


The Royal Wolverhampton NHS Trust		
<b>Trust Board Report</b>		
<b>Meeting Date:</b>	22 <sup>nd</sup> May 2017	
<b>Title:</b>	Nursing Workforce Report	
<b>Executive Summary:</b>	<p>This paper details April 2017 data, for both Planned Versus Actual Nurse Staffing by Ward and Care Hours per Patient Day, triangulated with a selection of nurse sensitive quality indicators.</p> <p>The paper also provides an update on recruitment, retention initiatives and the skill mix review programme.</p>	
<b>Action Requested:</b>	<p>The Board will receive the report for information and to support them in fulfilling their responsibilities to monitor staffing capacity and capability as per NQB guidance 'How to ensure the right people, with the right skills, are in the right place at the right time' and the Government's commitment set out in 'Hard Truth's'.</p>	
<b>Report of:</b>	Cheryl Etches, Chief Nursing Officer	
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<b>Links to Trust Strategic Objectives</b>	1, 2, 4 & 6.	
<b>Resource Implications:</b>	Recruitment staffing costs.	
<b>Risks: BAF/ TRR (describe risk and current risk score)</b>	TRR Risk - 3644	
<b>Public or Private: (with reasons if private)</b>	Public	
<b>References: (e.g. from/to other committees)</b>	<p>The external facing Trust intranet page has a dedicated section on safe staffing <a href="http://www.royalwolverhampton.nhs.uk/patients-and-visitors/patient-safety/safe-staffing-levels/">http://www.royalwolverhampton.nhs.uk/patients-and-visitors/patient-safety/safe-staffing-levels/</a></p>	
<b>Appendices/ References/ Background Reading</b>	<p>a. 'Hard Truths' Commitments NHS England <a href="http://www.england.nhs.uk/2014/04/01/hard-truths/">http://www.england.nhs.uk/2014/04/01/hard-truths/</a> April 2014</p> <p>b. Supporting NHS providers to deliver the right staff, with the right skills, in the right place at the right time - Safe sustainable and productive staffing. National Quality Board, July 2016 <a href="http://www.england.nhs.uk">http://www.england.nhs.uk</a></p>	

<b>NHS Constitution: (How it impacts on any decision-making)</b>	<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"> <li>✚ Equality of treatment and access to services</li> <li>✚ High standards of excellence and professionalism</li> <li>✚ Service user preferences</li> <li>✚ Cross community working</li> <li>✚ Best Value</li> <li>✚ Accountability through local influence and scrutiny</li> </ul>
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## Background Details

1

**Actual vs. predicted nurse staffing**

a. 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 inpatient nursing and midwifery staffing.

b. Staffing information is provided by Senior Sisters / Charge Nurses and collated centrally. Matrons review the data for their respective wards. Heads of Nursing/Midwifery contribute some further analysis of the data.

c. This staffing data is reported to the Senior Nurse Group and posted on the Trust intranet site. The Unify staffing data is published monthly on the Trust internet site and NHS choices.

2

**Findings from Actual vs Predicted nurse staffing**

The table in Appendix 1 provides the average percentage fill rate of rostered (planned) hours against actual hours worked, care hours per patient day (CHPPD), selected nurse sensitive indicators and vacancy details per ward.

Tabulated fill rates of less than 80% or greater than 120% (national thresholds) are shaded red & lilac respectively. To note there are examples where below planned staffing is acceptable when mapped to bed occupancy/patient dependency.

Summary

**Table 1 – Number of wards below an average 80% fill rate**

	May 2016	June	July	Aug	Sep	Oct	Nov	Dec	Jan 2017	Feb	March	April
<b>RN day</b>	6	8	8	12	7	3	3	4	2	4	3	1
<b>RN night</b>	10	10	14	12	12	14	13	13	10	12	14	10
<b>HCA day</b>	4	2	2	2	2	4	4	4	4	2	4	2
<b>HCA night</b>	2	0	1	0	2	1	1	0	0	0	1	1
<b>Total</b>	22	20	25	26	23	22	21	21	16	18	22	14
<b>Total %</b>	30	27	35	36	32	30	29	29	22	25	30	20

**Table 1**

*Results for April* – There has been an improvement in the number of wards falling below the 80% fill rate required, this equates to 20% of all inpatient wards. Of these, 2.8% is shortages of RN's on days and 28.5% of RN's on nights. This in part remains due to the number of registered nurse vacancies and a combination of short/long term sickness and maternity leave in some areas .

