

Agenda Item: BM21/22-090

**BOARD OF DIRECTORS**  
**7 July 2021**

<b>Title:</b>	Monthly Safe Nurse Staffing Report
<b>Author :</b>	Tracy Fennell - Deputy Chief Nurse Johanna Ashworth Jones – Programme developer, Corporate Nursing Team
<b>Responsible Director:</b>	Hazel Richards - Chief Nurse and Director of Infection Prevention and Control (DIPC)
<b>Presented by:</b>	Hazel Richards - Chief Nurse and Director of Infection Prevention and Control (DIPC)

<b>Executive Summary</b>
<p>RN band 5 vacancy rate has reduced further to 13.97% (M2) due to the success of the International Recruitment Programme. 42 delayed international nurses are expected to arrive in the Trust in July 2021. Interviews are underway for future cohorts planned to arrive from August 2021.</p> <p>CSW vacancy rate has reduced to 2.99% (M2). Weekly recruitment is ongoing to ensure an ongoing number of CSWs are available via the “talent pool”.</p> <p>RN sickness reduced to 5.92% (M2) however CSW sickness increased to 10.04% (M2) due to short term sickness in specific areas in the Medical Division and the Emergency Department.</p> <p>The number of shifts that fell below minimum RN staffing levels increased by 104 shifts however these gaps were filled by supernumerary international nurses awaiting their PIN numbers.</p> <p>There has been an increase in episodes where care standards fell below expected levels when lower staffing levels have not been planned. A number of these relate to 1 medical ward, appropriate action has been taken to ensure effective leadership and enhanced monitoring is in place. The surgical division show an increase in episodes where care standards fell below expected levels due to a spike in RN sickness on two wards.</p>

<b>Recommendation:</b> (e.g. to note, approve, endorse)
To note

<b>Which strategic objectives this report provides information about:</b>	
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	Yes

best value	
Our partners: provide seamless care working with our partners	No
Digital future: be a digital pioneer and centre for excellence	No
Infrastructure: improve our infrastructure and how we use it.	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.

Positives.

- RN vacancy rate has reduced to 13.97%
- CSW vacancy rate has reduced to 2.99%
- 42 International nurses are planned to arrive in July now flight restrictions have been lifted.
- Enhanced local recruitment to commence from July 2021.
- 9 additional offers have been accepted from international nurses to arrive in August , further interviews are scheduled for July 2021
- Maternity staffing levels remain within the agreed recommended Birth Rate Plus parameters.

Gaps.

- CSW sickness has risen to 10.04%
- A rise in short term RN sickness has been noted in SEU (ward 17) and ward 14.
- 1 ward in medicine some wards in the surgical division have noted increase in care standards falling below expected levels.

**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

<b>FOI status</b>	Document may be disclosed in full	Yes
	Document includes FOI exempt information	No
	Entire document is exempt under FOI	No
<b>Previous considerations by the Board / Board sub-committees</b>	Monthly safe nurse staffing report to Board since October 2020	
<b>Background papers / supporting information</b>		

**BOARD OF DIRECTORS**  
7 July 2021

**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**

RN band 5 vacancy rate has reduced further to 13.9% (M2) due to the benefits of the International Recruitment Programme. The travel restrictions that were imposed following the recent increase of COVID infections in India have now been lifted. As a result arrangements are in place for the 42 delayed nurses to arrive in the Trust early July. They will undertake their Objective Structured Clinical Examination and move to working on the wards in August 2021.

Interviews have also commenced for the next cohorts of international nurses planned to arrive in August / September 2021, 9 offers of employment that have been made so far have been accepted.

CSW vacancy rate has reduced to 2.99% (M1) from 5.82% (M2). Recruitment checks are ongoing for individuals progressing into the remaining vacancies. Recruitment is also ongoing to ensure the CSW "talent pool" is available to enable an ongoing supply of CSWs for immediate recruitment for future vacancies.

