

Meeting: Finance and Performance Committee
Date: 12th December 2016

Agenda Item:

Monthly Report on Nurse Levels for October 2016

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.

1. Introduction

The purpose of the paper is to outline the nursing staffing fill rates for the period of 1st to 31st October and highlight the key areas of risk and mitigation taken throughout this period. This report meets the requirements of National Quality Board and expectations delivered to Trusts in December 2013. The data captures actual versus planned staffing on an hourly basis for day and night shifts, and the Care Hours Per Patient Bed Day (CHPPD).

2. Trust Position

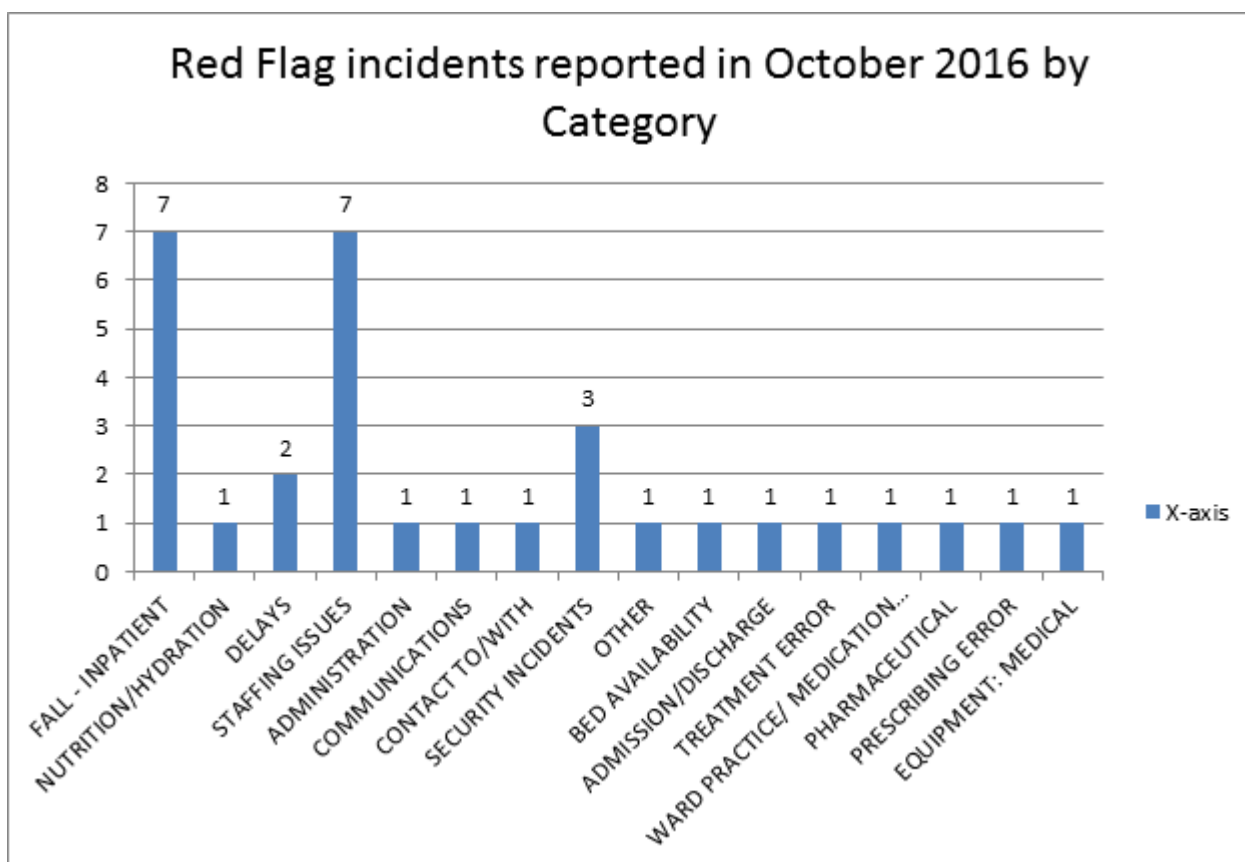
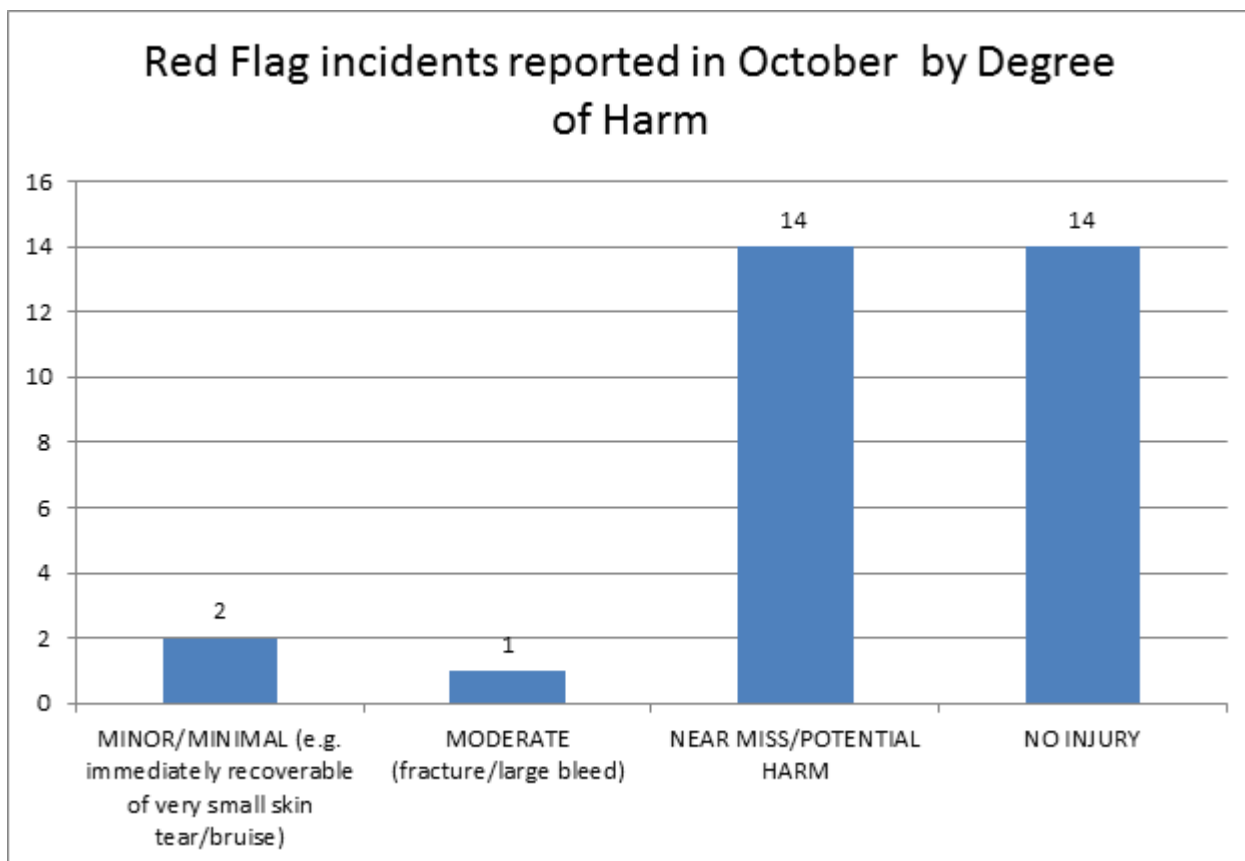
The Trust successfully uploaded the October unify data within the requested time frame from the TDA. This included a new “bed state” component which has been required nationally and supports the Lord Carter approach of Care Hours Per patient day (CHPPD). In order to enable an overview of the actual against planned, a summary table is detailed in Appendix 1. The table includes the reasons, the impact and the actions which have been taken to address the staffing deficit and support quality, safety and patient experience.

