

Meeting: Finance and Performance Committee

Date: March 2017

Agenda Item:

Monthly Report on Nurse Levels for February 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 28th February 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 February 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

Incident reports and red flags

In February 2017, 27 incidents were reported with the specific category ‘Staffing Issues’, 3 of these fell within red flag criteria. A total of 18 incidents reported in February fell within red flag criteria 16 of which are recorded on Datix as resulting in no or low harm, 1 incident was reported as Moderate and 1 was reported as Major/severe harm:

Moderate: WEB46740 Braxted Ward, Care of the Elderly; Inpatient Fall. Patient was at risk of absconding. She was placed under deprivation of liberty by the night staff since 20/2/17. They requested a one to one, but there was not an extra member of staff supplied. The patient was independently mobile. She had been mobilising around the ward previously without seeming unsteady or at risk. The staff were monitoring for absconding, not for mobilising independently around the ward, which the patient had been doing since admission. This incident was an unforeseen accident, which even with a one to one may have still happened. A right hip x-ray was done, which has shown a fractured neck of femur. Orthopaedic review has said query fit for surgery. Patient is awaiting an anaesthetic review.

Major/Severe: WEB46361 Plastics Surgery - Patient admitted for breast surgery following 2 cancellations due to staffing shortages in theatre. Patient treated as soon as staffing available for theatres. Crisis in theatre staffing levels had direct impact on patient care. The patient understood the reasons (no theatre staff) for her surgery postponement on both days. Following surgery, all oncology follow-up to discuss her histopathology has been undertaken by the breast surgeons / breast oncologists at KGH/Queens. Theatre staffing levels now much improved. The Incident is currently being reviewed.

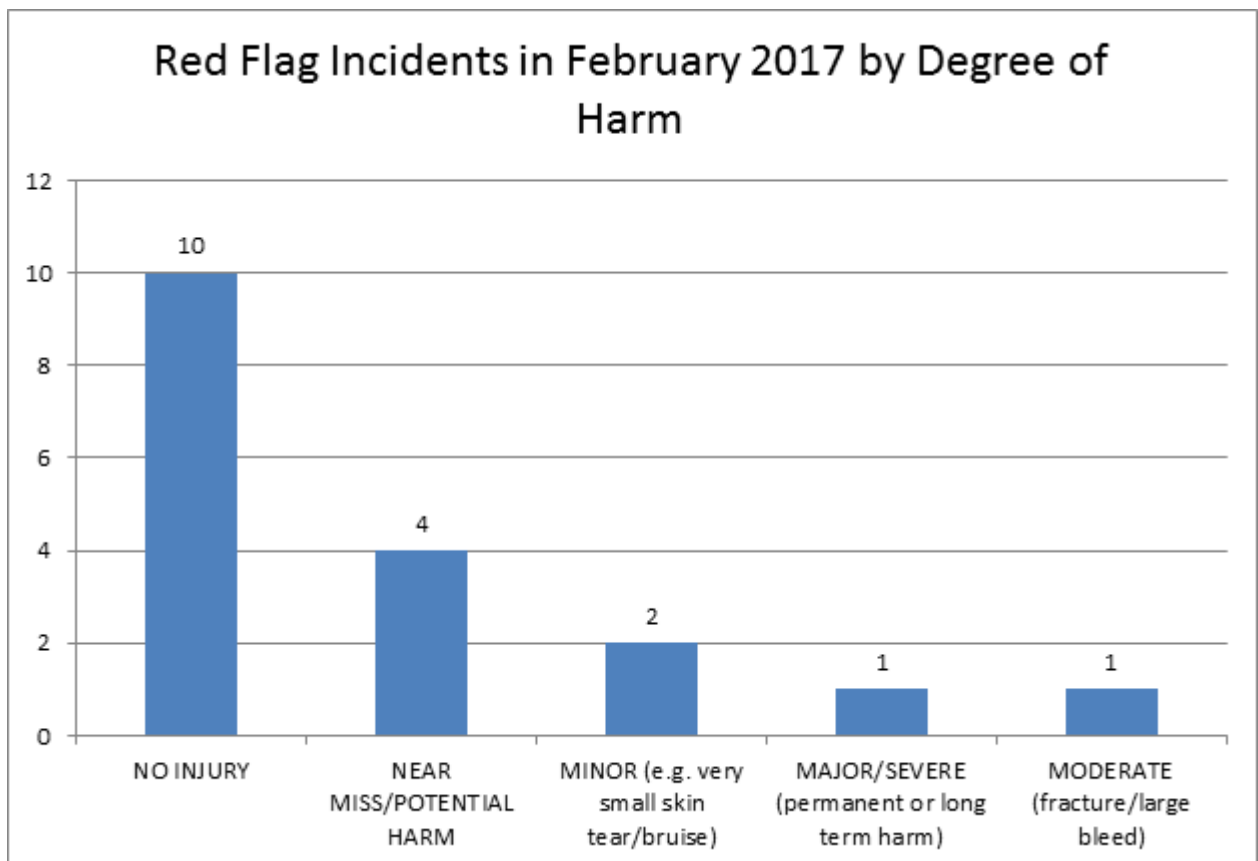
There were 2 red flag incident reported relating to ED Paediatrics in February 2017:

