

<b>Report to:</b>	Board of Directors	<b>Date:</b>	28 February 2018
<b>Subject:</b>	Safe Staffing Report		
<b>Report of:</b>	Chief Nurse	<b>Prepared by:</b>	Corporate Lead Nurse Workforce

### REPORT FOR INFORMATION

<b>Corporate objective ref:</b>	-----	<p>Summary of Report</p> <p>This report provides an overview of Registered Nurse (RN) and Registered Midwife (RM) staffing levels for the month of January 2018.</p> <p>Key points of note are as follows :</p> <p>RN and RM staffing vacancies across the Trust equates to 167 whole time equivalents.</p> <p>Average fill rates for Registered staff, including RN and RM and non-registered care staff remains above 90% for both day and night duty</p> <p>5 medical wards (A11, B4, A15, C4, E1), 3 surgical / gastroenterology wards (A1, D2, D1), 2 areas in child and family (neo-nates and the Birth Centre) 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 Board of Directors are 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>	<input type="checkbox"/> Completed <input type="checkbox"/> Not required	

<b>This subject has previously been reported to:</b>	<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"/> F&P Committee	<input type="checkbox"/> PP Committee <input type="checkbox"/> SD 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
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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 January 2018

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.

January 2018	DAY	NIGHT
RN/RM Average Fill Rate	91.20%	94.20%
Care Staff Average Fill Rate	99.30%	109.3%

## 3.0 CURRENT SITUATION

### 3.1 RN/ RM vacancies (this includes all Registered RN RM staff band 5 upwards )

Medicine and clinical support reports	73.39	WTE RN vacancies
Integrated Care reports	63.33	WTE RN vacancies
Surgery, Gastro, Critical care reports	07.90	WTE RN vacancies
Women, Children and Diagnostics reports	10.67	WTE RN/RM vacancies
Corporate Services reports	11.61	WTE RN vacancies

### 3.2 Temporary Staffing January 2018

Temporary staffing has been broken down into business groups to enable the board to have clarity as regards percentages utilised. In previous months there has been a focus on the Emergency Department temporary staffing. This month they reported 17% at RN grade and 13% non-registered care staff.

Business Group	RN	CARE STAFF
Medicine and Clinical support	18%	20%
Women Children and Diagnostics	2%	4%
Surgical & Critical Care and Gastro	8%	15%
Integrated Care	16%	15%

### 3.3 Recruitment

Local recruitment campaigns continue with monthly weekend recruitment open days for RNs. Event bright, Facebook, Instagram and twitter campaigns are also ongoing. NHS Jobs open day adverts are placed continuously on a rolling basis. The central recruitment open day in January generated 22 offers which was above average. The Trust attended its first student open day at Keele University which generated significant interest and subsequent attendance from prospective candidates at our open morning event the following week, confirming the strategy to recruit further afield is robust.

### 3.4 Retention

The Trust has joined Cohort 2 of the NHSi (NHS Improvement) retention support program.

The NHSi team visited in January and our formal plan has now been submitted. The four workstreams proposed have been launched. These are 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 launched in December 2017 continues to be well supported with 25 students attending our January 18 keeping in touch event.

Work has commenced planning a new Graduate Nurse programme to support newly qualified staff that has already joined the Trust through their transition to practice. The first engagement event has taken place with very positive feedback and the first workstream meeting held.

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. All but 2 wards were recruited to at an extremely successful event.

Funding has been secured to recruit a full time E Roster clinical support lead ( band 6 ) to assist with the roll out of safe care and to support ward managers with effective rostering, all with the aim to continue to support the wards to safe staff . The advert will go out in February 18.

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

4:1

January 2018 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 7.2

#### **5.0 RISK & ASSURANCE**

5.1

Safe staffing levels have been challenged by the levels of RN and RM vacancies at band 5, however it is noted that overall figures have reduced, and the numbers of vacant band 5 to 167 WTE this month from 187 WTE last month. A reliance on temporary staffing has been required to support wards and departments safe staffing.

5.2

The acuity audit has been completed. 8 areas( A1, D6, Bluebell, E2, E3, A12, B6, A10), report 'red' scores which equates to an overall acuity rating indicating established staffing numbers need to be reviewed. The Chief Nurse and departmental Associate Nurse Directors are reviewing the information in their February staffing one to one meetings with ward managers. Two wards (B4 and C4) are being redone to check the accuracy in relation to level 2 patients. A11 was not undertaken in December and is being redone in February.

