

To:	Trust Board									
From:	Michelle Rhodes, Director of Nursing									
Date:	March 2017									
Essential Standards:	Health and Social Care Act 2008 (Regulated Activities) Regulation 18: Staffing									
Title:	Monthly Nursing/Midwifery Workforce Assurance Paper for January 2017									
Author/Responsible Director:	Michelle Rhodes, Director of Nursing Debrah Bates, Deputy Chief Nurse									
Purpose of the Report:										
<p>This report provides information for the Board to demonstrate that ULHT has provided appropriate nurse staffing levels across all in-patient ward areas and has appropriate systems in place to manage or mitigate patient safety risk. The report provides figures for January 2017.</p> <p>The report triangulates staffing levels against appropriate quality measures.</p>										
The Report is provided to the Board for:										
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;">Decision</td> <td style="width: 5%; text-align: center;"> </td> <td style="width: 50%; padding: 5px;">Discussion</td> <td style="width: 5%; text-align: center;">X</td> </tr> <tr> <td style="padding: 5px;">Assurance</td> <td style="text-align: center;">X</td> <td style="padding: 5px;">Information</td> <td style="text-align: center;">X</td> </tr> </table>		Decision		Discussion	X	Assurance	X	Information	X	
Decision		Discussion	X							
Assurance	X	Information	X							
Summary/Key Points: Please refer to the report										
Recommendations: Please refer to the report										
Strategic Risk Register Risk Ref: 2 and 4		Performance KPIs year to date <ul style="list-style-type: none"> To reduce reliance on agency staffing To ensure that nursing shifts are filled with the appropriate level of staff To reduce vacancy rates 								
Resource Implications (e.g. Financial, HR) Continued expenditure on Temporary Staffing, Potential increased expenditure on lower productivity, increased potential for claims and financial expenditure due to low quality care provision										
Assurance Implications:										
Patient and Public Involvement (PPI) Implications. Potential for increased complaints due to inability to achieve 100% fill rate and increased reliance on temporary staffing as a result of nurse vacancies										
Equality Impact										
Information exempt from Disclosure										
Requirement for further review?										

1 Introduction

This report on ULHT Nurse Staffing contains information for the months of January 2017. The report provides information on staff in post, nurse vacancies and includes quality measures at ward level which are reported by exception.

2 ULHT Staffing Information

2.1 Safe Staffing

The table below shows the UNIFY Fill Rate Indicator, which is the Trust's overall percentage fill rate of Registered Nurses and Support Worker shifts day and night compared to planned numbers for January 2017. The table reports that the fill rate has remained good and fairly static for both day and night shifts and this trend is noted both at Trust wide and site level.

Table One: NQB Average Fill Rates for Registered and Unregistered Staff January 2017

Day		Night	
Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)	Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)
92.52 (92.42)	95.35 (98.31)	98.46 (97.72)	100.41 (98.09)

Table Two provides a breakdown of fill rate on each hospital site (excluding Louth as no wards require data submission) with the previous months in brackets.

Table Two: NQB Average Fill Rates for Registered and Unregistered Staff 2016 by Hospital Site

Day		Night	
Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)	Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)
92.52 (92.42)	95.35 (98.31)	98.46 (97.72)	100.41 (98.09)

A full breakdown is available in Appendix 1 which provides the ward staffing dashboard. The following hotspots are highlighted on the dashboard:

- Scampton ward at Lincoln appears to have low fill rates. The ward was working to old staffing templates used prior to their move. This has now been changed
- Ward 5B at Boston is reporting low fill rates for Registered staff on days which also corresponds to high unregistered fill rates. This demonstrates where alternate grades of staff have been used on shift whenever it is safe to do so.

3. Staffing Information

3.1 Vacancies

The current vacancy position continues to be a main focus and challenge in delivering the staffing needs of the wards and departments. Table 3 reports latest vacancies rates. The impact made on these figures by the newly qualified nurses will be evident in next month's report.

