Quality & Safety Committee – 24/1/2020

Agenda item:	2.10
Presented by:	Sharon McNally – Director of Nursing & Midwifery
Prepared by:	Andy Dixon - Matron for Quality Improvement Sarah Webb – Deputy Director of Nursing and Midwifery
Date prepared:	December 2019
Subject / title:	Report on Nursing and Midwifery and Care Staff Levels (Hard Truths) and an Update to Nursing and Midwifery Workforce Position

Purpose:	Approval		Decision		Information	x	Assurance	x

Key issues:	This paper sets out the regular nursing and midwifery retrospective staffing report for the month of December 2019 (part A), and provides an update to the workforce position (part B). Headlines: • Fill rate has decreased for overall RN/RM in month to 93.8% however for the 3rd month in succession no ward rated 'red' for RN fill. NB this is the first cut data. Final cut will see an improved fill. • The overall nursing vacancy position reduced again in December to 13.4% and the Band 5 rate to 15.8%. While slightly behind original forecast vacancy rate this is a significant achievement as over 100 additional nurses have joined the Trust YTD. The RAG rating remains green as the number of confirmed starters for the remainder of the year is on track to achieve an overall vacancy of less than 10% based on a strong profile of domestic recruitment activity, reduced turnover rates and overseas pipeline.
Recommendation:	The committee is asked to note the information within this report

Trust strategic objectives: please indicate which of the five Ps is relevant to the subject of the report	Patients	People	Performance	Places	Pounds
	x	x	x		x

Previously considered by:	
Risk / links with the BAF:	BAF: 2.1 Workforce capacity All Health Groups have both recruitment and retention on their risk registers
Legislation, regulatory, equality, diversity and dignity implications:	NHS England and CQC letter to NHSFT CEOs (31.3.14): Hard Truths Commitment regarding publishing of staffing data. NHS Improvement letter: 22.4.16 NHS Improvement letter re CHPPD: 29/6/18
Appendices:	Appendix 1: Ward level fill rates Appendix 2: Registered fill rates by month. RAG rated Appendix 3: Ward staffing exception reports

1.0 PURPOSE

To update and inform the Committee on actions taken to provide safe, sustainable and productive staffing levels for nursing, midwifery and care staff in December 2019. To provide an update to the nursing vacancy rate, that the plans to further reduce the vacancy rate over 2019/20.

2.0 BACKGROUND

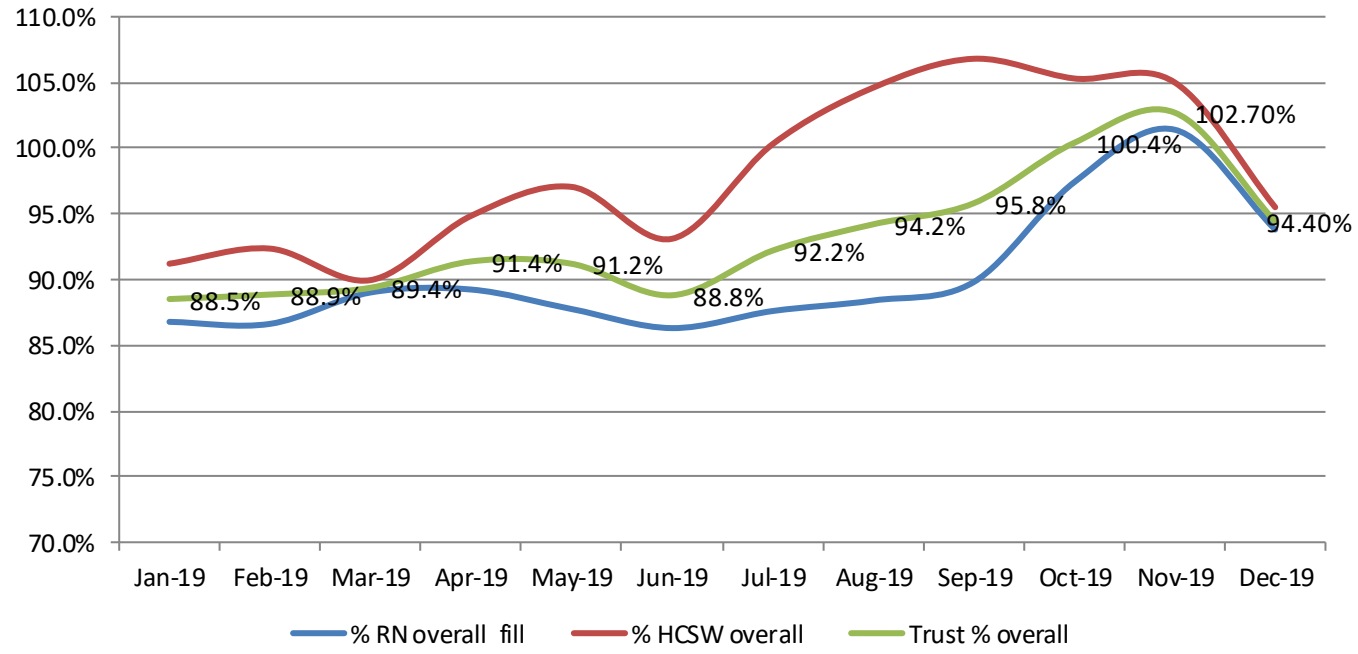
The report is collated in line with The National Quality Board recommendations (June, 2016).

