

**Meeting:**  
**Date:** 21<sup>st</sup> June 2017

**Agenda Item:**

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## Monthly Report on Nurse Levels for May 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>	

**Cross Reference to Trust Strategic Priorities and Objectives:** 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.

## 1.0 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

## 2.0 STAFFING LEVELS –

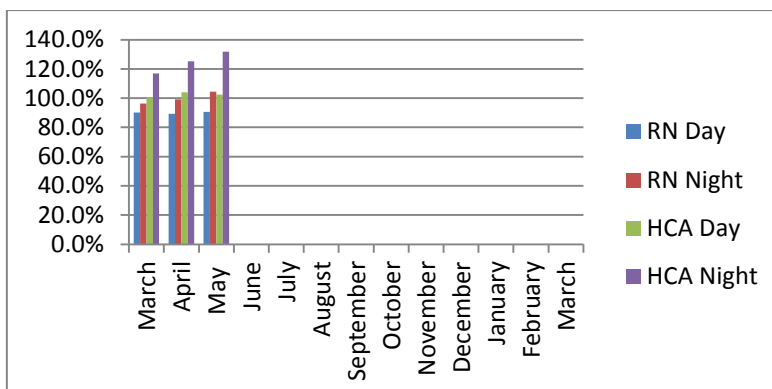
Staffing Measures	April	May	Change	↑ ↓
Nursing establishment wte.	1073.51	1082.62	9.11	↑
Nursing establishment wte in post	890.78	905.00	14.22	↑
Vacancy wte	182.73	177.62	5.11	↓
Vacancy %	17.02	16.41	0.61	↓
Number of red flags raised	21	9	12	↓
Nurse agency % of pay bill	7.3%	10.72	3.42%	↑

The increase in use of agency spend in the month of May, over establishment of HCAs can be seen throughout the report and has locally been identified as using specials, possibly reflected with the short fall in ESAs and night specials not within ESA budget or roster template. The Director of Nursing to meet transformation lead to consider directorate based targets to increase ownership and reduction in spend.

## 2.1 RN/HCA fill rates for days and nights – Overall Trust position

RN day	RN night	HCA day	HCA night
90.7	104.4%	102.4%	131.8%

## 2.2 Cumulative Fill rates



### 2.3 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	90.8%	105.7%	90.0%	113%	106.8%	143.9%	106.1	160.9%
Surgery	91.8%	97.0%	94.2%	98.9%	108.0%	117.3%	109.9%	114.9%
Women & Children	83.2%	92.6%	86.4%	92.4%	85.9%	101.7%	86.4%	101.2%

### 3.0 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.

Unit	Day		Night		Reason	impact	Mitigation
	RN/RM (%)	HCA/MCA (%)	registered nurses/midwives (%)	care staff (%)			
Heybridge	113%	149%	82%	101.9%	4 x RN Awaiting PIN 1 RN on induction 4 x Resignations Night RN 5 <sup>th</sup> May not covered Overstaffing on days for backfill and specials	nil	Surgical staffing generally put to bank 3 - 4 weeks in advance by matrons. Night time shortages managed by site management, as they are aware of Trust wide shortfalls and safety factors
Rayne ward	108.0%	125.0%	78.6%	86.6%	3 x long term sick HCA 1 RN Long term sick (now returned to work) 1 x RN from other dept for competency, on Rayne roster, but funded from elsewhere. Nights 14, 22, 25x2 & 26 out to agency, not covered	nil	Surgical staffing generally put to bank 3 - 4 weeks in advance by matrons. Night time shortages managed by site management, as they are aware of Trust wide shortfalls and safety factors
Goldhanger	87.0%	126.1%	98.5%	193.4%	vacancy rate	nil	Staff moved within medicine to mitigate risk
John Ray	104.2%	101.9%	66.8%	83.9%	Vacancy rate of 4.33 wte band 5	nil	Staff moved around, but recognise that the roster may need to be reviewed to manage peaks in patient activity
AMU (was EAU)	77.8%	83.3%	98.4%	106.5%	template reflecting unused shifts	nil	Shifts need to be cleared for demand if not used by unit
GICU	96.0%	75.9%	97.3%	107.3%	HCA shift not always required or released for temporary staffing	nil	nil required
Danbury	88.6%	131.7%	97.7%	155.8%	Significant RN vacancy 6 WTE	nil	Lines of duty organised for temporary staffing to increase consistency. Staffed moved from with
Burns ITU	87.1%	73.7%	91.4%	96.8%	HCA shift not always required or released for temporary staffing	nil	nil required
Burns Children	73.0%	129.8%	100.0%	-	roster template inaccurate on submission actual fill rate in 90s	nil	n/a
Birthing Unit	80.8%	-	101.7%	-	Vacancy rate contributing, but should improve in coming months due to recruitment. Staff	nil	Staffing reviewed daily to mitigate across directorate. Only one closure of external unit this month
Pheonix	91%	117.9%	87.8%	100.1%			
Neonatal	85.0%	46.0%	80.6%	83.9%			

