

TRUST BOARD – 30 March 2017**SAFER STAFFING – FEBRUARY 2017 MONTHLY REVIEW****1. Introduction/ Background**

This report provides a high level summary of Safe Staffing levels on all inpatient wards across the Trust. It provides 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 new 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 February 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 trustwide summary of planned versus actual hours by ward for Registered Nurses (RN) and Healthcare Support Workers (HCSW) in February 2017 is detailed below:

Trust wide average	Occupied beds	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	
ALL		100.3%	198.8%	102.5%	190.5%	32.6%

Temporary staffing usage is above 20% across the majority of areas and the utilisation of HCSW 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	December 2016	January 2017	February 2017
CHS	City Beds – Clarendon Ward	X	X	
	Bennion Centre - Kirby and Welford	X	X	X
	St Luke's Hospital - Ward 1	X		X
	Hinckley & Bosworth East Ward			X
	Coalville- Snibston Ward 1(nights)			X
AMH/L D	Agnes Unit(nights)	X	X	X
	Mill Lodge – New Site		X	X
	Bradgate Unit	X	X	
	Stewart House Skye Wing		X	
	Short Breaks - The Gillivers			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

- Number of Medication errors reported
- Number of avoidable Pressure Ulcers(PU)
- Number of falls* reported
- Number of formal complaints
- Friends & Family Test(FFT) recommendation(% where available)

Detailed scrutiny and qualitative review of the indicators is undertaken at service level as part of staffing reviews and risk escalation and management.

Indicators are presented in this report alongside staffing data to provide some overview at Trust Board of the areas considered locally during staffing reviews.

Each monthly report going forward will identify if there has been an increase or decrease in the indicator position. A detailed review of the indicators is undertaken by Lead Nurses in directorates through their operational management and governance arrangements.

**Please note that 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	9	123.8%	72.3%	101.8%	N/A	12.0%	0	0	2	0	100%
MM Dalglish	15	98.2%	122.1%	100.0%	103.6%	15.9%	2	0	0	0	100%
Rutland	15	96.4%	117.9%	98.2%	100.0%	21.4%	3	0	4	0	n/a
SL Ward 1	17	74.3%	193.8%	98.2%	98.2%	24.8%	0	0	1	0	100%
SL Ward 3	12	98.2%	98.2%	196.4%	100.0%	31.7%	5	0	0	0	100%
CV Ellistown 2	23	125.9%	154.5%	200.0%	112.5%	6.7%	5	0	1	0	96%
CV Snibston 1	22	95.8%	223.2%	65.5%	100.0%	4.2%	3	0	0	0	n/a
HB East Ward	18	78.3%	193.8%	98.2%	98.2%	8.8%	6	0	1	0	95%
HB North Wd	18	99.1%	164.0%	100.0%	103.6%	11.9%	4	0	2	0	100%
LH Swithland	23	100.0%	196.4%	101.8%	196.4%	17.8%	5	0	0	0	n/a
CB Beechwood	20	110.0%	189.7%	98.2%	110.7%	16.3%	6	0	2	1	100%
CB Clarendon	21	109.3%	202.7%	103.6%	164.3%	32.8%	5	0	0	0	100%
TOTALS	213						44	0	13	1	

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

- St Lukes Ward 1 and Hinckley & Bosworth East Ward. These areas have did not achieve the fill rate of 80% for RNs.
- Coalville- Snibston Ward 1 did not achieve the RN Nights fill rate of 80%

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. Recruitment continues to vacant posts.

5.2 Mental Health Services for Older people

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	23	78.4%	241.4%	98.2%	112.5%	34.3%	2	0	2	2	100%
BC Welford	22	77.1%	254.4%	100.0%	135.7%	34.5%	11	0	0	0	n/a
EC Coleman	16	94.6%	371.2%	96.4%	355.4%	50.9%	23	0	0	0	100%
EC Wakerley	12	100.0%	273.2%	100.0%	269.6%	45.5%	8	0	1	0	n/a
TOTALS	73						44	0	3	2	

The hot spot areas for Mental Health Services for Older People (MHSOP) are Bennion Centre - Kirby and Welford wards. These areas did not achieve the fill rate of 80% for RNs. These areas continue to utilise a higher than average percentage of temporary workers to meet patient needs. There is also an increased usage of HCSW's to support increased dependency needs.

Temporary worker utilisation remains above 20% across the MHSOP wards and covers vacancies, sickness and level one observations.

