


<b>Board Briefing</b>	 <b>Guy's and St Thomas'</b> NHS Foundation Trust
<b>Board Briefing of Nursing and Midwifery Staffing Levels</b>	<b>Date of Briefing</b> May 2017 (April 2017 data)

This paper is for:		Sponsor:	<b>Chief Nurse- Dame Eileen Sills (DBE)</b>	
Decision		Author:	<b>Workforce Team (Chief Nurse's Office)</b>	
Discussion		Reviewed by:	Director of Nursing, Adult Services (Chief Nurse's Office)	
Noting		CEO*		
Information	✓	ED*		
		Board Committee*		
		TME*		
		Other*		

\* *Specify*

## **1.0 Summary**

This briefing provides the Board with an overview of the Nursing and Midwifery workforce during the month of April 2017. It is a requirement on all senior nursing and midwifery staff to manage their respective clinical areas with safe, appropriate, effective staffing at all times. They must ensure that any deviations are reported through the red flag system and are acted upon in real-time in order to protect patient care.

## **2.0 Key highlights for April 2017**

- Average fill rates of planned hours for Registered Nurses (RNs) for days were 97.4%, with nights at 99.2%. Average fill rates for planned hours for NAs was 105.3% in the daytime and 113.0% for the night. Overall 100.1% of planned hours were used.
- Vacancies have increased by 0.7% since March 2017. On 28<sup>th</sup> April 2017 there were 340 external candidates in the Recruitment Pipeline, who are expected to join the Trust over the next few months. Besides looking at possible strategies to increase the retention rate, three weekly recruitment open days continue alongside work to make the on-boarding process more efficient, decreasing the drop-out rate of candidates and improving the time to hire.
- The Heads of Nursing and Midwifery (HoN/Ms) have given assurance that they have reviewed their staffing numbers and assessed their areas to be safely staffed.

Staffing measures	Apr-16	Apr-17	Change	
Nursing Establishment WTE	5857.91	6065.63	207.72	▲
Nursing Staff in Post WTE	5256.56	5315.91	59.35	▲
Vacancies WTE	601.35	749.70	148.35	▲
Vacancy rate	10.3%	12.4%	2.1%	▲
Red Flags raised	46	96	50	▲
Agency % of Paybill	4.8%	4.5%	-0.3%	▼
Planned v Actual Hrs used	99.1%	100.1%	1.0%	▲
Care Hours per Patient Day	N/A	10.8	N/A	N/A

### **3.0 Recruitment**

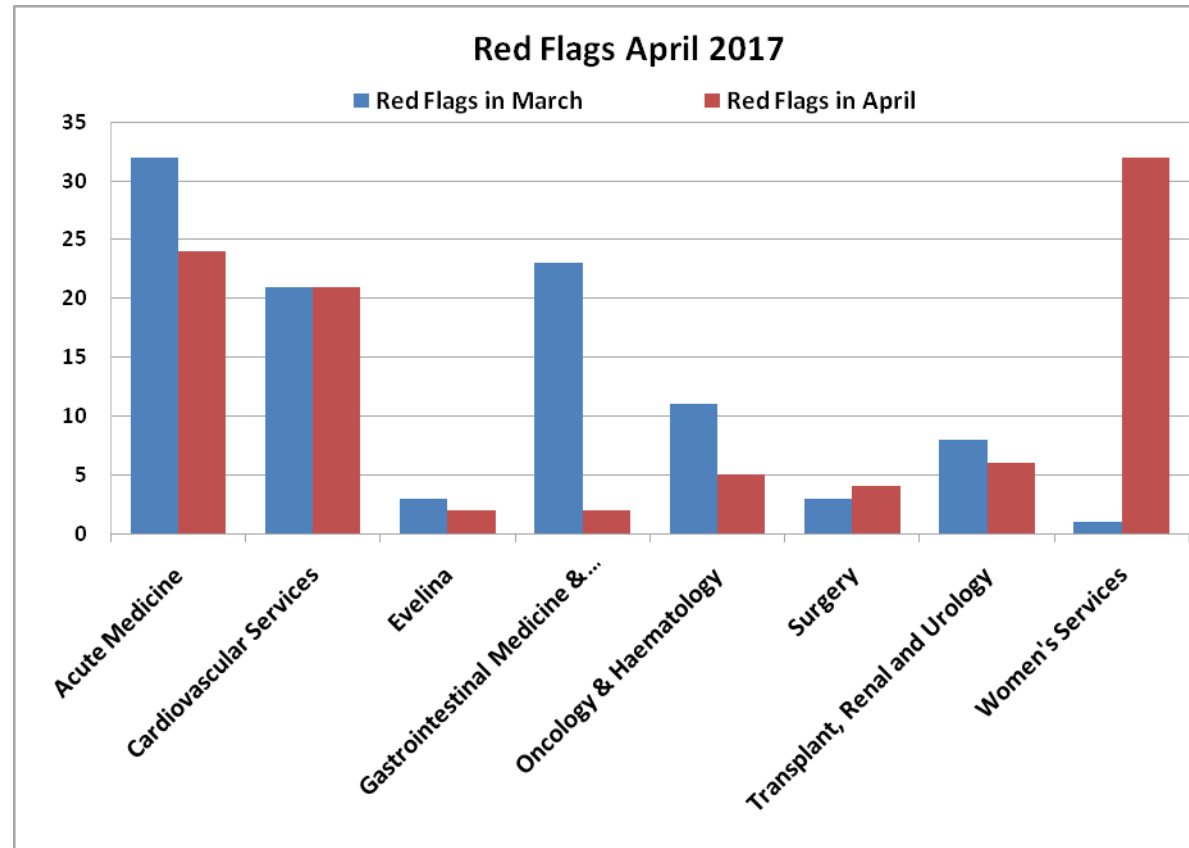
- 3.1** The overall Nursing vacancy rate for April 2017 was 12.4%, which is 0.7% higher than the previous month. There were 78 leavers recorded for April 2017 which contributed to a 33.5 WTE decrease in the number of staff in post compared to March 2017. Of note there are 59.35 WTE more staff in post than at the same period last year.
- 3.2** Recruitment activity continues with the 3 weekly Band 5 generic assessment centres yielding good numbers of high quality candidates. A review of the revised assessment centre process was presented to the Nursing and Midwifery Workforce Council in April 2017. The attendance data from the assessment centres between November 2016 to January 2017 shows that the attendance rate was 76% and the success rate was 87%, a marked improvement from previous interview processes. In addition the data demonstrates that the new process is more efficient in terms of recruitment episodes and the number of successful candidates being offered posts. Also there has been an increase in the number of candidates retained in the interim period between offer and start dates (now at 84% compared to 77% previously). While the assessment centres have demonstrated improvement on previous processes, the workforce team within the CNO are continuing to work with the directorates to ensure the process is working for all and always seeking to improve the experience for both candidates and interviewers. This will include refreshing the assessments in the upcoming months.
- 3.3** The Newly Qualified Nurse Assessment Centres will be running in late May for both adult and child nurses. The response to the advert for both has shown an increase in applications from last year.

