

Document Title:	Trust Assurance Report Section 5: Director of Nursing/Chief Operating Officer
Sponsoring Directors:	Alison Bussey, Director of Nursing/Chief Operating Officer
Authors:	Alison Bussey, Director of Nursing/Chief Operating Officer Tim Devanney, Lead for Safer Staffing & Clinical Education Suzanne Godwin, E-Rostering and Supplementary Staffing Lead
Date of Meeting:	Thursday 26 th June 2014

Safer Staffing Review Monthly Exception Report

Summary:

Safer Staffing expectations laid out by the National Quality Board have been introduced within the Trust from June 2014. The Trust is required amongst other expectations to report nursing stall fill rates (planned against actuals) for monthly public publications and to review nursing establishments six monthly which will be approved at Trust Board meeting..

Key Issues:

The first set of data indicates that further investigations is required into the skills mix changes which occur when temporary staffing is used to fill vacant shifts.

Data collection is not yet fully automated so this requires both electronic and manual collection and manipulation of data. This will improve with the introduction of Version 10 of the Allocate eRostering software by October this year.

The monthly reporting requirements means that there is a very narrow timeline for data to be validated and submitted.

Recommendation:

The Trust Board is asked to:

- Endorse the Safe Staffing exception report

Background:

As one of the responses to 'Hard Truths' the government response to the Mid Staffordshire NHS Foundation Trust Public Inquiry 2 committed Trusts to an improved approach to ensuring safe staffing. 'How to ensure the right people, with the right skills, are in the right place at the right time' is the document in which the National Quality Board outlines 10 expectations for in-patient service providers.

This month is the first month that our nursing and healthcare staffing planned against actual fill rates have been submitted for public publication. NHS England will show this data on the NHS Choices web page which will in turn be linked to a Trust Safer Staffing web page, where we will be able to provide a narrative to the data. We are also required to publish the relevant section of our board papers on the same page.

The first of our six monthly in-patient staffing reviews took place on the 11th June, recommendations from which will be presented at the June board.

Monthly Reporting

This is the first month that all Trust's have published data which will be available on both the NHS Choices website and the Trust's website.

All Trusts are required to submit data, by ward, which shows planned (our budgeted and expected staffing) against actual staff fill rates. This is provided by totals hours for both day and night shifts. This is further broken down by registered nurse and by care staff.

The requirement is to publish data for nursing and care staff only. No other professional group or staff is to be included.

Trust boards are to receive this published data information monthly, and by exception will be advised of those wards where staffing levels fall short of what is required to provide quality care, the reasons for the gap, the impact and actions being taken to address the gap. This information will be made available on the Trust website and specific webpage dedicated to Safer staffing. This will provide the explanations and narrative for the public.

There has been no agreement to RAG rate this data in respect of any shortfalls, or indeed any over supply, of staffing nationally, although further guidance on this and tolerance rates are expected in due course.

Nursing and healthcare staffing fill rates May 2014

The first data submission was made on June 9th 2014.

The following is the detailed summary of planned v actual staffing levels per ward.

We have selected the following RAG rating and thresholds for fill rates:

Over 90% = Green, Over 80% = Amber, Below 80% = Red

Ward	Speciality	Day		Night	
		Average Fill Rate - Registered Nurses (%)	Average Fill Rate - Care Staff (%)	Average Fill Rate - Registered Nurses (%)	Average Fill Rate - Care Staff (%)
Newport House	Forensic	81.81	123.70	109.81	128.17
Ashley House	Forensic	63.91	154.62	81.70	94.41
Radford House	Forensic	63.95	222.70	156.48	69.98
Norton House	Forensic	77.43	115.05	99.95	106.32
Ellesmere House	Forensic	69.22	175.60	99.43	137.57
IFOR Willow Shrops	Forensic	98.86	87.08	65.34	182.97
IFOR Yew	Forensic	118.51	103.75	66.05	136.76
Oak House	LD	104.68	98.75	71.28	104.67
Milford House	LD	88.17	114.48	80.51	100.93
Brockington	M&B	67.35	186.99	99.98	154.71
Kinver	ED	67.00	136.44	172.12	301.37
IDEM Holly Redwoods	AMH	108.94	111.93	99.07	166.56
IDEM Oak Redwoods	AMH	85.27	82.39	52.31	227.49
IFNCT Birch Redwoods	AMH	92.73	147.23	107.59	252.19
IFNCT Laurel Redwoods	AMH	143.27	145.96	104.00	138.34
IFNCT Pine Redwoods	AMH	101.92	133.67	108.28	130.57
IRER Rehab Rec Shrop T/W	AMH	94.23	89.75	99.65	100.37
ISS New House Shelton (Spruce)	Sub M	122.97	106.83	100.87	102.20
Baswich	AMH	93.60	165.00	87.09	139.49
Brocton	AMH	108.08	105.61	87.09	167.03
Bromley	AMH	89.38	164.54	147.95	266.41
Chebsey House	AMH	121.27	122.25	101.61	126.17
Norbury	PICU	107.74	250.70	109.87	319.39
IAMH George Bryan Tamworth	AMH	117.94	132.22	96.89	181.94
ISFOP George Bryan Tamworth	AMH	73.26	90.17	100.66	132.86
Tier 4 Park House Bham	Sub M	101.61	92.58	99.86	100.54