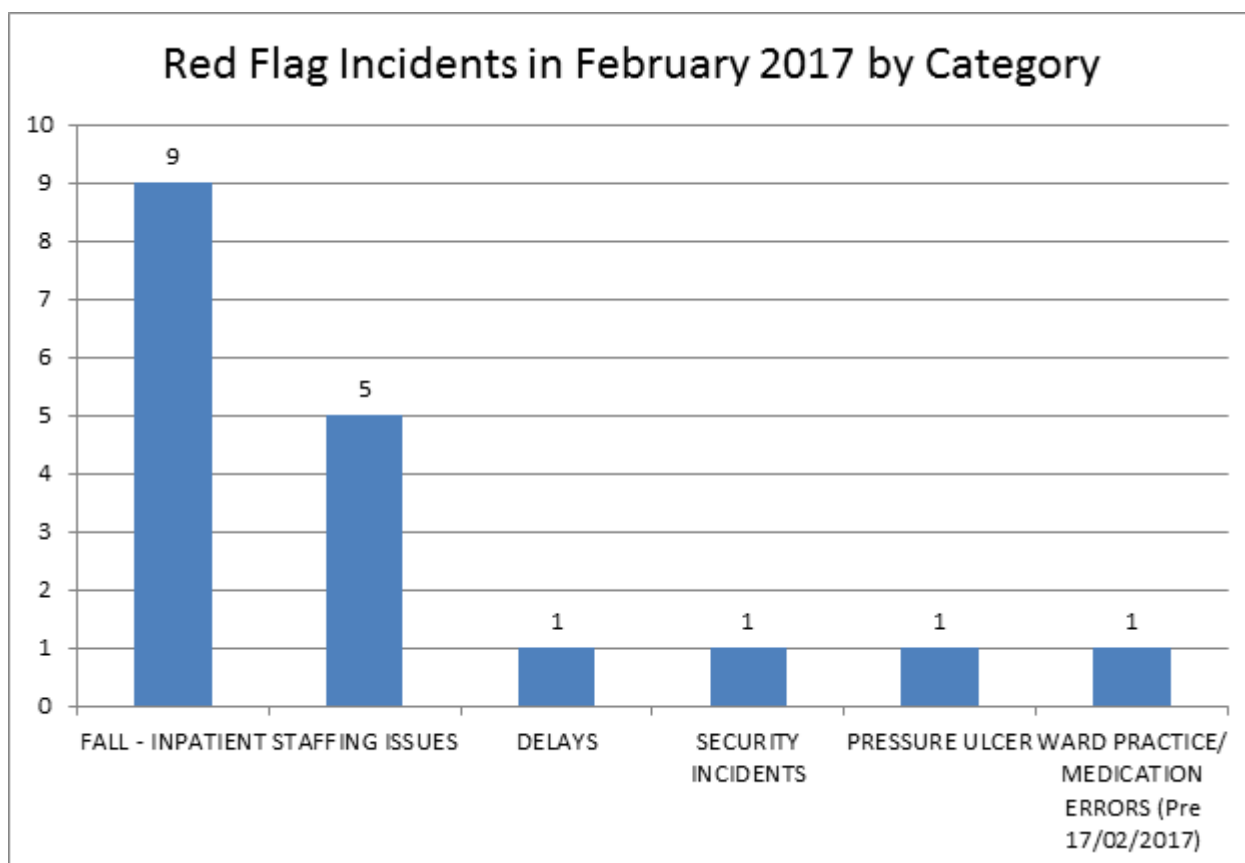
There were no reported closures of birthing units in February.