**Table 2 - Monthly average% Trust fill rate**

	May 2016	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan 2017	Feb	March	April
RN day	90.4	90.0	90.4	88.2	89.1	91.9	93.9	93.9	95.5	96.5	92.5	95.0
RN night	89.4	90.8	89.7	88.9	89.0	88.7	90.0	88.7	90.8	88.4	89.1	90.2
HCA day	113.6	110.2	113.8	107.7	107.0	103.6	105.9	105.8	108.8	110.5	110.1	110.3
HCA night	139.1	124.4	136.2	136.7	132.2	134.3	134.6	134.1	133.6	137.1	133.5	128.1

**Table 2.**

*Results for April* – The average fill rate for registered nurses both day and night has improved. The fill rate for HCA's remains healthy, in part supporting some of the RN shortages but also supporting patient complexities requiring enhanced observations.

Factors continue to include:

- Unfilled funded RN vacancies.
- 1:1 observations/enhanced care of some patients in a number of wards requiring an over fill.
- High acuity and dependancy of patients in the majority of wards.
- Some 'cross floor' working in C18 &19, A5 & A6, A12 & A14 has ensured safety whilst supporting efficiency.
- An accepted reduction in planned staffing mapped to patient dependency in ICCU as per National Guidance.

#### **Lord Carter , workforce efficiency collaborative**

To provide a single consistent way of recording and reporting deployment of nurse staff working on inpatient wards/units, NHS Improvement developed, tested and have adopted Care Hours per Patient Day as the staffing methodology.

- CHPPD is calculated by adding the hours of Registered Nurses to the hours of Healthcare Support workers and dividing the total by every 24hours of inpatient admissions (or approximating 24 patient hours by counts of patients at midnight)
- CHPPD reports split out Registered Nurse and Health Care Support Workers to ensure skill mix and care needs are met

The CHPPD(Care hours per patient day) Trust data for April is included within the table in Appendix 1.

Table below provides average and range for specific ward types

	Jan 2017		Feb 2017		March 2017		April 2017		May 2017	
	Average	Range	Average	Range	Average	Range	Average	Range	Average	Range
<b>General wards</b>	6.46	4.9-7.3	6.45	4.9-7.3	6.6	5-10.9	6.6	4.9-9.0		
<b>Rehab wards</b>	6.97	5.6-7.6	6.80	5.8-8.9	7.4	5.9-9.5	7.3	5.7-9.6		
<b>Emergency portal</b>	7.46	6.6-8.3	7.15	6.5-7.8	7.7	6.3-9.0	8.1	6.4-9.8		
<b>High Care</b>	21.6	17.7-25.5	23.45	18.8-28.1	22.9	19.9-25.9	22.6	17.4-27.7		

This data will enable us to benchmark similar wards within the Trust as part of the biannual skill mix review for workforce numbers and quality impact.

### 3 Recruitment, Retention and Skill Mix Review Programme

#### Recruitment

##### International recruitment

4 certificates of sponsorship were assigned in April; two staff from the Philippines arrived 15<sup>th</sup> May and will begin the preparation for OSCE.

##### National campaign

Nurse Recruitment Bureau have processed 29 offers of employment in April, 15 to external candidates to the Trust and 14 of which will be internal transfers

Interviews are scheduled for 22/25/26 May for the nursing students completing their Registered Nurse degree programme at Wolverhampton University.

#### Retention

There were 28 leavers in April :  
 21 Registered nurses  
 7 HCAs

There were 29 new starters in April:  
 19 registered nurses and 10 HCAs

Appendix 1 - Actual v's predicted staffing

The Royal Wolverhampton NHS Trust Inpatient staff planned with actual – April 2017

