






Quality & Safety Committee – 27 March 2020

Agenda item:	2.5									
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:	March 2020									
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:	<p>This paper sets out the regular nursing and midwifery retrospective staffing report for the month of February 2020 (part A), and provides an update to the workforce position (part B). Headlines:</p> <p>The summary position for the Trust Safer Staffing Fill rates for February 2020 is included in the table below with a comparison with January 2020. The fill rate for overall RN/RM in month has decreased to 94.9% which is a decrease of 0.3%. Fill rates have been affected by the continued opening of escalation beds to support winter pressures. For the 5th month in a row there has been no ward with a less than 75% fill rate (red) rating for qualified nursing.</p> <p>The overall nursing vacancy position reduced again in February to 10.0% and the Band 5 rate to 7.8%. While slightly behind original forecast vacancy rate this means we have achieved the objective of a less than 10% vacancy rate for qualified nurses by the end of 2019/20.</p>									
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 February 2020. To provide an update to the nursing vacancy rate, that the plans to further reduce the vacancy rate over 2019/20.

2.0 BACKGROUND

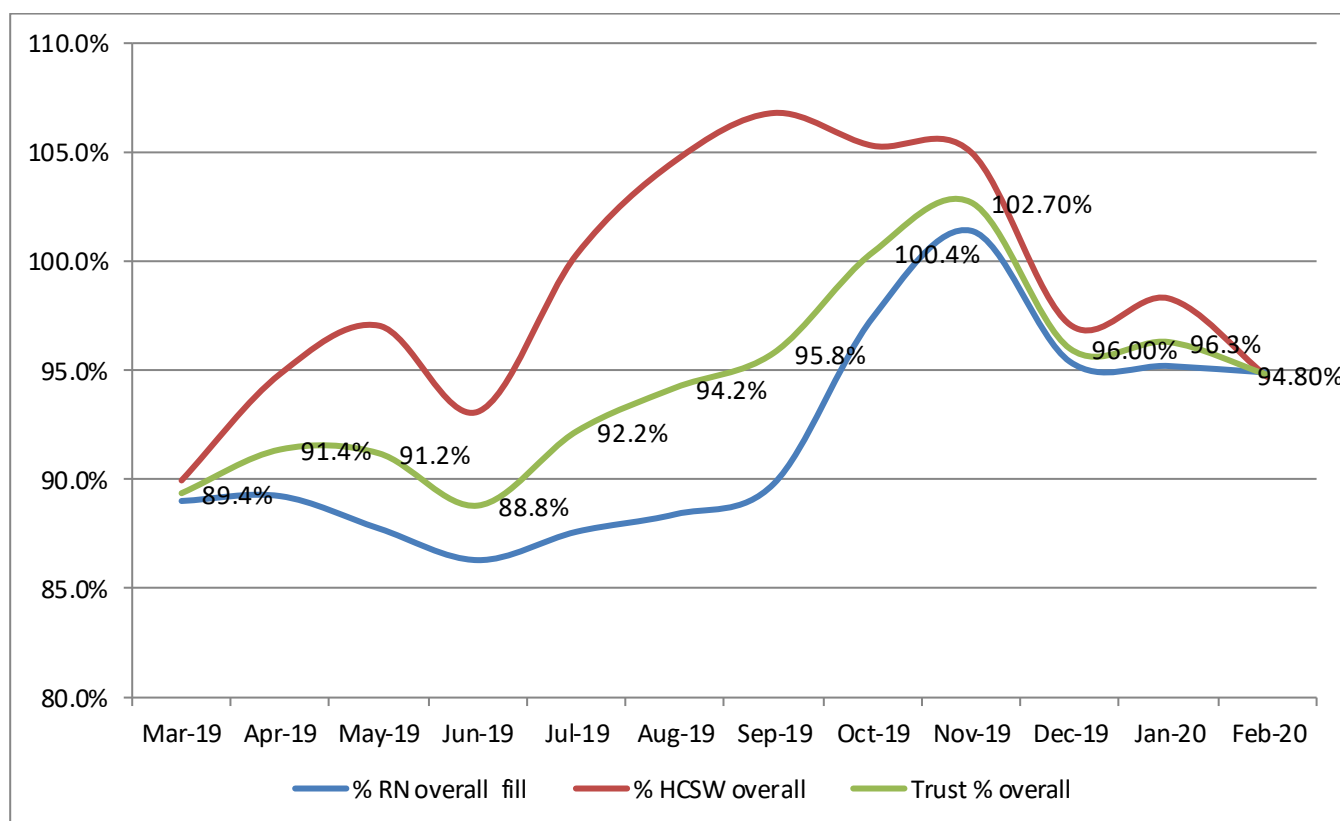
The report is collated in line with The National Quality Board recommendations (June, 2016).

