

TRUST BOARD MEETING

1st March 2017

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| Title of Report: | Report on Safe Nursing and Midwifery Staffing. | |
| Sponsoring Director: | Michelle Norton - Director of Nursing | |
| Author(s): | Martina Morris - Interim Deputy Director of Nursing | |
| Background Paper(s): | <p>National Quality Board - Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time: safe, sustainable and productive staffing.</p> <p>National Institute for Health and Care Excellence Safe Staffing Guidance.</p> <p>The Francis Report in to the Mid Staffordshire Inquiry.</p> <p>Department of Health Hard Truths report.</p> <p>Nursing and Midwifery Council Guidance.</p> | |
| 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 and absence and sickness. | |
| Impact on Health Inequalities including Equality & Human Rights: | Affects all patients equally. | |
| Patient and/or Public Involvement: | Members of Advocacy Panel (MAP) and Patients Advisory Forum (PAF) visits and audits and patient feedback. | |
| Purpose of Report: | To provide the Trust Board with a monthly update on nursing and midwifery staffing at the George Eliot Hospital NHS Trust. | |
| Report Summary: | <ul style="list-style-type: none"> • This report provides an overview of the nursing and midwifery staffing levels for January 2017. • Daily escalation and response to maintaining safe nursing and midwifery staffing levels remains in place. • The overall Trust fill rate for the January 2017 Safe Staffing return was | |

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| | <p>96.89%.</p> <ul style="list-style-type: none"> • The average CHPPD rate was 8.4. • No 'red shifts' were reported. • No 'red flag events' were reported as defined in the NICE guidance. • The number of Band 5 registered nurse vacancies on adult inpatient wards in February 2017 was at n=50.49 WTE which has increased when compared with previous months. • Progress continues to be monitored in regard to the 67 nurses recruited from the Philippines. Three nurses from this cohort have now passed their IELTS test and it is envisaged that they will start working at the Trust in April/May 2017. • Safe nursing staffing meetings with each ward manager and the matron were completed in December 2016 to support budget setting for 2017/18. • Following the last safe staffing acuity study completed in December 2016 and reported to the Trust Board in February 2017, an uplift in Health Care Assistant staffing was agreed on three wards (Victoria, Melly and Bob Jakin). In addition, the nurse staffing establishment was amended on Elizabeth ward to reflect the current ward and staffing skill set requirements. |
| <p>Recommendation(s):</p> | <p>The Trust Board is asked to accept the January 2017 safe nursing and midwifery staffing report and note ongoing escalation and actions in place.</p> |
| <p>Acronyms and Abbreviations</p> | <p>WTE Whole time equivalent HCA Healthcare Assistant GEH George Eliot Hospital CHPPD Care Hours Per Patient Day NICE National Institute For Health and Care Excellence IELTS International English Language Testing System AMU Acute Medical Unit</p> |

Safe Nursing and Midwifery Staffing Report

1.0 Context

This report provides a monthly update on the nursing and midwifery staffing levels for January 2017 and the national submission published on the NHS Choices website. It also includes information in regard to the current nursing and midwifery Band 5 and Healthcare Assistant (HCA) vacancies and progress with international recruitment.

2.0 Unify national data reporting

The Safe Staffing submission, including the Care Hours Per Patient Day (CHPPD) data has been submitted in line with the national reporting requirement. Please refer to Appendix 1 for the breakdown of data for each ward and the Trust as a whole.

The overall Trust fill rate for January 2017 was 96.89%. In terms of individual wards, the wards with variable average fill rates included:

- AMU – over 110% average fill rate on days and nights for both registered nurses and care staff. This included, 110.5% average fill rate for registered nurses and 113.7% for care staff on days and 112.9% average fill rate for registered nurses and 118.1% for care staff on nights.
- Drayton ward – 95.4% average fill rate for registered nurses and 81.7% for care staff on days.
- Elizabeth – 93.5% average fill rate for registered nurses and 110.3% for care staff on days.
- Felix Holt – 85.3% average fill rate for registered nurses and 119.4% for care staff on days.
- Mary Garth – 91.9% average fill rate for registered nurses and 116.1% for care staff on days.
- Melly – 100% average fill rate for registered nurses and 190.3% for care staff on nights.
- Victoria – 98.9% average fill rate for registered nurses and 206.5% for care staff on nights.

The elevated average fill rate for care staff reflects the requirements for specialising and increased acuity of patients. The vacancy factor and ability to fill shifts with Bank and Agency staff has also impacted on the average fill rates across these wards.

