

Agenda Item: 21/22-018

Board of Directors
7 April 2021

Title:	Monthly Safe Nurse Staffing Report
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Presented by:	Hazel Richards - Chief Nurse and Director of Infection Prevention and Control (DIPC)

Executive Summary

There has been a reduction in CSW vacancies and improvements in RN and CSW sickness rates. There has also been a positive reduction of the number of RN red shift impacts on care that have been reported in this period via the Safe Staffing Oversight Tracker (SSOT). These improvements were seen in all categories with the exception of falls that has noted an increase.

The Trust remains on track with the International Recruitment Programme expecting 107 RNs to arrive before end of April 2021.

During Q1 of 21/22 CSW vacancies should reduce to zero plus any subsequent turnover. Band 5 RN vacancies are expected to reduce to 4.5% by July once all the international RNs have passed their exams and have their registration.

Recommendation:

(e.g. to note, approve, endorse)

To note

Which strategic objectives this report provides information about:

Outstanding Care: provide the best care and support	Yes
Compassionate workforce: be a great place to work	Yes
Continuous Improvement: Maximise our potential to improve and deliver best value	Yes
Our partners: provide seamless care working with our partners	Yes
Digital future: be a digital pioneer and centre for excellence	Yes / No
Infrastructure: improve our infrastructure and how we use it.	Yes / No

Please provide details of the risks associated with the subject of this paper, including new risks (x-reference to the Board Assurance Framework and significant risk register)

BAF references 1,2,4,6.

Nurse Staffing is scored as 16 within Medicine and Acute

Positives.

- The Trust has robust systems and processes in place to flex and monitor nurse staffing to meet the demands of the organisation and patient requirements.
- The Trust has maintained NHSP RN fill rates at 54% through the use of the nurse incentive scheme despite an increase in requested hours during Q3 and Q4.
- 107 international nurses that are expected to arrive in the Trust before the end of April 2021
- The Trust has supported 36 3rd year nursing students to supplement the workforce who finish end April 2021.

Gaps.

- The Trust has seen an increase in the use of agency nurses utilised to fill RN staffing gaps to 7% (M11)

Regulatory and legal implications (e.g. NHSI segmentation ratings, CQC essential standards, competition law)

NHSI – developing Workforce Safeguards , CQC Essential Standards

Financial implications / impact (e.g. CIPs, revenue/capital, year-end forecast)

Nursing expenditure

Specific communications and stakeholder /staff engagement implications

Stakeholder confidence

Patient / staff implications (e.g. links to the NHS Constitution, equality & diversity)

NMC Code , NHS Constitution, NHS People Plan

Council of Governors implications / impact (e.g. links to Governors statutory role, significant transactions)

NA

Previous considerations by the Board / Board sub-committees

Monthly safe nurse staffing report to Board since October 2020

Background papers / supporting information

Nurse incentive scheme review 13 October 2020 and 21 December 2020 (EMT).

**Executive Management Team
21 March 2020**

Monthly Safe Nurse Staffing Report.

Purpose

This report provides the Board of Directors with information regarding safe nurse staffing and the actions to improve the vacancy rates.

1 Current position: areas to note

1.1 Vacancies

The Trust has seen a reduction in CSW vacancies in M11 to 5.94% from 6.79% in M10. Band 5 RN vacancies currently remain static at 19%.

1.2 Sickness

The Trust has seen a reduction in RN sickness to 7.14% (M11) from 9.17% (M10) and CSW sickness reduce to 9.47% (M11) from 12.34% (M10).

1.3 Safe Staffing Oversight Tracker (SSOT) review

During M11 the SSOT reported a lower number of shifts that fell below minimum staffing levels for RNs. There were no “red” shifts when assessed using professional judgement, as appropriate controls and mitigations were put in place ahead of such shifts.

1.4 Impact on Care

The impact on care of reduced staffing noted a reduction in M11 with the exception of falls that increased to 36 (M11) from 26 (M10). Falls improvement work has already begun and will be tracked through our system for quality improvement and PSQB.

2. Actions to mitigate risks

The Trust remains on track with the international recruitment of 107 RNs to arrive before end of April 2021. The first cohort of 14 nurses arrived from India on 24 February 2021; these nurses are expected to be working on the wards as RNs in April 2021 following successful completion of the Objective Structured Clinical Examinations (OSCE). Further groups are due to arrive in March and April 2021.

WUTH is currently running active recruitment campaigns, interviewing weekly for registered nurses and care support workers. The Trust has now provided enough CSW offers to reduce vacancies to zero during Q1 2021/22.

During the Covid-19 wave 3 of the pandemic the Trust has also utilised 36 third year students to support the workforce. These are due to finish end April expecting to increase the vacancy pressure slightly during May 2020.

The impact of the nurse incentive scheme has proved successful in increasing registered and non-registered nurse fill rates during times of pressure; this has been extended to June following approval from the Executive Management Team on 16 March 2020.

4. Conclusions

Despite M11 remaining challenging for nurse staffing the Trust has been able to more suitably staff wards during M11 than previous months. This is due to reducing sickness and the pressures of the COVID 19 pandemic starting to ease at the end of the month. In addition the benefit of the nurse incentive scheme and the use of block booked agency nurses have reduced the impact of the 19% band 5 RN vacancies.

A number of actions are underway to reduce the vacancy factor these are expected to impact from Q1. These include active continuous weekly RN and CSW recruitment, international recruitment.

To bridge the gap the nurse incentive scheme has been extended until June 2021 to encourage increased NHSP fill rates of vacant duties.

