

Monthly Report of Nursing & Midwifery Staffing Levels

April 2015

Purpose

This monthly report aims to provide the committee 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

'Real Time' Staffing Management

Nurse staffing meetings continue up to four times a day led by the Chief Nurse or Deputy Chief Nurse along with Matrons from each of the Divisions. Nurse staffing levels are discussed including immediate shortfalls and staff are moved to cover any gaps in nurse numbers or peaks in activity. Staffing standards such as nurse to patient ratio also inform this decision making and are measured daily through the collection of red flags; when these standards are not achieved a 'red flag' is triggered. These help inform a risk rating for the Division and the Trust. The nursing and midwifery risk rating is reported at the twice daily bed meetings to provide a workforce status for the organisation.

As part of the daily risk assessment process, non – ward based nurses are also redeployed to support clinical areas that fall below agreed staffing levels All ward areas display their planned and actual staffing numbers daily within their clinical areas

Planned versus Actual Staffing

April experienced an increase in the fill rate compared to March by 2.2 %, although the Trust continued to experience high levels of patient activity, which at times required up to 46 additional escalation beds across five designated areas. The opening of escalation beds required additional staffing which impacted on the overall fill rate in some clinical areas as staff had to be moved at short notice to manage these areas. The increased use of agency nurses for escalation areas impacted on availability of nursing staff for some of the medical and older peoples' wards; risk assessments regarding nurse staffing continued to be undertaken four times a day.

In April, maternity fill rates fluctuated to meet activity levels. Midwives were moved to delivery suite to ensure 1:1 care of a woman in labour. This was when bed occupancy fell below 100% on the other maternity wards and midwives could be released.

Where the fill rate was above 100% reflected the increase in patient care needs, for example where a patient needed 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.

There was a reduction in the number of 'red flags' for April. Agency use remains high but the booking of regular agency nurses trained in ward ware (electronic observations) and e

prescribing improves the quality of skills available on shift. Trust staff are always redeployed to escalation areas as they are familiar with all Trust processes.

Overall the Trust delivered a 96.6% fill rate for April (see Appendix 2a for the monthly fill rate)

Standard	Flag occurrences
No shifts where more than 50% of RN on duty are agency (nights)	0% (n=0)
No day shifts when RN to patient ratio is equal to or greater than 50%	4% (n=62)

Vacancies and Recruitment Activity

Band	Vacancies as of 1st April	Numbers Working Notice	Numbers Going through Recruit	Real Vacancies as of 1st April
Band 7	5.38	1.00	0.00	6.38
Band 6	18.50	3.00	2.00	19.50
Band 5	93.39	26.61	46.00	74.00
Band 4	1.00	0.00	0.00	1.00
Band 3	0.62	1.00	1.00	0.62
Band 2	16.41	4.00	17.00	3.41
Total	118.89	31.61	49.00	101.50

*Some areas have over recruited staff, which affects the number of real vacancies shown. High vacancy levels are held in Theatres, Critical Care, A&E, Medicine and Cardiac Centre.

There has been an increase in band 5 vacancies since the previous report. Proactive bi-monthly recruitment campaigns continue, alternating between trained and untrained posts. Innovative advertising approaches have been implemented including radio and bus and website advertising. This local recruitment event held on the 25th April was moderately well attended.

A successful recruitment day was held for Irish nurses due to qualify in October 2015; following on from this success we have returned to Ireland and have planned two further recruitment events for May the 26th and June the 22nd.

Summary

The significant staffing challenges have continued during the month with actions being taken to ensure that our clinical areas have remained safe

Patricia Reid - Chief Nurse
May 2015

Appendix 2a: Staffing Fill Rate by Ward, Staff Group and by Shift (April 2015)

Table 1	Day		Night	
WARDS	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)	96.7%	110.0%	97.6%	
Intensive Care Unit (ITU)	108.6%	100.0%	113.0%	
Ward 14 Elderly Care	86.0%	96.8%	98.4%	96.0%
Ward 15 Elderly Care	88.8%	102.8%	100.0%	95.9%
Ward 16 Elderly Care	88.7%	98.0%	98.9%	94.4%
Ward 17 Stroke	85.6%	107.1%	95.3%	107.8%
Ward 18 Infection	87.3%	96.8%	97.1%	102.8%
Ward 10 Medicine	93.8%	93.9%	100.0%	100.0%
Ward 11 Medicine	93.1%	89.3%	96.7%	92.2%
Ward 12 Medicine	92.0%	89.6%	100.0%	87.5%
Coronary Care (CCU)	94.7%	90.2%	100.0%	98.2%
Ward 5 Rehabilitation	100.1%	95.0%	100.0%	100.0%
Ward 3 Acute Emergency Medicine	98.0%	92.2%	100.0%	100.0%
Emergency Admission Unit (EAU)	96.8%	95.6%	95.6%	98.4%
Ward 4 Acute Emergency Medicine	97.6%	96.6%	100.0%	100.0%
Paediatric Assessment Unit (PAU)	100.0%	100.0%	97.9%	105.9%
Ward 24 Paediatrics	100.0%	100.0%	100.0%	100.0%
Ward 25 Paediatrics	100.0%	100.0%	101.2%	100.0%
Neonatal Intensive Care Unit (NICU)	101.1%	82.5%	99.0%	85.0%
Ward 20 Surgery	97.9%	93.7%	102.2%	101.2%
Ward 21 Surgery	97.5%	107.1%	100.0%	100.0%
Ward 22 Surgery	100.5%	96.2%	100.0%	97.8%
Ward 22a (Escalation)	94.3%	122.0%	101.7%	115.2%
Ward 23 Surgery	96.9%	103.7%	98.9%	101.1%
Cobham Clinic (Private)	100.5%	95.5%	100.0%	100.0%
Ward 32 Maternity	93.13%	72.31%	101.37%	83.0%
Ward 33 Maternity	90.7%	73.00%	104.9%	81.8%
Delivery Suite Maternity	87.80%	65.33%	96.15%	83.40%
Ward 34 Gynaecology	98.2%	96.9%	100.0%	100.0%
Ward 19a (Escalation)	87.1%	84.21%	84.21%	
Ward 19b (Escalation)	100.0%	100%	100.0%	96.7%
Total	95.3%	95.0%	99.0%	97.3%

**In April Luton and Dunstable University Hospital
has an overall fill rate of 96.6%**