The CHPPH indicator measures the combined number of hours of care provided to a patient over a 24 hour period by both registered nurses/midwives and care staff. In January 2017, the CHPPD indicator on the GEH wards ranged between 4.7 – 20.6. This represents an average of 8.4. The areas such as ITU and Delivery Suite have had a higher number of care hours per patient day when comparing to other wards due to the nature of the patient's acuity and dependency.

3.0 Red shifts and red flag events

There were no 'red shifts' and 'red flag events' reported in January 2017. Please refer to Appendix 2 for the definition of 'red shifts' and 'red flag events'.

4.0 Vacancies

The latest vacancy data (February 2017) for registered nurses and HCAs is outlined in Tables 1, 2, 3 and 4 in Appendix 3 of this report. Please note this includes Band 5 registered nurse and HCA vacancies only.

The number of vacancies for Band 5 registered nurses on adult inpatient wards in February 2017 was at n=50.49 WTE and 4.37 WTE for HCAs. This demonstrates an increase when compared with previous months due to the higher number of staff leaving the Trust. Acute Medical Unit (AMU) continues to hold the highest number of Band 5 registered nurse and HCA vacancies. To mitigate the associated risks, monthly recruitment events have continued which are based on recruiting for values to ensure that the individuals recruited not only meet the required skill set for the role, but also the values of the organisation. In addition, specific recruitment events continue to be undertaken within the clinical areas which hold a high number of vacancies such as the AMU and Accident and Emergency Department. Recruitment in to the Trust Bank has continued and the bank and agency workforce has continued to be booked to ensure that safe staffing levels are maintained. This is against the backdrop of driving reductions in the use of high cost agency staff in line with the NHS Improvement agency cost control requirements. Furthermore, recruitment in to the Enhanced Care Team has continued, which once fully recruited to, will reduce the need for booking Bank and Agency staff for patients with specialising needs.

Following the last safe staffing acuity study completed in December 2016 and reported to the Trust Board in February 2017, an uplift in HCA staffing was agreed on three wards (Victoria, Melly and Bob Jakin). In addition, the nurse staffing establishment was amended on Elizabeth ward to reflect the current ward and staffing skill set requirements.

5.0 International Recruitment

The progress of the 67 staff, who were offered Band 5 registered nurse posts as part of the recruitment event in the Philippines, continues to be monitored. Three candidates have now successfully passed their IELTS test and it is envisaged that they will commence working at the Trust during April/May 2017. The Trust's International Recruitment Group continues to oversee the progress associated with this work stream. There is a plan to recruit a Band 7 manager and a Band 6 clinical support lead to lead this work stream and provide ongoing support for the nurses once they commence including, induction, ongoing support and pastoral care.

6.0 Conclusion

The Trust Board is asked to note and support the on-going daily efforts to maintain safe nursing and midwifery staffing levels and progress the recruitment and retention of the nursing and midwifery workforce across the Trust.

Appendix 1

Safe Nursing Staffing data submitted nationally and published on NHS Choices – January 2017