3.0 ANALYSIS

3.1 This report provides an analysis based on the actual coverage in hours against the agreed static demand templates for the calendar month of December 2019.

3.2 The summary position for the Trust Safer Staffing Fill rates for December 2019 is included in the table below with a comparison with November 2019. First cut of the data which required further validation is that the fill rate has decreased slightly for overall RN/RM in month to 93.8% which is a decrease of 7.6%.

Trust average	Days RM/RN	Days Care staff	Nights RM/RN	Nights care staff	Overall RM/RN	Overall care staff	Overall ALL staff
Trust average December	102%	91.6%	91.7%	101.1%	93.8%	95.5%	94.4%
Trust average November	102%	99%	100.7%	113.8%	101.4%	105%	102.7%
Change against November	-	↓7.4%	↓9%	↓12.7%	↓7.6%	↓9.5%	↓8.3%



3.4 <u>Exception reporting:</u> Appendix 4 shows the exception report for the wards where the fill rate is less than 75%The report includes analysis of the position, impact on quality, safety or experience and details actions in place to mitigate and improve the position where safe staffing is of concern**.** Following benchmarking with other acute Trusts in the STP the threshold for the RAG rating has been adjusted this month with the following thresholds applied.

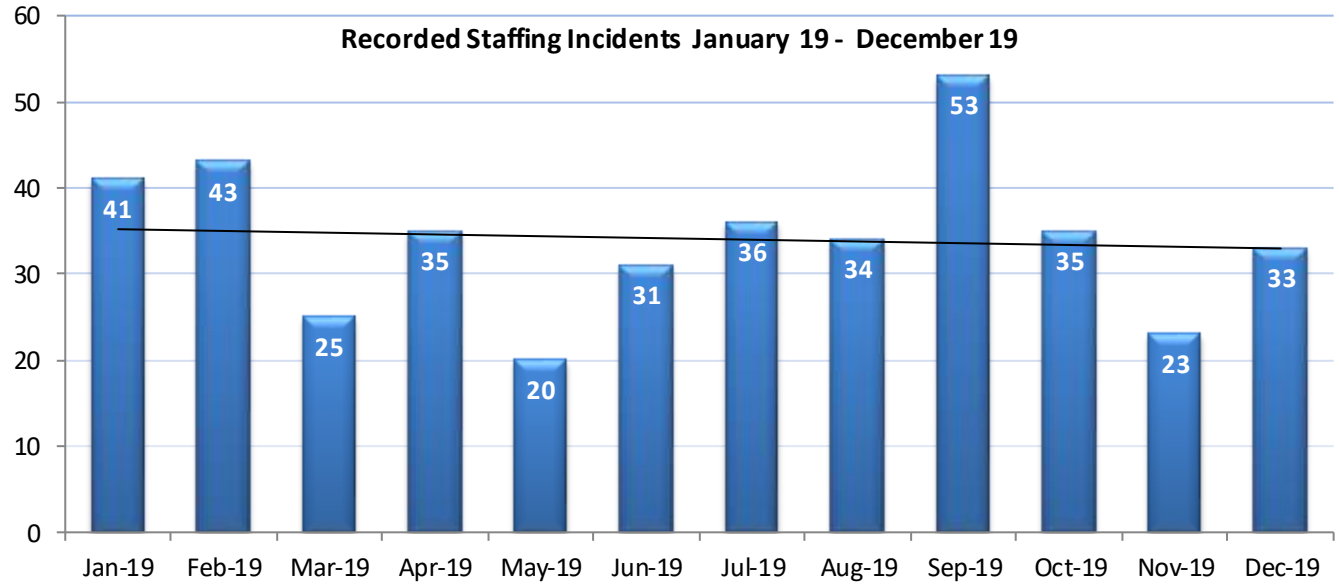
Red <75%	Amber 75 – 95%	Green >95%

3.4.1 National reporting is for inpatient areas, and therefore does not include areas including the emergency department or day units. To ensure the Board is sighted to the staffing in these areas, the data for these areas is included below using the same methodology as the full UNIFY report.

