

Trust Board



Gateshead Health
NHS Foundation Trust

Report Cover Sheet

Agenda Item: 10

Date of Meeting:	Tuesday 24 th September 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>			
Author:	Janet Thompson Chief Matron for Medicine Gareth Armstrong, Chief Matron Surgery			
Presented by:	Hilary Lloyd, Direct of Nursing, Midwifery & Quality			

Gateshead Health NHS Foundation Trust

Nursing and Midwifery Staffing Exception Report

July – August 2019

1. Introduction

This report is to provide assurance to the Board that staffing establishments are being met on a shift-to-shift basis. The Board will receive monthly updates on 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. Following the Lord Carter Cole report, it was recommended that all trusts start to report on care hours per patient per day (CHPPD) this is 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 July and August 2019.

2. Staffing

The actual ward staffing against the budgeted establishments for July and August are presented in Tables 1a and 1b: Whole Trust wards staffing and Tables 2a and 2b: Ward by ward staffing in this report. In addition the Trust has published this information on our website for the public, and provided a link from NHS Choices to this information.

Table 1a: Whole Trust wards staffing July 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 (%)
80.5%	117.3%	100.6%	118.7%

Table 1b: Whole Trust wards staffing August 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 (%)
78.2%	118.2%	99.7%	122.9%

The Trust is required to present information on funded establishments (planned) against actual nurses on duty.

Appendix 1

Illustrates the Trusts staffing fill rates over the past 12 months by Qualified days, Nursing Assistant days, Qualified nights and Nursing Assistant nights.

Table 2a: Ward by Ward staffing July 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	71.3%	137.3%	116.7%	135.0%	460	3.8	5.4	9.2
CCD	74.9%	97.5%	88.6%	90.1%	217	34.6	5.7	40.3
EAU/SSU	111.7%	170.9%	91.1%	138.6%	1223	5.5	3.5	8.9
Maternity	73.2%	108.9%	114.6%	95.0%	408	14.5	6.1	20.6
Paediatrics	83.6%	86.9%	90.7%	-	56	50.2	10.7	60.9
SCBU	74.4%	104.7%	107.6%	100.0%	138	11.4	4.2	15.6
St Bede's	99.2%	106.5%	100.0%	100.0%	236	6.8	5.6	12.5
Sunniside	80.9%	130.2%	158.3%	100.8%	410	3.9	4.3	8.2
Ward 1	80.6%	102.9%	100.0%	96.8%	675	2.6	3.1	5.7
Ward 11	71.8%	111.1%	104.4%	101.1%	784	2.5	3.2	5.7
Ward 12	67.6%	116.9%	103.7%	99.7%	514	3.7	4.2	7.9

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	88.7%	114.8%	109.9%	94.6%	697	3.3	4.3	7.6
Ward 21	98.6%	92.6%	100.0%	95.5%	493	3.7	2.5	6.2
Ward 22	75.9%	133.9%	103.2%	143.1%	846	2.4	3.6	6.0
Ward 23	66.4%	131.7%	104.8%	196.1%	655	2.5	5.6	8.0
Ward 24	70.9%	117.0%	112.9%	137.7%	861	2.3	3.3	5.6
Ward 25	60.5%	115.5%	101.8%	196.1%	892	2.0	3.5	5.4
Ward 26	83.6%	91.8%	100.0%	99.8%	591	3.6	3.9	7.5
Ward 27	77.4%	91.1%	105.4%	111.2%	816	2.5	2.8	5.3
Ward 4	72.2%	128.7%	122.7%	103.5%	885	2.8	3.3	6.1
Ward 6	112.1%	150.4%	105.3%	83.5%	480	3.3	6.1	9.3
Ward 8	96.1%	120.1%	69.8%	206.0%	590	4.7	3.0	7.7
Ward 9	78.0%	110.6%	100.0%	95.0%	1020	2.9	2.9	5.8

Table 2b: Ward by Ward staffing August 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	66.0%	150.0%	104.2%	165.9%	434	3.7	6.5	10.2
CCD	75.7%	75.1%	84.2%	82.1%	226	30.4	4.4	34.8
EAU/SSU	99.8%	185.8%	92.6%	161.7%	1197	5.3	4.0	9.2
Maternity	68.3%	113.3%	114.7%	128.8%	443	12.8	6.3	19.1
Paediatrics	73.3%	112.0%	116.2%	-	51	53.0	12.5	65.5
SCBU	74.0%	79.8%	114.5%	96.8%	110	14.7	4.7	19.4
St Bede's	91.7%	96.0%	99.4%	94.6%	250	6.1	4.8	11.0
Sunniside	71.3%	109.6%	152.0%	117.2%	416	3.5	4.1	7.6
Ward 1	81.9%	102.2%	101.6%	106.5%	664	2.7	3.3	6.0
Ward 11	77.2%	110.3%	100.0%	156.2%	778	2.6	3.6	6.2
Ward 14 Surgery	102.7%	93.7%	103.1%	88.9%	416	4.2	4.2	8.5

