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: 25th September 2018
Report Title: Nurse and Midwifery Staffing Report

PURPOSE:

To provide the Board with the monthly nurse and midwifery safe staffing exceptions

SUMMARY:

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

- Key metrics show staff challenges across the Trust, the acuity and dependency of patients remains high with a corresponding demand for additional staff to support enhanced care needs.
- The overall RN/RM fill rate was 85.4% a decrease from 90.2 %in July
- The RM fill rate within CDS/Castleacre was 93.8% a decrease from 96.6 %in July
- Analysis of our night time planned versus actual RN/RM fill was 90.7% a decrease from 95 %in July
- Trust vacancy rate Registered Nurses is 18.11% a slight increase from 17.18% in July
- Trust vacancy rate for Health care assistants is 8.54% a decrease from11.07% in July
- Wards with an overall fill rate of >90% were: West Newton 90.8%, Tilney 91.2%, Denver 93.9%, Gayton 90.5% & Castleacre 93.8%
- 13 wards achieved a fill rate between 80- 89%
- 2 wards achieved a fill rate of < 80% these were Critical care with 76.0% and MAU with 77.8%
- There has been an increase in the number of complaints received in August, with concerns relating to the fundamentals of care being identified as key areas of concern.

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 August 2018 in Appendix1
- To note vacancy against funded establishment at the end of August 2018 in Appendix 2

REPORT TO THE TRUST BOARD
SAFE NURSE AND MIDWIFERY STAFFING REPORT – AUGUST 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 August 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 August 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 Autumn 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 – AUGUST 2018

3.1 The overall RN/RM fill rate was 85.4% a decrease from 90.2% in July. It can be seen that it has not been possible to achieve the planned staffing levels in many clinical areas with our planned level of registered nurses due to vacancies. The availability and fill particularly by agency staff has reduced this month which has had a detrimental impact on the ability to achieve minimum staffing levels.

3.2 Analysis of our night time planned versus actual RN/RM fill was 90.7% a decrease from 95% in July

3.3 Wards that had an overall fill rate of >90% are:

- West Newton ward with 90.8%
- Tilney ward with 91.2%
- Denver ward with 93.9%
- Gayton ward with 90.5%
- Castleacre ward with 93.8%
- ED obs ward with 94.6%

The following 13 wards had a fill rate of 80% to 89%

- Necton ward with 84.3%
- Windsor wars with86.6%
- Stanhoe ward with 85.3%
- West Raynham ward with 88.4%
- Marham ward with 81.9%
- Elm ward with 86.0%
- Shouldham ward with 88.4%
- CDS with 82.6%
- SAU with 88.5%
- Terrington ward with 89.0%
- NICU with 80.7%
- Rudham ward with 88.6%
- Oxborough 84.3%

However 2 wards were <80% fill rate during this month as follows:

- Critical care with 76.0%
- MAU with 77.8%

3.4 To ensure compliance with ICS core standards, Critical Care RN staffing was reviewed against acuity on every shift to maintain safe staffing and staffing flexed between shifts to meet the standard. This month has seen increased sickness within the unit, but the staff flexing system used within the unit has allowed for the correct cover.

3.5 August has seen an overall deteriorating position in fill rate on all areas for RN wards, despite an enhanced Bank worker offer being in place for RN and HCA workers. The take up of the offer has been successful for HCA and for RM, but less so for RN workers.

3.6 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.

3.7 A RAG rating process with an example below of how the rating is allocated and a template (see below) is sent out after each 11am staffing meeting to confirm the staffing for the next 24 hours (with the proviso that it may change due to any staff absence). The reporting system updated until the Allocate Safe Care module is implemented to provide reporting on overall staffing % to planned staffing percentage in line with the monthly UNIFY submissions and to provide overall visibility of the ratio of substantive and temporary workforce by ward at any given time.

