

Meeting: Finance and Performance Committee

Date: March 2017

Agenda Item:

Monthly Report on Nurse Levels for January 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

For noting

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 overview 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 January 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 January 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 January 2017, 35 incidents were reported with the specific category ‘Staffing Issues’, 5 of these fell within red flag criteria. A total of 15 incidents from all Datix categories reported in January fell within red flag criteria. All red flag incidents are recorded as low or no harm.

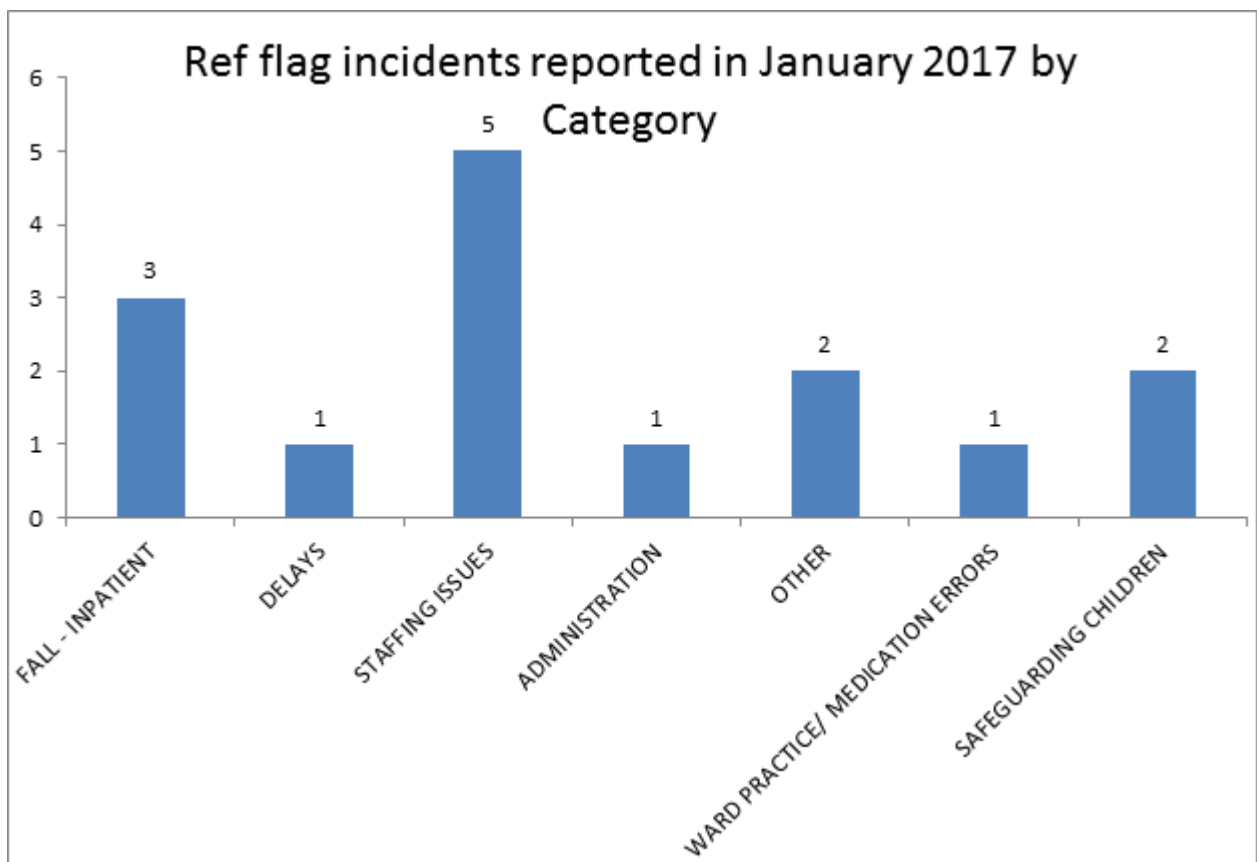
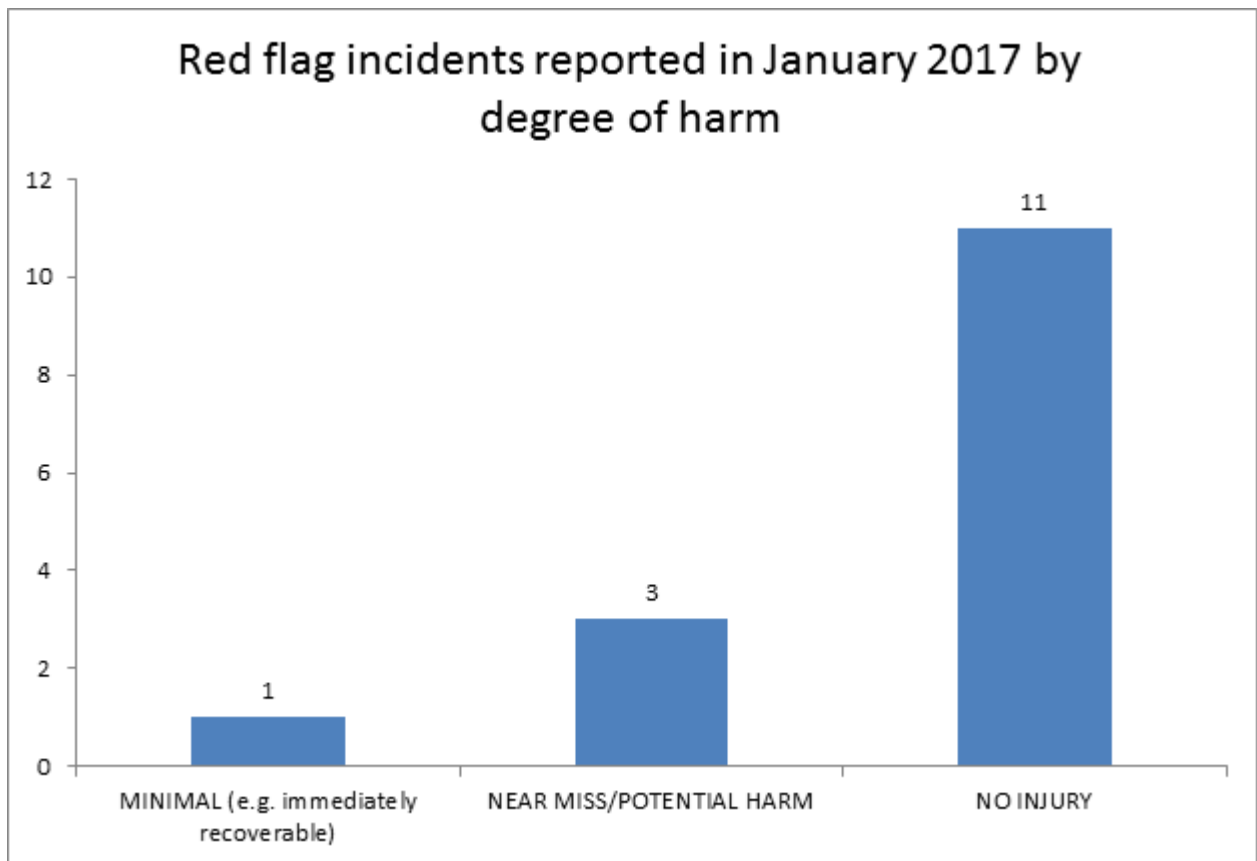
There were 6 birthing unit closures reported in January. These were as a result of staffing pressures due to patient activity and environmental issues at WJC.