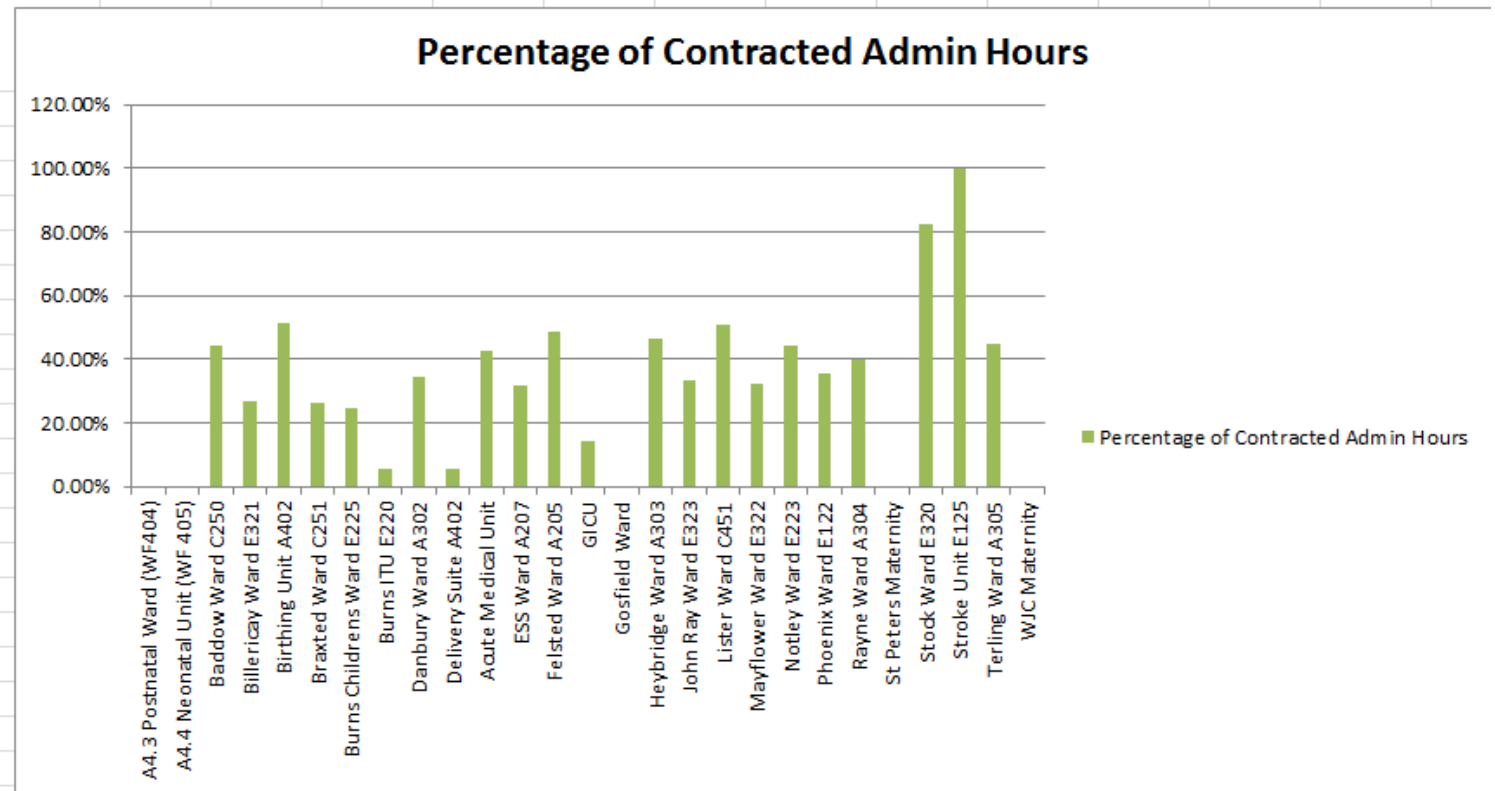
<b>Labour</b>	<b>78.2%</b>	<b>95.9%</b>	<b>93.0%</b>	<b>105.3%</b>		
<b>St Peters</b>	<b>96.1%</b>	<b>74.2%</b>	<b>101.9%</b>	<b>111.1%</b>		
<b>WJC</b>	<b>83.9%</b>	<b>70.6%</b>	<b>84.6%</b>	<b>85.0%</b>		
<b>Gosfield</b>	<b>84.0%</b>	<b>92.3%</b>	<b>115.8%</b>	<b>106.8%</b>		
<b>SEW</b>	<b>103.7%</b>	<b>94.1%</b>	<b>82.7%</b>	<b>82.6%</b>	<b>1 x RN awaiting PIN Several HCA shifts not covered</b>	<b>nil Staff moved to mitigate risk</b>

