Agenda Item No.1

NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

RESPONSIBLE DIRECTORS:	REPORT FOR:		IMPACT ON BUSINESS:		
Emma Hardwick: Chief Nurse	Decision		High	Med	Low
	Discussion		✓		
	Information	✓			
LEAD MANAGER:	**REPORT TYPE:**		**BAF REFERENCES & RAG:**		
Val Newton: Deputy Chief Nurse	Strategic	✓			
	Operational				
	Governance		**RELATED WORK: (PREVIOUS PAPERS TO COMMITTEE)**		
PEER ASSIST:	**PEER REVIEW:**				
Debbie Frost: Recruitment and Retention Sister Margaret Ojelade: Senior E Rostering System Administrator					
CQC Domain: (safe, caring, effective, responsive, well-led)	12: Safe care and treatment 18: Staffing				

Meeting Date: 29th May 2018
Report Title: Safe Nurse Staffing Report

PURPOSE:

To provide the Board with the monthly Nurse Safe Staffing Exception

SUMMARY:

This paper sets out the regular nursing and midwifery retrospective staffing report for the month of April 2018.

The overall RN/RM fill rate was **94.9%**
The RM fill rate within CDS/Castleacre **95.8%**
Analysis of our night time planned versus actual RN/RM fill was **104.4%**
Trust vacancy rate for registered staff is **15.98%** & **8.33%** for unregistered staff
All wards achieved an overall rate of >80% except for Necton with achieved 79%
Six wards did not achieve 90% - Necton, MAU, Oxborough, Marham, Critical Care & SAU.

FINANCIAL IMPLICATIONS / EFFICIENCY SAVINGS / QUALITY IMPROVEMENT:

The Recruitment and Retention of Registered Nurses and Midwives has both implications for the quality of patient care and financial implications associated with recruitment, staff development and further implications with the costs associated with agency nurse usage.

RISK ASSESSMENT (CROSS-REFERENCE WITH RISK REGISTER WHERE APPROPRIATE):

Strategic / External	Operational/ Organisational	Financial	Clinical	Legal/ Regulatory	Reputational / Patient Experience
	√		√		√

RECOMMENDATIONS:

- To note the actual and planned staffing levels and the exception report for the calendar month of March 2018 in Appendix 1.
- Note the Care Hours per Patient Day (CHPPD) information included in Appendix 2.
- Note the registered and unregistered vacancy & turnover data in Appendix 3.

REPORT TO THE TRUST BOARD
SAFE NURSE STAFFING REPORT –APRIL 2018

1.0 INTRODUCTION

1.1 This paper provides an update to the Board on the monthly national submission of Nursing and Midwifery staffing levels (a requirement set out by the Department of Health in Hard Truths: the Journey to Putting Patients First, January 2014) and provides the planned versus actual nursing and midwifery staffing levels for the calendar month of April 2018.

1.2 The report highlights areas of concern in relation to nurse staffing, and provides an update with regard to the nursing vacancy rate.

1.3 The paper also provides an update in relation to Care Hours per Patient Day (CHPPD), both the national position and an analysis of the measure at The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust.

2.0 ACTUAL AND PLANNED STAFFING REPORT (APPENDIX 1)

2.1 This report provides an analysis based on planned versus actual coverage in hours for the calendar month of April 2018. This is the same dataset that is submitted nationally via UNIFY and forms the basis of the CHPPD metric.

2.2 This report includes additional shifts that have been worked due to increased workload (activity, patient dependency and/or acuity) or 1:1 patient supervision (specialling). As the requirement for additional shifts is not static and fluctuates, these shifts are not planned in advance (i.e. when the rota is published), it is possible for a rota to have >100% fill (as seen particularly in the care worker fill within this report in some areas for the night shift).

2.3 The trend analysis of the actual versus filled rate is monitored and used to inform the twice yearly establishment review. This was presented to the Trust Board in October 2017 and the next establishment review using the Safer Nurse Care tool (SNCT), will take place in spring 2018 and be reported to the board once completed.

2.4 The UNIFY return is for in-patient areas only. It excludes day care areas e.g. the emergency department and ambulatory care areas. A planned versus actual staffing hours for these areas are included in Appendix 1.

