

Document Title:	Trust Assurance Report Section 5: Director of Nursing/Chief Operating Officer
Sponsoring Directors:	Alison Bussey, Director of Nursing/Chief Operating Officer
Authors:	Jenny Napier-Dodd, Service Development Lead Suzanne Godwin, E-Rostering and Supplementary Staffing Lead
Date of Meeting:	30 th October 2014

Safer Staffing Monthly Exception Report

Summary

This is the safer staffing report for publication of September 2014 data, on both the NHS Choices website and the Trust's website.

The report details monthly planned (our budgeted and expected staffing) against actual nursing staff fill rates for registered and unregistered nurse staffing, by day and night shifts; no other professional group of staff is to be included.

Trust Boards are to receive this published data monthly, advised, by exception, of those wards where staffing levels fall short of planned numbers. The report details cause and effect and the actions planned to address the shortfall.

The September data demonstrates a reduction in the number of wards rated red; however the overall number of red ratings remains unchanged. Six wards have moved from amber to green rating with the overall amber ratings reduced from 15 to 10.

Key Reporting Issues

The ongoing development of this report and limitation of electronic systems necessitates a degree of manual collection and manipulation of data.

The monthly reporting requirements set out by the National Quality Board dictate that there is a very narrow timeline for data to be validated and submitted for publication.

Recommendation

The Trust Board is asked to:

- Endorse the Safe Staffing Exception Report

September Data Reporting

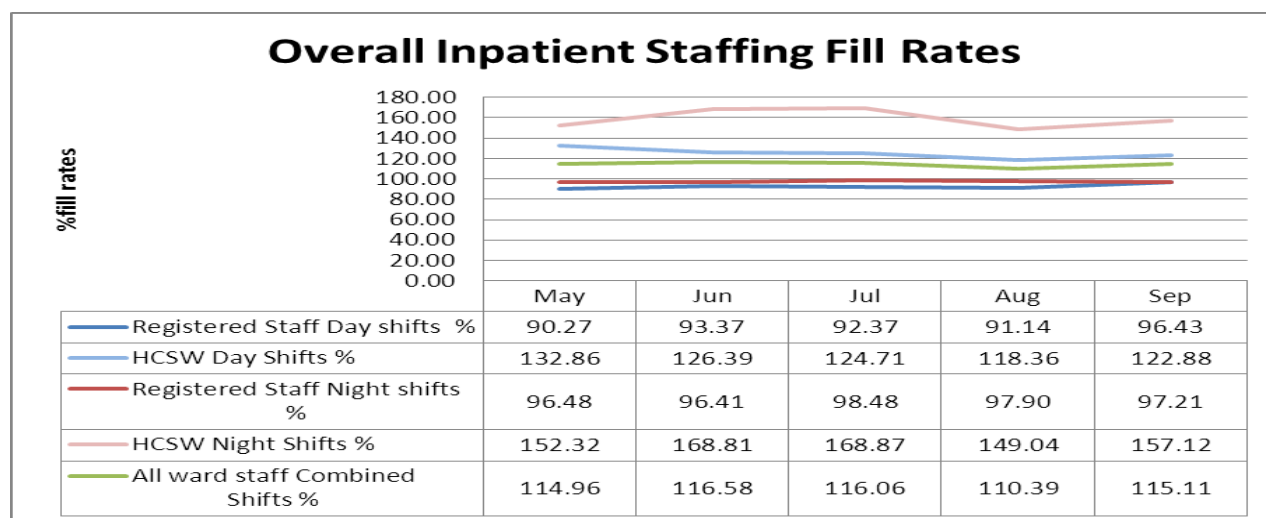
There has been no national requirement to RAG rate this data in respect of any shortfalls, or indeed any oversupply, although further guidance on this and tolerance rates are expected in due course.

