

TRUST BOARD – June 29th 2017
SAFER STAFFING – MAY 2017 MONTHLY REVIEW

1. Introduction/ Background

This report provides a high level summary of staffing levels on all inpatient wards across the Trust. It presents a high level exception report in relation to the actual fill rate for registered and unregistered staff during the day and night and highlights where this falls below a 80% threshold.

Actual staff numbers compared to planned staffing numbers are collated for each inpatient area in line with the requirements of the Department of Health (DoH) Unify reporting process and the data extract is attached (Appendix 1). The LPT monthly safer staffing reports are publically available via the NHS Choices website and our Trust internet page.

Each directorate has in place a standard operating procedure for the escalation of safer staffing risks and any significant issues are notified to the Chief Nurse on a weekly basis.

This report presents additional indicators against each inpatient ward area to further inform and provide assurance in terms of adequate staffing levels and harm free care. Lead nurses are responsible for ensuring local oversight and triangulation of the nurse sensitive indicators in their area to ensure safer staffing is monitored and the associated risks managed at ward level.

2. Aim

The aim of this report is to provide the Trust Board with an analysis of May 2017 staffing data. Every six months, the Trust Board receives an 'Inpatient Staffing Establishment Review' report which provides an overview of the work being undertaken to maintain safer staffing standards across all our inpatient wards.

3. Recommendations

The Trust Board is recommended to receive assurance that processes are in place to monitor and ensure the inpatient safer staffing levels are maintained.

DISCUSSION

4. Trust Safer Staffing hotspots

The overall trust wide summary of planned versus actual hours by ward for Registered Nurses (RN) and Healthcare Support Workers (HCSW) in May 2017 is detailed below:

Trust wide average	DAY		NIGHT		Temp Workers%
	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	
<i>Mar17</i>	<i>99.7%</i>	<i>199.2%</i>	<i>102.5%</i>	<i>189.0%</i>	<i>34.8%</i>
<i>April 17</i>	<i>103.8%</i>	<i>190.5%</i>	<i>102.6%</i>	<i>177.4%</i>	<i>28.0%</i>
May 17	105.2%	196.6%	100.5%	179.6%	27.7%

Temporary staffing usage remains above 20% across the majority of areas. Utilisation of HCSWs' remains high to support and cover vacancies, sickness and increased patient acuity.

The table below provides an overarching summary of the Trust 'hot spots' with regard to maintaining safer staffing over the last three months.

Summary of RN Trust Hotspots

	Ward	March 2017	April 2017	May 2017
	Bennion Centre - Kirby and Welford	X Kirby ward		
	St Luke's Hospital - Ward 1	X	X	X
	Hinckley & Bosworth East Ward			X
	Coalville- Snibston Ward 1(nights)	X	X	X
AMH/LD	Agnes Unit(nights)	X		
	Mill Lodge – New Site	X		
	Bradgate Unit	X Beaumont ward		
	Stewart House Skye Wing			
	Short Breaks - The Gillivers	X	X	
	Short Breaks - The Grange	X	X	

4.1 Revised reporting arrangements

Planned versus actual staffing by ward for RN's and HCSW's across all directorates is presented in the tables below, these show additional information to reflect elements of patient care that could be directly affected by nursing levels.

Nursing Sensitive Indicators are those indicators that capture care or its outcomes most affected by nursing care. These indicators have been defined due to the desire for data to show linkages between nursing interventions, staffing levels, and positive patient outcomes. Detailed scrutiny and qualitative review of the indicators is undertaken at service level as part of staffing reviews and risk escalation and management.

This monthly report indicates if there has been an increase or decrease in the indicator position against the previous month.

A detailed review of the indicators is undertaken by Lead Nurses in directorates through their operational management and governance arrangements.

**Please note that a falls rates may indicate inadequate staffing however, it may also reflect a culture in which patients are being encouraged to mobilise and allowed to take reasonable risks.*