	Day		Night	
October 2019	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
A&E Nursing	93.3%	90.1%	92.0%	96.2%
PAH Theatres	tbc	tbc	tbc	tbc
Endoscopy Nursing	tbc	tbc	-	-

NB Over the Holiday period the demand template for theatres and endoscopy was lower than in other months however adjustments to the demand have been unable to be made in time for this report.

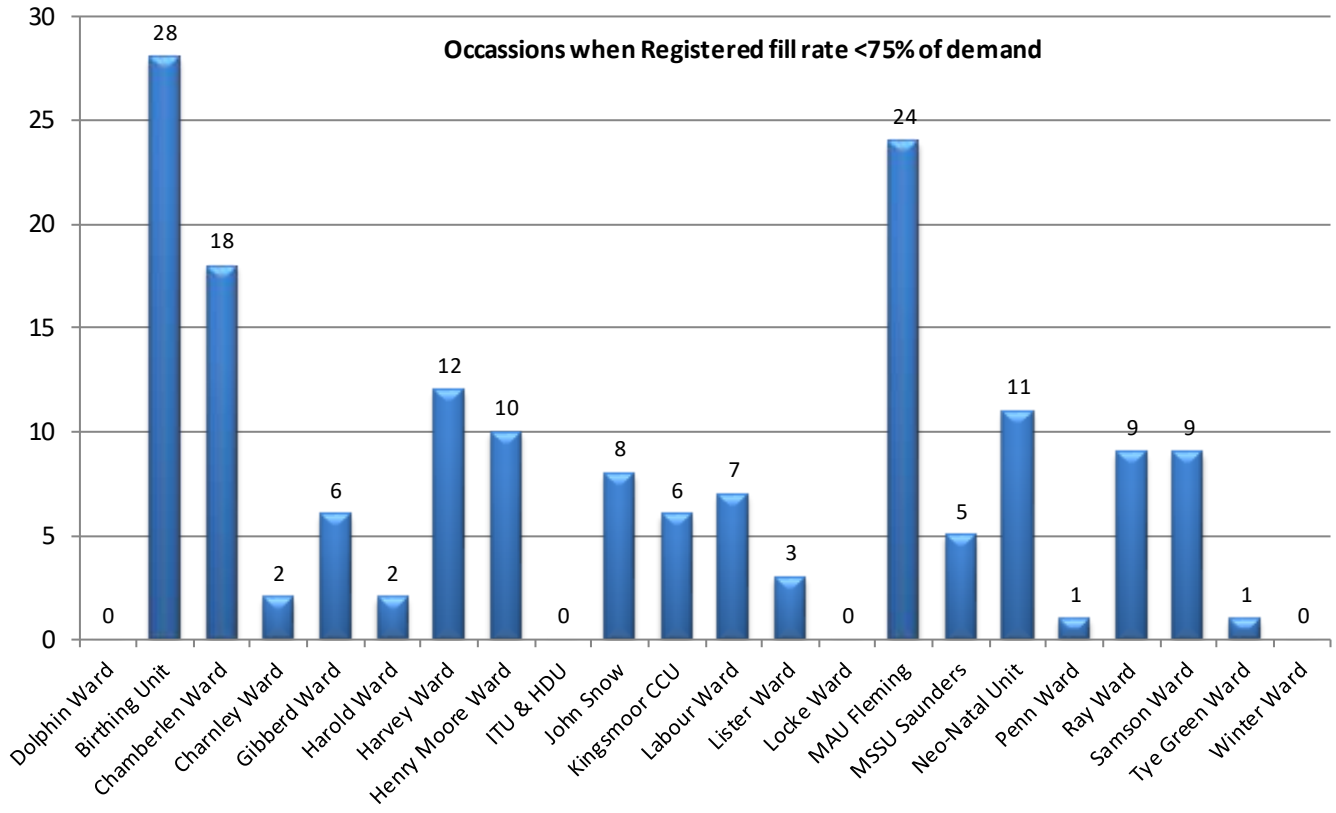
3.5 Datix reports: The trend in reports completed in relation to nursing and midwifery staffing is included below and shows an increase in December. All incidents continue to be reviewed by the safety and quality review process.