KEY	
GREEN	90% wards at planned staffing levels
AMBER	70-90% wards at planned staffing levels
RED	60-70% wards at planned staffing levels
BLACK	60% or less of wards at planned staffing levels

3.8 The Chief Nurse Office is closely reviewing correlation between staffing fill rates and nurse sensitive indicators. A review of patient complaints for this month has highlighted that there has been a significant increase in delays in providing fundamental care, delays in discharge, poor communication and provision of individual support. This finding has been escalated to the Trust board and NHSI to secure immediate, short and longer term actions to support safe staffing levels.

Enhanced oversight of the staffing levels is in place to provide support and escalation and resolve or minimise any situations without there being an impact on patient care or patient safety. This includes regular feedback to the CNO throughout the 24 hour day with daily review of any PALS interactions or complaints that are received relating to direct patient care and experience so immediate action and oversight can occur.

A quality improvement methodology approach for a peer review process of all inpatient ward areas will be implemented during September using a structured framework with a focus on care and using external reviewers alongside internal peers.

The table below details the total number of complaints received by ward/departments for the months of June to August 2018 and key complaint themes.

Complaints by Month and Direct Patient Care and Experience Themes

Complaint Theme	June 2018		July 2018		August 2018		Total
1. Lack of emotional support	A&E	1					1
2. Ward Capacity & preparedness for new patients					A&E	2	2
3. Pain relief/Administration of medication	Chemo Room	1			CDS	1	2
4. Delay in providing fundamental care	Oxborough	1	MAU Tilney Elm	1 1 2	Windsor Stanhoe Necton TSS	1 1 2 1	10
5. Delays in discharge					Gayton	1	1
6. Poor communication	Tilney	1	TSS	1	Gayton Waterlilly	1 1	4
7. Provision of one to one care / individual support			MAU	1	Windsor	1	2
8. EoLC					Necton	1	1
Total		**4**		**6**		**13**	**23**

4.0 STAFF VACANCIES

4.1 Appendix 2 shows our registered and unregistered vacancy data against funded establishment WTE across all ward areas.

4.2 Ward areas with Registered Nurse vacancy rates above 30% in August include:

- Necton 43.82%
- Oxborough 32.00%
- Stanhoe 43.69%
- Tilney 35.13%
- West Newton 35.38%
- Windsor 30.90%
- MAU 32.68%
- Terrington 43.13%

4.3 Overall, the Trust vacancy rate for registered staff is 18.11% (155.80 WTE) an increase from 17.18% in the previous month and 8.54% (36.54 WTE) an increase from 11.07% for unregistered staff (August 2018) see Appendix 2. For some areas this is further compounded by high levels of maternity leave.

5.0 RECRUITMENT & RETENTION

5.1 The Health Care Assistant (HCA) recruitment event held on 11th June secured 51 candidates and the recruitment and retention nurse is liaising with the ACNs to place in vacant positions dependent on their experience. From this event 16 HCA's have started in August, 26 began in September with 7 more currently cleared to join us in October. Two candidates have withdrawn their applications.

5.2 Due to the success of the HCA recruitment campaign held in June, further HCA recruitment will continue quarterly with local advertisement.

5.3 The recent Nursing Associate (NA) campaign has attracted 31 applicants so far with a closing date of 16th September. Commencement of the apprenticeship programme in November will be with Norfolk & Waveney region and a range of education providers are being considered.

5.4 Alternative models of recruitment are being explored by the recruitment & retention sister & the wider team to incorporate local, national and international strategies in consultation with the trust to attract registered nurses. A 'talking heads' video promotion advocating the international nurse recruitment OSCE programme is currently being filmed in preparation to utilise as marketing for the trust to attract overseas nurses.

6.0 LOCAL REGISTERED NURSE RECRUITMENT:

6.1 The Registered nurse recruitment events in March, April & June, have secured 22 RN's (17 Student nurses & 5 RN's). Thirteen have started in September, 5 withdrew their applications, 1 nurse will qualify and join us for Jan 2019 and the remaining 3 nurses are currently in clearing to join us in October.