5. COMMUNITY HEALTH SERVICES (CHS)

5.1 Community Hospitals

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Avoidable PU	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW						
FP General	7	139.3%	76.7%	109.3%	-	15.1%	1↑	0	0↓	0↓	n/a
MM Dalgleish	14	101.6%	130.6%	95.2%	135.5%	19.3%	5↓	0	0	0	94%
Rutland	13	94.4%	124.8%	100.0%	119.4%	18.0%	3↑	0	0	0	80%
SL Ward 1	16	85.5%	190.3%	98.4%	100.0%	20.2%	3	0	1↑	0	93%
SL Ward 3	13	98.4%	101.6%	193.5%	100.0%	31.3%	6↑	0	0	0	100%
CV Ellistown 2	22	123.4%	153.2%	200.0%	100.0%	5.6%	6↓	0	1	1↑	100%
CV Snibston 1	18	98.9%	188.8%	71.0%	141.9%	8.9%	6↓	0	0↓	1↑	n/a
HB East Ward	16	76.9%	191.9%	100.0%	104.8%	18.5%	7↓	0	1↓	1↓	n/a
HB North Wd	15	97.6%	171.8%	98.4%	100.0%	17.5%	7↑	0	0	0↓	100%
LH Swithland	22	100.0%	203.2%	100.0%	200.0%	16.0%	3↓	0	0	0	100%
CB Beechwood	15	100.0%	193.9%	93.5%	98.4%	15.1%	4	1↑	1	2	100%
CB Clarendon	18	107.7%	219.4%	95.2%	119.4%	19.3%	8↑	0	0	0↑	100%
TOTALS	189						59↑	1↑	4	5	

This month Snibston ward has seen an improvement in meeting its planned shifts overall, the ward flex the number of staff across the day shifts to meet the needs of the patients. The ward does not meet the additional planned level on night shifts at present due to vacancies.

The current 'hot spot' areas for Inpatient Community Hospitals are:

- St Lukes Ward 1 and Ward 3 due to the number of vacancies and sickness. The use of temporary staff continues to cover vacancies and sickness absence.
- Beechwood ward has reported an avoidable pressure ulcer. A plan is in place to respond to this issue and involves specialist clinical support from the IPC and tissue viability teams and clinical education support for additional staff training and development.
- East ward has seen a reduction in the percentage of total planned RN shifts; the ward has a number of vacancies and long term sickness. Safer staffing levels are maintained ensuring there is a minimum of two RNs per shift and the ward works with North ward to ensure safer staffing across the site.
- FP ward is covered by two RNs at night, thus there is no HCSW on shift, and there is a risk assessment in place to underpin this working arrangement.

Staff are moved between sites to balance need and manage risks; this ensures safer staffing levels are maintained by ensuring there is a minimum of two RNs per shift but this can at times impact on the planned levels for some ward areas. Recruitment continues to vacant posts.

The number of falls incidents reported has slightly increased by two (59 in May, compared to 57 in April), this increase relates to individual patient factors, no other themes or trends have been identified including staffing levels. All risk assessments and appropriate prevention plans and equipment were in place.

5.2 Mental Health Services for Older People (MHSOP)

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Avoidable PU	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW						
BC Kirby	17	82.0%	218.0%	95.0%	106.7%	34.4%	6↑	0	0↓	0	n/a
BC Welford	18	96.4%	193.3%	100%	110.0%	8.3%	0	0	0↓	0	n/a
EC Coleman	16	119.2%	336.7%	86.7%	343.3%	31.1%	41↑	0	1↑	0	100%
EC Wakerley	14	103.3%	262.7%	93.3%	286.7%	43.5%	10	0	0	0	n/a
TOTALS	65						57↑	0	1	0	

Mental Health Services for Older People (MHSOP) did not have any hotspots in May 2017. MHSOP wards continue to utilise a higher than average percentage of temporary workers to meet patient needs. Temporary worker utilisation remains above 30% on Coleman, Wakerley and Kirby wards due to the level one observation during May 2017. The increased usage of HCSW's supports increased dependency needs.

Welford ward has seen a reduction in temporary staffing. It was agreed with the Head of Nursing and Lead Nurse to flex and reduce the planned staffing levels based on the bed occupancy. At times throughout May this was as low as 14 out of the 24 beds occupied. The ward has also seen a reduction in sickness levels.

There has been an increase of in the number of reported falls incidents from 45 in April to 57 in May 2017. The falls data highlights that three patients have fallen over five times each; this is related to their health needs. Sensor mats and sensor rooms are used to support falls prevention and management.

The service is looking at introducing joint "New Ways meetings" between inpatient matron, ward matrons and therapy services to look at joint scrutiny of incident forms in particular falls and provide assurance of how they can be managed collectively to reduce incidence of falls and harm. Safety Huddles are also in place to discuss patients who are high risk of falls and how they can be managed.