Table Three: January 2017 vacancy position

	Nov-16		Dec-16		Jan-17	
	Data from Payroll		Data from Payroll		Data from Payroll	
	R	UR	R	UR	R	UR
Lincoln	134.42	56.91	129.10	55.73	127.04	34.51
Pilgrim	110.85	35.20	116.59	31.23	123.55	31.94
Grantham	22.37	11.69	23.09	11.47	24.78	14.60
Main Site Nursing & Midwifery Sub-total	267.64	103.80	268.78	98.43	275.37	81.05
Louth	1.82	2.83	0.82	2.83	0.82	2.83
Paediatrics & Neonatal	20.61	3.91	21.64	0.62	21.42	0.02
Obs & Gynae	11.90	10.37	9.72	12.50	10.33	12.30
Diagnostics	5.66	1.69	5.90	2.60	8.44	2.35
Corporate Nursing – All Sites	15.21	1.29	19.32	1.19	15.88	1.76
Specialist Nursing – All Sites	-1.02	-1.60	2.05	-2.55	5.97	-1.24
Nursing & Midwifery Sub-total	321.82	122.29	328.23	115.62	338.23	99.07
Physiotherapy	11.85	3.73	12.44	3.33	13.90	5.28
Occupational Therapy	6.45	2.52	7.38	1.52	6.50	4.30
Dietetics	-0.44	0.00	0.56	0.00	1.56	0.00
Total	339.68	128.54	348.61	120.47	360.19	108.65
Nursing & Midwifery In Post	1,963.16	810.93	1,963.63	819.20	1,956.35	822.76
Nursing & Midwifery Vacancy Changes	1.00%	7.42%	-0.01%	-7.71%	3.05%	-14.31%

Key points to note:

- The actual number of registered nurses in post has fallen in January by 7.28 WTE
- The actual number of HCSW in post has increased marginally by 3.56 WTE over the same time frame
- The numbers of RN's and HCSW are total numbers and contain all vacant posts including those where the post has been offered but the person has not started

3.2 Recruitment

All 8 of our Filipino nurses have now successfully passed their OSCE examinations and are now able to register with the NMC.

Three more Filipino nurses are expected to arrive on Monday 27th February.

25 Nursing Associates started with the Trust in January, part of the cohort of 41 Lincolnshire wide group. They had 2 weeks in university and have since started on their 'Hub' placements.

3.3 Reducing Reliance and Expenditure on Agency Staff

The number of agency shifts used in January saw an increase in the 4th week which appeared to correspond to the operational pressures that the Trust was facing at the time. It also meant that there was an increase in both framework breaches and framework and price cap breaches. There continues to be no non-registered nurse agency usage.

Table Four: Summary of January 2017 figures against Agency (framework and cap)

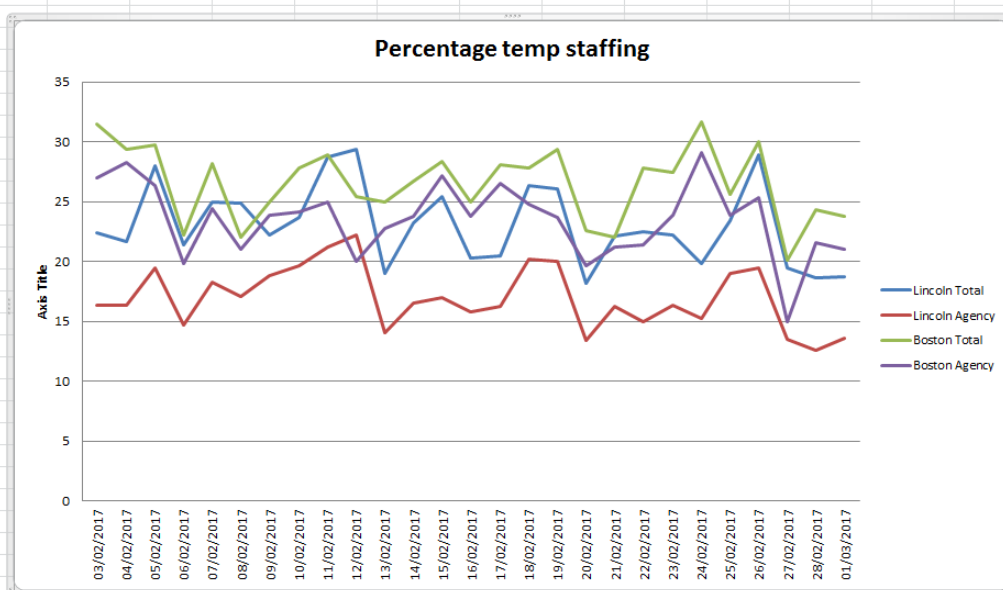
Staff Group	Week Commencing →	02/01/2017	09/01/2017	16/01/2017	23/01/2017	30/01/2017
Nursing, Midwifery & Health Visiting	Framework only	11	8	1	2	21
Nursing, Midwifery & Health Visiting	Price cap only	434	483	479	526	468
Nursing, Midwifery & Health Visiting	Both framework & price cap	11	8	1	2	19
Healthcare assistant and other support	Framework only	0	0	0	0	0
Healthcare assistant and other support	Price cap only	0	0	0	0	0
Healthcare assistant and other support	Both framework & price cap	0	0	0	0	0

