

## Board of Directors Meeting

October 2014

### Monthly Report of Nursing and Midwifery Staffing Levels September 2014

**Status:** A Paper for Information

**History:**

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## Board of Directors Meeting

September 2014

A paper prepared by Neil Webb (Senior Nurse, Workforce)

and presented by Eileen Sills CBE, Chief Nurse and Director of Patient Experience

### Monthly Report of Nursing & Midwifery Staffing Levels September 2014

#### Executive Summary

##### Purpose:

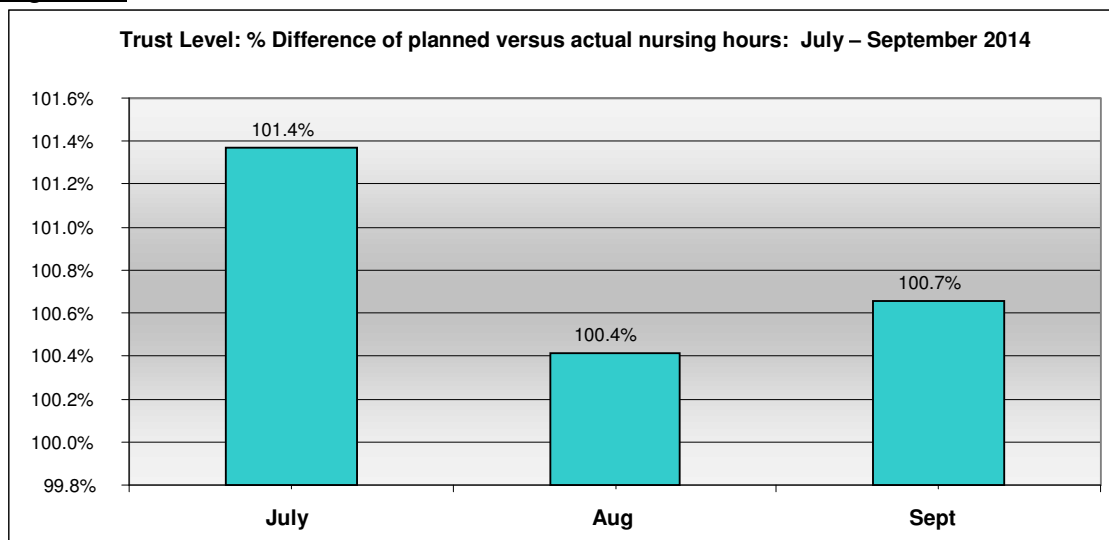
- Regular monthly report on nursing, midwifery and health visitors staffing levels.

##### Key Points:

#### 1.0 General points:

- Planned versus actual nursing hours for September 2014 was 0.7% above planned.**
- In total there were 25 areas where staffing fell below planned hours. This was a marginal reduction from 23 areas last month.
- 7 areas used more than 10% actual nursing hours above planned. 3 areas actual hours fell below planned by more than 10%.
- The three month trend (July – September 2014) of planned vs. actual nursing hours within our inpatient bedded areas, shows a stable trend of between 100.4 – 101.4 % (Fig 1)

Figure 1.



- **Appendix 1** shows the at ward level the three month (July-September) graph of planned vs. actual hours use.
- **Appendix 2** shows at Directorate level the three month (July-September) graph of planned vs. actual hours use.
- It can be seen from Appendices 1 and 2 that Acute Medicine remained the higher users of actual hours over planned. Whereas Evelina London Children's Hospital actual hours fell below planned. This pattern has been reported in previous workforce briefing papers.
- **Acute Medicine Directorate** continues to use a higher % of actual hours than planned due to complex patient care needs requiring '1:1 specialing'. However, some wards have seen a reduction from previous months i.e. William Gull, Albert and Mark Ward (Appendix 2).
- **Evelina London Children's Hospital:** A seasonal adjustment percentage (%) of planned hours has been applied to the September data (as outlined in last month's workforce board paper).
- % reductions have been applied to a number of Evelina London Children's units planned hours depending on their bed utilisation and patient dependency needs. These reductions have been taken from the June 2014 Chief Nurse Office workforce reviews of staffing numbers on shift: (1) Mountain Ward:10% (2) NICU: 10% (3) PICU: 5% (4) Savannah Ward: 20% and (5) Beach Ward: 24%.
- Future seasonal adjustments % to planned hours will be reviewed and signed off within the Chief Nurse bi-annual workforce reviews. Next CNO review is scheduled for November 2014.
- There remain a number of vacancies within Evelina Children's Hospital that are waiting recruited pipeline staff to commence employment. Temporary staffing is being used to assist with the current gap. Non ward based nurses and senior nursing staff are assisting clinical areas to ensure services are safely staffed where a lower 'actual' than 'planned' nursing hours has been reported. Nursing staff requirements are continuously monitored in all areas throughout the 24 hour period to ensure that appropriate staffing size and skill mix are available to match patient dependency needs.