5.3

The Chief Nurse and Associate Nurse Directors have implemented ward staffing guidelines along with an escalation in extremis policy with clear guidance as regards safe staffing levels. This will be presented to the People and Performance Committee in February 2018. Daily safety huddles (Monday – Friday) are robustly attended chaired by the Chief Nurse, 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 Board of Directors is 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:		January_2017-18																			
Please provide the URL to the page on your trust website where your staffing information is available																					
w w .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 nurses/mi dwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/mi dwives (%)	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	3775	3348	3281	3720	3316	3069	3399	88.0%	103.9%	87.1%	112.6%	1680	4.8	4.8	9.6	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Clinical Decisions Unit	300 - GENERAL MEDICINE	180 - ACCIDENT & EMERGENCY	372	372	372	372	341	341	341	341	100.0%	100.0%	100.0%	100.0%	177	5.2	5.2	10.5	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Short Stay Olders People's Unit	430 - GERIATRIC MEDICINE		1162.5	1050	790.5	640.5	660	649	682	671	95.3%	96.1%	98.3%	100.0%	476	2.8	2.3	5.1	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A3	320 - CARDIOLOGY		1423	1288	976.5	939	1023	759	682	682	97.8%	92.9%	92.2%	96.7%	692	3.2	2.2	5.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A10	430 - GERIATRIC MEDICINE		2790	2212.5	2046	1954.5	2046	2046	1364	1342	93.6%	112.7%	100.0%	125.0%	816	6.1	5.3	11.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A11	430 - GERIATRIC MEDICINE		1581	1083	1627.5	1693.5	682	370	682	658	74.1%	123.7%	45.5%	154.5%	822	1.6	3.3	4.9	Sub optimal staffing . Always 2 Registered Nurses on duty . Close review by Matrons to assure safety
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A12	300 - GENERAL MEDICINE		1906.5	1760	1441.5	1471.5	682	682	682	922	98.8%	100.0%	100.0%	110.9%	790	3.4	3.0	6.4	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B4	300 - GENERAL MEDICINE		1209	766.5	604.5	874.5	682	671	682	639.25	67.9%	149.2%	100.0%	100.0%	472	3.3	3.4	6.7	Sub optimal day duty . Always 2 Registered Nurses on Duty. Close review by Matrons to support safe staffing .
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B5	300 - GENERAL MEDICINE		837	628.5	837	652.5	682	638	682	737	98.3%	104.0%	100.0%	105.0%	708	3.5	3.7	7.2	Sub optimal day duty . Always 2 Registered Nurses on Duty. Close review by Matrons to support safe staffing . Ward has been moved to larger ward A15 to support winter escalation beds , staffing results need to take account of this .
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B6	300 - GENERAL MEDICINE		1209	1201.5	1069.5	1075.5	682	682	682	693	100.0%	100.0%	100.0%	100.0%	702	3.0	2.8	5.8	
RWJ09	THE MEADOWS - RWJ88	Bluebell Ward	318- INTERMEDIATE CARE		1209	1209	2077	1897	682	682	682	671	100.0%	81.7%	100.0%	100.0%	763	2.6	3.3	5.9	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	C4	300 - GENERAL MEDICINE		1209	966	604.5	887	682	704	682	660	84.6%	148.2%	100.0%	98.5%	454	3.7	3.4	7.1	Sub optimal day duty . Always 2 Registered Nurses on Duty. Close review by Matrons to support safe staffing .
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Coronary Care Unit	320 - CARDIOLOGY		837	833	465	434.75	682	671	341	352	117.9%	86.0%	135.0%	110.0%	178	11.3	4.6	15.8	
RWJ09	CHERRY TREE HOSPITAL - RWJ03	Devonshire Centre for Neuro-Rehabilitation	314 - REHABILITATION		1069.5	1063.5	1999.5	1837.5	682	660	682	693	98.1%	95.3%	100.0%	150.0%	435	3.2	5.4	8.6	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	E1	430 - GERIATRIC MEDICINE		1951.5	1696.5	2309.5	2077	1023	770	1023	1023	90.1%	97.7%	90.0%	100.0%	948	2.8	3.4	6.2	Sub optimal day duty . Always 2 Registered Nurses on Duty. Close review by Matrons to support safe staffing .
