

Report to: Trust Board

Date of Meeting:	4 June 2015
Title of Report:	Nurse Staffing Performance on a shift-by-shift basis
Presented by:	Mark Dinwiddy; Interim Director of Nursing & Quality
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Date:	May 2015
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Purpose / Intent of Report:	<ul style="list-style-type: none"> For Assurance
Executive Summary:	<p>This paper outlines the monthly performance of the Trust in relation to planned vs actual nurse staffing levels during the data collection period (1st -31st May 2015) in line with the National Quality Board expectation that:</p> <p><i>“The Board:</i></p> <ul style="list-style-type: none"> <i>Receives an update containing details and summary of planned and actual staffing on a shift-by-shift basis</i> <i>Is advised about those wards where staffing falls short of what is required to provide quality care, the reasons for the gap, the impact and the actions being taken to address the gap</i> <i>Evaluates risks associated with staffing issues</i> <i>Seeks assurances regarding contingency planning, mitigating actions and incident reporting</i> <i>Ensures that the Executive Team is supported to take decisive action to protect patient safety and experience</i> <i>Publishes the report in a form accessible to patients and the public on their Trust website (which could be supplemented by a dedicated patient friendly ‘safe staffing’ area on a Trust website)”.</i> <ul style="list-style-type: none"> The performance relating to the fill rate (actual numbers of staff deployed vs numbers planned) on the wards for April 2015 being a total fill rate of 99.8% registered nurses and 102% for HCSWs. Unify data will reflect that the Trust achieved safer staffing levels based on total fill rates The report will detail fill rates broken down by inpatient areas for registered nurse and care staff attaching a RAG rating based on percentage fill rate. Telford Unit will reflect an amber rating based on fill rate of 87.3%. Shortfall of registered nurse day shift cover has affected the overall fill rate. The report will present additional quality related metrics for monitoring against the staffing fill rate and will provide Ward Manager narrative on key issues for each clinical team. The report will provide an update on the developments in community safer staffing
Which Strategy Priority does this relate to?	<ul style="list-style-type: none"> Customer Focus Strategy Clinical Strategy Governance Strategy

How does this impact on patients or the public?	<ul style="list-style-type: none"> • Workforce Strategy • Financial Strategy
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Relationship with Annual Objectives	Supports the delivery of the Trust's Annual Objectives and the delivery of high quality care
Risk / Legal Implications:	Delivery of safe nurse staffing levels is a key requirement to ensuring that the Trust complies with National Policy direction
Resource Implications:	Further assessment of the use of bank and agency staff is planned to inform a review of baseline establishments against the current level of acuity

Appendix A

March 2015 (inc last 3 months for comparison)

Ward	Performance (% planned vs actual) staffing numbers (March 2015)		Performance (% planned vs actual) staffing numbers (February 2015)		Performance (% planned vs actual) staffing numbers (January 2015)	
	Registered Nurses (%)	Healthcare Support Workers (%)	Registered Nurses (%)	Healthcare Support Workers (%)	Registered Nurses (%)	Healthcare Support Workers (%)
Ward 1	106	82	107.3	99	105.95	161.2
Ward 2	95.12	131.5	87.5	136.3	90.55	100
Ward 3	94.5	159	98.7	143.75	95.1	127.2
Ward 4	98	82.4	91.6	119.5	74.9	106.8
Ward 5	101.4	99	96.75	155	94.5	177.65
Ward 6	104.5	87	101.8	93.5	107.5	93.5
Ward 7	90	93	88.8	100	100.5	111.4
Assessment & Treatment	71.65	113.3	77.5	112	101.35	110.8
Telford Unit	80	89.75	80	87.5	98.45	110.15
Edward Myers	99.5	80.8	100.5	82.5	102.5	98.25
Darwin Centre	97.5	99.1	92	123	94.15	114.9
Summers View	104	102.5	96	87	86.15	113.8
Florence House	111	89.25	91.5	89	100.5	92.85
Dragon Square	94.3	93	103.5	91.5	104.85	92.2
TRUST AVERAGE/ TOTAL	96.25%	100.5%	93.8%	108.5%	96.92%	107.9%