3.0 STAFFING EXCEPTION REPORTING

3.1 The overall RN/RM fill rate for April day shifts was **90.8%**

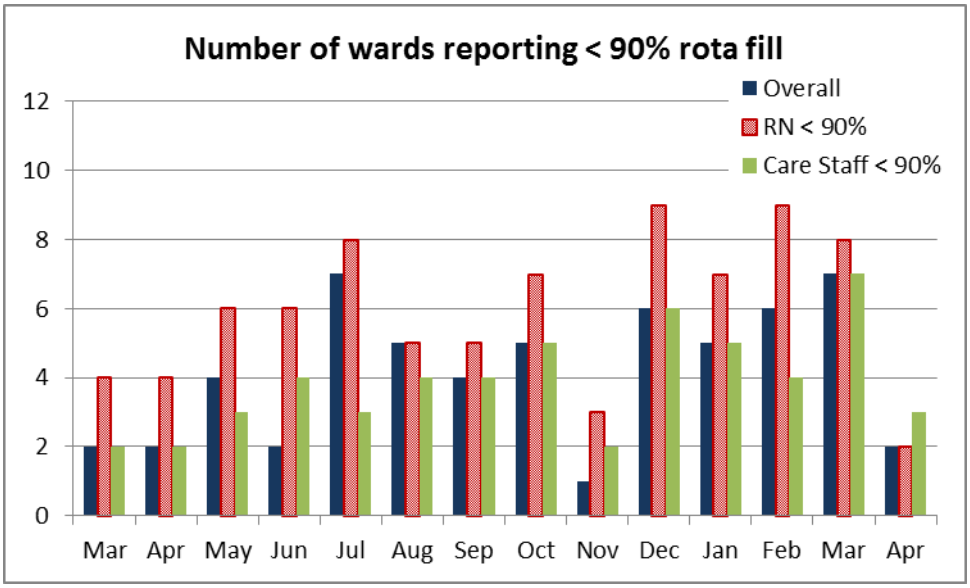
3.2 The RM fill rate within CDS/Castleacre **93.4%**

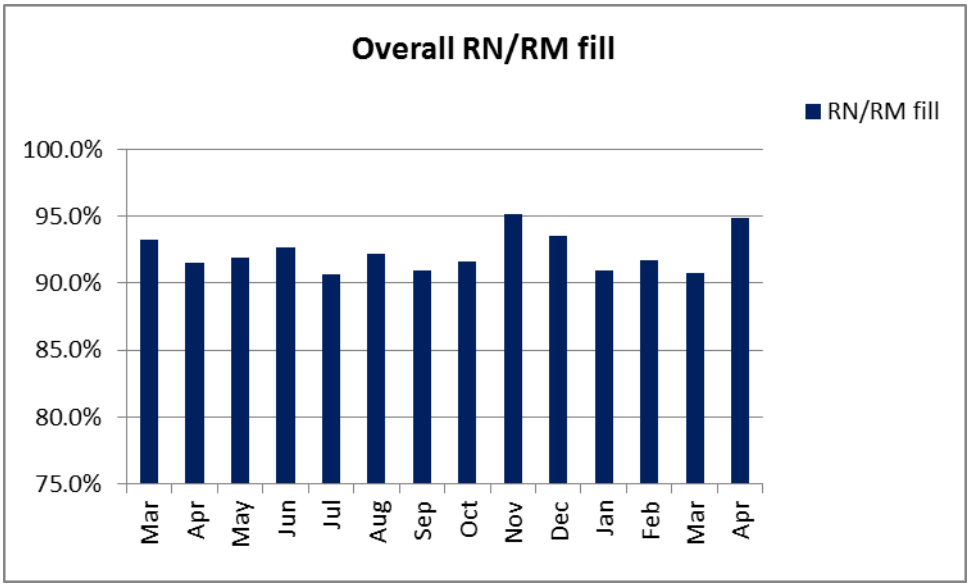
3.3 Analysis of our April night time planned versus actual RN/RM fill was **95.3%**

