

# Staffing Report for Ward Based Nursing and Midwifery Staffing

This data was presented to the board on 2<sup>nd</sup> Nov 2016 as part of the Corporate Performance Report.

### Safe Staffing Summary as at 30 September 2016

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 97.95% of our required shifts.

#### Workforce Highlights

- 40 registered nurses (RNs) and midwives (RMs) commenced employment within the Trust during September 2016, of which 20 RNs and 5 RMs were placed in ward-based areas.
- Three band 2 HCAs also commenced employment within the Trust during September 2016.
- There were 18 new members to the Nurse Bank, including 16 HCAs and three RNs.
- Nine RNs left the Trust during September and one RM. One band 4 AP, two Trainee NAPs, three band 2 HCAs and four HCA apprentices also left.

*Katie Swarbrick*  
Deputy Nursing Director

### Recruitment and Staffing Update

The number of inpatient areas experiencing staffing shortages continues to be of concern. The operational impact of the shortages is being robustly managed by the Heads of Nursing and Matrons. September has also been a challenging month despite a number of new staff starting in post. The impact of the new staff will not be felt until their induction and supernumerary periods have been completed.

Ward 12 and 2b continue to be areas of concern along with ward 2a and Ribblesdale but requests out to agency breaching the agency caps have not resulted in any significant increase in shifts filled. All wards in the division have continued to have varying degrees of staffing challenges during September and to maintain safe levels of care the matrons, clinical educators and specialist nurses have been supporting the ward areas.

In Medicine, ward 17, Hazelwood and MAU at CDH continue to experience significant staffing difficulties. Ward 21 continues to be escalated with additional bed capacity and we have been unable to open the Cardiac Catheter Lab due to staffing difficulties on a number of occasions.

Daily staffing reviews are undertaken to maximise safe allocation of staff and the Nursing and Midwifery Director is meeting with the Heads of Nursing on a weekly basis to manage and monitor the situation.

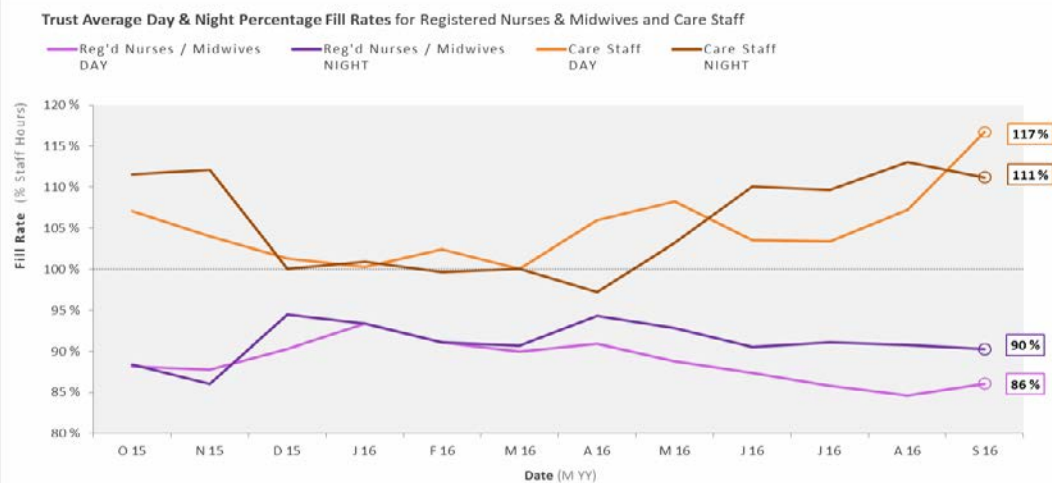
All efforts to fill shifts through redeployment of staff, bank and agency requests (including going above the agency cap rates for ward areas), and cover from clinical educators/specialist nurses are constantly being deployed. Efforts to ensure efficiency of rosters and evenness of shift allocations are also being scrutinised by the Matrons as part of the approval process. Ward and department based staff continue to be very flexible in both undertaking extra shifts and also through their support of colleagues in other areas when asked to move from one area to another to balance the risk to patients.

All areas have rolling recruitment activity underway and our centralised programmes are continuing. The business case for a pool / transfer team that can work where demand is greatest on any one day, along with a case to recruit internationally for EU and non-EU staff via agencies is being finalised.