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	20	94.0%	183.9%	101.8%	325.0%	60.5%	0	1	0	100%
Aston	18	92.9%	132.1%	94.6%	250.0%	34.9%	3	2	1	n/a
Beaumont	18	86.3%	174.1%	101.8%	335.7%	45.6%	0	1	0	100%
Belvoir Unit	10	99.1%	261.1%	100.0%	254.4%	34.4%	0	0	0	100%
Bosworth	12	92.9%	151.8%	100.0%	239.3%	33.6%	1	6	1	67%
Heather	13	88.6%	192.9%	107.1%	403.6%	52.5%	1	0	0	n/a
Thornton	21	88.1%	188.4%	101.8%	310.7%	34.4%	0	1	0	n/a
Watermead	19	92.9%	159.8%	100.0%	246.4%	40.7%	1	2	0	100%
TOTALS	131						6	13	2	

The Bradgate Unit achieved the fill rate of 80% during February 2017, to maintain this, there continues to be a high level of bank and agency use which varies from ward to ward. The unit is currently implementing an agreed remodeling of vacant nursing posts into non-nursing roles. This includes the development of Assistant Practitioners and Nursing Associates and secretarial support to matrons and psychology posts. The high rates of HCSW highlight the increased acuity needs of the patients. Temporary worker utilisation remains above 20% across the acute inpatient wards.

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	116.1%	189.3%	64.3%	242.9%	27.7%	1	0	0	n/a
Agnes Unit	10	125.0%	460.7%	67.9%	337.5%	9.9%	0	0	0	n/a
Gillivers	2	67.9%	154.8%	64.3%	139.3%	24.0%	0	0	0	n/a
The Grange	3	n/a	158.1%	n/a	196.4%	27.7%	1	0	0	n/a
TOTALS	16						2	0	0	

Short Break Homes – The Gillivers did not achieve the fill rate of 80% for RNs and short break homes did not achieve the fill rate of 80% for RNs on night duty, however due to the type of care provided, RNs are not a requirement on all night shifts. In the Agnes Unit, the care is consolidated on three pods to allow better distribution of staff. The unit also receives additional HCSW support from the three short break homes to support in patient care.

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	114.3%	226.1%	114.3%	191.1%	40.2%	0	1	0	n/a

Phoenix Ward achieved the thresholds for safer staffing. Temporary workers have been used to cover vacancies, sickness and level one observations.

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	27	114.3%	111.1%	185.7%	94.6%	32.6%	1	1	0	75%
The Willows	36	150.4%	238.8%	123.2%	223.2%	35.2%	3	0	1	n/a
Mill Lodge	13	64.3%	178.6%	66.1%	133.9%	33.3%	13	0	1	n/a
TOTALS	76						17	1	2	

Mill Lodge did not achieve the fill rate of 80% for RNs or HCSW's due to vacancies, sickness and maternity leave. Staff are redeployed across the unit to ensure adequate staffing and there is a recruitment plan in place. 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	12	116.2%	200.0%	132.1%	191.1%	58.9%	1	1	0	89%
Ward 3	9	114.1%	261.6%	117.0%	246.8%	45.5%	0	0	0	100%
TOTALS	21						1	1	0	

There are no currently no 'hot spot' areas for inpatient services within Families, Young People and Children's Services. Ward 3 Both wards utilise an increased number of temporary workers to offset the current vacancy rate and increase in patient acuity.

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 107 RN and 65 HCSW vacancies across the inpatient wards.

Area	Vacant posts		Starters/Pipeline	
	RN	HCSW	RN	HCSW
CHS	55.5	18.1	2	3
FYPC	7	0	3	3
AMH/Bradgate	44.4	46.15	14.9	4
Trust Total	106.9	64.25	17.9	10

Longer term plans to eradicate the risks and address staffing issues include:

- Rolling recruitment including open days and monthly interviews;
- Robust sickness management processes are in place;
- Plans to consider recruitment /retention premium schemes
- Continuous review of workforce including new roles to enhance skill mix and increase patient facing time.(Trainee assistant practitioners, nursing associates, activity coordinators)

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.

