

TRUST BOARD – 27 APRIL 2017**SAFER STAFFING – MARCH 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 March 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 March 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	
Feb17	100.3%	198.8%	102.5%	190.5%	32.6%
Mar17	99.7%	199.2%	102.5%	189.0%	34.8%

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	January 2017	February 2017	March 2017
CHS	City Beds – Clarendon Ward	X		
	Bennion Centre - Kirby and Welford	X	X	X Kirby ward
	St Luke's Hospital - Ward 1		X	X
	Hinckley & Bosworth East Ward		X	
	Coalville- Snibston Ward 1(nights)		X	X
AMH/LD	Agnes Unit(nights)	X	X	X
	Mill Lodge – New Site	X	X	X
	Bradgate Unit	X		X Beaumont ward
	Stewart House Skye Wing	X		
	Short Breaks - The Gillivers		X	X
	Short Breaks - The Grange			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	9	140.7%	85.3%	117.3%	0%	16.7%	3↑	0	2	0	n/a
MM Dalgleish	16	99.2%	124.2%	100.0%	100.0%	16.2%	5↑	0	0	1↑	100%
Rutland	14	95.2%	122.6%	105.1%	106.5%	15.1%	3	0	3↓	0	n/a
SL Ward 1	17	77.7%	192.9%	100.0%	96.8%	26.7%	6↑	0	1↑	0	100%
SL Ward 3	13	100.0%	100.0%	200.0%	96.8%	31.8%	5	0	1	0	100%
CV Ellistown 2	23	126.6%	155.6%	196.8%	100.0%	4.2%	3↓	0	1	0	n/a
CV Snibston 1	22	82.4%	202.4%	67.7%	98.4%	4.9%	9↑	0	0	0	n/a
HB East Ward	17	85.3%	193.5%	98.4%	101.6%	15.5%	0	0	1	0	100%↑
HB North Wd	18	100.0%	170.2%	100.0%	100.0%	15.7%	3↓	0	3↑	0	100%
LH Swithland	23	100.0%	198.4%	98.4%	200.0%	15.8%	8↑	0	0	0	n/a
CB Beechwood	18	105.2%	188.0%	96.8%	133.9%	17.7%	3↓	0	3↑	1	100%
CB Clarendon	19	116.1%	196.7%	104.8%	112.9%	28.4%	7↑	0	0	0	100%
TOTALS	213						55↑	0	15↑	2↑	

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

- St Lukes Ward 1 where the fill rate of 80% for RNs was not met due to the number of vacancies and sickness. The use of temporary staff on St Lukes Ward 3 is due to vacancies and sickness absence.
- Coalville- Snibston Ward 1 did not achieve the RN Nights fill rate of 80%; the fill rate is reduced because of the uplift for RNs on night shift. The planned RN night cover increased from two to three RNs and the position reflects the vacant posts thus operationally the ward is classed as a hot spot.

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. Compared to last month the number of falls incidents reported has increased by 11 and the number of medication errors has increased by 2. The increase is not related to safer staffing levels and no specific themes have been identified.

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	19	79.1%	229.2%	98.4%	103.2%	31.6%	4↑	0	1↓	0	67%↓
BC Welford	22	83.9%	221.8%	96.8%	103.2%	33.3%	6↓	0	0	0	90%
EC Coleman	18	99.2%	405.8%	100.0%	393.5%	58.6%	18↓	0	0	0	100%
EC Wakerley	10	96.0%	165.0%	95.2%	177.4%	41.5%	12↑	0	1	0	n/a

TOTALS						40↓	0	2↓	0↓	
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The hot spot area for Mental Health Services for Older People (MHSOP) this month was Bennion Centre - Kirby ward which did not achieve the fill rate of 80% for RNs. MHSOP wards 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 30% across the MHSOP wards and covers vacancies, sickness and level one observations. The above 50% temporary worker utilisation on Coleman ward reflects the fact that on a high number of occasions the ward has had up to eight level one observations during March.

FFT results for Kirby indicated a reduction from last month, however a deep dive into this position has identified that there has been an issue with mis-coding for Kirby ward data, this inaccuracy has been rectified and should be correct from April 2017.

There has been a decrease of in the number of reported falls incidents and medication errors, no formal complaints have received during March 2017.