5. Recommendations to the Board

The Board of Directors are requested to note the contents of report

Appendix 1 – Safe staffing dashboard July 2020- February 2021

Safe Staffing Board Assurance Dashboard 2020 /21										
Data Source	Indicator	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Spark line
Corporate Nursing	Care Hours Per Patient Day - Total		9.6	8	8.5	10.1	9.5	8.1	8.9	
Corporate Nursing	Care Hours Per Patient Day - Registered Nurses		4.8	3.8	4.1	5.2	4.8	4	4.3	
Corporate Nursing	Care Hours Per Patient Day - CSW's		4.2	3.5	3.7	4.1	3.8	3.4	3.7	
Corporate Nursing	National Fill rates RN Day		79%	76%	83%	84%	85%	79%	81%	
Corporate Nursing	National Fill rates CSW Day		76%	86%	89%	94%	88%	86%	91%	
Corporate Nursing	National Fill rates RN Nights		94%	72%	79%	81%	82%	77%	84%	
Corporate Nursing	National Fill rates CSW Nights		97%	90%	104%	100%	99%	95%	71%	
Corporate Nursing	Trust Occupancy Rate	57.20%	66.90%	79.50%	79.50%	76.10%	79.30%	83.50%	80.20%	
Corporate Nursing	Occupancy Rate - APH	63.10%	72.10%	81.50%	79.10%	76.00%	80.30%	82.30%	80.30%	
Corporate Nursing	Occupancy Rate - CBH	16.00%	24.90%	51.90%	46.10%	39.00%	37.90%	50%	50%	
Workforce	Vacancy Rate (Band 5 RNs)	18.46%	18.05%	16.94%	16.61%	17.66%	18.10%	19.42%	18.81%	
Workforce	Vacancy rate (Band 5 inpatient wards)	20.57%	20.16%	18.73%	17.11%	17.72%	18.49%	19.89%	19.01%	
Workforce	Vacancy Rate - All RN (All grades)	9.81%	9.90%	9.40%	8.67%	9.79%	9.57%	10.79%	10.03%	
Workforce	Vacancy Rate (csws)	5.89%	5.86%	7.86%	7.77%	8.11%	6.28%	6.79%	5.94%	
Workforce	Sickness Rate - RN	5.69%	6.12%	6.38%	6.80%	6.95%	6.49%	9.17%	7.14%	
Workforce	Sickness Rate - CSW	10.46%	9.58%	10.09%	8.82%	7.59%	8.18%	12.34%	9.47%	
Workforce	Absences Rate - RN	4.84%	2.36%	2.60%	1.55%	1.76%	1.50%	2.39%	1.78%	
Workforce	Absences Rate- CSW	4.96%	3.33%	3.17%	1.55%	2.17%	1.56%	2.64%	2.71%	
Corporate Nursing	Number of Professional Judgment Red Shifts		1	0	0	0	0	0	0	
Corporate Nursing	Number of RN Red Shifts		359	445	454	243	499	689	430	
Corporate Nursing	RN Red Shift Impact : Number of Falls		7	9	17	4	19	26	36	
Corporate Nursing	RN Red Shift Impact : Number of Falls with Harm		0	1	1	0	0	0	1	
Corporate Nursing	RN Red Impact : Meds Errors / Misses		3	0	7	1	27	2	1	
Corporate Nursing	RN Red Impact : Patient relative complaints		2	0	3	0	0	1	2	
Corporate Nursing	RN Red Impact : Staffing incident submitted		6	16	18	7	23	33	6	
Corporate Nursing	RN Red Impact : Special 1:1 (uncovered)		3	7	9	0	26	38	2	
Corporate Nursing	RN Red Impact: Missed Breaks		14	26	26	10	107	119	34	
Corporate Nursing	RN Red Impact: Delayed / Missed Obs		10	19	122	1	287	278	31	
Corporate Nursing	RN Red Impact: Delayed / Missed nMEWS		12	33	12	31	239	237	72	
Corporate Nursing	RN Red Impact: Delayed / Missed Pressure Care		3	14	24	23	145	46	23	
Corporate Nursing	RN Red Impact : Delayed Meds		8	20	127	6	582	299	88	
Governance support	Number of SI's where staffing has been a contributing factor	0	0	0	0	0	1	1	0	
Corporate Nursing	Total Number of staffing incidents	30	53	80	75	25	90	102	42	
Complaints team	Formal complaints in relation to staffing issues	0	0	0	0	1	0	0	1	
Complaints team	Informal Concerns raising staffing levels as an issue	0	0	0	1	0	0	1	0	
Complaints team	Patient Experience feedback raising staffing levels as a concern	0	0	0	0	0	0	0	0	
Corporate Nursing	Staff Moves		232	329	140	164	172	TBC	TBC	
NHS Professional	Number of RN hours requested	19909	22878	24734	28432	31103	28638	43952	35299	
NHS Professional	Number of CSW hours requested	20155	25196	25007	32505	28386	30651	42759	33056	
NHS Professionals	% of requested filled RN's	67.80%	62.80%	61.70%	60.20%	72.70%	58.90%	57.50%	54.60%	
NHS Professionals	% of requested CSW filled	86.30%	80.20%	76.50%	71.10%	85.30%	68.10%	62.80%	68.00%	
NHS Professionals	% of Agency staff used RN	3%	3%	3%	2%	6%	1%	2.30%	7.00%	
NHS Professionals	% of Agency staff used CSW	0	0	0	0	0%	0%	0%	0%	