Internal RAG rating	
Red	0-80%
Amber	80-90%
Green	> 90%

Table 1 - Nurse Staffing Fill Rates by Ward and by Grade Type: September 2014

Hospital Site	Ward	Speciality	Day		Night	
			Average Fill Rate - Registered Nurses (%)	Average Fill Rate - Care Staff (%)	Average Fill Rate - Registered Nurses (%)	Average Fill Rate - Care Staff (%)
St Georges Stafford	Newport House	Forensic	84.08	141.56	105.35	149.05
St Georges Stafford	Ashley House	Forensic	90.14	152.02	109.38	152.03
St Georges Stafford	Radford House	Forensic	72.87	154.16	113.78	93.98
St Georges Stafford	Norton House	Forensic	109.56	91.37	100.78	94.03
St Georges Stafford	Ellesmere House	Forensic	77.77	141.62	75.13	162.44
Redwoods Shropshire	IFOR Willow Shrops	Forensic	82.35	95.86	84.25	129.78
Redwoods Shropshire	IFOR Yew	Forensic	103.71	99.89	96.78	95.10
Redwoods Shropshire	Oak House	LD	86.67	83.63	99.80	99.79
St Georges Stafford	Brockington	M&B	114.22	148.80	116.59	354.05
St Georges Stafford	Kinver	ED	80.18	130.42	89.41	320.09
Redwoods Shropshire	IDEM Holly Redwoods	AMH	151.32	97.09	101.47	115.03
Redwoods Shropshire	IDEM Oak Redwoods	AMH	99.59	109.49	98.90	153.30
Redwoods Shropshire	IFNCT Birch Redwoods	AMH	116.88	126.68	107.48	284.24
Redwoods Shropshire	IFNCT Laurel Redwoods	AMH	113.56	132.16	100.63	234.33
Redwoods Shropshire	IFNCT Pine Redwoods	AMH	111.70	87.90	96.99	164.15
Redwoods Shropshire	IRER Rehab Rec Shrop T/W	AMH	96.36	110.47	97.87	121.99
St Georges Stafford	Baswich	AMH	104.46	126.75	97.21	122.28
St Georges Stafford	Brocton	AMH	99.35	113.04	76.28	174.92
St Georges Stafford	Bromley	AMH	87.89	128.26	95.18	105.44
St Georges Stafford	Chebsey House	AMH	102.76	86.49	100.65	97.79
St Georges Stafford	Norbury	PICU	113.74	214.54	100.92	280.49
GB Tamworth	IAMH George Bryan Tamworth	AMH	116.89	99.81	95.13	184.72
GB Tamworth	ISFOP George Bryan Tamworth	AMH	57.93	159.58	97.79	96.30
B'ham	ISS Inclusion Bham Tier 4	Sub M	115.22	69.56	98.27	97.90

Table 2



Overall fill rates for inpatient areas remains consistent at over 110%

Fill rates for registered nurses in the day shows an overall improvement from May – September

Fill rates for registered nurses at night remains consistently good at over 96%

The trend for overfill of Health Care Support Worker (HCSW) shifts continues, due to additional staff being used to provide increased levels of observation and engagement for patients with high risk needs

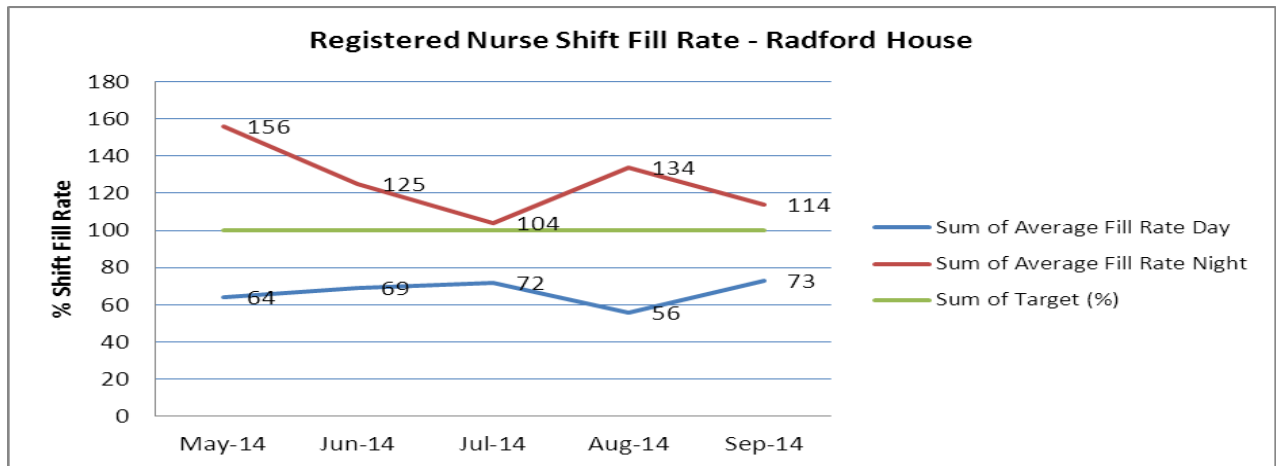
Exceptions: Cause/Effect and Planned Actions

