

Trust Board



Gateshead Health
NHS Foundation Trust

Report Cover Sheet

Agenda Item: 9

Date of Meeting:	Wednesday 27 March 2019			
Report Title:	Nursing Staffing Exception Report			
Purpose of Report:	Provide assurance to the Board that staffing establishments are being met month by month			
	Decision: <input type="checkbox"/>	Discussion: <input type="checkbox"/>	Assurance: <input checked="" type="checkbox"/>	Information: <input type="checkbox"/>
Trust Goals that the report relates to: (Including reference to any specific risk)	<p>Goal 2 All the services we deliver will be good or outstanding when assessed against being safe, effective, caring, responsive, and well-led</p> <p>Goal 3 In all locations and settings of delivery, our patients will experience excellent, timely and seamless care that meets their individual needs</p> <p>Goal 5 All our services will be effective: we will reduce unwarranted variation, ensure our practice is consistent with recognised best practice 7 days a week, and improve outcomes for patients</p>			
Recommendations: (Action required by Board of Directors)	The Board are asked to receive the report for assurance			
Financial Implications:	Costs associated with nurse bank to provide cover for maternity and sickness			
Risk Management Implications:	Areas of potential risk have been mitigated against through the implementation of robust staffing plans and ongoing monitoring of staffing levels across the organisation			
Human Resource Implications:	Nurse recruitment continues to be a challenge; however the Trust is being proactive and innovative in terms of recruitment solutions			
Diversity and Inclusion Implications:	<p>Objective 3 Leaders within the Trust are informed and knowledgeable about the impact of business decisions on a diverse workforce and the differing needs of the communities we serve</p>			
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Presented by:	Hilary Lloyd, Director of Nursing, Midwifery & Quality			

Gateshead Health NHS Foundation Trust

Nursing and Midwifery Staffing Exception Report

January – February 2019

1. Introduction

This report is to provide assurance to the Board that staffing establishments are being met on a shift-to-shift basis. This report includes workforce information, including the number of actual staff on duty during the previous month, compared to the planned staffing level, the reasons for any gaps and the actions being taken to address these. The Lord Carter Cole report recommended that all trusts report on care hours per patient per day (CHPPD) to provide a single consistent way of recording and reporting deployment of staff working on inpatient wards/units. It is calculated by adding the hours of registered nurses to the hours of support workers and dividing the total by every 24 hours of inpatient admissions. This report provides information for January and February 2019.

2. Staffing

The actual ward staffing against the budgeted establishments for January and February are presented in Tables 1a and 1b: Whole Trust ward staffing and Tables 2a and 2b: Ward by ward staffing. The Trust has published this on its website and provided a link from NHS Choices to this information.

Table 1a: Whole Trust ward staffing January 2019

Day	Day	Night	Night
Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
89.6%	119.5%	102.9%	117.5%

Table 1b: Whole Trust ward staffing February 2019

Day	Day	Night	Night
Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
88.0%	121.3%	104.5%	131.3%

The Trust staffing fill rates over the past 12 months by Qualified days, Nursing Assistant days, Qualified nights and Nursing Assistant nights are in the appendices.

Table 2a: Ward by Ward staffing January 2019

Ward	Day		Night		Care Hours Per Patient Per Day (CHPPD)			
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Cumulative patient count over the month	Registered midwives / nurses	Care Staff	Overall
Cragside Court	68.7%	121.5%	102.0%	130.0%	299	5.4	7.6	13.0
CCD	77.5%	99.1%	101.1%	87.4%	313	26.1	3.9	30.1
EAU	115.0%	164.1%	96.2%	136.7%	1363	5.1	3.0	8.1
Maternity	80.9%	104.4%	93.7%	88.7%	363	12.7	4.9	17.6
Paediatrics	91.6%	63.1%	128.3%	-	70	43.0	6.2	49.2
SCBU	81.1%	104.0%	103.8%	96.8%	128	12.6	4.5	17.1
St Bede's	100.9%	101.5%	98.4%	100.0%	266	6.1	4.8	10.9
Sunniside	110.8%	89.0%	89.5%	218.3%	407	4.2	4.3	8.5
Ward 1	88.5%	95.7%	100.0%	100.0%	712	2.6	2.8	5.5
Ward 11	89.8%	106.4%	116.4%	141.7%	836	2.8	3.2	6.0
Ward 12	85.7%	93.8%	104.8%	101.4%	595	3.7	3.1	6.9

