Agenda Item 1

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: 30th January 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 December 2017.

The overall RN/RM fill rate for day shifts was 88.4%

The night time planned versus actual RN/RM fill was 94%

All wards achieved an overall rate of >80% except Necton Ward (77.8%) & Marham (74.2%) in December.

Eleven wards did not achieve 90% - West Newton, Necton, Tilney, Shouldham, MAU, Ed Obs Ward, Marham, Elm, Gayton, 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 December 2017 in Appendix 1.
- Note the staffing exception report included in Appendix 2.
- Note the Care Hours per Patient Day (CHPPD) information included in Appendix 3.
- Note the registered and unregistered vacancy data in Appendix 4.

REPORT TO THE TRUST BOARD
SAFE NURSE STAFFING REPORT - JANUARY 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 December 2017.

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 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 December 2017. 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 (APPENDIX 2)

3.1 Throughout the data monitoring period, wards with an overall rota fill of < 90%, or where the trained nursing rota was <90%, or the ward had been a concern to the Associate Chief Nurse for any other reason, an individual written summary is reported - see Appendix 2.

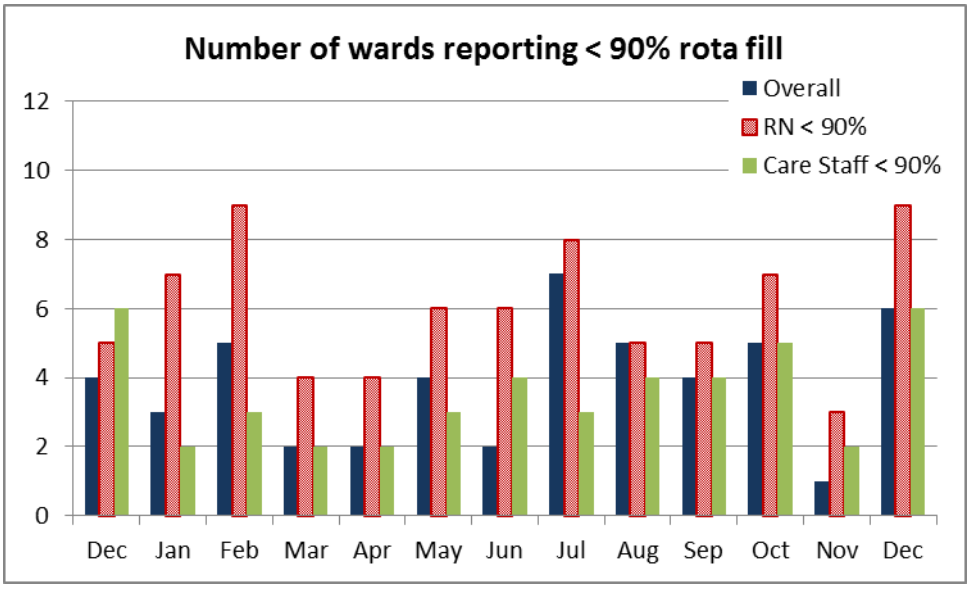
3.2 The overall RN/RM fill rate for day shifts was 88.4%

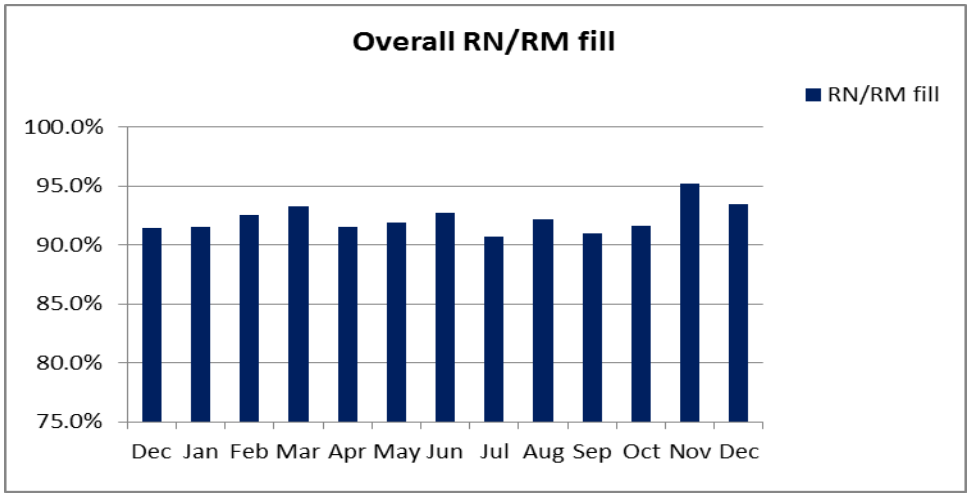
3.3 Analysis of our night time planned versus actual RN/RM fill was 94%