Ward	Amber = Fill rate $\geq$ 120% or $\leq$ 80%				Care Hours Per Patient Day (CHPPD)			Nurse Sensitive Indicators				Vacancies W.T.E.	
	Average fill rate – RN's / midwives Day	Average fill rate – HCA Day	Average fill rate – RN's / midwives Night	Average fill rate – HCA Night	Registered midwives / nurses	HCA	Overall	Avoidable pressure ulcers	Falls with Harm	% of observations completed on time	Hospital Acquired Infections	RN	HCA
A5	96.7%	127.2%	101.7%	145.0%	2.8	3.8	6.6			97		8.42	3.35
A6	110.0%	106.1%	100.0%	146.7%	3.2	3.5	6.6			95	1	-0.49	2.98
A7	100.0%	132.9%	87.1%	111.3%	3.7	2.7	6.4	1		93		1.36	0.11
A8	89.0%	108.3%	72.2%	138.3%	3.2	2.7	5.9			95		2.98	-0.2
A9	91.4%	93.3%	82.2%	126.7%	4.0	2.5	6.4			93		1.9	0.17
A12	87.4%	154.4%	75.6%	246.7%	2.7	2.4	5.1			94		3.67	2.7
A14	102.8%	143.9%	87.8%	163.3%	3.4	2.2	5.6			97		3.91	0

A23	96.8%	93.3%	84.9%	96.7%	5.0	2.1	7.0			97		3.29	0
B7	84.8%	117.5%	66.7%	210.0%	3.3	2.9	6.3			97		3.99	0.68
Bey SS	105.2%	81.6%	100.0%	100.0%	5.9	3.0	8.9			98		2.7	3.09
C16	107.6%	102.0%	75.6%	130.0%	2.9	2.4	5.3			90		2.51	1.34
C17	-	-	-	-	-	-	-						
C18	91.7%	107.5%	91.1%	98.3%	3.4	1.8	5.3	2		92		1.39	2.75
C19	89.0%	115.8%	73.3%	131.7%	3.3	2.2	5.5			91		2.32	0.27
AMU (C58)	97.5%	113.6%	98.5%	115.8%	5.9	3.9	9.8	1		90		5.89	-0.94
C22	112.6%	87.3%	105.0%	146.7%	4.9	3.1	8.1			96	1	1.27	0.26
C24	96.2%	101.3%	70.0%	135.0%	2.8	2.6	5.4	2		95		2.85	-0.45
C25	86.7%	99.3%	67.8%	146.7%	2.4	2.4	4.8	1		90		2.59	0.03
CHU	77.7%	88.9%	97.8%	121.7%	4.1	3.0	7.1			93		8.14	1.53
Deansl ey - C35	94.3%	120.8%	100.0%	100.0%	4.5	3.0	7.4			96		2.0	0

Maternity – D10	91.8%	105.3%	81.7%	100.0%	4.9	2.4	7.3			NA		-3.17	-2.05
Cardiology – B14	88.8%	150.0%	87.9%	97.9%	5.0	1.3	6.3			95		4.33	0
Cardiothoracic – B8	86.0%	120.0%	90.5%	126.7%	5.2	1.6	6.8			96		2.19	-0.27
West Park 1	110.7%	113.3%	100.0%	200.0%	2.8	3.2	5.9	1		NA		1.19	-0.32
West Park 2	82.8%	117.1%	96.7%	100.0%	2.3	3.4	5.7			NA	1	1.32	-0.51
NRU	97.5%	165.6%	150.0%	156.7%	4.4	5.2	9.6			NA		3.07	-0.18
Neonatal Unit	112.9%	85.0%	110.5%	80.0%	15.7	1.7	17.4			NA		6.31	1.47
A21	87.2%	59.2%	95.3%	96.7%	8.1	1.8	9.9			NA	1	13.77	1.97
ASU - B12	85.2%	118.3%	95.6%	116.7%	4.1	3.7	7.8			91	1	5.46	2.23
C41	100.0%	102.4%	72.2%	143.3%	4.0	3.9	8.0			97		3.39	1.82
D7	107.9%	94.2%	66.7%	193.3%	4.9	2.8	7.7			91	1	-0.84	0.21

ICCU	98.9%	67.9%	98.7%	86.7%	25.1	2.5	27.7			NA		6.38	2.11
Fairoak - CCH	85.2%	133.8%	101.7%	145.0%	3.2	4.9	8.1			98		1.51	-0.43
Hilton Main – CCH	90.9%	126.5%	92.3%	98.3%	4.4	4.6	9.0	1		95		4.63	-1.67
C15	87.6%	99.2%	68.9%	190.0%	3.2	2.4	5.6			92		0.99	2.08
PAU	100.0%	96.7%	100.0%	93.3%	36.8	17.5	54.3			NA		As A21	As A21