#### 4.0 Fill rates: Overall Trust position

Unit	Day				Night				Day		Night		Care Hours Per Patient Day (CHPPD)			
	Registered midwives/nurses		Care Staff		Registered nurses/midwives		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	3067	2795	744	878	2394	2101	713	714	91.1%	117.9%	87.8%	100.1%	514	9.5	3.1	12.6
Heybridge Ward	2294	2554	1349	2015	1426	1169	713	727	111.3%	149.4%	82.0%	101.9%	931	4	2.9	6.9
Rayne Ward	2263	2444	1147	1433	1426	1121	713	617	108.0%	125.0%	78.6%	86.6%	923	3.9	2.2	6.1
Goldhanger Ward	1581	1375	1581	1994	1070	1053	713	1379	87.0%	126.1%	98.5%	193.4%	811	3	4.2	7.2
Notley Ward E223	1969	1885	1504	2010	884	846	589	922	95.7%	133.7%	95.8%	156.5%	710	3.8	4.1	8
Lister Ward C451	1302	1248	1101	1371	884	866	295	526	95.8%	124.5%	98.0%	178.7%	582	3.6	3.3	6.9
John Ray Ward E323	1532	1596	1349	1374	1070	714	713	599	104.2%	101.9%	66.8%	83.9%	513	4.5	3.8	8.3
ESS Ward A205	1953	2203	1581	1807	1023	1298	1023	1309	112.8%	114.3%	126.9%	128.0%	822	4.3	3.8	8.1
EAU Ward A204	3592	2795	2930	2440	2046	2013	1364	1453	77.8%	83.3%	98.4%	106.5%	780	6.2	5	11.2
GICU E226	6301	6050	531	403	5208	5066	186	200	96.0%	75.9%	97.3%	107.3%	472	23.5	1.3	24.8
Danbury Ward A302	1953	1731	1581	2082	1070	1045	1070	1666	88.6%	131.7%	97.7%	155.8%	967	2.9	3.9	6.7
Terling Ward A305	1953	1791	1581	1609	1070	1056	713	834	91.7%	101.8%	98.7%	116.9%	969	2.9	2.5	5.5
Baddow Ward C250	1581	1511	1581	1731	1070	1045	713	1104	95.6%	109.5%	97.7%	154.8%	792	3.2	3.6	6.8
Braxted Ward C251	1581	1447	1581	1810	1070	1023	713	1319	91.5%	114.5%	95.7%	184.9%	797	3.1	3.9	7
Felsted (A207)	1614	1493	1178	1121	1070	1058	713	713	92.5%	95.1%	98.9%	100.0%	603	4.2	3	7.3
Stroke Unit E125	1581	1753	1581	2092	1070	1312	713	1498	110.9%	132.3%	122.6%	210.1%	710	4.3	5.1	9.4
Burns ITU E220	3224	2809	620	457	2604	2381	326	315	87.1%	73.7%	91.4%	96.8%	106	49	7.3	56.2
Burns Adult E221	1426	1323	806	730	651	641	651	609	92.8%	90.6%	98.4%	93.5%	174	11.3	7.7	19
Burns Children E225	1070	781	434	564	651	651	0	0	73.0%	129.8%	100.0%	-	64	22.4	8.8	31.2
Stock Ward E320	2135	2043	1236	1301	1488	1565	326	336	95.7%	105.3%	105.1%	103.2%	693	5.2	2.4	7.6
Billericay Ward E321	1971	2225	1163	1265	1139	1462	651	839	112.9%	108.8%	128.3%	128.9%	642	5.7	3.3	9
Birthing Unit A402	1163	939	0	0	682	693	0	0	80.8%	-	101.7%	-	19	85.9	0	85.9
Neonatal Unit	2037	1732	357	164	2037	1642	357	299	85.0%	46.0%	80.6%	83.9%	275	12.3	1.7	14
Postnatal Ward	1475	1419	977	889	1070	1076	713	730	96.2%	91.0%	100.6%	102.3%	458	5.4	3.5	9
Labour Ward A402	3244	2537	775	744	2728	2536	682	718	78.2%	95.9%	93.0%	105.3%	317	16	4.6	20.6
St Peters Maternity	1745	1677	884	656	341	348	310	345	96.1%	74.2%	101.9%	111.1%	51	39.7	19.6	59.3
WJC Maternity	1678	1408	864	610	341	289	341	290	83.9%	70.6%	84.6%	85.0%	21	80.8	42.8	123.6
Mayflower (BADB)	1395	1748	775	909	651	955	651	636	125.3%	117.3%	146.7%	97.7%	435	6.2	3.6	9.8
Gosfield (EACD)	1428	1200	864	797	589	682	505	539	84.0%	92.3%	115.8%	106.8%	293	6.4	4.6	11
SEW (GBBK)	1461	1515	1010	951	1070	885	713	589	103.7%	94.1%	82.7%	82.6%	528	4.5	2.9	7.5