	Day		Night		Care Hours Per Patient Per Day (CHPPD)			
Ward	Average fill rate - nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - nurses/midwives (%)	Average fill rate - care staff (%)	Cumulative patient count over the month	Registered midwives / nurses	Care Staff	Overall
Ward 14	152.7%	146.1%	175.6%	137.5%	585	6.6	6.7	13.4
Ward 21	119.7%	103.1%	101.7%	98.8%	449	4.7	3.1	7.7
Ward 22	74.3%	162.4%	102.2%	103.3%	874	2.3	3.7	6.0
Ward 23	86.3%	131.8%	106.0%	187.2%	719	2.6	5.0	7.6
Ward 24	79.7%	131.9%	107.2%	94.9%	869	2.4	3.2	5.6
Ward 25	83.8%	126.5%	105.1%	99.0%	891	2.5	3.0	5.5
Ward 26	77.8%	99.2%	104.4%	115.9%	709	2.9	3.6	6.5
Ward 27	83.4%	83.7%	103.8%	97.7%	815	2.7	2.5	5.2
Ward 4	73.8%	141.6%	116.4%	110.4%	944	2.6	3.4	6.0
Ward 6	116.4%	169.0%	106.4%	63.5%	923	1.7	3.0	4.7
Ward 8	87.8%	106.4%	69.8%	196.0%	595	4.4	2.7	7.1
Ward 9	84.7%	130.0%	101.8%	123.3%	1105	2.9	3.2	6.1

Table 2b: Ward by Ward staffing February 2019

Ward	Day		Night		Care Hours Per Patient Per Day (CHPPD)			
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Cumulative patient count over the month	Registered midwives / nurses	Care Staff	Overall
Cragside Court	70.4%	126.8%	94.6%	138.0%	245	5.9	8.7	14.6
CCD	77.0%	104.9%	104.8%	107.0%	296	24.2	4.1	28.4
EAU	111.7%	146.8%	99.9%	132.1%	1184	5.3	2.9	8.2
Maternity	76.0%	113.8%	87.9%	89.0%	292	13.4	5.8	19.2
Paediatrics	98.6%	79.2%	117.0%	-	45	62.2	11.0	73.2
SCBU	78.1%	77.5%	100.1%	75.2%	28	50.6	14.2	64.8
St Bede's	102.0%	111.8%	100.0%	97.1%	259	5.7	4.8	10.5
Sunniside	93.4%	93.8%	86.0%	158.1%	346	3.9	4.2	8.1
Ward 1	87.9%	92.8%	99.8%	99.2%	633	2.7	2.8	5.5
Ward 11	80.0%	122.0%	119.2%	143.7%	760	2.6	3.5	6.1
Ward 12	88.6%	110.5%	106.6%	102.6%	642	3.2	2.9	6.1

Ward	Day		Night		Care Hours Per Patient Per Day (CHPPD)			
	Average fill rate - nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - nurses/midwives (%)	Average fill rate - care staff (%)	Cumulative patient count over the month	Registered midwives / nurses	Care Staff	Overall
Ward 14	138.9%	179.6%	192.0%	176.3%	1031	3.3	4.3	7.6
Ward 21	94.0%	99.4%	102.0%	102.1%	408	4.0	3.0	6.9
Ward 22	72.6%	129.8%	88.5%	107.7%	779	2.2	3.2	5.4
Ward 23	84.3%	176.0%	109.7%	331.2%	653	2.6	7.4	10.0
Ward 24	89.6%	117.5%	110.7%	108.7%	793	2.6	3.0	5.6
Ward 25	79.3%	128.8%	110.4%	138.5%	817	2.4	3.2	5.6
Ward 26	78.1%	93.8%	106.0%	107.1%	604	3.1	3.6	6.7
Ward 27	82.7%	90.4%	102.1%	103.0%	772	2.5	2.6	5.1
Ward 4	83.0%	137.0%	132.9%	141.3%	842	3.0	3.7	6.6
Ward 6	121.8%	129.5%	118.0%	88.8%	853	1.8	2.6	4.5
Ward 8	90.4%	109.8%	70.9%	205.5%	563	4.3	2.7	7.0
Ward 9	81.5%	121.0%	109.9%	113.6%	992	2.9	3.0	5.9

3. Exceptions:

The Board will be advised of wards where staffing capacity and capability falls short of what is planned, the reasons why, any impact on quality and the actions taken to address gaps in staffing. In terms of exception reporting, we will report if planned staffing is below 75% or above 125%. The exceptions to report are as below:

January 2019			February 2019	
Qualified Nurse Days	%		Qualified Nurse Days	%
Cragside Court	68.7%		Cragside Court	70.4%
Ward 14	152.7%		Ward 14	138.9%
Ward 22	74.3%		Ward 22	72.6%
Ward 4	73.8%			
Nursing Assistant Days	%		Nursing Assistant Days	%
EAU	164.1%		Cragside Court	126.8%
Paediatrics	63.1%		EAU	146.8%
Ward 14	146.1%		Ward 14	179.6%
Ward 22	162.4%		Ward 22	129.8%
Ward 23	131.8%		Ward 23	176.0%
Ward 24	131.9%		Ward 25	128.8%
Ward 25	126.5%		Ward 4	137.0%
Ward 4	141.6%		Ward 6	129.5%
Ward 6	169.0%			
Ward 9	130.0%			
Qualified Nurse Nights	%		Qualified Nurse Nights	%
Paeds	128.3%		Ward 14	192.0%
Ward 14	175.6%		Ward 4	132.9%
Ward 8	69.8%		Ward 8	70.9%
Nursing Assistant Nights	%		Nursing Assistant Nights	%
Cragside Court	130.0%		Cragside Court	138.0%
EAU	136.7%		EAU	132.1%
Sunniside	218.3%		Sunniside	158.1%
Ward 11	141.7%		Ward 11	143.7%
Ward 14	137.5%		Ward 14	176.3%
Ward 23	187.2%		Ward 23	331.2%
Ward 6	63.5%		Ward 25	138.5%
Ward 8	196.0%		Ward 4	141.3%
			Ward 8	205.5%

Qualified Nurses

During the month of January and February Cragside Court and Ward 22 have lower fill rates for qualified nurse days due to vacancies, sickness absence and maternity leave. Ward 4 have low qualified day fill rates in January due to vacancies. Ward 14 have high fill rates in January and February for both qualified days and nights due to escalation beds being opened to alleviate winter pressures.

In January and February Ward 8 fill rate for nights was low due to vacancies, sickness and maternity leave. Paediatrics have had a higher fill rate for qualified night shift due to the newly recruited advanced practitioners are undertaking a training programme within the Department.

Nursing Assistants

Sunnside have high nursing assistant fill rates in January and February due to the implementation of electronic patient records within the Department to release qualified staff for training. EAU, Wards 14, 4, 6 and 9 had high fill rates due to the wards being in escalation therefore additional staff were rostered.

Fill rates are elevated for Cragside Court, Wards 11, 23, 24 and 25 due to patients requiring enhanced care.

Ward 8 and 22 show high fill rates for Nursing Assistants due to backfilling for qualified nurse vacancies.

Paediatrics nursing assistant day experienced low fill rates in January due to sickness absence.

4. Care Hours Per Patient Day (CHPPD)

CHPPD is relatively stable month on month but they can show variation due to a number of factors including:

- Patient acuity and dependency
- Patients required enhanced care and support
- Bed occupancy (activity)

Work is ongoing to use the CHPPD metric to monitor and provide assurance in relation to safe staffing of our ward areas. In line with this review more information will be provided in future board papers.

5. Monitoring Nurse Staffing via Datix

The Trust has in place a process for reporting and monitoring any concerns regarding nurse staffing levels. This is via the Datix incident reporting system. A report is generated and discussed at the Nursing and Midwifery Professional Forum. This report helps identify areas of concern and what actions were taken to manage the situation. It is also helpful in identifying trends and for organisational learning. There were 2 incidents in January and 5 reported in February 2019.