The following table shows the total average fill rates of planned v actual for the Trust

Lowest/ Highest range		80%	150%
Low/High range		90%	120%
Avg fill % - nurses/midwives (Day)	Avg fill % - care staff (Day)	Avg fill % - nurses/midwives (Night)	Avg fill % - care staff (Night)
90.27%	132.86%	96.48%	152.32%

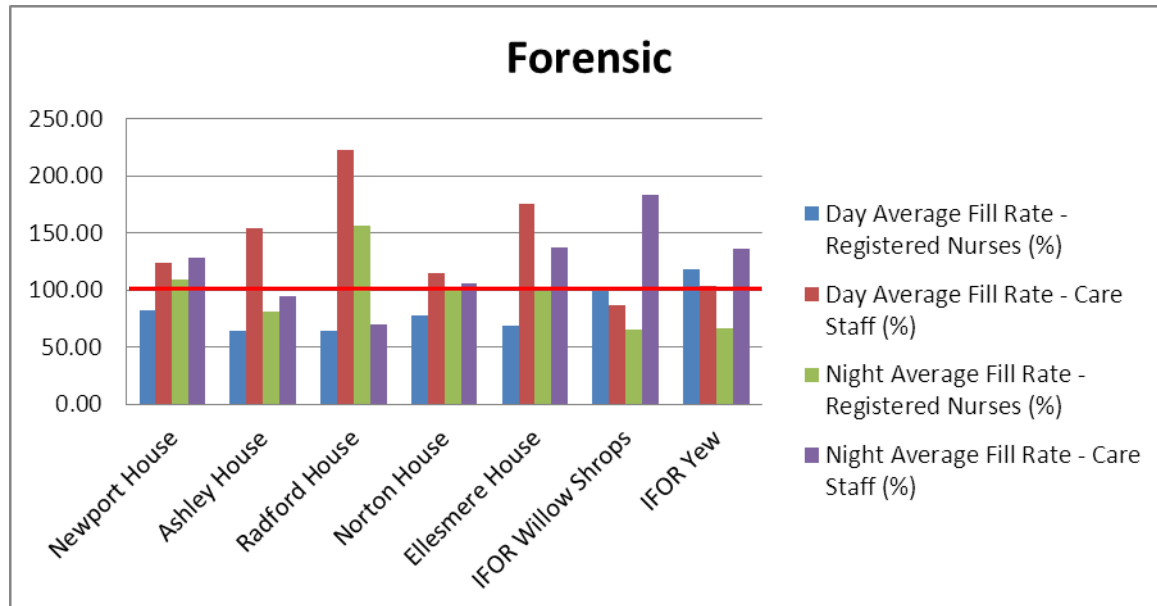
Across the in-patient areas the total overall fill rates are over 100% with over 90% for registered staff and significantly over 100% for unregistered staff. The overfill result is, as expected, as most of our in-patient units do not have planned staff levels built into their rota's for increased levels of patient observation. Where care support worker fill rates exceed the planned numbers significantly, this is due to temporary staff being used at health care support worker band to support increased patient observations and, at times, they are more available than registered nurses and therefore used to backfill a shortfall in registered staff

Site	Avg fill % - nurses/midwives (Day)	Avg fill % - care staff (Day)	Avg fill % - nurses/midwives (Night)	Avg fill % - care staff (Night)
St George's Hospital	82.25%	156.02%	105.10%	154.50%
Elms	94.22%	89.75%	99.65%	100.37%
Oak House	104.68%	98.75%	71.28%	104.67%
George Bryan Centre	90.75%	110.76%	98.15%	149.22%
The Redwoods Centre	105.92%	111.09%	87.81%	163.85%

The following table shows this information by site where there is a variance from 100%. Park House is not included here as they achieved their planned staff requirements.

