

Monthly Nurse Safe Staffing Paper

March 2017

1. Aim of the Report

- 1.1 To inform Trust Board of the Trust's inpatient areas' nursing and midwifery workforce staffing levels during March 2017.
- 1.2 The paper reviews for information whether there is a correlation between the monthly staffing levels and areas of harm that patients are at risk of experiencing, i.e. Pressure Ulcers Grade 3 and above (such incidents are STEiS reported and made subject to a robust Serious Incident Review Investigation which investigates all possible root causes including staffing levels as this harm may occur when staffing levels are correct. A review of all pressure ulcers is also taken to the Clinical Business Units Harm review meetings and reported through the Trusts Quality and Safety Committee.
- 1.3 To update the Board on recruitment activity in order to minimise the number of vacancies in the Nursing and Midwifery workforce in order to optimise staffing levels.

2. Background

It is a national requirement of all Trusts to publish their monthly nursing and midwifery staffing levels to NHS Choices website (Unify). Safer staffing levels are the total planned number of hours worked by registered and care staff measured against the total number of actual hours worked to produce a monthly fill rate as a % for nights and days on each ward. A monthly ward fill rate of 90% and over is considered acceptable nationally.

Staffing levels are the head count on each shift and is only one indication of the Trust's ability to provide safe, high quality care across all wards. Safer staffing does not analyse skill mix, the impact of temporary staff on a shift by shift basis or being short of a member of staff on a particular shift if it has been unsuccessfully backfilled, e.g. only two trained staff on a night shift instead of 3 which for that shift is a fill rate of 66%. This may not be reflected in the ward's overall monthly average which may still be over 100%.

2.1 Overall Fill Rates

The March 2017 submission indicates an overall fill rate of 89.1% (90.5 % previous month). For Registered Nurses on days, 91.4% (93.2 % previous month) for Registered Nurses on nights, 106.5% (103.6% February) for non- registered nurses (HCA's) on days and 100.5% (101.1% previous month) for non-registered nurses on nights. The overall fill rates for care staff are higher than 100% because the figures are raised by both the employment of additional 'specials' (i.e. 1 patient to 1 care staff member) to protect vulnerable patients and the wards compensating for a shortfall in the registered nurse headcount on a shift by employing a non – registered nurse when efforts to backfill with a bank and/or agency registered nurse or the permanent registered nurses being offered extra time or overtime have proved unsuccessful.

Trust NHSP Bank and Agency Fill rate (October 2016 to March 2017):			
	Registered	Non Registered	Total
Trust	93.68%	104.89%	97.63%
Planned	93.98%	105.55%	98.99%
Urgent	91.67%	107.62%	97.21%
W&C	98.04%	94.02%	96.98%

Comparison of Trust Performance Nationally and Locally (March 2017):				
	% Bank	% Agency	% Unfilled	% Overall Fill
National	54.5%	22.8%	22.7%	77.3%
Northwest	57.7%	11.5%	30.7%	69.3%
Southport	59.9%	13.4%	26.7%	73.3%

Southport Trust has the highest Bank fill compared to the National and Northwest averages. Overall fill and Agency fill is higher than the Northwest performance but lower than National.

3. Recruitment and Retention

The recruitment and retention of nursing and midwifery staff remains a priority for the Trust and is an on-going challenge nationally. Trust workforce data shows there were 46.86 WTE RN and 42.84 WTE HCA vacancies at the end of March 2017 across the Clinical Business Units. Staffing remains on the Corporate Risk Register (CRR) which is reviewed timely. Recruiting and retaining the nursing and midwifery workforce continues to be an area of increased focus:-

3.1 The Recruitment of Bank staff via NHSP.

Recruitment of bank HCAs is on-going, advertising every 2 months to recruit to the nurse bank and is delivering some improvements. Nine Bank registered nurses were also interviewed to join the Trust's Nurse Bank in March 2017.

3.2 CSWD position at the end of March:

In total 36 in ward placements from October & March Cohorts.