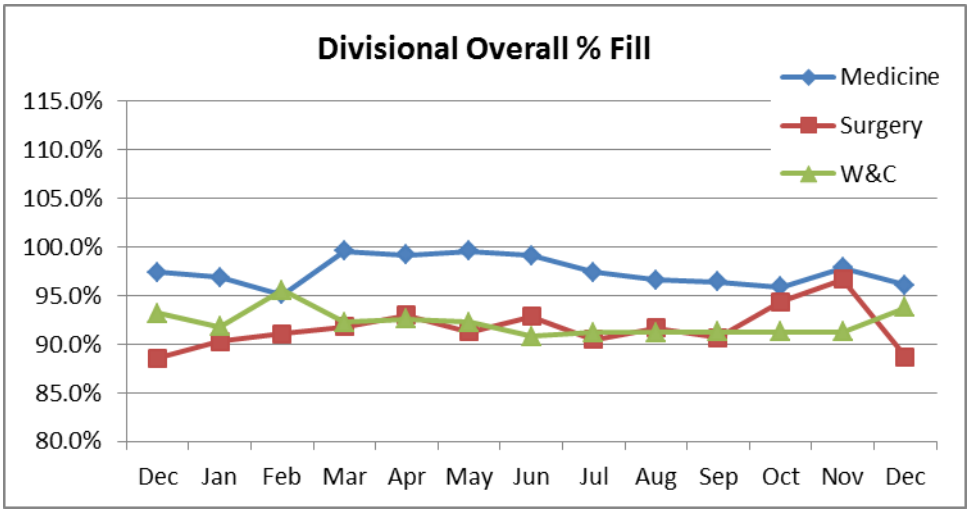
3.4 All wards achieved an overall rate of >80% except Necton Ward (77.8%) & Marham (74.2%) in December. Marham Ward was closed for 3 days over the Christmas period to support staffing trustwide and also ran at reduced occupancy for a number of days during December. Elective joint patients were, with consultant agreement, placed into clean areas on Gayton Ward.

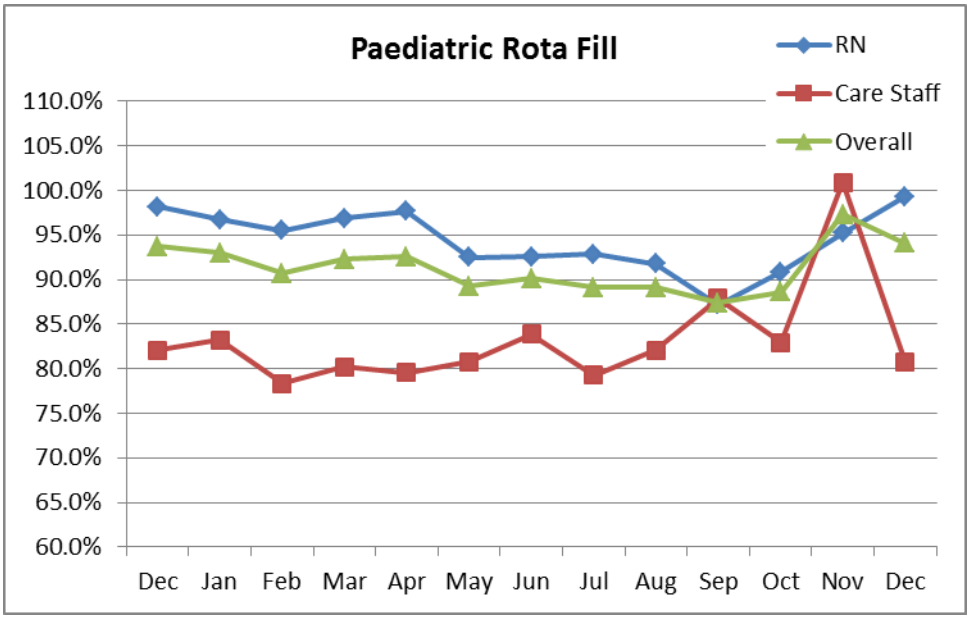
3.5 Eleven wards did not achieve 90% - West Newton, Necton, Tilney, Shouldham, MAU, Ed Obs Ward, Marham, Elm, Gayton, Critical Care & SAU.