6. Governance

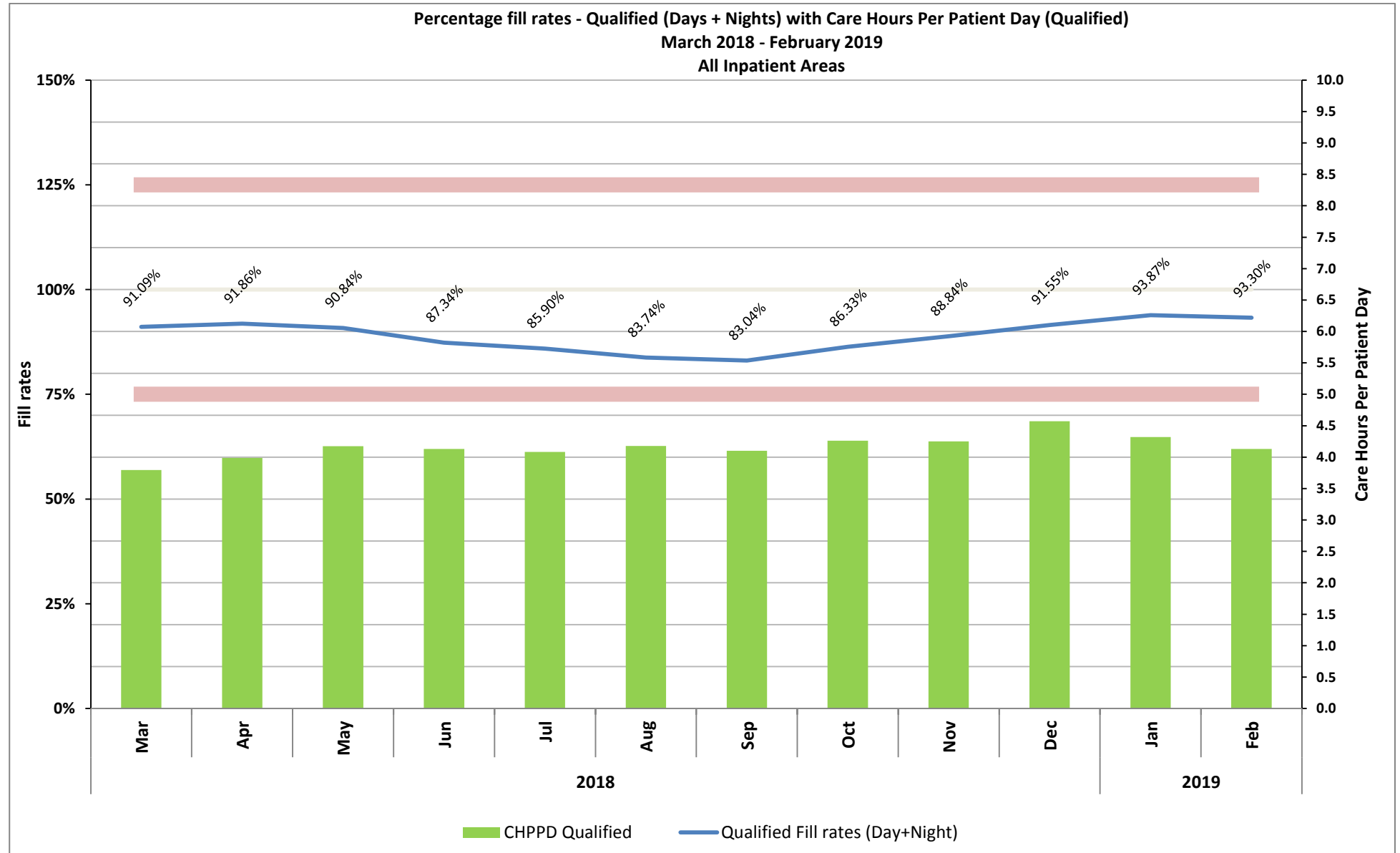
Actual staff on duty on a shift to shift basis compared to planned staffing is displayed on the ward 'time to care' boards alongside key quality and outcome metrics i.e. safety thermometer; infection measures. These 'time to care' boards are all located in an area clearly visible to the public.

