

# Staffing Report for Ward Based Nursing and Midwifery Staffing

This data was presented to the board on 4<sup>th</sup> May 2016 as part of the Corporate Performance Report.

### Safe Staffing Summary as at 31 March 2017

It is important to note that the data submitted is calculated in hours across the month. In terms of the actual 'shift' fill rate, the data below translates into an overall fill rate of 99.79% of our required shifts.

#### Workforce Highlights

- 10 registered nurses (RN) commenced employment within the trust of which two to ward-based areas during March 2017.
- 13 band 2 HCAs and two Senior HCAs also commenced employment within the Trust.
- There were 21 new members to the Nurse Bank, including 1 RNs.
- 12 RN's left the Trust. One band 2 HCA and one band 3 HCAs also left.
- There are currently 13 pre-registration nurses who are awaiting their professional registration.

Deputy Nursing Director

### Recruitment and Staffing Update

The percentage fill rates for RN's show a marginal decrease for both nights and days. The fill rates for HCA's show some compensation for the decrease, with a slight decrease on days but as described in previous reports the overall rates do not fully reflect the significant staffing difficulties being experienced on a day to day basis in many areas compounded by continued escalation, increasing RN vacancies, ongoing high sickness rates and a reducing availability to fill shifts with temporary staff despite engaging with an 'off framework' agency.

On a daily basis staff are redeployed from the wards below to the escalated areas at both sites.

In Surgery, Ribblesdale, Ward 16, Ward 12, 10, 4 and 2b continue to be of particular concern

In Medicine, , Ward 17, 19, 21 and 23, and are experiencing significant staffing difficulties. The Emergency Decisions Unit also continues to be of concern with staffing difficulties and further pressure caused by increased admissions and high occupancy rates causing reduced flow through the department.

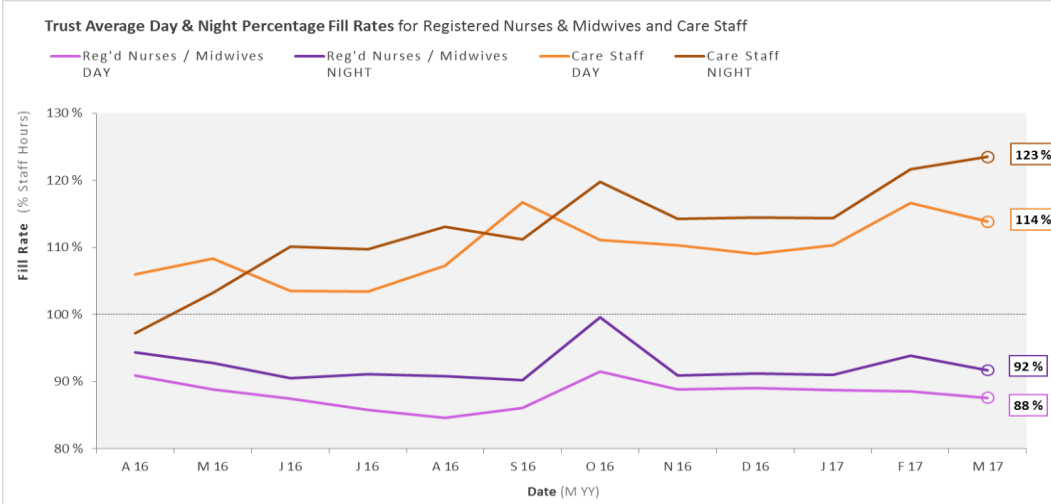
The operational impact of the shortages is being robustly managed by the Divisional Nursing Directors and Matrons on a daily basis. The demand for escalation beds has continued throughout March with Winstanley ward at CDH being open to at least 25 beds for the majority of the month and the Cardiac Cath Lab at Preston also being open for the whole month. Leyland and Surgical Unit CDH have been supporting the escalation on Winstanley, some of which is reflected in their fill rate. The additional pressure in the system has meant that on some occasions Day Case Unit has also been used to provide care for patients when no other beds have been available. The opening of a further escalation area has added further pressure to the staffing situation. The health economy Quality Summit requested by LTH Medical and Nursing Directors held in April in response to the issues described in March has prepared the health economy for a significantly reduced tolerance of continued escalation.

A deep dive into nurse to patient ratios has resulted in an agreed change to increase HCA on wards where RN shortfalls are present with particular focus on areas that exceed a 1:13 ratio of RN:patient at night and 1:8 in the day. This will take some time to achieve given the need to significantly increase the number of HCA's recruited. Plans are being developed to commence this May. The review also found a significant shortfall in the number of supervisory days ward managers are achieving ranging from 0 - 10 days per month, steps to explore a ward secretary to support the ward managers have commenced. Level 2 areas on general wards will in future be separated to allow increased sight of staffing in these areas.

