

GUY'S AND ST THOMAS' NHS FOUNDATION TRUST

QUALITY AND PERFORMANCE BOARD COMMITTEE

WEDNESDAY 01 NOVEMBER 2023

Title:	Quarter 2 Nursing and Midwifery Workforce Report
Responsible Director:	Gemma Craig, Deputy Chief Nurse
Contact:	Sue Cox, Associate Chief Nurse and Director of Nursing for Workforce and Education Rob Lewis, Head of Nursing for Nursing Workforce and Education
Purpose:	To assure the Board and the public regarding Nursing and Midwifery safe staffing levels
Strategic priority reference:	TO TREAT AS MANY PATIENTS AS WE CAN, SAFELY
Key Issues Summary:	• Significant focus on recruitment and retention programmes of work are prioritised to build and protect staffing levels to provide safe, effective and resilient care for current and future demand. This supports the ongoing work to reduce nursing and midwifery vacancies which increased and remained above the Trust target of <10% reflecting an increase in budgeted establishment and ongoing annual turnover above Trust target, although improving. • PDR and Mandatory Training compliance is below the Trust target of 95% and was affected by the ongoing staffing pressures and operational pressures which has increased given the organisational focus on Apollo readiness ahead of the Go Live on 5 October 2023, in addition to variation of PDR reporting requirements across legacy organisations. A key part of the approach to addressing this is to ensure that the education, training and development of our staff is relevant to the current climate • Ongoing work is in progress to combine the data from Legacy RBHH and Legacy GSTT into one data set for the combined Trust with all workforce key performance indicators in alignment since January 2023. Work is in progress to align Healthroster systems and standardisation of staffing level reporting to include all inpatient areas and extension to outpatient areas where appropriate. Ongoing Industrial Action across the different professional staff groups during the reporting period significantly impacted on both elective and emergency

	care affecting patient and staff activity, and requiring detailed staff planning and provision to ensure patient safety.
Recommendations:	The COMMITTEE is asked to: 1. Note the content of the paper

GUY'S AND ST THOMAS' NHS FOUNDATION TRUST

TRUST RISK AND ASSURANCE COMMITTEE

THURSDAY 14 DECEMBER 2023

Title:	Quarterly Board Briefing of Nursing and Midwifery Staffing Levels for July - September 2023
Responsible executive:	Avey Bhatia, Chief Nurse
Paper author:	Sue Cox, Associate Chief Nurse & Director of Nursing for Workforce and Education Rob Lewis, Head of Nursing for Nursing Workforce and Education
Purpose of paper:	To assure the Board and the public regarding Nursing and Midwifery safe staffing levels
Main strategic priority:	Support and empower our workforce
Key issues summary:	• Significant focus on recruitment and retention programmes of work are prioritised to build and protect staffing levels to provide safe, effective and resilient care for current and future demand. This supports the ongoing work to reduce nursing and midwifery vacancies which increased and remained above the Trust target of <10% reflecting an increase in budgeted establishment and ongoing annual turnover above Trust target, although improving. • PDR and Mandatory Training compliance is below the Trust target of 95% and was affected by the ongoing staffing pressures and operational pressures which has increased given the organisational focus on Apollo readiness ahead of the Go Live on 5 October 2023, in addition to variation of PDR reporting requirements across legacy organisations. A key part of the approach to addressing this is to ensure that the education, training and development of our staff is relevant to the current climate • Ongoing work is in progress to combine the data from Legacy RBHH and Legacy GSTT into one data set for the combined Trust with all workforce key performance indicators in alignment since January 2023. Work is in progress to align Healthroster systems and standardisation of staffing level reporting to include all inpatient areas and extension to outpatient areas where appropriate. Ongoing Industrial Action across the different professional staff groups during the reporting period significantly impacted on both elective and emergency care affecting patient and staff activity, and requiring detailed staff planning and provision to ensure patient safety.