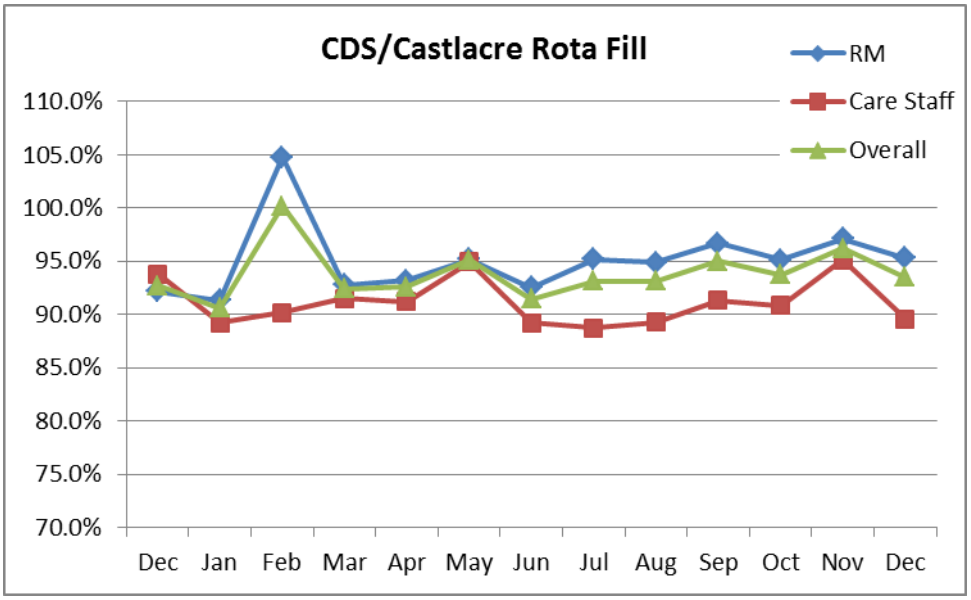
3.6 Trend data for December 2017 is included in the following graphs:

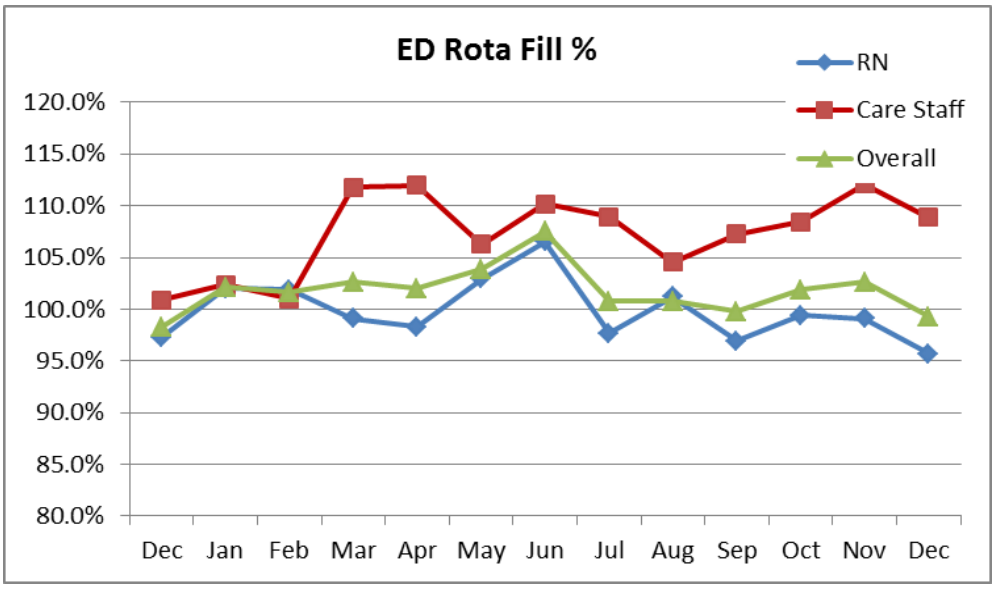







Paediatric Rota Fill
RN
Care Staff
Overall
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
75.0%
70.0%
65.0%
60.0%
Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec


CDS/Castlacre Rota Fill
RM
Care Staff
Overall
110.0%
105.0%
100.0%
95.0%
90.0%
85.0%
80.0%
75.0%
70.0%
Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec


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

3.7 Following discussion with the senior sister in ED it is evident that the overfill fate in the department is to cover the 16 hours per week that is required to cover the CDU area within ED. This is currently not within the funded establishment, but the hours are required to maintain the opening hours or CDU achieve prompt assessment of patient who meet the criteria within the department.