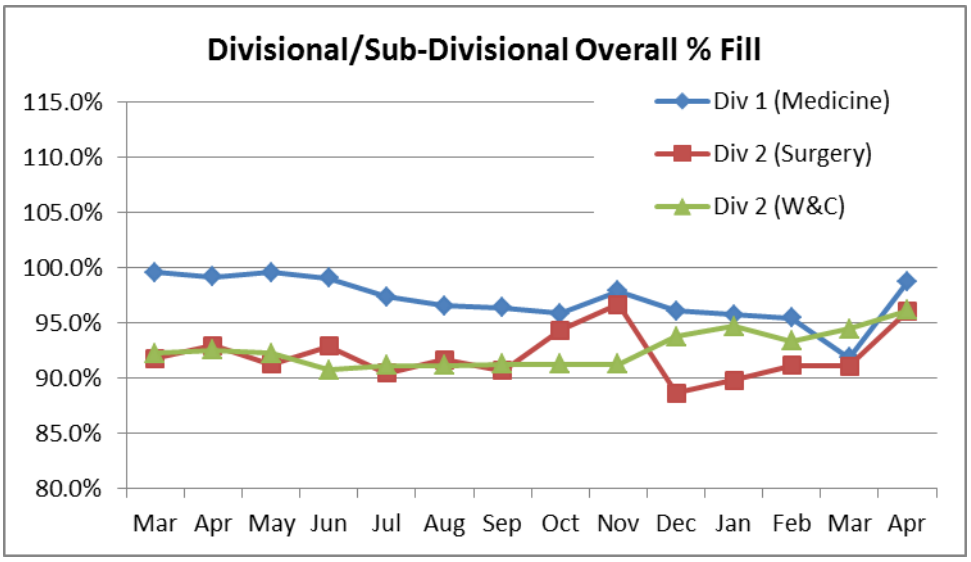
3.4 All wards achieved an overall rate of >80% in April

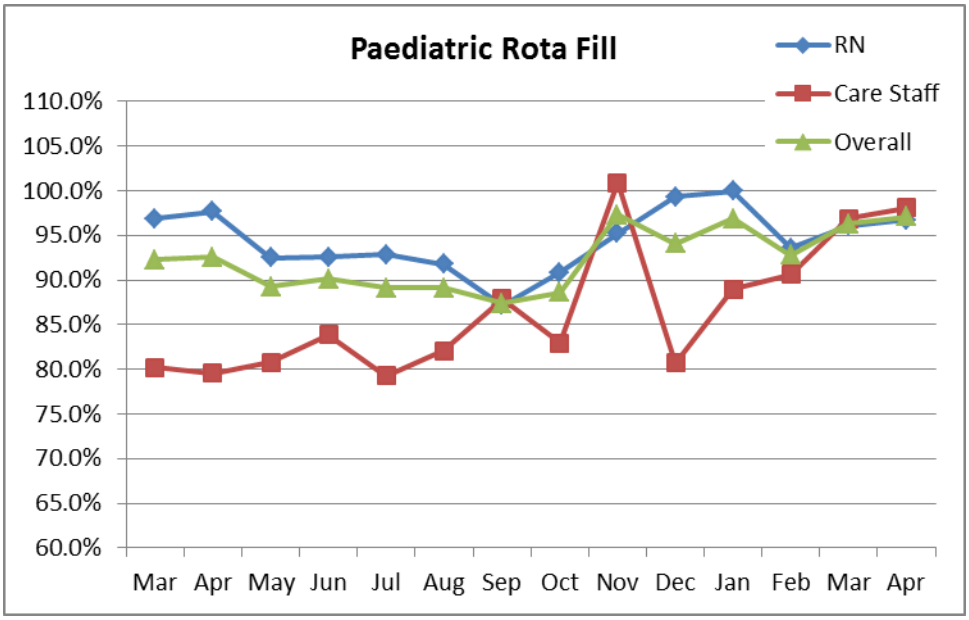
3.5 Six wards did not achieve 90% - Necton, MAU, Oxborough, Marham, Critical Care & SAU.