In patient safer staffing metrics-April 2015

Ward	Performance (% planned vs actual)		Overall fill rate%	RAG rating	Bed Occupancy (including home leave)	Sickness %	Mandatory training	PDR	Incidents	Serious Incidents	Complaints	PALS
	Registered Nurse %	HCSW %	RAG rating >90% GREEN <90% AMBER <80% RED									
One	116%	92.2%	104.1%		95%	8.29%	72%	93%	116	0	1	0
<p>Ward Manager summary: Ward 1 has seen high acuity with slight over occupancy and an increase in sickness some of which has occurred from ward based violent incidents both of which have been reported as serious incidents, one in January and one will reflect in May. 62 shifts have been lost to sickness. The ward has a number of vacancies (3x staff nurse and 3x HCSW posts) all of which we anticipate to be filled as part of the recruitment drive currently underway. We aim to fill the HCSW post immediately by recruiting bank staff in to substantive posts. Where needed, vacancy and sickness has been covered by the use of bank shifts resulting in a total fill rate of 104.1% for April. Incident rates peaked in the second week in April with 46 incidents reported with a decrease since. A review of the skill mix in terms of staff experience is underway in consultation with inpatient areas with the aim of ensuring sufficiently confident and experienced staff are evenly distributed across the inpatient areas. In spite of high acuity, supervision, debrief and mandatory training have all gone ahead as planned. 12 DSN shifts have been covered during April</p>												
Two	92.9%	152 %	122.7%		103%	7.12%	73%	83%	20	0	0	6 **
<p>Ward Manager summary: Ward 2 have seen slight over occupancy on beds during April. The ward has a total of 3xstaff nurse vacancies, 2 of which have been appointed to and 1 HCSW post appointed to. The ward has had an under fill on registered nurses and on overfill of HCSW duties resulting in a total fill rate of 122.7%. A total of 24 DSN shifts have been covered, 16 of which by a band 6 currently on secondment to the DSN role. 17 shifts have been lost to sickness The ward has received a number of compliments via the PALS department.</p>												

Three	100.5%	104.6 %	102.55%		99%	8.33%	77%	100%	6	0	0	0
Ward Manager summary: The ward has been over occupied on several occasions during April however; the ward activity has reduced with a reduction in incidents and an average monthly occupancy of 99%. The ward has 2x staff nurse and 1x HCSW vacancies which have all been recruited to and awaiting start dates. The ward has a total fill rate for April of 102.55% 13 DSN shifts have been covered during April.32 shifts in total have been lost to sickness Mandatory training has gone ahead as scheduled.												
Four	103.7%	84.5%	94.1%		70%	0.00%	85%	50%	12	0	0	0
Ward Manager summary: Bed occupancy has been created due to a number of patients awaiting transfer from UHNM who could not transfer due to an outbreak of Norovirus at the UHNM. Due to the nature of the ward, there is no agreed staffing establishment at present however, the ward have recruited to band 3 fixed term post for a 6 month period and are aiming to replicate this with band 5 posts. The ward have achieved a fill rate of 94.1% 10 DSN shifts have been covered, some of which entailed shadowing for the Band 6 ahead of being included in the DSN rota.												
Five	104.25%	130.4%	117.3%		100%	2.86%	77%	96%	9	0	1	0
Ward Manager summary: The ward manager reports that the ongoing acuity of the ward indicates that the established staffing level of 5/5/3 is insufficient and therefore the ward has been working consistently on a level of 6/6/4 this being reflected in the fill rate of 117.3%. There are no vacancies in line with the current staffing establishment. There have been no DSN shifts covered in this period.												
Six	115.5%	80.25%	97.8%		95%	5.43%	77%	94%	13	0	0	7
Ward Manager summary: The ward has reported no over occupancy. There are 2xstaff nurse vacancies, one post recruited to and 1 post has been advertised. 20 shifts have been lost through sickness, mainly short term sickness. The ward has an overall fill rate of 97.8% PALS activity predominantly relates to a high number of compliments received about the ward.												
Seven	100.4%	96.85%	98.6%		93%	00.0%	85%	88%	13	0	0	0

Ward Manager summary: The ward manager reports 1x staff nurse vacancy currently being recruited to. 30 shifts have been lost to sickness. All mandatory training has gone ahead as scheduled. 7 DSN shifts covered. Ward Manger has covered some of the qualified shift shortfalls												
EMC	101.5%	83.5%	92.5%		77%	6.53%	85%	84%	6	0	0	0
Ward Manager summary: The ward manager reports that there is 1 band 7 vacancy currently being covered as an acting up arrangement. The post will be advertised shortly. Temporary staff covering the IOU now in substantive posts. The unit have a total fill rate of 92.5% Some staff moves from the IOU have occurred due to pressures elsewhere on the site. This is kept under review in terms of impact and incident forms submitted to reflect this. 4 DSN shifts have been covered.												
A&T	80.4%	101.4%	90.9%		82%	3.81%	94%	93%	10	0	2	0
Ward Manager summary: Please note that this narrative will incorporate A&T and Telford Unit due to the cross allocation of staffing for the units. The unit manager reports a loss of 80 shifts due to sickness in April. The units continue to experience challenges in maintaining registered nurse fill rates although it is noted that much of the shortfall has been covered by non-registered nurses with additional registered nurse support from the unit manager and deputy unit manager. A total of 18 DSN shifts have been covered in April, predominantly with the Deputy Unit Manager providing a period of two week night cover. There are no current vacancies however, the Clinical Director is liaising closely with the units to monitor and report on any impact on quality and mitigating actions including the potential agency fixed term recruitment to longer term sickness posts. The amber rating is based on an overall fill rate of 87.3% for the Telford Unit with the Assessment and Treatment Unit showing a total fill rate of 90.9%												
Telford	81.25%	93.4%	87.3%		75%	11.53%	98%	100%	13	0	0	0
Ward Manager summary: Please see above												
Summers View	98.25%	99%	98.6%		105%	10.36%	76%	100%	8	0	2	2
Ward Manager summary: The ward has an overall fill rate of 98.6%. The unit have 3 band 3 staff members sick at present. A total of 5 DSN shifts have been covered. The unit has a total fill rate of 98.6% and report no quality impact concerns.												