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 14A Trauma	76.2%	160.0%	100.0%	84.9%	565	3.6	4.7	8.2
Ward 21	92.8%	85.3%	101.2%	102.1%	481	3.7	2.3	6.0
Ward 22	72.9%	119.6%	98.4%	135.6%	856	2.3	3.3	5.5
Ward 23	70.6%	130.4%	101.1%	200.1%	710	2.3	5.1	7.5
Ward 24	72.9%	120.7%	100.1%	131.5%	832	2.3	3.4	5.7
Ward 25	75.2%	128.9%	87.9%	150.1%	881	2.2	3.4	5.6
Ward 26	79.0%	100.1%	100.0%	81.3%	558	3.3	3.9	7.2
Ward 27	78.4%	93.2%	102.1%	100.5%	753	2.7	3.0	5.7
Ward 4	78.3%	132.0%	103.2%	107.8%	887	2.8	3.4	6.2
Ward 6	103.6%	68.6%	101.2%	-	485	2.7	0.8	3.4
Ward 8	77.3%	174.2%	95.7%	87.9%	530	4.9	3.0	7.8
Ward 9	75.3%	117.8%	101.1%	100.0%	1013	2.9	3.1	6.0

3. Exceptions:

The Board will be advised of those wards where staffing capacity and capability frequently 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 to the Board if the safe planned staffing drops below 75% or above 125%.

The exceptions to report are as below:

July 2019			August 2019	
Qualified Nurse Days	%		Qualified Nurse Days	%
Cragside Court	71.3%		Cragside Court	66.0%
Critical Care	74.9%		Maternity	68.3%
Maternity	73.2%		Paediatrics	73.3%
SCBU	74.4%		SCBU	74.0%
Ward 11	71.8%		Sunniside	71.3%
Ward 12	67.6%		Ward 22	72.9%
Ward 23	66.4%		Ward 23	70.6%
Ward 24	70.9%		Ward 24	72.9%
Ward 25	60.5%			
Ward 4	72.2%			
Nursing Assistant Days	%		Nursing Assistant Days	%
Cragside Court	137.7%		Cragside Court	150.0%
EAU/SSU	170.9%		EAU/SSU	185.8%
Sunniside	130.2%		Ward 14 Surgery	160.0%
Ward 22	133.9%		Ward 23	130.4%
Ward 23	131.7%		Ward 25	128.9%
Ward 4	128.7%		Ward 4	132.0%
Ward 6	150.4%		Ward 6	68.6%
			Ward 8	174.2%
Qualified Nurse Nights	%		Qualified Nurse Nights	%
Sunniside	158.3%		Sunniside	152.0%
Ward 8	69.8%			
Nursing Assistant Nights	%		Nursing Assistant Nights	%
Cragside Court	135.0%		Cragside Court	165.9%
EAU/SSU	138.6%		EAU/SSU	161.7%
Ward 22	143.1%		Maternity	128.8%
Ward 23	196.1%		Ward 11	156.2%
Ward 24	137.7%		Ward 22	135.6%
Ward 25	196.1%		Ward 23	200.1%
Ward 8	206.0%		Ward 24	131.5%
			Ward 25	150.1%

Qualified Nurses

The following wards/areas have had low fill rates for Qualified day shifts in July and August; Cragside Court, Sunnside, Paediatrics, SCBU, CCD, Wards 4,11,12,22,23,24 and 25.

Ward 8 continues to have low fill rates for Qualified Nurse nights in July due to change in rostering practices with third qualified nurse often backfilled by Nursing Assistants. This has been corrected for August.

Sunnside have high fill rates on night shifts in July/ August due to rostering practices to support mental health observations of care.

All ward areas continue to be monitored by the matron of the area to ensure safe staffing levels and an operational overview of these wards to monitor any short term sickness is undertaken by the senior nurse on a daily basis, with staff movements undertaken to ensure safe staffing numbers are maintained.

Forty additional qualified nurses starting posts within the organisation in the month of September which will uplift fill rates on areas with vacancies.