3.6 There were no beds closed as a direct result of safer staffing concerns during December 2019

3.7 Red flag data: The Trust has commenced collating and validating red flag events. A red flag event occurs when registered nurse fill rate drops below 75% of the planned demand.

The graph below demonstrates the number of occasions/shifts where the reported fill rate has fallen below 75% by ward. The change of report is enabling Associate Directors of Nursing to undertake a deeper dive of underlying data and identified that some staff moves and alternative measures to support staffing such as redeploying community or non-clinical staff are not being captured. This is particularly relevant to maternity services who redeploy staff across all the maternity areas to ensure patient safety.



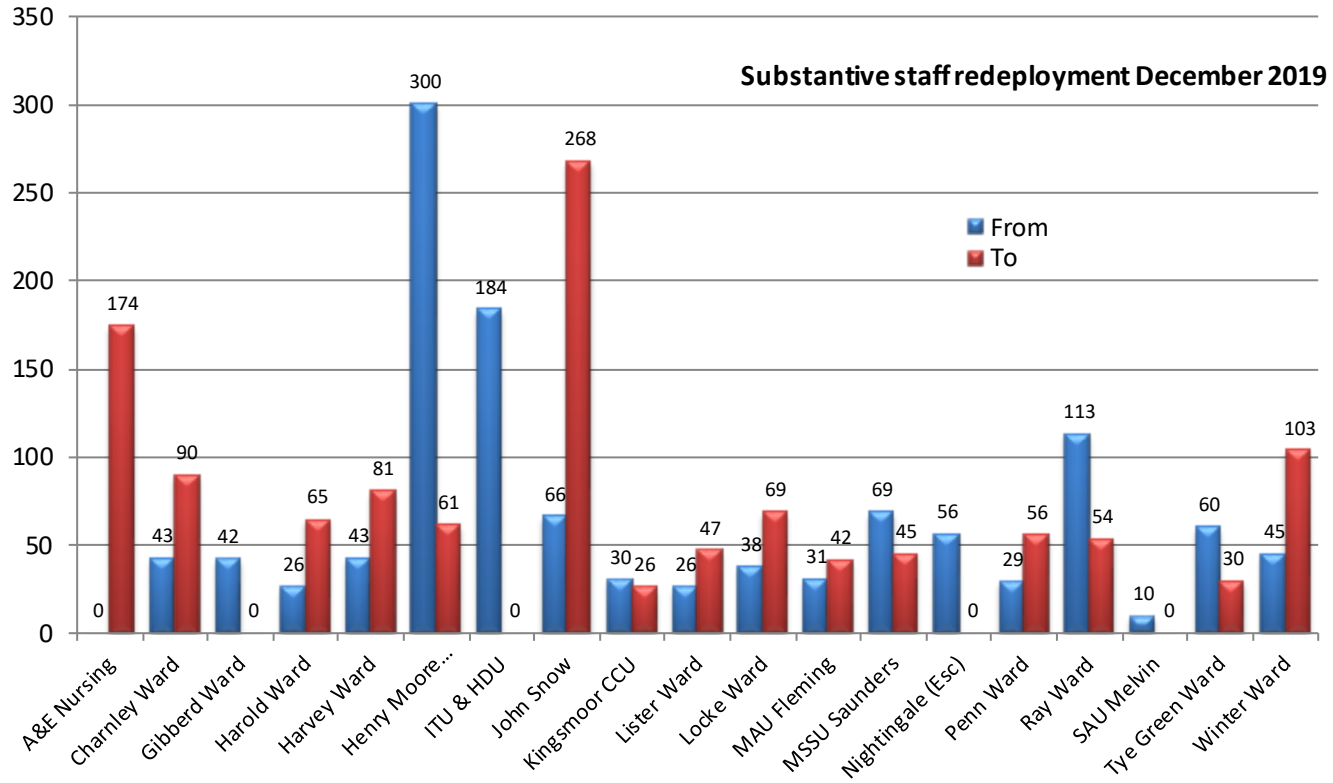
3.8 Care Hours per Patient Day* (CHPPD) has been confirmed as the national principle measure of nursing, midwifery and healthcare support worked deployment on inpatient wards (NHSI, 2018). The table below shows the Trust data from the Model Hospital. Current model hospital data for national median is based on latest available data. This shows the Trust and National data from October 2019, this shows that the Trust has exceeded the National median for Registered CHPPD.