Forensic Directorate

The number of wards rated red for registered staff fill rates during the day has decreased from three to two.

Radford House Registered nurse night fill rates are rated green, day fill rates for registered staff remain red rated, however the percentage fill has improved to its highest rate since reporting commenced: 73% for September.

Table 3

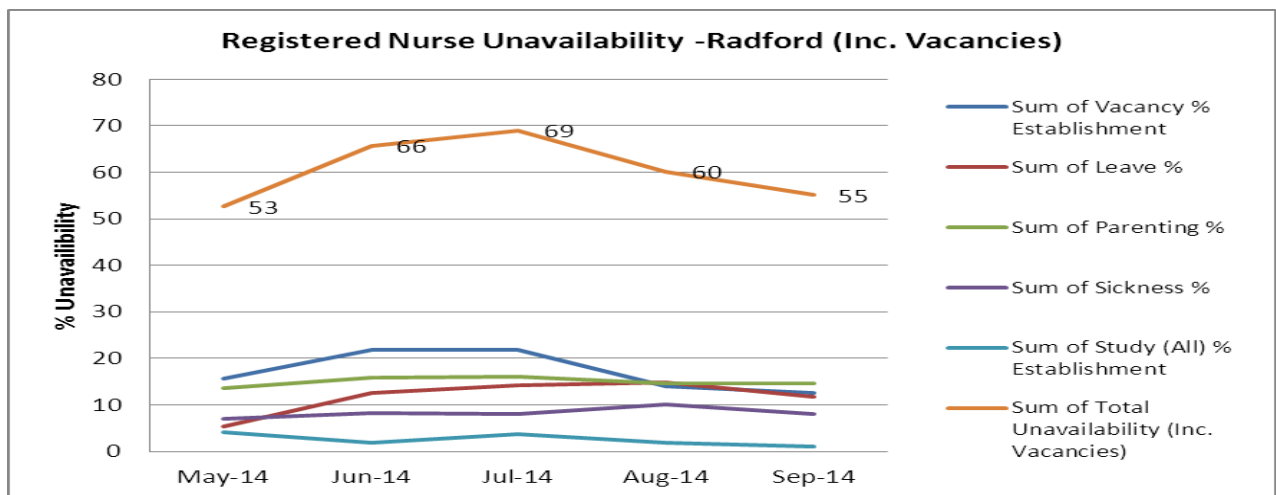


Cause and Effect

Total unavailability for registered nurses is improving (Table 4) for Radford which is reflected in the improvements in the fill rates. There are however still areas subject to action plans to further improve availability and fill rates.

- 2 whole time equivalent (wte) registered nurse vacancies
- 2 wte registered nurse maternity leave
- 1 wte registered nurse long term sick
- 1wte registered nurse seconded to another post within the Trust

