

## Board of Directors

### Monthly Report of Nursing and Midwifery Staffing Levels August 2014

#### 1. Purpose

To provide the board with:

- An overview of nursing and midwifery staffing levels for the preceding month
- An overview of the nursing and midwifery vacancies and recruitment activity
- Key workforce issues

#### 2. Planned versus Actual Staffing

During August we have continued to collect the number of planned hours over the month of registered nurses and midwives and care staff for the day and night shifts versus the number of actual hours filled. This staffing information is populated daily onto an electronic spreadsheet; the Directorate Matrons complete this for each of their Ward areas. This enables us to determine our percentage fill rate.

In addition to the planned and actual hours required data, we are continuing to collect the percentage of bank and agency staff used within these shifts. Every day we review our staffing levels to ensure they are safe. We also display information for patients and visitors in our wards that show the planned and actual staffing levels for each shift. Each Matron provides the risk rating for staffing (red/amber/green) for their Division. A Trust wide risk rating is then determined and this information is provided to the twice daily bed meetings to provide a workforce status for the organisation.

**Table 1** outlines the Trust percentage fill rate for Registered Nurses and care staff across both day and night. It is important to note that some clinical areas have had a lower percentage fill rate for care staff. This is, however offset by a higher percentage usage of registered nurses in some cases.

Clinical areas have delivered safe levels of staffing with minimal shortfalls for August despite this being the most challenging month to date. High peaks of activity over the last two weeks of August has necessitated the opening of contingency ward areas for short periods. Temporary staff have been employed to meet this additional demand in addition to flexing staff across the wards and departments to ensure the safe care of patients was achieved. This has resulted in a higher proportion of agency nurse usage (17.45%) to fill gaps.

The Medical and DME wards have had the highest usage of temporary staffing and with fewer hours than planned on some shifts. This has been in part due to the vacancy factor and the inability to access temporary staffing at short notice.

The Maternity unit has had to respond to changing activity levels and therefore directs the midwifery resources hour by hour according to demand. This is difficult to reflect within the data collection as midwives may move within the department to cover shortfalls for a couple of hours until the peak subsides, for example during the month 53.40 hours of community staff were brought into the Trust to cover shortfalls and a further 50 hours of staff were used to cover gaps in ward 33. On occasions, due to one individual being sick/inability to cover with temporary staff, this will result in a 50% fill rate. There is a robust staffing escalation procedure in place to Head of Midwifery and Manager on call to address staffing shortfalls.

<u>Table 1</u>	Day		Night	
	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
Wards				
HDU	99.5%	91.5%	99.5%	100%
ITU	107%	17.4%	100.5%	100%
Ward 16	94.9%	96.0%	98.9%	94.6%
Ward 18	87.3%	83%	90.3%	94.6%
Ward 17 -	86.9%	78.9%	93.5%	96.9%
Ward 5	96.2%	86.5%	100%	90.3%
Ward 15	96.1%	96.1%	102.2%	90.2%
Ward 14	92.9%	89.5%	95.7%	100.4%
EAU	95.7%	92.5%	88.7%	100%
Ward 3	94%	89.7%	100%	98.4%
Ward 4	94.1%	90%	100%	98.2%
Ward 11	88.1%	83.9%	97.8%	83.3%
Ward 10	97.8%	87%	98.4%	100%
Ward 12	90.9%	83.4%	101.1%	95.3%
CCU	86.3%	98.1%	100%	100%
Paediatric - PAU	97.3%	100%	90.2%	100%
Paediatrics - Ward 24	96.3%	101.0%	90.6%	118.9%
Paediatrics - Ward 25	97.5%	104.3%	97.2%	108.3%
NICU	95.3%	105.2%	97.9%	54.8%
Ward 21	97.5%	97.9%	97%	99.2%
Ward 20	97.3%	100.9%	100%	101.5%
Ward 22	100.1%	81.7%	97%	104.4%
Ward 23	77.6%	168.7%	100.0%	100%
Cobham Clinic	97.0%	100.8%	95.2%	105.0%
Ward 32	96.9%	108.0%	100.0%	100.0%
Ward 33	66.9%	71.4%	103.9%	73.8%
Ward 34	86.1%	52.2%	121.1%	53.1%
Delivery Suite	94.7%	94.6%	100%	100%
<b>Total:</b>	<b>90.9%</b>	<b>86.9%</b>	<b>97.9%</b>	<b>92.9%</b>

### 3. Vacancies and Recruitment Activity

#### 3.1 Recruitment Activity

During August fourteen band 5 Registered Nurses and nine band 2 Health Care Assistants joined the Trust with a further fifteen band 5s and 26 band 2 Health Care Assistants expected to join in September.

Significant effort is being undertaken to launch a number of recruitment campaigns including the development of a robust marketing strategy to focus on the local market, this includes radio and newspaper advertising. There are a number of recruitment opportunities planned for the forthcoming month including a band 5 open day on September 20<sup>th</sup>, participation in recruitment fairs in Scotland and Milton Keynes as well as development of the Trusts website to incorporate recruitment opportunities.

### 3.2 Vacancy levels

Vacancy levels vary across the organisation with Theatres, DME (Department of Medicine for the Elderly) and General Medicine having the highest number of vacant Registered Nursing posts. An additional 29 substantive Registered Nursing posts have also been added to this month's vacancy figures. This has been due to a combination of nurses withdrawing (predominantly overseas nurses from Italy) and some additional posts for the medical wards.

Other initiatives to support recruitment of Registered Nurses include a Return to Nursing programme and Adaptation programme (for nurses who qualified overseas who do not have NMC registration). These processes are being planned by our Nurse Training and Development Department.

Difficult to recruit to areas, due to a national shortage, is an on-going challenge with local open days pertinent to those areas having some limited success. A weekly resource meeting, chaired by the CEO with executive representation from Nursing, HR and finance, continues. The purpose of the group is to review the vacancies, recruitment activity and use of temporary staff to ensure that staffing levels are safe.

Table 2 illustrates that as of 1<sup>st</sup> September. Following the full recruitment process, there are 63.99 nursing/midwifery and care staff vacancies.

**Table 2 - Recruitment activity**

Band	Vacancies as of 1st September	Nos Working Notice	Recruited	Actual Vacancies as of 1st August	Actual Vacancies as of 1st September
Band 7	5.00	0	4	4.25	1.00
Band 6	14.86	1.00	5	12.87	10.86
Band 5	117.99	10.00	76.20	22.97	51.79
Band 4	3.32	0	0.00	1.32	3.32
Band 3	8.14	0	5.00	9.32	3.14
Band 2	58.47	5.61	70.20	-9.29	-6.12
<b>Total</b>	<b>207.78</b>	<b>16.61</b>	<b>164.40</b>	<b>41.26</b>	<b>63.99</b>

#### 4. Summary

- There has been a constant focus on recruitment with more robust local focus on marketing and advertising
- The review of nursing and midwifery staffing on a shift by shift basis has concluded, using escalation as required and flexing of staff
- We are continually seeking innovative ways to recruit nursing and care staff to the Trust
- The Chief Nurse continues to report staffing levels to the board monthly

#### 5. Recommendations

- The Board of Directors is asked to note the information contained in this summary report and the actions we have put in place.