The service continues to explore a multitude of methods of engagement with Service Users and Carers due to the challenge of getting FFT returns

6. ADULT MENTAL HEALTH AND LEARNING DISABILITIES SERVICES (AMH/LD)

6.1 Acute Inpatient Wards

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW					
Ashby	19	91.0%	146.3%	100.0%	200.0%	38.6%	2↑	0	1↑	n/a
Aston	17	91.4%	146.8%	98.4%	264.5%	39.2%	1↓	3↑	0↓	n/a
Beaumont	19	89.8%	178.2%	100.0%	283.9%	49.3%	0↓	0	0	50%*
Belvoir Unit	10	106.6%	242.3%	148.4%	247.6%	28.9%	0	0	0	67%*
Bosworth	13	91.4%	138.7%	101.6%	164.5%	26.5%	1↓	0	2↑	n/a
Heather	17	100.0%	130.1%	103.2%	164.5%	30.9%	1↑	2	1↑	n/a
Thornton	23	100.5%	133.1%	100.0%	280.6%	24.6%	0↓	0	0	n/a
Watermead	18	107.1%	187.9%	93.5%	322.6%	41.1%	0	1	0	100%
TOTALS	133						5↓	6	4	

*FFT = Total of 2 responses and 7 responses

The Bradgate Unit did not have any hot spots during May 2017. Sickness rates continue to improve and there are concerted efforts to minimise the use of agency staff across the unit.

The unit overall has a high use of bank staff to support vacancy cover and patient acuity which varies from ward to ward and enables safer staffing levels to be maintained. Nurse sensitive indicators have highlighted a decrease in reported medication errors (from six to five) and falls incidents (seven to five)). The decrease in falls incidents reflects a change in the number patients with specific physical health needs.

There has been an increase in complaints to 4 in May 2017, no specific themes have been identified and there is no correlation with safer staffing levels.

6.2 Learning Disability Services

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW					
3 Rubicon Cl.	4	127.4%	460.5%	56.5%	348.4%	14.1%	1	0	0	n/a
Agnes Unit	11	83.9%	204.8%	32.3%	171.0%	24.2%	0	0	0	n/a
Gillivers	2	-	185.9%	-	200.0%	16.9%	0	0	0	n/a
The Grange	4	127.4%	460.5%	56.5%	348.4%	23.5%	0	0	0	n/a
TOTALS	21						1	0	0	

Short Break Homes – Both 3 Rubicon Close and The Grange use a high proportion of HCSWs' in short breaks are trained to administer medication and delegated health care tasks.

In the Agnes Unit, the care is now consolidated on three pods due to Commissioning changes and due to staff sickness on a few occasions one registered nurse shift could not be filled on the day. RN's are sourced across the service to fill shifts.

6.3 Low Secure Services – Herschel Prins

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW					
HP Phoenix	11	110.5%	210.2%	116.1%	169.4%	31%	1	0	0	n/a

Phoenix Ward achieved the thresholds for safer staffing. Temporary workers have been used to cover vacancies, sickness and level one observations. The RN staffing was greater than 100% as there were extra staff required to support complex patient care.

6.4 Rehabilitation Services

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW					
SH Skye Wing	25	141.5%	123.4%	196.7%	110.0%	32.1%	12↑	1	0	n/a
The Willows	35	143.3%	221.0%	124.2%	206.7%	28.0%	0↓	0	0	n/a
Mill Lodge	12	81.7%	184.2%	56.7%	141.7%	28.5%	2↓	0	0	n/a
TOTALS	79						14↓	1↓	0	

Rehabilitation services achieved the thresholds for safer staffing. The Willows and Stewart House (Skye Wing) information includes a Band 6 RN who is currently undertaking extra clinical shifts across the wards and the data is capturing staff who are not routinely rostered for direct clinical care.

Temporary worker utilisation remains above 20% across the rehabilitation services and the HCSW's cover increased acuity and patient observation needs.

7. FAMILIES, YOUNG PEOPLE AND CHILDREN'S SERVICES (FYPC)

Ward	Occupied beds	DAY	DAY	NIGHT	NIGHT	Temp Workers%	Falls	Medication errors	Complaints	FFT Result %
		% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW	% of actual vs total planned shifts RN	% of actual vs total planned shifts care HCSW					
Langley	13	128.6%	188.4%	106.5%	159.7%	52.9%	2	0	0	n/a
Ward 3	8	151.2%	329.3%	147.6%	269.0%	42.7%	0	0	0	n/a
TOTALS	21						2↓	0	0	

There are no currently no 'hot spot' areas for inpatient services within Families, Young People and Children's Services. Ward 3. Both wards continue to utilise an increased number of temporary workers to offset the current vacancy rate and increase in patient acuity. There was an increase in acuity in May 2017 due to a serious inpatient incident; as a result the ward required additional members of staff to maintain safer services.