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 February 2020.

3.2 The summary position for the Trust Safer Staffing Fill rates for February 2020 is included in the table below with a comparison with January 2020. The fill rate for overall RN/RM in month has decreased to 94.9% which is a decrease of 0.3%.

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 February 20	102%	89.2%	93.8%	102.5%	94.9%	94.7%	94.8%
Trust average January 20	102%	92.7%	93.0%	106.3%	95.2%	98.3%	96.3%
Change against January	-	↓3.5%	↑0.8%	↓3.8%	↓0.3%	↓3.6%	↓1.5%



3.4 Exception reporting: 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.

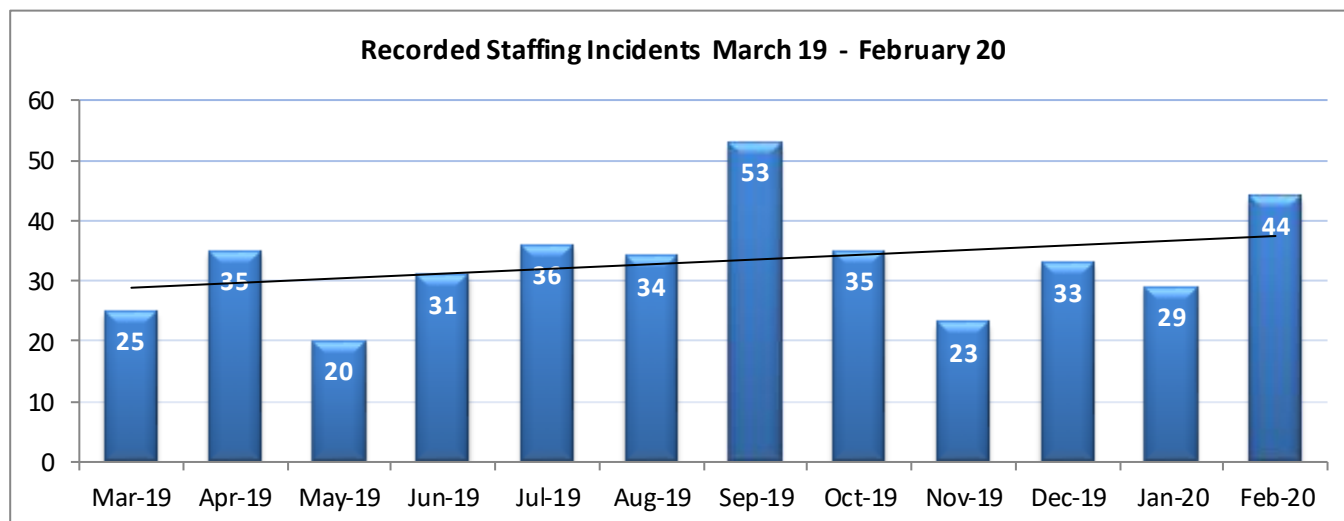
Red <75%	Amber 75 – 95%	Green >95%
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3.4.1 National reporting is for inpatient areas, and therefore does not include areas including the emergency department or day units. To ensure the Board is sighted to the staffing in these areas, the data for these areas is included below using the same methodology as the full UNIFY report.

January 2020	Day		Night	
	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	93.9%	91.9%	92.4%	95.9%
PAH Theatres	86.7%	50.6%	81.4%	15.9%
Endoscopy Nursing	79.2%	81.9%		

NB The demand template for endoscopy wasn't adjusted in time for this report and represents a data quality issue rather than clinical safety concern.