	Feb 17
Incidents reported where the category was ‘Staffing Issues’	27
Incidents reported where the category was ‘Staffing Issues’ and Red Flag criteria was met	5

Red Flag (where staffing issues or skill mix was a contributing factor – all recorded categories)	18
Of those the degree of harm:	
Near miss	4
No injury	10
Minor/Minimal	2
Major/Severe	1
Moderate	1

(The graphs below detail the incidents by degree of harm and the categories of the 18 incidents recorded on Datix where red flag criteria was met).





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:

- 11.29 HCA's commenced employment in February 2017.
- 16.66 HCA's commenced employment in March 2017.
- 6.60 HCA's have confirmed start dates for April 2017.
- 2.86 HCA's have received conditional offer letters and are anticipated to start April 2017.
- 8.00 Band 5 RGN's commenced employment via local recruitment in February 2017.
- 2.64 Band 5 RGN's commenced employment in March 2017.
- 13.73 Band 5 RGN's have confirmed start dates between April 2017 and June 2017.
- 23.80 Band 5 RGN's have received conditional offer letters from local recruitment and are anticipated to start between April 2017 and May 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. Subsequently 6 have withdrawn their offer.

- 6 of these nurses commenced employment on 17 October 2016 and 5 of these commenced their IELTS preparation on 1 November 2016 to achieve a Level 7, which enables their registration with the NMC. 1 commenced employment with their NMC Registration.
- 2 more commenced employment on January 2017

- 2 nurses remain in Italy to achieve IELTS level 6 to come to the UK

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, 1 has withdrawn since being offered a position.

2 are already registered with the NMC and will be starting with their PIN numbers. The remaining 16 will be required to undertake IELTS preparation to achieve a Level 7, required by the NMC.

- 8 of these nurses commenced employment in January 2017, and 7 of these commenced their IELTS preparation in February 2017
- 5 of these nurses commenced employment in February 2017, and all five nurses commenced their IELTS preparation February 2017
- 1 nurse is starting in post 3 April 2017 with NMC registration
- 1 nurse is starting May 2017 – start date to be confirmed, and will require IELTS preparation
- 2 nurses remain in Italy to achieve IELTS level 6 to come to the UK

One nurse has been recruited through Medacs and is currently in the process of renewal of her NMC registration

There continues to be an adhoc recruitment through Kate Cowhig Recruitment agency, and Medacs Recruitment agency

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 February 2017 for another. As they are international nurses, they are required to take and pass the OSCE.

15 Nurses from the Philippines had been offered conditional offer through MSI however, only 11 remain in the recruitment process. Achievement of IELTS has been challenging, and the nurses are not expected to commence in post until June 2017 at the earliest.

- 1 nurse has now submitted to the NMC

An additional 5 nurses from the Philippines have been offered conditional offers through Medacs. All 5 nurses will need to achieve their IELTS to enable submission to the NMC for decision for registration.

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.

