

Meeting	Trust board
Date of meeting	11 July 2019
Paper number	F2

Report on Nursing and Midwifery Staffing Levels – March - April 2019

For approval:		For discussion:		For assurance:	x	To note:	
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Accountable Director	Vicky Morris, Chief Nursing Officer		
Presented by	Jackie Edwards Deputy CNO (Quality)	Author /s	Louise Pearson: Lead for Nursing and Midwifery Workforce

Alignment to the Trust's strategic objectives							
Best services for local people	x	Best experience of care and outcomes for our patients	x	Best use of resources	x	Best people	x

Report previously reviewed by		
Committee/Group	Date	Outcome
Nursing and Midwifery Group	11 June 2019	Approved
People and Culture Committee	18 June 2019	Noted the report
TME	19 June 2019	Noted the report

Recommendations	<p>The Trust Board is requested to note:</p> <ul style="list-style-type: none"> Staffing levels were safe in March and April 2019 following mitigating actions Work continues to reduce the qualified nursing and healthcare assistant vacancies across the Trust. Current vacancy factor is 278 WTE The recruitment of 50 overseas nurses has been successful, the Executive team have endorsed the further recruitment of additional nursing numbers
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Executive summary	<p>This paper provides assurance to the Board of the nursing and midwifery staffing levels for March and April 2019.</p> <ul style="list-style-type: none"> The report confirms that following mitigation staffing levels were safe. Safe staffing levels and Care Hours per Patient Day (CHPPD) continue to be monitored as per national guidelines The mitigations to support all wards were recorded on the 'safe care module' on allocate. This electronic module for recording went live across all wards in April and will support staff members in their recording of the redeployment and mitigation against decreased staffing levels in real time. Mitigations are outlined in the paper. There were no moderate harm incidents reported for the reporting period, there has been a reduction in the number of red flag incidents in this period compared to the previous month.
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	<ul style="list-style-type: none"> The current qualified nursing vacancy factor trust wide in April is 278 whole time equivalents (WTE). This is an increase in RN vacancy from last month due to the 3 additional wards (Avon 5, ward 1 and ward 11) establishments now included. <p>Interviews have taken place for 50 overseas nurses in April following agreement of business case in March 2019. The programme has been successful and a further pipeline of nurses has been identified with a total of 67 offered positions. The executive team have agreed to the further recruitment of additional numbers given the current vacancy position and the safety of staffing and efficiencies in the reduction of agency spend this will bring.</p>
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Risk						
Key Risks	BAF 11 – recruitment and retention of staff					
Assurance	The data are obtained from the safer staffing app. This is validated by the senior nurses on duty.					
Assurance level	Significant	x	Moderate		Limited	None
Financial Risk	Recruitment of overseas nursing is in progress to support bank and agency spend. Active recruitment is in place to support reduction of vacancies.					

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Introduction/Background

We are required to submit monthly data to NHS Strategic Data Collection Service (SDCS). This information provides the detail per ward of the nursing and midwifery staffing fill rates and bed days. This information is displayed on our website.

From September 2018, NHSI have published Care Hours Per Patient Day (CHPPD) on MY NHS and NHS choices. This measure is used alongside clinical quality and safety outcome measures to reduce unwarranted variation and support delivery of high quality, efficient patient care. This is through ward deployment of staff to care for the right patients at the right time with the right skill set to meet patients' needs.

Fill rates are calculated from the expected level of staffing against what was actually provided. This data is produced from the safer staffing app and submitted to SDCS in response to Lord Carter's recommendations. SDCS data is provided at Appendix 1.

Issues and options

Incident reports and red flags

There were a total of 46 and 29 incidents reported respectively with the specific category of nurse/midwifery staffing. The number of reported incidents that fell within the red flag criteria had reduced from the previous reporting period. The table below provides a breakdown of red flag shifts reported category Nurse/ Midwifery staffing.

There was no moderate harm incidents reported for the reporting period. In all incidents, mitigations have been put into place through the use of either bank or agency, moving staff from neighbouring wards to ensure patients' needs were met.

	No Harm	Minor Harm	Moderate Harm
March	33	13	0
April	26	3	0

Staffing levels/Vacancies

The table below breaks down the vacancies in to registered nurses and health care assistants. This highlights that the current vacancy factor poses a trust wide risk to safely staffing wards to meet patient needs.

This risk is recorded on risk register as risk 4000 and reviewed is reviewed monthly to ensure mitigations in place are relevant and appropriate.

The recruitment of registered nurses is a key priority for the trust.