Table 4

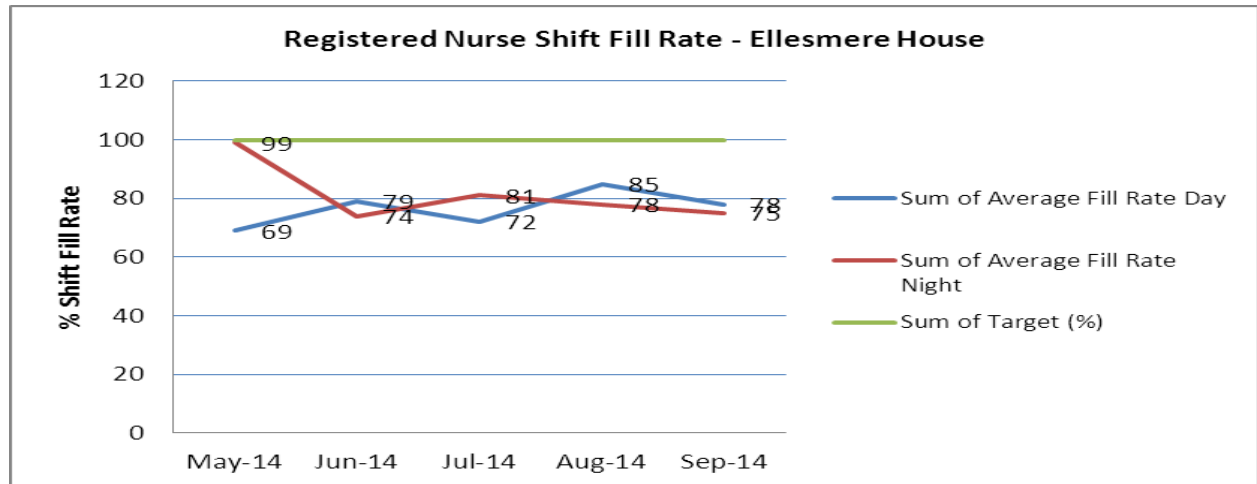


Planned Actions

1. Vacancies have been appointed to during September, one wte now in post and one wte awaiting professional registration, employed at Band 2
2. Flexible staffing solutions are being employed to compensate for two nurses on maternity and one on long term sick leave
3. One maternity leave ends during October
4. Secondment scheduled to end late October

Ellesmere House remains red rated for day fill rates for registered nurses and has moved into the red (below 80%) for night fill rates for registered nurses.

Table 5

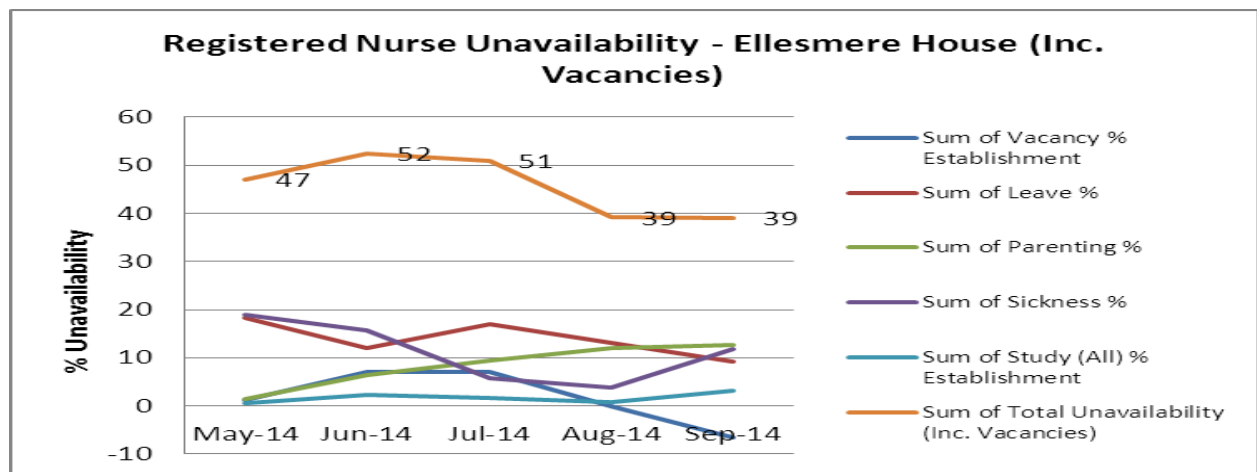


Cause and Effect

Whilst total unavailability of registered nurses is falling for Ellesmere House, in line with falling vacancy rates, this has not been reflected in the overall fill rates for registered nurses during the day or at night. This is in part due to increases in sickness levels from August to September.

- 2 wte registered nurse maternity leave
- 1 wte registered nurse vacancy
- 1wte registered nurse long term sick leave

Table 6



As with previous months reporting the shortfall in registered nurse fill rates for Ellesmere House is due, in part, to occasions when managers are unable to fill their registered nurse requirement and they make a professional judgement decision to use substantive HCSW's to cover these shifts either within contract or via NHS Professionals. This is preferable to having temporary staff with little or no knowledge of the client group.