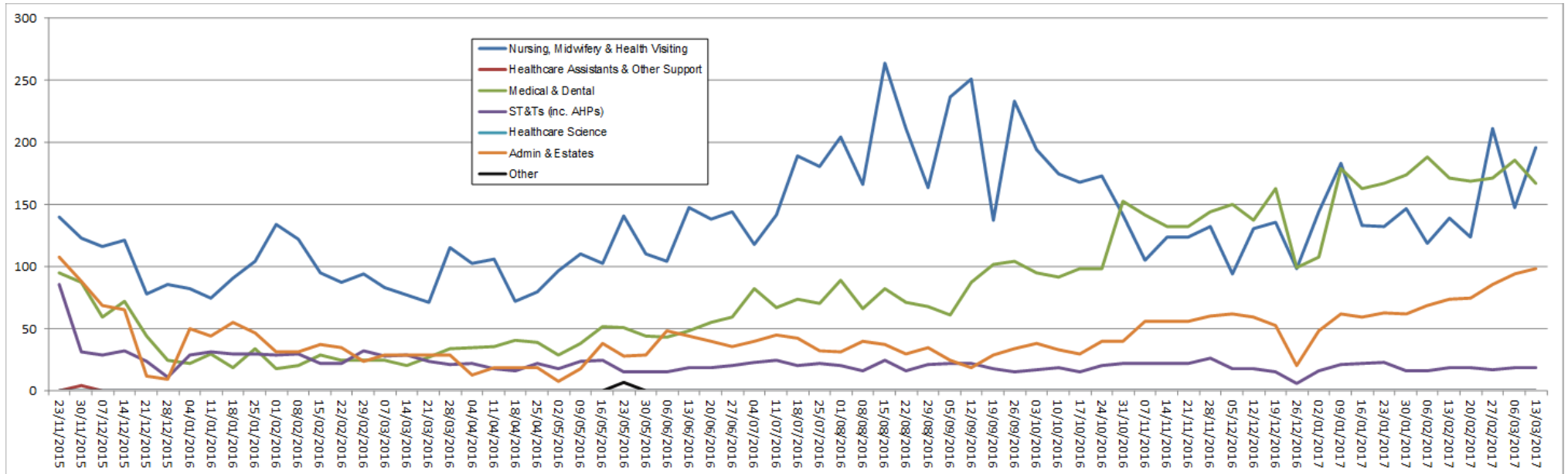
As of 23 March 2017, the Temporary Staff Usage spread sheet demonstrates a vacancy rate of 9%. However, as of 31 March 2017 once all new starters for March 2017 are on payroll, the vacancy rate will reduce to 7.74%.

	Vacancies	%	Total WTE Recruited	WTE with Start Date	WTE remaining to be recruited	Comments
Emergency Care	8.88	11%	13.00	7.40	(4.12)	
Medicine	18.07	13%	10.20	8.60	7.87	
Surgery	18.70	13%	16.21	13.75	2.49	
Anaesthetics & Theatres	6.82	7%	1.80	1.80	5.02	
Women & Children	2.78	4%	1.96	1.00	0.82	
Total	55.25	11%	43.17	32.55	12.08	2%

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 February and is running at a cumulative total of 9.9%.

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 February 2017

Data extracted from ESR. Primary Assignments only.

Nurse or HCA	DIVISION	Average WTE	Leavers WTE	Turnover
HCA's	DIVISION 1 - MED & EMER CARE	179.22	13.85	7.73%
HCA's	DIVISION 2 - SURGICAL	144.95	13.53	9.34%
HCA's	DIVISION 3 - CLINICAL SUPPORT	90.71	7.29	8.04%
HCA's	DIVISION 4 - W & C	56.21	2.72	4.84%
HCA's	OPERATIONAL SUPPORT	23.49	6.20	26.39%
HCA's Trust Total		494.59	43.60	8.82%
Nurses and Midwives	CORPORATE	25.85	2.83	10.93%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	276.82	18.72	6.76%
Nurses and Midwives	DIVISION 2 - SURGICAL	332.30	19.63	5.91%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	316.50	20.56	6.50%
Nurses and Midwives	DIVISION 4 - W & C	248.08	13.69	5.52%
Nurses and Midwives	OPERATIONAL SUPPORT	29.76	2.85	9.59%
Nurses and Midwives Trust Total		1229.32	78.28	6.37%