Vacancy for in patient wards areas & non ward areas	April 2019
Registered nurses	278
Health care assistants	42

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Total	320
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A summary of the vacancy position across the Divisions. These figures include the additional capacity wards

- The two divisions with the highest vacancy factors are: Specialised medicine and urgent care

Division	RN vacancy wte	HCA vacancy wte	Hot spot Areas
Speciality Medicine	129.44	(10.03)	Wards with vacancies greater than 25% of their establishment are ASU, Avon 5, Avon 2 and 3 Wards 11 12 1
Urgent Care	77.74	3.25	Wards with a vacancy factor of greater than 25% is Medical Assessment Unit WRH, MSSU, ward 4
Surgery	38.19	27.44	Wards with a vacancy factor greater than 25% of their establishment is Trauma and Orthopaedics
SCSD	33.2	12.67	No areas above 25%
Women & Children	(6.41)	8.82	No areas above 25%

Recruitment

Health care Assistant (HCA) role

- There has been an active and successful recruitment campaign of HCA across wards. There has been a total of 95 HCA's recruited since January 2019.
- There are 42 HCA vacancies. This is as a result of the substantial establishment requirement for the additional capacity ward 1,4 and Avon 5.

Registered Nurse recruitment

- In March and April 2019 there were 42 registered nurses recruited.
- We do not have any Registered Midwives (RM) vacancies.

The new Head of Midwifery commenced in post in April 2019. Midwifery Staffing levels in March and April were safe. A review of midwifery staffing establishment will be undertaken this will be reported in June 2019.

Overseas nursing

A recruitment project commenced in April for the recruitment of 50 overseas nurses. The nurses will be supernumerary for 12 weeks from their start date to allow them to undertake essential training to become registered on the nursing, midwifery council. On the basis of the

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success of this campaign (to date), we have recruited over the 50 nurses outlined and costed in the business case. Formal approval has been sought and agreed to increase the cohort of overseas nurses to maximise the recruitment campaign.

Maintaining momentum with Local and National Recruitment

Actions that will be taken by the workforce team and divisional nurse directors to support proactive recruitment in May and June are:

- The DDNs with wards with vacancies greater than 25% were required to prioritise block booking of bank and agency to ensure safe cover;
- Internal recruitment events on both sites May the Alexandra site June Worcester Royal Site
- Continue the active social media campaign.

Recommendations

The Trust Board is requested to note:

- Staffing levels were safe in March and April 2019 following mitigating actions
- Work continues to reduce the qualified nursing and healthcare assistant vacancies across the Trust. Current vacancy factor is 278 WTE
- The recruitment of 50 overseas nurses has been successful, the Executive team have endorsed the further recruitment of additional nursing numbers.
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Appendix - Unify Data – March and April 2019

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Appendices

APPENDIX 1 March 2019

Ward	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Care Hours Per Patient Day (CHPPD)					
					Cummulative count over the month - patient bed days	Registered Nurses/ Midwives	Care staff	Registered AHPs	Non registered AHPs	Overall
Acute Stroke Unit	91.6%	114.5%	94.5%	107.0%	938	4.3	3.7	0.0	0.0	8.0
Avon 2	93.5%	87.9%	83.9%	117.7%	660	3.0	3.3	0.0	0.0	6.3
Avon 3	95.7%	96.8%	88.2%	117.7%	617	3.3	3.8	0.0	0.0	7.1
Avon 4	94.9%	110.8%	127.8%	102.8%	723	1.0	1.8	0.0	0.0	2.8
Beech A	100.0%	88.7%	66.7%	98.3%	632	2.9	2.7	0.0	0.0	5.6
Beech B	141.7%	152.4%	142.9%	66.7%	273	5.3	2.0	0.0	0.0	7.3
Beech C	86.8%	84.5%	98.2%	114.3%	514	3.0	3.2	0.0	0.0	6.3
Coronary Care	100.0%	-	100.0%	-	96	15.5	0.0	0.0	0.0	15.5
Critical Care	81.2%	43.5%	79.6%	-	130	27.6	1.2	0.0	0.0	28.8
Critical Care	97.4%	75.8%	97.1%	-	261	27.7	1.1	0.0	0.0	28.8
EGAU/ANW Gynaecology	91.9%	77.4%	86.7%	70.0%	356	3.7	3.0	0.0	0.0	6.7
Evergreen	73.2%	100.9%	78.9%	135.6%	772	2.4	3.7	0.0	0.0	6.0
Head and Neck	85.4%	91.1%	105.8%	55.8%	320	4.1	3.0	0.0	0.0	7.1
Laurel 1	101.1%	117.2%	113.3%	140.0%	577	3.4	2.0	0.0	0.0	5.4