Planned Actions

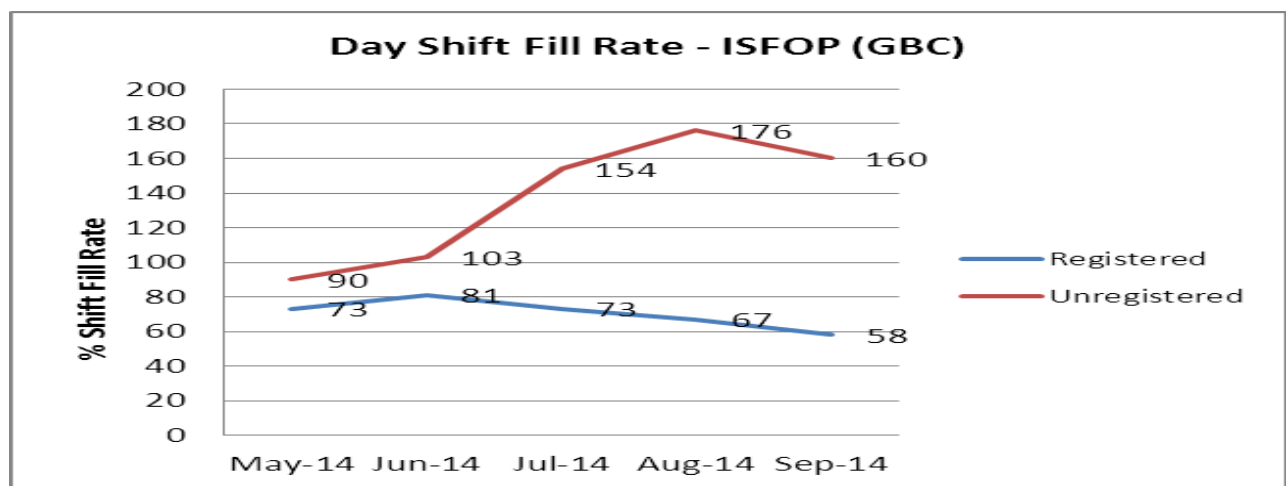
1. 1 wte registered nurse employed to backfill maternity leave
2. 1 wte vacancy appointed to via Milford re-deployment
3. 1wte registered nurse long term sick leave managed back to work during August, however new staff injury mid-September will have some impact

Mental Health Staffordshire

Two wards remain red rated for fill rates for registered staff; ISFOP George Bryan Tamworth East Wing during the day and Brocton during the night.