Nursing Assistants

Fill rates for Nursing Assistant days in July and August remain high for EAU, Cragside Court, Wards 8, 11, 22,23, 24 and 25 due to rostering additional Nursing Assistants on night shifts to maintain patient safety and provide enhanced care.

4. Care Hours Per Patient Day (CHPPD)

Following the Lord Carter Cole report, it was recommended that all trusts start to report on care hours per patient per day (CHPPD) this is 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. 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 the 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 on a monthly basis and discussed at the Nursing and Midwifery Professional Forum. This report helps identify areas where nurse staffing may have fallen below planned levels and what actions were taken to manage the situation. It is also helpful in identifying trends and organisational learning. There were 0 incidents reported in July and 9 incidents reported in August 2019.

6. Governance

Actual staff on duty on a shift to shift basis compared to planned staffing is clearly 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. Conclusion

This paper provides an exception report for nursing and midwifery staffing in July and August 2019.

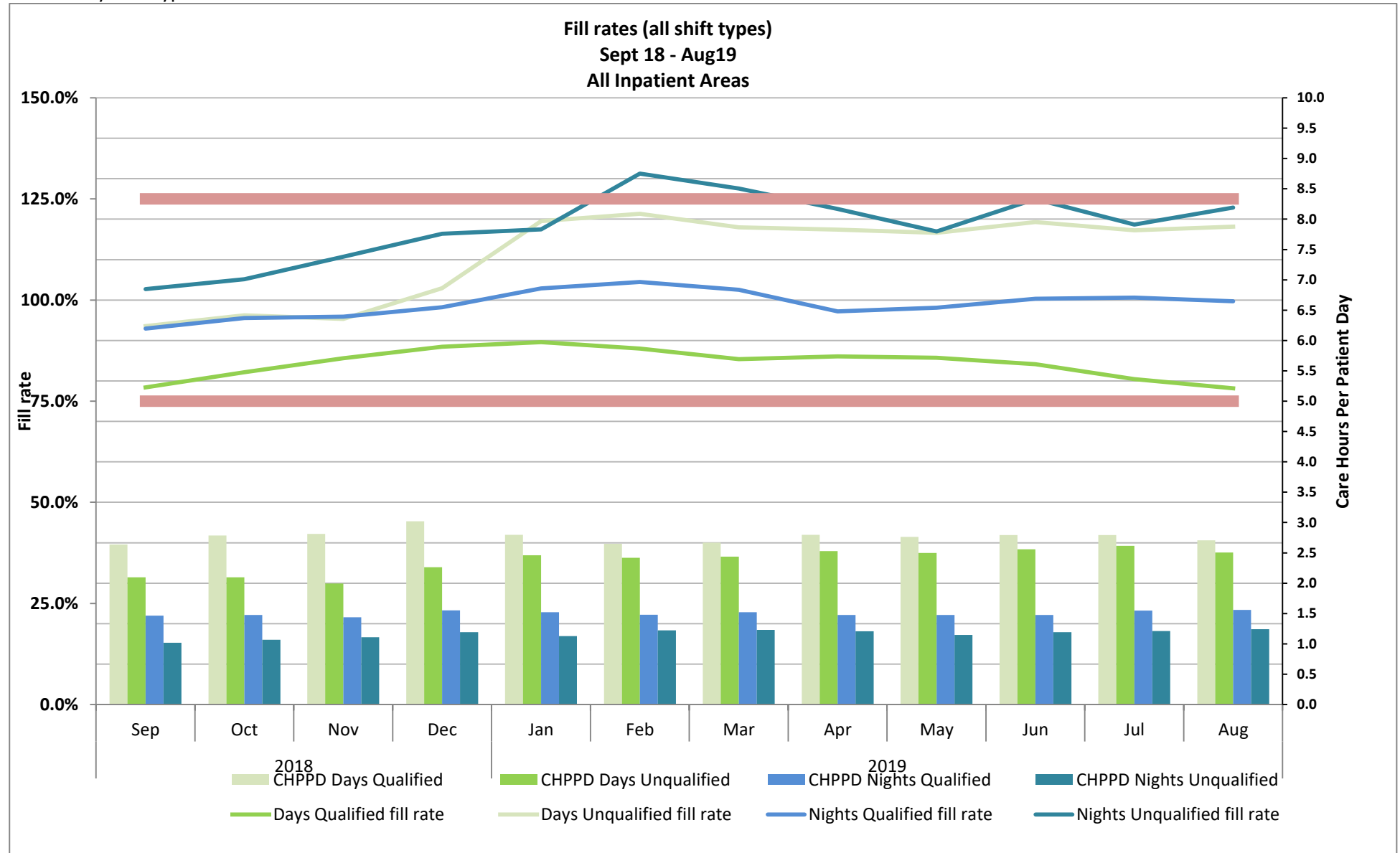
8. Recommendations

The Board is asked to receive this report for assurance.