**1.2 Sickness**

RN sickness has reduced overall to 5.92% (M2) from 5.96% (M1). RN absence has also reduced from 0.07% (M1) to 0.03% (M2).

A higher RN sickness has been noted in some surgical wards predominately SEU (Ward 17) and Ward 14. 14 episodes of RN sickness were noted on SEU (Ward 17) in May equating to 685 hours. The majority of these episodes are reported as on day sickness. This also led to an increase in the number of staff moves and missed breaks as staff ratios become diluted when staff were dispersed across the wards to mitigate risks. This spike in sickness has also caused an increase in the number of episodes where care standards fell below expected levels across the surgical division.

CSW sickness has seen an increase to 10.04% (M2) from 8.46% (M1) this is due to an increase in short term sickness in the general medical wards and the Emergency Department. Wards are being supported by HR colleagues with sickness clinics to ensure

sickness is managed in line with policy. Health and wellbeing initiatives continue and the Staff Support Team has been reinstated offering ongoing reassurance and support to staff.

### **1.3 Safe Staffing Oversight Tracker (SSOT) review**

During M2 the SSOT reported the number of shifts that fell below minimum RN staffing levels as 427, an increase of 104 shifts since M1. A large number of these shifts relate to the commencement of the international nurses working on the ward who are awaiting their PIN number and are classed as supernumerary. These shifts have been assessed by the Senior Nursing Team as a professional judgement of green (low risk of care standards falling below expected levels).

### **1.4 Impact on Care**

There has been an increase in episodes where care standards fell below expected levels when lower staffing levels have not been planned. A number of these relate to a medical ward that has been reviewed, support given, improvements made, and remains monitored. The WISE assessment will be undertaken in the coming weeks to understand progress.

10 shifts were recorded where staff were not available to provide 1:1 observation for patients who were high risk of falls. These risks were mitigated using “bay tagging” processes. The lead nurse for falls has reviewed the all the falls that occurred on shifts where staffing levels were lower than the planned minimum staffing levels. This review concluded none of the 21 falls recorded in the SSOT were deemed to be a result of short staffing during M2.

### **1.5 Staff Moves**

There has been an increase in staff moves this month to 341 (M2) from 288 (M1). This has been to cover the areas that have had increased short term sickness.

## **2. Actions to mitigate risks**

To aid retention the Trust has recruited a Preceptorship Lead to enhance pastoral support and clinical competence through a revised Preceptorship Programme. This programme aligns to the International Nursing Pastoral Support and Development Programme that has already commenced.

A review is underway of workforce data to establish plans to retain other high risk groups of staff. This will be presented to Workforce Steering Group in Q2.

Recruitment plans have also been reviewed to enhance our current marketing to also attract local talent. Enhanced local recruitment drives will commence from July 2021.

## **3. Maternity staffing.**

Maternity staffing is monitored every 4 hours using the Birth Rate Plus Acuity Tool. This process is being replaced by the Birth Rate Plus Application which will have the ability to produce reports which will include red flags, missed staff breaks and delays in care. The

Trust commenced piloting the new application from the end of June and will progress to providing full reports in line with the Trusts adult ward SSOT by the end of Q2.

Using Birth Rate Plus the ratio of births to midwife continues to be 1:27 which is within agreed parameters (1:22-1:29).

The Birth Rate Plus draft report has been received into the Trust and this has identified a shortfall in midwifery staffing should the maternity teams exceed its current Continuity of Carer rate of 35%. A verbal update was provided at June 2021 Workforce Steering Board with an agreement to present a paper in Q2 outlining the requirements that will be required to implement 51% Continuity of Carer by March 2022 and 100% Continuity of Carer by the end of 2023 as per NHSE planning guidance.

In response a bid has been submitted to NHSE to gain funding to support an increase in midwifery staffing – the outcome of which is awaited. The bid has included a request for 6 WTE Band 6 midwives and a total of 12 WTE Band 5 midwives – this will provide an uplift of 24% and will enable the Trust to roll out of Continuity of Carer to 100% should this be approved.

