

TRUST BOARD MEETING – PUBLIC

To be held on Wednesday 2 September 2015

Title of Report:	Report on Safe Nurse Staffing	
Sponsoring Director:	Dilly Wilkinson, Director of Nursing(Acting)	
Author(s):	Dilly Wilkinson, Director of Nursing(Acting)	
Background Paper(s):		
Assurance Framework Link(s):	2.2.1; 2.3.1; 5.1.1:	
CQC Link(s):	18;9;10:	
Corporate Objective(s) supported by this paper:- (please tick)	Patient care/Experience ✓	Service Development/ Stakeholders ✓
	Service Delivery ✓	Achieving targets ✓
	Workforce ✓	
Legal Implication(s):	Legal claims reduced as quality and safety improved.	
Resource Implication(s):		
Impact on Health Inequalities including Equality & Human Rights:	Affects all patients equally	
Patient and/or Public Involvement:	MAP and PAF visits and audits are supported and responded to appropriately.	
Purpose of Report:	To provide the board with the monthly safer staffing update.	
Report Summary:	<ul style="list-style-type: none"> • This report reviews the staffing for July 2015 and confirms that the daily escalation remains in place. • RAG rating system for shifts has been reviewed and shifts are now assessed as red or green, removing the amber grade. • Overall nursing vacancies remain below 10% although in month the band 5 and HCA levels have slightly increased. • Recruitment events have been held. • Monthly national submissions of staffing levels continues to be published on the NHS Choices website. 	
Recommendation(s):	<ul style="list-style-type: none"> • The Board is asked to accept the most recent safe staffing report 	
Acronyms and Abbreviations		

Safe Nurse Staffing 2 September 2015

This report to Board of Directors includes the monthly update of the safer nurse staffing levels and the submission of the data to be uploaded nationally and published on the NHS Choices website.

Performance for July (1st- 31st)

WARD	Budgeted (qualified)	Budgeted (unqualified)	Active Vacancy (qualified)	Active Vacancy (unqualified)	RED	GREEN
Adam Bede	15.60	10.00	0.06	0.00	0	93
Alexandra	17.90	9.30	3.08	1.17	0	93
AMU	37.70	21.30	1.2	+1.16	0	93
Bob Jakin	15.60	10.00	0.70	0.32	0	93
CCU	13.90	0.00	1.62	0.00	0	93
Elizabeth	20.10	11.80	1.47	0.20	0	93
Felix Holt	14.00	11.80	0.13	+1.04	0	93
Melly	18.30	11.30	1.3	0.90	0	93
Nason	17.90	11.30	6.78	7.15	0	93
Victoria	17.10	11.30	2.66	0.5	0	93
Mary Garth	16	10	2.31	2.40	0	93
Total vacancies	188.10	108.10	21.31	10.44		
ITU	42.07	1.40	4.0	0.0		
A&E	32.68	8.90	1.37	0.22		
Maternity						
Delivery/ Drayton	76.2	14.12	2.48	0.61		
SCBU	20.56	2.97	0.0	0.3		

Red and Green shifts

Since the implementation of the staffing escalation process, the Board has received a monthly report which describes the number shifts that are designated as red, amber or green based on their compliance with the planned staffing. The planned staffing numbers are based on the findings of the acuity study which is undertaken on a twice yearly and reported to the Board.

To date shifts have been RAG rated against the planned staffing levels as agreed based on the acuity study, local incident reporting and professional understanding. Red shifts are agreed to be unsafe as they neither have the correct headcount nor skill mix whereas amber and green shifts are both seen as safe as they may have a different skill mix but the correct number of staff are available. Shifts are assessed as safe by the matron on a shift by shift basis. It has therefore been decided to review and update the rating. Shifts will therefore be designated as green or red. This will enable the matrons to use staffing in the most efficient manner with the greatest flexibility to ensure all areas are safe through actively managing staffing across the whole organisation.

- **Green shifts** are correct against the planned staffing levels both in numbers and skill mix (qualified and unqualified) or when the total number of staff is correct but the skill mix is less than the planned staffing levels. This is deemed to be 'safe'.
- **Red shifts** are when neither the total number nor the skill mix are as planned. This is deemed to be 'unsafe'.

Vacancies

All actions remain in place as listed below to address the vacancies in qualified nurses. In month there has been a further 3WTE qualified nurses recruited. The vacancy position has deteriorated to 21.31 for band 5 posts. The Trust wide nursing vacancy rate is 8.05% which remain below the target of 10%.

Unqualified nursing vacancies have increased by 6.15WTE which reflects the posts identified in the acuity study completed earlier in the year. The funding for this has now been identified and therefore these posts are being recruited to. Band 2 Healthcare Assistant posts are appointed as a group so that they can undertake the Care Certificate together and this maximises our teaching capacity and also aids retention of new staff as they become a peer group who support each other.

Table shows current qualified nurse vacancies by month

	April	May	June	July
Wards	34.69	30.33	15.16	21.31

Vacancies are shown by month by whole time equivalent.

Mitigation

As with previous reports the following actions are ongoing:

- On-going recruitment events
- Recruitment for values
- Advertising for band 5 nurses to continue on NHS jobs with fortnightly closing dates
- Practice Development team ensure that both newly qualified and new to Trust nurses are retained and developed.
- Practice Development visits the university to talk to third year student nurses about working at the Trust
- Clinical Induction in place to ensure nurses feel welcomed and are inducted to the Trust's vision and ethos
- Healthcare Certificate programme for HCAs commenced in April 2015

National Submission of safer Staffing Data

Appendix 1 shows the data uploaded nationally and published on NHS Choices. Data shows performance against agreed staffing levels across the month including 'specials'. The HCA percentage is higher on Nason ward not only due to the use of specials but also as the additional roles identified in the acuity study are not yet in the baseline. This will be in place for next month's report.

Conclusion

This paper has drawn attention to escalation processes and current vacancies and has described to work being undertaken to mitigate the risks associated with this. In month risks continue to be managed and daily escalation remains in place.

Appendix 1 - Data uploaded nationally and published on NHS Choices

Ward name	Day		Night	
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
Alexandra	97.7%	120.8%	100.0%	132.3%
Victoria	94.4%	104.5%	102.2%	106.5%
Nason	97.7%	122.3%	98.9%	151.6%
ITU	100.8%	-	100.0%	-
Adam Bede	110.5%	94.4%	92.4%	108.6%
Elizabeth	99.0%	107.3%	98.9%	101.9%
Bob Jakin	110.9%	106.7%	103.2%	116.4%
Melly	99.5%	116.4%	100.0%	129.3%
Felix Holt	98.6%	115.9%	94.0%	107.0%
CCU	103.4%	-	101.1%	-
AMU	91.7%	108.8%	101.9%	102.4%
Delivery	101.2%	96.8%	96.8%	100.0%
Drayton	99.4%	87.1%	100.0%	65.9%
SCBU	100.0%	100.0%	100.0%	100.0%