In March CSWD aided Bank Fill by **48%**

Cohort	Numbers in Post	Pending Substantive
October	18	9
March	18	TBC

3.3 Future Plans

Cohort	Numbers in Post
June	25 Successful
September	TBC
December	TBC

Clear discussions with NHS Professionals (under the leadership of the Director of Nursing and Midwifery) commenced in Q4 which raised concerns regarding supply and demand. As a matter of urgency NHSP have been asked to analyse capacity and demand and provide a trajectory for future bank requirements to ensure nurse supply is available inclusive of increased numbers to the Care Support Worker Development (CSWD) programme.

4. Student Nurse Recruitment Update.

The Trust's Student Nurse Practice Education Facilitators have confirmed optimum Recruitment Open Day dates for 2017 to link with the stage in students training (end of 2nd year) when they are job seeking. The current dates for 2017 are June and November. Streamlining recruitment to newly qualified staff against these dates provides a single point of employment access to the adult inpatient areas accommodating requests but avoiding the situation where students apply and are interviewed for several staff nurse posts within the Trust. This is a far more coordinated approach and prevents duplication of the process for the interviewers and the HR Recruitment staff. HR Recruitment leads and assistant director of Nursing and Midwifery workforce lead are finalising this process.

Trust representatives have attended student nurse Recruitment Open Days at both Edge Hill and University of Central Lancashire (UCLAN) Universities during February 2017- Edge Hill events took place on 10 Feb and there is a further event on July 12.

5. On-going Recruitment of Registered Nursing Staff

All areas including specialist areas have on-going local recruitment as required to attract registered nursing staff to the Trust with the support of HR.

6. Safer Staffing establishment review

The nationally mandated bi-annual safe staffing establishment review (Shelford) was completed on the in-patient wards during March 2017 covering the period of Oct 2016-March 2017. This audit collates patient acuity levels and actual staff hours to enable a review of current ward staff establishments against patient demand. The report is going to Trust Board in May 2017 and has been noted at QSC.

7. Inpatients experiencing moderate harm or above following a pressure sore in March 2017

Twelve pressure ulcers were reported in month with 7 at grade 3 and 1 at grade 4. Such incidents are STEiS reported and made subject to a robust Serious Incident Review Investigation which investigates all possible root causes including staffing levels as this harm may occur when staffing levels are correct. A review of all pressure ulcers is also taken to the Clinical Business Units Harm review meetings and reported through the Trusts Quality and Safety Committee.

8. Staffing Related Reported Incidents

A total of 38 DATIX were completed during March 2017 regarding staffing shortage shifts on the wards. 25 of these directly relating to nursing – 12 in Urgent Care, 5 in community, 3 in Planned Care and 1 in Women's and Children's. Themes are noted to be in relation to staff movement from ODGH to SDGH shortfalls to assure minimum safe staffing achieved ie Bed manager, Staff sickness. Staff are requested to complete an incident form for shifts where there are skill mix issues or the actual headcount on shift is less than the planned. Daily Safe Staffing huddles commencing in Q1 using the SafeCare model will allow senior nurse leaders to make evidence based decisions on safe staffing using realtime information.

9. NHS Improvement Safer Staffing Guidance

For emergency departments, maternity, pediatrics and adult inpatients is presently being developed and due to be published during the early part 2017.

Summary

The report has presented information on staffing headcount fill rates on inpatient wards for the month of March 2017 and provided an update regarding on-going nursing and midwifery workforce recruitment activities to address vacancies.

The Director of Nursing and Midwifery has made contact with NHS Improvement (NHSI) lead for workforce, Mark Radford who has agreed to support the organisation and will be attending the Trust in June 2017 to pilot the NHSI workforce tool kit and provide support to our teams.

