

<b>Report to:</b>	Board of Directors	<b>Date:</b>	18 <sup>th</sup> January 2018
<b>Subject:</b>	Safe Staffing report		
<b>Report of:</b>	Director of Nursing and Quality	<b>Prepared by:</b>	Corporate Lead Nurse Workforce

### REPORT FOR INFORMATION

<b>Corporate objective ref:</b> -----	<p><b>Summary of Report</b></p> <p>This report provides an overview of Registered Nurse (RN) Registered Midwife (RM) and staffing levels for the month of December 2017.</p> <p>Key points of note are as follows;          RN and RM staffing vacancies across the Trust equates to 187.6 whole time equivalents.          Average fill rates for Registered staff ,including Registered Nurse ( RN) and Registered Midwives (RM ) and non-registered care staff remains above 90% for both day and night duty          5 medical wards, 1 surgical ward, 1 area in child and family (neonates) report below 90% registered staff in the month.</p> <p>Temporary staff, both agency and NHS professionals, have been utilised in the clinical areas to support safe staffing levels.</p> <p>The levels recruited are supporting the monthly turnover only and not addressing the underlying vacancy factor.</p> <p>The Board of Directors is asked to note the contents of this report.</p>
<b>Board Assurance Framework ref:</b> -----	
<b>CQC Registration Standards ref:</b> Safe staffing	
<b>Equality Impact Assessment:</b> <div style="display: flex; align-items: flex-start;"> <input type="checkbox"/> Completed         <div style="margin-left: 20px;"><input type="checkbox"/> Not required</div> </div>	

<b>This subject has previously been reported to:</b>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> Board of Directors  <input type="checkbox"/> Council of Governors  <input type="checkbox"/> Audit Committee  <input type="checkbox"/> Executive Team  <input type="checkbox"/> Quality Assurance Committee  <input type="checkbox"/> FSI Committee         </div> <div style="width: 50%;"> <input type="checkbox"/> Workforce &amp; OD Committee  <input type="checkbox"/> BaSF Committee  <input type="checkbox"/> Charitable Funds Committee  <input type="checkbox"/> Nominations Committee  <input type="checkbox"/> Remuneration Committee  <input type="checkbox"/> Joint Negotiating Council  <input checked="" type="checkbox"/> Other         </div> </div>
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## 1.0 INTRODUCTION

- 1.1 As part of the ongoing monitoring of staffing levels, this paper presents to the Board of Directors a staffing report of actual staff in place compared to staffing that was planned, for the month of December 2017.

The Board of Directors is asked to note the contents of this report.

## 2.0 BACKGROUND

- 2.1 NHS England is not currently RAG (Red, Amber and Green) rating fill rates. A review of local organisations shows that fill rates of 90% and over are adopted with exception reports provided for those areas falling under this level.

December 2017	DAY	NIGHT
RN/RM Average Fill Rate	93.5%	95.0
Care Staff Average Fill Rate	100.8%	109.0%

## 3.0 CURRENT SITUATION

- 3.1 **RN/ RM vacancies.( This includes all Registered RN RM staff band 5 upwards )**

Medicine and clinical support reports 68.59 WTE RN vacancies  
Integrated Care reports 59.49 WTE RN vacancies  
Surgery, Gastro,Critical care reports 34.96 WTE RN vacancies  
Women children and Diagnostics reports 11.75 WTE RN/RM vacancies  
Corporate services reports 12.87 WTE RN vacancies

### **Temporary Staffing December 2017**

- 3.2 Temporary staffing has been broken down into business groups to enable the board to have clarity as regards percentages utilized. In previous months there has been a focus on the Emergency Department temporary staffing. In month they report 17% at RN grade and 15% non-registered care staff .