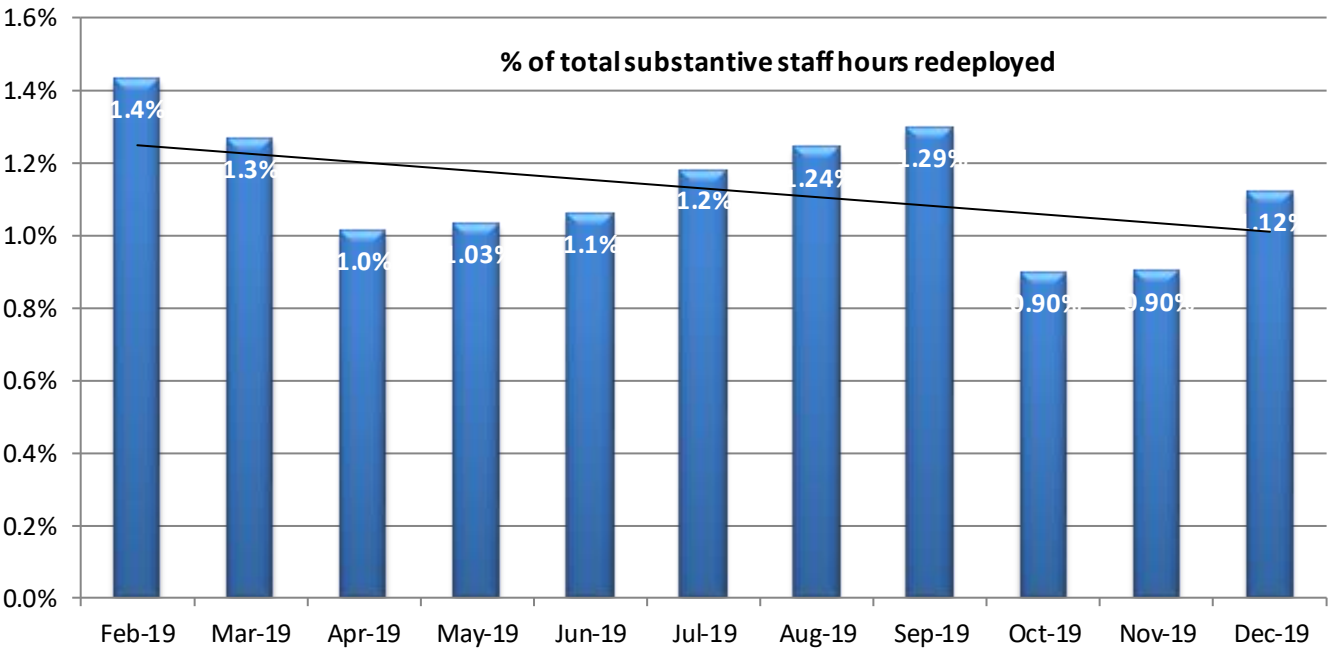
	Trust October 2019 data	National Median (Oct 2019)	Variance against national median
CHPPD Total	7.8	8.0	↓0.2
CHPPD RN	4.8	4.7	↑0.1
CHPPD HCA	3.0	3.2	↓0.2

3.9 Mitigation:
The day to day management of safer staffing across the organisation is managed through the daily staffing huddles and information from SafeCare to ensure support is directed on a shift: shift basis as required in line with actual patient acuity and activity demands. Ward managers support safe staffing by working in the numbers which continues to compromise their ability to work in a supervisory capacity.

3.10 Redeployment of staff:
The 2 graphs below show how the Trust is supporting safe staffing through redeployment of staff to meet acuity and dependency. The graph only shows the redeployment of substantive Trust staff and does not capture the moves of bank or agency staff. The maternity wards and Dolphin have been excluded from this report as they flex staff across the whole service dependant on patient and service needs.

The first graph shows the number of hours of staff redeployed from and to the adult inpatient ward to support safe staffing while the second graph shows the percentage of the total number of staff hours that are redeployed which has shown a small increase against the previous month.





The accuracy of these reports continues to be dependent on the wards and site team redeploying staff, capturing and recording these moves in real-time in the e-Roster or SafeCare system.

While essential to ensure the safe staffing across the Trust moving substantive staff can impact on staff satisfaction and retention rates and therefore is monitored closely to minimise the impact on staff.

