


The Royal Wolverhampton NHS Trust		
Trust Board Report		
Meeting Date:	26 th January 2015	
Title:	Safe Staffing; Planned Versus Actual Staffing by Ward – November & December 2014 data	
Executive Summary:	<p>This paper details the average fill rate by Registered Nurse / Health Care Assistant [HCA] / shift and ward for the months of November and December.</p> <p>The paper details reasons when staffing hours are $\geq 120\%$ or $\leq 80\%$ by ward.</p> <p>The TDA identified RWT for a Safe Staffing Deep Dive – November 2014 (based on September 2014 Data) due to over 64.7% (twenty two of thirty four) wards with less than 80% fill rate. The feedback from the review highlighted that the Trust proactively managed the staffing risks and triangulate quality and the impact on patients with clear openness and honesty it concluded, based on the interventions in place, that the Trust's position will improve although it is recognised that our recruitment plans will need to be fully realised and the recently recruited European and newly registered British graduates need to commence in their posts with appropriate PIN.</p> <p>December saw the highest nurse sickness rates for the preceding 6 months.</p> <p>35 European nurses joined the Trust 12th January 2015.</p> <p>Nursing vacancies currently at 45.24 WTE.</p>	
Action Requested:	The Board will receive the report for information and to support them in fulfilling their responsibilities to monitor staffing capacity and capability.	
Report of:	Cheryl Etches, Chief Nursing Officer	
Author: Contact Details:	Lynne Fieldhouse, Deputy Chief Nursing Officer	
Resource Implications:	Nil	
Public or Private: (with reasons if private)	Public	
References: (eg from/to other committees)	<p>The external facing Trust intranet page has a dedicated section on safe staffing</p> <p>http://www.royalwolverhamptonhospitals.nhs.uk/patients_public/safe_staffing_levels.aspx</p>	
Appendices/ References/	<ol style="list-style-type: none"> 1. 'Hard Truths' Commitments NHS England http://www.england.nhs.uk/2014/04/01/hard-truths/ April 2014 2. How to ensure the right people, with the right skills, are in the right place at the right time. National Quality Board Nov 2013 	

Background Reading	http://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-how-to-guid.pdf
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> ✦ Equality of treatment and access to services ✦ High standards of excellence and professionalism ✦ Service user preferences ✦ Cross community working ✦ Best Value ✦ Accountability through local influence and scrutiny

1.0 Introduction

1.1 As part of the implementation of the guidance on the delivery of the 'Hard Truths' commitments (March 2014) associated with publishing staffing data, this report provides the Board with monthly information on nursing and midwifery staffing.

1.2 Staffing Information is provided by Senior Sisters / Charge Nurses and collated centrally. Matrons review data with their respective wards. Heads of Nursing contribute some analysis to the data.

1.3 This staffing data is reported to the Senior Nurse Strategic Group and posted on the Trust intranet site.

1.4 The Unify staffing data is published monthly on the Trust internet site.

2.0 Planned staffing with actual 'fill rate' per shift with differentiation between Registered Nurses [RN] and Health Care Assistants.

2.1 The tables in Appendix 1 provide the percentage fill rate of rostered (planned) hours against actual hours worked.

2.2 Tabulated fill rates of less than 80% or greater than 120% [national thresholds] are shaded amber and exceptions are reported in the comments box. Senior Sisters / Charge Nurses are required to indicate the reasons for their staffing levels being above or below those planned.

2.3 The TDA identified RWT for a Safe Staffing Deep Dive – November 2014 (based on September 2014 Data) due to over 64.7% (twenty two of thirty four) wards with less than 80% fill rate on either 'Day or Night' in relation to either Registered Nurses and / or Care Staff. (The TDA trigger is 40% of an organisations wards having 80% or below fill rate) A desktop review took place to enable the TDA to understand the Trust position in greater detail and any mitigating action RWT had taken. This included a review of Trust reports and focused discussions with the Chief Nurse and Deputy Chief Nurse. The feedback from the review highlighted that the Trust proactively managed the staffing risks and triangulate quality and the impact on patients with clear openness and honesty it concluded, based on the interventions in place, that the Trust's position will improve although it is recognised that our recruitment plans will need to be fully realised and the recently recruited European and newly registered British graduates need to commence in their posts with appropriate PIN.

Number of wards below 80% fill	Oct	Nov	Dec*
Registered nurses day	5	6	9
Registered nurses night	3	3	5
HCA day	11	8	9
HCA night	0	2	2

*Includes Cannock Chase Hospital site

2.4 The hours worked do not take into account the amount of bank or overtime that may have been used to fill the shifts, this can impact on quality of care so the paper only provides a quantitative analysis, with qualitative data from selected nurse sensitive indicators

2.5 Monthly average Trust fill rate :

	Sept	Oct	Nov	Dec*
Registered nurses day	87.5%	91%	91%	90%
Registered nurses night	84.1%	89.2%	87.6%	87.9%
HCA day	103.2%	104%	104.5%	100%
HCA night	118.1%	112%	117.2%	116.6%

