

BOARD OF DIRECTORS MEETING – PUBLIC
To be held on Wednesday 2nd December 2015

Title of Report:	Report on Safe Nurse Staffing	
Sponsoring Director:	Michelle Norton, Director of Nursing	
Author(s):	Dilly Wilkinson, Deputy Director of Nursing	
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 <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:	Members Advocacy Panel (MAP) and Patients Advisory Forum (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 October 2015 and confirms that the daily escalation remains in place. • Overall nursing vacancies Trust wide is above 10%. • In month the band 5 vacancies have increased by 8.4WTE and Band 2 reduced by 10.32WTE. • The Trust is considering the options for overseas recruitment of nurses to manage the vacancies in nursing • This paper updates the board on the preceptorship programme as part of our retention activities • Nursing revalidation has been confirmed by the NMC and the Trust continues to undertake targetted and general awareness sessions for all nursing and midwifery staff. • 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 receive the most recent safe staffing report 	
Acronyms and Abbreviations		

Safe Nurse Staffing 2nd December 2015

1.0 Current Position

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 October (1st- 31st)

WARD	Budgeted (qualified)	Budgeted (unqualified)	Active Vacancy (qualified)	Active Vacancy (unqualified)	RED	GREEN
Adam Bede	15.60	10.00	2.93	0.00	0	93
Alexandra	17.90	9.30	5.08	+0.43	0	93
AMU	37.70	21.30	7.40	+2.66	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	2.47	0.20	0	93
Felix Holt	14.00	11.80	0.87	+1.04	0	93
Melly	18.30	11.30	2.10	1.90	0	93
Nason	17.90	18.30	8.18	0.5	0	93
Victoria	17.10	11.30	3.37	0.5	0	93
Mary Garth	16	10	7.11	4.40	0	93
Total vacancies	188.10	108.10	40.43	5.53		
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		
Theatres						
Theatres			13.0	Not verified data		

1.1 Red shifts

There have been no red shifts in October. 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.

1.2 Vacancies

The vacancy level for qualified nursing staff has again risen in month and although there has been recruitment activity this has failed to impact on the vacancy total figure. The application number has fallen and once appointed staff still seem to lost during the period of time between appointment and starting at the Trust.

The recruitment event held for band 2 health Care Assistants has successfully appointed 10.32 WTE posts. These staff should be starting in the Trust in January 2016 and will undertake the Care Certificate together when they start. This ensures that they are able to establish good relationships as colleagues thus creating informal support mechanisms.

The vacancy rate across the Trust remains difficult to report as there are different data sources which are not in sync with each other. Therefore the Trustwide nursing vacancy has been derived from the ward managers monthly feedback on the establishment. For October the vacancy figure is 14.62%.

Table shows current ward based qualified nurse vacancies by month

	April	May	June	July	August	September	October	November
Wards	34.69	30.33	15.16	21.31	21.93	24.23	31.94	40.43

Vacancies are shown by month by whole time equivalent.

Recruitment activity remains as described in previous papers, although there has been the addition of a promotional video produce by the Trust showing nursing staff explaining why they enjoy working at the George Eliot.

Link to the microsite <http://www.workingwithgeh.uk/>

1.3 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'.

2.0 Overseas Recruitment

Many organisations across the NHS have undertaken overseas recruitment for qualified nurses and doctors. In Nursing, difficulty in recruiting is due to the shortfall in qualified nurses seen nationally. This is caused predominantly by higher than expected retirements and training places not being adequate to meet the service demand, particularly after the staffing recommendations in Francis Review. Although previously the Trust has not considered overseas recruitment due to adequate applicants being received locally and the national policy on restricted work visas for nursing for recruitment outside the EU, the position has now changed. Nursing has been added to the shortage occupation list and therefore work permits are available. Recruitment events are attracting smaller numbers of applicants which in turn translates into smaller numbers of starters. With these changes in mind and the continuing vacancy position the Trust is investigating the option of overseas recruitment for ward, theatre and paediatric staff.

3.0 Preceptorship Programme

As part of our retention activities across the trust we specifically focus on those band 5 staff who are newly qualified or new to Trust. These may include qualified nurses who have been qualified for some time but have been working in areas other than the acute setting for example nursing homes. These staff need additional support as well as training to ensure they have the skills and abilities required to work on acute unit wards.

The preceptorship programme at the Trust continues to build up its reputation amongst the local universities as being one that is very supportive. Recruitment days attract students nearing completion of their training not only from Coventry University but also from Leicester, Nottingham and Birmingham and we are investigating ways of reaching more nurses from these areas.

The nurse education team increased from October and the new facilitator is concentrating on the preceptee and new to trust band 5 staff. Workshops are held to deliver training and these have been widened to include the new theatre practitioners to introduce them to the Trust, our standards and expectations. We are now encouraging Theatre staff to come to our preceptor meetings also, so that we share the good practice. We are running a joint recruitment day for theatres and nursing staff early in the New Year.

The facilitators continue to work alongside clinical staff to support staff in practice, assisting in competency assessments and are currently working in association with the George Eliot

Medicines' Management(GEMMs) team to develop an annual assessment for all qualified staff in medications administration.

We have developed competency packages for nursing at each band level. These ensure that staff have the skills and abilities required for their roles and can work toward the competencies required for their next role. A specific competency package is being developed for child and neonate nursing currently.

Human Resources are hosting a forum for new starters to the Trust to check on how they have been supported and a clinical practice facilitator will attend this meeting to hear any point that may need addressing in clinical support.

4.0 Revalidation

In October the NMC council formally evaluated the revalidation pilots and agreed to establish revalidation for nursing and midwifery from April 2016. As at September 2015, Trust has 68 nurses and midwives due to revalidate in the first 6 months (8 in April, 9 in May, 5 in June, 9 in July, 12 in August and 25 in September). Revalidation awareness sessions are being delivered throughout the Trust for the existing NMC registrants.

Although revalidation is the responsibility of the registrant we as an organisation have to mitigate the risk of staff not revalidating and therefore not being on the register. It is also thought that staff who are approaching or beyond retirement age may choose to retire rather than revalidate and this could give us a further shortfall within nursing. This risk is thought to be more one for primary care but we are aware of it and have targeted each registrant personally who is due to revalidate in the first 6 months.

GEH is leading the Revalidation Awareness across the Arden LETC including leading 2 study days for any qualified nurses across Arden in January and February. The days will be chaired by the Deputy Director of Nursing from George Eliot and lead by the clinical facilitator team.

5.0 Next Steps

- Establish a plan for the Trust regarding international recruitment both EU and non-EU.
- Recruit the e-rostering team.
- Continue to support the clinical practice team in their essential work.
- Continue the work around revalidation.

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	104.6%	118.1%	100.0%	123.7%
Victoria	99.5%	100.6%	100.0%	91.2%
Nason	98.6%	101.9%	100.0%	101.7%
ITU	99.6%	-	100.0%	-
Adam Bede	97.3%	107.1%	98.4%	104.9%
Elizabeth	104.2%	100.0%	101.1%	117.0%
Bob Jakin	114.6%	107.9%	100.0%	132.3%
Melly	94.4%	115.2%	97.9%	148.6%
Felix Holt	98.1%	107.0%	103.3%	103.2%
CCU	100.5%	-	100.0%	-
AMU	95.6%	104.7%	104.0%	109.0%
Delivery				
Drayton	98.0%	100.0%	102.5%	103.3%
SCBU	100.0%	85.5%	93.9%	93.5%