6.2 The Trust will be attending the UEA Health Careers Event in Norwich on 3 October 2018 and will be interviewing students for registered nursing positions at the event and offering same day conditional offer letters. A newly qualified Staff Nurse advert is currently advertised with a closing date of 16 September 2018. Catch up interviews at the trust will take place on 11th October for those candidates unable to attend at the UEA.

7.0 INTERNATIONAL NURSE RECRUITMENT:

7.1 The Trust continues with international skype interviews 5 days per month with our own advertisement campaign that continues each month and with our existing agencies: Genepool and Search recruitment agencies.

7.2 From July the trust has been working with a further international nurse recruitment agency, Healthcare Business Solutions (HBS) who are operating in conjunction with Genepool to tap into the Indian registered nurse market which has proved to be very promising. The Chief Nurse is also working with Kingston hospital who have had success in achieving significant reduction in their registered nurse vacancy, this includes a different approach to overseas nursing recruitment and changes to the programme of support and development offered in the organisation.

7.3 From March 2018 to 10th September 2018, Condition offer letters (COL) have been issued to 148 overseas nurses: 95 Genepool, 3 QEH, 40 Search & 10 HBS. The nurses remain in varying positions of approval/acceptance with the vast majority working towards their International English Language Tests (IELTS) or Occupational English Test (OET), a pre-requisite for NMC registration and Home Office Immigration Visa issue.

7.4 Based on the timeframes for visa applications and NMC registrations the earliest we can expect cohorts of 15 international nurses to arrive at the trust will be December 2018. Two nurses started in July with an additional two International nurses expected for the October induction.

International RN recruitment pipeline projections 2018/2019	
Month	**Month Total**
October	2
November	1
December	15
January 2019	0
February 2019	15
March 2019	15

8.0 RECOMMENDATIONS:

8.1 The Board is asked to:

- Note the actual and planned staffing levels in Appendix 1
- Note the registered and unregistered vacancy data against funded establishment WTE across all ward areas in Appendix 2
- Note the update on the current staffing recruitment situation

Emma Hardwick
Chief Nurse

18th September 2018

APPENDIX 1 – ACTUAL AND PLANNED STAFFING REPORT (AUGUST 2018)