ISFOP George Bryan Tamworth East Wing

Table 7

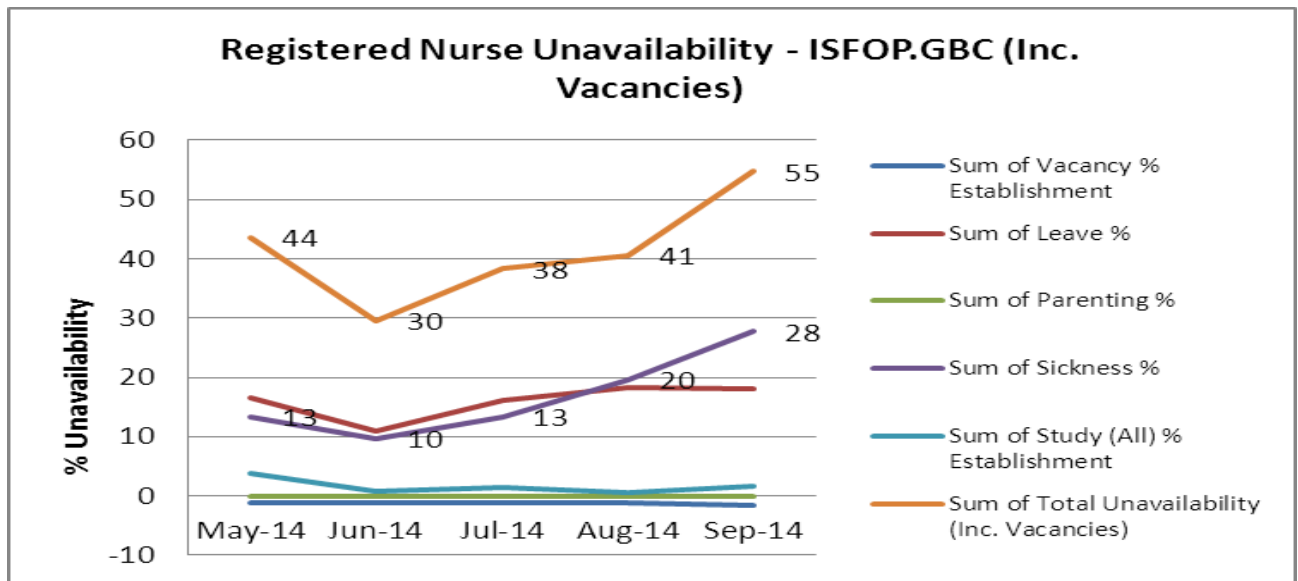


Cause and Effect

An increasing trend for total unavailability for registered nurses from May – September is in part due to increasing sickness levels over the same period.

- High sickness rate amongst registered nurses: 28% during September

Table 8

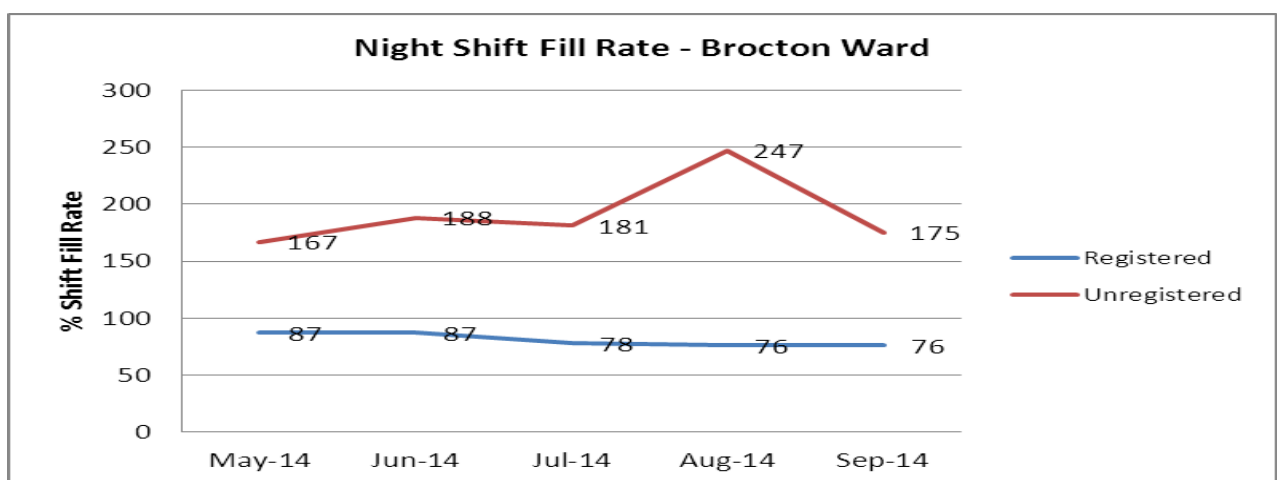


Planned Actions

1. Proactive sickness management in place at levels 1 and 2; formal meetings scheduled
2. To reduce the clinical risks associated with this shortfall a band 4 assistant practitioner has been used to backfill some registered nurse shifts ensuring the most experience/qualified staff available
3. Ward Manager provides backfill for clinical shifts where planned safe staffing numbers are not met