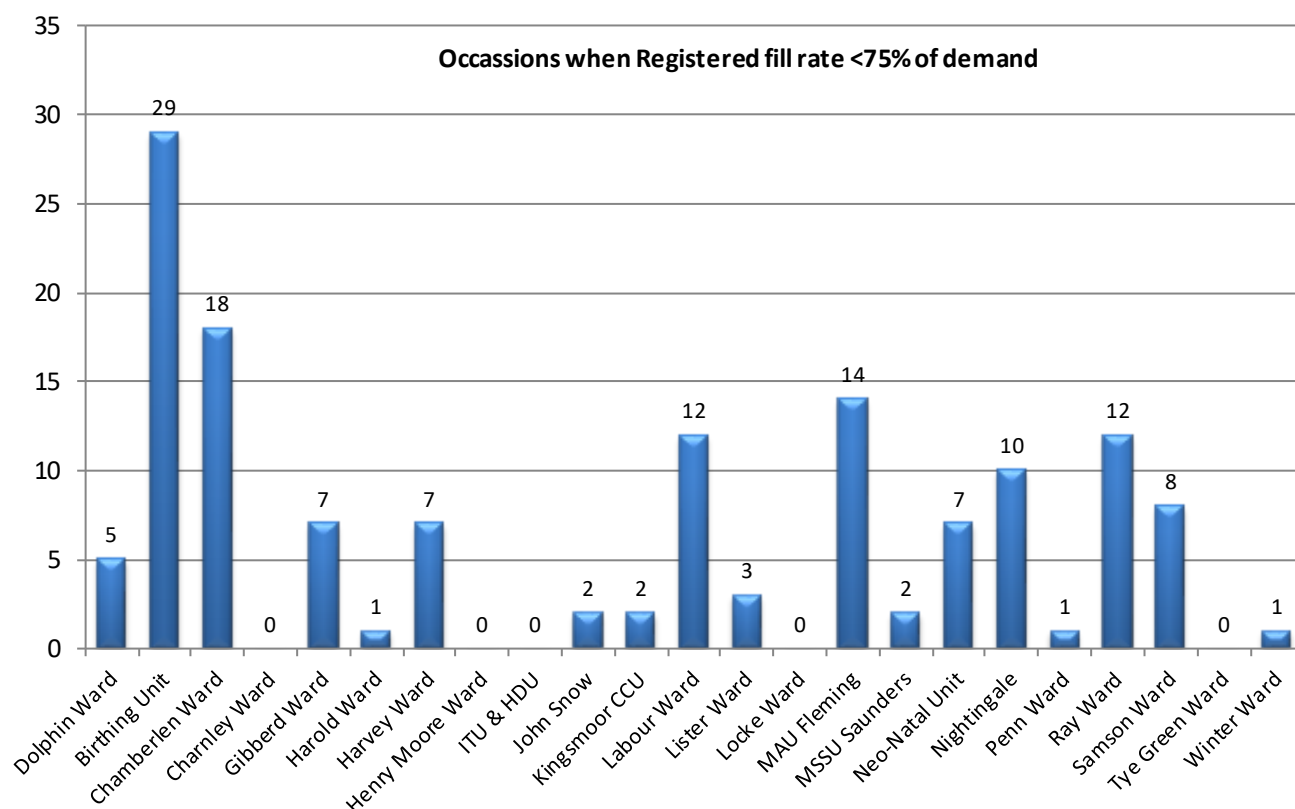
3.5 Datix reports: The trend in reports completed in relation to nursing and midwifery staffing is included below and shows an increase in February. All incidents continue to be reviewed by the safety and quality review process.



3.6 There were no beds closed as a direct result of safer staffing concerns during February 2020

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 December 2019, this shows that while the Trust continues to exceed the National median for Registered CHPPD, it has also shows that it is below the national median for overall CHPPD and HCA CHPPD.