#### 4.1 Supervisory time for senior sisters

Unit	Percentage of Contracted Admin Hours
A4.3 Postnatal Ward (WF404)	0.00%
A4.4 Neonatal Unit (WF 405)	0.00%
Baddow Ward C250	44.26%
Billericay Ward E321	26.80%
Birthing Unit A402	51.53%
Braxted Ward C251	26.50%
Burns Childrens Ward E225	24.46%
Burns ITU E220	5.48%
Danbury Ward A302	34.32%
Delivery Suite A402	5.49%
Acute Medical Unit	42.53%
ESS Ward A207	31.91%
Felsted Ward A205	48.78%
GICU	14.40%
Gosfield Ward	0.00%
Heybridge Ward A303	46.37%
John Ray Ward E323	33.42%
Lister Ward C451	50.73%
Mayflower Ward E322	32.36%
Notley Ward E223	43.96%
Phoenix Ward E122	35.75%
Rayne Ward A304	40.04%
St Peters Maternity	0.00%
Stock Ward E320	82.20%
Stroke Unit E125	100.00%
Terling Ward A305	44.56%
WJC Maternity	0.00%



## 5.0 RECRUITMENT UPDATE

- 3.06 HCAs commenced employment in May 2017.
- 2.00 HCAs have received conditional offer letters and are anticipated to start June 2017.
- 15.16 RGNs commenced employment in May 2017.
- 10.20 RGN's have confirmed start dates in June 2017.
- 4.80 RGN's have confirmed start dates in July 2017.
- 27.20 RGN's have received conditional offer letters from local recruitment and are anticipated to start between July 2017 and August 2017.

### 5.1 European Recruitment

There are 5 European nurses in the recruitment process.

#### 5.1.2 Kate Cowhig Recruitment agency

Italy recruitment campaign for Theatres 22<sup>nd</sup> August 2016

Although 16 were offered positions, only 8 nurses remained in the process.

8 nurses arrived in the UK by January 2017, 2 of whom were already registered with the NMC, and started with their NMC PIN.

The remaining 6 were required to complete and achieve IELTSs at a Level 7, as required by the NMC.

- 5 nurses commenced employment on 17 October 2016, and commenced their IELTS preparation on 1 November 2016 to achieve a Level 7, which enables their registration with the NMC. All 5 nurses sat their IELTSs in April 2017, with 1 nurse successfully her IELTS, and is awaiting her NMC PIN
- The remaining 5 nurses resat their IELTSs in May 2017 but were not successful. They plan to resit in June 2017
- 1 nurse commenced employment on 7 January 2017. However, he resigned from the Trust in March 2017 due to personal reasons.

Italy recruitment campaign 5<sup>th</sup> & 6<sup>th</sup> December 2016

Although 19 were offered positions, 15 nurses remained in the recruitment process. All 15 nurses arrived in the UK between January & April 2017, 2 of whom were already registered with the NMC and started with their PIN numbers.

The remaining 13 were required to undertake IELTSs training to achieve a Level 7 as required by the NMC.

- 12 nurses commenced their IELTSs preparation 21<sup>st</sup> February 2017, and are due to sit their IELTSs 3<sup>rd</sup> June 2017
- 1 nurse commenced IELTSs preparation 21<sup>st</sup> March 2017, and needs to book their test.