3.8 Adult Critical Care Unit: achieved 84.1% fill rate for registered nurses in the month of December. In relation to compliance with ICS core standards, Critical Care RN staffing has matched patient acuity on 100% of the shifts with flexible shift working.

3.9 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.

3.10 The Board are asked to note the use of escalation beds on Leverington to respond to capacity demands the bed base at 32 beds on occasions.

4.0 ESCALATION WARD

4.1 Due to high activity levels the winter escalation plan has been implemented Leverington ward was reopened over the first weekend of December 2017. The staffing required for this area has proved challenging due to the high level of nursing vacancies across the Trust. The senior nursing team has worked with the Chief Nurse and executive directors to support and provide safe staffing levels.

4.2 An experienced Band 7 ward manager is being seconded to Leverington Escalation ward from 29th January 2018 for a period of 4 months and a small number of Band 5 and 6 Registered Nurses and Health Care Assistants have been allocated to provide a recognised substantive team for this period of time to work alongside the agency and bank staff that are used to staff this additional area during this period.

5.0 MITIGATION

5.1 Bank Fill Rate

The Trust's nursing bank continues to support the clinical areas with achieving safe staffing levels. During December the total number of requests for RN bank shifts was 1,947 with an average temporary staff fill rate of 69.65% (35.34% bank and 34.31% agency). This equates to 5,988.92 hours of bank and 7,125.62 hours of agency use in December. This is equivalent to 39.9 wte bank and 47.5 wte agency. Enhanced rates of pay have been offered to bank staff at times of significant demand.

Going forward from April 2017 a number of schemes to attract bank workers will be implemented such as weekly pay and incentivised pay schemes.

5.2 Agency Nursing

We have worked hard to ensure we are positioned to maximise all potential opportunities through the use of nurse agencies. Due to the number of unfilled shifts from the ID Medical team we are now approaching other agency nursing contacts outside of the ID Medical Master Vendor arrangement to could agency nurses directly to the Trust via the CPP framework.

6.0 STAFF VACANCIES

6.1 Appendix 4 shows our registered and unregistered vacancy data against funded establishment WTE across all ward areas.

6.2 Ward areas with Registered Nurse vacancy rates above 30% include Oxborough (53.92%), Gayton (41.25%), Terrington (38.46%) & Necton (30.68%).

6.3 Overall, trust vacancy rate for registered staff is 12.79% and 5.03% for unregistered staff (end of December 2017) see appendix 4.

7.0 RECRUITMENT & RETENTION

7.1 A Trust wide Recruitment and retention group has been established and met on 15th January 2018. This group will cooperate and support the workforce committee in carrying out its responsibilities for providing assurances to the board in respect of the effectiveness of the trusts recruitment and retention systems, processes and key controls. The group will meet bimonthly.

7.2 TRAC, the electronic recruitment tool is now successfully implemented and all trust vacancies are managed with this system.

7.3 Collaborative working between HR, the recruitment and retention sister and the nursing and midwifery teams ensures effective identification of future planned recruitment events and job adverts for registered and unregistered staff.

7.4 A provisional 'Saturday Open Day' for students (to include nursing and all allied health professional students) is being proposed on 3rd March 2018 to attract local and national students due to qualify this autumn. An interview on the same day will be offered to interested students to secure a substantive placement at the trust in alignment with the East of England Streamlining Group timeframe for perfect recruitment.

7.5 A proactive marketing approach of what attracts professionals to work in West Norfolk is in its infancy with a provisional open day date of 3rd March 2018.

7.6 Incentives and payments rates are also being considered for bank shift working in an aim to reduce agency staff.

7.7 Proposed retention strategies are under discussion and include, continuing professional development opportunities, values awards as well as considering other ideas in relation to support for existing staff.

7.8 HCA recruitment from the September 2017 event continues with 5 new HCA starters attending January trust induction (3 substantive posts and 2 Bank positions).