Appendix A – Safer Staffing Dashboard for February 2017

Ward Group	Ward name	Average no. of Beds on Ward	Average no. of Occupied Beds	Fill Rate Analysis (National Unify2 Return)				Skill Mix Met	Funded Staffing Levels Met by Shift	% Temporary Workers	Vacancy and Recruitment Taken from recruitment report	
				Actual Hours Worked divided by Planned Hours							Qualified Nurse posts vacancies (wte)	Residual number of vacancies to fill (wte)
				Day (Early & Late Shift)		Night		(based on 1:8 plus 60:40 split)	Based on full bed occupancy			
				Average % fill rate registered nurses	Average % fill rate care staff	Average % fill rate registered nurses	Average % fill rate care staff			>= 80%		
AMH Bradgate	Ashby	21	20	94.0%	183.9%	101.8%	325.0%	85.71%	100.0%	60.5%	24 WTE	19 WTE
AMH Bradgate	Aston	19	18	92.9%	132.1%	94.6%	250.0%	78.57%	96.4%	34.9%		
AMH Bradgate	Beaumont	18	18	86.3%	174.1%	101.8%	335.7%	67.86%	94.0%	45.6%		
AMH Bradgate	Belvoir Unit	10	10	99.1%	261.1%	100.0%	254.4%	94.05%	100.0%	34.4%		
AMH Bradgate	Bosworth	12	12	92.9%	151.8%	100.0%	239.3%	80.95%	100.0%	33.6%		
AMH Bradgate	Heather	14	13	88.6%	192.9%	107.1%	403.6%	75.00%	98.8%	52.5%		
AMH Bradgate	Thornton	21	21	88.1%	188.4%	101.8%	310.7%	78.57%	97.6%	34.4%		
AMH Bradgate	Watermead	20	19	92.9%	159.8%	100.0%	246.4%	84.52%	100.0%	40.7%		
AMH Other	HP Griffin	-	-	-	-	-	-	-	-	-	4 WTE	3 WTE
AMH Other	HP Phoenix	11	11	114.3%	226.1%	114.3%	191.1%	96.43%	100.0%	40.2%		
AMH Other	SH Skye Wing	29	27	114.3%	111.1%	185.7%	94.6%	88.10%	76.2%	32.6%	3.6 WTE	3.6 WTE
AMH Other	Willows Unit	38	36	150.4%	238.8%	123.2%	223.2%	100.00%	100.0%	35.2%	-0.2 WTE	-0.2 WTE
AMH Other	Mill Lodge (New)	14	13	64.3%	178.6%	66.1%	133.9%	28.57%	39.3%	33.3%	9.2 WTE	7.2 WTE
CHS City	BC Kirby	24	23	78.4%	241.4%	98.2%	112.5%	64.29%	97.6%	34.3%	11.07 WTE	11.07 WTE
CHS City	BC Welford	23	22	77.1%	254.4%	100.0%	135.7%	63.10%	98.8%	34.5%		
CHS City	CB Beechwood	22	20	110.0%	189.7%	98.2%	110.7%	89.29%	89.3%	16.3%	4.61 WTE	4.61 WTE
CHS City	CB Clarendon	23	21	109.3%	202.7%	103.6%	164.3%	89.29%	91.7%	32.8%	9.38 WTE	5.38 WTE
CHS City	EC Coleman	18	16	94.6%	371.2%	96.4%	355.4%	89.29%	100.0%	50.9%		
CHS City	EC Wakerley	16	12	100.0%	273.2%	100.0%	269.6%	95.24%	100.0%	45.5%		
CHS East	FP General	9	9	123.8%	72.3%	101.8%	#DIV/0!	61.90%	86.9%	12.0%	14.29 WTE	10.29 WTE
CHS East	MM Dalgleish	16	15	98.2%	122.1%	100.0%	103.6%	98.81%	97.6%	15.9%		
CHS East	Rutland	16	15	96.4%	117.9%	98.2%	100.0%	94.05%	34.5%	21.4%		
CHS East	SL Ward 1 Stroke	18	17	74.3%	193.8%	98.2%	98.2%	53.57%	32.1%	24.8%		
CHS East	SL Ward 3	14	12	98.2%	98.2%	196.4%	100.0%	97.62%	97.6%	31.7%		
CHS West	CV Ellistown 2	24	23	125.9%	154.5%	200.0%	112.5%	98.81%	78.6%	6.7%	3.39 WTE	-0.61 WTE
CHS West	CV Sribston 1	24	22	95.8%	223.2%	65.5%	100.0%	46.43%	4.8%	4.2%		
CHS West	HB East Ward	20	18	78.3%	193.8%	98.2%	98.2%	54.76%	77.4%	8.8%		
CHS West	HB North Ward	18	18	99.1%	164.0%	100.0%	103.6%	98.81%	90.5%	11.9%		
CHS West	Lough Swithland	24	23	100.0%	196.4%	101.8%	196.4%	100.00%	100.0%	17.8%		
FYPC	Langley	14	12	116.2%	200.0%	132.1%	191.1%	86.90%	97.6%	58.9%	3.39 WTE	3.39 WTE
FYPC	CV Ward 3 (CAMHS)	10	9	114.1%	261.6%	117.0%	246.8%	97.62%	100.0%	45.5%	0 WTE	0 WTE
LD	3 Rubicon Close	4	4	116.1%	189.3%	64.3%	242.9%	88.10%	92.9%	15.6%	0.14 WTE	0.14 WTE
LD	Agnes Unit	14	10	125.0%	460.7%	67.9%	337.5%	77.38%	92.9%	27.7%	3 WTE	3 WTE
LD	The Gillivers	4	2	67.9%	154.8%	64.3%	139.3%	64.29%	63.1%	9.9%	3.97 WTE	2.97 WTE
LD	The Grange	5	3	#DIV/0!	158.1%	#DIV/0!	196.4%	95.24%	98.8%	24.0%	0.7 WTE	0.7 WTE

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 for Feb 2017	Vacant posts		Starters/Waiting to start WTE	
	RN	HCSW	RN	HCSW
Community Hospitals	34.5	13.7	0	0
MHSOP	21	4.4	2	3
FYPC	2	0	1	3
AMH/Bradgate	28.5	22.35	11.9	3
AMH/LD	0.8	0.2	0	0
AMH/Secure	8.1	9.4	2	1
AMH/Rehab	7	14.2	1	0
Trust Total	101.9	64.25	17.9	10