	Trust December 2019 data	National Median (Dec 2019)	Variance against national median
CHPPD Total	7.6	7.9	↓0.3
CHPPD RN	4.8	4.7	↑0.1
CHPPD HCA	2.7	3.2	↓0.5

Data checked on Model Hospital 2.3.2020

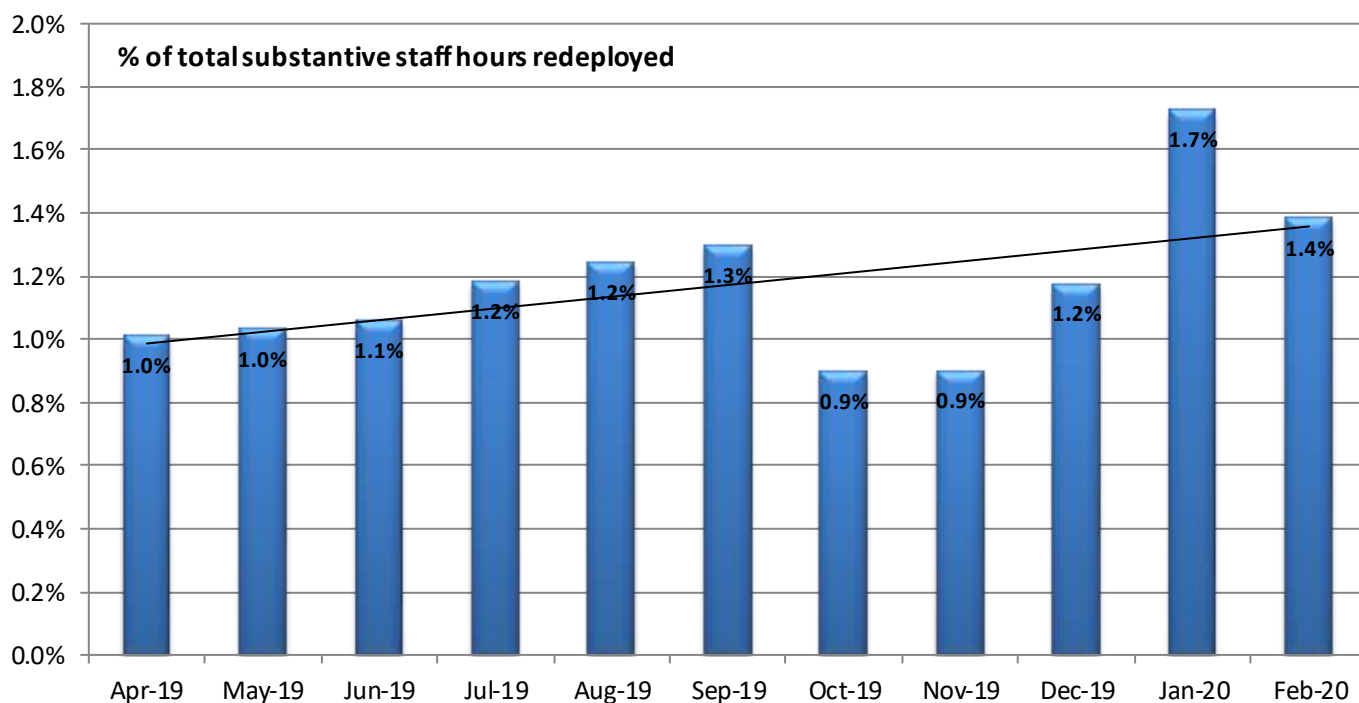
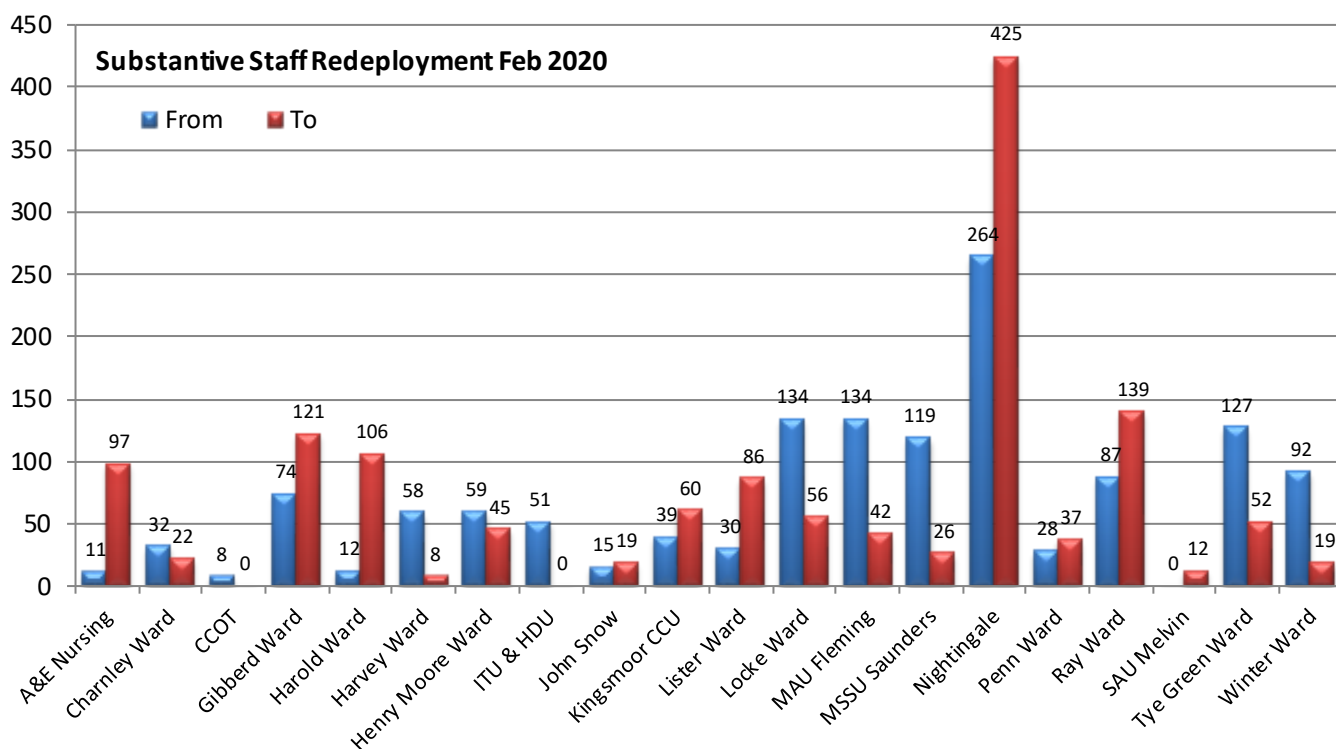
3.9 Mitigation:

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 an 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 static registered demand (↑8 shifts) in February compared to January. There was an increase in NHSP fill, although there was a decrease in agency fill for RN, the overall fill rate for RNs increased by 7.2%.

The HCSW demand shows an increase (↑41 shifts) with the overall fill rate up by 1.0% against January.

RN temporary staffing demand and fill rates: (February 2020 data supplied by NHSP 16.3. 2020)

Last YTD Month & Year	Shifts Requested	NHSP Filled Shifts	% NHSP Shift	Agency Filled Shifts	% Agency Filled Shifts	Overall Fill Rate	Unfilled Shifts	% Unfilled Shifts
November 19	4185	1888	45.1%	1043	24.9%	70.0%	1254	30.0%
December 19	3891	1703	42.3%	1020	27.9%	70.2%	1168	29.8%
January 20	4324	1903	44.0%	993	23.0%	67.0%	1428	33.0%
February 20	4332	2276	52.5%	939	21.7%	74.2%	1,117	25.8%
February 19	4069	1870	46.0%	1069	26.3%	72.2%	1,130	27.8%

HCA temporary staffing demand and fill rates: (February 2020 data supplied by NHSP 16.3. 2020)

Last YTD Month & Year	Shifts Requested	NHSP Filled Shifts	% NHSP Shift	Agency Filled Shifts	% Agency Filled Shifts	Overall Fill Rate	Unfilled Shifts	% Unfilled Shifts
November 19	2594	1872	72.2%	0	0%	72.2%	722	27.8%
December 19	2689	1805	68.5%	0	0%	68.5%	884	31.5%
January 20	2732	1855	67.9%	0	0%	67.9%	877	32.1%
February 20	2773	1910	68.9%	0	0.0%	68.9%	863	31.1%
February 19	2344	1734	74.0%	0	0.0%	74.0%	610	26.0%

B: Workforce:

Nursing Recruitment Pipeline

The nurse vacancy rate continues to fall steadily. The overall nursing vacancy rate in February fell to 10%. Although this is slightly behind the forecast rate of 9.7% 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 February the vacancy rate fell further 4.5% in month to 7.8 % slightly behind the forecast rate of 7.2%. 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 and in house assistant practitioners who have completed their top up programme to achieve registered nurse status.