3.11 Bank and Agency fill rates:

The use of NHSP continues to support the clinical areas to maximise safer staffing. The Trust has worked with NHSP to increase the availability of resource, and are working in partnership to improve this further. The table below shows that there was a reduction in registered demand (↓344 shifts) in

December in response to reduced substantive vacancy rates. There was a slight decrease in NHSP fill and increase in agency fill for RN, resulting in an overall increase fill rate for RNs (0.2%) in month.

The HCSW demand shows an increase (↑95 shifts) with the overall fill rate down by 3.7% against November.

RN temporary staffing demand and fill rates:

Last YTD Month & Year	Shifts Requested	NHSP Filled Shifts	% NHSP Shift	Agency Filled Shifts	% Agency Filled Shifts	Overall Fill Rate	Unfilled Shifts	% Unfilled Shifts
September 19	4,348	1,770	40.7%	1031	23.7%	64.4%	1547	35.6%
October 19	4,156	1,777	42.8%	1029	24.8%	67.5%	1350	32.5%
November 19	4,185	1,888	45.1%	1043	24.9%	70.0%	1254	30.0%
December 19	3,891	1,703	42.3%	1,020	27.9%	70.2%	1,168	29.8%
December 18	3603	1502	41.7%	983	27.3%	69.0%	1118	31.0%

HCA temporary staffing demand and fill rates:

Last YTD Month & Year	Shifts Requested	NHSP Filled Shifts	% NHSP Shift	Agency Filled Shifts	% Agency Filled Shifts	Overall Fill Rate	Unfilled Shifts	% Unfilled Shifts
September 19	2,613	1,956	74.9%	0	0%	74.9%	657	25.1%
October 19	2,533	1,874	74.0%	0	0%	74.0%	659	26.0%
November 19	2,594	1,872	72.2%	0	0%	72.2%	722	27.8%
December 19	2,689	1,805	68.5%	0	0%	68.5%	884	31.5%
December 18	2073	1526	73.6%	0	0%	73.6%	547	26.4%

B: Workforce:

Nursing Recruitment Pipeline

The nurse vacancy rate continues to fall steadily. The overall nursing vacancy rate in December fell to 13.4 %. Although this is slightly behind the forecast rate of 10.8% the Trust remains on track to achieve the overall target of <10% by March 2020.

Band 5 posts continue to make up the bulk of the vacancy rate and in December the vacancy rate fell further 4.9% in month to 15.8% slightly behind the forecast rate of 9.8%. The trajectory remains green as the number of starters planned for Q4 will keep us on track to meet forecast outturn position. The recruitment pipeline has over 100 nurses who are holding offers of employment and there is confidence that sufficient number of offer holders will convert into starters by the end of March to achieve the trajectory. The pipeline is supplemented with a better than expected domestic recruitment

The Recruitment and Retention Nurse is working with the DDoN to develop the pipeline for 2020/21 and target Band 6 and above vacancies which mow make up equivalent WTE vacancies as Band 5's The following table shows confirmed recruitment figures (in green) against the planned trajectory. turnover rate falling from 15.06% to 10.13% over the last 12 months.

Establishment V Staff in Post												
Funded Establishment WTE	942.61	942.61	942.61	942.61	942.61	942.61	942.61	942.61	942.61	942.61	942.61	942.61
Staff in Post WTE	704	710.00	711.00	716.00	737.00	759.00	774.00	796.00	816.00	829.00	847.00	859.00
Vacancy WTE	238.61	232.61	231.61	226.61	205.61	183.61	168.61	146.61	126.61	113.61	95.61	83.61
Actual RN Vacancy Rate	25.3%	24.7%	24.6%	24.0%	21.8%	19.5%	17.9%	15.6%	13.4%	12.1%	10.1%	8.9%
Forcast Vacancy Rate in Business Plan	26.8%	26.9%	25.4%	24.0%	22.7%	19.3%	16.2%	13.1%	10.8%	9.7%	9.4%	9.3%

Band 5 Establisment V Staff in Post												
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
Funded Band 5 Establisment WTE	487.93	487.93	487.93	487.93	487.93	487.93	487.93	487.93	487.93	487.93	487.93	487.93
Band 5 Staff in Post WTE	289	294	296	302	322	347	364	387	411	426	435	449
Band 5 Starters	9	7	7	8	22	29	20	28	27	21	15	20
Vacancy Band 5 WTE	198.93	193.93	191.93	185.93	165.93	140.93	123.93	100.93	76.93	61.93	52.93	38.93
Actual Band 5 Vacancy Rate	40.8%	39.7%	39.3%	38.1%	34.0%	28.9%	25.4%	20.7%	15.8%	12.7%	10.8%	8.0%
Forcast Vacancy Rate in Business Plan	40.8%	41.0%	38.1%	35.4%	32.8%	26.2%	20.3%	14.3%	9.8%	7.8%	7.2%	7%