8. Recruitment

The current Trust wide position for inpatient wards as reported real time by the lead Nurses is detailed below. Trust wide there are approximately 74 RN and 40 HCSW vacancies across the inpatient wards.

Area	Vacant posts		Starters/Pipeline	
	RN	HCSW	RN	HCSW
FYPC	0	5	6	0
CHS	45.2	20	22	6
AMH/LD	40.8	14.6	14.4*	5.8
Trust Total May 2017	86	39.2	42.4	11.8
Trust Total April 2017	73.7	40.2	30.2	20.8

**include 6 students who will qualify in September

Longer term plans to eradicate the risks and address staffing issues remain in place, these include, rolling recruitment and retention plans, absence management and continuous review of workforce including new roles to enhance skill mix and increase patient facing time.

The Trust is participating in the NHS Improvement, Care Contact Hours Per Day (CPPHD) pilot information collection to enable more effective benchmarking and review.

9. Conclusion

The Trust continues to demonstrate compliance with the NQB expectations and associated deadlines. The safer staffing data is being regularly monitored and scrutinised for completeness and performance by the Chief Nurse and reported to NHS England via mandatory Unify2 national returns on a site-by-site basis.

Where there are variances in safer staffing standards, the lead nurses have oversight of the plans in place to mitigate risks for each ward to ensure safe care standards are maintained. Nurse sensitive indicators are reviewed through local management and governance reviews.

Annex 1 – Definition of Safer Staffing Measures

1. Temporary Workers

These workers are non-substantive and hold either a bank contract with the Trust or are resourced via a 3rd party recruitment agency.

2. Safer Staffing Levels

The Trust has uses the methodology below for measuring safer staffing level performance across our inpatient units. This is in line with the national UNIFY reporting

Methodology	Measure	Measure Source
Fill Rate Analysis (National Unify2 Return)	Actual hours worked divided by Planned hours (split by RN/ HCSW)	NHS TDA (Trust Development Authority)

Fill Rate Analysis (National Unify2 Return)

The Trust is required by the TDA to publish our inpatient staffing levels on the NHS Choices website via a national Unify2 return. This return requires us to identify the number of hours we plan to utilise with nursing staff and the number of hours actually worked during each month. This information allows us to calculate a 'fill rate' which can be benchmarked nationally against other trusts with inpatient provisions.

This methodology takes into account skill mix and bed occupancy which allow us to amend our 'Planned Staff Hours' based on the needs of the ward and is the most reflective measure of staffing on our inpatient wards.

'Planned Staff Hours' are calculated using the RCN guidance of 1:8 RN to patient ratio. 1 RN is equal to 7.5 hours of planned work.

The 'Fill Rate' is calculated by dividing the 'Planned Staff Hours' by the 'Actual Worked Staff Hours'. The fill rate will show in excess of 100% where shifts have utilised more staff than planned or where patient acuity was high and necessitated additional staff.

Staffing position from Lead Nurses	Vacant posts		Vacant posts		Starters/Waiting to start WTE		Starters/Waiting to start WTE	
	April 2017		May 2017		April 2017		May 2017	
	RN	HCSW	RN	HCSW	RN	HCSW	RN	HCSW
Community Hospitals	22	8	35	17	8	7	16	6
MHSOP	9.2	2.6	10.2	3	10.2	0	6	0
FYPC	0	5	0	5	4	1	6	0
AMH/LD	42.5	24.6	40.74	14.65	8*	4.8	14.4*	5.8
Trust Total	73.7	40.2	86	39.6	30.2	12.8	42.4	11.8

