB57738: Subcategory: Nursing staff inappropriate seniority delegated: Junior Nurse in charge of night shift with two agency nurses. Incident escalated to site team and support given regarding escalation of concerns as required. (Categorised as minimal harm)

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

- 11 x Shortage of staff affecting safe care
- 2 x Inappropriate delegation of seniority
- 2 x Other
- 2 x Failure to communicate effectively
- 1 x Operation cancelled
- 7 x Fall
- 1 x Unprofessional attitude
- 1 x Delay in obtaining clinical assistance
- 1 x Non administration of medication
- 1 x Lack of staff

## **Ward Sisters Supervisory Time**

As part of the winter plan ward sisters are expected to provide at least one rostered clinical shift within the nursing numbers to reduce the pressure of the staffing shortfall, and to reduce the reliance on temporary staffing. On review of the nursing rosters this is in place and ward sisters are providing additional clinical shifts to support the nurse staffing, this is mirrored in the data below with a significant reduction in admin hours reflecting activity and organizational pressures during this period. The impact with lack of administration time that the Ward Sisters are taking potentially results in a backlog of appraisals, RCA's and datixs being completed. We are currently working with agencies to arrange for nurses to come into the Trust and work lines of off duty. The principle of this is to promote continuity of care and support clinical practice, patient flow and safety.

Date Period		Dec-17	
Unit	Percentage of Contracted Admin Hours	Unit	Percentage of Contracted Admin Hours
A4.3 Postnatal Ward	36.13%	Gosfield Ward	18.82%
A4.4 Neonatal Unit (WF 405)	6.92%	Heybridge Ward A303	5.42%
Baddow Ward C250	7.23%	John Ray Ward E323	0.00%
Billericay Ward E321	0.00%	Lister Ward C451	0.00%
Birthing Unit A402	17.37%	Mayflower Ward E322	19.87%
Braxted Ward C251	10.54%	Notley Ward E223	0.00%
Burns Children's Ward E225	23.33%	Phoenix Ward E122	0.00%
Burns ITU E220	2.53%	Rayne Ward A304	18.67%
Danbury Ward A302	36.43%	St Peters Maternity	23.79%
Delivery Suite A402	11.37%	Stock Ward E320	36.73%
Acute Medical Unit	43.47%	Stroke Unit E125	20.77%
ESS Ward A207	9.03%	Terling Ward A305	23.48%
Felsted Ward A205	13.55%	WJC Maternity	24.99%
GICU	6.64%		



# RECRUITMENT UPDATE

## Local Recruitment

- 5.60 HCAs commenced employment in December 2017.
- 13.64 HCAs have confirmed start dates between January 2018 and February 2018.
- 7.38 HCAs have received conditional offer letters and are anticipated to start between February 2018 and April 2018.
- 41 HCAs offered posts following the recruitment day at the end of January
- 3.00 Band 5 RGNs commenced employment in December 2017.
- 13.64 Band 5 RGNs have confirmed start dates between January 2018 and March 2018.
- 10.10 RGNs have received conditional offer letters and are anticipated to start between February 2018 and April 2018
- 23 student nurse have been interviewed at ARU and offered posts to start as newly qualified nurses in October
- 20 plus students are being contacted to invite them to apply for posts in the Trust as they did not attend the ARU open day

## International Recruitment

### Kate Cowhig Recruitment agency

The Director of Nursing met with the managing director of Kate Cowhig to discuss challenges within international recruitment. It was agreed that only nurses who have obtained IELTS will be put forward for interview given the difficulties in passing once within HCA roles

### Medacs Recruitment Agency

32 Nurses in the pipeline from outside of the EU.  
Predicted start dates of March 18 x3, May 18 x 3 and Jun x1. All others are progressing through the visa application process

### MSI recruitment Agency

8 nurses in the recruitment process.

## **CONCLUSION & 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 completing the application process and commencing employment in the Trust. This is mainly affected by the high score required in the English language test.

Staffing is reviewed daily by Matrons and Associate Directors of Nursing and mitigation processes are activated when temporary staffing measure are not achieved. Areas with low fill rates for this month do not appear to have adversely affected quality patient care. A total of 4 incidents of harm have been recorded. The 3 minor harms relate to falls and one was a junior nurse being in charge on a night shift. The moderate harm was a facial fracture following a fall.

The Trust has invested in the additional Health roster application of 'safe care'. This will provide real time risk assessment and identification of staff resource. Implementation within 4 pilot wards is scheduled for March 2018

### **Further Actions**

- Additional PMO support has been sourced to improve recruitment and formalise recruitment plan with clear measurable outcomes
- Weekly task and finish group established to address RN and HCA vacancies by reviewing all vacant posts are being advertised and progressing through the recruitment process.
- Weekly meeting to agree support regarding roster management, roster planning and bank management
- Data from recruitment requested to understand the increase in percentage of leavers over the past month.
- Promoting work across the 3 hospitals to attract staff so that rotations across areas can be recruited to.
- HCA open day planned for February and March
- Detailed recruitment plan to be developed and reported to the Trust Board in May.
- Work with temporary staffing agencies continues to support the gaps in the substantive workforce whilst the recruitment plans are being implemented.
- A retention plan is being developed for the site, which is in line with the group plan. This will be taken to future meetings.

