

Board of Directors
Monthly Report of Nursing & Midwifery Staffing Levels
September 2014

Purpose

To provide the board with:

- An overview of nursing and midwifery staffing levels
- An overview of the nursing and midwifery vacancies and recruitment activity
- Key workforce issues

Methodology : Planned versus Actual Staffing

Over the month of September we have continued to collate the number of planned hours of registered nurses, midwives and care staff including both the day and night shifts. The data which highlights the gaps between the planned hours and the actual hours worked is called the 'fill rate'.

Where the fill rate is above 100% reflects the increase in patient care needs, for example where a patient may need one-one nursing care and /or where a patient has become more acutely unwell.

Where the fill rate is below 100% indicates there has been unfilled hours during the month. This may be due to staff vacancies or unplanned sickness that cannot be covered by existing or temporary staff.

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.

Table 1 shows the Trust percentage fill rate for nurses, midwives and care staff for the month of September

Table 1 Staffing Fill Rate by Ward, Staff Group and by Shift (September 2014)

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)	99.0%	96.6%	100.0%	
Intensive Care Unit (ITU)	101.5%	114.1%	101.5%	
Ward 14 Elderly Care	94.5%	99.3%	102%	98.0%
Ward 15 Elderly Care	96.9%	99.2%	100.0%	99.0%
Ward 16 Elderly Care	94.0%	91.5%	98.9%	96.0%
Ward 17 Stroke	87.8%	93.4%	98.0%	96.8%
Ward 18 Infection	92.9%	95.2%	97.8%	92.5%
Ward 10 Medicine	93.6%	92.9%	100.8%	108.3%
Ward 11 Medicine	93.0%	92.9%	113.3%	101.7%
Ward 12 Medicine	83.7%	94.4%	96.7%	95.0%
Coronary Care (CCU)	88.3%	178.7%	95.6%	146.7%
Ward 5 Rehabilitation	99.0%	91.3%	100.0%	98.3%
Ward 3 Acute Emergency Medicine	84.7%	112.9%	101.7%	95.0%
Emergency Admission Unit (EAU)	95.3%	90.0%	91.3%	100.0%
Ward 4 Acute Emergency Medicine	95.2%	81.6%	101.0%	95.0%
Paediatric Assessment Unit (PAU)	99.0%	100.0%	100.0%	100.0%
Ward 24 Paediatrics	100.0%	99.1%	96.0%	104.8%
Ward 25 Paediatrics	98.6%	100.9%	96.0%	102.1%
Neonatal Intensive Care Unit (NICCU)	92.4%	83.6%	97.4%	56.7%
Ward 20 Surgery	97.9%	95.0%	100.0%	100.0%
Ward 21 Surgery	95.0%	103.7%	97.7%	103.4%
Ward 22 Surgery	96.6%	102.2%	101.1%	98.6%
Ward 23 Surgery	99.4%	100.4%	101.1%	98.9%
Cobham Clinic (Private)	100.1%	98.3%	98.3%	103.3%
Ward 32 Maternity	69.5%	76.8%	100.8%	61.1%
Ward 33 Maternity	81.0%	72.4%	122.3%	65.1%
Delivery Suite Maternity	85.1%	74.9%	97.7%	84.7%
Ward 34 Gynaecology	98.8%	94.7%	100.0%	100.0%
Total	93.31%	97.35%	100.25%	96.46%

Luton and Dunstable University Hospital has an overall fill rate of 97%

Staffing Management

There are three operational staffing meetings held daily, chaired by the operational Matron/Chief Nurse or Deputy Chief Nurse. Matrons from each of the Divisions attend this meeting to discuss the staffing shortfalls and move the staff accordingly to meet the peaks of demand and need; once all options have been explored a decision will then be made to use agency.

Additional shifts required (i.e. one-one nursing) and unfilled hours are recorded. One-one nursing is where one patient is cared for continuously by one nurse. This may be necessary due to the patient's clinical condition or for those patients with challenging behaviour/ acute confusion and is practiced to keep the patient safe from harm. One-one nursing is sometimes referred to as 'specials'.

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 are held with the Matrons to review the utilisation of staff and expenditure per ward.

All ward areas are required to display their staffing numbers daily within their clinical areas.

Vacancies and Recruitment Activity

Summary				
Band	Vacancies as of 1 st October	No's Working Notice	Recruitment	Real Vacancies as of 1 st Month Total
Band 7	4.00	0.50	1.00	3.50
Band 6	11.98	2.00	2.00	11.98
Band 5	94.81	11.00	64.62	41.19
Band 4	3.32	0.00	0.00	3.32
Band 3	8.44	0.00	5.00	3.44
Band 2	55.65	6.52	54.20	7.97
Total	178.20	20.02	126.82	71.40

Vacancy levels vary across the organisation with Theatres, DME (Department of Medicine for the Elderly) and General Medicine having the highest number of vacant posts.

The robust marketing during the month of September for the recruitment of Band 5 Registered Nurses resulted in the appointment of 9 nurses.

Other opportunities for recruitment are being explored including the Return to nursing programme and Adaptation programme.

The 13 overseas nurses from Milan will be arriving in two cohorts, the first in November and the second in January.

Difficult to recruit to areas, due to a national shortage, is an on-going challenge with open days pertinent to those areas having some limited success.

The weekly resource meeting, chaired by the CEO with executive representation from Nursing, Human Resources and finance are continuing. The purpose of the group is to review the vacancies, recruitment activity and use of temporary staff to ensure that staffing levels are safe

Planned Recruitment Activities

- Care Support Worker (Health Care Assistant) Open Evening 15th October
- Skills for Nurses recruitment event (Glasgow October 22nd 2014)
- Overseas Recruitment (Madrid confirmed) 10th – 14th November.
- Open Day for Registered Nurses November 2014
- The Bedfordshire University Final Placement Student Nurses will qualify as Registered Nurses in March 2014
- Open Day Recruitment event for HCAs in- December. Date to be decided
- Surgery Recruitment event – December
- Open Evening for Registered Nurses for the Stroke unit- 27th November

Summary and Evaluation

- To ensure timely and efficient recruitment into Trust vacancies the timeline to recruit staff into post has been agreed to be reduced from 12 down to 10 weeks.
- The Trust has commenced Bimonthly recruitment events for both substantive and bank Registered and Care staff.
- The opening of contingency ward areas when bed capacity is challenged results in the flexing of staff across all areas and the use of temporary staff to ensure that staffing levels remain safe
- To continue focusing on recruitment with robust marketing and advertising locally and wider afield.
- Chief Nurse to continue to report staffing levels to the board monthly.

Pat Reid - Chief Nurse
September 2014