Month Reporting	Aug-18			Establishment for the Financial Year 2018/19						Data for August 2018																
										Workforce												Nursing Sensitive Indicators				
Trust	Ward Name	Specialty	Currrent Funded Beds/Chairs Trolleys	Current Funded Establishment	Current Funded Total Establishment Registered to Unregistered (%)		SCNT Establishment (WTE) (Feb 2017)	Number of patients per RN/Midwife (not including Unit Manager)		Fill rate Registered %		Fill rate Unregistered %		Bank staff use %	Agency staff use %	Overtime (Hrs)	Vacancies (WTE)		Sickness (%)	Overall Care Hours Per Patient Day	Roster Effectiveness - Total Non Productive Time (% excl maternity)	Pressure Ulcer Incidents (Hospital Acquired)	Nursing/Midwifery Administrative Medication Errors	Falls (With Harm)	Serious Incidents	Complaints
					Registered	Unregistered		Day	Night	Day	Night	Day	Night				Registered	Unregistered								
RCX70	West Newton	430 - GERIATRIC MEDICINE	28	48.45	40.95	59.05				90.8%	91.6%	123.6%	145.9%	77.4%	9.3%	0	35.4%	12.7%	1%	8.4	25.9%	0	2	1	0	0
RCX70	Necton	340 - RESPIRATORY MEDICINE	33	52..01	52.7	47.3				84.3%	97.3%	109.8%	112.9%	46.7%	34.7%	0	43.8%	10.5%	1%	6.0	29.3%	0	1	4	0	4
RCX70	Windsor	430 - GERIATRIC MEDICINE	33	48.29	47.71	52.29				86.6%	99.0%	94.7%	100.0%	46.2%	29.7%	0	30.9%	16.2%	3%	5.6	27.2%	0	0	2	0	3
RCX70	Stanhoe	301 - GASTROENTEROLOGY	33	50.42	50.75	49.25				85.3%	94.3%	99.7%	115.6%	23.0%	54.8%	0	43.7%	3.2%	8%	6.3	32.3%	1	1	7	0	1
RCX70	Tilney	320 - CARDIOLOGY	28	37.71	55.71	44.29				91.2%	97.8%	107.3%	112.6%	47.7%	38.6%	0	35.1%	12.6%	6%	5.6	34.2%	1	4	2	0	0
RCX70	West Raynham	300 - GENERAL MEDICINE	29	44.42	62.02	37.98				88.4%	93.9%	99.8%	97.2%	47.1%	32.4%	0	21.9%	-5.5%	10%	7.3	31.8%	1	1	7	0	0
RCX70	Denver	100 - GENERAL SURGERY	33	43.64	57.65	42.35				93.9%	101.0%	111.6%	135.9%	57.7%	30.0%	0	24.6%	-4.5%	12%	6.0	30.5%	0	0	2	0	2
RCX70	Marham	100 - GENERAL SURGERY	33	42.27	63.09	36.91				81.9%	87.8%	90.8%	104.8%	41.3%	31.3%	0	23.8%	8.1%	7%	5.8	31.2%	0	1	1	0	0
RCX70	Elm	100 - GENERAL SURGERY	21	30.29	52.16	47.84				86.0%	93.5%	116.4%	99.7%	44.6%	34.3%	0	23.0%	22.8%	5%	6.2	25.4%	0	1	4	0	2
RCX70	Gayton	110 - TRAUMA & ORTHOPAEDICS	32	46.27	49.77	50.23				90.5%	100.0%	104.9%	115.3%	56.6%	17.0%	0	8.3%	3.4%	2%	6.2	23.7%	2	1	3	0	2
RCX70	Shouldham	315 - PALLIATIVE MEDICINE	12	22.82	65.21	34.79				88.4%	100.2%	120.4%	92.3%	76.1%	15.3%	0	1.9%	13.0%	6%	8.1	27.1%	0	0	1	0	0
RCX70	Critical Care	192 - CRITICAL CARE MEDICINE	13	70.26	94.59	5.41				76.0%	78.1%	81.5%		92.3%	0.0%	0	10.4%	21.1%	7%	25.1	27.4%	2	8	0	0	0
RCX70	Central Delivery suite	501 - OBSTETRICS	0	30.69	76.31	23.69				82.6%	82.9%	94.3%	92.2%	52.0%	0.0%	0	-3.4%	-14.2%	6%	36.3	33.0%	0	0	0	1	3
RCX70	Surgical Assessment Unit	100 - GENERAL SURGERY	12	24.92	75.92	24.08				88.5%	78.4%	104.3%	102.5%	36.8%	14.5%	0	26.0%	16.7%	7%	9.5	23.0%	0	0	0	0	0
RCX70	Medical Assessment Unit	300 - GENERAL MEDICINE	25	41.25	69.58	30.42				77.8%	104.6%	115.2%	112.2%	39.7%	42.3%	0	32.7%	38.8%	1%	7.1	24.9%	0	2	6	0	1
RCX70	Terrington	300 - GENERAL MEDICINE	34	42.83	62.52	37.48				89.0%	85.7%	85.7%	87.2%	45.3%	38.3%	0	43.1%	-13.6%	2%	5.8	23.6%	3	0	10	0	4
RCX70	Castleacre	501 - OBSTETRICS	25	44.83	44.64	55.36				93.8%	101.6%	97.2%	93.5%	84.6%	2.2%	0	13.2%	16.9%	9%	8.3	25.8%	0	0	0	0	0
RCX70	NICU	420 - PAEDIATRICS	12	41.34	79.32	20.68				80.7%	97.2%	73.2%	71.7%	57.8%	0.0%	0	1.4%	6.0%	9%	16.7	29.4%	0	2	0	0	0
RCX70	Rudham	420 - PAEDIATRICS	18	41.98	72.8	27.2				88.6%	80.2%	88.8%	103.1%	85.3%	0.0%	0	8.5%	2.2%	5%	14.3	29.3%	0	1	1	0	1
RCX70	ED Obs Ward	180 - ACCIDENT & EMERGENCY	4	81.72	77.8	22.2				94.6%	96.8%			51.9%	30.2%	0	28.6%	1.6%	3%	6.3	33.4%	0	12	1	0	6
RCX70	Oxborough	300 - GENERAL MEDICINE	33	46	54.35	45.65				84.3%	96.1%	82.6%	97.9%	52.8%	29.6%	0	32%	2%	7%	6.1	41.4%	1	2	4	0	1