**Daniel Spooner, Deputy Director of Nursing**

**Lyn Hinton, Director of Nursing**

**December 2017**

Appendix

Ward name	Day				Night				Day		Night		(CHPPD)			
	Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered RN/RM (%)	Average fill rate - care staff (%)	Average fill rate - registered RN/RM (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23:59	RN/RM	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	3033.17	2616.67	986.25	1177.5	2380.5	2198.5	666	696	86.30%	119.40%	92.40%	104.50%	506	9.5	3.7	13.2
Heybridge	2265.67	2064.42	1292.42	1656.42	1426	1438.25	713	1137.25	91.10%	128.20%	100.90%	159.50%	948	3.7	2.9	6.6
Rayne	2249	2187.75	1126.5	988	1426	1367.33	713	1010.67	97.30%	87.70%	95.90%	141.70%	921	3.9	2.2	6
Goldhanger	1503.5	1366.75	1529.67	1613.67	1066.5	1039.75	712.583	1044.08	90.90%	105.50%	97.50%	146.50%	814	3	3.3	6.2
Notley	1697.5	1609	1315	1450.5	1069.5	1056.25	713	723.75	94.80%	110.30%	98.80%	101.50%	774	3.4	2.8	6.3
Lister	1128.5	1033.25	957	883	1069.5	1049	713	678.5	91.60%	92.30%	98.10%	95.20%	592	3.5	2.6	6.2
John Ray	1503.83	1473.08	1320	1224.75	1069.5	1108.42	713	792.583	98.00%	92.80%	103.60%	111.20%	658	3.9	3.1	7
ESS	2264	2174.5	1554	1472.75	1364	1355	1021	1178.25	96.00%	94.80%	99.30%	115.40%	940	3.8	2.8	6.6
EAU	3349.77	3241.75	2452.32	2051.58	2046.05	2028.27	1705	1692.5	96.80%	83.70%	99.10%	99.30%	816	6.5	4.6	11
GICU	6053	5520.17	208.75	154.75	4882.5	4659.5	105	42	91.20%	74.10%	95.40%	40.00%	403	25.3	0.5	25.7
Danbury	1892.73	1746.98	1512.98	1627.48	1069.5	1073.67	1069.5	1426.75	92.30%	107.60%	100.40%	133.40%	961	2.9	3.2	6.1
Terling	1884.5	1838	1527.5	1354	1069.5	1410.5	713	736	97.50%	88.60%	131.90%	103.20%	946	3.4	2.2	5.6
Baddow	1519.98	1399.98	1515	1489.75	1069.5	1046.25	713	909.5	92.10%	98.30%	97.80%	127.60%	790	3.1	3	6.1
Braxted	1514	1451.25	1529.5	1456	1069.5	1045.5	713	980.25	95.90%	95.20%	97.80%	137.50%	782	3.2	3.1	6.3
Felsted	1545	1436.5	1132	1053.5	1058	1058	713	689.25	93.00%	93.10%	100.00%	96.70%	610	4.1	2.9	6.9
Stroke	1902	1733.92	1508	1658.5	1426	1379.83	713	1094.92	91.20%	110.00%	96.80%	153.60%	734	4.2	3.8	8
Burns ITU	2768.5	2495.5	607	451.5	2299.5	2209.5	325.5	294	90.10%	74.40%	96.10%	90.30%	96	49	7.8	56.8
Burns Adult	1531.75	1321.25	711	647	651	703.5	567	567	86.30%	91.00%	108.10%	100.00%	154	13.1	7.9	21
Burns	768	768.5	383	398.5	651	629	0	0	100.10%	104.00%	96.60%	-	81	17.3	4.9	22.2
Stock	1912.5	1797.75	1195	1279	1438.5	1409	325.5	619.25	94.00%	107.00%	97.90%	190.20%	709	4.5	2.7	7.2
Billericay	2001.75	2416.75	1053.5	1046	1291.5	1659.5	651	671.5	120.70%	99.30%	128.50%	103.10%	702	5.8	2.4	8.3
Birthing Unit	1112.67	1001.42	0	0	744	668.5	0	0	90.00%	-	89.90%	-	57	29.3	0	29.3
Neonatal Unit	2056.25	1558	356.5	246.5	2024	1437.5	356.5	425.5	75.80%	69.10%	71.00%	119.40%	442	6.8	1.5	8.3
Postnatal	1453.5	1341.5	976	706.5	1113	1061	744	733.5	92.30%	72.40%	95.30%	98.60%	713	3.4	2	5.4
Delivery Suite	2704.5	2485.25	748	637	2584.67	2592.22	739.5	660	91.90%	85.20%	100.30%	89.20%	271	18.7	4.8	23.5
St Peters	1744.5	1548.92	858	528.25	341	351	341	351	88.80%	61.60%	102.90%	102.90%	65	29.2	13.5	42.8
WJC	1549	1455.75	717.5	572.5	372	362.75	372	359	94.00%	79.80%	97.50%	96.50%	81	22.5	11.5	34
Mayflower	1385	1564.25	1581.5	827.5	651	641.5	661.5	709.083	112.90%	52.30%	98.50%	107.20%	413	5.3	3.7	9.1
Gosfield	1139.98	1102.47	667.467	603.717	682	681.75	516	505	96.70%	90.40%	100.00%	97.90%	223	8	5	13
SEW	1382	1302.5	1048	825.5	1069.5	1069.5	713	700	94.20%	78.80%	100.00%	98.20%	512	4.6	3	7.6