*Includes Cannock Chase Hospital site

3.0 Supplementary information

- In December both Divisions had their highest sickness rate for nurses in the last 6 months.
- 35 new European Nurses (cohort 4) joined the Trust on January 12th 2015. In total 95 nurses from Europe have been recruited with 4 leavers from the first 3 cohorts (2 within their first month of employment and a further 2 within six months of their employment (this was due to family commitments back in their home country). 7 Nurses across cohort 1-3 are still without NMC PINs.
- Local recruitment of newly registered nurses totals 29. Their PINs are expected by late February 2015.
- Nursing vacancies currently at 45.24 WTE
- A biannual review of nursing workforce rebases the ward skill mix and funded establishment. This is mapped to patient dependency and acuity, planned service charge and national guidance. The next review will be complete by spring 2015 and will take account of the NICE guidance for a nurse to patient ratio no greater than 1:8 as good practice.

Appendix 1

The Royal Wolverhampton NHS Trust Inpatient staff planned with actual – November 2014

Ward	Amber = Fill rate \geq 120% or \leq 80%				Rationale		Nurse Sensitive Indicators				Comments
	Average fill rate – RN's / midwives Day	Average fill rate - HCA Day	Average fill rate – RN's / midwives Night	Average fill rate - HCA Night	HCA instead of RN ✓	Bank Unable to fill ✓	Falls with Harm	Late Obs %	Avoidable PU's	Staffing Breaches	
A5	96.0%	98.8%	95.2%	151.8%			0	11	2	16	
A6	86.7%	136.7%	68.9%	236.7%			0	11	1	3	This is still due a number of overseas qualified not having received PINs
A7	81.5%	120.7%	90.0%	110.0%	✓		1	7	1	0	
A8	70.3%	107.8%	92.2%	133.3%	✓	✓	0	6	1	2	The area was safe during the day shift
A9	94.6%	87.5%	77.8%	86.7%			0	11	1	2	They have a number of vacancies in to which they which they have recruited, safe activity with 2+1.
A12	88.5%	109.3%	71.1%	216.7%			0	8	0	1	Increased HCA cover to support RN deficit – risk assessed – safe (mat leave)
A14	90.7%	99.4%	74.4%	203.3%			0	7	0	0	Increased HCA cover to support RN deficit – risk assessed - safe(mat leave)
A23	81.1%	106.7%	98.3%	90.0%			0	5	0	0	
B7	85.2%	140.8%	73.3%	210.0%	✓	✓	0	4	0	0	Increased HCA cover to support RN deficit – risk assessed - safe
Bey SS	77.2%	70.0%	100.0%	93.3%			0	7	0	0	Support provided from day case to ensure safe effective cover
C16	99.6%	105.3%	85.6%	106.7%	✓		0	19	0	0	
C17	92.4%	101.1%	96.7%	100.0%	✓		1	13	1	0	
C18	92.7%	92.5%	96.7%	90.0%			0	8	0	0	
C19	90.0%	105.0%	80.0%	108.3%	✓		0	11	0	1	
AMU (A21)	93.9%	93.3%	91.1%	98.3%			0	8	0	1	

C22	93.3%	109.3%	100.0%	148.3%	✓		0	9	0	2	Additional staff required at night to help support particularly challenging patients
C24	93.8%	116.7%	82.2%	101.7%	✓		0	12	0	0	
C25	118.3%	89.3%	90.0%	98.3%			2	13	3	0	
CHU	115.7%	95.0%	104.4%	93.3%			0	2	0	5	Additional 4 beds opened to support capacity
Deansley - C35	92.5%	115.0%	103.3%	103.3%	✓		0	4	0	0	
Maternity – D10	102.6%	101.4%	84.2%	125.0%			0	0	0	0	
Cardiology – B14	86.7%	75.0%	86.3%	110.0%			0	4	0	2	Increased HCA cover to support RN deficit – risk assessed - safe
Cardiothoracic – B8	86.7%	90.0%	87.2%	100.0%			0	5	0	5	
West Park 1	88.7%	116.1%	98.3%	230.0%	✓		0	0	0	0	During this period 2 patients required 1:1 to maintain safety of patients
West Park 2	85.6%	102.9%	100.0%	100.0%	✓		0	0	0	0	
West Park 3	72.2%	120.0%	98.3%	98.3%	✓		0	0	0	0	The day shifts were safe
NRU	70.0%	143.3%	100.0%	170.0%	✓		0	0	0	0	Additional staffing required to support challenging patients
Neonatal Unit	108.3%	40.0%	104.3%	93.3%			0	0	0	0	
A21	72.0%	118.3%	62.0%	66.7%	✓	✓	0	0	0	0	To support the ward additional staff were available during the night who were working in a supervised capacity to maintain ward safety
ASU - B12	81.5%	111.7%	85.6%	73.3%	✓	✓	0	9	0	1	
C15	111.0%	153.3%	72.2%	183.3%	✓		0	3	0	0	The ward was safe at night, the out of hours practitioner was based on the ward
D7	79.6%	96.7%	80.0%	-			0	5	0	1	
ICCU	99.0%	99.5%	70.0%	83.3%			0	0	0	3	ICCU has gone over capacity with level 3 patients on general with lower

											activity for cardiac, it has been managed safely.
A10	93.3%	118.3%	96.7%	96.7%			1	0	0	0	
Fairoak - Cannock Hospital	92.4%	105.7%	100.0%	100.0%	✓						
Hilton Main - Cannock	82.9%	103.8%	101.7%	83.3%							* PACU figures are included in Hilton Main