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 now 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 10.88% 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
Staff in Post WTE	704	710.00	711.00	716.00	737.00	759.00	774.00	796.00	816.00	831.00	874.00
Vacancy WTE	238.61	232.61	231.61	226.61	205.61	183.61	168.61	146.61	126.61	111.61	68.61
Actual RN Vacancy Rate	25.3%	24.7%	24.6%	24.0%	21.8%	19.5%	17.9%	15.6%	13.4%	11.8%	7.3%
Forecast 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%	9.3%

	Band 5 Establishment 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 Establishment 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	428	450	478
Band 5 Starters	9	7	7	8	22	29	20	28	27	25	26	34
Vacancy Band 5 WTE	198.93	193.93	191.93	185.93	165.93	140.93	123.93	100.93	76.93	59.93	37.93	9.93
Actual Band 5 Vacancy Rate	40.8%	39.7%	39.3%	38.1%	34.0%	28.9%	25.4%	20.7%	15.8%	12.3%	7.8%	2.0%
Forecast 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	5	1	1
Band 5 Newly Qualified + Local	3	2	0	1	1	3	7	3	4	5	12	14
Band 5 International Recruitment	6	5	7	7	21	26	13	25	23	20	14	20
Band 5 Starters	9	7	7	8	22	29	20	28	27	25	26	34
Total Starters	10	8	9	10	26	30	22	31	28	30	27	35

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	7	6	3
Band 5 Leavers	3	2	5	2	2	4	3	5	3	8	4	6
Total Leavers	5	5	8	5	5	8	7	9	8	15	10	9
Nursing turnover %	15.06%	14.86%	14.79%	13.41%	12.13%	12.22%	11.83%	11.09%	10.13%	10.88%		

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.

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Date: 20th March 2020

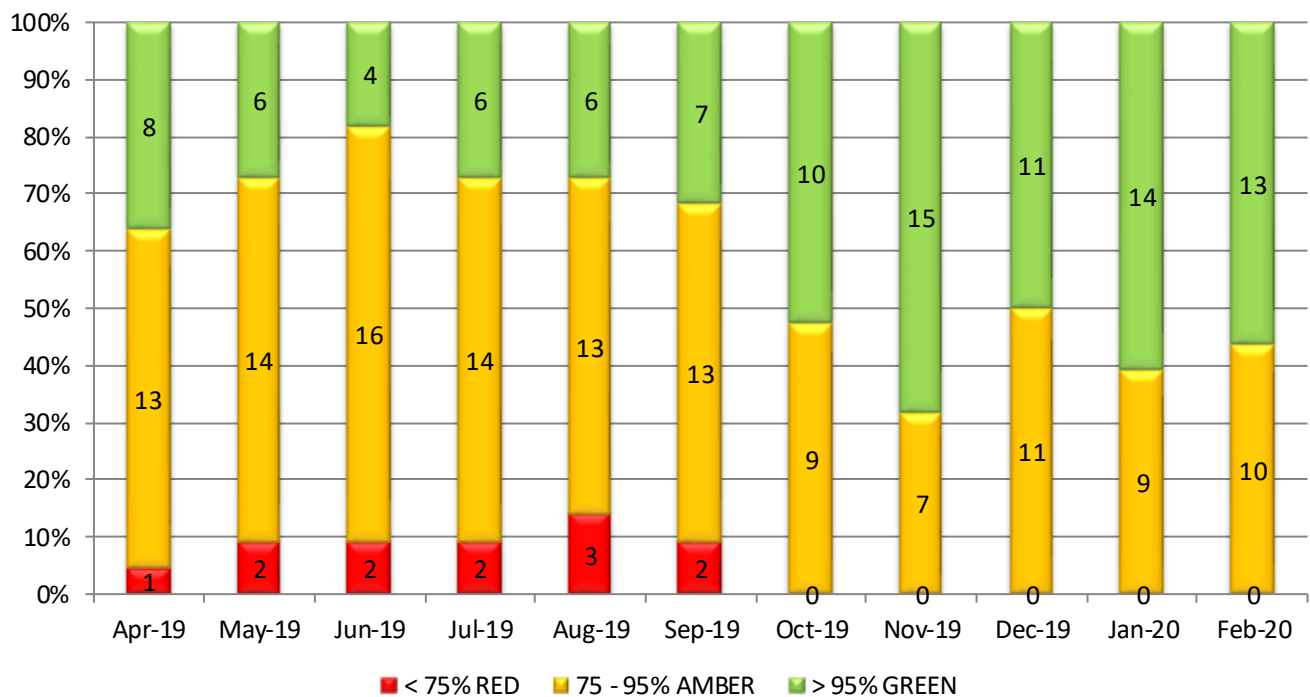
Appendix 1.