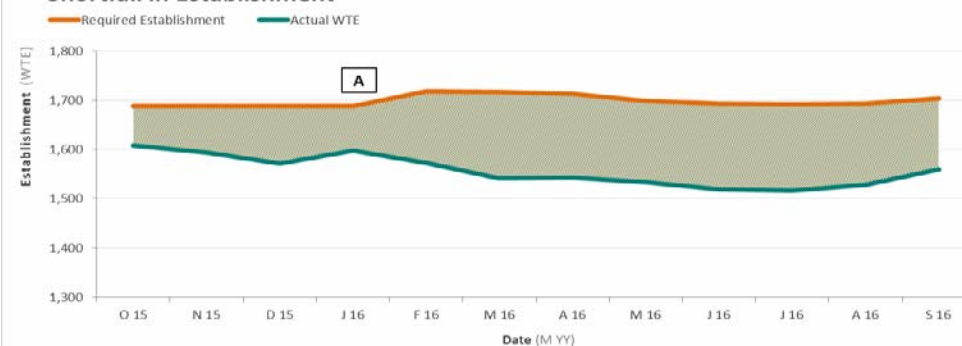
A further 69 band 5 nurses have been offered places: 15 with a confirmed start date between Oct 16 and Dec 16; nine awaiting a start date; four newly qualified due to start in Oct 16; 29 due to qualify in Jan 17; 12 due to qualify in Mar 17. 76 healthcare assistants have been offered places, 36 of which have a confirmed start date between Oct 16 and Nov 16.

The Safety and Quality Committee, with effect from September 2016, will receive an in depth nurse staffing assurance report, triangulating staffing fill rates with quality priorities, to enable enhanced scrutiny and assurance.

Trust	Fill Rates (% staff hrs)			
	Reg'd Nurses / Midwives		Care Staff	
	Day	Night	Day	Night
<b>Sep 2016</b>				
<b>Lancashire Teaching Hospitals NHS FT</b>	<b>86.1 %</b>	<b>90.3 %</b>	<b>116.7 %</b>	<b>111.2 %</b>
Chorley & South Ribble Hospital	81.4 %	91.6 %	99.6 %	100.8 %
Royal Preston Hospital	86.9 %	90.0 %	121.7 %	113.9 %



### Shortfall in Establishment



A - Inclusion of Vascular Ward

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

## Nursing Directorate - Safe Staffing (cont'd)

### Safe Staffing Dashboard

The staffing dashboard, below, shows the fill rates for September 2016 and the corresponding key performance metrics for safety and patient experience (FFT). It also displays the following additional workforce statistics for qualified and unqualified N&Ms combined: sickness rate and maternity leave rate.

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 may change over the next few weeks. Tissue viability data is also reported in the safety section of the performance report.

The falls incidence for September has reduced from the August level. Safety thermometer data continues to show the majority of areas at 100%.

There has been no significant change in the Friends and Family results.

