

PUBLIC TRUST BOARD MEETING
To be held on Wednesday 7th October 2015

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|---|--|---|
| Title of Report: | Report on Safe Nurse Staffing | |
| Sponsoring Director: | Dilly Wilkinson, Director of Nursing(Acting) | |
| Author(s): | Dilly Wilkinson, Director of Nursing(Acting) James Avery, Deputy Director of Nursing (Acting) | |
| Background Paper(s): | | |
| Assurance Framework Link(s): | 2.2.1; 2.3.1; 5.1.1 | |
| CQC Link(s): | 9 – Person Centre Care 10 – Dignity and Respect 18 – Staffing | |
| Corporate Objective(s) supported by this paper:- (please tick) | Patient care/Experience <input checked="" type="checkbox"/> | Service Development/ Stakeholders <input checked="" type="checkbox"/> |
| | Service Delivery <input checked="" type="checkbox"/> | Achieving targets <input checked="" type="checkbox"/> |
| | Workforce <input checked="" type="checkbox"/> | |
| Legal Implication(s): | Legal claims reduced as quality and safety improved. | |
| Resource Implication(s): | Use of bank and agency staff due to vacancies | |
| 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 August 2015 and confirms that the daily escalation remains in place. • Overall nursing vacancies reTrust wide is above 10%, although in month the band 5 have only slightly increased. • Next recruitment event due 2nd October. • There has been a lot of work undertaken to meet the needs of the TDA agency nursing initiative. • Guidelines on the use of non-framework agencies has been published and the trust has been set a ceiling figure for agency spend. • 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 7th October 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 August (1st- 31st)

| WARD | Budgeted (qualified) | Budgeted (unqualified) | Active Vacancy (qualified) | Active Vacancy (unqualified) | RED | GREEN |
|------------------------|----------------------|------------------------|----------------------------|------------------------------|-----|-------|
| Adam Bede | 15.60 | 10.00 | 1.46 | 1.00 | 0 | 93 |
| Alexandra | 17.90 | 9.30 | 5.14 | 2.17 | 0 | 93 |
| AMU | 37.70 | 21.30 | 3.6 over | 0.19 | 0 | 93 |
| Bob Jakin | 15.60 | 10.00 | 0.90 | 2.16 | 0 | 93 |
| CCU | 13.90 | 0.00 | 0.02 | 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 | 3.1 | 1.90 | 0 | 93 |
| Nason | 17.90 | 18.30 | 6.18 | 7.15 | 0 | 93 |
| Victoria | 17.10 | 11.30 | 3.46 | 0.5 | 0 | 93 |
| Mary Garth | 16 | 10 | 3.67 | 4.40 | 0 | 93 |
| Total vacancies | 188.10 | 108.10 | 21.93 | 18.63 | | |
| ITU | 42.07 | 1.40 | 3.0 | 0.0 | | |
| A&E | 32.68 | 8.90 | 6.57 | 0.22 | | |
| Maternity | | | | | | |
| Delivery/ Drayton | 76.2 | 14.12 | 2.48 | 0.61 | | |
| SCBU | 20.56 | 2.97 | 0.0 | 0.3 | | |

Red shifts

There have been no red shifts in August. Red shifts are events where the staffing level falls below the prescribed safe level and are therefore deemed as unsafe. There is a robust process to understand record and act upon red shifts in place, both in and out of hours. Green shifts are events in which staffing is at the prescribed level and therefore deemed as safe.

Vacancies

The Trust wide nursing vacancy rate is 13.95% which is above the target of 10%, however ward based band 5s it is 11.6%. The Trust wide figure includes Leicester Urgent Care Centre, all wards and Departments and theatres.

The following actions are in place to support full recruitment:

- 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

AMU

On AMU there are 4.6 WTE staff nurses on maternity leave with further expected in the next few months. This is an additional pressure on the ability of the area to maintain safe staffing. A number of actions have been taken in response to this.

- To over recruit to agreed staffing level with substantive staff as per the UHB model
- To appoint long term bank staff, where possible
- Fixed term appointment of a band 6 clinical sister to a band 7 ward manager post, to offer additional management support and leadership on the unit. This will now give 2 band 7 ward managers for the 41 bedded unit.

Surgery

In month there has been an increase in the band 2 vacancy level to reflect the increased agreed staffing level based on the previous nurse staffing acuity study. HCA recruitment for all vacancies across the wards and departments is underway so that new starters can join the Care Certificate programme together.

Nason has a high number of qualified nurse vacancies which are being mitigated through the use of bank and agency staff. Although providing a safe level of staffing this is not sustainable. There has been a specific advert for surgical nurses for both Nason and Alexandra wards, which has attracted 12 shortlistable applicants who are being interviewed 2nd November.

