


<b>Type of paper:</b> <b>Board Briefing</b>	<b>Guy's and St Thomas'</b>  <b>NHS Foundation Trust</b>
<b>Title of Paper:</b> <b>Board briefing of Nursing and Midwifery Staffing Levels</b>	<b>Date of Briefing</b> <b>June 2015</b>

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

\* *Specify*

## 1. Summary

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

This report provides the Board with an overview of the nursing and midwifery workforce during the month of May 2015. It is a requirement on all senior nursing and midwifery staff to manage their respective clinical areas with safe, effective staffing at all times. They must ensure that deviations are reported through the Red Flag system and are acted upon to protect patient care. It is also their responsibility to consider the appropriate and efficient management of staff.

## 2. Request to the Board of Directors

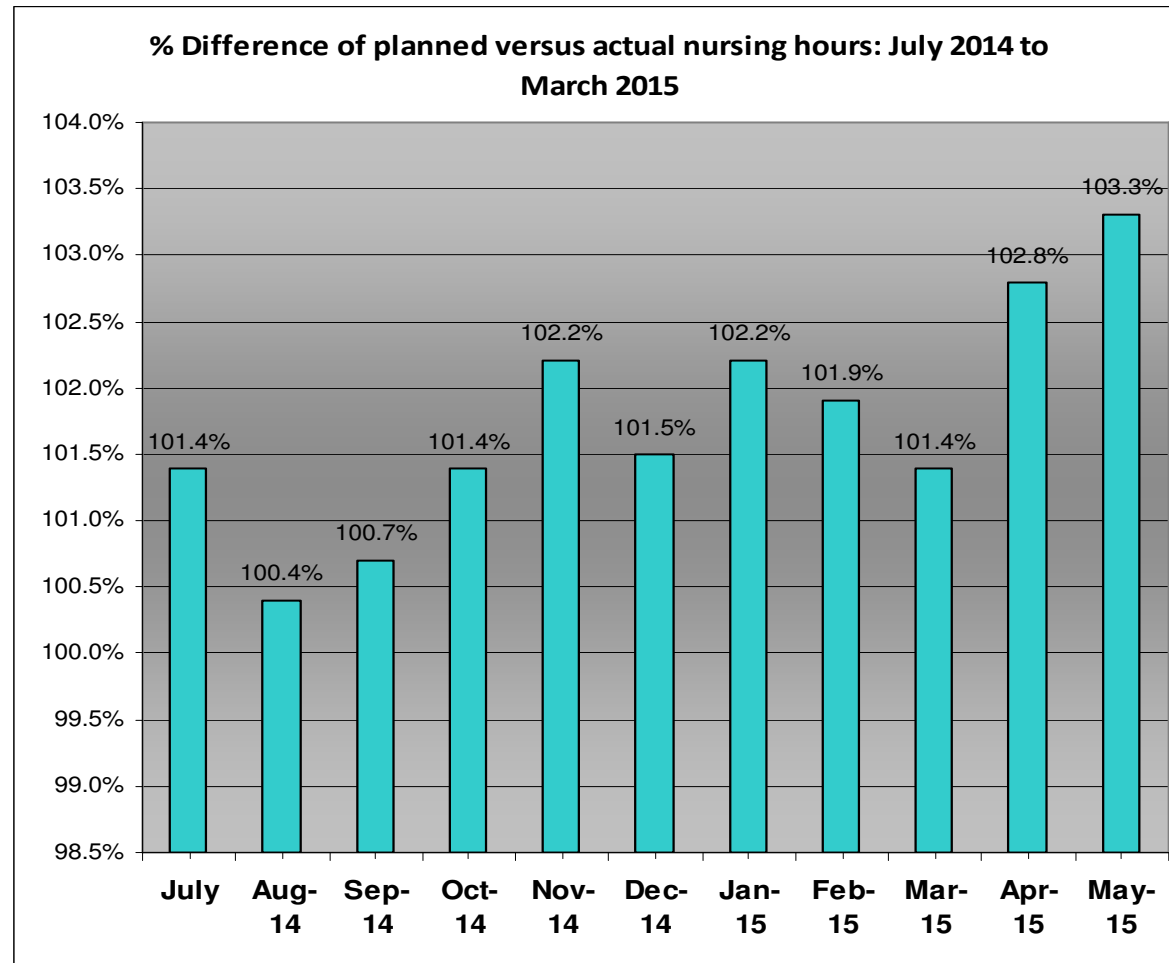
- The Board of Directors are asked to note the information contained in this summary report.

## 3. Detail/ Commentary

### General

- **Planned versus actual nursing hours for May2015 was 3.3% above planned. This was an increase of 0.5% from the previous month.**
- In total there were 23 areas where staffing fell below planned hours. This was a decrease of two areas from the 25 areas reported last month.
- 32 areas used more nursing hours than planned. This was an increase from 29 who reported last month.
- Of those 32 areas, 9 used more than 10% above plan; an increase of one ward from the last report.