Business Group	RN	CARE STAFF
Medicine and Clinical support	16%	18%
Women Children and Diagnostics	2%	3%
Surgical & Critical Care and Gastro	7%	13%
Integrated Care	11%	16%

### **Recruitment**

- 3.3 Local recruitment campaigns continue with monthly weekend recruitment open days for theatre practitioners and RNs. Event bright, Facebook, Instagram and twitter campaigns are also ongoing. NHS jobs adverts are placed continuously on a rolling basis. The central recruitment open day in December was, as anticipated, not as busy as usual with 3 RN and 3 students offered. A comprehensive plan has been submitted to the senior management group with a focus on a refreshed UK recruitment campaign for 2018. This will involve attendance at 9 student nurse job fairs and 6 general job fairs throughout not only the North West but through the UK, including London, Dublin and Wales or Cumbria where other local Trusts report good numbers recruited. The refreshed 2018 'in search of' campaign will incorporate community and children's services to ensure a trust wide recruitment approach.

### 3.4 Retention

The Trust has joined cohort 2 of the NHSi (NHS Improvement) retention support program. A 90 day plan has been developed which is being submitted to NHSi prior to the site visit 22 January 2018 by NHSi to support and guide the Trust implement our retention recovery plan. The four initial workstreams proposed will include the graduate nurse / student nurse programme , review of over 50's opportunities , career crossroads plan ( known as itchy feet campaign ) and a deep dive into the top 10 highest turnover areas.

The focus on retention of future newly qualified nurses that have received a job offer has been launched , with the Director of Nursing and Quality facilitating a student nurse event December 2017 which was well attended with 30 students . A monthly keeping in touch programme has now been developed for 2018 to support newly qualified nurses.

Work has commenced planning a new Graduate nurse program to support newly qualified staff that have already joined the Trust through their transition to practice. The first engagement event has taken place with very positive feedback.

A plan to fund 20 band 5 staff nurses to band 6 to improve retention was approved with interviews planned for the 10<sup>th</sup> February 2018 .(This opportunity will be open to external applicants too where the ward has band 5 vacancies )

### 4.0 Care hours per patient day (CHPPD)

December 2017 report also includes information relating to care hours per patient day (CHPPD). This is the staffing metric advised by the Carter review which aims to allow comparison between organisations to a greater extent than previously, whilst noting that location specific services (specialty centres for example) will influence the final measure.

The CHPPD calculates the total amount of Nursing (RN and Care staff) available during a month, and divides this by the number of patients present on the in-patient areas at midnight. This gives an overall average for the daily care hours available per patient (all nursing and midwifery staff). During the Carter pilot stages, 25 trusts were included and their results showed CHPPD range from 6.3 to 15.48 CHPPD and a median of 9.13. For December 2017 our report shows an average CHPPD of 7.8

### 5.0 RISK & ASSURANCE

5.1 Safe staffing levels have been challenged by the levels of RN and RM vacancies at band 5. A reliance on temporary staffing has been required to support wards and departments safe staffing.

5.2 The acuity audit has been completed and figures are being validated. The results will be available for the January 18 board report.

5.3 The Director of Nursing and Quality and Associate Nurse Directors have implemented ward staffing guidelines along with an escalation in extremis policy with clear guidance as regards safe staffing levels.

5.4 Daily safety huddles (Monday – Friday) are robustly attended chaired by the Director of Nursing and Quality or an Associate Nurse Director ,to provide assurance as regards staffing levels.

### 6.0 CONCLUSION

6.1 Staffing levels have been maintained above an overall average of 90% with a number of areas reporting less than 90% staffing levels at RN/ RM , supported by temporary workers and non-registered care staff .

### 7.0 RECOMMENDATIONS

7.1 The Executive Team are asked to note the contents of this report

# Appendix A– Unify entry

## Fill rate indicator return Staffing: Nursing, midwifery and care staff

Org: RWJ - Stockport NHS Foundation Trust  
Period: December\_2017-18

Please provide the URL to the page on your trust website where your staffing information is available