Projected Starters Pipeline												
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
RNs (not Band 5)	1	1	2	2	4	1	2	3	1	1	1	1
Band 5 Newly Qualified + Local	3	2	0	1	1	3	7	3	4	1	11	0
Band 5 International Recruitment	6	5	7	7	21	26	13	25	23	20	15	20
Band 5 Starters	**9**	**7**	**7**	**8**	**22**	**29**	**20**	**28**	**27**	**21**	**26**	**20**
Total Starters	10	8	9	10	26	30	22	31	28	22	27	21

Projected Leavers WTE												
	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
RNs (not Band 5) Leavers	2	3	3	3	3	4	4	4	5	3	3	3
Band 5 Leavers	3	2	5	2	2	4	3	5	3	6	6	6
Total Leavers	**5**	**5**	**8**	**5**	**5**	**8**	**7**	**9**	**8**	**9**	**9**	**9**
Nursing turnover %	15.06%	14.86%	14.79%	13.41%	12.13%	12.22%	11.83%	11.09%	10.13%			

4.0 RECOMMENDATION

The Board is asked to receive the information describing the position regarding nursing and midwifery recruitment, retention and vacancies and note the plan to review and make further recommendations to improve the trajectory.

Author: Andy Dixon. Matron for Quality Improvement,
Sarah Webb, Deputy Director of Nursing and Midwifery