- There was 1 area (Beach Ward) where actual nursing hours fell below planned by more than 10%. Staffing levels were appropriate for activity and patient acuity. The previous month's reporting period also showed 1 area that fell below 10%.
- The eleven month data (July 2014 – May 2015) of planned vs. actual nursing hours within inpatient bedded areas, whilst relatively stable between 100.4% (August 2014) – 103.3 % (May 2015) Figure 1 is showing a recent upward trend. The month of May 2015 of 103.3 % being an increase to the 102.8% reported in April 2015.



- **Appendix 1** shows at ward level the three month (March – May 2015) graph of planned vs. actual hours use.
- **Appendix 2** shows at Directorate level the three month (March – May 2015) graph of planned vs. actual hours use.

### **Acute Medicine:**

Appendices 1 and 2 show that the Directorate of Acute Medicine remains the highest users of actual hours over planned. For the fourth month in a row, Albert ward continued to have the largest percentage variance of actual nursing hours used over planned of 2051.5 hours (36.7%). The largest proportion, 744.5 hours, were delivered by nursing assistants within the day shift period.

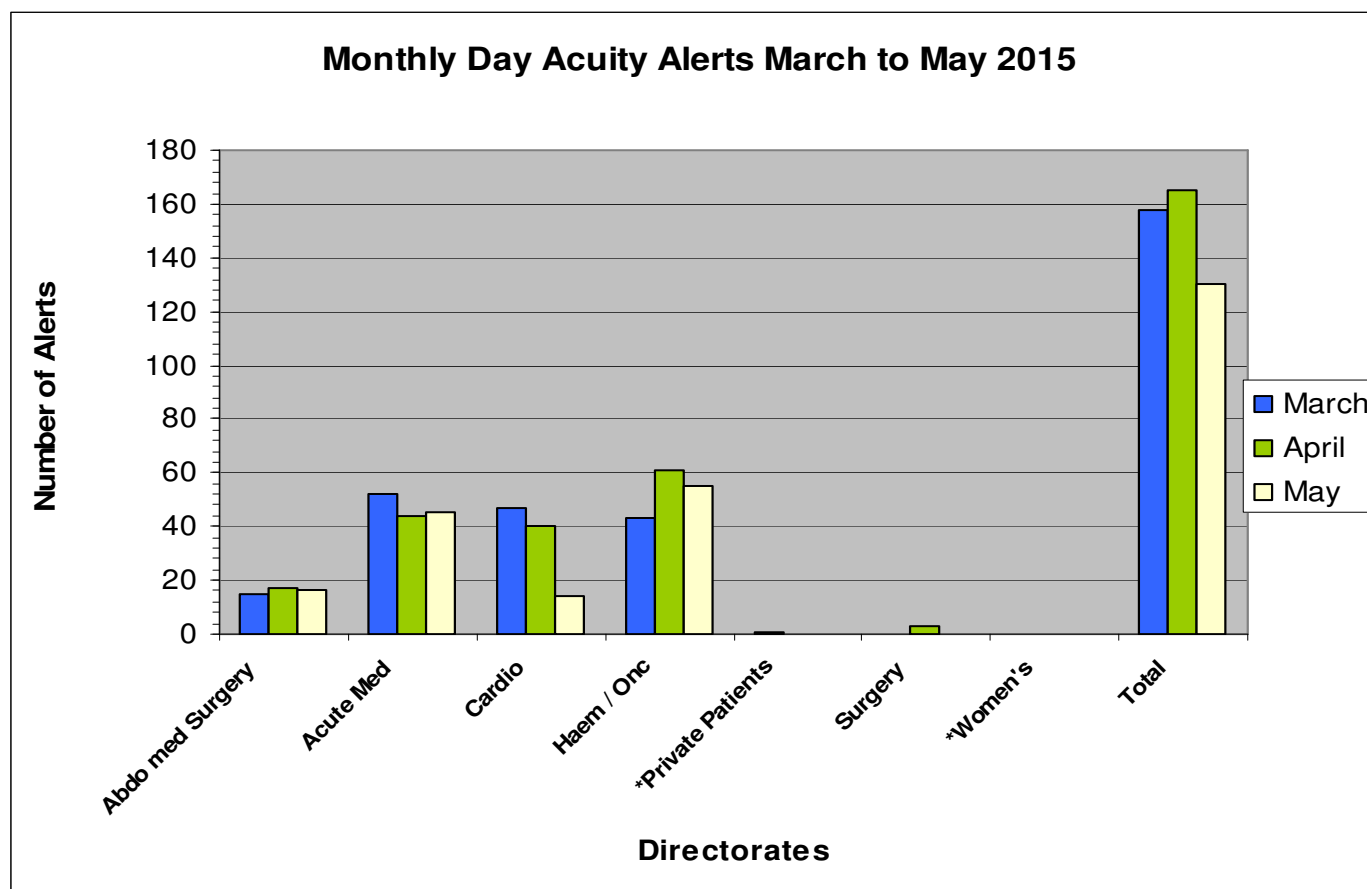
The Directorate has reported that in general the over use of hours versus the planned hours relates to 1:1 specialling, much of which is B3s and RMNs. This is a higher rate than this time last year. The Directorate Senior Management Team worked with colleagues throughout the period to ensure appropriate use of RMNs. This included daily review by psychiatric team, escalating delays with accessing and transferring to psychiatric beds (a shortage of capacity of psychiatric beds during May was noted). The Matrons continued to review all specials daily to assess appropriateness and step down where possible. The Directorate senior nursing team worked with the specials team to review booking and usage of the B3s and to pilot a tool to enable decision making as one to one specialling should only be applied once other measures have been exhausted. The Directorate have participated as active members as part of the Trust Nursing and Midwifery Workforce governance group and have planned to revisit the potential appointment of RMNs and expand the bank pool of this group of staff.