www.stockport.nhs.uk/112/safe-staffing

Hospital Site Details		Ward name	Main 2 Specialties on each ward		Day				Night				Day		Night		Care Hours Per Patient Per Day (CHPPD)				Head of Nursing Comment
					Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurse/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurse/midwives (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23:59 each day	Registered midwives/nurses	Care Staff	Overall	
Site code	Hospital Site name		Specialty 1	Specialty 2	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours									
RWJ09	STEPPING HILL HOSPITAL - RWJ09	AMU	300 - GENERAL MEDICINE		4092	3816	3348	3288	3720	3269	3069	3245	88.0%	103.9%	87.1%	112.6%	1603	4.8	4.8	9.6	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Clinical Decisions Unit	160 - ACCIDENT & EMERGENCY	300 - GENERAL MEDICINE	372	372	372	372	341	341	341	341	100.0%	100.0%	100.0%	100.0%	166	5.2	5.2	10.5	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Short Stay Older People's Unit	430 - GERIATRIC MEDICINE		1162.5	1095	790.5	738	660	649	682	660	95.3%	96.1%	98.3%	100.0%	491	2.8	2.3	5.1	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A3	320 - CARDIOLOGY		1423	1312	976.5	931.5	1023	825	682	682	97.8%	92.9%	92.2%	96.7%	733	3.2	2.2	5.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A10	430 - GERIATRIC MEDICINE		2790	2497.5	2046	1963.5	2046	2046	1364	1364	93.6%	112.7%	100.0%	125.0%	778	6.1	5.3	11.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A11	430 - GERIATRIC MEDICINE		1581	1173	1627.5	1885.5	682	466	682	754	74.1%	123.7%	45.5%	154.5%	820	1.6	3.3	4.9	Rehabilitation ward. Suboptimal day and night Registered Nurse staffing due to vacancies, additional care support workers to support patient care. Ward is monitored by Matron for safety. Never less than 2 Registered Nurses on duty.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A12	300 - GENERAL MEDICINE		1906.5	1854	1441.5	1449	682	682	682	814	98.6%	100.0%	100.0%	110.9%	790	3.4	3.0	6.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B4	300 - GENERAL MEDICINE		1209	826.5	604.5	862.5	682	682	682	693	67.9%	149.2%	100.0%	100.0%	479	3.3	3.4	6.7	Suboptimal Registered Nurse on day shifts, additional care support workers to support patient care, ward is never less than 2 Registered Nurse and patient safety is maintained.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B5	300 - GENERAL MEDICINE		837	824	837	843.5	682	660	682	715	98.3%	104.0%	100.0%	105.0%	414	3.5	3.7	7.2	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B6	300 - GENERAL MEDICINE		1209	1209	1069.5	1069.5	682	682	682	693	100.0%	100.0%	100.0%	100.0%	678	3.0	2.8	5.8	
RWJ09	THE MEADOWS - RWJ08	Bluebell Ward	315 - INTERMEDIATE CARE		1209	1209	2077	1592.5	682	682	682	605	100.0%	81.7%	100.0%	100.0%	731	2.6	3.3	5.9	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	C4	300 - GENERAL MEDICINE		1209	993	604.5	892.5	682	682	682	682	84.6%	148.2%	100.0%	98.5%	455	3.7	3.4	7.1	Suboptimal Registered Nurse on day shifts, additional care support workers to support patient care, ward is never less than 2 Registered Nurse and patient safety is maintained.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Coronary Care Unit	320 - CARDIOLOGY		837	844.5	465	456.5	682	701	341	341	117.9%	96.0%	135.0%	110.0%	166	11.3	4.6	15.8	