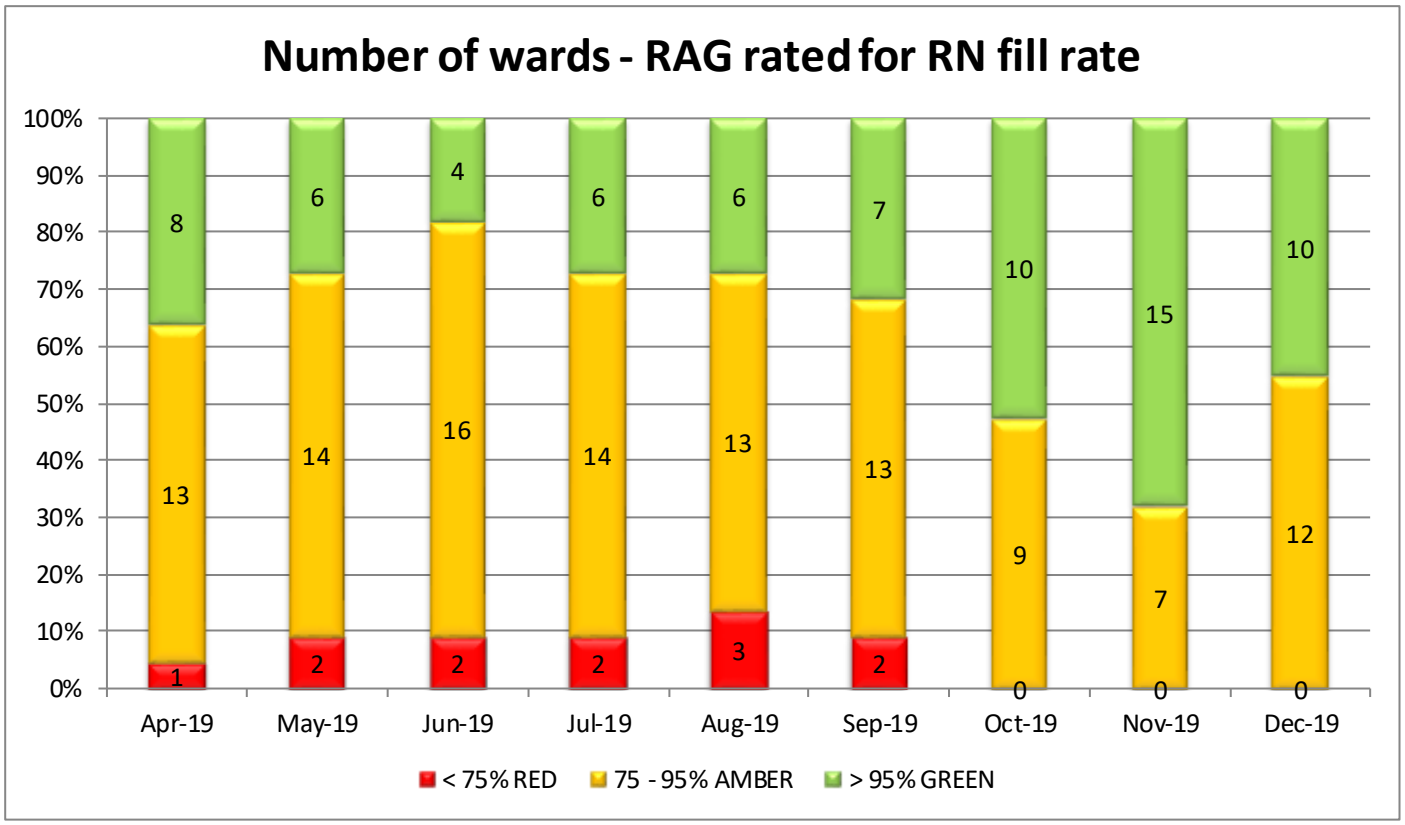
Date: 17th January 2020

Appendix 1.

Ward level data: fill rates December 2019.

	Day		Night				
Ward name	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	% RN overall fill rate	% overall HCSW fill rate	% Overall fill rate
Dolphin Ward	110.6%	105.0%	93.5%	112.6%	103.0%	107.5%	104.1%
Kingsmoor CCU	86.4%	105.0%	100.8%	111.0%	92.5%	107.3%	97.8%
MAU Fleming	82.1%	101.0%	76.4%	74.9%	79.6%	88.5%	83.3%
Tye Green Ward	102.1%	90.5%	93.2%	111.0%	98.3%	98.8%	98.5%
Harvey Ward	86.5%	79.9%	90.3%	74.0%	88.0%	77.1%	83.0%
ITU & HDU	89.8%	131.0%	90.3%	124.7%	90.0%	128.1%	93.4%
John Snow	99.6%	87.0%	95.6%	105.0%	97.9%	93.8%	96.2%
Charnley Ward	92.1%	101.8%	115.2%	108.1%	100.3%	104.2%	101.8%
Lister Ward	87.3%	93.0%	87.3%	137.4%	87.3%	107.0%	95.8%
Locke Ward	108.3%	86.7%	106.4%	108.0%	107.5%	94.8%	102.9%
Neo-Natal Unit	81.2%	125.9%	79.0%	131.0%	80.1%	128.5%	88.2%
Penn Ward	104.3%	115.3%	91.2%	130.1%	98.7%	120.9%	106.7%
Ray Ward	83.0%	72.1%	80.3%	116.4%	81.9%	86.0%	83.5%
MSSU Saunders	84.5%	89.5%	88.8%	94.1%	86.4%	91.4%	88.6%
Harold Ward	91.5%	92.3%	92.2%	106.3%	91.8%	98.0%	94.5%
Henry Moore Ward	80.9%	59.0%	98.0%	59.1%	87.2%	59.0%	76.6%
Gibberd Ward	112.9%	95.9%	111.7%	101.8%	112.4%	98.7%	105.1%
Winter Ward	105.3%	95.2%	113.9%	163.6%	108.3%	121.1%	113.2%
Chamberlen Ward	91.5%	69.8%	85.1%	35.5%	88.4%	53.4%	79.7%
Labour Ward	117.3%	74.6%	90.1%	71.0%	104.3%	72.9%	97.3%
Samson Ward	113.5%	74.3%	93.4%	78.0%	103.9%	75.7%	91.0%
Birthing Unit	81.5%	82.7%	72.7%	79.6%	77.2%	81.2%	78.2%
Trust total	102.0%	91.6%	91.7%	101.1%	93.8%	95.5%	94.4%

Appendix 2


Number of wards - RAG rated for RN fill rate
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Apr-19
May-19
Jun-19
Jul-19
Aug-19
Sep-19
Oct-19
Nov-19
Dec-19
8
13
1
6
14
2
4
16
2
6
14
2
6
13
3
7
13
2
10
9
0
15
7
0
10
12
0
< 75% RED
75 - 95% AMBER
> 95% GREEN

Appendix 3

Ward staffing exception reports
Reported where the fill is < 75% during the reporting period, or where the ADoN has concerns re: impact on quality/ outcomes

	Report from the Associate Director of Nursing for the HCG		
Ward	Analysis of gaps	Impact on Quality / outcomes	Actions in place
Nil			