#### **4. Conclusions**

RN vacancies continue to reduce due to the benefits of the International Recruitment programme. 42 international nurses who had been delayed due to flight restrictions will arrive in July 2021. Further international and local recruitment interviews are planned throughout July 2021.

A large number of shifts have been reported where staffing numbers are below minimum agreed staffing levels however these wards have been supplemented by supernumerary international nurses awaiting their PIN numbers.

Some surgical wards have seen a spike in short term sickness leading to greater staff moves, missed breaks and an increase in the number of episodes where care standards fell below expected levels.

One ward in the Medicine Division is flagging as an area where care standards have fell below expected levels. Action has been taken divisionally to ensure effective leadership is in place and corporately to ensure enhanced monitoring is maintained.

Maternity staffing levels remain within the agreed recommended Birth Rate Plus parameters.

#### **4. 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

# APPENDIX 1

Safe Staffing Board Assurance Dashboard 2020 /21 - 2021/2022													
Data Source	Indicator	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Spark line
Corporate Nursing	Care Hours Per Patient Day - Total		9.6	8	8.5	10.1	9.5	8.1	8.9	9	8.7	8.3	
Corporate Nursing	Care Hours Per Patient Day - Registered Nurses		4.8	3.8	4.1	5.2	4.8	4	4.3	4.4	4.1	4.1	
Corporate Nursing	Care Hours Per Patient Day - CSW's		4.2	3.5	3.7	4.1	3.8	3.4	3.7	3.8	3.5	3.5	
Corporate Nursing	Number of ward below 6.1 CHPPD		0	2	0	0	0	1	1	0	1	4	
Corporate Nursing	National Fill rates RN Day		79%	76%	83%	84%	85%	79%	81%	83%	84%	83%	
Corporate Nursing	National Fill rates CSW Day		76%	86%	89%	94%	88%	86%	91%	91%	92%	93%	
Corporate Nursing	National Fill rates RN Nights		94%	72%	79%	81%	82%	77%	84%	78%	84%	80%	
Corporate Nursing	National Fill rates CSW Nights		97%	90%	104%	100%	99%	95%	71%	101%	98%	99%	
Informatics	Trust Occupancy Rate	57.20%	66.90%	79.50%	79.50%	76.10%	79.30%	83.50%	80.20%	80.80%	81.40%	83.90%	
Informatics	Occupancy Rate - APH	63.10%	72.10%	81.50%	79.10%	76.00%	80.30%	82.30%	80.30%	83.50%	83.90%	86.70%	
Informatics	Occupancy Rate - CBH	16.00%	24.90%	51.90%	46.10%	39.00%	37.90%	50%	50%	52%	55%	55%	
Workforce	Vacancy Rate ( Band 5 RNs)	18.46%	18.05%	16.94%	16.61%	17.66%	18.10%	19.42%	18.81%	18.57%	15.92%	13.97%	
Workforce	Vacancy rate ( Band 5 inpatient wards )	20.57%	20.16%	18.73%	17.11%	17.72%	18.49%	19.89%	19.01%	17.92%	15.35%	12.59%	
Workforce	Vacancy Rate - All RN (All grades)	9.81%	9.90%	9.40%	8.67%	9.79%	9.57%	10.79%	10.03%	9.69%	8.26%	7.47%	
Workforce	Vacancy Rate (CSW's)	5.89%	5.86%	7.86%	7.77%	8.11%	6.28%	6.79%	5.94%	5.97%	5.82%	2.99%	
Workforce	Sickness Rate - RN	5.69%	6.12%	6.38%	6.80%	6.95%	6.49%	9.17%	7.14%	6.01%	5.96%	5.92%	
Workforce	Sickness Rate - CSW	10.46%	9.58%	10.09%	8.82%	7.59%	8.18%	12.34%	9.47%	8.11%	8.46%	10.04%	