APPENDIX 2: NURSING STAFF VACANCY POSITION AT END OF AUGUST 2018

Staff Vacancy Position at end of August 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	12.01	43.82%	16	24.60	2.57	10.45%	25
Oxborough Ward	25.00	8.00	32.00%	17	21.00	0.48	2.29%	21
Stanhoe Ward	25.59	11.18	43.69%	15	24.83	0.79	3.18%	27
Tilney Ward	21.01	7.38	35.13%	15	16.70	2.10	12.57%	16
West Newton Ward	19.84	7.02	35.38%	14	28.61	3.64	12.72%	28
West Raynham Ward	27.55	6.02	21.85%	24	16.87	-0.93	-5.51%	20
Windsor Ward	23.04	7.12	30.90%	17	25.25	4.08	16.16%	22
A & E	63.58	18.17	28.58%	53	18.14	0.29	1.60%	20
MAU	28.70	9.38	32.68%	20	12.55	4.87	38.80%	9
Terrington Ward	26.78	11.55	43.13%	16	16.05	-2.19	-13.64%	20
Medicine Division Total	**288.50**	**97.83**	**33.91%**	**207**	**204.60**	**15.70**	**7.67%**	**208**
Denver Ward	25.16	6.20	24.64%	21	18.48	-0.83	-0.16%	22
Elm Ward	15.80	3.63	22.97%	13	14.49	3.30	-22.77%	16
Gayton Ward	22.03	1.83	8.31%	21	23.24	0.80	6.54%	24
Marham Ward	26.67	6.34	23.77%	21	15.60	1.27	1.73%	17
SAU	18.92	4.92	26.00%	14	6.00	1.00	16.67%	5
CCU	66.46	6.89	10.37%	65	3.80	0.80	21.05%	4
Surgery Division Total	**175.04**	**29.81**	**17.03%**	**155**	**81.61**	**6.34**	**7.77%**	**88**
Info only								
DCSU	*34.63*	*1.06*	*3.06%*		*17.45*	*4.01*	*22.98%*	
Main Theatres	*65.21*	*-2.87*	*-4.40%*		*26.01*	*3.58*	*13.76%*	
Shouldham Ward	**14.88**	**0.28**	**1.88%**	**16**	**7.94**	**1.03**	**12.97%**	**9**
Castleacre Ward/CDS	43.43	1.84	4.24%	46	30.09	3.13	10.40%	34
NICU	32.79	0.46	1.40%	37	8.55	0.51	5.96%	10
Rudham	30.56	2.59	8.48%	22	11.42	0.25	2.19%	14
Women & Children Division Total	**106.78**	**4.89**	**4.58%**	**105**	**50.06**	**5.85**	**11.69%**	**58**

	All Registered Nurses				All un-registered Nurses			
	Funded Establishment (WTE)	**Vacancy (WTE)**	**Vacancy %**	**HC**	**Funded Establishment (WTE)**	**Vacancy (WTE)**	**Vacancy %**	**HC**
Trust Summary (*less Theatres & DSU*)	**860.15**	**155.80**	**18.11%**	**770**	**427.77**	**36.54**	**8.54%**	555