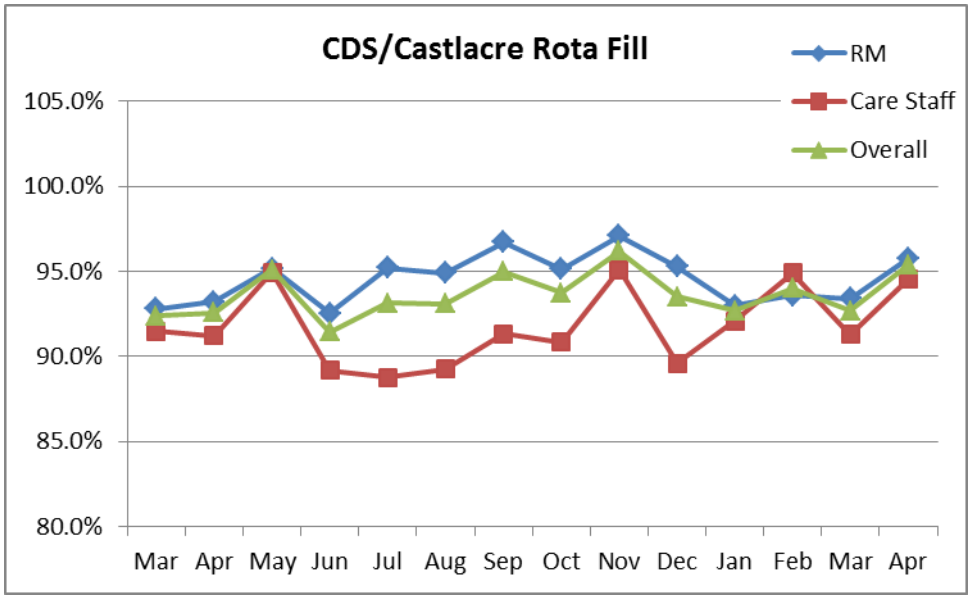
3.6 Trend data for April 2018 is included in the following graphs:

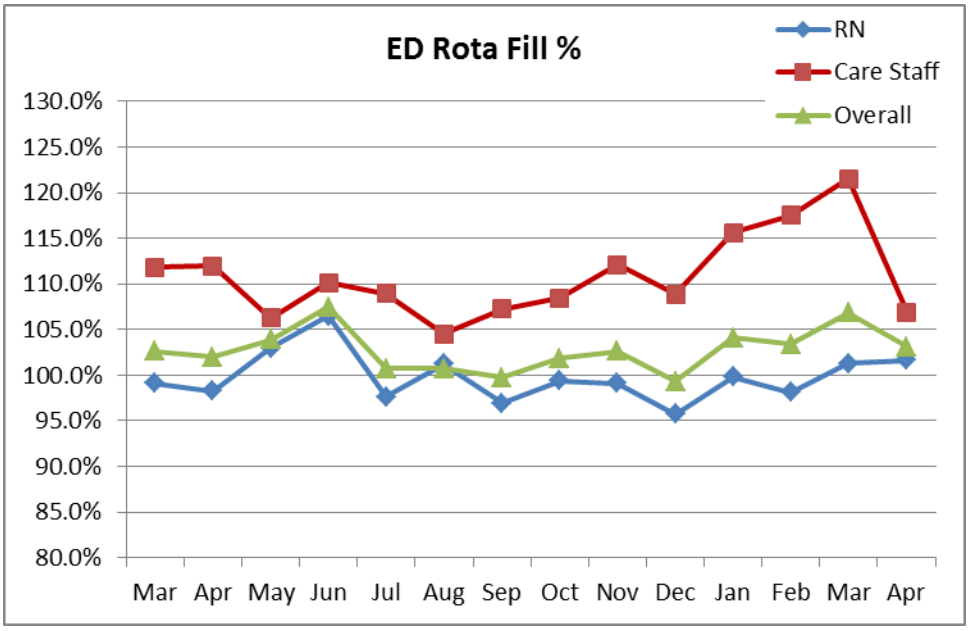







Paediatric Rota Fill
RN
Care Staff
Overall
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
75.0%
70.0%
65.0%
60.0%
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr


CDS/Castlacre Rota Fill
RM
Care Staff
Overall
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr


ED Rota Fill %
RN
Care Staff
Overall
130.0%
125.0%
120.0%
115.0%
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

3.7 Adult Critical Care Unit: achieved 86.9% fill rate for registered nurses in the month of April. To ensure compliance with ICS core standards, Critical Care RN staffing was reviewed against acuity on every shift to maintain safe staffing.

3.8 As outlined in previous Board papers, a daily escalation plan continues to be used to mitigate all wards with inadequate fill rates. This includes the Matrons and the Associate Chief Nurses reviewing shifts three times a day and mitigating any areas of high acuity or dependency.

3.9 The Board are asked to note the use of escalation beds on Leverington to respond to capacity demands the bed base at 33 beds on occasions.