There were 4 red flag incident reported relating to ED Paediatrics:

- WEB45913 – HCA called in sick and there were no available HCA’s from Phoenix, resulting in System One checks not being completed on all patients and delays to other treatments (no injury)
- WEB45690 – Delays in triage of over 30 minutes as result of a safeguarding situation presenting to the department (near miss)
- WEB45912 – Unit left with no cover as no HCA and due to time second trained was due to start (near miss)
- WEB45925 – Increased capacity and high acuity of patients in department. Twilight nurse without competencies and no HCA during day shift – 1 hour wait for triage (near miss)

(The graphs below detail the incidents by degree of harm and the categories of the 15 incidents recorded on Datix where red flag criteria was met).

	Jan 17
Incidents reported where the category was ‘Staffing Issues’	35
Incidents reported where the category was ‘Staffing Issues’ and Red Flag criteria were met	5
Red Flag (where staffing issues or skill mix was a contributing factor – all recorded categories)	15
Of those the degree of harm:	3
Near miss	11
No injury	1
Minor/Minimal	



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:

- 17.27 HCA's commenced employment in January 2017.
- 20.00 HCA's have confirmed start dates for February 2017 and March 2017.
- 23.32 HCA's have received conditional offer letters and are anticipated to start March 2017.
- 17.57 Band 5 RGN's commenced employment via local recruitment in January 2017.
- 6.80 Band 5 RGN's have confirmed start dates for February 2017.
- 21.84 Band 5 RGN's have received conditional offer letters from local recruitment and are anticipated to start between March 2017 and April 2017.