Variance : Impact and Planned Actions

Forensic Directorate



Those wards with average registered staff fill rates during the day rated as red (below 80%) are as follows:

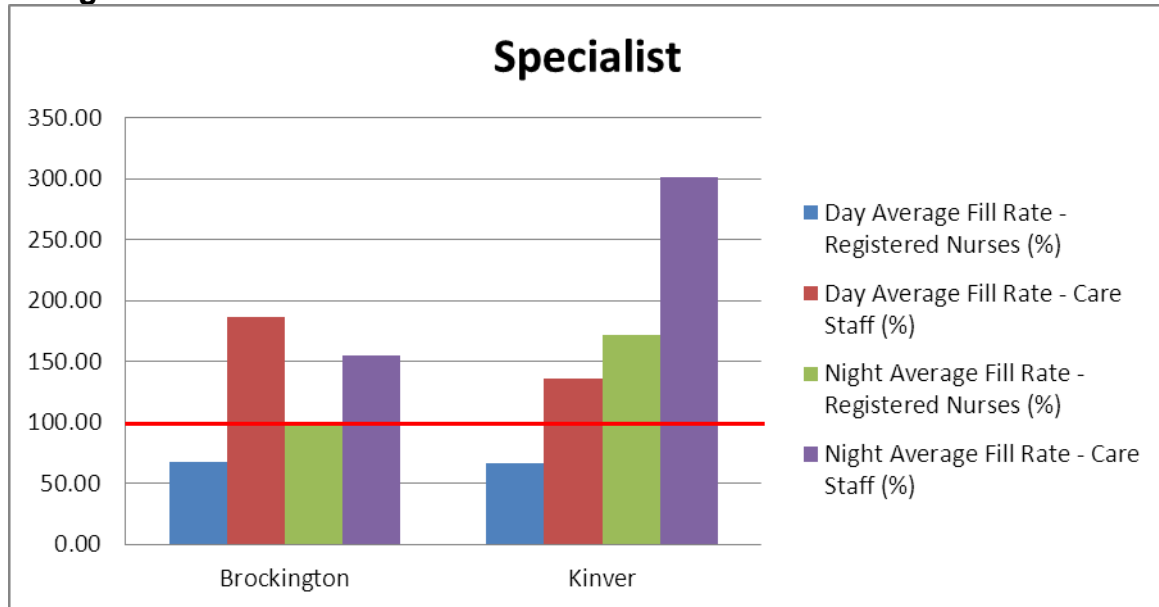
Ashley House
Radford House
Norton
Ellesmere

The following wards have been rated as red for variance to fill rates for registered staff at night.

Willow
Yew

Senior Nurses and Ward Managers have confirmed on the occasions when they are unable to fill their registered nurse requirement with substantive staff they use substantive Health Care Support Workers (HCSW's) to cover these shifts via NHS Professionals as this is preferable to having temporary staff with little or no knowledge of the client group. If no substantive staff are available they request HCSW's from NHSP to backfill. This is reflected in the overfill rates for HCSW's. It has become evident through the scrutiny of this data, that NHSP are able to supply HCSW's far more readily than registered nurses. There are both registered and HCSW vacancies on all wards with the exception of Willow. These are actively being recruited to. The ward managers and modern matrons state that they use professional judgement and knowledge of the patients to determine the skill mix requirements. The day time shifts are further supported by other multidisciplinary staff providing care and treatment to patients.

Eating Disorders and Perinatal



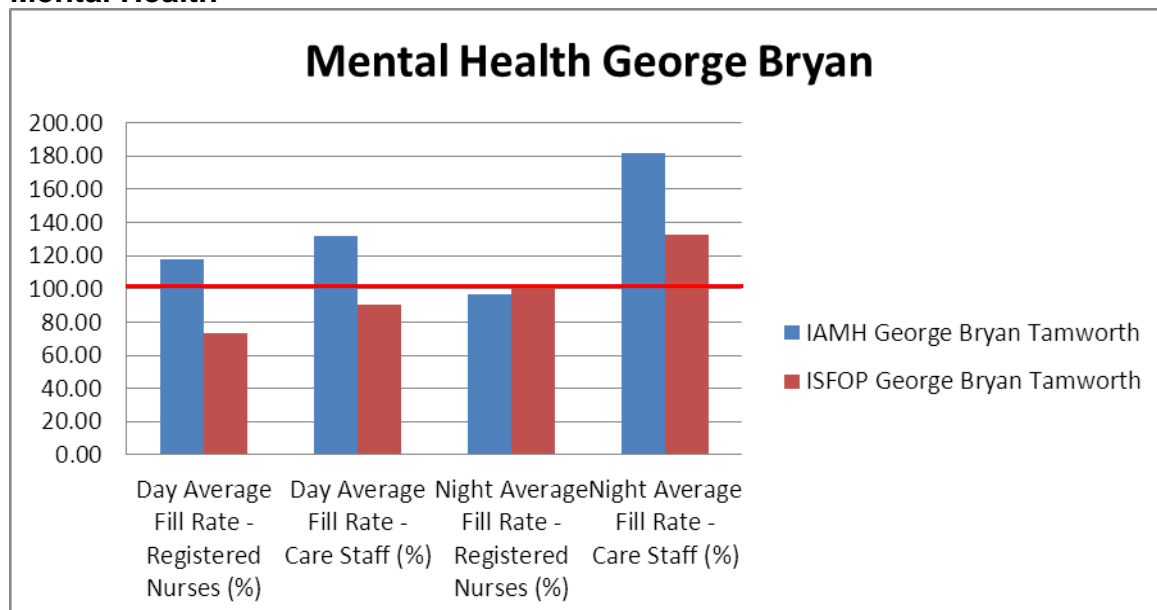
Both wards are rated as red for registered staff fill rates during the day

