

TRUST BOARD MEETING – PUBLIC

To be held on Wednesday 1st June 2016

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 ✓	Service Development/ Stakeholders ✓
	Service Delivery ✓	Achieving targets ✓
	Workforce ✓	
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 April 2016 and confirms that the daily escalation remains in place. Overall nursing vacancies Trust wide is above 10% 4 red shifts reported with no red incidents reported during the shifts. In month the band 5 vacancies have increased by 3.08WTE 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 and note the significant vacancy gap and actions being undertaken. 	
Acronyms and Abbreviations	NHSP NHSPProfessionals WTE Whole time equivalent HCA Healthcare Assistant GEH George Eliot Hospital TDA Trust Development Authority CCU Coronary Care Unit UHCW University Hospitals Coventry & Warwickshire	

Safe Nurse Staffing 1st June 2016

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.

Red shift performance for April (1st-30th)

WARD	Budgeted (qualified)	Budgeted (unqualified)	Active Vacancy (qualified)	Active Vacancy (unqualified)	RED	Comments
Adam Bede	15.60	10.00	3.57	0	0	
Alexandra	17.90	9.30	1.92	+0.55	1	
AMU	37.70	21.30	8.79	+4.84	0	
Bob Jakin	15.60	10.00	3.50	+2.04	0	
CCU	13.90	0.00	0.97	0	0	
Elizabeth	20.10	11.80	4.47	0.04	0	
Felix Holt	14.00	11.80	3.07	+0.04	0	
Melly	18.30	11.30	1.10	1.70	0	
Nason	17.90	18.30	3.45	3.30	2	
Victoria	17.10	11.30	+0.23	+1.10	1	
Mary Garth	16	10	7.11	0.4	0	
Total vacancies	188.10	108.10	37.72	+3.13	4	
ITU	42.07	1.40	0	0.0		
A&E	32.68	8.90	0.43	0		
Maternity						
Delivery/ Drayton	76.2	14.12	0	0.2		
SCBU	20.56	2.97	1.0	0.53		
Theatres						
Theatres			2.5			

1.1 Red shifts

In April there has been four red shifts which were on Alexandra, Victoria and Nason wards. These shifts occurred on the 1st and 2nd April which was a Friday and a Saturday. These were due to agency not filling the shifts. The shifts were requested from NHSP due to ward vacancies. When they did not fill with NHSP staff they went out firstly to framework and then to non-framework agencies as per the agreed cascade. During each of these shifts the ward teams were supported by visits from the matron on the late shifts and the on-site at night.

The shifts were:

- late shift on Victoria
- late shift on Alexandra
- late shift and a night shift on Nason ward.

None of the shifts were flagged as being red shifts from the patient safety point of view. No incidents were reported to have occurred during this time on the affected ward.

1.2 Vacancies

In month there has been an increase of 3.08 WTE in registered nurses. We have recruited 5 WTE registered nurses in month of which 4 are student nurses who qualify in September.

For April the vacancy figure for qualified staff is 14.5%.

Table 1. Shows current ward based registered nurse vacancies by month

	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Wards	15.16	21.31	21.93	24.23	31.94	40.43	43.53	44.77	42.14	39.25	34.64	37.72

Vacancies are shown by month by whole time equivalent.

1.3 International Recruitment Project

After the business case for international recruitment of nurses has been approved we have begun significant work both internally and with UHCW. In early May there was a joint meeting with our chosen supplier when the first parts of the project plan have begun to be delivered.

The recruitment trip to the Philippines is being planned for the end of July 2016. The trip will be for a team of four from GEH (a ward manager, practice development lead, the theatre matron and Head of Transformation). The team will be out of the Trust for a week which will include travel and a rest day as well as 4 days interviewing and 1 day orientation with new starters. The recruitment agency have previously found that ending the visit with an orientation day for the successful candidates leads to better retention and stronger ties between the candidate and the organisation.

UHCW and GEH will be sending a joint letter of invitation to interview and a joint offer letter which will have both organisations letter head on it. Separate promotional information and films are being developed both for before the interviews and for the orientation day.

All candidates will undertake a maths test and scenario based assessment prior to being offered an interview. The team will only interview candidates who have achieved an acceptable pass rate in both tests.

New starters are expected to start at the Trust in cohorts of about ten from about 8 months after the recruitment visit has taken place. This will mean that the first staff will start within the Trust in January 2017. We have agreed with UHCW that we will both start unregistered staff on band 4 and move them to band 5 once they have achieved their competencies and been registered with the NMC.

After the recruitment visit to the Philippines has been completed in July 2016 there will be a series of Skype interviews undertaken in India and across Europe to attempt to recruit for wards and theatres. These interviews, if successful may bring staff to the organisation sooner but this is not guaranteed as these markets have been heavily recruited from already.

4.0 Conclusion

The Board is asked to acknowledge the on-going work within recruitment, retention and daily management undertaken to ensure safe staffing levels are maintained on the wards. All 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	99.5%	108.3%	102.3%	119.6%
Victoria	99.5%	104.8%	101.1%	100.0%
Nason	99.5%	98.5%	100.0%	100.0%
ITU	100.0%	-	101.5%	-
Adam Bede	91.3%	128.8%	103.6%	119.6%
Elizabeth	95.1%	108.3%	98.9%	100.0%
Bob Jakin	106.6%	100.7%	101.7%	113.8%
Melly	92.1%	114.2%	101.2%	189.5%
Felix Holt	106.5%	97.4%	103.6%	105.4%
CCU	98.9%	-	100.0%	-
AMU	98.6%	129.3%	104.2%	110.3%
Delivery	99.1%	103.4%	97.4%	100.0%
Drayton	90.1%	96.2%	101.7%	100.0%
SCBU	98.9%	69.6%	98.9%	-