7.9 Five further HCA's will commence in February in bank positions. A total of 43 HCAs will be in post by March 2018 (See table below)

HCA Recruitment event September 2017 (head count)			
Commenced Trust Induction	Substantive Post	Bank Post	Total
November 2017	11	7	18
December 2017	7	7	14
January 2018	3	2	5
February 2018	0	5	5
March 2018	0	1	1
TOTAL IN POST	**21**	**22**	**43**

8.0 INTERNATIONAL NURSE RECRUITMENT:

8.1 The Trust has signed with an additional agency, 'Genepoole' who will be sourcing up to 140 international nurses from the Philippines and India over the next 2 years. 'Search' will remain as our primary agency when a new contract is signed in early January 2018.

8.2 Search has 56 international nurse recruits still to arrive to the trust over the next 18- 24 months from the 2015 interviews. Delays for start dates include the candidates' inability to obtain level 7 IELTS and NMC documentation checks.

8.3 The Trust was expecting 11 international nurses to commence on 31st January 2018. However, 2 candidates have withdrawn, so only 9 are due to commence at the end of January. The PDN team are refining an induction programme which will run 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.

9.0 RECOMMENDATIONS:

9.1 The Board is asked to:

- Note the actual and planned staffing levels and the exception report for the calendar month of December 2017 in Appendix 1
- Note the staffing exception report in Appendix 2
- Note the Care Hours per Patient Day information included in Appendix 3
- Note the registered and unregistered vacancy data against funded establishment WTE across all ward areas in Appendix 4

Appendix 1 - Actual and Planned Staffing Report (December 2017)

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

Ward name	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	85.4%	110.1%	92.5%	141.1%	88.3%	122.4%	108.0%
Necton	340-Thoracic Medicine	77.8%	102.4%	94.6%	96.4%	83.1%	100.0%	90.4%
Windsor	430-Geriatric Medicine	90.8%	94.9%	100.0%	112.2%	94.3%	101.0%	97.7%
Stanhoe	301-Gastroenterology	91.8%	103.6%	98.4%	119.9%	94.6%	109.4%	101.6%
Tilney	320-Cardiology	88.3%	90.9%	94.6%	99.9%	90.9%	94.4%	92.3%
West Raynham	300-General Medicine	92.1%	88.4%	88.4%	84.4%	90.6%	86.9%	89.0%
Shouldham	315-Palliative Medicine	85.2%	97.8%	100.9%	86.6%	91.1%	90.5%	90.9%
Medical Assessment Unit	300-General Medicine	83.9%	110.9%	105.1%	108.7%	92.5%	109.9%	97.2%
Terrington	300-General Medicine	93.9%	108.5%	84.5%	92.1%	89.9%	100.1%	93.8%
ED Obs Ward	Obs Ward	86.0%		81.1%		83.7%	0.0%	84.5%
Oxborough	300-General Medicine	92.3%	104.7%	97.1%	94.7%	94.3%	100.6%	97.4%
A								
Overall divisional fill		**87.9%**	**101.1%**	**95.0%**	**105.5%**	**90.7%**	**102.9%**	**96.1%**

Surgery

Ward name	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	94.2%	100.5%	95.3%	120.5%	94.6%	106.8%	100.3%
Marham	General Surgery	74.2%	76.6%	79.7%	84.8%	76.2%	79.8%	77.6%
Elm	General Surgery	86.7%	96.6%	91.9%	92.8%	88.7%	95.0%	91.7%
Gayton	Trauma & Orthopaedics	85.7%	93.7%	94.7%	99.9%	89.0%	95.9%	92.6%
Critical Care	Critical Care Medicine	84.1%	85.0%	85.3%		84.7%	85.0%	84.7%
SAU	General Surgery	83.9%	119.7%	73.9%	106.2%	78.9%	113.0%	87.4%
Overall divisional fill		**84.4%**	**93.8%**	**86.0%**	**100.3%**	**85.1%**	**96.1%**	**88.7%**

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	91.6%	91.9%	97.0%	82.1%	94.3%	87.0%	92.5%
Castleacre	Obstetrics	97.0%	93.6%	98.4%	90.9%	97.6%	92.3%	95.2%
NICU	Paediatrics	95.1%	87.4%	121.2%	91.8%	105.9%	88.9%	100.9%
Rudham	Paediatrics	90.2%	61.6%	102.1%	101.5%	94.0%	73.3%	88.4%
Overall divisional fill		**92.7%**	**82.6%**	**103.6%**	**89.9%**	**97.3%**	**85.6%**	**93.8%**