Carol Fowler

Assistant Director of Nursing and Midwifery (Workforce)

Mar-17	Overall Rating	Staffing						Incidents		Harms			Complaints			FFT	Sickness		VitalPac	Training			
		Realtime Staffing	CHPPD	% Temp Staffing of Nursing in post - Registered	% Temp Staffing of Nursing in post - Non Registered	Nursing Vacancies	% Nursing Vacancy Rate	Staffing related Incidents	Medication - Missed Doses	Post Fall # Neck of Femurs	Falls	Pressure Sores	Bed Occupancy	VTE Risk Assessments *	Total	Relating to clinical treatment	Relating to attitude	FFT - % recommended	Sickness - Registered	Sickness - Non Registered	% of Obs that were late	Mandatory Training - Registered	Mandatory Training - Non-Registered
Trust		95.51%	8.9	9.82%	22.46%	186	12.12%	38	11	0	76	12	73.77%	97.00%	45	17	8	87.70%	5.94%	8.74%	16.87%	74.13%	72.13%
Urgent Care		93.74%	6.8	15.04%	33.60%	100	20.92%	21 (16)	5 (5)	0	51 (50)	11 (11)	96.25%	96.00%	11 (10)	8 (8)	1 (0)	80.68%	5.29%	9.95%	18.43%	75.03%	69.86%
7A		87.01%	3.9	14.58%	76.60%	6	19.62%	0	1	0	10	1	109.68%	98.09%	1	2	0	73.91%	9.35%	15.06%	32.44%	64.24%	47.93%
15A (7B)		101.45%	5.2	46.81%	84.44%	11	36.77%	1	1	0	10	3	80.77%	91.67%	0	0	0	83.33%	8.58%	8.73%	15.04%	81.08%	87.27%
Stroke Unit		92.94%	5.6	10.21%	15.63%	10	28.97%	0	0	0	5	1	90.58%	91.43%	0	0	0	100.00%	1.26%	5.40%	N/A	64.88%	60.91%
FESS		87.25%	4.3	26.06%	28.22%	9	26.37%	2	1	0	11	0	102.34%	82.76%	0	0	0	60.00%	14.22%	1.87%	13.33%	78.66%	80.52%
EAU		95.20%	6.6	18.02%	44.65%	10	23.12%	2	0	0	0	1	96.45%	96.37%	0	0	0	75.00%	0.76%	0.30%	30.17%	59.09%	65.03%
SSU		104.62%	4.7	25.27%	33.51%	6	18.53%	4	1	0	4	0	98.55%	92.75%	1	1	0	75.00%	2.37%	7.70%	19.91%	79.55%	75.76%
11B		97.35%	5.3	22.29%	50.99%	9	26.88%	0	0	0	4	0	99.16%	98.09%	1	0	0	46.15%	1.70%	13.03%	7.73%	71.52%	55.94%
14B		94.61%	5	19.32%	19.57%	5	13.15%	3	0	0	3	1	101.08%	91.94%	0	0	0	66.67%	4.00%	18.89%	8.75%	52.02%	36.93%
A&E		97.10%	N/A	31.22%	16.23%	20	24.18%	1	0	0	2	0	N/A	N/A	6	4	0	35.14%	7.86%	0.00%	N/A	81.93%	84.62%
Obs		99.67%	7.9	24.53%	36.52%	1	5.17%	2	0	0	1	1	61.72%	93.27%	0	0	0	77.78%	2.64%	23.50%	34.10%	74.53%	73.86%
Rehab		129.15%	6.4	10.20%	49.49%	4	16.38%	0	0	0	0	1	194.14%	N/A	1	1	0	N/A	4.80%	19.69%	2.31%	86.18%	82.83%
Critical Care		78.73%	20.1	6.74%	11.28%	9	11.94%	1	1	0	0	2	68.28%	83.78%	0	0	0	N/A	3.47%	8.92%	20.47%	84.13%	87.17%
Women & Childrens		97.27%	10	6.87%	4.72%	1	2.23%	3 (2)	4 (1)	0	3 (3)	0	53.34%	98.00%	7 (5)	3 (2)	3 (3)	83.87%	5.68%	8.60%	15.27%	76.93%	77.00%
E Ward		102.49%	12.8	11.71%	8.12%	3	12.37%	0	0	0	2	0	25.65%	97.92%	2	1	1	66.67%	10.84%	16.39%	15.27%	77.27%	75.76%