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	90.9%	171.8%	100.0%	293.5%	55.1%	1↑	6↑	0	100%
Aston	21	89.2%	141.1%	101.6%	261.3%	37.3%	2↓	0	1	n/a
Beaumont	21	77.4%	279.0%	106.5%	522.6%	65.2%	0	4↑	1↑	100%
Belvoir Unit	10	98.4%	319.4%	103.2%	325.8%	48.8%	0	1	0	n/a
Bosworth	16	89.2%	177.4%	101.6%	322.6%	47.0%	1	1	0	100%↑
Heather	16	95.2%	122.6%	100.0%	177.4%	41.5%	3↑	1	0	n/a
Thornton	23	92.5%	151.6%	95.2%	274.2%	31.0%	2↑	0	0	n/a
Watermead	19	97.3%	161.3%	100.0%	271.0%	44.4%	3↑	0	0	n/a
TOTALS							11↑	13↔	2↔	

The Bradgate Unit hot spot this month was Beaumont ward which did not achieve the fill rate of 80% during March 2017; this was due to vacancies, sickness and planned leave therefore to meet the required registered nurse support the ward has above 60% utilisation of temporary staff; including high patient acuity requiring level 1 observation.

Nurse sensitive indicators have highlighted an increase in medication errors and this is being reviewed for relationship to staffing. The unit overall has above 30% utilisation of bank and agency staff which varies from ward to ward and enables safer staffing levels to be maintained. The high rates of HCSW also reflect the increased acuity needs of the patients. 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.

There has been an increase in the number of falls incidents reported, from 6 in February 2017 to 11 in March 2017. The increase is not related to safer staffing levels and no specific themes have been identified.

6.2 Learning Disability Services

Ward	Occupied beds	DAY		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	112.9%	171.0%	87.1%	212.9%	13.8%	0↓	0	0	n/a
Agnes Unit	12	105.5%	408.1%	62.9%	376.6%	32.7%	0	0	0	n/a
Gillivers	3	90.3%	164.6%	61.3%	145.2%	17.2%	0	2↑	0	n/a
The Grange	3	0%	172.3%	0%	193.5%	25.5%	0↓	1↑	0	n/a
TOTALS	16						0↓	3↑	0	

Short Break Homes – The Gillivers did not achieve the fill rate of 80% for RNs and the Grange did not achieve the fill rate of 80% for RNs on night duty.
No patents that require a nurse

Patients at the Grange do not always require RN café and are risk assessed regarding the care they require to meet their needs (RN and/or HCSW). RN bank shifts are only booked if the patients require a RN to be in the building at the same time as the patient. This approach is more effective in that it facilitates shifts to be backfilled by a HCSW because RN support can be sourced from Gillivers (which is located next door). Patients' needs are reviewed across the two bungalows and often RNs will be sourced from either bungalow to cover and meet patient needs instead of booking bank. HCSWs' in short breaks are trained to administer medication and delegated health care tasks.

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		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	12	110.5%	258.1%	100.0%	209.7%	45.8%	0	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.

6.4 Rehabilitation Services

Ward	Occupied beds	DAY		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	116.3%	111.0%	200.0%	101.6%	36.2%	3↑	2↑	0	n/a
The Willows	35	144.5%	249.0%	123.4%	213.7%	33.1%	1↓	0	0	75%
Mill Lodge	12	59.7%	187.9%	50.0%	150.0%	40.8%	7↓	1↑	0	n/a
TOTALS							11↓	3↑	0↓	

Mill Lodge did not achieve the fill rate of 80% for RNs due to vacancies, sickness and maternity leave. Where one of the two registered nurses cannot be sourced for a shift an additional HCSW is provided and registered nurse support is provided by Stewart House staff which is within the same building.

There is currently an increased RN presence at The Willows and Stewart House (Skye Wing) as this 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.

This is reflected in the higher rates for HCSW on day and night shifts. Temporary worker utilisation remains above 30% across the rehabilitation services and the HCSW's cover increased acuity and patient observation needs.

There has been an overall decrease in reported falls and medication errors.

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

Ward	Occupied beds	DAY		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	14	103.8%	229.0%	100.0%	187.1%	62.6%	0↓	0↓	0	88%
Ward 3	8	128.3%	240.4%	139.5%	214.0%	42.7%	0	1↑	0	100%
TOTALS	21						0↓	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. Increased RN rates on Ward 3 reflect a patient requiring additional RN expertise in an acute setting.

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 101.5 RN and 43 HCSW vacancies across the inpatient wards.

Area	Vacant posts		Starters/Pipeline	
	RN	HCSW	RN	HCSW
CHS	54.5	15.3	9.6	1
FYPC	1	5	6	3
AMH/Bradgate	46	22.4	0	0
Trust Total March 2017	101.5	42.7	15.6	4

<i>Trust Total February 2017</i>	<i>106.9</i>	<i>64.25</i>	<i>17.9</i>	<i>10</i>
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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.