Ward level data: fill rates February 2020.

Ward name	Day		Night		% RN overall fill rate	% overall HCSW fill rate	% Overall fill rate
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)			
Dolphin Ward	110.4%	101.2%	86.7%	140.0%	99.9%	114.1%	103.5%
Kingsmoor CCU	86.3%	97.9%	98.3%	108.5%	91.4%	101.9%	95.1%
MAU Fleming	87.9%	119.7%	86.2%	93.3%	87.2%	107.1%	95.5%
Tye Green Ward	104.7%	80.2%	101.5%	99.7%	103.3%	88.1%	96.7%
Harvey Ward	91.8%	81.6%	102.3%	64.6%	96.1%	73.4%	85.7%
ITU & HDU	85.7%	143.5%	90.1%	137.8%	87.8%	140.5%	92.6%
John Snow	95.6%	89.3%	108.0%	108.6%	100.7%	96.6%	99.0%
Charnley Ward	98.3%	102.4%	120.1%	113.4%	106.0%	106.6%	106.2%
Lister Ward	98.5%	83.8%	89.2%	146.2%	94.2%	103.4%	98.2%
Locke Ward	108.3%	84.1%	98.3%	122.8%	104.1%	98.8%	102.2%
Neo-Natal Unit	81.9%	125.5%	81.0%	106.9%	81.4%	116.2%	87.2%
Nightingale	93.1%	61.2%	96.6%	62.0%	94.5%	61.6%	79.4%
Penn Ward	96.8%	116.6%	85.5%	136.8%	92.0%	124.3%	103.6%
Ray Ward	82.2%	70.6%	96.1%	129.9%	88.1%	89.2%	88.6%
MSSU Saunders	98.9%	77.4%	98.2%	97.5%	98.6%	85.6%	92.9%
Harold Ward	99.2%	85.6%	101.1%	86.7%	100.0%	86.1%	93.9%
Henry Moore Ward	91.0%	102.9%	104.1%	115.6%	96.3%	106.8%	99.9%
Gibberd Ward	94.3%	93.2%	102.3%	98.4%	97.6%	95.7%	96.6%
Winter Ward	99.4%	94.4%	114.6%	148.9%	104.8%	115.0%	108.7%
Chamberlen Ward	99.1%	63.5%	81.7%	65.5%	90.8%	64.5%	84.2%
Labour Ward	107.8%	84.4%	84.5%	86.2%	96.7%	85.3%	94.1%
Samson Ward	111.8%	68.6%	91.0%	91.0%	101.9%	77.1%	90.6%
Birthing Unit	81.2%	79.0%	74.7%	75.9%	78.1%	77.5%	77.9%
Trust total	102.0%	89.2%	93.8%	102.5%	94.9%	94.7%	94.8%

Appendix 2

Number of wards - RAG rated for RN fill rate



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
Harvey	Less than 75% fill rate of unqualified nurses	Nil	Nil required
Nightingale	Less than 75% fill rate of unqualified nurses	Nil	Nil required
Chamberlen	Less than 75% fill rate of unqualified nurses	Nil	Nil required