3. Incident reports and red flags

In October 2016, 25 incidents were reported with the specific category ‘Staffing Issues’, 7 of these fell within red flag criteria. A total of 31 incidents reported in October fell within red flag criteria; 1 was a moderate harm injury and is detailed below.

(The graphs below detail the incidents by degree of harm and the categories of the 31 incidents recorded on Datix where red flag criteria was met).

	Oct-16
Incidents reported where the category was ‘Staffing Issues’	25
Incidents reported where the category was ‘Staffing Issues’ and Red Flag criteria was met	7
Red Flag (where staffing issues or skill mix was a contributing factor – all recorded categories)	31
Of those the degree of harm:	
Near miss	14
No injury	14
Moderate	1
Minor/Minimal	2



Birth Unit Closures:

There were no Birth Unit closures reported in October.

Moderate Harm: 1 incident has been recorded with moderate harm, this relates to an agitated patient who fractured his NoF whilst kicking the door in an attempt to leave the ward – this is currently under investigation by Medicine with the support of the safeguarding team.

ED Paediatrics:

2 Incidents were reported in October where staffing or skill mix was a contributing factor for this specialty.

4. Recruitment update

The recruitment of qualified nurses remains a challenge for the Trust, although excellent progress has been made. Further international recruitment drives continue to support the local recruitment campaigns. The local recruitment figures are detailed below:

- 11.88 HCA's commenced employment with the Trust in October 2016.
- 12.69 HCA's have confirmed start dates for November 2016.
- 34.54 HCA's have received conditional offer letters and are anticipated to start December 2016 to January 2017.
- 26.82 Band 5 RGN's commenced employment via local recruitment in October 2016.
- 8.25 Band 5 RGN's have confirmed start dates for November 2016.
- 11.80 Band 5 RGN's have received conditional offer letters and are anticipated to start late December 2016 to January 2016.

4.1 European Recruitment

16 Registered Nurses were interviewed for Theatres from Italy in August 2016. These were provided through Kate Cowhig Recruitment. All 16 were offered positions; however, only 11 were eligible to come to the UK. The remaining 5 need to complete and achieve IELTS at a Level 6. Since being offered, 3 nurses have withdrawn their offer.

- 6 of these nurses commenced employment on 17 October 2016 and 5 of these commenced their IELTS training on 1 November 2016 to achieve a Level 7, which enables their registration with the NMC.
- 3 are due to commence employment on 9 January 2017. One of these will need to have IELTS training to achieve their Level 7.
- The remaining 4 nurses are currently completing their IELTS training in Italy, to achieve a Level 6.

4.2 International Recruitment

5 Indian Nurses have been offered conditional offers through Kate Cowhig Recruitment. Start dates are yet to be arranged.

15 Nurses from the Philippines have been offered conditional offer through MSI.

An additional 3 nurses from the Philippines have been offered conditional offers through Medacs.

Month	No. of Indian Nurses	No of Philippine Nurses
Nov		
Dec		
Jan		5
Feb		5
Mar		8

4.3 Monitor/TDA Nurse agency rules

The final agency rate reduction came into place on April 1st 2016. We are showing as red rag rated at the TDA as we continue to use agencies with above the cap rates. Table 1 shows the trend of the above the cap usage across the Trust.

Table 1: Above the cap usage trend

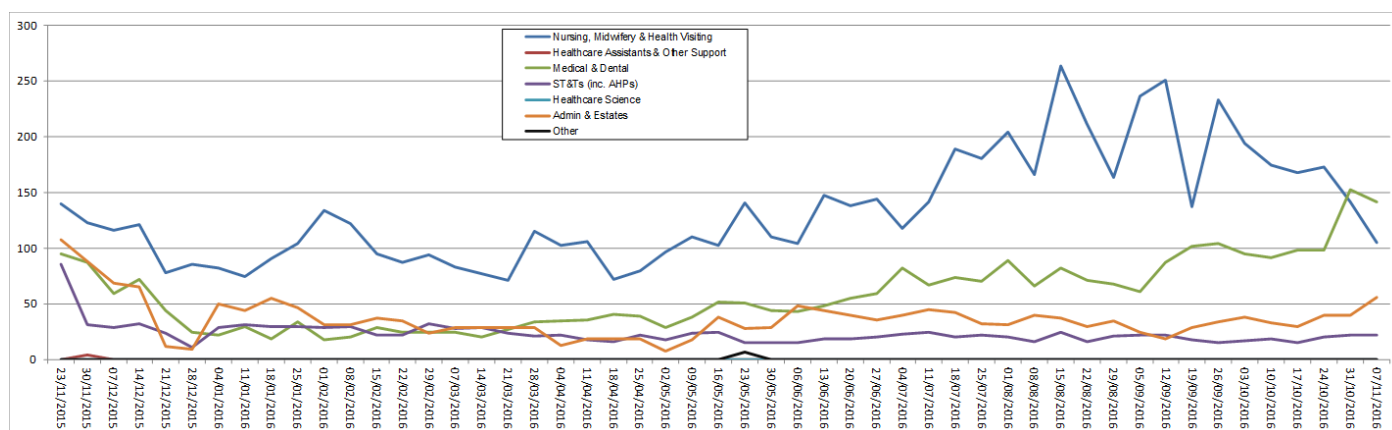


Table 1 shows that since the final agency reduction came in in April it has been more challenging to work within this. Progress with nurse recruitment is the mitigation for this.