4.0 MITIGATION

4.1 Bank Fill Rate

The Trust's nursing bank continues to support the clinical areas with achieving safe staffing levels. During April the total number of requests for RN bank shifts was 1,625 shifts with an average temporary staff fill rate of 75.20% (44.62% bank and 30.58% agency). This equates to 6,690.5 of bank and 5,604.08 hours of agency use in April. This is equivalent to 44.60 WTE bank staff and 37.36 WTE agency staff.

From April 30th 2018 weekly bank pay has been implemented and a bonus scheme will be introduced in the summer and enhanced rates of overtime and double overtime will cease.

5.0 STAFF VACANCIES

5.1 Appendix 3 shows our registered and unregistered vacancy data against funded establishment WTE across all ward areas.

5.2 Ward areas with Registered Nurse vacancy rates above 30% in April include Necton (37.25%) Oxborough (40.00%), Stanhoe (42.01%), West Newton (34.96 %), Windsor (31.84%) & Terrington (50.07%).

5.3 Overall, trust vacancy rate for registered staff is **15.98%** and **8.33%** for unregistered staff (April 2018) see appendix 3.

6.0 RECRUITMENT & RETENTION

6.1 We have a Registered Nurse and HCA Recruitment & Retention Plan in place and agreed by the executive team:

RN recruitment actions include:

- All RN resignations are to be offered a 1:1 with designated senior nurses and the recruitment and retention sister to explore reasons for wanting to leave.
- HRBP advisors to identify each week any potential RN leavers to the recruitment sister with an aim to investigate the reason for leaving and identifying any factors that would enable them to stay in post and followed up by the recruitment and retention sister.
- The Chief Nurse will identify posts for approval. Early indications are that band's 7 and above and any new post will need VSP approval.
- The Deputy Chief Nurse will act as signatory for VSP approval in the absence of the CNO to ensure swift HR processes.
- Daily communication by the recruitment and retention sister with ALL RN applicant's whist waiting for shortlisting and an interview date. Liaison with ward managers to follow.

- Ensure the resident labour market test advert for RN's continues to run for 28 days each month.
- Employment checks taking longer than 2 weeks are to be escalated to the recruitment and retention sister and recruiting ward manager to action.

HCA recruitment actions include:

- 'Block' interviews to commence immediately, bi monthly, utilising a block advert until 110% are in post. June 11th is the first generic block interview date with 136 applications ready for shortlisting in the first week of advert (21st May 2018).
- Surplus appointable HCA candidates will be sent to the recruitment sister to discuss alternative options with the ACN's including bank positions and over recruiting to ward areas where outstanding resignations are not yet in the recruiting pipeline.

Joint RN & HCA recruitment actions include:

- Unsuccessful RN and HCA candidates who are appointable to be given to the recruitment and retention sister to discuss alternative options with the ACN's including bank and over recruiting to ward areas with outstanding resignations not yet in the HR recruitment process.

7.0 LOCAL REGISTERED NURSE RECRUITMENT:

7.1 HR processing of the RN posts offered at the recruitment event in March is progressing well with an aim to supply the trust with 5 RN Bank nurses starting as soon as possible. One Bank Rn commenced trust induction this week and the remaining 4 are planned for June induction.
Fourteen of the original fifteen student nurses remain on track to commence as newly qualified nurses in substantive posts by September 2018.

7.2 A generic RN recruitment day is planned for 28th June to capture local & regional 3rd year student nurses and RN's in general.

8.0 INTERNATIONAL NURSE RECRUITMENT:

8.1 The Trust continues with international skype interviews 5 days per month with Genepool and Search recruitment agencies. An additional QEHKL skype interview day occurs concurrently dependant on applicants each month.

8.2 Twenty six international nurses from Genepool recruitment were interviewed from the Philippines, the Kingdom of Saudi Arabia and the Middle East in April with 18 Conditional Offer Letters (COL) issued. The Initial trajectory for the first cohort of 15 international nurses from Genepool is proposed to start at the Trust from September 2018.

8.3 Genepool report that 11 of the successful applicants are currently undertaking IELTS training. The Occupational English Test (OET) is due to change in August following a redesign which is reported to ensure a higher pass rate at grade B in all 4 domains. The International English Language Test System (IELTS) will transfer from a paper exam to an online assessment, again reportedly making the required Level 7 more achievable.

