

Monthly Report of Nursing & Midwifery Staffing Levels

March 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

March saw an increase in the fill rate compared to February by 2.5%, 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 March 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 further increase in the number of 'red flags' for March. Agency use remains high but the booking of regular agency nurses trained in ward ware (electronic observations) and e-prescribing improved 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 94.5% fill rate for March (see Appendix 1a for the monthly fill rate)

Standard	Flag occurrences
Number of shifts where 50% or more of registered nurses on duty are agency (nights)	8% (n=46)
Number of day shifts where registered nurses to patient ratio is greater than 1:8	14% (n=95)

Vacancies and Recruitment Activity

Band	Vacancies as of 1st March	Numbers Working Notice	Numbers Going through Recruit	Real Vacancies as of 1st March
Band 7	2.09	3.00	0.00	5.09
Band 6	19.12	1.81	1.00	19.93
Band 5	96.46	18.60	64.60	50.46
Band 4	1.00	0.00	0.00	1.00
Band 3	8.61	0.00	3.00	5.61
Band 2	26.38	1.61	20.00	7.99
Total	127.28	23.41	68.60	82.09

*Some areas have over recruited staff, which affects the number of real vacancies shown. High vacancy levels are held in Theatres, Acute Care, Critical Care and Stroke Services.

There has been an increase in band 5 vacancies since the previous board report. Proactive bi-monthly recruitment campaigns are taking place, alternating between Registered Nurses and Health Care Assistants. Innovative advertising approaches have been implemented including radio and bus and website advertising.

A successful recruitment day was held for Irish nurses due to qualify in October 2015 and 24 candidates were offered posts. Following on from this success we intend on returning to Ireland in April 2015 for further recruitment events.

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
March 2015

Appendix 1a: Staffing Fill Rate by Ward, Staff Group and by Shift (March 2015)

Table 1 WARDS	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)	93.09%	109.68%	94.93%	n/a
Intensive Care Unit (ITU)	96.53%	0.00%	99.00%	n/a
Ward 14 Elderly Care	80.46%	87.21%	99.49%	77.21%
Ward 15 Elderly Care	85.94%	106.15%	102.15%	99.02%
Ward 16 Elderly Care	83.87%	92.36%	100.00%	99.96%
Ward 17 Stroke	79.37%	100.84%	92.26%	106.45%
Ward 18 Infection	87.34%	81.67%	103.00%	93.66%
Ward 10 Medicine	91.73%	96.91%	98.39%	100.00%
Ward 11 Medicine	87.71%	85.32%	103.06%	88.32%
Ward 12 Medicine	87.63%	97.47%	98.39%	101.49%
Coronary Care (CCU)	90.06%	75.00%	101.08%	98.39%
Ward 5 Rehabilitation	100.14%	102.58%	98.39%	101.61%
Ward 3 Acute Emergency Medicine	100.00%	97.85%	96.77%	100.00%
Emergency Admission Unit (EAU)	98.45%	97.85%	94.09%	95.24%
Ward 4 Acute Emergency Medicine	99.42%	93.00%	100.81%	88.89%
Paediatric Assessment Unit (PAU)	94.53%	108.04%	94.28%	105.24%
Ward 24 Paediatrics	100.00%	100.00%	98.93%	101.92%
Ward 25 Paediatrics	100.00%	100.00%	99.43%	100.00%
Neonatal Intensive Care Unit (NICU)	108.23%	72.23%	105.36%	61.29%
Ward 20 Surgery	96.73%	99.51%	100.00%	100.00%
Ward 21 Surgery	96.93%	112.48%	100.00%	100.00%
Ward 22 Surgery	98.02%	97.79%	100.00%	100.00%
Ward 22a (Escalation)	86.68%	98.67%	93.55%	93.55%
Ward 23 Surgery	96.13%	106.11%	100.00%	100.00%
Cobham Clinic (Private)	98.57%	101.75%	100.00%	100.00%
Ward 32 Maternity	70.83%	78.31%	104.86%	65.56%
Ward 33 Maternity	84.37%	76.96%	121.71%	65.91%
Delivery Suite Maternity	82.84%	72.53%	95.63%	70.44%
Ward 34 Gynaecology	97.35%	96.73%	101.61%	100.00%
Ward 19a (Escalation)	69.1%	72.7%	95.83%	n/a
Ward 19b (Escalation)	86.71%	105.88%	100.00%	96.97%
Total	91%	94%	100%	93%

**In March Luton and Dunstable University Hospital
has an overall fill rate of 94.5%**