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Laurel 2	99.2%	100.8%	96.7%	106.7%	642	3.4	2.9	0.0	0.0	6.3
Laurel 3	80.4%	75.6%	94.4%	103.2%	508	5.0	2.4	0.0	0.0	7.4
Laurel CCU	99.2%	-	97.6%	-	220	13.1	0.0	0.0	0.0	13.1
Lavender Suites	83.0%	86.8%	89.5%	100.9%	959	15.0	5.7	0.0	0.0	20.7
Medical Assessment Unit - ALX	78.4%	77.3%	77.0%	69.0%	710	4.6	4.3	0.0	0.0	8.9
Medical Assessment Unit - WRH	93.8%	113.8%	102.1%	100.0%	689	4.9	3.2	0.0	0.0	8.0
Medical Short Stay Unit	92.9%	73.9%	88.8%	93.3%	756	3.8	3.4	0.0	0.0	7.3
Neonatal TCU	128.6%	142.9%	114.3%	114.3%	264	2.3	2.5	0.0	0.0	4.8
Neonatal Unit	127.0%	138.1%	120.6%	133.3%	378	9.9	1.8	0.0	0.0	11.7
Riverbank	91.6%	96.0%	95.2%	103.2%	563	9.2	2.0	0.0	0.0	11.2
SCDU	106.1%	106.7%	128.3%	190.0%	517	4.0	2.8	0.0	0.0	6.8
Silver Oncology	117.2%	91.9%	96.8%	100.0%	616	3.9	4.0	0.0	0.0	7.9
Surgical High Care Unit	109.6%	157.1%	110.8%	142.9%	236	9.3	3.2	0.0	0.0	12.5
Trauma And Orthopaedics	141.1%	112.7%	122.6%	124.8%	1017	2.8	3.1	0.0	0.0	5.9
Vascular Unit	86.5%	66.1%	97.4%	58.6%	547	5.4	2.1	0.0	0.0	7.5
Ward 1	103.2%	91.9%	100.0%	-	79	19.1	4.3	0.0	0.0	23.5
Ward 10	103.2%	94.1%	100.0%	96.7%	529	2.9	2.6	0.0	0.0	5.5
Ward 11	78.4%	97.4%	154.2%	193.8%	807	2.2	2.5	0.0	0.0	4.7
Ward 12	98.8%	101.6%	116.1%	102.4%	846	3.3	3.6	0.0	0.0	6.9
Ward 14	87.1%	95.7%	98.2%	94.6%	560	2.9	3.0	0.0	0.0	6.0
Ward 16	85.5%	85.7%	82.8%	96.8%	548	4.0	3.4	0.0	0.0	7.4
Ward 17	98.0%	97.6%	98.9%	99.2%	810	3.2	3.6	0.0	0.0	6.8

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Ward 18	83.9%	95.1%	100.0%	141.1%	702	3.3	3.0	0.0	0.0	6.3
Ward 2	97.0%	92.9%	75.3%	164.8%	669	2.6	3.0	0.0	0.0	5.6
Ward 4 ALX	200.0%	209.5%	207.1%	211.9%	665	3.1	3.2	0.0	0.0	6.3
Ward 5	79.3%	116.7%	80.7%	114.8%	680	4.0	2.9	0.0	0.0	6.8
Ward 6	90.9%	103.9%	106.5%	122.6%	660	2.7	2.8	0.0	0.0	5.6

April 2019

Ward	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Care Hours Per Patient Day (CHPPD)					
					Cummulative count over the month - patient bed days	Registered Nurses/ Midwives	Care staff	Registered AHPs	Non registered AHPs	Overall
Acute Stroke Unit	69.9%	119.0%	83.3%	124.6%	903	3.8	3.3	0.0	0.0	7.1
Avon 2- Gastro	91.3%	89.2%	69.6%	114.1%	647	2.9	3.1	0.0	0.0	5.9
Avon 3 Infectious Diseases	96.5%	99.1%	90.1%	103.8%	604	3.5	3.5	0.0	0.0	6.9
Avon 4	91.5%	133.1%	84.6%	144.6%	699	2.9	5.4	0.0	0.0	8.3
Beech A	95.6%	90.7%	98.8%	105.4%	614	3.1	2.8	0.0	0.0	5.9
Beech B - Female	78.0%	61.4%	95.9%	23.3%	252	5.3	2.0	0.0	0.0	7.3
Beech C	72.2%	90.1%	107.5%	107.7%	500	3.4	3.2	0.0	0.0	6.6
Beech High Care	85.6%	80.4%	103.8%	100.3%	237	8.5	2.8	0.0	0.0	11.3
CCU-Alex	80.0%	-	103.0%	-	106	13.3	0.0	0.0	0.0	13.3
Head & Neck	78.0%	89.9%	98.6%	32.2%	325	4.2	2.6	0.0	0.0	6.9
Evergreen 1	74.2%	97.8%	81.4%	151.7%	746	3.1	3.9	0.0	0.0	7.1