Florence	116%	91%	103.5%		44%	5.03%	90%	100%	10	0	0	0
Ward Manager summary: The ward has an overall fill rate of 103.5% with a monthly sickness total of 37.50 hours. There are no current vacancies and the unit do not cover any DSN shifts.												
Darwin	92.5%	113.75%	103.1%		100%	4.50%	86%	97%	79	0	0	0
Ward Manager summary: The unit have 3xstaff nurse vacancies with 2 recruited to and awaiting start dates to be confirmed and the third to be advertised again. The unit has lost 37.5 hours due to sickness. The total fill rate is 103.1%. The unit has experienced ongoing challenges in the high acuity of the requirement to deliver naso-gastric feeding to three youngsters using restrictive physical holding and additional coverage for shifts not always achieved due to non-availability of bank or agency staffing.												
Dragon Square	95.25%	96.4%	95.8%		83%	0.00%	72% **	100%	2	0	0	0
Ward Manager summary: The unit have a total fill rate of 95.8% with no vacancies or sickness reported during this period.												

*Please note that sickness figures are incomplete where reflected in the above table as 0.00%. The extract from the EASY payroll system is only available after the 21st of each month and this full information is unavailable for the submission of this report.

Total Trust fill rate Registered Nurse for April 2015 99.8%

Total Trust fill rate Care Staff for April 2015 102%

The table below details the UNIFY submission for the period April 2015 and will be posted on the Trust website.

Inpatient area	Day				Night			
	Registered nurses		Care staff		Registered nurses		Care staff	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Ward 1	900.00	1011.45	1800.00	1304.30	324.40	389.46	956.30	1073.26
Ward 2	900.00	767.75	675.00	1237.00	321.60	323.31	642.90	760.80
Ward 3	900.00	882.00	1350.00	1382.25	321.60	332.31	642.90	910.03
Ward 4	1350.00	1511.59	1800.00	1103.50	553.50	528.85	841.83	914.33
Ward 5	900.00	934.30	1350.00	1551.00	281.10	296.77	562.20	820.86
Ward 6	930.00	1085.00	1860.00	1605.00	290.47	337.41	871.35	805.81
Ward 7	900.00	908.70	1350.00	1266.00	281.10	281.10	562.50	562.81
A&T	900.00	547.75	1182.00	1215.75	150.50	150.50	1139.50	1139.50
Telford	768.00	479.75	1200.00	1042.50	172.00	172.00	473.00	473.00
Edward Myers	900.00	931.00	900.00	660.94	281.11	281.11	562.22	526.29
Darwin Centre	1020.00	868.50	1110.00	1086.00	385.00	385.00	602.00	784.25
Summers View	750.00	695.00	750.00	750.00	260.75	271.58	531.50	521.07
Florence House	450.00	595.00	900.00	740.00	312.90	312.90	312.90	312.90
Dragon Square	480.00	468.00	1122.00	1120.00	277.50	259.00	277.50	259.00

Community Safer Staffing

The Trust has undertaken a community based acuity tool exercise undertaken in a Community Mental Health Team with the summary findings due to be summarised in June and a report to the Quality Committee in July.

Additionally, the Director of Nursing is leading a task and finish group to standardise a caseload management tool. This will detail caseload size, dependency, frequency of visits. This tool is being developed across all professional groups and directorates and will be presented to the Quality Assurance Programme Board in June. This tool will enable progress in identifying caseload size and complexity on a team and individual basis.

An update on progress of this work will be presented to the July Trust Board together with a set of metrics for all community teams reflective of the inpatient safer staffing reporting and will include vacancy, sickness, PDR, mandatory training.

Carol Sylvester

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May 2015