Appendix 2 - Staffing Exception report (December 2017) A C N's

				Report from the Divisional Associate Chief Nurse		
Division	**Specialty**	**%fill registered**	**%fill care staff**	**Analysis of gaps**	**Impact on Quality / outcomes**	**Actions in place**
MEDICINE	Geriatric Medicine (West Newton)	85.4% 92.5%	110.1% 141.1%	3.25 wte vacancies	NQM report 5 falls – 2 minor harm / 3 no harm	Band 7 place within the ward staffing numbers frequently, temporary back fill in place
MEDICINE	Thoracic Medicine (Necton)	77.8% 94.6%	102.4% 96.4%	9.41 wte RN vacancies	NQM report 5 falls – 3 no harm / 2 negligible harm	Regular agency used Review of Ward staffing and Acute Respiratory patient requirements. Reported and reviewed 3x daily via staffing meeting and to be added to SITREP. Level 8 support
MEDICINE	General Medicine Shouldham	85.2% 100.9%	97.8% 86.6%	3.08 wte RN vacancies	No concerns or impact on quality.	Ward supported by Clinical Nurse Specialists and lead nurse for cancer
MEDICINE	General Medicine) MAU	83.9% 105.1%	110.9% 108.7%	6.29 wte RN vacancies	NQM report 9 falls- 1 falls with #NOF and SI declared (5 no harm/ 3 minor harm)	Agency line in place and ward manager supporting clinical staffing
MEDICINE	General Medicine Tilney	88.3% 94.6%	90.9% 99.9 %	3.25 vacancies	1 fall minor harm	Ward manager due to move to Leverington to support temporarily and to review acting band 7 role on ward
SURGERY	General Surgery (Marham)	74..2% 79.7%	76.6% 84.8%	7.14 wte RN vacancies	NQM report 2 falls	Matron support in AU , ward manager working clinically to support ward, temporary backfill and agency use
SURGERY	General Surgery (Elm)	86.7% 91.9%	96.6% 92.8%	3.59 wte vacancies	No concerns or impact on quality	Ward manager recorded to another post band 6 acting into band 7 role

SURGERY	General Surgery (Gayton)	85.7% 94.7%	93.7% 99.9%	9.50 wte vacancies	NQM report 3 falls	Specialist nurse discharge co-ordinator working clinically one day a week from Denver
SURGERY	Critical Care	85.3%	85%	6.35 wte vacancies	No concerns or impact on quality	Extra shifts undertaken by substantive staff
SURGERY	General Surgery (Surgical Assessment	83.9% 73.9%	119.7% 106.2%	5.52 wte vacancies	No concerns or impact on quality	Temporary backfill / ward manager supporting clinically
SURGERY	General surgery Denver	94.2% 95.3%	100.5% 120.5%	6.15 wte vacancies	NQM report 4 falls	War Manager is supporting clinically on the ward
WOMEN & CHILDREN	Paediatrics (Rudham)	90.2% 102.1%	61.6% 101.5%	1.2 wte vacancies. Please note this covers Rudham Roxburgh Centre and PAU.	No concerns or impact on quality	Ward manager supporting clinical area

Key FFT Friends and Family Test
ST Safety Thermometer
NQM Nursing Quality Metrics

Appendix 3: Care Hours per Patient Day (CHPPD)

