






Quality & Safety Committee – 24 April 2020

Agenda item:	3.3				
Presented by:	Sharon McNally – Director of Nursing & Midwifery				
Prepared by:	Sarah Webb – Deputy Director of Nursing and Midwifery				
Date prepared:	April 2020				
Subject / title:	Abridged 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 an abridged version of the regular nursing and midwifery retrospective staffing report for the month of March 2020 and provides an update to the workforce position (part B).</p> <p>The fill rate for overall RN/RM in month has decreased to 89.7% which is a decrease of 5.1%. Fill rates have been affected by the continued opening of escalation beds in March to support winter pressures and unavailability of staff due to self-isolation due to Covid from the middle of March. For the 6th 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 March to 8% and the Band 5 rate to 4.3%. The objective of a less than 10% vacancy rate for qualified nurses by the end of 2019/20 has therefore been achieved.</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 March 2020. To provide an update on plans to reduce the nursing vacancy rate over 2019/20.

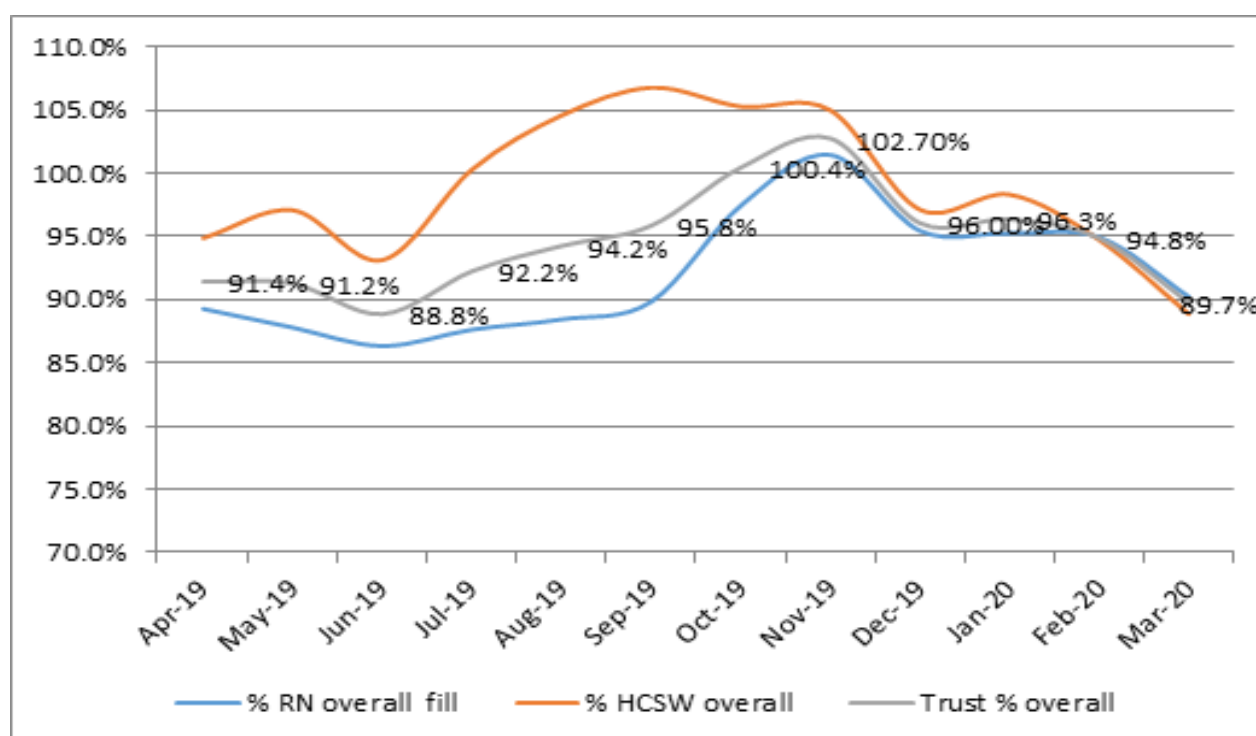
2.0 BACKGROUND

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

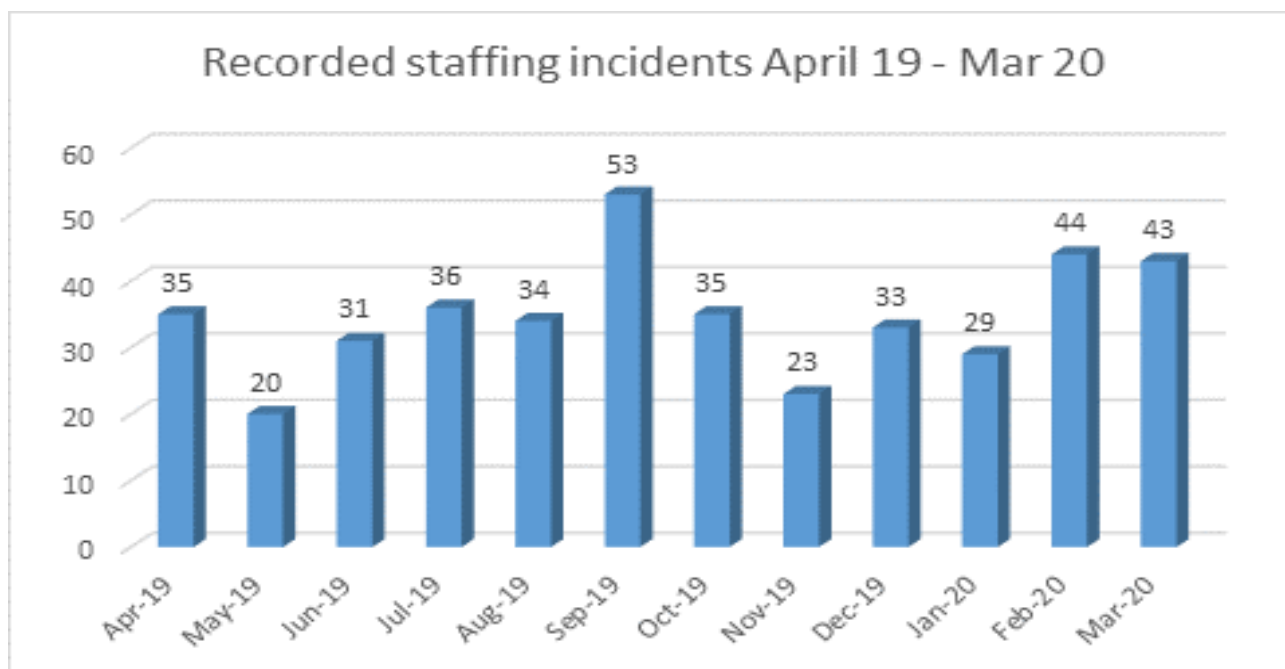
3.0 ANALYSIS

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 March 2020.

3.2 The summary position for the Trust Safer Staffing Fill rates for March 2020. The fill rate for overall RN/RM in month has decreased to 89.7% which is a decrease of 5.1%. It must be noted that from mid-March the Covid 19 pandemic started to affect fill rates with staff self-isolating in line with government guidelines.



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