7. Recommendations

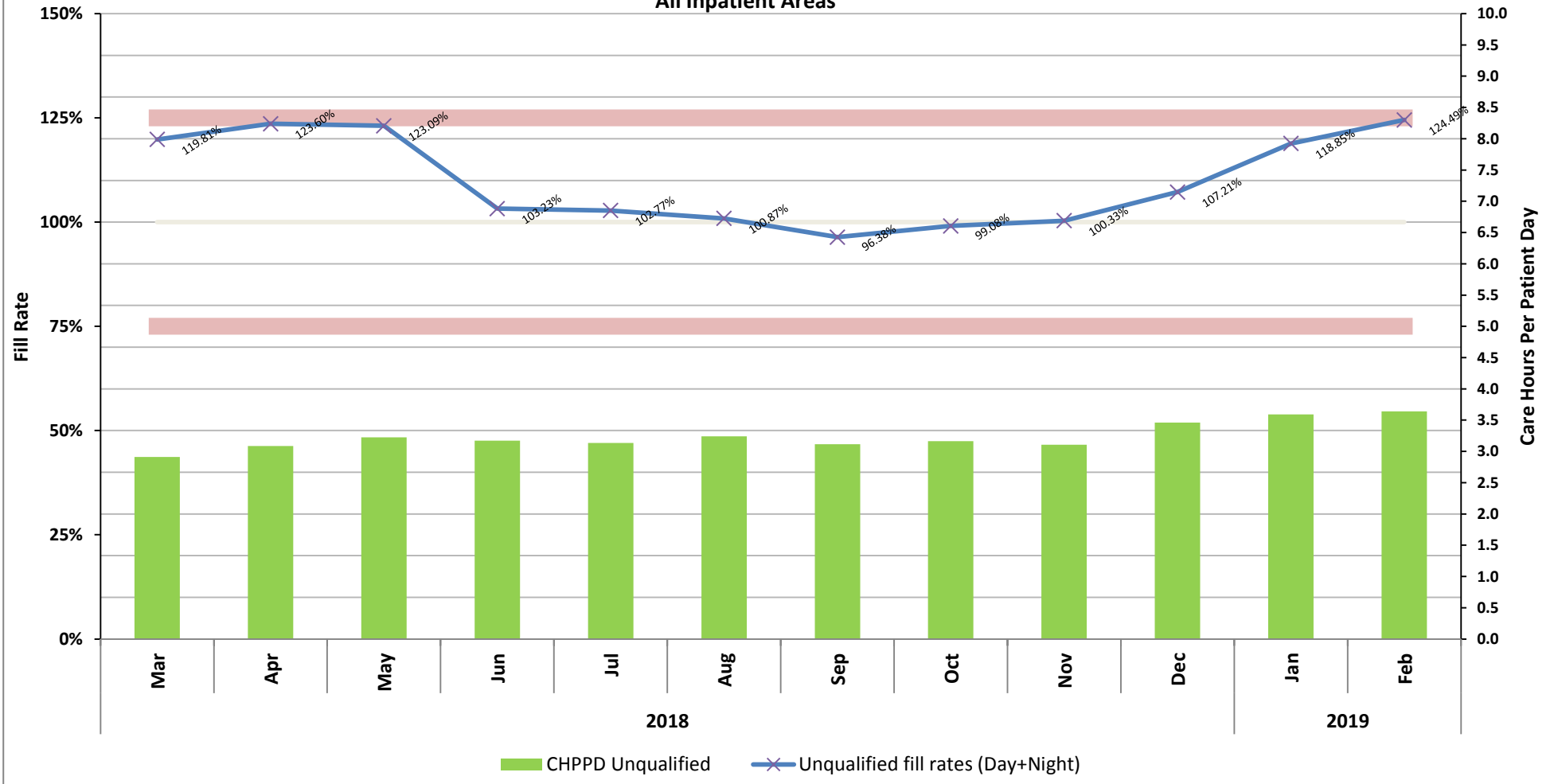
The Board is asked to receive this report for assurance.

Yvonne Evans, Deputy Director of Nursing, Midwifery and Quality
Gareth Armstrong, Chief Matron, Surgery