Brockington

Kinver

To validate the data a reconciliation of the paper rosters was done for both units with the ward managers to confirm fill rates are correct. Both units report backfilling RMN requirement with HCSW's. This is reflected in the overfill of HCSW's. During the day shifts, Kinver has several multidisciplinary staff providing direct care to patients: which means that their skill mix of registered nurse staff numbers can be reduced according to patient need. There are 5 staff vacancies on Kinver of which 1 has been successfully recruited to and plans are in place to recruit to the remaining vacancies. In addition, resources are shared across the two wards, which are co-located and professional judgement is used to deploy HCSW's as required, especially at night.

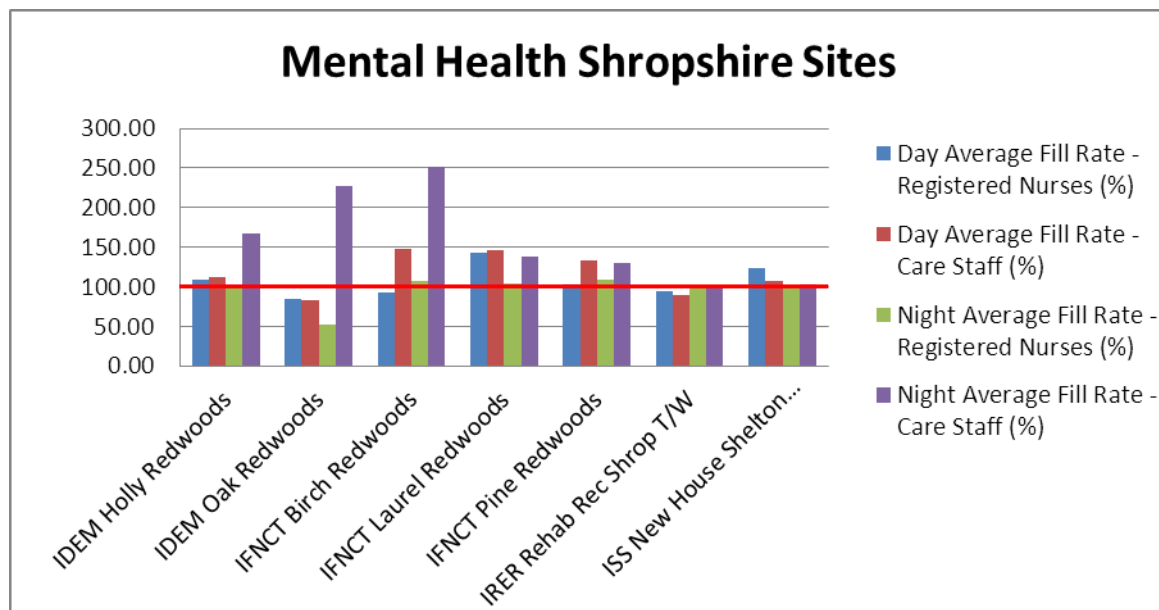
Mental Health



The Older adult ward has been rated as red for shortfalls in registered nurse fill rates during the day

Inpatient Services For Older People George Bryan

Ward managers confirmed the Inpatient Adult Mental Health ward has had an uplift in its establishment due to the George Bryan Centre being geographically isolated. On occasions when there are shortfalls in fill rates for Inpatient Services For Older People staff are redeployed from West to East to maintain safe staffing levels across both wards, however this deployment of staff has not been recorded either on paper or electronically and is therefore not available to demonstrate in this data. A process to ensure that redeployed staff is reflected on the rosters has been discussed and will be in place from this month.



Oak ward has been rated as red for registered staff fill rates at night

Oak Ward

Oak ward has had a recent change of planned establishment uplifting registered staff on night duties from 1 to 2. The new planned establishment is reflected in the data for May however the actual deployed staff has not yet been uplifted to 2. Historically this ward has run on 1 registered at night with support from other areas, however it was reported by the ward manager that commissioners have recently requested this uplift to 2 registered staff at night