

MONTHLY REPORT TO THE BOARD OF DIRECTORS ON NURSING AND MIDWIFERY STAFFING LEVELS

August 2015

At Luton and Dunstable University Hospital NHS Foundation Trust we aim to provide safe, high quality care to our patients and our staffing levels are continually assessed to ensure we meet this aim.

For most wards, there will be a difference between the planned and actual staffing hours. In some cases, departments will have used more hours than they planned to use and in other cases they will have used less hours than they planned. The reasons for using more staff hours than planned could include needing to open and staff additional beds, or needing to care for patients who are either more unwell or who have greater care needs than those patients usually cared for on that ward. The reasons for using less staff hours than planned could include caring for patients who are less unwell or with fewer care needs than those patients usually cared for on that ward. The planned staffing level is based on optimal staffing levels and where actual staff is below this on a shift, the Trust has a number of mechanisms led by the Chief Nurse and her Deputy to ensure the staffing on that shift remains at a safe and appropriate level.

Key Points:

- Overall the actual fill rate for shifts for Registered Nurses was **93.6%** which is a decrease of **3.1%** from last month and for other care staff against planned levels was **97.75%** which was **1.75%** increase from last month. In August the overall fill rate was **94.7%**
- This report details those areas where there was a variance of greater than 15% between actual fill rates and planned staffing levels. The reasons for the variance are given and any actions that were taken are detailed.

The average fill rate for the Trust in **August 2015** was as follows:

Day		Night	
% Average fill rate RN	% Average fill rate HCA	% Average fill rate RN	% Average fill rate HCA
90.5%	96.3%	96.7%	99.2%

In some instances the percentage fill rate for Care staff is higher than the percentage fill rate of Registered Nurses; this can be associated to the introduction of the Band 4, Assistant Practitioner role particularly within the Department of Medical Elderly (DME) and the Surgical Assessment Unit (Ward 21). This new role of the Assistant Practitioner is aimed to provide a higher level of support to our qualified staff to deliver the required standards of patient care.

Strict controls continue to be in place which ensure that agency use is minimised, some agency staff who work with us on a “regular basis”, are trained in Wardware (electronic observations) and e-prescribing, this improves the quality of skills available on shift. Trust staff are always redeployed to escalation areas as they are familiar with all Trust processes.

Red Flags

In August there has been a reduction in the incidence of red flags raised with regards to the number of shifts where the % of Registered Nurses on night shift are equal to or greater than 50%, there has been an increase in the number of day shifts when RN to patient ratio is greater than 1:8. This is attributed to the introduction of the Assistant Practitioner as highlighted above.

Standard (Red Flags)	Flag occurrences
No shifts where the percentage of Registered Nurses on shift are equal to or greater than 50% (nights)	2
No day shifts when RN to patient ratio is greater than 1:8	103

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 (ie 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.

Vacancies and Recruitment Activity

The recruitment of Band 5 registered nurses has increased over the last few months with a significant number of the successful applicants offered posts as a result of our Portuguese campaign in August. Two further recruitment trips to Portugal are planned for November and January.

A total of 28 registered nurses have commenced post since the beginning of June, a further 62 with start dates up until the end of November, an additional 86 applicants are going through the recruitment process.

The recruitment event for registered nurses held on the 5th September proved successful with 7 candidates offered posts either into a permanent post or joining our nurse bank.

The Trust is actively pursuing the recruitment of student nurses who have trained at the University of Bedfordshire, through participation at their careers fair on 3rd November, this engagement allows us the opportunity to present our Preceptorship programme and provide information to the students about their potential career prospects when taking up employment with us. In addition, the Deputy Chief Nurse presented to students entering their final year of training encouraging them to consider employment at the Trust.

The Trust has also proactively pursued the option of participating in a non EU recruitment campaign to the Philippines and India, challenges with the allocation of Certificate of Sponsorships via the Home Office has meant that some recruitment agencies are not willing to undertake further campaigns until some resolution on this national issue has been reached. We are continuing to plan a campaign for later in the year.

Over the past three months there has been an escalation in the recruitment of Band 2 Health Care Assistants (HCAs). This focus has finally generated a substantial volume of new recruits with 60 permanent posts commenced since 1st June; a further 18 with start dates up until the end of November and an additional 29 going through the recruitment process. A further recruitment of HCAs took place on 14th September; where we succeeded in filling 12 of the vacancies in the general ward areas. A further 7 candidates were offered Bank HCA posts. The new streamlined process for student nurses to join the Bank as HCAs has

proved successful with 6 commencing post since the middle of August and an additional 7 going through recruitment.

Our aim is to over recruit into the role of Health Care Assistant to provide support for the ward teams while our registered nurse vacancies remain high.

The Trust continues to look at ways to promote recruitment by using active social media, such as the use of Facebook; advertising events on Heart Radio and poster campaigns. As part of our contract with Heart Radio they are shooting five 60 second videos that will be used to publicise the Trust and what we have to offer as an NHS employer.