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. 1 commenced employment with their NMC Registration.
- 3 more commenced employment on January 2017.

A further 19 registered nurses were interviewed from Italy on 5 December 2016. These were also provided through Kate Cowhig Recruitment. All 19 were offered positions; however 3 have withdrawn since being offered a position.

3 are already registered with the NMC and will be starting with their PIN numbers. The remaining 13 will be required to undertake IELTS training to achieve a Level 7, required by the NMC.

Of these 19 Italian nurses, 8 have now commenced employment with the Trust in January 2017 and 5 have confirmed start dates for February 2017.

4.2 International Recruitment

5 Indian nurses have been offered conditional offers through Kate Cowhig Recruitment. 2 Indian nurses have started with the Trust, one in December 2016 and one in January 2017 and a start date has been arranged for February 2017 for another. As they are international nurses, they are required to take and pass the OSCE.

15 nurses from the Philippines have been offered conditional offer through MSI, however these are not likely to start until the new financial year due to not passing their IELTS.

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

4.3 HCA Recruitment Drive

The current vacancy rate across the ward areas for HCAs is 14%. This equates to 65.44 WTE. The aim of the recruitment drive is to reduce the vacancy rate to 8% by 31st March 2017. A recruitment plan has been developed and 3 WTE admin support have joined the recruitment team through the Bank, to focus solely on the recruitment of HCAs. Their key responsibilities are initiating, monitoring and following up pre-employment checks and references on a daily basis.

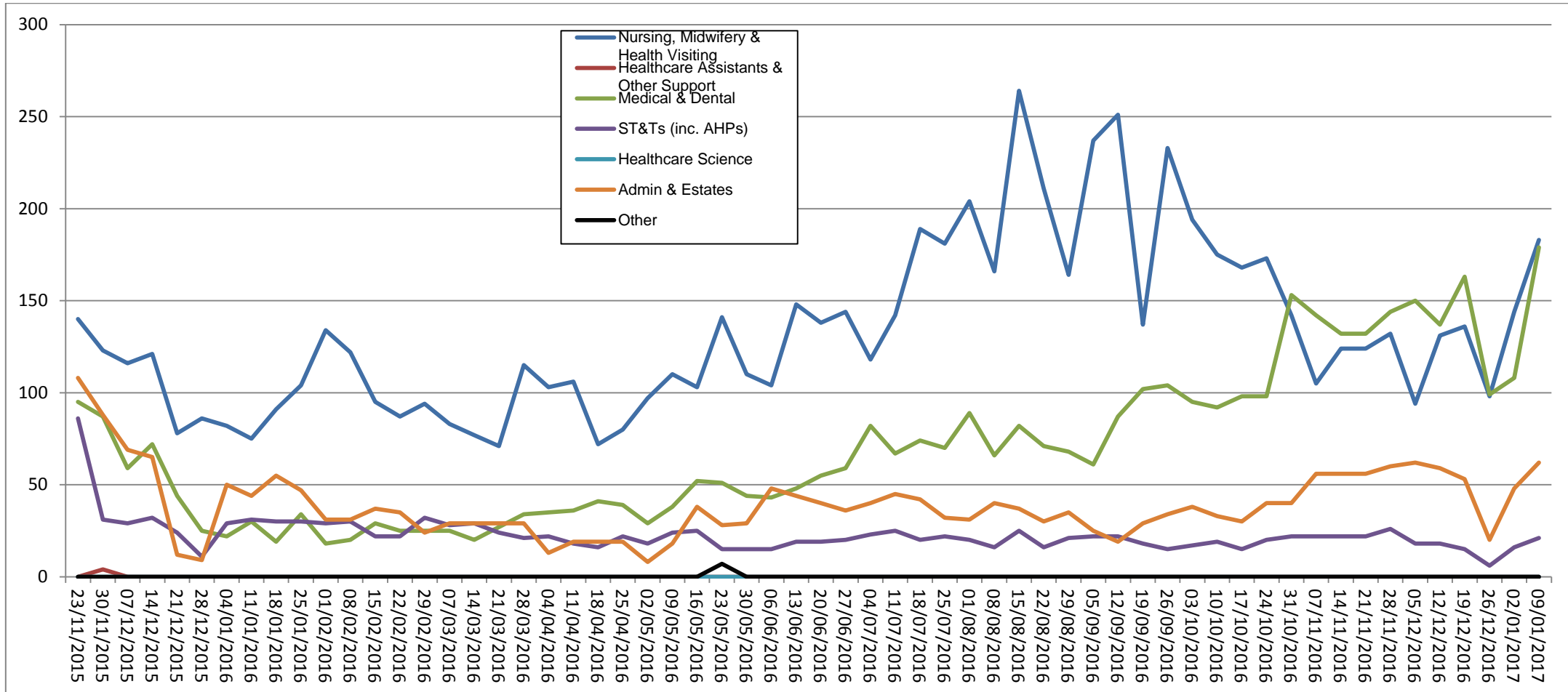
The Trust held a HCA recruitment open day on 7 January 2016. The day involved a tour of the hospital, group discussions, a Q&A session and a chance to talk to senior sisters and matrons to discuss the different areas within the Trust. Attendees were also required to pass our literacy & numeracy test. Of the 46 attendees, 27 of these have been offered a position with MEHT.