### Other workforce metrics:

- **Red Flags:** There were 75 red flags raised over the month of May, a decrease of 18 from the previous month. The Heads of Nursing have stated that no red flags raised had any detrimental effect on patient care being delivered or the safety of patients. The upgrade of iPAMS to record Red Flags electronically at ward level is anticipated in the month of June with a rollout of its functionality over the months of July and August.
- The highest proportions of red flags reported were from PICU for the fourth month running (18), a decrease from the previous month of 23. Red flags being raised in this area were due primarily to a sustained increase in patient activity within the area. When red flags were raised, off ward nurses assisted with the delivery of clinical care alongside ward based staff from other areas where patient dependency/activity was deemed to be lower.
- 25 areas reported no red flags this month.
- Any red flag alerts triggered in the month of May 2015 were responded to with a senior nurse review at the time of being raised with any mitigating actions immediately put in place to ensure patient safety.
- **Patient acuity alerts:** During day shifts in the month of May 130 acuity alerts were triggered across the inpatient ward areas. This was a decrease of 35 from the month of April (Figure 2). The larger numbers of acuity alerts triggered were evenly spread across the Directorates of Acute Medicine, Haematology/Oncology and Cardiovascular.

- Night shift acuity alerts have not been reported so far in the workforce board paper, as consistent daily recording of patient level acuity remains an area where improvement is required. Directorates have this as an action for their ward areas to improve the data recording across all inpatient areas.

Figure 2.



## Recruitment position:

- The current position is that the nursing and midwifery establishment is 5646.33 wte. Of that number there are 692.66 wte vacancies (12.27%) with 194.94 wte in the pipeline waiting to commence work. This leaves 497.72 wte yet to be appointed to. The Trust continues to work hard to achieve high levels of recruitment through every mechanism available and to focus on retention of staff at all levels.
- Appendix 3 shows the current Trust Nursing and Midwifery workforce position with a projected three month vacancy position based on historical leavers' data of around 626.72 wte (10.97%). This is an increase of 0.91% projected from April reported figures. As reported in last month's paper, work is currently underway in reviewing the data quality of our leavers' information as there could be the potential of a small underreporting %. This issue is related to staff that leave the organisation in their substantive contract but remain on the bank where they are not classed as a leaver when data is analysed. Solutions to improve the accuracy of this data are currently being considered within HR services.
- **Areas of high vacancies:** Adult Local Services and PCCP Theatres remains the main Trust workforce risk areas, as reported in previous months' papers. Temporary staffing continues to support these areas in order to remain safely staffed.
- Other directorates have a number of vacancies and Temporary staff are assisting through use of both bank and agency usage. The Trust are currently focussing a piece of work under the Fit For the Future programme looking at effective use of temporary staffing both in clinical and non-clinical posts. This is with an aim in reducing the Trust's overall financial spend on temporary staffing from bank and agency usage whilst maintaining patient safety.

**Other Recruitment updates:**

- Newly Qualified Nurse Recruitment took place in May, over 250 conditional offers have been made.
- In June and July the N&M Recruitment team will be promoting GSTT as an employer of choice at large scale events in Bournemouth and Birmingham
- Overseas Nursing Programme commenced in May. 26 experience overseas nurses employed by an external temporary staffing company, are being supported by GSTT to obtain their NMC registration with a view to them becoming a nurse with the organisation once they have completed the programme. The coordination of this project is being overseen by the Chief Nurse's Office workforce team.

**Appendices:**

- Appendix 1 – Ward Level % Planned Vs Actual Trends March 2015 – May 2015
- Appendix 2 - Directorate level % Planned Vs Actual January March 2015 – May 2015
- Appendix 3 – Trust Level Recruitment & Vacancy levels (22<sup>nd</sup> May 2015)
- Appendix 4 - Planned vs. Actual nursing hours Trust collated - May 2015 (UNIFY)
- Appendix 5 - Trust collated workforce clinical indicator summary – May 2015
- Appendix 6 - Non-inpatient monthly staffing report collated – May 2015