Brocton

Table 9

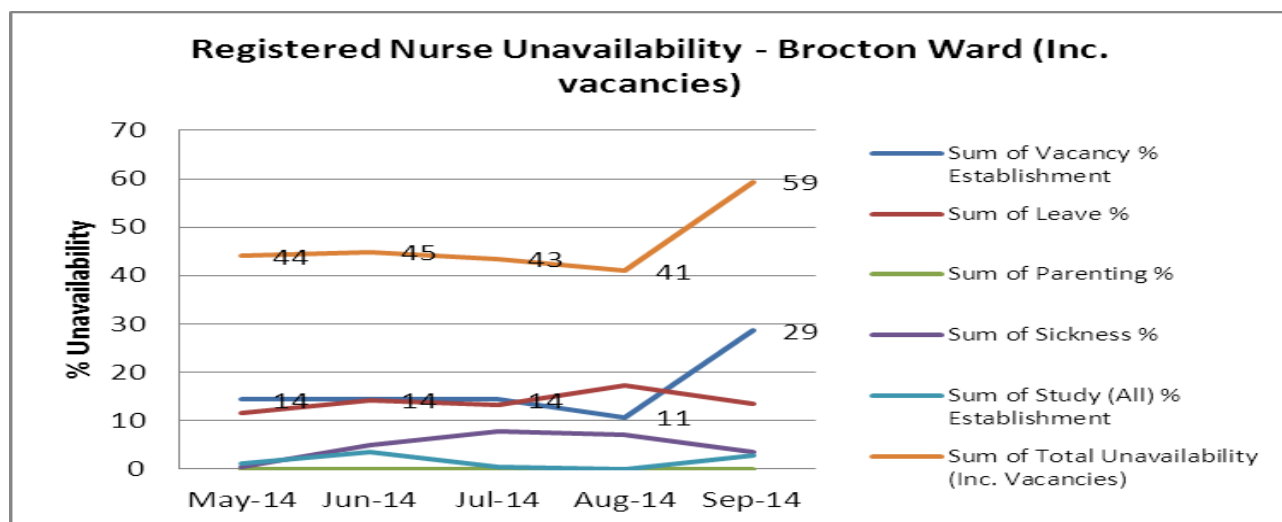


Cause and Effect

An increasing trend for total unavailability in line with increasing vacancies, whilst managed proactively has resulted in static fill rates at 76% for registered nurses at night.

- 4 wte leavers during September
- High volume of ECT cover

Table 10



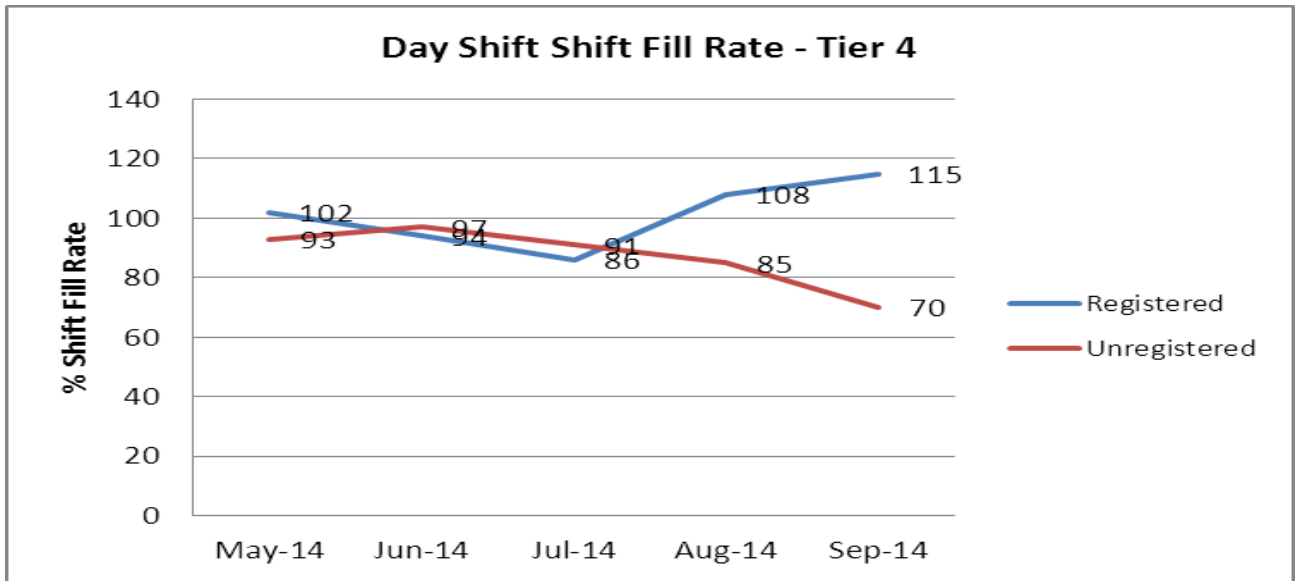
Planned Actions

1. 3 wte registered nurses have been recruited; awaiting completion of checks and start dates
2. In response to time lag between recruitment and nurses being available to work effectively recruitment has already commenced in anticipation of expected turnover due early next year