Band	Vacancies as of 1st August	Numbers Working Notice	Numbers Going through Recruit	Real Vacancies as of 1st August
Band 7	5.23	0.00	2.00	3.23
Band 6	20.19	8.00	15.00	13.19
Band 5	131.67	21.61	119.80	33.48
Band 4	5.68	1.00	5.00	1.68
Band 3	1.61	0.00	0.00	1.61
Band 2	21.09	11.00	18.00	14.09
Total	185.47	41.61	159.80	67.28

*Some areas have over recruited staff, which affects the number of real vacancies shown. High vacancy levels are held in Theatres (Anaesthetic nurses and ODPs), Critical Care, Endoscopy, Medicine, Cardiac Centre and DME

UNIFY upload August 2015	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 (%)	Review by Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
<i>High Dependency Unit (HDU)</i>	97.26%	87.10%	100.47%		
<i>Intensive Care Unit (ITU)</i>	98.62%	-	101.80%		
<i>Ward 14 Elderly Care</i>	75.70%	118.84%	97.34%	96.18%	Within DME the role of the Band 4 Assistant Practitioner will support the Band 5 Registered Nurse when there is a shortfall in the staffing numbers, this is demonstrated in August figures for Wards 14,15, 16,17,18
<i>Ward 15 Elderly Care</i>	79.77%	112.44%	100.00%	83.27%	
<i>Ward 16 Elderly Care</i>	81.91%	112.17%	96.77%	100.36%	
<i>Ward 17 Stroke</i>	77.26%	104.10%	95.48%	98.92%	
<i>Ward 18 Infection</i>	81.27%	98.49%	100.00%	96.12%	
<i>Ward 10 Medicine</i>	90.04%	99.66%	91.13%	116.13%	
<i>Ward 11 Medicine</i>	85.19%	87.45%	97.85%	88.89%	
<i>Ward 12 Medicine</i>	86.13%	93.46%	97.78%	104.44%	
<i>Coronary Care (CCU)</i>	86.44%	102.38%	96.77%	106.98%	
<i>Ward 5 Rehabilitation</i>	98.04%	93.76%	100.00%	98.39%	
<i>Ward 3 Acute Emergency Medicine</i>	93.36%	90.39%	72.34%	153.66%	On some occasions the 3 rd trained nurse on nights was replaced by an HCA following a risk assessment. In addition a patient required 121 special by a Care Assistant which explains the high HCA figure on night duty
<i>Accident and Emergency</i>	100.00%	93.55%	99.46%	66.67%	Current HCA vacancies, requests were not filled by Bank staff. A risk assessment was performed on the nights where there were HCA gaps and one patient area was closed earlier to concentrate staff and mitigate the risk to patient care.
<i>Emergency Admission Unit (EAU)</i>	95.09%	93.55%	93.58%	109.68%	
<i>Ward 4 Acute Emergency Medicine</i>	97.27%	93.96%	100.00%	101.61%	

<i>Paediatric Assessment Unit (PAU)</i>	98.22%	100.00%	100.00%	100.00%	
<i>Ward 24 Paediatrics</i>	100.00%	100.00%	100.00%	100.00%	
<i>Ward 25 Paediatrics</i>	99.03%	100.00%	100.00%	100.00%	
<i>Neonatal Intensive Care Unit (NICU)</i>	102.12%	91.80%	104.42%	60.71%	The shortfall of HCAs at night in NICU is offset by a higher percentage of trained staff
<i>Ward 20 Surgery</i>	94.99%	99.17%	97.85%	104.41%	
<i>Ward 21 Surgery</i>	87.21%	112.45%	81.45%	135.48%	On Ward 21 the role of the Band 4 Assistant Practitioner will support the Band 5 Registered Nurse when there is a shortfall in the staffing numbers; this is demonstrated in August figures.
<i>Ward 22 Surgery</i>	100.66%	98.04%	97.85%	98.92%	
<i>Ward 23 Surgery</i>	96.13%	101.50%	89.25%	104.30%	
<i>Cobham Clinic (Private)</i>	100.01%	89.59%	103.23%	93.33%	
<i>Ward 32 Maternity</i>	75.33%	96.67%	85.18%	99.56%	In Maternity staffing is flexed throughout the unit to ensure sufficient and safe numbers
<i>Ward 33 Maternity</i>	86.10%	82.71%	132.44%	83.01%	
<i>Delivery Suite Maternity</i>	82.14%	60.46%	89.31%	88.95%	In Maternity staffing is flexed throughout the unit to ensure sufficient and safe numbers
<i>Ward 34 Gynaecology</i>	93.85%	97.28%	100.00%	100.00%	
<i>Total</i>	90.5%	96.3%	96.7%	99.2%	