*include 6 students who will qualify in September

May 2017

				Fill Rate Analysis (National Unify2 Return)				Skill Mix Met	Funded Staffing Levels Met by Shift	% Temporary Workers
				Actual Hours Worked divided by Planned Hours						
				Day (Early & Late Shift)		Night				
Ward Group	Ward name	Average no. of Beds on Ward	Average no. of Occupied Beds	Average % fill rate registered nurses	Average % fill rate care staff	Average % fill rate registered nurses	Average % fill rate care staff	(based on 1:8 plus 60:40 split)	Based on full bed occupancy	
				>= 80%	>= 80%	>= 80%	>= 80%	>= 80%	>= 80%	<20%
AMH Bradgate	Ashby	21	19	91.0%	146.3%	100.0%	200.0%	74.19%	98.9%	38.6%
AMH Bradgate	Aston	18	17	91.4%	146.8%	98.4%	264.5%	76.34%	96.8%	39.2%
AMH Bradgate	Beaumont	20	19	89.8%	178.2%	100.0%	283.9%	75.27%	98.9%	49.3%
AMH Bradgate	Belvoir Unit	10	10	106.6%	242.3%	148.4%	247.6%	95.70%	100.0%	28.9%
AMH Bradgate	Bosworth	13	13	91.4%	138.7%	101.6%	164.5%	77.42%	96.8%	26.5%
AMH Bradgate	Heather	18	17	100.0%	130.1%	103.2%	164.5%	83.87%	98.9%	30.9%
AMH Bradgate	Thornton	24	23	100.5%	133.1%	100.0%	280.6%	92.47%	100.0%	24.6%
AMH Bradgate	Watermead	20	18	107.1%	187.9%	93.5%	322.6%	90.32%	95.7%	41.1%
AMH Other	HP Griffin	-	-	-	-	-	-	-	-	-
AMH Other	HP Phoenix	13	11	110.5%	210.2%	116.1%	169.4%	98.92%	100.0%	31.0%
AMH Other	SH Skye Wing	30	23	133.9%	173.0%	187.1%	140.3%	95.70%	97.8%	32.1%
AMH Other	Willows Unit	38	36	144.4%	235.1%	118.5%	200.0%	98.92%	98.9%	28.0%
AMH Other	Mill Lodge (New Site)	14	12	77.4%	170.2%	51.6%	148.4%	36.56%	37.6%	28.5%
CHS City	BC Kirby	24	21	84.5%	300.0%	96.8%	206.5%	72.04%	97.8%	34.4%
CHS City	BC Welford	23	16	77.9%	183.6%	98.4%	101.6%	68.82%	92.5%	8.3%
CHS City	CB Beechwood	19	18	100.0%	193.9%	93.5%	98.4%	78.49%	84.9%	17.0%
CHS City	CB Clarendon	22	19	107.7%	219.4%	95.2%	119.4%	86.02%	95.7%	25.7%
CHS City	EC Coleman	21	17	129.0%	297.6%	77.4%	271.0%	84.95%	98.9%	31.1%
CHS City	EC Wakerley	16	15	100.0%	281.7%	100.0%	264.5%	95.70%	98.9%	43.5%
CHS East	FP General	10	9	139.3%	76.7%	109.3%	-	66.67%	92.5%	15.1%
CHS East	MM Dagleish	17	15	101.6%	130.6%	95.2%	135.5%	96.77%	96.8%	19.3%
CHS East	Rutland	16	15	94.4%	124.8%	100.0%	119.4%	94.62%	45.2%	18.0%
CHS East	SL Ward 1 Stroke	18	17	85.5%	190.3%	98.4%	100.0%	67.74%	32.3%	20.2%
CHS East	SL Ward 3	14	12	98.4%	101.6%	193.5%	100.0%	96.77%	100.0%	31.3%
CHS West	CV Ellistown 2	24	22	123.4%	153.2%	200.0%	100.0%	100.00%	76.3%	5.6%
CHS West	CV Snibston 1	23	22	98.9%	188.8%	71.0%	141.9%	50.54%	33.3%	8.9%
CHS West	HB East Ward	20	19	76.9%	191.9%	100.0%	104.8%	50.54%	73.1%	18.5%
CHS West	HB North Ward	19	17	97.6%	171.8%	98.4%	100.0%	96.77%	95.7%	17.5%
CHS West	Lough Swithland	24	23	100.0%	203.2%	100.0%	200.0%	100.00%	100.0%	16.0%
FYPC	Langley	15	13	128.6%	188.4%	106.5%	159.7%	94.62%	97.8%	52.9%
FYPC	CV Ward 3 (CAMHS)	11	8	151.2%	329.3%	147.6%	269.0%	96.77%	98.9%	42.7%
LD	3 Rubicon Close	4	3	124.2%	174.2%	61.3%	167.7%	84.95%	98.9%	14.1%
LD	Agnes Unit	12	12	127.4%	460.5%	56.5%	348.4%	70.97%	98.9%	24.2%
LD	The Gillivers	5	3	83.9%	204.8%	32.3%	171.0%	63.44%	82.8%	16.9%
LD	The Grange	5	4	-	185.9%	-	200.0%	98.92%	98.9%	23.5%
Trust Total				105.2%	196.6%	100.5%	179.6%	82.70%	88.6%	27.7%