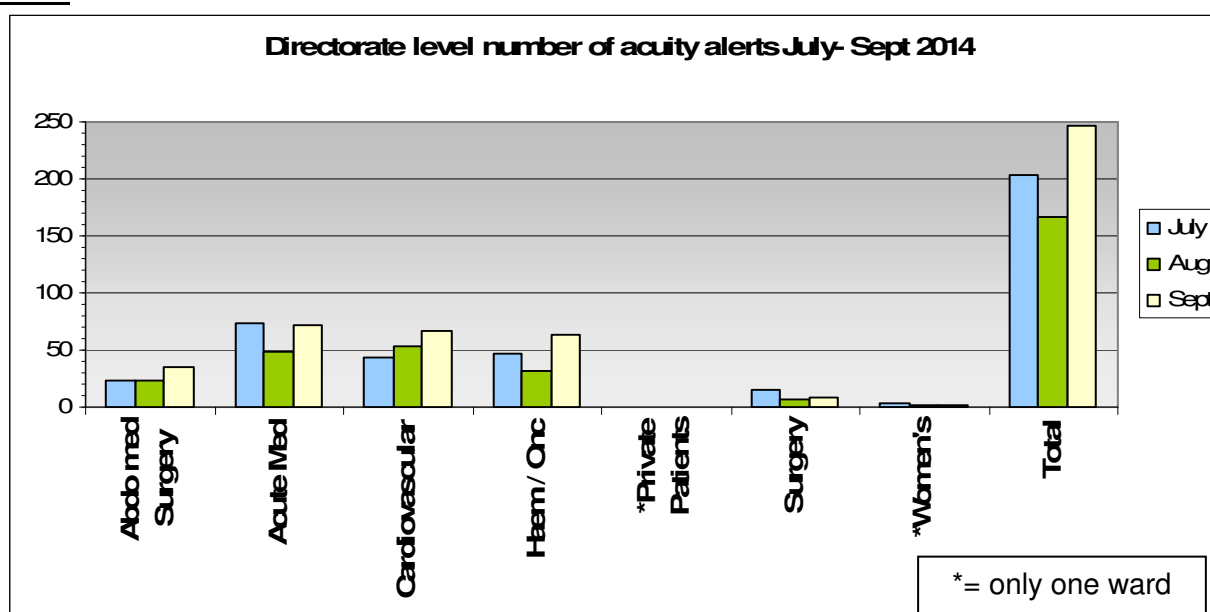
#### **Other Areas:**

- Ensuring Trust staffing escalation procedures match operational demands have remained a key priority over the last month. This has been achieved through a focus on re-educating frontline staff on the importance of raising any staffing concerns via the 'Red Flag' escalation process. Through guided questions to the nurse in charge of a shift, Heads of Nursing, Matrons and Site Nurse Practitioners will also ensure routinely that the right size and skill mix of nurses are present within a shift.
- More proactive steps to identify future shifts staffing needs are being investigated utilising the Trusts online rostering IT application. This will aide future staffing resource planning, with an aim to reduce reactive roster management. The Chief

Nurse Office Workforce team will be working in conjunction with Heads of Nursing and Matrons over the next two months in being trained to use 'RosterPerform' to achieve this.

- There were 63 red flags raised over the month of September, a decrease of one from the previous month. All Red Flag alerts were responded to with a senior nurse review at the time of being raised and any mitigating actions immediately put in place to ensure patient safety. Trends of Red Flag alerts will form part of the November Chief Nurse Office workforce reviews in conjunction with other workforce data. This will ensure nurse establishments are set with the correct safe staffing numbers.
- 246 acuity alerts were triggered in the Trust over the month of September. An increase from the month of August (Figure 2).

**Figure 2**



- All acuity alerts were responded to appropriately by a senior nurse and staffing levels adjusted where required to ensure safe staffing levels.
- Recruitment remains positive. At the time of this paper being prepared there are currently 321.52 wte Nursing and Midwifery vacancies. This equates to around 6% of the total Trust's Nursing & Midwifery establishment (5519.54 wte). *Pipeline nursing staff recruited, but waiting to commence employment are included in the Trust employed numbers.* This is an extremely positive position due to successful recruitment campaigns over the last few months. However, the challenge will now be for the Trust to maintain this position and ensure retention rates remain high over the coming months. Appendix 3 shows the current Trust Nursing and Midwifery workforce position with a projected three month vacancy position based on historical leaver's data of around 8%.
- Trust Nursing & Midwifery Committee are currently planning a whole day workforce workshop in November in conjunction with the senior operations team and Human Resource departments. The aim of this day will be to focus attention on reducing

temporary staffing financial spend and the increase of nurse to patient contact time. An outcome of the day will be to formulate a clear action plan that will be measured and reported to the Trust Board over the coming year.

### **Implications:**

- The Trust is continuing to remain busy, requiring high levels of nursing hours to deliver safe effective patient care. This has proved a challenge in some directorates where vacancies are present, requiring an increased reliance on temporary staffing.
- Analysis of nursing workforce data is now supporting more than ever the identification of the Trusts recruitment and retention needs. This will assist senior nursing discussions to formulate a robust recruitment and retention strategy for the year ahead to ensure a stable nursing workforce.

### **Recommendations:**

- The Board of Directors is asked to note the information contained in this summary report and the actions we have in place and the excellent progress we have made.

### **Appendices:**

- Appendix 1 – Ward Level % Planned Vs Actual
- Appendix 2 - Directorate level % Planned Vs Actual
- Appendix 3 – Trust Level Recruitment & Vacancy levels (26/09/14)
- Appendix 4 - Planned vs. Actual nursing hours Trust collated - September 2014 (UNIFY)
- Appendix 5 - Trust collated workforce clinical indicator summary – September 2014
- Appendix 6 - Non-inpatient monthly staffing report collated – September 2014