A further 14 nurses have been offered a conditional offer through Kate Cowhig Recruitment agency between February & April 2017. Since being offered 8 have withdrawn their offer. 3 nurses were already registered with the NMC

- 1 nurse with NMC registration commenced employment April 2017, and the second remaining NMC registered nurse commenced employment May 2017



- 3 nurses are due to commence employment 24<sup>th</sup> June 2017, and will need to achieve their IELTS level 7 when in the UK, with preparation supported by Anglia Ruskin University
- 1 nurse is planning to commence employment July 2017 and is NMC registered.

### **5.1.3 Medacs Recruitment Agency**

An additional nurse from Italy, with NMC registration, had been offered a conditional offer. The nurse is currently renewing her registration with the NMC prior to arrival in the UK, at her request.

## **5.2 International Recruitment**

There are 30 nurses in the recruitment process.

### **5.2.1 Kate Cowhig Recruitment**

5 Indian Nurses have been offered conditional offers

1 nurse has withdrawn from the process due to non-achievement of NMC Test of Competence Part 1: Computer based test (CBT)

- 2 Indian nurses have started with the Trust, one in December 2016 and one in February 2017. As they are international nurses, they are required to take and pass the OSCE within 8 months of commencement of employment.

Both nurses successfully passed their OSCE on their first attempt within 3 months of commencing employment within the Trust. The remaining 2 nurses are in the NMC process, awaiting their decision letters from the NMC.

1 nurse from Nigeria has been offered a conditional offer. He is in the NMC process, awaiting his decision letter from the NMC.

### **5.2.2 MSI recruitment Agency**

16 Nurses from the Philippines interviewed July & August 2016 have been offered conditional offer through MSI, 5 of whom have since withdrawn their offer. In addition 2 nurses are on hold, therefore 9 nurses are expected to arrive in the UK.

- The Trust successfully applied for the Certificate of Sponsorship May 2017, in line with the sponsorship process. The nurse will commence employment 26<sup>th</sup> June 2017

In April, an additional nurse from Zimbabwe was offered a conditional offer but has subsequently withdrawn her offer

In May, 3 nurses were interviewed and offered a conditional offer. 2 are awaiting their NMC decision letter, and 1 has submitted documents to the NMC

### **5.2.3 Medacs Recruitment Agency**

6 nurses from the Philippines have been offered conditional offers. However 4 nurses have been delayed due to non-achievement of IELTS. 1 nurse has achieved their Part 1 competence CBT, and 1 nurse is awaiting their result.

In April 2017, 3 additional nurses have been offered conditional offers. All 3 nurses have IELTS level 7. Subsequently, 2 nurses have withdrawn their offer. The remaining nurse is

due to commence employment July 2017, and recruitment will apply for the Certificate of Sponsorship by 5<sup>th</sup> June 2017

Medacs have conducted a recruitment campaign in Abu Dhabi, and interviews took place May 2017.

- 8 nurses have been offered conditional offers, 1 of whom had IELTS level 7.

Further interviews planned for 7<sup>th</sup> and 13<sup>th</sup> June 2017 for medical and surgical nurses

## 6.0 TURNOVER

Nurse or HCA	DIVISION	Average WTE	Leavers WTE	Turnover
HCA's	DIVISION 1 - MED & EMER CARE	179.96	15.43	8.57%
HCA's	DIVISION 2 - SURGICAL	141.58	10.33	7.30%
HCA's	DIVISION 3 - CLINICAL SUPPORT	89.35	8.87	9.92%
HCA's	DIVISION 4 - W & C	52.86	6.51	12.31%
HCA's	OPERATIONAL SUPPORT	20.12	5.20	25.84%
<b>HCA's Trust Total</b>		<b>483.85</b>	<b>46.33</b>	<b>9.58%</b>
Nurses and Midwives	CORPORATE	23.25	1.83	7.86%
Nurses and Midwives	DIVISION 1 - MED & EMER CARE	281.79	17.16	6.09%
Nurses and Midwives	DIVISION 2 - SURGICAL	333.23	22.63	6.79%
Nurses and Midwives	DIVISION 3 - CLINICAL SUPPORT	326.42	21.28	6.52%
Nurses and Midwives	DIVISION 4 - W & C	245.72	14.78	6.02%
Nurses and Midwives	OPERATIONAL SUPPORT	27.32	4.45	16.30%
<b>Nurses and Midwives Trust Total</b>		<b>1237.74</b>	<b>82.13</b>	<b>6.64%</b>

## 7.0 STAFFING Vs QUALITY IMPACT

Ward	Pressure Ulcers HA	Falls	FFT Score
Rayne	1 x G2	6	100%
Goldhanger	1X G2 1x G3	9	100%
John Ray	0	0	100%
AMU (was EAU)	0	3	100%
Danbury	1xG3	6	94%
Burns ITU	1xG2	0	100%
SEW	0	0	95%
Gosfield	0	1	98%

Both Rayne and Goldhanger have received intensive training from the falls team to improve education and bespoke interventions for their patient group and environment. This includes, media campaigns, ward based education and 'safe roll' zone training.

