

## Board of Directors

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

#### 1. Purpose

To provide the board with:

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

#### 2. Planned versus Actual Staffing

During June 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. We have produced an electronic spreadsheet that is populated daily by the matrons for each ward with this staffing information. In addition to the planned and actual hours required data, we are collecting the percentage of bank and agency used within these shifts. This will enable us to determine our percentage fill rate. Every day we review our staffing levels to ensure they are safe. We also display information for patients and visitors in our wards that shows the planned and actual staffing levels for each shift.

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.

All clinical areas have delivered safe levels of staffing for June with minimal shortfalls although there has been a high proportion of agency nurse usage. The Medicine and DME wards have had the highest usage of temporary staffing and with less 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 although the flexing of staff across the wards and departments and the use of temporary staff and specials has ensured that staffing levels have remained safe.

The Maternity unit has been challenging when trying to predict the peaks of activity in the Delivery suite thus resulting in midwives being moved to accommodate surges in activity. For the month of June a total of 162.75 of Registered midwife hours and 26.5 of support staff hours were deployed into delivery suite from the community and the ante/post natal wards

Table 1	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				
Critical Care - HDU	95.0%	100.6%	98.7%	-
Critical Care - ITU	104.4%	43.2%	100.5%	-
DME - Ward 16	106.1%	96.8%	97.8%	98.4%
DME - Ward 18	97.2%	91.9%	102.0%	99.7%
Stroke - Ward 17 -	92.3%	93.9%	106.4%	98.9%
Rehab - Ward 5	102.3%	101.5%	96.5%	109.3%
DME - Ward 15	98.6%	99.3%	105.6%	98.7%
DME - Ward 14	99.4%	100.9%	98.9%	104.9%
Acute Emergency Medicine EAU	96.6%	98.9%	91.7%	98.3%
Acute Emergency Medicine Ward 3	93.3%	102.2%	83.5%	128.3%
Acute Emergency Medicine Ward 4	99.8%	90.4%	109.9%	91.6%
Medicine Ward 11	98.5%	87.7%	102.2%	89.9%
Medicine Ward 10	95.3%	92.6%	98.3%	97.3%
Medicine Ward 12	96.0%	90.1%	95.6%	93.7%
Medicine CCU	96.9%	100.0%	100.0%	96.7%
Paediatric - PAU	90.0%	-	85.9%	-
Paediatrics - Ward 24	96.6%	93.2%	97.7%	92.3%
Paediatrics Wards 25	96.8%	91.5%	100.0%	94.0%
Neonatal Intensive Care Unit - NICU	107.4%	64.0%	104.8%	58.3%
Surgery - Ward 21	97.7%	98.7%	100.0%	102.6%
Surgery - Ward 20	98.1%	99.0%	95.9%	109.0%
Surgery - Ward 22	98.1%	96.2%	100.0%	101.3%
Surgery - Ward 23	97.5%	99.0%	100.0%	99.1%
Surgery - Cobham Clinic	97.9%	99.7%	100.8%	100.0%
418 E32 Ward 32 (Mat 1st Floor)	81.8%	67.4%	101.6%	65.0%
Maternity - Ward 33	81.8%	55.9%	124.9%	61.8%
Gynaecology - Ward 34	99.6%	100.0%	100%	100%
Maternity - Delivery Suite	84.7%	68.1%	94.7%	90.7%
<b>Total:</b>	<b>96.2%</b>	<b>90.1%</b>	<b>99.6%</b>	<b>95.1%</b>

## Staffing Management

There are three operational staffing meetings each day chaired by the operational matron/Chief Nurse or Deputy Chief Nurse. Matrons from each Division discuss the staffing shortfalls and move staff accordingly to meet the peaks of demand and shortfalls. A decision to use agency nursing staff is only made once all options have been explored. Additional shifts required (i.e. specialising) and unfilled shift hours are recorded. 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.

Weekly meetings with the matrons to review the utilisation of staff and expenditure per ward have commenced.

### 3. Vacancies and Recruitment Activity

Vacancy levels vary across the organisation with theatres and DME (Department of Medicine for the Elderly) having the highest number of vacant posts. Theatres held a successful recruitment open day on May 17<sup>th</sup>. Additional educational funding is being used to invest in the training of health care assistants in theatre to undertake their ODP training.

Difficult to recruit to areas due to a national shortage is an ongoing challenge. NICU held a successful recruitment day in June and have recruited some junior nurses. Overseas recruitment for these specialist posts is also currently being explored.

Twelve nurses from Portugal and Spain arrived in June with a further eleven arriving on July 17<sup>th</sup>. Registered nurse recruitment from Italy is planned for early July and a local recruitment day for health care assistants is planned for July 26<sup>th</sup>.

A weekly resource meeting, chaired by the CEO with executive representation from Nursing, HR and finance, has been set up. The purpose of the group is to review the vacancies, recruitment activity and use of temporary staff to ensure that staffing levels are safe.

Plans are to review local recruitment activity with a view to a more robust marketing strategy

Table 2 illustrates that as of June 1<sup>st</sup>, following the full recruitment process, there are 83 nursing/midwifery and care staff vacancies.

**Table 2 - Recruitment activity**

Band	Vacancies as of 1st July	Nos Working Notice	Recruited	Real Vacancies as of 1st of Month Total	Planned Recruit
Band 7	3.47	1.00	1.86	2.61	
Band 6	10.08	2.26	4.00	8.34	
Band 5	100.26	16.81	74.00	<b>43.07</b>	9 <sup>th</sup> July Italy
Band 4	0.32	0.00	1.00	-0.68	
Band 3	4.09	0.00	1.00	3.09	
Band 2	51.92	8.41	33.41	<b>26.92</b>	26 <sup>th</sup> July local
<b>Total</b>	<b>170.14</b>	<b>28.48</b>	<b>115.27</b>	<b>83.35</b>	

#### 4. Summary

- Constant focus on recruitment with more robust local focus on marketing and advertising
- Review of nursing and midwifery staffing on a shift by shift basis, using escalation as required and flexing of staff
- Chief Nurse 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.

**Patricia Reid – Chief Nurse  
June 2014**