Efforts to ensure efficiency of rosters and evenness of shift allocations are scrutinised by the Matrons as part of the approval process. The Surgical division has 87.5% compliance with rosters being approved 6 weeks in advance with medicine making progress at 35%. During March 60% of ward based areas achieved 6week advance roster approval.

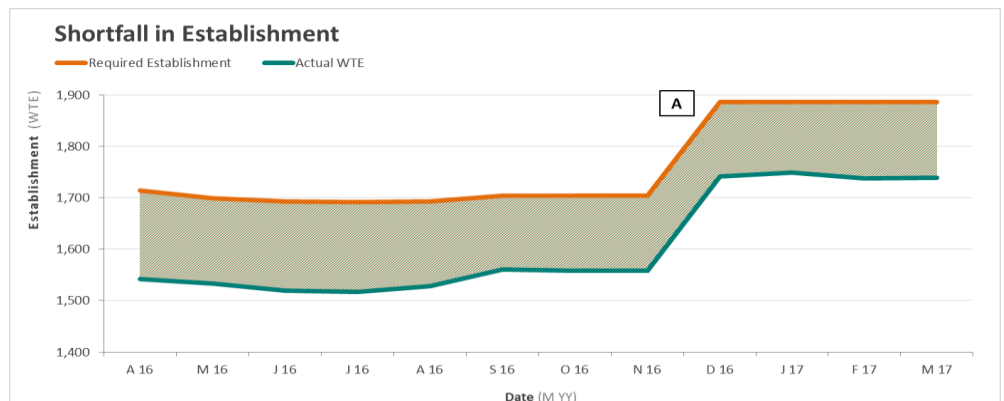
A staffing assurance report is provided monthly to the Safety and Quality Sub Committee.

Mar 2017 Trust Site	Fill Rates (% staff hrs)			
	Reg'd Nurses / Midwives		Care Staff	
	Day	Night	Day	Night
<b>Lancashire Teaching Hospitals NHS FT</b>	<b>87.6 %</b>	<b>91.7 %</b>	<b>113.8 %</b>	<b>123.5 %</b>
Chorley & South Ribble Hospital	96.1 %	92.9 %	104.0 %	114.9 %
Royal Preston Hospital	86.0 %	91.5 %	116.5 %	125.5 %



#### A - Inclusion of Critical Care Unit (CrCU)

Data Source: Required Establishment from General Ledger 'Funded WTE'. Actual WTE from ESR. The graph includes all ward areas as identified in the table on the following page. Also includes all Maternity and both EDs. Areas not included are: theatres and all non-ward-based teams & other departments.



**Safe Staffing Dashboard**

The Safe Staffing Dashboard below shows the fill rates for March 2017 and the corresponding key performance metrics for patient safety. It also displays the sickness rate and maternity leave rate for the RN's and HCA's staff in each area. Please note that the number of pressure ulcers reported on the database currently only includes those that have been through the validation process so the figure will change over the next few weeks. The number of Pressure ulcer incidents has increased to 14 (March) from 13 (Feb) and 11 (Jan).

The falls incidence for March has decreased 93.6% from the increased February figure (94.6%).

The safety thermometer data shows that 25 areas achieved 100% which is the slightly lower that achieved 100% in February. The March Friends and Family overall results have remained constant at 86.8%. Please refer to the safety and quality sections of the board report for further information.