8.4 Seven international nurses from Search recruitment were also offered COL following 7 skype interviews in April.

8.5 The PDN team are refining the international induction programme to facilitate cohorts every 6 -8 weeks throughout the year to support the predicted pipeline of recruited overseas nurses that will arrive in the Trust from Q2 onwards. Three international nurses arrived on 9th May 2018.

9.0 NHSI RETENTION SUPPORT PROGRAMME:

9.1 The trust was invited to take part in Cohort 3 of NHSI Retention support programme in April. The aim of the direct support programme is for trusts to develop a retention plan over the 90 day period of the programme. Nationally, this programme is voluntary and clinically led and was launched in July 2017 to form part of the wider national retention support programme to support trusts with the knowledge and tools to improve retention and reduce variation in retention rates. Seventy trusts are already engaged with this programme in cohorts 1 & 2. As the trust is within the 3rd cycle programme we will receive support in the form of calls, site visits, improvement resources, solutions used by other trusts and connecting trusts that are dealing with similar issues. The trust received our first telephone support call 2 weeks ago with a planned visit at the end of May. Data collection is currently underway and progress will be reported to the board each month.

10.0 RECOMMENDATIONS:

10.1 The Board is asked to:

- Note the actual and planned staffing levels and the exception report for the calendar month of March 2018 in Appendix 1
- Note the Care Hours per Patient Day information included in Appendix 2
- Note the registered and unregistered vacancy data against funded establishment WTE across all ward areas in Appendix 3.

Emma Hardwick
Chief Nurse
23 May 2018

Appendix 1 - Actual and Planned Staffing Report (April 2018)

The data used within this report is pulled retrospectively from our Health roster, and includes the % of hours (registered nurse and care staff) that were filled against the planned (baseline) number of hours (required number of rostered hours for the calendar month. This data set is the same as our national submission to UNIFY.

Please note, areas with >100% fill is due to additional hours filled to care for patients who require 1:1 supervision (specialling).

Medicine

	Main Specialty	Day Average fill rate - RN / RM (%)	Day Average fill rate - care staff (%)	Night Average fill rate - RN / RM (%)	Night Average fill rate - care staff (%)	RN/RM average fill rate	Care staff average fill rate	Total % hours filled (registered and care staff)
West Newton	430-Geriatric Medicine	91.0%	117.4%	100.6%	144.0%	94.9%	127.9%	114.0%
Necton	340-Thoracic Medicine	87.8%	98.7%	109.8%	95.2%	94.7%	97.3%	95.8%
Windsor	430-Geriatric Medicine	91.1%	95.6%	107.9%	108.5%	97.4%	100.2%	98.8%
Stanhoe	301-Gastroenterology	93.9%	94.8%	100.0%	93.7%	96.5%	94.4%	95.5%
Tilney	320-Cardiology	90.7%	105.7%	106.7%	104.1%	97.2%	105.1%	100.5%
West Raynham	300-General Medicine	94.2%	83.4%	102.9%	88.0%	97.7%	85.2%	92.1%
Shouldham	315-Palliative Medicine	92.0%	109.6%	99.8%	143.5%	95.2%	120.3%	106.8%
Medical Assessment Unit	300-General Medicine	87.3%	98.2%	101.1%	95.0%	92.5%	97.0%	94.2%
Terrington	300-General Medicine	90.5%	107.5%	106.8%	100.0%	96.7%	104.4%	100.4%
ED Obs Ward	Obs Ward	97.3%	94.2%	105.6%	120.9%	100.4%	103.7%	102.1%
Oxborough	300-General Medicine	85.7%	104.4%	100.3%	89.8%	91.2%	94.9%	92.6%
Overall fill		**91.1%**	**99.6%**	**100.4%**	**104.9%**	**94.9%**	**101.7%**	**97.6%**