Paper previously presented at:	• To be presented to Nursing and Midwifery Executive Committee in December for noting
Recommendation(s):	The COMMITTEE is asked to: 1. Note the content of the paper

GUY'S AND ST THOMAS' NHS FOUNDATION TRUST

TRUST RISK AND ASSURANCE COMMITTEE

WEDNESDAY 01 NOVEMBER 2023

Quarterly Board Briefing of Nursing and Midwifery Staffing Levels for July - September 2023

PRESENTED BY SUE COX

Risks or issues associated with this paper:	• Nursing and Midwifery vacancy rate above trust target of <10% • Merge between LRBHH and GSTT impacting on Workforce data accessibility and alignment • PDR and Mandatory training below trust target 95%
Assurances provided in this paper:	• Overview of the Nursing and Midwifery workforce in line with the National Quality Board (NQB) Standards and Expectations for safe staffing (2016) • Focus on Nursing and Midwifery recruitment and retention to protect staffing levels and provide safe, effective and resilient patient care • Alignment of workforce data recording and reporting following the merge between LRBHH and LGSTT.
Review and approved by:	Gemma Craig, Deputy Chief Nurse
Responsible committee:	

GUY'S AND ST THOMAS' NHS FOUNDATION TRUST**TRUST RISK AND ASSURANCE COMMITTEE****WEDNESDAY 01 NOVEMBER 2023****QUARTER 2 NURSING AND MIDWIFERY WORKFORCE REPORT****1 Introduction**

This report provides the Trust Board with an overview of the Nursing and Midwifery workforce, for Quarter 2 (July-September 2023) and is set out in line with the National Quality Board (NQB) Standards and Expectations for Safe Staffing published in 2016. It provides assurance that arrangements are in place to safely staff our services with the right number of Nurses and Midwives with the right skills, at the right time and demonstrates that the Trust meets these expectations. Legacy organisations have separate reporting and data analysis. Ongoing work is in progress to combine the data from Legacy RBHH and Legacy GSTT into one data set for the Combined Trust. Where systems are able, data has been combined for a number of fields and are presented as combined Trust, with legacy RBHH or legacy GSTT (excluding RBHH) detail included, and legacy GSTT only where limited data is available. Agency and recruitment pipeline data for RBHH sites has been included within this report from January 2023 providing combined Trust data for the key workforce performance indicators. Healthroster data for RBHH remains unavailable and work is ongoing to include in future reports.

2 Key Headlines

- 2.1 The objectives under each of the expectations were successfully maintained throughout Q2 despite ongoing staffing challenges and operational pressures which has increased given the organisational focus on Apollo readiness ahead of Go Live on 5 October 2023. Initiatives were maintained and progressed for recruitment and retention, with vacancy rates increasing due to an increase in establishment and ongoing annual turnover above Trust target, although improving. The average sickness rate reduced in Q2 (5.7%) by 0.1% from Q1 (5.8%). The focus on career development and wellbeing of existing staff and those joining through local and International recruitment campaigns remain a key priority. Recruitment for our final year nursing students continued with a total of 240 host and non host students successfully recruited and commencing as newly qualified nurses within the clinical teams from September 2023 onwards following receipt of NMC registration. A previously agreed blended approach for International Recruitment through ongoing work with CapitalNurse Consortium and external agencies continued to provide significant progress with our 2023/24 IR recruitment plans across the Trust.

- 2.2 The Nursing and Midwifery vacancy rate for the combined Trust ended Q2 above the Trust target of <10% at 11.8% increasing by 0.8% from the end of Q1 which reflected an increase in budgeted establishment by 45.0WTE and a decrease in staff in post by 36.1WTE compared to end of Q1. There is ongoing progress made with the International Recruitment programme and local recruitment initiatives including the programme of activity to support recruitment of our newly qualified nurses. The overall Nursing and Midwifery Annual Turnover for the combined Trust decreased by 1.6% at the end of Q1 from 14.0% in June 2023 to 12.4% September 2023. Q2 ended with a 6.2% overall combined Trust vacancy rate inclusive of external applicants within the pipeline. Benchmarked Model Hospital data for July 2023 Annual Turnover percentage is detailed in table 1.

	Registered Nurse Annual Turnover	Nursing Support Annual Turnover
GSTT	16.4%	9.0%
Region	15.9%	10.2%
National	12.0%	10.0%

Table 1

Local recruitment drives, final year student recruitment, and focused work with individual Directorates continue to mature. International recruitment pipeline increased throughout Q2 with 83 nurses commencing across the combined Trust since July 2023 at the time of writing and a further 81 nurses in the pipeline. An extension to the recruitment period (until January 2024) was agreed with NHSE to enable further recruitment and onboarding to support achievement of the 2023/24 target. A focus on retention initiatives is a key priority with a review of our retention activities across the organisation in progress against the NHSEI retention self-assessment, with key objective to share best practice and identify areas of further focus.