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	33.5	12.7	1	1
MHSOP	21	2.6	8.6	0
FYPC	1	5	6	3
AMH/LD	46	22.4	0	0
Trust Total	101.5	42.7	15.6	4

March 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
				Actual Hours Worked divided by Planned Hours						
				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%	>= 80%	>= 80%	>= 80%	>= 80%	<20%	
AMH Bradgate	Ashby	21	20	90.9%	171.8%	100.0%	293.5%	78.49%	98.9%	55.1%
AMH Bradgate	Aston	22	21	89.2%	141.1%	101.6%	261.3%	77.42%	96.8%	37.3%
AMH Bradgate	Beaumont	21	21	77.4%	279.0%	106.5%	522.6%	60.22%	98.9%	65.2%
AMH Bradgate	Belvoir Unit	10	10	98.4%	319.4%	103.2%	325.8%	95.70%	100.0%	48.8%
AMH Bradgate	Bosworth	16	16	89.2%	177.4%	101.6%	322.6%	74.19%	98.9%	47.0%
AMH Bradgate	Heather	16	16	95.2%	122.6%	100.0%	177.4%	79.57%	93.5%	41.5%
AMH Bradgate	Thornton	23	23	92.5%	151.6%	95.2%	274.2%	84.95%	96.8%	31.0%
AMH Bradgate	Watermead	20	19	97.3%	161.3%	100.0%	271.0%	91.40%	97.8%	44.4%
AMH Other	HP Griffin	-	-	-	-	-	-	-	-	-
AMH Other	HP Phoenix	12	12	110.5%	258.1%	100.0%	209.7%	96.77%	100.0%	45.8%
AMH Other	SH Skye Wing	30	27	116.3%	111.0%	200.0%	101.6%	90.32%	79.6%	36.2%
AMH Other	Willows Unit	38	35	144.5%	249.0%	123.4%	213.7%	100.00%	100.0%	33.1%
AMH Other	Mill Lodge (New Site)	14	12	59.7%	187.9%	50.0%	150.0%	12.90%	41.9%	40.8%
CHS City	BC Kirby	24	19	79.1%	229.2%	98.4%	103.2%	66.67%	96.8%	31.6%
CHS City	BC Welford	24	22	83.9%	221.8%	96.8%	103.2%	70.97%	95.7%	33.3%
CHS City	CB Beechwood	21	18	105.2%	188.0%	96.8%	133.9%	84.95%	89.2%	17.7%
CHS City	CB Clarendon	21	19	116.1%	196.7%	104.8%	112.9%	96.77%	94.6%	28.4%
CHS City	EC Coleman	19	18	99.2%	405.8%	100.0%	393.5%	94.62%	100.0%	58.6%
CHS City	EC Wakerley	15	10	96.0%	165.0%	95.2%	177.4%	88.17%	93.5%	41.5%
CHS East	FP General	10	9	140.7%	85.3%	117.3%	0%	70.97%	94.6%	16.7%
CHS East	MM Dalgleish	17	16	99.2%	124.2%	100.0%	100.0%	98.92%	97.8%	16.2%
CHS East	Rutland	16	14	95.2%	122.6%	105.1%	106.5%	96.77%	37.6%	15.1%
CHS East	SL Ward 1 Stroke	18	17	77.7%	192.9%	100.0%	96.8%	59.14%	32.3%	26.7%
CHS East	SL Ward 3	14	13	100.0%	100.0%	200.0%	96.8%	96.77%	97.8%	31.8%
CHS West	CV Ellistown 2	24	23	126.6%	155.6%	196.8%	100.0%	98.92%	77.4%	4.2%
CHS West	CV Snibston 1	24	22	82.4%	202.4%	67.7%	98.4%	30.11%	0.0%	4.9%
CHS West	HB East Ward	18	17	85.3%	193.5%	98.4%	101.6%	66.67%	87.1%	15.5%
CHS West	HB North Ward	19	18	100.0%	170.2%	100.0%	100.0%	100.00%	96.8%	15.7%
CHS West	Lough Swithland	24	23	100.0%	198.4%	98.4%	200.0%	98.92%	100.0%	15.8%
FYPC	Langley	15	14	103.8%	229.0%	100.0%	187.1%	87.10%	97.8%	62.6%
FYPC	CV Ward 3 (CAMHS)	10	8	128.3%	240.4%	139.5%	214.0%	97.85%	92.5%	42.7%
LD	3 Rubicon Close	4	4	112.9%	171.0%	87.1%	212.9%	92.47%	89.2%	13.8%
LD	Agnes Unit	13	12	105.5%	408.1%	62.9%	376.6%	72.04%	98.9%	32.7%
LD	The Gillivers	5	3	90.3%	164.6%	61.3%	145.2%	75.27%	67.7%	17.2%
LD	The Grange	5	3	0%	172.3%	0%	193.5%	97.85%	98.9%	25.5%
	Trust Total	18	16	99.7%	199.2%	102.5%	189.0%	81.88%	86.5%	34.8%