RWJ09	STEPPING HILL HOSPITAL - RWJ09	E2	430 - GERIATRIC MEDICINE		2278.5	2199.5	1581	1921	1023	1004	1023	1353	100.0%	124.1%	97.8%	133.3%	1022	3.2	3.3	6.5	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	E3	430 - GERIATRIC MEDICINE		2278.5	2217	1581	1911	1023	979	1023	1353	98.9%	127.8%	98.9%	168.9%	1056	3.1	3.5	6.6	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	ICU & HDU	192 - CRITICAL CARE MEDICINE		4464	4440	775	763	4123	4056.75	0	0	99.4%	95.2%	99.1%	na	349	26.0	2.3	28.3	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Short Stay Surgical Unit	100 - GENERAL SURGERY	101 - UROLOGY	1894.5	1723.5	771	702	891	847	594	594	91.2%	93.1%	98.7%	98.1%	650	4.1	2.1	6.2	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	A1	300 - GENERAL MEDICINE		1441.5	1105.5	1209	1177.5	1023	1133	1023	1298	94.6%	96.2%	96.7%	100.0%	980	2.9	2.7	5.7	A1 staffing suboptimal day duty for Registered Nurses , additional beds opened throughout Jan. Assurance given to ensure ward was safe by Matrons undertaking daily staffing reviews and moving staff to support. Unregistered additional staff to cover 1-1 and additional beds
RWJ09	STEPPING HILL HOSPITAL - RWJ09	C6	101 - UROLOGY		837	993	976.5	969.5	682	671	682	902	100.0%	97.5%	100.0%	100.0%	678	3.2	3.4	6.6	Increased Registered Nurses on shift to support escalation beds x 7 open .
RWJ09	STEPPING HILL HOSPITAL - RWJ09	D1	110 - TRAUMA & ORTHOPAEDICS		1581	1368	1348.5	1363.5	682	693	1023	1067	88.2%	100.8%	100.0%	100.0%	708	3.2	3.6	6.8	Safety assured by Matrons during the week, due to sickness and vacancy, no shift covered with less than 2 Registered Nurses . Staff moved to support where required.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	D2	110 - TRAUMA & ORTHOPAEDICS		1143	1003.5	976.5	904.5	682	715	594	561	91.0%	99.6%	100.0%	100.0%	429	3.3	3.0	6.4	Safe staffing assured on ward as a result of ring fenced beds. All shifts had minimum of 2 Registered Nurses on shift
RWJ09	STEPPING HILL HOSPITAL - RWJ09	B3	110 - TRAUMA & ORTHOPAEDICS		837	859	976.5	1071	682	693	495	594	97.8%	103.8%	100.0%	111.6%	481	3.5	3.6	7.1	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	D6	100 - GENERAL SURGERY		1209	1096	1209	1092	682	858	682	891	100.5%	108.2%	103.3%	138.3%	790	2.8	3.2	6.0	Sub optimal staffing during the day affected by increased escalation capacity requiring an additional 1Registered Nurse and 1 Unregistered care worker per shift. All shifts minimum of 2 Registered Nurses , safety assured by Matrons daily review and staff being moved from other wards to support. Nights additional staffing to support 1-1 patients and escalation.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	M4	110 - TRAUMA & ORTHOPAEDICS		1567.5	1597.5	1674	1636.5	682	539	1023	1254	83.0%	125.4%	93.3%	148.9%	798	2.7	5.1	7.8	Safety assured by Matrons daily review s not shifts with less than 2 RNs. M4 have been impacted by 3rd RN being moved to support other wards usually with backfill with an unregistered nurse.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	SAU	100 - GENERAL SURGERY	101 - UROLOGY	1813.5	1705.5	976.5	880.5	1023	957	682	660	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	1905	0	0	1627.5	1333.5	0	0	79.3%	na	79.3%	na	282	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	3075	465	465	2170	1994	0	0	92.4%	100.0%	91.1%	na	585	6.0	0.6	6.6	
RWJ03	STEPPING HILL HOSPITAL - RWJ09	Jasmine Ward	502 - GYNAECOLOGY		930	922.5	465	465	620	620	0	0	100.0%	100.0%	100.0%	na	232	7.7	2.3	9.9	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Birth Centre	560- MIDWIFE LED CARE	501 - OBSTETRICS	930	765	465	420	620	500	310	300	91.3%	100.0%	87.5%	96.7%	44	54.9	15.1	70.1	Staffing deficit due to 2.6w te long term sickness and Registered Midwife staffing vacancies. Staff recruited and awaiting start date. Staffing reviewed by Inpatient Matron daily and staffing redeployed when necessary to provide safe cover at all times.
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Delivery Suite	501 - OBSTETRICS		2790	2662.5	465	435	1860	1730	310	300	98.1%	91.7%	95.6%	70.0%	202	23.0	3.3	26.3	
RWJ09	STEPPING HILL HOSPITAL - RWJ09	Maternity 2	501 - OBSTETRICS	560- MIDWIFE LED CARE	1627.5	1605	930	877.5	620	620	310	230	98.6%	100.0%	100.0%	100.0%	414	4.4	2.4	6.8	
		Total			56060.5	51148	37413	37142.25	35666.5	33584.25	22732	24840.25	91.2%	99.3%	94.2%	109.3%	20251	4.2	3.1	7.2	