2.3 Temporary staffing requirements continued throughout Q2 reflecting the continued high sickness levels of 5.7%, ongoing vacancies, and the reliance on temporary staffing required to ensure all areas are safely staffed. Despite this, the agency spend (which represents invoices paid in month) reduced throughout Q2 across both legacy organisations and was 3.2% of the total Nursing staff pay bill for the combined Trust (September 2023), a 0.7% reduction compared to July 2023. Bank usage for legacy GSTT increased by 54.1 WTE in month usage from July to September 2023, reflecting a decrease in agency usage. Data on bank staffing usage for RBHH is currently unavailable for inclusion within this report. The overall nursing and midwifery fill rates for the combined Trust fluctuated during Q2 (84.2% to 86.2%) ending Q2 at 84.3% (table 2). A summary of the 'Planned v Actual' hours during this period can be seen in table 3a followed by average ward/department fill rates across Q2 detailed in table 3b. Agency spend continued to be required to meet the ongoing enhanced care and RMN requirements across the organisation. Measures are in place to monitor and reduce agency spend within the individual Directorates and through the Workforce Teams recruitment and retention initiatives.

	July 2023	Aug 2023	Sept 2023
Legacy GSTT	85.9%	84.0%	84.0%
Legacy RBHH	87.2%	84.9%	85.3%
Combined Trust	86.2%	84.2%	84.3%

Table 2 – Overall Nursing & Midwifery fill rate (%)

Combined Trust	Jul-23	Aug-23	Sep-23
Planned Hour	545936.1	548017.4	534842.2
Actual Hour	470767.5	461654.9	451101.6
Difference	75168.6	86362.5	83740.5

Table 3a – Planned and Actual Hours for inpatient areas

Period (Q2)	Day Average fill rate - Registered (%)	Day Average fill rate - Non-registered (%)	Night Average fill rate - Registered (%)	Night Average fill rate - Non-registered (%)	Average Trust Level Fill rate %
Jul-23	86%	100%	89%	118%	98%
Aug-23	85%	94%	89%	114%	95%
Sep-23	86%	99%	89%	116%	98%

Table 3b – Average Trust fill rate for department/wards categorised by Registered and Unregistered Shift Pattern (Day and Night)

- 2.4 Sickness rates for the combined Trust remained the same at 5.7% throughout Q2. Temporary staffing and deployment of staff were used to maintain safe staffing across all areas.
- 2.5 Activity fluctuated throughout Q2 across legacy GSTT as identified in table 4 below (RBHH data unavailable). In September 2023 legacy GSTT site had 43,143 bed days, representing an increase of 1,233, bed days from the same period in 2022. Throughout Q2 Level 1b (Acutely dependent) for patients in non-critical care beds, continued to be the most prevalent acuity score across the Trust which is consistent with the past few years.

	Count of bed days							Proportion of bed days				
	Level 0	Level 1a	Level 1b	Level 2	Level 3	Grand Total		Level 0	Level 1a	Level 1b	Level 2	Level 3
September 2023	6,855	13,095	21,309	1,628	256	43,143		15.9%	30.4%	49.4%	3.8%	0.6%
August 2023	6,415	13,631	19,944	1,485	165	41,640		0.4%	30.7%	49.6%	3.6%	0.3%
July 2023	6,871	13,279	21,469	1,565	112	43,296		15.9%	30.7%	49.6%	3.6%	0.3%

Table 4 legacy GSTT bed days data

- 2.6 The combined Trust average 'Care hours per patient day' (CHPPD) was 11.5 for Q2 with a peer (Shelford Group) comparison of 9.9 and national comparison of 8.5 benchmarked on Model Hospital August 2023 data. This demonstrates the Trust on average had higher staffing levels providing a greater number of patient care hours when compared to peers.
- 2.7 Personal Development Reviews (PDR) compliance remained fluctuated during Q2 between 68.8% and 71.8%, ending Q2 at 68.8% (September 2023) and is below Trust target of 95%. The ongoing reduced RBHH PDR rate (58.3% to 48.7% July – September 2023) is in part due to legacy RBHH requirements for quarterly PDR meetings via the Learn Now system / LMS and changes to reporting system. Work is in progress to align PDR requirements across the organisation. Completion of PDRs were affected by the ongoing staffing pressures and remains a challenge with maintaining safe staffing a priority.
- 2.8 Mandatory Training performance for the combined Trust decreased between July and September 2023 in Q2, from 90.1% (July 2023) to 89.7% (September 2023). Directorate and ET&D plans continue in order to maintain and improve compliance further.

3 Summary

The Board of Directors are asked to note the information contained in this report. Detailed quarterly Nursing and Midwifery Board Report for July - September 2023 is within the appendix.

4 APPENDIX

Nursing and Midwifery Board report for July- September 2023.