	Vacancies	%	Total WTE Recruited	WTE with Start Date	WTE remaining to be recruited	Comments
Emergency Care	9.85	13%	7.60	4.00	2.25	
Medicine	22.07	16%	18.20	6.40	3.87	
Surgery	25.64	18%	15.49	7.49	10.15	
Anaesthetics & Theatres	5.82	5%	0.00	0.00	5.82	
Women & Children	2.06	3%	2.56	2.56	(0.50)	
Total	65.44	14%	43.85	20.45	21.59	4%

4.4 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



The nurse agency ceiling of working within 10% of the trained nurses and midwives pay bill was achieved again in January and is running at a cumulative total of 9.8%.

5.0 Nursing turnover and vacancy rate

The tables below show the turnover and vacancy rate for unqualified and qualified staff.

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

Data extracted from ESR. Primary Assignments only.

Nurse or HCA	DIVISION	Average WTE	Leavers WTE	Turnover
HCA's	DIVISION 1 - MED & EMER CARE	178.46	14.19	7.95%
HCA's	DIVISION 2 - SURGICAL	139.52	14.53	10.42%
HCA's	DIVISION 3 - CLINICAL SUPPORT	89.31	7.29	8.17%
HCA's	DIVISION 4 - W & C	54.79	2.08	3.80%
HCA's	OPERATIONAL SUPPORT	23.49	6.20	26.39%
HCA's Trust Total		485.58	44.29	9.12%
Nurses and Midwives	CORPORATE	25.85	2.83	10.93%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	275.22	17.05	6.20%
Nurses and Midwives	DIVISION 2 - SURGICAL	327.60	17.63	5.38%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	315.97	20.56	6.51%
Nurses and Midwives	DIVISION 4 - W & C	248.96	11.69	4.70%
Nurses and Midwives	OPERATIONAL SUPPORT	29.74	3.03	10.18%
Nurses and Midwives Trust Total		1223.34	72.79	5.95%

Nurse and HCA Vacancies by Division - 31st January 2017

Data from Finance.

Nurse or HCA	DIVISION	Budgeted WTE	Contracted WTE	Vacancies WTE	Vacancies %
HCA's	CORPORATE	3.50		3.50	100.00%
HCA's	DIVISION 1 - MED & EMER CARE	220.65	180.72	39.93	18.10%
HCA's	DIVISION 2 - SURGICAL	185.77	153.97	31.80	17.12%
HCA's	DIVISION 3 - CLINICAL SUPPORT	111.42	101.77	9.65	8.66%
HCA's	DIVISION 4 - W & C	89.59	80.01	9.58	10.69%
HCA's	OPERATIONAL SUPPORT	44.58	27.49	17.09	38.33%
HCA's Trust Total		655.51	543.97	111.54	17.02%
Nurses	CORPORATE	29.89	28.04	1.85	6.19%
Nurses	DIVISION 1	366.02	285.21	80.81	22.08%
Nurses	DIVISION 2	395.50	333.32	62.18	15.72%
Nurses	DIVISION 3	390.93	342.12	48.81	12.48%
Nurses	DIVISION 4	284.29	253.14	31.15	10.96%
Nurses	OPERATIONAL SUPPORT	35.55	31.57	3.98	11.19%
Nurses and Midwives Trust Total		1502.18	1273.40	228.78	15.23%

6.0 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/charge nurse have worked in a supervisory capacity.

There are currently vacancies for the band 7 role in the postnatal ward and Gosfield. Both posts have been recruited to.

