

Board of Directors

Monthly Report of Nursing & Midwifery Staffing Levels

October 2014

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
- An update on the monitoring and management of nursing and midwifery staffing
- Key workforce issues

Planned versus Actual Staffing

The Trust is committed to ensuring that levels of nursing and midwifery staff including Care Support Workers (CSW) match the acuity and dependency needs of patients. This includes an appropriate level and skill mix of nursing staff to provide safe and effective care. These staffing levels are viewed along with reported outcome quality measures

There is a requirement for all Trusts to publish their staff fill rates (actual versus planned) in hours for both day and night shifts and Registered and Unregistered staff. This information appears on the NHS Choices website. This information sits alongside a range of our other safety indicators.

- Where the fill rate is above 100% reflects the increase in patient care needs, for example where a patient may need one-one nursing (a patient has become more acutely unwell or where a patient needs constant supervision due to challenging behaviour/confusion). However it is important to note, that in some clinical areas a lower percentage fill rate of care staff has been offset by a higher percentage of registered nurses.
- Where the fill rate is below 100% indicates there has been unfilled hours during the month. This may be due to staff vacancies or unplanned sickness that cannot be covered by existing or temporary staff.
- Some escalation areas were required to be open for periods of time during the month of October (ward 22A, 19A and the Cardiac Catheterisation laboratory out of hours for 'surge capacity'). This additional requirement for bed capacity impacted on the fill rate for some clinical areas as staff had to be moved at short notice to manage these areas.
- Maternity – October was an extremely busy month and midwives were used flexibly depending on the birth rate and pressure in each area at any one time. Staff were moved to ensure 1:1 care of a woman in labour. This did impact on the ward fill rate although staffing remained safe in these areas.

Table 1 Staffing Fill Rate by Ward, Staff Group and by Shift (October 2014)

Table 1	Day		Night	
	Average fill rate-Registered Nurse/Midwives (%)	Average fill rate-Care staff (%)	Average fill rate-registered Nurses/Midwives (%)	Average fill rate-Care staff (%)
High Dependency Unit (HDU)	98.6%	93.5%	98.2%	
Intensive Care Unit (ITU)	102.1%		102.0%	
Ward 14 Elderly Care	94.7%	99.8%	103.3%	92.5%
Ward 15 Elderly Care	89.1%	97.4%	98.9%	85.7%
Ward 16 Elderly Care	91.9%	97.5%	102.2%	95.4%
Ward 17 Stroke	88.8%	92.3%	99.4%	98.9%
Ward 18 Infection	89.5%	96.6%	96.1%	98.0%
Ward 10 Medicine	82.65	72.7%	94.3%	88.1%
Ward 11 Medicine	88.7%	102.25	103.2%	98.4%
Ward 12 Medicine	90.7%	93.2%	100.0%	133.9%
Coronary Care (CCU)	90.7%	112.5%	100.0%	84.3%
Ward 5 Rehabilitation	97.4%	97.1%	100.0%	100.0%
Ward 3 Acute Emergency Medicine	93.2%	107.5%	100.0%	98.4%
Emergency Admission Unit (EAU)	97.8%	92.6%	95.65	101.6%
Ward 4 Acute Emergency Medicine	94.5%	91.2%	104.0%	96.8%
Paediatric Assessment Unit (PAU)	98.0%	112.2%	97.8%	100.0%
Ward 24 Paediatrics	100.0%	97.6%	97.2%	100.0%
Ward 25 Paediatrics	100.0%	100.0%	100.0%	95.6%
Neonatal Intensive Care Unit (NICCU)	102.1%	97.1%	101.8%	67.7%
Ward 20 Surgery	101.2%	98.7%	101.1%	100.0%
Ward 21 Surgery	101.2%	98.7%	101.1%	100.0%
Ward 22 Surgery	100.6%	98.4%	100.0%	100.0%
Ward 23 Surgery	100.0%	100.0%	100.0%	100.0%
Cobham Clinic (Private)	99.0%	101.9%	100.0%	103.2%
Ward 32 Maternity	76.15	60.3%	101.6%	59.1%
Ward 33 Maternity	74.6%	54.4%	128.3%	70.7%
Delivery Suite Maternity	82.6%	65.8%	96.5%	86.1%
Ward 34 Gynaecology	99.6%	92.5%	100.0%	100.0%
Total	93.67%	90.15%	100.7%	87.72%

Luton and Dunstable University Hospital has an overall fill rate of 93

'Real Time' Staffing Management

There are three operational staffing meetings held daily, chaired by the Chief Nurse or Deputy Chief Nurse. Matrons from each of the Divisions attend this meeting to discuss the staffing shortfalls and move the staff accordingly to meet the peaks of demand and need. Once all options have been explored a decision will then be made to use agency.

- Each Matron provides the risk rating for staffing (red/amber/green) for their division. Green shifts are determined to be safe levels and would not require escalation as these constitute the levels expected through the agreed ward establishment. Amber shifts are determined to be at a minimum safe level. Red shifts are deemed to be at an unsafe level and action is taken to mitigate the risk through movement of staff from other wards or utilising any supernumerary staff in the numbers.
- 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 are held with the Matrons to review the utilisation of staff and expenditure per ward.
- All ward areas are required to display their staffing numbers daily within their clinical areas.

Staffing Standards

In order to provide more detailed information regarding staffing that will enable the prioritisation of staff allocation, additional standards regarding safe nurse staffing have been agreed. If these standards are not met, this will become a 'red flag' event. 'Red flag' events include such standards as patients not being provided with timely pain relief or help to visit the bathroom. An appropriate response could be to provide more skilled nurses or increase the numbers of staff.

We have agreed to monitor the following standards

- 1 RN to 8 patients
- 3 RNs allocated to night duty

These will be piloted in November and reported in the November workforce report

Vacancies and Recruitment Activity

Summary				
Band	Vacancies as of 1 st November	No's Working Notice	Recruitment	Real Vacancies as of 1 st Month Total
Band 7	6.20	1.50	2.26	5.44
Band 6	13.03	1.50	3.76	10.77
Band 5	98.21	18.00	66.20	50.01
Band 4	1.32	0.00	0.00	1.32
Band 3	11.00	6.00	6.00	5.00
Band 2	48.73	46.00	46.00	6.25
Total	178.49	24.52	124.22	78.79

Summary

Staffing has been challenging throughout October and can be attributed to the following:

- Additional capacity (escalation areas) warranting additional staff
- High nurse vacancies
- High patient acuity
- High peaks of activity in maternity

The following outlines the on-going actions

- To ensure timely and efficient recruitment into Trust vacancies the timeline to recruit staff into post has been agreed to be reduced from 12 down to 10 weeks.
- The Trust has commenced Bi-monthly recruitment events for both substantive and bank Registered and Care staff.
- To continue focusing on recruitment with robust marketing and advertising locally and wider afield.
- Chief Nurse to continue to report staffing levels to the board monthly.

Pat Reid - Chief Nurse
October 2014