Mar 2017	Fill Rates (% staff hrs)					Other Workforce Stats (Q & UQ N&M)			Safe Care					Effective Care	Patient Experience
	Reg'd Nurses / Midwives		Care Staff		Sickness Rates (FTE %)	Mat Leave Rates (FTE %)	No. of New RN&Ms	No. of MRSA Infections	No. of C. difficile Infections	No. of Inpatient Falls	No. of Medication Admin Errors	Harm Free Care %	No. of Tissue Wounds	Friends & Family Test (FFT) (Recommend %)	
	Day	Night	Day	Night											
Medicine	J35429	Barton	62.2%	96.8%	133.6%	123.1%	7.5%	-	-	2	-	100%	-	100%	
Medicine	J35446	Bleasdale	71.3%	67.7%	140.9%	129.0%	3.9%	4.0%	-	2	1	100%	-	100%	
Medicine	J35440	Brindle	88.7%	84.9%	118.9%	108.6%	2.4%	1.6%	-	4	3	96.40%	-	86.70%	
Medicine	J35423	CCU CDH	96.8%	106.5%	98.4%	96.8%	1.4%	-	-	1	-	87.50%	-	100%	
Medicine	J35420	CCU RPH	87.7%	100.0%	-	-	2.5%	-	-	-	-	100%	-	84.60%	
Medicine	J35310	CrcU	104.0%	100.4%	121.5%	104.3%	6.8%	4.5%	2	-	3	94.40%	-	-	
Surgery	J36016	Gynaecology	91.4%	104.8%	116.5%	95.2%	0.5%	3.5%	-	-	-	100%	-	90.20%	
Medicine	J35438	Hazelwood	97.4%	100.0%	90.3%	109.7%	3.2%	-	-	6	-	94.70%	-	82.60%	
Surgery	J35104	Leyland	111.0%	103.2%	110.8%	104.3%	7.9%	-	-	1	1	100%	-	95.30%	
Surgery	J35116	Major Trauma Ward	95.2%	93.5%	112.1%	112.9%	1.5%	4.4%	-	1	-	100%	-	100%	
Surgery	Multiple	Maternity	86.8%	80.6%	64.1%	116.1%	3.0%	1.8%	-	-	3	100%	-	91.20%	
Medicine	J35437	MAU CDH	77.7%	78.7%	109.3%	161.3%	7.2%	4.9%	-	5	2	100%	-	90.90%	
Medicine	J35408	MAU RPH	93.1%	97.8%	110.2%	124.7%	3.5%	-	-	6	2	100%	-	77.40%	
Surgery	J36109	NUU	97.1%	91.2%	87.0%	116.7%	6.4%	8.4%	-	-	4	100%	-	-	
Medicine	J35759	NRU	78.5%	98.4%	131.6%	116.1%	4.4%	3.1%	-	-	-	100%	-	-	
Surgery	J35020	Surgical Unit	117.0%	82.3%	98.4%	93.5%	7.9%	2.5%	-	2	1	-	-	87.40%	
Surgery	J35905	Ribblesdale	73.3%	69.9%	158.5%	132.3%	7.0%	2.2%	-	5	4	100%	-	81.80%	
Medicine	J35435	Rookwood A	105.4%	106.5%	108.8%	119.0%	1.9%	4.0%	-	4	-	100%	-	83.30%	
Medicine	J35434	Rookwood B	104.0%	106.5%	93.9%	108.7%	4.4%	-	-	3	1	100%	-	100%	
Surgery	J35751	Ward 2A	85.3%	103.2%	105.2%	135.5%	1.1%	-	-	1	-	94.10%	-	80.00%	
Surgery	J35752	Ward 2B	70.5%	83.1%	122.9%	84.7%	12.6%	5.0%	-	4	-	100%	-	95.80%	
Surgery	J35758	Ward 2C	76.6%	100.0%	144.1%	98.4%	2.3%	4.8%	-	3	-	94.10%	-	91.70%	
Surgery	J35168	Ward 3	89.6%	96.8%	108.2%	122.6%	4.8%	9.0%	-	2	-	100%	-	82.00%	
Surgery	J35726	Ward 4	68.1%	68.8%	132.3%	132.7%	3.4%	7.8%	-	6	-	100%	-	90.60%	
Medicine	J36105	Ward 8	97.9%	99.6%	73.7%	61.3%	1.4%	1.4%	1	-	2	100%	-	-	
Surgery	J35005	Ward 10	90.4%	92.5%	116.5%	129.0%	1.4%	5.4%	-	3	1	96.60%	-	86.50%	
Surgery	J35011	Ward 11	64.9%	73.1%	106.5%	145.2%	7.1%	1.7%	-	2	-	100%	-	100%	
Surgery	J35006	Ward 12	72.3%	79.6%	119.0%	149.5%	2.7%	10.4%	-	1	-	100%	-	88.60%	
Surgery	J35102	Ward 14	99.9%	100.0%	95.7%	145.2%	5.9%	1.7%	-	-	-	87.50%	-	100%	
Surgery	J35031	Ward 15	83.1%	96.8%	119.4%	100.0%	6.4%	2.8%	-	5	-	95.80%	-	91.70%	
Surgery	J35103	Ward 16	84.9%	100.0%	125.6%	153.8%	4.2%	7.2%	-	-	-	91.70%	-	80.00%	
Medicine	J35753	Ward 17	71.9%	93.5%	134.4%	135.5%	3.0%	5.4%	-	8	5	100%	-	100%	
Medicine	J35407	Ward 18	87.5%	79.6%	106.5%	153.8%	9.4%	2.0%	-	2	1	100%	-	90.90%	
Medicine	J35451	Ward 20	86.0%	100.0%	120.3%	129.6%	9.5%	2.9%	-	5	1	95.50%	1	66.70%	
Medicine	J35427	Ward 21	73.5%	67.7%	139.3%	189.2%	3.0%	3.0%	-	5	-	100%	-	100%	
Medicine	J35449	Ward 23	75.8%	87.7%	104.5%	113.5%	5.9%	6.1%	-	2	2	94.10%	1	76.50%	
Medicine	J35450	Ward 24	74.6%	97.8%	139.1%	132.3%	6.3%	4.2%	-	3	-	100%	-	81.80%	
Medicine	J35853	Ward 25	96.7%	101.6%	94.3%	132.3%	3.5%	5.6%	-	2	4	95.70%	-	87.50%	