RWJ09	CHERRY TREE HOSPITAL - RWJ03	Devonshire Centre for Neuro-Rehabilitation	314 - REHABILITATION		1069.5	1063.5	1999.5	1915.5	682	682	682	891	98.1%	95.3%	100.0%	150.0%	409	3.2	5.4	8.6	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	E1	430 - GERIATRIC MEDICINE		1939.5	1714.5	2309.5	2204.5	1023	880	1023	1023	90.1%	97.7%	90.0%	100.0%	960	2.8	3.4	6.2	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	E2	430 - GERIATRIC MEDICINE		2278.5	2215	1581	1923	1023	976	1023	1331	100.0%	124.1%	97.8%	133.3%	1007	3.2	3.3	6.5	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	E3	430 - GERIATRIC MEDICINE		2278.5	2271	1581	1893	1023	1012	1023	1540	98.9%	127.8%	98.9%	168.9%	1060	3.1	3.5	6.6	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	ICU & HDU	192 - CRITICAL CARE MEDICINE		4464	4464	775	775	4123	4123	0	0	99.4%	95.2%	99.1%	na	350	26.0	2.3	28.3	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Short Stay Surgical Unit	100 - GENERAL SURGERY	101 - UROLOGY	1825.5	1664.5	754.5	702.5	858	814	572	594	91.2%	93.1%	98.7%	98.1%	558	4.1	2.1	6.2	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A1	300 - GENERAL MEDICINE		1441.5	1426.5	1209	1246.5	1023	1056	1023	1155	94.6%	96.2%	96.7%	100.0%	897	2.9	2.7	5.7	Additional capacity opened and staffed appropriately therefore this is why it is over 100%
RWJ09	STEPPING HILL HOSPITAL - RWJ09	C6	101 - UROLOGY	100 - GENERAL SURGERY	837	873	976.5	948.5	682	670	682	682	100.0%	97.5%	100.0%	100.0%	494	3.2	3.4	6.6	Additional capacity opened and staffed appropriately therefore this is why it is over 100%
RWJ09	STEPPING HILL HOSPITAL - RWJ09	D1	110 - TRAUMA & ORTHOPAEDICS		1581	1326	1348.5	1328.5	682	682	1023	1045	88.2%	100.8%	100.0%	100.0%	666	3.2	3.6	6.8	Sub-optimal levels on some shifts due to short term sickness. Safety has been maintained, with overview from Matron team
RWJ09	STEPPING HILL HOSPITAL - RWJ09	D2	110 - TRAUMA & ORTHOPAEDICS		1126.5	1042.5	976.5	925	682	682	572	572	91.0%	99.6%	100.0%	100.0%	316	3.3	3.0	6.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B3	110 - TRAUMA & ORTHOPAEDICS		837	889.5	976.5	1017	682	682	473	517	97.8%	103.8%	100.0%	111.6%	433	3.5	3.6	7.1	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	D6	100 - GENERAL SURGERY		1209	1197	1209	1179	682	847	682	990	100.5%	108.2%	103.3%	138.3%	751	2.8	3.2	6.0	Additional capacity opened and staffed appropriately therefore this is why it is over 100%
RWJ09	STEPPING HILL HOSPITAL - RWJ09	M4	110 - TRAUMA & ORTHOPAEDICS		1552.5	1536	1674	1599	682	616	1023	1276	83.0%	125.4%	93.3%	148.9%	772	2.7	5.1	7.8	Additional Care staff on night to support acuity and dependency of patients requiring 1:1 care
RWJ09	STEPPING HILL HOSPITAL - RWJ09	SAU	100 - GENERAL SURGERY	101 - UROLOGY	1813.5	1747.5	976.5	968.5	1023	990	682	680	97.9%	100.0%	98.9%	100.0%	438	6.9	4.1	11.0	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Neonatal Unit	420 - PAEDIATRICS		2325	1875	0	0	1627.5	1281	0	0	79.3%	na	79.3%	na	353	8.5	0.0	8.5	Staffing deficit due to long term sickness and 1.92 whole time equivalent clinical vacancies. Staffing is reviewed daily by the Clinical Manager in order to maintain safety.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Tree House	420 - PAEDIATRICS		3255	2965	465	465	2170	1961	0	0	92.4%	100.0%	91.1%	na	642	6.0	0.6	6.6	
RWJ03	STEPPING HILL HOSPITAL - RWJ09	Jaime Ward	502 - Gynaecology		930	930	465	457.5	620	620	0	0	100.0%	100.0%	100.0%	na	235	7.7	2.3	9.9	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Birth Centre	560 - MIDWIFE LED CARE	501 - OBSTETRICS	1960	1680	465	465	1240	1160	310	310	91.3%	100.0%	87.5%	96.7%	44	54.9	15.1	70.1	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Delivery Suite	501 - OBSTETRICS		2790	2655	465	427.5	1860	1710	310	220	98.1%	91.7%	95.6%	70.0%	197	23.0	3.3	26.3	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Maternity 2	501 - OBSTETRICS	560 - MIDWIFE LED CARE	1627.5	1612.5	930	930	620	620	310	310	98.6%	100.0%	100.0%	100.0%	460	4.4	2.4	6.8	
Total					56878	53193.5	37396.5	37705	36253.5	34431	22666	24705	93.5%	100.8%	95.0%	109.0%	19346	4.5	3.2	7.8	