A&E

There are 6.57 WTE vacancies for registered nurses on A&E. These vacancies are not suitable for newly qualified nurses and require experienced staff ideally with previous experience in the area. This makes recruitment complex and more of a challenge. Specific external advertisements have been placed on NHSjobs with a poor response. Further advertising is underway. It was hoped that social media and website advertising would attract existing A&E staff to come to GEH but at this time this is still being worked on.

Table shows current ward based qualified nurse vacancies by month

| | April | May | June | July | August |
|--------------|-------|-------|-------|-------|--------|
| Wards | 34.69 | 30.33 | 15.16 | 21.31 | 21.93 |

Vacancies are shown by month by whole time equivalent.

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'.

Nursing Temporary Workforce

In 2014/15 NHS providers spent £3.3 billion on temporary staff. There increasing cost pressures are due to focus on safer staffing levels, increased demand activity and shortfall in qualified nurse availability due to reduced training numbers. Agencies have at the same time developed more attractive packages which include flexible hours and higher rates of pay. In summer 2015 the TDA and Monitor published an annual ceiling for Trusts regarding agency spend and the mandatory use of approved frameworks for agency.

On the 19th October the ban of non-framework agencies comes into place. We are required to reduce our annual spend on an incremental basis to reach 6% by 2018/19. Our agency spend in 2014/15 was 18.1% and is 14.05% year to date. Our initial target is 12% for Q3 and Q4.

The Trust target for agency spend has been categorised as Band H.

| Period | Ceiling figure for agency spend as a percentage of nursing pay bill (%) |
|---------|---|
| Q3 & Q4 | 12% |
| 2016/17 | 10% |
| 2017/18 | 8% |
| 2018/19 | 6% |

This presents a specific challenge to GEH in two areas: Leicester Urgent Care Centre and ITU. The non-framework agencies used by GEH provide specialist nurses such as ITU trained staff and advanced nurse practitioner which framework agencies and NHSP bank are unable to provide. The Trust has applied to the TDA for special authorisation for both areas to continue to use non framework agencies (Thornbury and VIP nursing).

We have reviewed the NHSP pay rates for band 5 and band 2 ward based staff to encourage staff to migrate from agency to bank. Specialist rates for theatres and ITU are similarly proposed and are awaiting discussion at executive team level.

Actions undertaken to achieve this reduction include:

- Revised standard operating procedure for rostering
- Decision making tree and authorisation process developed regarding out of hours use of non-framework agencies
- Rationalisation of shift start and finish times with bench marking exercise
- Review of all flexible working agreements and requests
- Zero hours and overtime ban
- Recruitment drive to the bank
- Implementation of e-rostering
- Meetings with agencies to review rates
- Engaging agency workers with a letter and questionnaire to understand their requirements
- Weekly nursing agency task and finish group
- Contact made with TDA intensive support team awaiting response

We have established a weekly task and finish group to address the actions required to deliver this challenging piece of work and also to offer the governance process around this improvement project. The transformation team are involved with the matrons to ensure safe deliver of staffing and optimal patient care.

Reports received by the task and finish group will be:

- Reporting from NHSP – fill rates, reason for request and monthly bank and agency costs
- Report from finance regarding nursing agency spend
- Monthly reporting and monitoring will be at the CBU performance meetings
- Reporting and investigating all non-framework usage through receiving a discussing the RCAs

The group will establish the optimum time to implement an agency ban. This will be achieved either by the ban being implemented area by area or Trust wide and could be all staff groups or start with HCA shifts and move on to registered nursing. A full agency ban has been implemented at South Tees Hospital with the support of NHSP and this case study

is being used to inform the process and discussions regarding the balance between reductions of agency usage and risks to patient safety.

Next Steps

The Task and Finish Group will continue to ensure that safe staffing is achieved on a daily basis whilst driving down the agency spend. Although patient safety is paramount delivering this in a safe, cost effective and sustainable manner remains the focus. All escalations remain in place and staff are aware of how to raise issues and concerns.

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 | 100.5% | 104.9% | 107.4% | 110.7% |
| Victoria | 99.5% | 100.6% | 102.2% | 110.0% |
| Nason | 96.4% | 112.2% | 106.3% | 115.2% |
| ITU | 100.0% | - | 100.0% | - |
| Adam Bede | 106.1% | 94.3% | 100.0% | 109.4% |
| Elizabeth | 101.1% | 110.4% | 98.8% | 158.1% |
| Bob Jakin | 110.8% | 103.4% | 103.3% | 111.7% |
| Melly | 97.9% | 121.1% | 101.2% | 134.4% |
| Felix Holt | 97.6% | 119.2% | 103.3% | 103.4% |
| CCU | 111.5% | - | 107.4% | - |
| AMU | 92.6% | 110.8% | 104.0% | 103.3% |
| Delivery | 100.8% | 100.0% | 100.0% | 100.0% |
| Drayton | 102.6% | 96.8% | 100.0% | 100.0% |
| SCBU | 98.9% | 100.0% | 100.0% | 100.0% |