Nursing agency expenditure has for the last four months failed to meet the in-month cap and is now only marginally within YTD cap. The Trust will now not meet this target should current level of spend continue and would be red next month both in month and YTD. This is before any further agency impact from the planned Winter Ward adding to this trend. The Q2 upturn in agency spend has continued into Q3 with only a slight flattening of the upward trend. In October the YTD 10% agency target was actually 10.1% which is a breach against the 10% target. The October actual was 11.8% against the 10% target. This had increased from 9.8% in September.

Registered Nurse agency spend is now above the ceiling and continues to be a key driver for the overall agency spend (followed by consultants). The failure of the in-month target for the fourth month now means the 10% ceiling has now been breached YTD albeit only marginally. Registered Nurse agency spend continues to be driven by Band 5 ward nurse agency with Emergency Care being at around 40% of the total and Plastics & Burns showing the highest increase over Q1 spend.

In summary, for October YTD the 10% ceiling was not met and the cap is only marginally within target and the continued levels of agency spend means that next month both targets, 10% qualified nursing and Trust total of £17m, are unlikely to be met in future months.

7.0 Band 5 & 6 Recruitment Trajectory

The trajectory is a summary of the qualified nurse at bands 5 and 6 recruitment activity taking place in each division. The Trust wide trajectory is included in Appendix 2.

7.1 Summary of Nursing Turnover and Vacancies

Nurse and HCA Turnover by Division - 12 Months to October 2016

Data extracted from ESR. Primary Assignments only.

Nurse or HCA	DIVISION	Average WTE	Leavers WTE	Turnover
HCA's	DIVISION 1 - MED & EMER CARE	173.00	12.19	7.04%
HCA's	DIVISION 2 - SURGICAL	140.47	15.80	11.25%
HCA's	DIVISION 3 - CLINICAL SUPPORT	88.65	4.23	4.77%
HCA's	DIVISION 4 - W & C	55.28	3.12	5.64%
HCA's	OPERATIONAL SUPPORT	24.18	4.40	18.20%
HCA's Trust Total		481.57	39.73	8.25%
Nurses and Midwives	CORPORATE	25.95	5.83	22.45%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	265.82	14.36	5.40%
Nurses and Midwives	DIVISION 2 - SURGICAL	323.98	21.64	6.68%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	316.87	18.03	5.69%
Nurses and Midwives	DIVISION 4 - W & C	243.77	12.82	5.26%
Nurses and Midwives	OPERATIONAL SUPPORT	28.53	2.64	9.25%
Nurses and Midwives Trust Total		1204.93	75.31	6.25%

Nurse and HCA Vacancies by Division - 31st October 2016

Data from Finance.

Nurse or HCA	DIVISION	Budgeted WTE	Contracted WTE	Vacancies WTE	Vacancies %
HCA's	DIVISION 1 - MED & EMER CARE	3.50	0.43	3.07	87.81%
HCA's	DIVISION 1	205.99	174.35	31.64	15.36%
HCA's	DIVISION 2	183.86	159.76	24.10	13.11%
HCA's	DIVISION 3	119.00	92.12	26.88	22.59%
HCA's	DIVISION 4	88.99	83.94	5.05	5.67%
HCA's	OPERATIONAL SUPPORT	44.58	29.07	15.51	34.80%
HCA's Trust Total		645.92	539.66	106.26	16.45%
Nurses	CORPORATE	30.39	22.64	7.75	25.50%
Nurses	DIVISION 1	348.16	281.79	66.37	19.06%
Nurses	DIVISION 2	397.08	330.88	66.20	16.67%
Nurses	DIVISION 3	384.10	344.27	39.83	10.37%
Nurses	DIVISION 4	288.90	240.87	48.03	16.62%
Nurses	OPERATIONAL SUPPORT	35.55	28.74	6.81	19.14%
Nurses and Midwives Trust Total		1484.18	1249.20	234.98	15.83%

8.0 Ward Sisters/Charge Nurse Supervisory status

The information in table 2 shows the amount of rostered time, as a percentage, that the band 7 senior sisters/charges nurse have worked in a supervisory capacity.