3.4 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 an increased registered demand (↑669 shifts) in March compared to February. As described above this was due to increased unavailability's of staff due to self isolation, sickness and additional cover to support staff who required retraining to cover clinical care in response to Covid 19. This translated into an increase in filled shifts of 185, a slightly reduced NHSP fill 49.32%, although there was a decrease in overall fill rate for RNs increased by 6.1%.

The HCSW demand shows an increase demand of (↑409 shifts) with an increase of 136 shifts resulting in a overall fill rate reduced by 4.9% against February.

RN temporary staffing demand and fill rates : (Mach 2020 data supplied by NHSP 16.4. 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%
March 20	5001	2461	49.32%	945	18.9%	68.1%	1,595	31.9%
February 19	4069	1870	46.0%	1069	26.3%	72.2%	1,130	27.8%

HCA temporary staffing demand and fill rates: (March 2020 data supplied by NHSP 16.4. 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%
March 20	3182	2037	64.0 %	0	0.0 %	64.0 %	1,145	36.0 %
March 20	2771	1973	71.20%	0	0.0%	71.2%	798	28.8%

B: Workforce:

Nursing Recruitment Pipeline

The overall nursing vacancy rate in March fell to 8.4%. and therefore the overall target of reducing nurse vacancy rates to <10% by March 2020 has been achieved.

The table below has consistently reported the numbers of staff recruited into Band 5 posts and has not tracked the time that it takes to support international nurses to achieve registration and join the register which is approximately 4-5 weeks. Therefore there is always a slight lag between the recruitment tracker and workforce reporting numbers.