Nurse and HCA Vacancies by Division - 28th February 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	223.75	195.09	28.66	12.81%
HCA's	DIVISION 2	186.77	166.16	20.61	11.04%
HCA's	DIVISION 3	111.42	100.57	10.85	9.73%
HCA's	DIVISION 4	89.59	80.85	8.74	9.76%
HCA's	OPERATIONAL SUPPORT	44.65	26.49	18.16	40.66%
HCA's Trust Total		659.68	569.17	90.51	13.72%
Nurses	CORPORATE	28.89	27.04	1.85	6.40%
Nurses	DIVISION 1	369.99	280.53	89.46	24.18%
Nurses	DIVISION 2	395.50	335.46	60.04	15.18%
Nurses	DIVISION 3	391.53	343.47	48.06	12.27%
Nurses	DIVISION 4	286.50	253.78	32.72	11.42%
Nurses	OPERATIONAL SUPPORT	35.62	30.57	5.05	14.17%
Nurses and Midwives Trust Total		1508.03	1270.85	237.18	15.73%

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.

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)	12.58%
Baddow Ward C250	13.67%
Billericay Ward E321	31.00%
Birthing Unit A402	28.85%
Braxted Ward C251	35.83%
Burns Children's Ward E225	56.25%
Burns ITU E220	5.27%
Danbury Ward A302	42.67%
Delivery Suite A402	9.13%
Acute Medical Unit	28.93%
ESS Ward A207	50.00%
Felsted Ward A205	50.00%
GICU	21.11%
Gosfield Ward	88.00%
Heybridge Ward A303	22.83%
John Ray Ward E323	42.67%
Lister Ward C451	46.67%
Mayflower Ward E322	31.00%
Notley Ward E223	54.17%
Phoenix Ward E122	57.29%
Rayne Ward A304	58.33%
St Peters Maternity	35.00%
Stock Ward E320	54.00%
Stroke Unit E125	100.00%
Terling Ward A305	45.67%
WJC Maternity	0.00%

7.0 Next Steps

The Finance & Performance Committee is asked to:

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

Author

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Director of Nursing
March 2017

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

Ward name	Registered midwives/nurses	Care Staff	Overall	Day		Night		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	9.9	2.6	12.5	93.3%	93.6%	88.5%	85.7%	Staffing flexed to meet patient activity, Numbers reduced at night	Safe care	Second recruitment campaign planned with Sterling Cross April 2017
Heybridge Ward A303	4.0	3.2	7.1	90.4%	122.1%	98.4%	169.6%			
Rayne Ward A304	3.6	2.7	6.3	93.9%	119.8%	98.4%	145.5%			
Goldhanger Ward E222	2.9	2.9	5.9	90.6%	93.6%	95.4%	132.0%			
Notley Ward E223	3.5	3.1	6.6	96.6%	111.3%	97.7%	130.4%			Recruitment campaign planned with Sterling Cross April 2017
Lister Ward C451	3.3	2.4	5.7	92.2%	96.8%	97.6%	146.4%			Recruitment campaign planned with Sterling Cross April 2017
John Ray Ward E323	4.0	3.2	7.2	94.2%	91.6%	96.6%	100.0%			Recruitment campaign planned with Sterling Cross April 2017
ESS Ward A205	3.9	3.2	7.1	114.6%	107.0%	131.0%	120.9%			
EAU Ward A204	6.3	4.8	11.1	76.7%	77.8%	100.0%	104.9%	The ACU shifts are reduced to match the consultant cover, therefore the fill rate is showing red, however the cover is safe for service which is being provided	Reduced ACU hours from 10.00 to 18.00 not 22.00	Advertising for acute physicians to extend the service hours
General Intensive Care Unit E226	24.0	0.8	24.9	89.2%	63.8%	99.7%	39.3%	Staffing flexed to meet patient activity		None required
Danbury Ward A302	2.8	2.7	5.5	91.6%	95.7%	98.8%	117.2%			Recruitment campaign planned with Sterling Cross April 2017
Terling Ward A305	3.0	2.8	5.8	92.7%	108.7%	100.0%	142.8%			
Baddow Ward C250	3.1	3.4	6.5	94.2%	104.1%	98.8%	155.6%			
Braxted Ward C251	3.2	3.4	6.6	94.9%	100.3%	97.7%	156.4%			
Felsted (A207)	4.1	3.0	7.1	92.3%	93.2%	98.9%	100.4%			
Stroke Unit E125	4.3	3.5	7.8	118.8%	104.4%	130.9%	142.9%			Recruitment campaign planned with Sterling Cross April 2017
Burns ITU E220	65.6	11.0	76.6	65.4%	62.8%	64.7%	75.0%	Staffing flexed to meet patient activity	Safe care	None required
Burns Adult Ward E221	15.5	7.7	23.2	81.7%	70.9%	98.2%	82.1%	Staffing flexed to meet patient activity	Safe care	None required
Burns Children Ward E225	15.7	6.9	22.6	79.5%	130.9%	101.9%	-	Staffing flexed to meet patient activity	Safe care	
Stock Ward E320	4.7	2.2	6.8	90.1%	98.8%	103.3%	125.7%			
Billericay Ward E321	4.0	3.0	7.0	83.4%	103.6%	94.5%	126.8%	Core RN shifts safely covered, additional airway shifts not required until 21 st February	Safe care	None required Interviews arranged for 29.3.17 band 5RN's – 3 confirmed