Following the introduction of 2 financial incentives offered to registered nurses to join the Trust Bank, there has been an increase in both the number of Registered Bank shifts filled by both Substantive + Bank and Bank only staff and approximately 50 additional substantive registered nurses have joined the bank since mid-December 2016.

Table Five: Agency/bank/substantive skill mix by site.

To further inform the staffing position, from early February 2017 we have begun to calculate the percentage of temporary staffing used within Nursing and the % of Agency staff used for Lincoln and Pilgrim sites.

		03/02/2017	04/02/2017	05/02/2017	06/02/2017	07/02/2017	08/02/2017	09/02/2017	10/02/2017	11/02/2017	12/02/2017	13/02/2017	14/02/2017	15/02/2017	16/02/2017
Lincoln	Total	22.4	21.7	28	21.4	25	24.9	22.2	23.7	28.7	29.4	19	23.2	25.4	20.3
	Agency	16.3	16.3	19.5	14.7	18.3	17.1	18.8	19.6	21.2	22.2	14	16.5	17	15.8
Boston	Total	31.5	29.4	29.7	22.2	28.2	22	25	27.8	28.9	25.4	25	26.7	28.4	25
	Agency	27	28.3	26.3	19.8	24.4	21	23.9	24.1	25	20	22.8	23.8	27.2	23.8



4.0 Recommendations

The board is requested to:

- Note the content of the report and the information presented in relation to the vacancy position, staffing fill rates and the workforce dashboard.
- Note the mitigation that has been taken in the hotspot areas