	CHPPD								
Ward	01/04/2017	01/05/2017	01/06/2017	01/07/2017	01/08/2017	01/09/2017	01/10/2017	01/11/2017	01/12/2017
West Newton	8.2	8.3	8.2	8.4	8.4	8.1	8.5	9.1	9.1
Necton	5.7	6.2	5.6	5.4	5.5	5.7	5.8	5.7	5.6
Windsor	5.7	5.9	5.7	5.6	5.5	5.7	6.8	6.2	5.7
Stanhoe	6.2	6.1	12.5	6.4	6.2	6.3	7.2	6.4	6.5
Tilney	5.3	5.3	5.3	5.1	5.2	5.2	5.1	5.5	5.1
West Raynham	7.4	7.2	7.1	6.8	6.9	7.0	7.2	7.4	7.0
Denver	5.6	5.7	5.6	5.5	5.6	5.6	6.2	6.1	5.9
Marham	6.1	6.0	5.1	5.1	5.7	5.8	5.7	5.5	6.5
Elm	5.7	5.8	5.5	5.7	5.6	5.9	5.8	5.8	5.6
Gayton	6.6	6.2	6.0	6.0	6.2	5.9	7.0	6.9	6.4
Shouldham	7.7	7.8	8.0	7.7	7.6	7.8	7.8	7.7	7.4
Critical Care	25.7	28.1	24.9	26.3	27.3	27.8	26.6	26.2	27.3
Central Delivery suite	32.0	39.6	34.3	27.9	37.4	35.4	32.0	35.9	53.5
Surgical Assessment Unit	11.0	10.4	9.9	9.5	10.0	10.6	11.5	10.4	12.1
Medical Assessment Unit	8.5	9.3	7.8	7.4	7.9	9.8	9.0	7.5	7.7
Terrington	5.9	5.8	5.5	5.3	5.4	5.6	5.5	5.2	5.1
Castleacre	10.0	10.4	7.4	8.7	10.0	9.4	8.4	9.0	9.5
NICU	16.4	14.9	14.5	16.3	12.5	16.8	16.5	17.0	14.0
Rudham	14.3	14.6	11.9	14.5	19.1	15.3	17.4	12.1	10.3
Oxborough	5.7	5.8	5.6	5.5	5.2	5.1	5.8	5.2	5.1

Appendix 4: Staff Vacancy Position at end of December 2017

	Registered Nurses			Un-registered Nurses		
Ward	**Funded Establishment (WTE)**	**Vacancy (WTE)**	**Vacancy %**	**Funded Establishment (WTE)**	**Vacancy (WTE)**	**Vacancy %**
Necton Ward	27.41	8.41	30.68%	24.60	1.89	7.68%
Oxborough Ward	25.00	13.48	53.92%	21.00	0.40	1.90%
Stanhoe Ward	25.59	4.51	17.62%	24.83	0.39	1.57%
Tilney Ward	21.01	3.00	14.28%	16.70	3.10	18.56%
West Newton Ward	19.84	3.69	18.60%	28.61	1.49	5.21%
West Raynham Ward	28.55	5.64	19.75%	16.87	-4.65	-27.56%
Windsor (prev Pentney) Ward	24.04	4.25	17.68%	25.25	2.88	11.41%
A & E	59.43	9.93	16.71%	18.14	0.45	2.48%
MAU	28.70	6.30	21.95%	12.55	0.95	7.57%
Terrington Ward	26.78	10.30	38.46%	16.05	-1.19	-7.41%
Medicine Division Total	**286.35**	**69.51**	**24.27%**	**204.60**	**5.71**	**2.79%**
Denver Ward	25.16	6.15	24.44%	18.48	1.65	8.93%
Elm Ward	15.80	3.59	22.72%	14.49	-0.12	-0.83%
Gayton Ward	23.03	9.50	41.25%	23.24	0.11	0.47%
Marham Ward	26.67	7.14	26.77%	15.60	3.08	19.74%
SAU	18.92	5.52	29.18%	6.00	-2.00	-33.33%
CCU	66.46	6.35	9.55%	3.80	0.80	21.05%
Surgery Division Total	**176.04**	**38.25**	**21.73%**	**81.61**	**3.52**	**4.31%**
Info only						
DCSU	*41.29*	*-0.24*	*-0.58%*	*16.25*	*1.81*	*11.14%*
Main Theatres	*84.60*	*-14.03*	*-16.58%*	*25.21*	*3.66*	*14.52%*
Shouldham Ward	**14.88**	**2.28**	**15.32%**	**7.94**	**0.65**	**8.19%**
Castleacre Ward/CDS	43.43	1.88	4.33%	30.09	7.25	24.09%
NICU	32.79	0.04	0.12%	8.55	0.10	1.17%
Rudham	30.56	0.25	0.82%	11.42	-0.95	-8.32%
Women & Children Division Total	**106.78**	**2.17**	**2.03%**	**50.06**	**6.40**	**12.78%**

	All Registered Nurses			All un-registered Nurses		
	Funded Establishment (WTE)	**Vacancy (WTE)**	**Vacancy %**	**Funded Establishment (WTE)**	**Vacancy (WTE)**	**Vacancy %**
Trust Summary (*less Theatres & DSU*)	**819.12**	**104.74**	**12.79%**	**429.41**	**21.60**	**5.03%**