The Royal Wolverhampton NHS Trust Inpatient staff planned with actual – December 2014

Ward	Amber = Fill rate ≥ 120% or ≤ 80%				Rationale		Nurse Sensitive Indicators				Comments
	Average fill rate – RN's / midwives Day	Average fill rate - HCA Day	Average fill rate – RN's / midwives Night	Average fill rate - HCA Night	HCA instead of RN ✓	Bank Unable to fill ✓	Falls with Harm	Late Obs %	Avoidable PU's	Staffing Breaches	
A5	90.7%	102.2%	72.0%	114.5%	✓		0	17	2	14	Movement across the floor between A5 & A6 to support qualified and skill mix deficit.
A6	97.1%	127.7%	74.2%	190.3%			0	12	0	0	Movement across the floor between A5 & A6 to support and ensure safety
A7	75.7%	132.9%	86.0%	127.4%	✓	✓	0	9	0	1	
A8	73.3%	103.2%	88.2%	143.5%	✓	✓	0	9	0	2	
A9	97.6%	87.1%	84.9%	106.5%			0	9	0	0	
A12	86.4%	112.9%	72.0%	206.5%	✓		0	9	2	1	Additional HCA's to support
A14	87.5%	91.4%	90.3%	158.1%	✓		0	7	0	0	
A23	78.5%	101.6%	93.5%	100.0%			0	6	0	1	
B7	78.9%	121.0%	69.9%	196.8%	✓	✓	0	8	0	1	The third RN is being taken from this ward most nights to support ED and replaced with a HCA, the ward has been safe
Bey SS	75.2%	58.7%	100.0%	90.3%			0	7	2	1	Staff moved from other areas to support
C16	107.3%	103.9%	80.6%	96.8%			0	19	0	5	
C17	91.7%	75.3%	100.0%	100.0%		✓	0	13	0	0	
C18	88.3%	101.6%	92.5%	91.9%	✓	✓	0	12	0	0	
C19	84.2%	103.2%	72.0%	108.1%	✓	✓	0	22	1	0	
AMU (A21)	86.2%	89.8%	90.7%	93.5%			0	13	0	1	
C22	85.5%	118.1%	100.0%	158.1%	✓		0	8	0	5	Additional HCA nights to support 1:1 observation
C24	97.2%	120.6%	79.6%	101.6%	✓	✓	0	9	0	1	
C25	110.1%	82.6%	88.2%	98.4%			1	16	2	0	

CHU	107.4%	95.2%	96.8%	125.8%	✓		1	12	0	2	
Deansley - C35	111.1%	72.3%	100.0%	103.2%			0	3	0	0	Acuity required qualified nurse
Maternity – D10	93.0%	94.2%	83.9%	117.7%	✓		0	N/A	0	0	Risk assessed and movement from other areas in the service to support deficit as necessary, some shifts required no assistance due to lower number of inpatients.
Cardiology – B14	88.7%	87.9%	87.1%	93.5%	✓		0	5	1	4	
Cardiothoracic – B8	86.3%	93.5%	82.8%	93.5%			0	7	0	5	
West Park 1	96.1%	101.6%	98.4%	158.1%	✓		0	N/A	0	0	Additional HCA required for 1:1 observation
West Park 2	75.8%	111.5%	96.8%	150.0%	✓	✓	1	N/A	0	0	Additional HCA required for 1:1 observation
West Park 3	73.1%	120.3%	96.8%	101.6%	✓	✓	0	N/A	0	0	
NRU	79.0%	125.8%	100.0%	100.0%	✓	✓	0	N/A	0	0	
Neonatal Unit	111.8%	72.6%	110.1%	67.7%			0	N/A	0	0	Acuity required qualified staff rather than unqualified
A21	109.7%	171.0%	86.5%	148.4%	✓		0	N/A	0	1	There were five shifts that required additional staff to support additional temporary capacity being utilised.
ASU - B12	87.5%	93.5%	73.1%	101.6%	✓		0	6	0	2	
C15	103.4%	116.4%	82.8%	129.2%	✓		0		0	0	Ward moved to C41 on 15 th Dec a 28 bedded ward (an increase of 7 beds) and these beds were opened incrementally as capacity demanded
D7	89.9%	80.6%	76.3%	209 hours		✓	0	10	0	0	Additional HCAs to support. Movement from OPD and support from specialist nurses assisted ward capacity where required.
ICCU	95.0%	96.8%	78.3%	87.3%			0	N/A	0	7	
A10	95.9%	99.2%	100.0%	96.8%			0	5	0	0	

Fairoak - Cannock Hospital	94.9%	103.2%	101.6%	101.6%							
Hilton Main - Cannock	75.8%	71.4%	90.3%	69.4%							* PACU figures are included in Hilton Main Only operating 15 beds currently. Staff were redeployed to MSFT