Gosfield is at 0%- this is due to sickness and annual leave through October

Stroke Unit is 0%- this is due to sickness through October

WJC is at 9% - this is due to the senior sister returning from sickness on 21st October

Table 2: Senior Sister/Charge Nurse Supervisory Status report

Unit	Percentage of Contracted Admin Hours
A4.3 Postnatal Ward (WF404)	28.02%
A4.4 Neonatal Unit (WF 405)	18.47%
Baddow Ward C250	39.74%
Billericay Ward E321	34.93%
Birthing Unit A402	47.48%
Braxted Ward C251	27.70%
Burns Children's Ward E225	11.29%
Burns ITU E220	4.87%
Danbury Ward A302	40.95%
Delivery Suite A402	15.18%
EAU Ward A204	19.17%
ESS Ward A207	35.83%
Felsted Ward A205	18.07%
GICU	16.10%
Gosfield Ward	0.00%
Heybridge Ward A303	19.57%
John Ray Ward E323	45.01%
Lister Ward C451	75.27%
Mayflower Ward E322	28.30%
Notley Ward E223	38.54%
Phoenix Ward E122	39.71%
Rayne Ward A304	49.68%
St Peters Maternity	63.23%
Stock Ward E320	46.97%
Stroke Unit E125	0.00%
Terling Ward A305	41.85%
WJC Maternity	9.03%

8.0 Next Steps

The Finance & Performance Committee is asked to:

- Note the monthly submission of nurse staffing data for October 2016
- Note the areas below 90% and the mitigations and steps taken to address staffing shortfalls

Author

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Deputy Chief Nurse
November 2016

Appendix 1, Summary of the October Unify Report, including Care Hours Patient Day (CHPPD)

Ward Unit	Day		Night		CHPPD Registered midwives/nurses	CHPPD Care Staff	CHPPD Overall	Reasons	Impact	Actions Taken to Address the Gap
	Average Fill Rate RN %	Average Fill Rate HCA %	Average Fill Rate RN %	Average Fill Rate Care Staff %						
Phoenix Ward E122	85.7%	123.7%	88.0%	84.4%	10.3	3.3	13.6	New staff undertaking preceptorship.	Unit has been supported by moving staff from the neonatal unit	No further action required safe care
Heybridge Ward A303	91.7%	107.6%	99.5%	140.5%	3.9	2.7	6.5			
Rayne Ward A304	98.3%	98.0%	102.0%	125.7%	3.8	2.3	6.0			
Goldhanger Ward E222	89.2%	112.9%	97.8%	161.5%	2.9	3.5	6.4	vacancies plus 2 long term sick members of staff	moved staff around to support gaps	Recruitment in place
Notley Ward E223	95.6%	111.2%	98.0%	143.5%	3.7	3.4	7.1			
Lister Ward C451	95.4%	116.9%	99.0%	158.1%	3.4	2.8	6.3			

John Ray Ward E323	89.9%	86.8%	94.2%	98.3%	3.7	3.0	6.7	Ring fenced capacity ceased	Ward had to be re cleaned and patient numbers reduced to enable ring fencing to resume	No further action required safe care
ESS Ward A205	113.9%	101.2%	130.0%	117.8%	3.7	2.9	6.6			
Acute Medical Unit (Previously EAU)	74.7%	75.9%	98.9%	104.5%	6.9	5.3	12.2	Since the merger of ACU and EAU the revised FSR has come in. Currently recruiting to vacancies which had been long standing in ACU	safe care as ACU service runs when staff are in place	Recruiting to vacant posts
GICU	93.1%	44.0%	99.6%	54.8%	22.9	0.7	23.7	HCA only used as required 1 wte	None	None required
Danbury Ward A302	91.0%	94.3%	98.8%	117.5%	2.9	2.7	5.6			
Terling Ward A305	95.5%	101.9%	103.3%	136.4%	3.1	2.6	5.7			
Baddow Ward C250	95.4%	129.5%	100.0%	159.7%	3.2	4.0	7.3			
Braxted Ward C251	91.7%	111.6%	100.1%	167.6%	3.1	3.7	6.7			

Felsted (A207)	87.9%	97.2%	97.9%	99.5%	3.8	2.9	6.8	additional nurse for NIV shifts not required	safe care	None required
Stroke Unit E125	90.0%	108.6%	95.8%	151.6%	3.3	3.8	7.1			
Burns ITU E220	66.3%	60.3%	69.7%	77.4%	29.8	4.7	34.6	lower number and acuity of patients	staffing level appropriate for number of patients	None required
Burns Adult Ward E221	83.4%	97.2%	103.2%	96.8%	16.8	10.3	27.1	Sickness & high patient acuity	Matrons and education staff supported safe care	None required
Burns Children Ward E225	74.1%	103.6%	100.0%	0.0%	25.3	7.9	33.2	Safe care staffing levels related to patient numbers and acuity	None	None required
Stock Ward E320	87.3%	113.4%	100.1%	217.1%	4.8	3.0	7.8	Vacancies	Staff moved from other areas to support safe care	Recruitment to vacant posts
Billericay Ward E321	88.7%	108.9%	95.9%	133.9%	4.3	3.2	7.5			
Birthing Unit A402	85.6%	0.0%	100.0%	0.0%	93.2	0.0	93.2	Maternity services are managed as a whole unit	Staff moved to support safe care	None as new starters joining
A4.4 Neonatal Unit (WF)	90.3%	80.6%	88.6%	79.0%	11.6	1.8	13.4	Safe levels of care for the number of patients		None required