## 8.0 Incident reports and red flags

In May 2017, 32 incidents were reported with the specific category 'Staffing Issues', 9 of these fell within red flag criteria; there were no other incidents reported in May meeting red flag criteria. All of the 9 reported incidents are recorded as resulting in no or low harm.

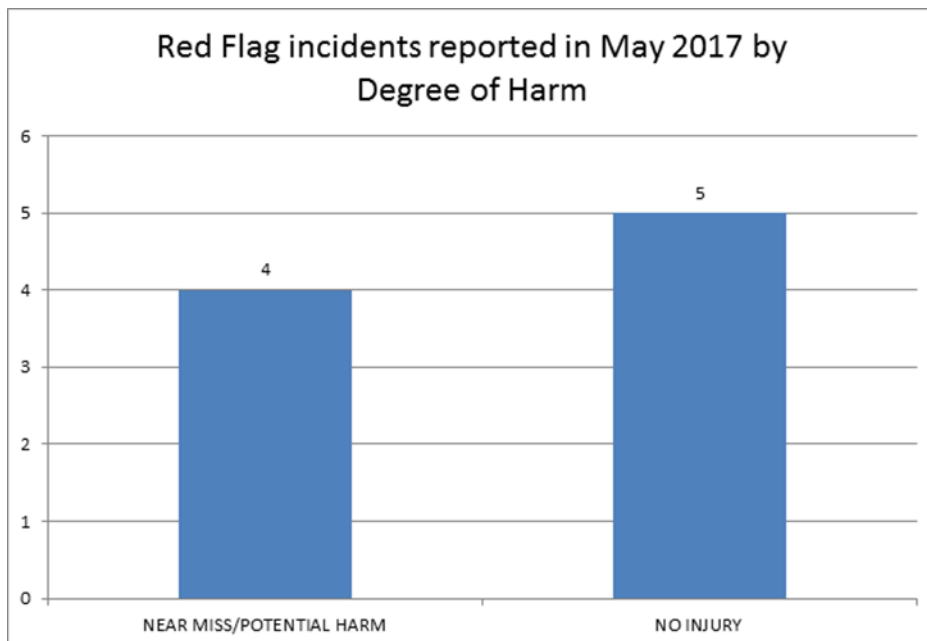
	<b>May 17</b>
Incidents reported where the category was 'Staffing Issues'	32
Incidents reported where the category was 'Staffing Issues' and Red Flag criteria was met	9
Red Flag (where staffing issues or skill mix was a contributing factor – all recorded categories)	<b>9</b>
<b>Of those the degree of harm:</b>	
Near miss	4
No injury	5
Minor/Minimal	0
Major/Severe	0
Moderate	0

The reasons for the staffing issues and occurrence is described below

- 4 x Shortage of staff affecting safe care: x 4
- 1 x Lack/absence of staff
- 1 x Medical/Nursing staff inappropriate seniority delegated
- 3 x Other

## 8.1 Harm

(The graph below details the incidents by degree of harm, all incidents meeting red flag criteria were recorded under the category 'Staffing Issues').



## 8.2 ED Paediatrics

There were no red flag incidents reported relating to ED Paediatrics:

## 8.3 Birthing Unit Closures

There was 1 reported birthing unit closure:

St Peter's Maternity Unit: WEB49958 – The unit closed due to late sickness. Full escalation policy was followed and no harm was recorded.

## 9.0 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.

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 affected quality patient care.

### 9.1 Further actions

- Confirm and Challenge meetings to be organised with HealthRoster team and senior nursing team to monitor and improve effective roster management. Agreement by Director or Nursing and Deputy Director of Nursing to meet with poor performing areas as priority.
- A project group will be set up with PMO support to explore staffing efficiencies.

**Daniel Spooner, Deputy Director of Nursing**

**Lyn Hinton, Director of Nursing**

**June 2017**