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	831.00	848.00	867.00
Vacancy WTE	238.61	232.61	231.61	226.61	205.61	183.61	168.61	146.61	126.61	111.61	94.61	75.61
Actual RN Vacancy Rate	25.3%	24.7%	24.6%	24.0%	21.8%	19.5%	17.9%	15.6%	13.4%	11.8%	10.0%	8.0%
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%	9.4%	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	467
Band 5 Starters	9	7	7	8	22	29	20	28	27	25	26	25
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	20.93
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%	4.3%
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	3
Band 5 Newly Qualified + Local	3	2	0	1	1	3	7	3	4	5	12	3
Band 5 International Recruitment	6	5	7	7	21	26	13	25	23	20	14	22
Band 5 Starters	9	7	7	8	22	29	20	28	27	25	26	25
Total Starters	10	8	9	10	26	30	22	31	28	30	27	28

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	1
Band 5 Leavers	3	2	5	2	2	4	3	5	3	8	4	8
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%		

Recruitment activity is paused due to Covid 19 but will resume as soon as lockdown is lifted.

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: Sarah Webb, Deputy Director of Nursing and Midwifery

Date: 14th April 2020

Appendix 1.

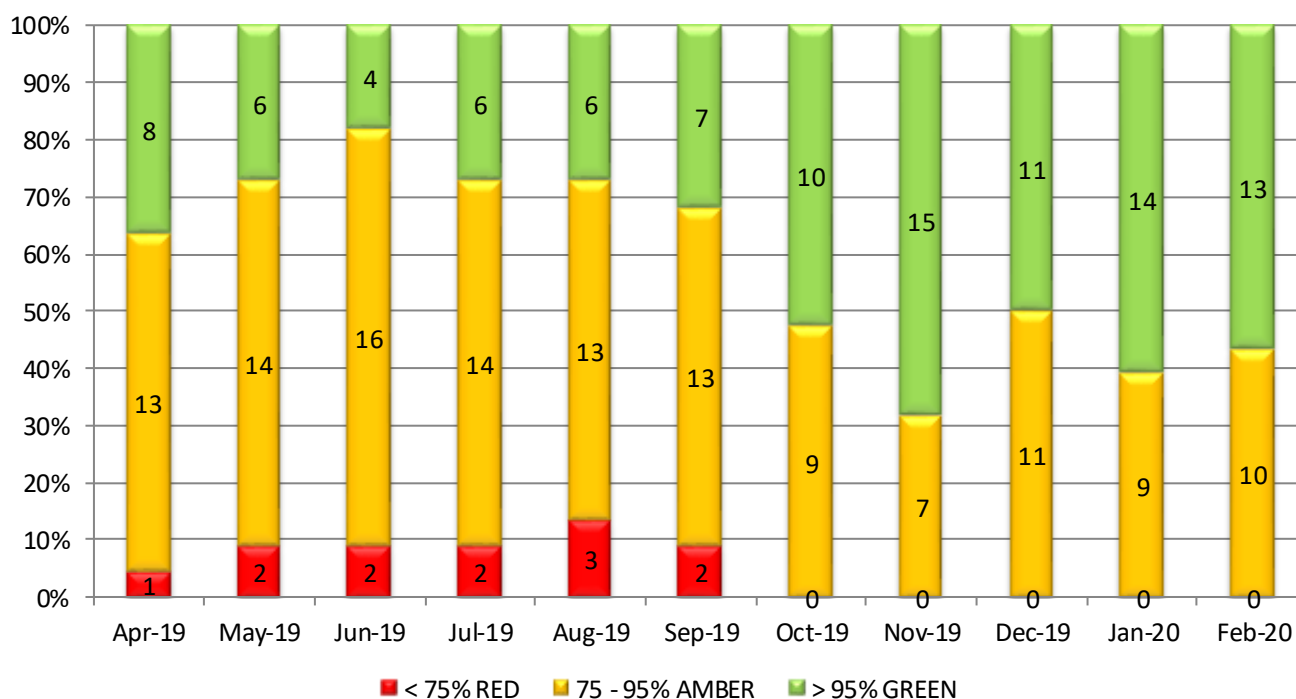
Ward level data: fill rates February 2020.

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