Maternity		94.44%	7	6.30%	7.59%	-4	-3.06%	1	0	0	1	0	68.33%	97.22%	0	0	0	88.24%	4.69%	6.22%	N/A	70.26%	71.15%
NNU		95.37%	10.1	5.20%	0.00%	1	6.68%	0	1	0	0	0	69.35%	N/A	0	0	0	N/A	11.12%	11.61%	N/A	85.37%	85.25%
Paediatric Unit		100.71%	10.1	5.84%	1.24%	-3	-4.86%	0	0	0	0	0	49.79%	N/A	3	1	2	85.29%	3.55%	2.04%	N/A	83.53%	87.50%
PAB		100.00%	N/A	N/A	N/A	0	0.00%	1	0	0	0	0	69.59%	N/A	0	0	0	N/A	N/A	N/A	N/A	N/A	N/A
Planned Care		97.91%	12	12.43%	14.45%	64	16.67%	8 (4)	1 (1)	0	17 (15)	1 (1)	87.76%	98.00%	18 (6)	5 (2)	2 (2)	95.74%	6.86%	5.95%	14.49%	68.24%	69.83%
PIU		102.14%	5.7	10.62%	61.67%	-3	18.06%	0	0	0	3	0	118.82%	96.52%	0	0	0	100.00%	7.37%	0.54%	10.96%	56.49%	63.64%
14A		94.49%	5	20.00%	29.57%	6	15.04%	0	0	0	2	1	99.35%	95.45%	1	0	0	100.00%	6.18%	9.85%	21.20%	57.30%	56.15%
H Urology (15A)		84.35%	31.6	3.62%	7.81%	5	32.49%	1	0	0	3	0	98.26%	100.00%	0	0	0	100.00%	9.60%	0.00%	18.62%	69.09%	72.73%
15B		111.66%	7.1	41.19%	57.64%	4	15.96%	0	0	0	2	0	95.66%	96.00%	1	1	0	60.00%	1.56%	7.16%	11.59%	62.94%	64.34%
Spinal Unit		92.78%	9.3	17.17%	8.31%	15	16.63%	0	0	0	4	0	88.61%	71.88%	0	0	0	N/A	3.98%	7.48%	12.09%	65.80%	62.75%
G Ward		110.35%	13.2	7.09%	0.00%	5	21.03%	2	0	0	1	0	25.95%	98.54%	0	0	0	100.00%	9.08%	0.47%	12.49%	75.00%	79.55%
Treatment Centre		N/A	N/A	N/A	N/A	-1	-2.31%	0	0	0	0	0	N/A	99.86%	2	0	0	100.00%	4.79%	0.91%	N/A	72.90%	79.22%
Theatre		N/A	N/A	30.19%	0.00%	19	23.26%	1	0	0	0	0	N/A	N/A	1	1	0	N/A	13.32%	N/A	N/A	59.68%	N/A
Radiology		N/A	N/A	N/A	N/A	1	45.95%	0	0	0	0	0	N/A	N/A	1	0	0	N/A	0.00%	N/A	N/A	86.36%	N/A
Community & Continued Care		102.02%	N/A	N/A	N/A	27	1.80%	5 (4)	0	N/A	1 (0)	37 (37)	N/A	N/A	7 (3)	1 (1)	2 (1)	99.33%	6.44%	11.53%	N/A	75.64%	78.35%
Burscough D/Ns		N/A	N/A	N/A	N/A	0	0.95%	0	0	N/A	0	3	N/A	N/A	0	0	0	N/A	1.51%	90.32%	N/A	73.74%	90.91%
Hillside D/Ns		101.14%	N/A	N/A	N/A	-1	-4.76%	0	0	N/A	0	1	N/A	N/A	0	0	0	N/A	0.88%	4.84%	N/A	72.73%	90.91%
Hants Lane D/Ns		91.65%	N/A	N/A	N/A	2	11.43%	0	0	N/A	0	8	N/A	N/A	0	0	0	N/A	4.16%	0.00%	N/A	79.76%	45.45%
Sandy Lane D/Ns		106.50%	N/A	N/A	N/A	1	9.39%	0	0	N/A	0	4	N/A	N/A	1	0	0	N/A	7.92%	41.21%	N/A	70.45%	81.82%
Tarleton D/Ns		N/A	N/A	N/A	N/A	0	1.00%	0	0	N/A	0	6	N/A	N/A	0	0	0	N/A	12.05%	0.00%	N/A	77.92%	100.00%
Ainsdale D/Ns		N/A	N/A	N/A	N/A	1	6.47%	1	0	N/A	0	6	N/A	N/A	0	0	0	N/A	10.60%	0.00%	N/A	68.83%	57.58%
Churchtown D/Ns		113.46%	N/A	N/A	N/A	-2	-12.95%	3	0	N/A	0	2	N/A	N/A	2	0	1	N/A	10.00%	0.00%	N/A	64.36%	77.27%
Curzon Road D/Ns		100.00%	N/A	N/A	N/A	0	-0.78%	0	0	N/A	0	4	N/A	N/A	0	0	0	N/A	0.00%	0.00%	N/A	82.35%	35.48%
Formby D/Ns		N/A	N/A	N/A	N/A	1	5.46%	0	0	N/A	0	3	N/A	N/A	0	0	0	N/A	0.80%	0.00%	N/A	70.45%	81.82%