Table 2: Senior Sister/Charge Nurse Supervisory Status report

Unit	Percentage of Contracted Admin Hours
A4.3 Postnatal Ward (WF404)	0.00%
A4.4 Neonatal Unit (WF 405)	13.85%
Baddow Ward C250	43.36%
Billericay Ward E321	14.75%
Birthing Unit A402	26.06%
Braxted Ward C251	26.80%
Burns Childrens Ward E225	56.45%
Burns ITU E220	5.23%
Danbury Ward A302	40.65%
Delivery Suite A402	11.67%
Acute Medical Unit	22.58%
ESS Ward A207	49.68%
Felsted Ward A205	41.25%
GICU	17.37%
Gosfield Ward	#DIV/0!
Heybridge Ward A303	0.00%
John Ray Ward E323	45.46%
Lister Ward C451	42.45%
Mayflower Ward E322	25.29%
Notley Ward E223	63.53%
Phoenix Ward E122	53.07%
Rayne Ward A304	42.75%
St Peters Maternity	62.02%
Stock Ward E320	34.93%
Stroke Unit E125	100.00%
Terling Ward A305	50.28%
WJC Maternity	32.22%

7.0 National Staffing levels

NHSI have circulated a consultation document “ Safe, Sustainable and Productive Staffing improvement resources – for review” this was launched in December and closed on February 3rd 2017. This is an update on the original NQB paper which this paper has resulted from. 2 focus groups are being held for Trust staff so that we can provide an informed response. One of the changes is that the contribution of MDT staff within the team can be used for the unify calculation if they are rostered within the clinical area. We responded to the consultation and we await the final document which will be actioned through a task and finish group.

8.0 Next Steps

The Finance & Performance Committee is asked to:

- Note the monthly submission of nurse staffing data for January 2017
- Note the areas below 90% and the mitigations and steps taken to address staffing shortfalls

Author

Lyn Hinton
Director of Nursing
February 2017

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

Ward Unit	Day		Night		Registered midwives/nurses	Care Staff	Overall	Reasons	Impact	Actions taken to address the gap
	Average Fill Rate RN %	Average Fill Rate HCA %	Average Fill Rate RN %	Average Fill Rate HCA %						
Phoenix Ward E122	89.4%	115.3%	87.1%	95.4%	10.7	3.4	14.1	Vacancies	Safe care	Trying to recruit using a campaign with Sterling Cross
Heybridge Ward A303	89.8%	111.8%	99.9%	156.8%	3.8	2.8	6.6	Vacancies	Safe care	Staff are moved around the unit to mitigate the risk
Rayne Ward A304	94.0%	104.2%	100.1%	140.1%	3.7	2.5	6.1			
Goldhanger Ward E222	92.3%	108.4%	101.1%	148.1%	3.0	3.3	6.3			
Notley Ward E223	96.4%	103.4%	98.9%	138.7%	3.6	3.0	6.6			
Lister Ward C451	95.9%	94.5%	100.0%	152.0%	3.4	2.4	5.8			
John Ray Ward E323	101.2%	89.6%	105.8%	104.8%	4.2	3.1	7.2	Vacancies	Safe care	Recruited to through trust wide campaign
ESS Ward A205	116.7%	96.5%	133.4%	109.6%	5.7	4.2	9.9			
AMU Ward A204	84.9%	91.6%	98.4%	107.0%	6.1	4.8	10.9	Vacancies due to merger with ACU	ACU function not opened to full capacity if not staffed	Staff moved around to mitigate gaps
GICU	90.7%	86.0%	100.2%	57.8%	23.6	1.1	24.7			
Danbury Ward A302	88.2%	94.4%	98.9%	116.0%	2.9	2.7	5.6	Vacancies	Safe care	Staff are moved around the unit to mitigate the risk. Difficult to recruit to area lines of temporary staff being sort to support the ward
Terling Ward A305	90.6%	105.6%	100.2%	135.4%	3.0	2.7	5.7			
Baddow Ward C250	95.1%	108.1%	100.0%	148.4%	3.2	3.4	6.6			
Braxted Ward C251	94.2%	108.3%	99.8%	162.9%	3.1	3.5	6.6			
Felsted (A207)	94.1%	91.2%	100.2%	100.0%	4.1	2.8	6.9			