Specialist Services Directorate:

For the first time the T4 Birmingham substance misuse inpatient service (Park House) has been rated red for day time HCSW staffing

Table 11

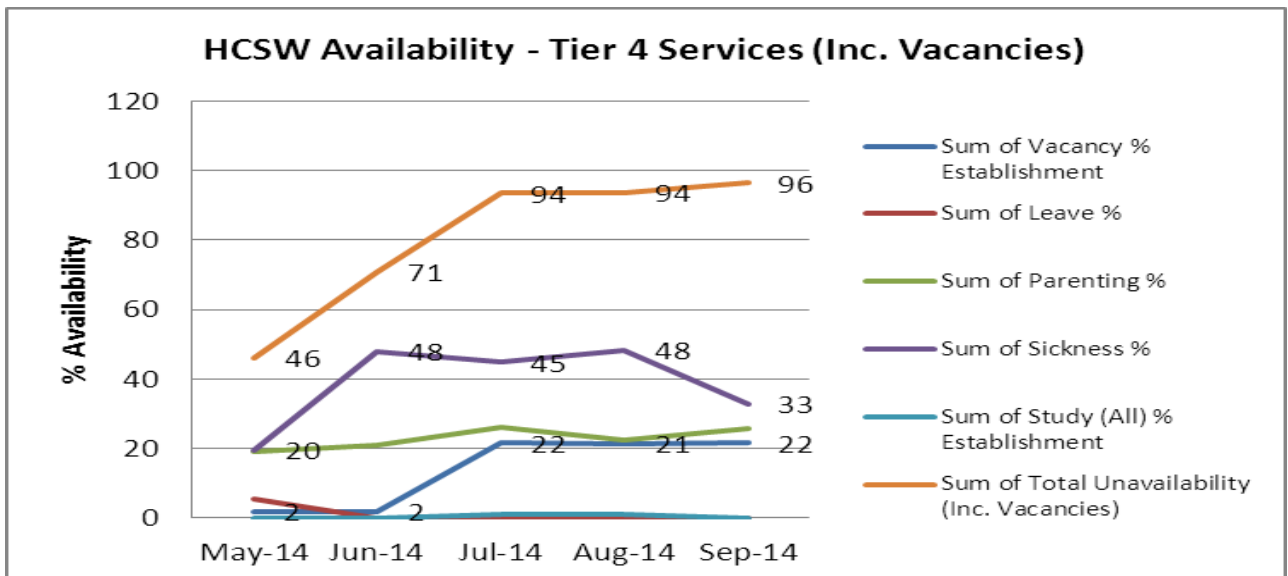


Cause and Effect

Total unavailability has been on the increase since May, in line with a rise in HCSW vacancies and high sickness levels. The total number of staff is only 5wte's and therefore maternity, sickness and one vacancy have increased impact on percentage rates. 3 out of 4 wte are unavailable and they have 1wte vacancy.

- Total unavailability of unregistered Drug Support Workers (DSW) is at 96%
- High sickness levels
- 1wte maternity leave
- There are particular difficulties recruiting people with this skill set across the Birmingham area health economy

Table 12



Planned Actions

1. Sickness is being managed within Trust policy
2. A specific specialist agency is used to fulfil their flexible staffing requirements
3. Where demand for DSW's is not met the only safe measure is to backfill with registered staff. This is demonstrated in the increase to overfill rates for registered staff

It should be noted that Park House is part of the Birmingham substance misuse service which was retendered for earlier this year. As a result of this, a new provider will be taking over the running of this service in March/April next year. The Trust is working closely with this new provider to ensure that staff are recruited to any vacancies that arise during this transitional period.