Appendix One: January 2017 Workforce Dashboard

Safe Staffing Performance Dashboard - JANUARY 2017													
Ward Level Staffing - Average Fill Rates for month JANUARY 2017													
SITE/Ward	Actual Fill Rates for Staffing				Staffing Levels Vs Activity/Acuity	CHPPD	Patient Safety				Patient Experience		
	Day		Night				SIs	Falls with Harm (Moderate, Severe and Death)	Grade 3/4 PU	Med Errors	New ST Harm Free %	Complaints	FFT
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)									
GRANTHAM DISTRICT HOSPITAL													
Ward 1	97.9%	95.5%	106.8%	95.5%		11.4	0	0	0	n/c	83%	0	100%
Ward 2	96.8%	94.9%	94.2%	96.8%		7.3	0	0	0	n/c	75.00%	0	96%
Ward 6	96.2%	93.4%	129.0%	93.5%	Escalation beds open	10.3	0	0	0	n/c	100.00%	0	100%
EAU	100.2%	79.9%	118.3%	87.1%	Escalation beds open	6.6	0	0	0	n/c	100.00%	0	81%
Acute Care Unit (formerly Critical Care Unit)	91.4%	70.3%	98.2%	-	High vacancy rate - some bed closures facilitated	16.4	0	0	0	n/c	n/c	0	100%
LINCOLN COUNTY HOSPITAL													
Ashby	90.3%	115.8%	101.7%	111.8%	shifts correspond to need for enhanced care	30.3	0	0	0	n/c	100.00%	0	100%
Bardney	98.4%	93.5%	100.3%	89.6%		12.8	0	0	0	n/c	100.00%	0	100%
Branston	90.6%	93.0%	100.0%	93.3%		10.9	0	0	0	n/c	100.00%	1	91%
Burton	94.2%	101.7%	100.5%	101.5%		8.0	0	0	0	n/c	100.00%	0	96%
Carlton Coleby	94.3%	103.3%	133.1%	120.8%	Temporary uplift in shifts has been agreed	8.1	0	0	0	n/c	100.00%	1	100%
Clayton	93.0%	112.7%	99.2%	126.7%	Fill rates correspond to need for enhanced care	7.8	0	1	0	n/c	100.00%	0	83%
Dixon	123.8%	98.2%	103.4%	106.3%	Temporary uplift to template to manage additional beds and enhanced care	7.7	0	0	0	n/c	100.00%	0	85%
Greetwell	91.6%	99.4%	99.1%	106.1%		6.2	0	0	0	n/c		0	
Hatton	93.4%	103.3%	100.0%	94.0%		6.8	0	0	0	n/c	96.00%	0	83%
ICU	93.9%	70.3%	90.4%	13.3%	HCSW not always replaced - not a new issue, suggest discussions re template	30.4	0	0	1	n/c	92.00%	1	n/c
Johnson	98.5%	103.2%	101.1%	116.1%	Shift fill rates correspond to temporary uplift to template which is under review	15.9	0	1	0	n/c	100.00%	0	92%
Lancaster	94.7%	92.5%	93.3%	108.0%		7.0	0	1	0	n/c	100.00%	0	n/c
Navenby	97.6%	114.7%	96.7%	100.2%	High numbers of HCSW on nights corresponds to High dependency of patients	7.8	1	0	0	n/c	96.00%	0	75%
Nettleham	105.2%	97.4%	102.1%	88.8%		2.4	0	0	0	n/c	n/c	0	n/c
Neustadt Welton	93.7%	96.2%	96.8%	90.8%		6.5	0	2	0	n/c	90.00%	0	82%
Nocton	89.2%	70.1%	77.2%	92.4%	10 cots remain closed	22.9	0	0	0	n/c	n/c	1	n/c
Rainforest	96.4%	138.7%	99.7%	145.8%	Change to skill mix facilitated by Matron	11.3	0	0	0	n/c	n/c	0	
Scampton	72.3%	77.8%	68.2%	96.6%	Needs a template review as old Hatton ward used	8.3	0	0	0	n/c		0	71%
Shuttleworth	97.6%	95.8%	99.2%	98.3%		8.1	2	0	0	n/c	96.00%	1	75%
Stroke Unit	89.5%	96.0%	97.6%	106.3%		11.3	0	0	0	n/c	100.00%	1	86%
Waddington Unit	93.1%	94.8%	98.6%	107.3%		6.8	0	0	1	n/c	83.00%	0	95%
MEAU	94.4%	73.4%	96.6%	93.3%	AP Band 4 shifts not replaced whilst on leave	10.1	0	1	0	n/c	96.00%	0	83%
SEAU	93.7%	93.7%	93.4%	93.3%		8.2	0	0	0	n/c	100.00%	1	72%
PILGRIM HOSPITAL, BOSTON													
Acute Cardiac Unit (formerly Coronary Care Unit)	97.6%	84.2%	100.0%	83.7%		9.4	0	0	0	n/c	100.00%	0	80%
Labour Ward	106.8%	96.7%	101.2%	90.6%		13.6	1	0	0	n/c	n/c	0	100%
Neonatal	78.1%	88.3%	80.0%	119.4%	HCSW shifts being used where safe to cover RN gaps	30.3	0	0	0	n/c	n/c	0	n/c
Stroke Unit	102.7%	105.2%	96.8%	96.5%		13.0	0	1	0	n/c	96.00%	0	100%
3A	120.2%	117.5%	119.8%	122.2%	Authorised use of additional staff in the afternoon to manage medical outliers	8.9	0	1	0	n/c	96.00%	0	90%
3B	88.1%	109.9%	95.1%	149.3%	Duties correspond to high dependency and enhanced care	9.2	0	1	0	n/c	96.00%	0	83%
4A	67.7%	70.0%	94.5%	50.0%	5 beds remain closed and alternative models of care are being explored	19.2	0	0	0	n/c	n/c	0	n/c
5A	95.1%	108.1%	94.8%	116.5%	Fill rates correspond to enhanced care and use of alternate grades	9.4	0	1	0	n/c	95.00%	0	94%
5B	76.5%	118.7%	94.6%	95.0%	Alternate grade used (skill mix)	9.9	0	0	0	n/c	96.00%	0	81%
6A	90.8%	90.8%	95.9%	96.5%		9.9	0	0	0	n/c	93.00%	2	100%
6B	90.7%	96.2%	101.1%	113.0%	Fill rates correspond to enhanced care and High dependency at night	9.3	1	1	0	n/c	100.00%	0	91%
7A	91.7%	93.9%	100.0%	100.9%		6.8	0	0	0	n/c	95.00%	0	83%
7B	90.2%	88.5%	102.2%	106.2%		9.2	1	0	0	n/c	96.00%	1	100%
8A	96.0%	89.1%	99.1%	97.9%		10.1	1	0	0	n/c	97.00%	0	63%
M2	88.1%	95.8%	95.8%	99.5%		8.6	0	0	0	n/c	100.00%	0	84%
AMU (formerly CDU)	81.3%	104.6%	126.7%	101.2%	High levels of enhanced care being facilitated by temporary uplift to template.	8.7	0	0	0	n/c	67.00%	0	95%
Bostonian	93.3%	95.7%	98.4%	106.5%		7.7	0	0	0	n/c	100.00%	0	83%
ICU	88.4%	71.7%	96.2%	-	HCSW shifts not replaced	39.1	0	0	0	n/c	n/c	0	n/c