Workforce	Absences Rate - RN	4.84%	2.36%	2.60%	1.55%	1.76%	1.50%	2.39%	1.78%	2.24%	0.07%	0.03%	
Workforce	Absences Rate- CSW	4.96%	3.33%	3.17%	1.55%	2.17%	1.56%	2.64%	2.71%	2.47%	0.05%	0.14%	
Corporate Nursing	Number of Professional Judgment Red Shifts		1	0	0	0	0	0	0	0	0	0	
Corporate Nursing	Number of RN Red Shifts *		359	445	454	243	499	689	330	383	323	427	
Corporate Nursing	RN Red Shift Impact : Number of Falls		7	9	17	4	19	26	36	16	16	21	
Corporate Nursing	RN Red Shift Impact : Number of Falls with Harm		0	1	1	0	0	0	1	1	0	0	
Corporate Nursing	RN Red Impact : Meds Errors / Misses		3	0	7	1	27	2	1	27	2	2	
Corporate Nursing	RN Red Impact : Patient relative complaints		2	0	3	0	0	1	2	0	0	1	
Corporate Nursing	RN Red Impact : Staffing incident submitted		6	16	18	7	23	33	6	14	14	9	
Corporate Nursing	RN Red Impact : Special 1:1 (uncovered)		3	7	9	0	26	38	2	3	1	10	
Corporate Nursing	RN Red Impact: Missed Breaks		14	26	26	10	107	119	34	41	42	71	
Corporate Nursing	RN Red Impact: Delayed / Missed Obs		10	19	122	1	287	278	31	126	75	248	
Corporate Nursing	RN Red Impact: Delayed / Missed nMEWS		12	33	12	31	239	237	72	286	90	226	
Corporate Nursing	RN Red Impact: Delayed / Missed Pressure Care		3	14	24	23	145	46	23	58	15	43	
Corporate Nursing	RN Red Impact : Delayed Meds		8	20	127	6	582	299	88	193	55	199	
Governance support	Number of SI's where staffing has been a contributing factor	0	0	0	0	0	1	1	0	1	0	0	
Corporate Nursing	Total Number of staffing incidents	30	53	80	75	25	90	102	42	57	48	93	
Complaints team	Formal complaints in relation to staffing issues	0	0	0	0	1	0	0	1	0	0	1	
Complaints team	Informal Concerns raising staffing levels as an issue	0	0	0	1	0	0	1	0	1	0	0	
Corporate Nursing	Patient Experience feedback raising staffing levels as a concern	0	0	0	0	0	0	0	0	0	0	1	
Corporate Nursing	Staff Moves		232	329	140	164	172	606	337	337	288	341	
NHS Professional	Number of RN hours requested	19909	22878	24734	28432	31103	28638	43952	35299	34182	24465	24192	
NHS Professional	Number of CSW hours requested	20155	25196	25007	32505	28386	30651	42759	33056	30218	24122	24171	
NHS Professionals	% of requested filled RN's	67.80%	62.80%	61.70%	60.20%	72.70%	58.90%	57.50%	54.60%	62.80%	64.50%	68.22%	
NHS Professionals	% of requested CSW filled	86.30%	80.20%	76.50%	71.10%	85.30%	68.10%	62.80%	68.00%	75.00%	77.60%	84.20%	
NHS Professionals	% of Agency staff used RN	3%	3%	3%	2%	6%	1%	2.30%	7.00%	7.00%	5.00%	1.70%	
NHS Professionals	% of Agency staff used CSW	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

\* The National Safe Staffing submission reports the total actual hours filled against the agreed funded establishment. RN Red shifts are defined as shifts that are below both the agreed funded establishment and below the agreed minimum staffing model.

\*Blue text denotes where an amendment to the previous figures has been made following a review of establishment figures. These figures are correct at the time of the divisional sign off process at the beginning of each month for the retrospective month