| Only complete sites your organisation is accountable for | | | | Day | | | | Night | | | | Day | | Night | | Care Hours Per Patient Day (CHPPD) | | | | |
|----------------------------------------------------------------------------------|-----------------------------------|----------------|----------------------------------|-----------------------------|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|----------------------------------------------------|------------------------------------|----------------------------------------------------|------------------------------------|---------------------------------------------------------------|----------------------------|------------|---------|
| Hospital Site Details | | Ward name | Main 2 Specialities on each ward | | Registered midwives/nurses | | Care Staff | | Registered midwives/nurses | | 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 |
| Site code *The Site code is automatically populated when a Site name is selected | Hospital Site name | | Speciality 1 | Speciality 2 | 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 | | | | | | | | |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Adam Bede | 300 - GENERAL MEDICINE | | 1395 | 1402.5 | 930 | 952.5 | 744 | 780 | 744 | 708 | 100.5% | 102.4% | 104.8% | 95.2% | 574 | 3.8 | 2.9 | 6.7 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Alexandra | 100 - GENERAL SURGERY | 300 - GENERAL MEDICINE | 1627.5 | 1620 | 1162.5 | 1237.5 | 1116 | 1116 | 744 | 792 | 99.5% | 106.5% | 100.0% | 106.5% | 878 | 3.1 | 2.3 | 5.4 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | AMU | 300 - GENERAL MEDICINE | | 3720 | 4110 | 2790 | 3172.5 | 2232 | 2520 | 1860 | 2196 | 110.5% | 113.7% | 112.9% | 118.1% | 1440 | 4.6 | 3.7 | 8.3 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Bob Jakin | 300 - GENERAL MEDICINE | | 1162.5 | 1192.5 | 1162.5 | 1200 | 744 | 744 | 744 | 768 | 102.6% | 103.2% | 100.0% | 103.2% | 576 | 3.4 | 3.4 | 6.8 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | CCU | 300 - GENERAL MEDICINE | | 1395 | 1395 | 0 | 0 | 1116 | 1104 | 0 | 0 | 100.0% | - | 98.9% | - | 377 | 6.6 | 0.0 | 6.6 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Delivery Suite | 501 - OBSTETRICS | | 1860 | 1860 | 465 | 472.5 | 1488 | 1488 | 372 | 372 | 100.0% | 101.6% | 100.0% | 100.0% | 208 | 16.1 | 4.1 | 20.2 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Drayton Ward | 460 - MEDICAL OPHTHALMOLOGY | | 1627.5 | 1552.5 | 697.5 | 570 | 744 | 744 | 372 | 360 | 95.4% | 81.7% | 100.0% | 96.8% | 683 | 3.4 | 1.4 | 4.7 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Elizabeth | 300 - GENERAL MEDICINE | | 1627.5 | 1522.5 | 1162.5 | 1282.5 | 1116 | 1128 | 744 | 744 | 93.5% | 110.3% | 101.1% | 100.0% | 855 | 3.1 | 2.4 | 5.5 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Felix Holt | 300 - GENERAL MEDICINE | | 1627.5 | 1387.5 | 1162.5 | 1387.5 | 744 | 744 | 744 | 744 | 85.3% | 119.4% | 100.0% | 100.0% | 600 | 3.6 | 3.6 | 7.1 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | ITU | 300 - GENERAL MEDICINE | | 2325 | 2242.5 | 0 | 0 | 1860 | 1848 | 0 | 0 | 96.5% | - | 99.4% | - | 199 | 20.6 | 0.0 | 20.6 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Melly | 300 - GENERAL MEDICINE | | 1627.5 | 1620 | 1395 | 1357.5 | 1116 | 1116 | 372 | 708 | 99.5% | 97.3% | 100.0% | 190.3% | 830 | 3.3 | 2.5 | 5.8 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Nason | 110 - TRAUMA & ORTHOPAEDICS | 300 - GENERAL MEDICINE | 1627.5 | 1620 | 1627.5 | 1620 | 1116 | 1116 | 744 | 744 | 99.5% | 99.5% | 100.0% | 100.0% | 853 | 3.2 | 2.8 | 6.0 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Victoria | 100 - GENERAL SURGERY | 110 - TRAUMA & ORTHOPAEDICS | 1792.5 | 1710 | 1162.5 | 1245 | 1116 | 1104 | 372 | 768 | 95.4% | 107.1% | 98.9% | 206.5% | 725 | 3.9 | 2.8 | 6.7 |
| RLT01 | GEORGE ELIOT HOSPITAL - ACUTE SER | Mary Garth | 300 - GENERAL MEDICINE | | 1395 | 1282.5 | 930 | 1080 | 744 | 720 | 744 | 792 | 91.9% | 116.1% | 96.8% | 106.5% | 571 | 3.5 | 3.3 | 6.8 |

The overall Trust fill rate was 96.89% in January 2017. The average CHPPD rate was 8.4.

Appendix 2**Red shift and red flag event definitions****Red shift**

Red shifts are defined as shifts where the nurse staffing levels were below the agreed establishment level.

Red flag events

NICE guidance for safe nursing staffing describes red flag events as follows:

- Unplanned omission in providing patient medications.
- Delay of more than 30 minutes in providing pain relief.
- Patient vital signs not assessed or recorded as outlined in the care plan. Regular checks on patients to ensure that their fundamental care needs are met as outlined in the care plan. This is often referred to as 'intentional rounding' and involves checks on aspects of care such as the following:
 - Pain: asking patients to describe their level of pain level using the local pain assessment tool.
 - Personal needs: such as scheduling patient visits to the toilet or bathroom to avoid risk of falls and providing hydration.
 - Placement: making sure that the items a patient needs are within easy reach.
 - Positioning: making sure that the patient is comfortable and the risk of pressure ulcers is assessed and minimised.
- Less than 2 registered nurses present on a ward during any shift.
- A shortfall of more than 8 hours or 25% (whichever is reached first) of registered nurse time available compared with the actual requirement for the shift. For example, if a shift requires 40 hours of registered nurse time, a red flag event would occur if less than 32 hours of registered nurse time is available for that shift. If a shift requires 15 hours of registered nurse time, a red flag event would occur if 11 hours or less of registered nurse time is available for that shift (which is the loss of more than 25% of the required registered nurse time).