Appendix 2

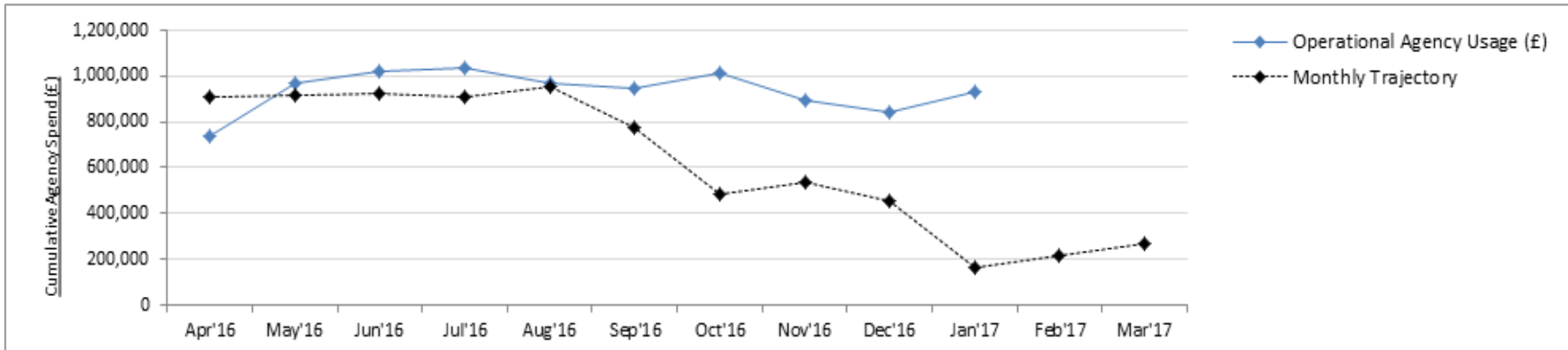
In-Month Nursing Agency Ceiling

Target:	7,629,896
Trajectory Start Month:	Apr '16
Trajectory End Month:	Mar '17

Objective: Actual £ spent to be BELOW the trajectory

Summary	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Operational Agency Usage (£)	739,210	969,093	1,020,597	1,037,510	967,599	944,160	1,012,099	891,898	844,542	929,881		
Monthly Trajectory	908,000	914,000	921,000	906,000	957,000	774,000	483,000	535,000	451,000	165,000	217,000	268,000
Difference from Trajectory	-168,790	55,093	99,597	131,510	10,599	170,160	529,099	356,898	393,542	764,881	-217,000	-268,000

Corporate Adjustments (£)	106,503	126,716	-13,828	-224,668	210,668	-68,623	-212,862	-78,973	0	0		
Agency Ceiling Reported (£)	845,713	1,095,809	1,006,769	812,842	1,178,267	875,537	799,237	812,925	844,542	844,542		



[Return to Summary Table](#)

Key:

BAD NEWS!
GOOD NEWS!