Sep 2016	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	70.5%	95.0%	106.7%	103.3%	13.8%	-	1	-	-	5	1	100%	-	94.10%
Medicine	J35446	Bleasdale	75.0%	66.7%	141.7%	130.0%	2.7%	2.4%	-	-	-	8	-	100%	-	100%
Medicine	J35440	Brindle	77.3%	75.6%	104.8%	102.2%	10.5%	7.7%	1	-	-	2	1	100%	-	82.60%
Medicine	J35423	CCU CDH	83.3%	100.0%	113.3%	100.0%	0.4%	5.0%	-	-	-	2	-	100%	1	100%
Medicine	J35420	CCU RPH	90.0%	98.3%	-	-	8.2%	-	-	-	-	-	-	100%	-	87.50%
Medicine	J35310	CrCU	111.8%	104.4%	135.8%	117.9%	6.6%	3.9%	2	-	-	-	7	95.80%	2	-
Surgery	J36016	Gynaecology	85.6%	100.0%	166.7%	96.7%	3.5%	6.1%	-	-	-	1	1	100%	-	88.20%
Medicine	J35438	Hazelwood	83.3%	91.7%	93.7%	116.7%	2.7%	3.1%	-	-	-	3	-	94.70%	-	86.10%
Surgery	J35104	Leyland	92.5%	96.7%	102.2%	75.0%	7.4%	2.0%	2	-	-	2	-	96.60%	-	95.70%
Surgery	J35116	Major Trauma Ward	102.1%	100.0%	150.0%	106.7%	0.3%	-	-	-	-	1	-	100%	-	95.70%
Surgery	Multiple	Maternity	73.1%	71.1%	100.0%	121.2%	3.8%	3.8%	5	-	-	-	2	100%	-	85.10%
Medicine	J35437	MAU CDH	83.0%	85.3%	89.2%	115.0%	5.2%	5.0%	-	-	-	4	-	100%	-	73.30%
Medicine	J35408	MAU RPH	96.8%	96.7%	111.3%	118.9%	7.7%	1.9%	-	-	-	-	-	93.10%	-	83.80%
Surgery	J36109	NNU	90.2%	86.1%	97.7%	117.6%	5.0%	6.5%	6	-	-	-	4	100%	-	-
Medicine	J35759	NRU	87.8%	100.0%	120.0%	105.0%	2.6%	3.8%	1	-	-	-	-	100%	-	-
Surgery	J35020	Surgical Unit	81.0%	93.3%	100.0%	70.0%	9.8%	3.0%	-	-	-	-	-	-	-	94.50%
Surgery	J35905	Ribblesdale	73.9%	70.0%	111.0%	96.7%	8.2%	7.1%	-	-	-	1	3	96.30%	-	90.90%
Medicine	J35435	Rookwood A	76.5%	105.3%	106.1%	104.6%	3.8%	2.5%	-	-	-	8	1	100%	-	88.10%
Medicine	J35434	Rookwood B	75.3%	103.5%	98.4%	98.6%	10.3%	-	-	-	-	-	-	95.80%	-	80.00%
Surgery	J35751	Ward 2A	75.2%	100.8%	114.9%	106.7%	10.8%	2.8%	-	-	-	1	-	88.20%	-	100%
Surgery	J35752	Ward 2B	75.1%	76.7%	119.5%	82.5%	7.7%	2.3%	-	-	-	4	1	100%	-	93.80%
Surgery	J35758	Ward 2C	87.0%	100.0%	112.6%	85.0%	6.0%	-	-	-	-	7	1	100%	-	95.80%
Surgery	J35168	Ward 3	84.0%	100.0%	112.7%	150.0%	4.3%	9.7%	-	-	-	3	-	94.70%	-	90.30%
Surgery	J35726	Ward 4	82.7%	65.6%	148.3%	143.3%	4.9%	9.4%	-	-	1	4	-	100%	-	89.20%
Medicine	J36105	Ward 8	98.2%	92.5%	94.2%	60.0%	7.5%	1.5%	2	-	-	-	3	100%	-	-
Surgery	J35005	Ward 10	87.5%	100.0%	162.7%	116.7%	2.4%	2.3%	2	-	-	4	2	100%	-	82.80%
Surgery	J35011	Ward 11	78.7%	85.6%	105.0%	116.7%	3.5%	-	1	-	-	1	1	90.90%	-	73.30%
Surgery	J35006	Ward 12	86.5%	82.2%	129.0%	102.2%	8.4%	6.2%	-	-	-	1	-	96.90%	-	81.00%
Surgery	J35102	Ward 14	84.8%	96.7%	100.6%	102.2%	2.0%	-	-	-	-	1	-	83.30%	-	100%
Surgery	J35031	Ward 15	92.4%	100.0%	150.5%	143.3%	2.6%	-	1	-	-	1	2	100%	-	92.90%
Surgery	J35103	Ward 16	82.5%	98.3%	104.4%	109.4%	5.5%	2.5%	-	-	-	1	-	100%	-	84.60%
Medicine	J35753	Ward 17	63.3%	80.0%	160.6%	116.7%	4.0%	7.6%	-	-	-	6	1	96.70%	-	96.30%
Medicine	J35407	Ward 18	78.3%	66.7%	125.4%	153.3%	5.1%	3.4%	-	-	-	1	-	100%	-	94.40%
Medicine	J35451	Ward 20	81.1%	93.3%	127.7%	114.8%	7.5%	-	-	-	-	7	2	100%	-	60.00%
Medicine	J35427	Ward 21	75.6%	76.7%	130.3%	138.9%	2.2%	-	-	-	-	7	-	100%	-	92.30%
Medicine	J35449	Ward 23	72.5%	77.8%	100.8%	103.3%	2.1%	5.1%	1	-	-	2	1	100%	-	90.50%
Medicine	J35450	Ward 24	78.5%	92.2%	138.8%	135.0%	8.6%	8.1%	-	-	-	3	1	100%	-	100%
Medicine	J35853	Ward 25	90.9%	101.7%	99.0%	100.0%	1.3%	8.8%	-	-	-	3	-	100%	-	84.60%