Stroke Unit E125	116.7%	106.9%	131.3%	150.8%	4.2	3.6	7.8			
Burns ITU E220	79.7%	67.5%	82.6%	83.9%	48.5	7.1	55.6	Staffed according to patient numbers	Safe care	None required
Burns Adult Ward E221	92.2%	122.6%	98.4%	112.6%	11.0	7.7	18.8			
Burns Children Ward E225	70.9%	143.4%	100.1%	#DIV/0!	24.7	10.9	35.6	Staffed to the patient numbers	Safe care	None required
Stock Ward E320	89.3%	117.3%	102.3%	196.6%	4.8	2.9	7.7	Additional shifts not always required	Safe care	None required
Billericay Ward E321	86.5%	115.9%	100.7%	144.9%	4.1	3.3	7.5	Additional shifts not always required	Safe care	None required
Birthing Unit A402	89.8%	#DIV/0!	104.4%	#DIV/0!	76.3	0.0	76.3	Safe staffing for patient activity	Safe care	None required
A4.4 Neonatal Unit (WF 405)	79.6%	87.1%	80.2%	80.6%	13.3	2.4	15.7	Safe staffing for patient activity	Safe care	None required
A4.3 Postnatal Ward (WF404)	91.2%	83.3%	105.9%	107.4%	6.0	3.8	9.8	MCA's managed across the unit	Safe care	Staff moved as required
Delivery Suite/Labour Ward A402	81.8%	93.4%	94.0%	103.9%	30.9	8.5	39.3	Safe staffing for patient activity	Safe care	In the process of recruiting to vacancies
St Peters Maternity	94.3%	65.6%	102.6%	111.3%	49.9	23.1	73.0	MCA's managed across the unit	Safe care	Staff moved as required
WJC Maternity	87.0%	65.1%	98.5%	95.0%	55.7	27.7	83.3	Safe staffing for patient activity Unit closed due to environmental issues	Safe care	None required
Mayflower (BADB)	94.4%	102.5%	98.9%	93.6%	6.5	3.4	10.0			
Gosfield (EACD)	82.2%	85.1%	116.0%	109.0%	5.5	3.8	9.3	Vacancies	Safe care for patient numbers	None required
SEW (GBBK)	84.8%	96.5%	94.6%	100.0%	4.7	3.5	8.2	Vacancies	Safe care	Recruiting to posts

Appendix 2

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	1096.67	1105.10	1103.85	1101.93	1101.93	1101.93	1101.93
Planned Increases in Establishment												
Total	1104.28	1087.97	1092.08	1091.22	1098.17	1096.67	1105.10	1103.85	1101.93	1101.93	1101.93	1101.93
Staff in Post (Contracted)	891.75	897.99	909.51	919.51	917.46	921.88	913.63	935.96	929.66	919.34	919.34	919.34
Vacancies	198.03	189.98	182.57	171.71	180.71	174.79	191.47	167.89	172.27	182.59	182.59	182.59
Vacancies %	18.17%	17.46%	16.72%	15.74%	16.46%	15.94%	17.33%	15.21%	15.63%	16.57%	16.57%	16.57%
Recruitment Plan - schemes show Risk												
leavers from Trust				4.02	4.02	4.02	5.27	5.27	5.27	5.27	5.27	5.27
Moves from Division						12.44	8.25	7.00	2.67	2.73	9.21	17.10
Moves to Division						12.44	8.25	7.00	2.67	2.73	9.21	17.10
Local recruitment				7.97	7.97	11.61	45.99	1.78	3.50	6.33	7.00	11.20
Adaptation PIN received												
Kate Cowig (Non EU)							6.00		1.00		1.00	
Kate Cowig (EU)										11.00	5.00	1.00
HCL (EU)						1.00						
Medacs (EU)												
Medacs (Non EU)												
MSI (Non EU)												
Open days												
Worked Based Learning											4.00	
Students								8.47	3.00		1.00	8.80
Return To Practice									3.00		1.00	2.00
Balance				2.83	2.83	8.58	46.72	4.98	5.23	12.06	13.73	17.73
Projected actual against Funded												
Projected Actual	920.30	920.69	921.09	922.34	920.29	930.46	960.35	940.94	934.89	931.40	933.07	937.07
Projected vacancy	183.98	167.28	170.99	168.88	177.88	166.21	144.75	162.91	167.04	170.53	168.86	164.86
Projected % Vacancy	16.7%	15.4%	15.7%	15.5%	16.2%	15.2%	13.1%	14.8%	15.2%	15.5%	15.3%	15.0%

Additional Investment Notes	
Month	
Apr-16	
May-16	
Jun-16	
Jul-16	
Aug-16	
Sep-16	
Oct-16	
Nov-16	
Dec-16	Note - from December the Contingency ward figures are in the Funded Establishment number.
Jan-17	
Feb-17	
Mar-17	