Appendix 3

Current Band 5 registered nurse and HCA vacancies

| Band 5 registered nurses | | | | | |
|--------------------------|--------------|---------------|-------------------|---------------|---------------------|
| Ward | Budget | Actual | Current Vacancies | Offered posts | Continued vacancies |
| AMU | 37.70 | 20.80 | (16.90) | 1.00 | (17.90) |
| Alex | 17.90 | 15.41 | (2.49) | 0.00 | (2.49) |
| Nason | 16.90 | 13.84 | (3.06) | 0.00 | (3.06) |
| Vic | 17.10 | 13.00 | (4.10) | 0.00 | (4.10) |
| Melly | 18.30 | 16.86 | (1.44) | 0.00 | (1.44) |
| Bob Jakin | 15.60 | 11.78 | (3.82) | 0.00 | (3.82) |
| Adam Bede | 15.60 | 14.19 | (1.41) | 0.00 | (1.41) |
| Elizabeth | 20.10 | 12.99 | (7.11) | 0.00 | (7.11) |
| CCU | 13.90 | 11.17 | (2.73) | 0.00 | (2.73) |
| Felix | 14.00 | 10.80 | (3.20) | (2.00) | (1.20) |
| Mary Garth | 16.00 | 11.77 | (4.23) | 0.00 | (4.23) |
| Total | 203.1 | 152.61 | (50.49) | (1.00) | (49.49) |

Table 1 – Band 5 registered nurse vacancies on adult inpatient wards

| HCA's | | | | | |
|--------------|---------------|---------------|-------------------|---------------|---------------------|
| Ward | Budget | Actual | Current Vacancies | Offered posts | Continued vacancies |
| AMU | 21.30 | 23.76 | 2.46 | 0.00 | 2.46 |
| Alex | 9.30 | 9.72 | 0.42 | 0.00 | 0.42 |
| Nason | 15.90 | 15.36 | (0.54) | 0.00 | (0.54) |
| Vic | 5.90 | 6.76 | 0.86 | 0.00 | 0.86 |
| Melly | 11.30 | 12.24 | 0.94 | 0.00 | 0.94 |
| Bob Jakin | 10.00 | 11.44 | 1.44 | 0.00 | 1.44 |
| Adam Bede | 10.00 | 8.33 | (1.67) | 0.00 | (1.67) |
| Elizabeth | 11.80 | 13.70 | 1.90 | 0.00 | 1.90 |
| CCU | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Felix | 11.80 | 11.20 | (0.60) | 0.00 | (0.60) |
| Mary Garth | 10.00 | 9.16 | (0.84) | 0.00 | (0.84) |
| Total | 117.30 | 121.67 | 4.37 | 0.00 | 4.37 |

Table 2 – Health Care Assistant vacancies on adult inpatient wards

The latest nursing and midwifery vacancy levels in other clinical areas are outlined below. Please note the fields that have been left blank refer to the data which is currently being validated and the aim is for this data to be available in the next report.

| Band 5 registered nurses | | | | | |
|--------------------------|---------------|--------------|----------------------------|---------------|---------------------|
| Ward | Budget | Actual | Current Vacancies | Offered posts | Continued vacancies |
| A & E | 32.68 | 27.43 | 5.25 | 1.00 | 4.25 |
| ITU | 42.07 | | 0.00 | | |
| Delivery Suite/Drayton | 76.20 | 0.00 | | | |
| SCBU | 20.56 | 20.43 | 0.13 | | 0.13 |
| Theatres | | | 3.28 Band 5 0.92 Band 6 | | 4.20 |
| Total | 171.51 | 75.29 | 9.58 | 1.00 | 8.58 |

Table 3 – Band 5 registered nurse vacancies in other clinical areas, including ITU, A&E, Delivery Suite/Drayton, SCBU and Theatres

| HCA's | | | | | |
|------------------------|--------------|--------------|-------------------|---------------|---------------------|
| Ward | Budget | Actual | Current Vacancies | Offered posts | Continued vacancies |
| A & E | 8.92 | 7.80 | 1.12 | 0.00 | 1.12 |
| ITU | 1.40 | | 0.00 | 0.00 | 0.00 |
| Delivery Suite/Drayton | 14.12 | | 0.20 | 0.00 | 0.20 |
| SCBU | 2.97 | 2.44 | 0.53 | 0.00 | 0.53 |
| Theatres | | | 1.44 | 0.00 | 1.44 |
| Total | 27.41 | 10.24 | 3.29 | 0.00 | 3.29 |

Table 4 – Health Care Assistant vacancies in other clinical areas, including ITU, A&E, Delivery Suite/Drayton, SCBU and Theatres