405)										
A4.3 Postnatal Ward (WF404)	87.0%	77.3%	104.3%	106.8%	5.7	3.6	9.3	Maternity services are managed as a whole unit	Staff moved to support safe care	None as new starters joining
Delivery Suite/Labour Ward A402	78.9%	99.8%	91.6%	101.7%	32.4	9.4	41.8	Maternity services are managed as a whole unit	Staff moved to support safe care	None as new starters joining
St Peters Maternity	89.1%	81.1%	105.4%	107.1%	45.5	25.0	70.5	Maternity services are managed as a whole unit	Staff moved to support safe care	None as new starters joining
WJC Maternity	87.0%	68.0%	102.1%	98.5%	59.8	30.8	90.6	Maternity services are managed as a whole unit	Staff moved to support safe care	None as new starters joining
Mayflower (BADB)	96.5%	98.5%	94.6%	96.8%	6.9	3.6	10.5			
Gosfield (EACD)	82.6%	73.3%	115.8%	106.0%	6.4	4.0	10.5	Vacancies	Matron worked clinically to ensure safe care provided	Recruitment on going
SEW (GBBK)	90.7%	96.8%	98.3%	99.8%	4.6	3.3	7.9			

Appendix 2 Band 5 and 6 trajectory for October 2016

Workforce Plan - Trajectory Band 5 & 6 Nurses

Trust Total

Excludes Midwives. All figures are WTE. Figures in ORANGE are forecast Figures.

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Current funded Establishment	1089.78	1087.97	1092.08	1091.22	1098.17	1097.17	1097.17	1097.17	1097.17	1097.17	1097.17	1097.17
Planned Increases in Establishment								19.24	19.24	19.24	19.24	
Total	1104.28	1087.97	1092.08	1091.22	1098.17	1097.17	1097.17	1116.41	1116.41	1116.41	1116.41	1097.17
Staff in Post (Contracted)	891.75	897.99	909.51	919.51	917.46	917.66	917.66	917.66	917.66	917.66	917.66	917.66
Vacancies	198.03	189.98	182.57	171.71	180.71	179.51	179.51	179.51	179.51	179.51	179.51	179.51
Vacancies %	18.17%	17.46%	16.72%	15.74%	16.46%	16.36%	16.36%	16.36%	16.36%	16.36%	16.36%	16.36%
Recruitment Plan - schemes show												
Risk												
leavers from Trust				4.02	4.02	4.02	4.02	4.02	4.02	4.02	4.02	4.02
Moves from Division						12.44	8.25	7.00	11.30	4.80	0.00	0.00
Moves to Division						12.44	8.25	7.00	11.30	4.80		
Local recruitment				7.97	7.97	11.61	45.99	1.78	17.10	5.00		1.00
Adaptation PIN received												
Kate Cowig (Non EU)							6.00		1.00	5.00		
HCL (EU)						1.00						
Medacs (EU)										1.00		
Medacs (Non EU)										4.00		
MSI (Non EU)											10.00	5.00
Open days												
Worked Based Learning											9.00	
Students								8.47	3.00	2.00	1.00	
Return To Practice									3.00			
Balance				2.83	2.83	8.58	47.97	6.23	20.08	12.98	15.98	1.98
Projected actual against Funded												
Projected Actual								923.90	943.98	956.97	972.95	974.93
Projected vacancy								192.51	172.43	159.44	143.46	122.24
Projected % Vacancy								17.2%	15.4%	14.3%	12.9%	11.1%

Additional Investment Notes	
Month	
Apr-16	
May-16	
Jun-16	
Jul-16	
Aug-16	
Sep-16	
Oct-16	
Nov-16	Winter Pressure Ward Opens 14/11/16 (+ 19.24 WTE)
Dec-16	
Jan-17	
Feb-17	
Mar-17	Winter Pressure Ward Closes 31/03/16 (-19.24 WTE)