Janet Thompson, Chief Matron, Medicine
Gareth Armstrong, Chief Matron, Surgery

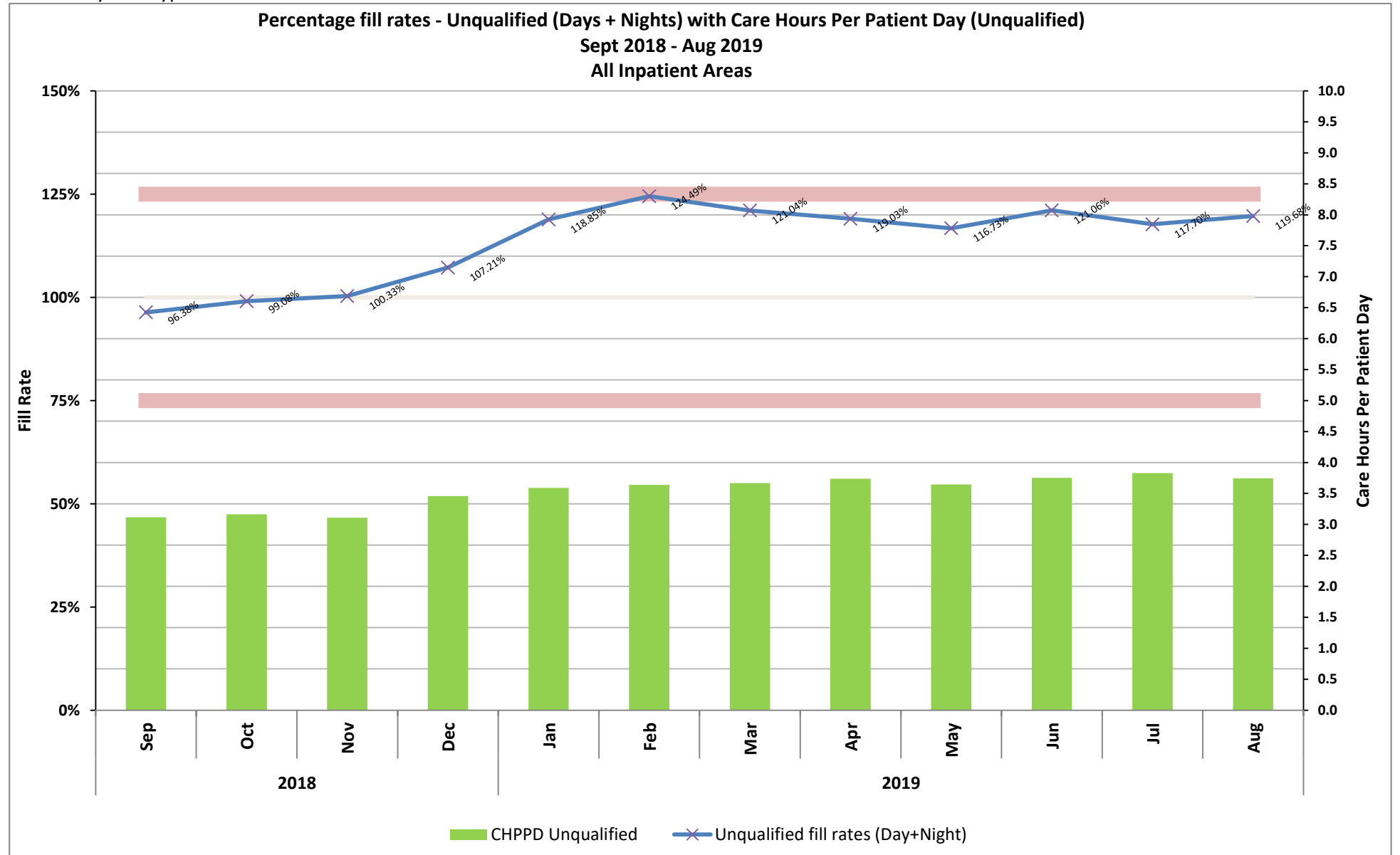
Appendix 1

Fill rates by shift type



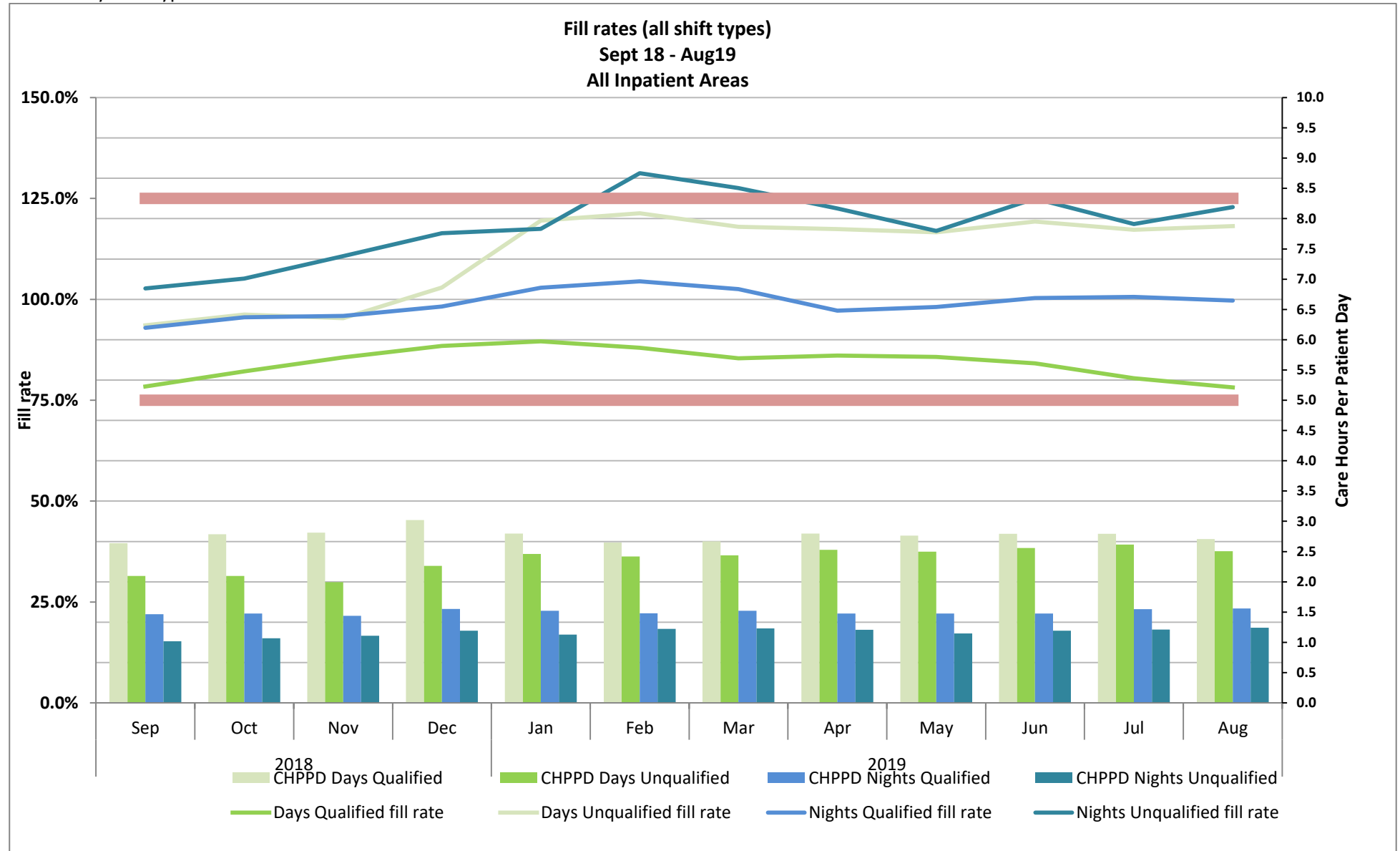
Appendix 1

Fill rates by shift type



Appendix 1

Fill rates by shift type



Appendix 1

Fill rates by shift type

**Fill rates (all shift types)
September 18 – August 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
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
Mar 2019	85.4%	118.0%	102.57%	127.6%	2.67	2.44	1.52	1.23
Apr 2019	86.1%	117.4%	97.23%	122.5%	2.80	2.53	1.48	1.21
May 2019	85.8%	116.6%	98.12%	117.0%	2.76	2.50	1.48	1.15
Jun 2019	84.2%	119.3%	100.33%	125.0%	2.80	2.56	1.48	1.19
Jul 2019	80.5%	117.3%	100.59%	118.7%	2.79	2.62	1.55	1.21
Jul 2019	78.2%	118.2%	99.68%	122.9%	2.71	2.51	1.56	1.24