## 4.0 Safe Staffing

- 4.1 As outlined in the table below, the number of bed days in April 2017 stood at 36,465, 3,350 fewer than the longer previous month and 6,648 more than in April 2016.

Count of bed days							Proportion of bed days				
Month	Level 0	Level 1a	Level 1b	Level 2	Level 3	Total	level 0	Level 1a	Level 1b	Level 2	Level 3
April	10,724	7,812	16,756	1,769	34	36,465	29.4%	19.7%	46.0%	4.9%	0.1%
March	12,459	7,665	17,692	1,995	44	39,815	31.3%	19.3%	44.4%	4.9%	0.1%

- 4.2 The IPAMS system is now consistently collating planned and actual staffing numbers and hours on a twice daily basis as well as patient acuity and dependency. Actual hours for Registered Nurses was 4,541 below the planned hours for the month, which equates to 27.87 WTE, whilst Nursing Assistants were 4,703 above planned hours which equates to 28.86 WTE. This variation is driven by occasions where Nursing Assistants are employed in addition to the planned numbers to provide 1:1 care for those requiring enhanced care. There are also occasions where patient acuity is lower than expected and Directorate Teams will facilitate appropriate deployment of Nursing Assistants to cover a vacant shift for a Registered Nurse.
- 4.3 A total of 96 Red Flags, highlighting potential concerns regarding safe staffing were raised in April 2017, 6 fewer than in the previous month. These were resolved within the Directorates without there being an impact upon patient care or patient safety. There were no reported quality incidents related to staffing reported in April 2017.



- 4.4** Care Hours per Patient Day (CHPPD) continues to be collated on a monthly basis and reported as part of the UNIFY data report. The Trust measure for April 2017 was 10.8, an increase of 0.4 hours on the March 2017 total of 10.4. The CHPPD metric that is reported, is an aggregated position and as outlined in previous reports is not sensitive enough to draw any conclusions from. There is ongoing work to use CHPPD as a decision making metric for nursing including linking to the required CHPPD on any given day based upon the Safer Staffing Care Tool acuity and dependency classifications.

- 4.5** There is a continued focus on reduction of agency staff across the Trust with 0.3% less agency nursing staff utilised in April 2017 than in the same month in 2016. Compared to the previous month, agency usage for nursing staff came down significantly by 2.2% which brought it close to meeting our target.
- 4.6** All operational Heads of Nursing have been asked to review their staffing plans for the summer period to determine if there are any risks and provide assurance to the Directors of Nursing that mitigation plans are in place where risks are identified.

## **5.0 Health Roster**

### **5.1 Rolling Roster**

The Rolling Roster Project was launched in March 2017 and a total of 10 areas went live with a rolling roster pattern in April. These areas span across Critical Care, Women's Services, GMS, Surgery and TRU.

A survey to determine staff views of the Rolling Roster was opened on 26<sup>th</sup> April and there have been 571 responses to date. Themes emerging from the responses so far mainly relate to flexible working arrangements, annual leave and day off requests. The survey closes on Friday 26<sup>th</sup> May and a full analysis will be presented to the project board on 2<sup>nd</sup> June.

To support the implementation of Rolling Roster, the roster team have updated their facilitation plan. They will be working collaboratively with frontline teams during the preparation phase of implementation to ensure effective staff engagement and facilitation of consistent communication with all levels of staff. A revised communication plan is also in train with resource packs, more detailed FAQs and sample rosters being made available.

The roll out plan is undergoing continuous review to ensure adequate engagement and communication with staff.

## **6.0 Impact of staffing on quality**

No relationship has been identified between the levels of staffing within the clinical areas and quality metrics however the Chief Nurses Office is closely reviewing any correlation between clinical incidents and the number of red flags being raised.

## **7.0 Request to the Board of Directors**

The Board of Directors are asked to note the information contained in this briefing: the use of the red flag system to highlight concerns raised and the continued focus on recruitment and retention, as well as controlling the use of temporary staff.