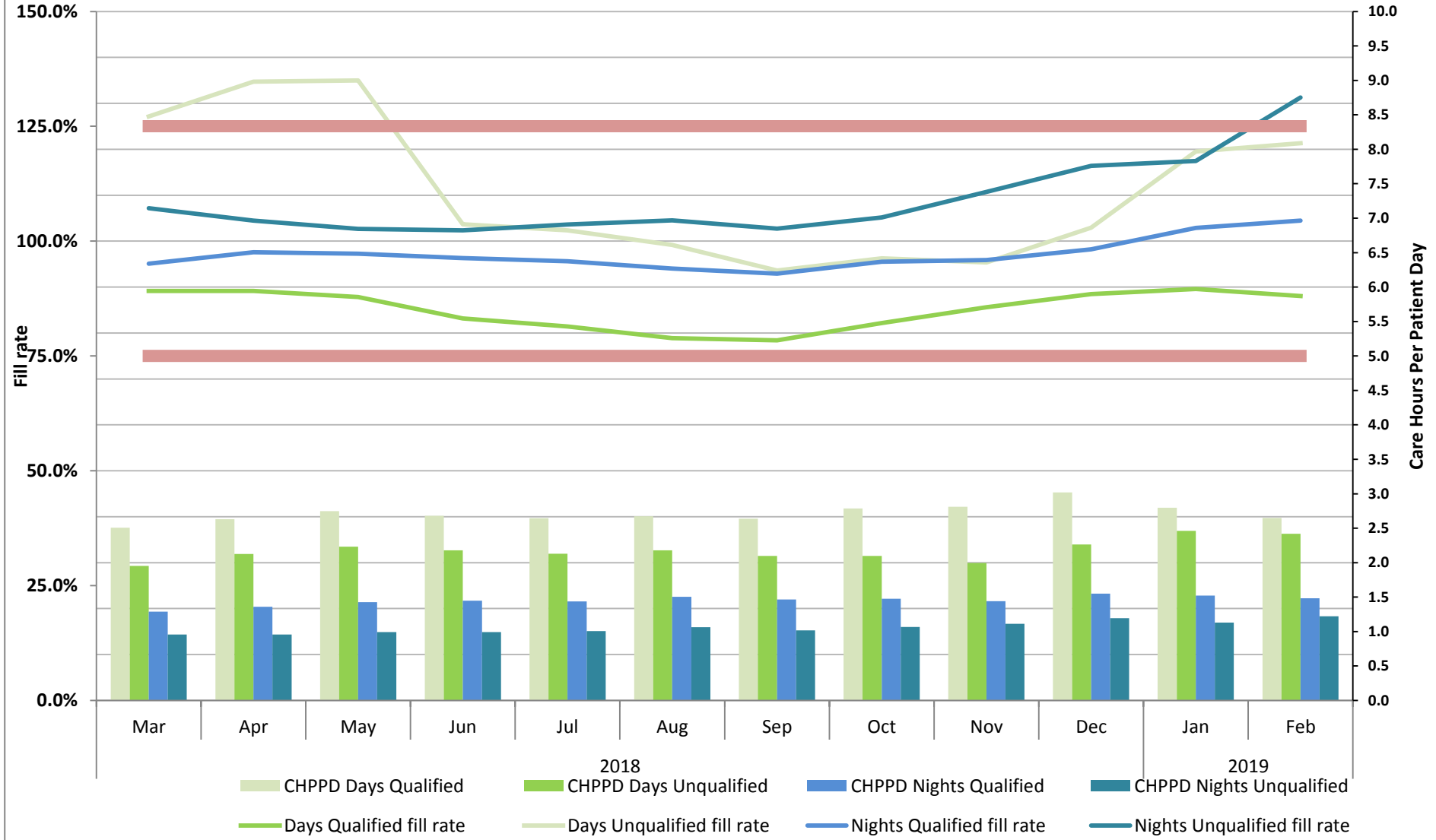
Appendices







**Percentage fill rates - Unqualified (Days + Nights) with Care Hours Per Patient Day (Unqualified)
March 2018 - February 2019
All Inpatient Areas**



**Fill rates (all shift types)
March 18 - February 19
All Inpatient Areas**



**Fill rates (all shift types)
March 18 – February 19
All inpatient areas**

								
	Days Qualified fill rate	Days Unqualified fill rate	Nights Qualified fill rate	Nights Unqualified fill rate	CHPPD Days Qualified	CHPPD Days Unqualified	CHPPD Nights Qualified	CHPPD Nights Unqualified
Mar 2018	89.2%	127.2%	95.07%	107.2%	2.51	1.95	1.29	0.96
Apr 2018	89.2%	134.7%	97.57%	104.5%	2.63	2.13	1.36	0.96
May 2018	87.8%	135.0%	97.28%	102.7%	2.75	2.23	1.43	0.99
Jun 2018	83.2%	103.7%	96.30%	102.3%	2.68	2.18	1.45	0.99
Jul 2018	81.4%	102.4%	95.60%	103.6%	2.65	2.13	1.44	1.00
Aug 2018	78.9%	99.2%	94.06%	104.5%	2.67	2.18	1.50	1.06
Sep 2018	78.4%	93.6%	92.94%	102.7%	2.64	2.10	1.46	1.02
Oct 2018	82.1%	96.2%	95.54%	105.2%	2.79	2.10	1.47	1.07
Nov 2018	85.6%	95.3%	95.90%	110.7%	2.81	2.00	1.44	1.11
Dec 2018	88.5%	102.9%	98.20%	116.4%	3.02	2.19	1.55	1.16
Jan 2019	89.6%	119.5%	102.90%	117.5%	2.80	2.46	1.52	1.13
Feb 2019	88.0%	121.3%	104.50%	131.3%	2.65	2.42	1.48	1.22