Putting patients first May 2019

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ICCU - Alex	100.0%	100.0%	100.0%	-	95	29.1	2.8	0.0	0.0	32.0
ICCU - Worcs	100.0%	100.0%	100.0%	-	275	24.5	0.5	0.0	0.0	25.0
Laurel 1 Cardiology-CCU	92.5%	118.4%	98.9%	144.6%	780	6.1	1.9	0.0	0.0	8.0
Laurel 3 Haem Ward	100.1%	91.4%	105.9%	101.4%	509	5.9	2.5	0.0	0.0	8.5
Laurel Unit 2	82.4%	109.1%	101.1%	146.4%	641	4.4	4.5	0.0	0.0	9.0
M A U - Alex	73.0%	78.9%	82.3%	81.0%	722	4.8	4.7	0.0	0.0	9.6
MAU Assessment - WRH	110.6%	102.9%	109.0%	110.4%	659	6.2	3.4	0.0	0.0	9.7
MAU High Care and Short Stay	93.6%	103.6%	84.2%	95.5%	743	4.3	4.2	0.0	0.0	8.5
NICU- Paeds	93.7%	-	89.9%	-	660	7.0	0.0	0.0	0.0	7.0
Riverbank Unit- Paeds	86.8%	91.9%	102.2%	88.8%	591	9.5	1.8	0.0	0.0	11.2
Vascular and HDU	87.5%	72.1%	101.3%	74.9%	539	5.7	2.2	0.0	0.0	7.9
Silver Oncology	121.0%	106.8%	103.0%	98.9%	603	4.1	3.7	0.0	0.0	7.8
Surgical Clinical Decisions Unit (SCDU)	103.6%	96.7%	123.9%	98.3%	481	4.3	2.8	0.0	0.0	7.1
Trauma & Orthopaedic A Ward - WRH	85.1%	92.6%	95.1%	90.8%	984	3.1	3.2	0.0	0.0	6.3
Ward 10 - Urology	89.9%	83.9%	96.7%	94.9%	534	3.3	2.9	0.0	0.0	6.1
Ward 11 - Medicine	100.5%	121.4%	119.6%	147.4%	658	3.4	4.1	0.0	0.0	7.5
Ward 12 Medicine	118.2%	114.1%	85.1%	119.2%	824	3.6	3.9	0.0	0.0	7.5
Ward 14 - Surgery	83.8%	99.6%	100.0%	100.0%	538	3.2	3.2	0.0	0.0	6.3
Ward 16 - Elective Orthopaedic Ward	84.4%	73.4%	67.8%	83.1%	469	4.7	3.2	0.0	0.0	7.9
Ward 17 - Trauma Ward	92.9%	94.3%	99.0%	98.3%	796	3.2	3.4	0.0	0.0	6.5
Ward 18	104.8%	94.5%	111.5%	166.1%	684	3.7	3.0	0.0	0.0	6.8
Ward 2 - Medicine	88.4%	100.1%	72.2%	169.8%	615	3.1	3.5	0.0	0.0	6.6
Ward 5 Alex	97.6%	119.4%	118.6%	114.9%	755	4.1	2.7	0.0	0.0	6.8
Ward 6 - Medicine	83.7%	107.2%	103.2%	122.4%	649	2.7	3.1	0.0	0.0	5.7
Avon 5	90.1%	105.9%	107.3%	117.2%	842	3.1	3.7	0.0	0.0	6.8
Ward 1 - KTC	84.2%	60.8%	86.6%	-	60	38.2	11.8	0.0	0.0	49.9
Ward 4 - AGH	100.0%	135.6%	99.6%	220.9%	663	3.5	4.6	0.0	0.0	8.1
Ward 1 - AGH	100.0%	69.3%	102.3%	106.3%	561	4.1	3.7	0.0	0.0	7.8