NB. All Trust & CBU totals relate to all wards and departments within these groups. The numbers in brackets relate to the total of the areas shown in this report.

* Figures subject to change

Red	<90%	N/A	15%>	15%>	5>		1>	1>	1>	1>	1>	93%>	<94%	N/A	1>	1>	<80%	7%>	7%>	15%>	<80%	<80%
Amber	90-95%	N/A	10-15%	10-15%	1-4		1	1	1	1	1	85-93%	94%-95%	N/A	1	1	80-94%	4-7%	4-7%	10-15%	80-89%	80-89%
Green	95%>	N/A	<10%	<10%	0		0	0	0	0	0	<85%	95%>	N/A	0	0	94%>	<4%	<4%	<10%	90%>	90%>

Locations not above

Falls

Planned Care

- 1 x Dermatology
- 1 x Outpatients Department

Urgent Care

- 1 x Cardiac Rehab

Community

- 1 x CERT (Sefton)

Pressure Sores

Community

Planned Care

Complaints

Urgent Care

- 1 x Skelmersdale Walk In Centre

Women & Childrens

- 1 x Outpatients Department
- 1 x Sexual Health Outreach Team

Planned Care

- 1 x A&E
- 2 x Eye Clinic
- 2 x Maxillio Facial Unit
- 2 x Orthopaedic OPD
- 1 x Outpatients Department
- 2 x Access and Booking
- 1 x ENT
- 1 x Dermatology

Community

- 1 x Physiotherapy Department
- 1 x Not Attributable to Specific Ward / Dept
- 1 x Patient's Home

Staffing Related Incidents

Urgent Care

- 2 x Not attributable to specific ward / dept
- 3 x West Lancs Health Centre

Women & Childrens

- 1 x Patient's Home

Planned Care

- 1 x Access and Booking
- 1 x Dermatology
- 2 x Not attributable to specific ward / dept

Community

- 1 x Southport H&WBC

Estates and Facilities

- 1 x Ward 7A

Medication - Missed Doses

Planned Care

- 1 x Endoscopy

Women's & Children's

- 1 x CCNOT
- 2 x Delivery Suite