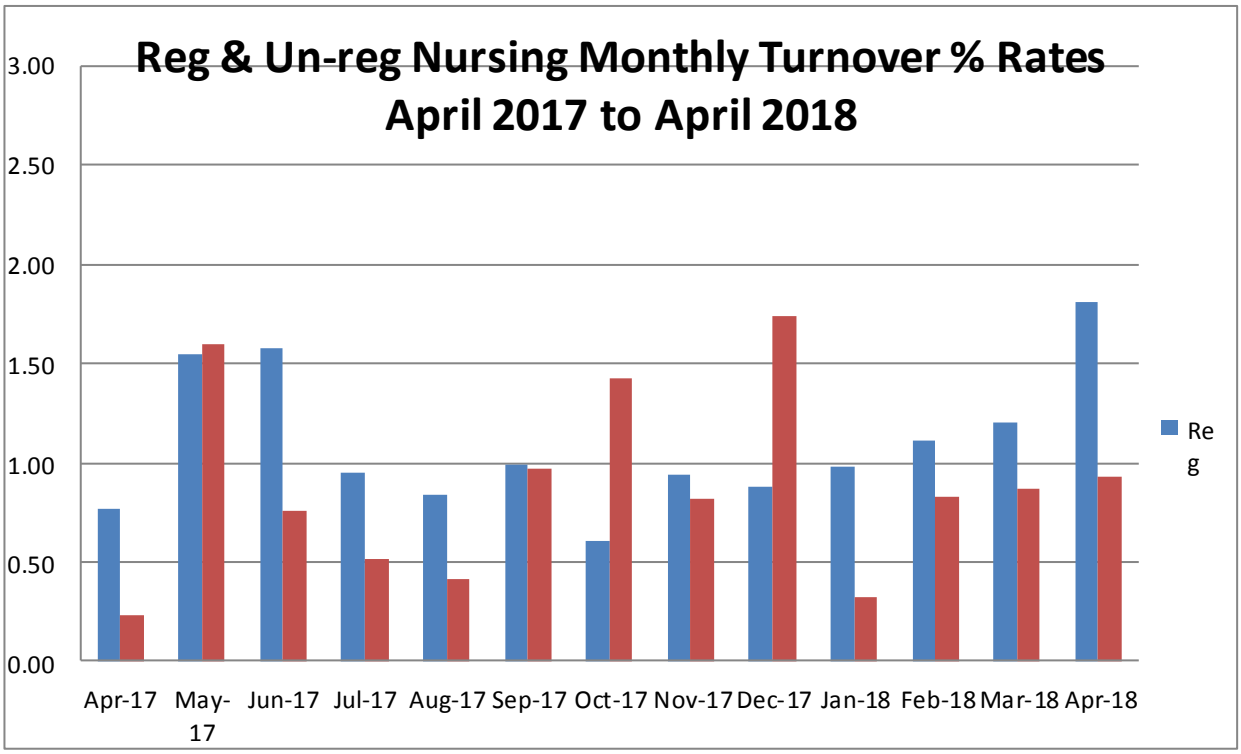
Surgery

	Main Specialty	Day Average fill rate - RN / RM (%)	Day Average fill rate - care staff (%)	Night Average fill rate - RN / RM (%)	Night Average fill rate - care staff (%)	RN/RM average fill rate	Care staff average fill rate	Total % hours filled (registered and care staff)
Denver	General Surgery	92.0%	109.6%	99.8%	143.5%	95.2%	120.3%	106.8%
Marham	General Surgery	87.3%	98.2%	101.1%	95.0%	92.5%	97.0%	94.2%
Elm	General Surgery	90.5%	107.5%	106.8%	100.0%	96.7%	104.4%	100.4%
Gayton	Trauma & Orthopaedics	97.3%	94.2%	105.6%	120.9%	100.4%	103.7%	102.1%
Critical Care	Critical Care Medicine	86.9%	82.1%	91.1%		88.9%	82.1%	88.5%
SAU	General Surgery	84.3%	98.9%	78.9%	98.4%	81.6%	98.7%	85.9%
Overall fill		**89.4%**	**100.1%**	**94.8%**	**113.7%**	**91.7%**	**104.9%**	**96.1%**

Women & Children

Ward name	Main Specialty	Day Average fill rate - registered RN / RM (%)	Day Average fill rate - care staff (%)	Night Average fill rate - RN / RM (%)	Night Average fill rate - care staff (%)	RN/RM average fill rate	Care staff average fill rate	Total % hours filled (registered and care staff)
CDS	Obstetrics	94.2%	93.6%	91.0%	90.2%	92.6%	91.9%	92.4%
Castleacre	Obstetrics	97.3%	94.6%	112.6%	99.8%	103.5%	97.2%	100.7%
NICU	Paediatrics	93.4%	107.3%	98.8%	100.6%	95.6%	104.6%	97.9%
Rudham	Paediatrics	95.0%	90.4%	103.0%	100.0%	97.5%	93.2%	96.4%
Overall fill		**94.8%**	**95.6%**	**98.3%**	**96.8%**	**96.2%**	**96.1%**	**96.2%**