Birthing Unit A402	48.5	0.0	48.5	85.7%	-	97.8%	-	Midwifery vacancies are being recruited to	Safe care	
A4.4 Neonatal Unit (WF 405)	8.2	1.5	9.7	77.0%	92.9%	78.7%	67.9%	Vacancies, staff are moved around the paediatric to support safe care	Safe care	Recruitment campaign planned with Sterling Cross April 2017
A4.3 Postnatal Ward (WF404)	5.6	3.3	8.9	94.2%	79.7%	106.8%	106.7%	Midwifery vacancies are being recruited to	Safe care	
Delivery Suite/Labour Ward A402	31.0	8.9	39.8	80.8%	98.0%	93.8%	105.8%	Midwifery vacancies are being recruited to	Safe care	
St Peters Maternity	35.2	17.6	52.8	94.0%	73.1%	102.9%	112.0%	Midwifery vacancies are being recruited to	Safe care	
WJC Maternity	78.0	35.5	113.4	90.7%	57.0%	89.6%	97.4%	MCA's are managed from the delivery suite across the service Midwifery vacancies are being recruited to	Safe care	
Mayflower (BADB)	6.7	3.6	10.3	95.0%	104.3%	98.7%	96.4%			
Gosfield (EACD)	5.4	3.6	9.0	85.1%	84.2%	115.8%	108.3%	Staffing flexed to meet patient activity	Safe care	None required
SEW (GBBK)	4.9	3.8	8.7	89.7%	106.2%	100.2%	107.0%	Vacancies	Safe care	Posts have been recruited to

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	1104.10	1102.85	1101.93	1112.87	1117.12	1117.12
Planned Increases in Establishment												
Total	1104.28	1087.97	1092.08	1091.22	1098.17	1096.67	1104.10	1102.85	1101.93	1112.87	1117.12	1117.12
Staff in Post (Contracted)	891.75	897.99	909.51	919.51	917.46	921.88	913.63	935.96	929.66	919.34	919.25	919.25
Vacancies	198.03	189.98	182.57	171.71	180.71	174.79	190.47	166.89	172.27	193.53	197.87	197.87
Vacancies %	18.17%	17.46%	16.72%	15.74%	16.46%	15.94%	17.25%	15.13%	15.63%	17.39%	17.71%	17.71%
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	7.92
Moves to Division						12.44	8.25	7.00	2.67	2.73	9.21	7.92
Local recruitment				7.97	7.97	11.61	45.99	1.78	3.50	6.33	7.00	1.00
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	2.00
Students								8.47	3.00		1.00	
Return To Practice									3.00		1.00	1.00
Balance				2.83	2.83	8.58	46.72	4.98	5.23	12.06	13.73	-0.27
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	932.98	918.98
Projected vacancy	183.98	167.28	170.99	168.88	177.88	166.21	143.75	161.91	167.04	181.47	184.14	198.14
Projected % Vacancy	16.7%	15.4%	15.7%	15.5%	16.2%	15.2%	13.0%	14.7%	15.2%	16.3%	16.5%	17.7%

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