Appendix 1: Registered & Unregistered Nursing Turnover analysis (% rates) April 2017 – April 2018



Appendix 2: Care Hours per Patient Day (CHPPD) April 2018

	CHPPD
Ward	01/04/2018
West Newton	8.3
Necton	5.7
Windsor	5.7
Stanhoe	6.2
Tilney	5.7
West Raynham	6.9
Denver	5.9
Marham	5.4
Elm	5.9
Gayton	6.3
Shouldham	7.5
Critical Care	26.3
Central Delivery suite	32.1
Surgical Assessment Unit	11.2
Medical Assessment Unit	7.8
Terrington	5.6
Castleacre	7.4
NICU	15.6
Rudham	15.5
Oxborough	6.1
Leverington Escalation	0.0
ED Obs Ward	8.0

Appendix 3: Staff Vacancy Position at end of April 2018

	Registered Nurses				Un-registered Nurses			
Ward	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC
Necton Ward	27.41	10.21	37.25%	19	24.60	3.09	12.57%	27
Oxborough Ward	25.00	10.00	40.00%	15	21.00	1.68	8.00%	19
Stanhoe Ward	25.59	10.75	42.01%	16	24.83	1.59	6.40%	28
Tilney Ward	21.01	5.20	24.75%	17	16.70	5.50	32.93%	14
West Newton Ward	19.84	6.94	34.96%	14	28.61	3.68	12.86%	28
West Raynham Ward	28.55	7.13	24.97%	24	16.87	-3.73	-22.11%	23
Windsor (prev Pentney) Ward	24.04	7.65	31.84%	20	25.25	3.88	15.35%	22
A & E	60.43	10.07	16.66%	54	18.14	-0.29	-1.58%	22
MAU	28.70	5.50	19.16%	24	12.55	3.03	24.14%	11
Terrington Ward	26.78	13.41	50.07%	14	16.05	-4.19	-26.11%	22
Medicine Division Total	**287.35**	**86.86**	**30.23%**	**217**	**204.60**	**14.24**	**6.96%**	**216**
Denver Ward	25.16	6.92	27.50%	20	18.48	1.05	5.68%	22
Elm Ward	15.80	4.09	25.89%	14	14.49	3.18	21.97%	16
Gayton Ward	23.03	5.50	23.88%	16	23.24	-0.28	-1.20%	27
Marham Ward	26.67	4.14	15.52%	22	15.60	0.88	5.64%	18
SAU	18.92	3.52	18.60%	15	6.00	0.00	0.00%	7
CCU	66.46	5.74	8.64%	66	3.80	0.80	21.05%	4
Surgery Division Total	**176.04**	**29.91**	**17.25%**	**153**	**81.61**	**5.63**	**6.90%**	**94**
Info only								
DCSU	*29.63*	*-2.76*	*-9.32%*		*16.25*	*2.81*	*17.29%*	
Main Theatres	*60.21*	*-8.87*	*-14.73%*		*25.21*	*2.86*	*11.34%*	
Shouldham Ward	**14.88**	**0.28**	**1.90%**	**14**	**7.94**	**0.65**	**8.14%**	**10**
Castleacre Ward/CDS	43.43	4.80	11.05%	45	30.09	5.25	17.45%	32
NICU	32.79	-0.54	-1.65%	39	8.55	0.51	5.96%	10
Rudham	30.56	0.41	1.34%	36	11.42	0.25	2.16%	18
Women & Children Division Total	**106.78**	**4.67**	**4.37%**	**120**	**50.06**	**6.01**	**12.00%**	**60**

	All Registered Nurses				All un-registered Nurses			
	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC	Funded Establishment (WTE)	Vacancy (WTE)	Vacancy %	HC
Trust Summary (*less Theates & DSU*)	**853.17**	**136.37**	**15.98%**	**802**	**430.41**	**35.87**	**8.33%**	476