

Staffing Report for Ward Based Nursing and Midwifery Staffing

This data was presented to the board on 5th October 2016 as part of the Corporate Performance Report.

Safe Staffing Summary as at 31 August 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 opposite translates into an overall fill rate of 96.42% of our required shifts.

Workforce Highlights

- 12 registered nurses (RNs) and midwives (RMs) commenced employment within the Trust during August 2016, of which four RNs and two RMs were placed in ward-based areas.
- Eight band 2 HCAs also commenced employment within the Trust during August 2016.
- There were 22 new members to the Nurse Bank, including 19 HCAs and three RNs.
- Six RNs left the Trust during August: six Band 5 RNs, one RM and one ODP. One band 3 and two band 2 HCAs also left the Trust.

Katie Swarbrick
Deputy Nursing Director

Recruitment and Staffing Update

The number of inpatient areas experiencing staffing shortages continues to increase. The operational impact of the shortages is being robustly managed by the Heads of Nursing and Matrons. As anticipated, August has been the most challenging month so far this year, as the vacancies have been compounded by annual leave. Although annual leave allocation has been within target thresholds, there has been reduced flexibility and availability of staff to work within this prime holiday period. The demand for escalation beds has unusually continued through August adding pressure to the staffing situation.

While in Surgery, ward 12 and 2b continue to be areas of concern, ward 2a and Ribblesdale have also had shortages in August. All 4 have requests out to agencies breaching agency cap on the grounds of patient safety. All wards in the division have had varying degrees of staffing challenges during August and to maintain safe levels of care the matrons, clinical educators and specialist nurses were frequently included in the ward numbers.

In Medicine, ward 17, Hazelwood and MAU at CDH are experiencing significant staffing difficulties. Ward 21 continues to be escalated with additional bed capacity and the staffing of Cardiac Catheter Lab when open overnight in response to operational pressures is increasingly difficult.

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.

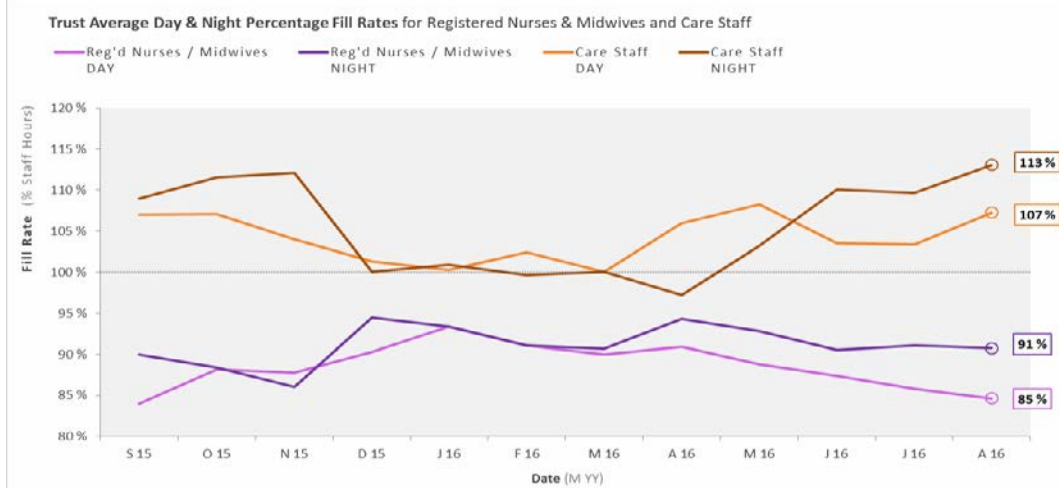
All efforts to fill shifts through redeployment of staff, bank and agency requests (including going above the agency cap rates for ward areas), and cover from clinical educators/specialist nurses are constantly being deployed. Efforts to ensure efficiency of rosters and evenness of shift allocations 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. We are due to undertake a further Italian recruitment session in October. We are also developing a 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.

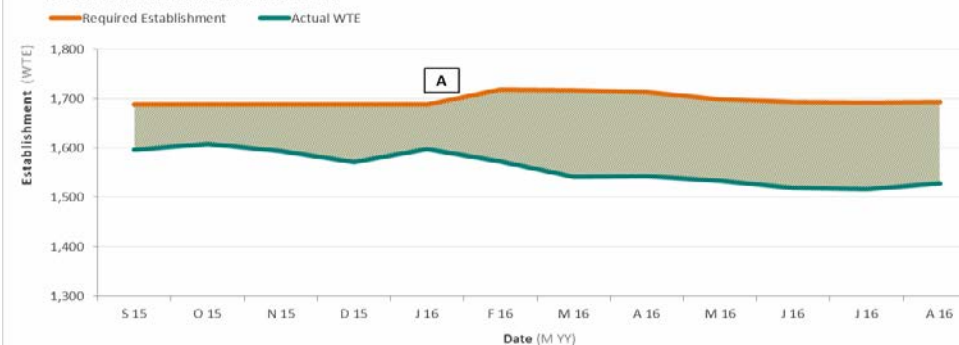
There are 137 Band 5 Nurses have been offered places, 82 with a confirmed start date in Sep16 - Nov16. There are 60 Healthcare Assistants have been offered places, 36 with a confirmed start date in Sep16 - Nov16.

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 Site	Fill Rates (% staff hrs)			
	Reg'd Nurses / Midwives		Care Staff	
	Day	Night	Day	Night
Lancashire Teaching Hospitals NHS FT	84.6 %	90.8 %	107.3 %	113.1 %
Chorley & South Ribble Hospital	78.1 %	89.7 %	99.0 %	102.1 %
Royal Preston Hospital	85.8 %	90.9 %	109.7 %	116.1 %



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.

Safe Staffing Dashboard

The staffing dashboard, below, shows the fill rates for August 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 August has increased and detailed analysis of this is being undertaken by the safety team. Of the 125 incidents reported staffing levels were mentioned in 22 cases as a contributing factor. Despite the increase in falls in August the corresponding safety thermometer data has improved with 29 areas achieving 100% compared to 24 areas in July 2016.

Aug 2016			Fill Rates (% staff hrs)				Other Workforce Stats (Q & UQ N&M)			Safe 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 %	Friends & Family Test (FFT) (Recommend %)
Division	Cost Centre (CC)	Ward Name	Day	Night	Day	Night									
Medicine	J35429	Barton	60.1 %	82.3 %	126.3 %	119.4 %	15.7 %	-	-	-	2	5	-	95.5 %	95.0 %
Medicine	J35446	Bleasdale	76.7 %	100.0 %	125.8 %	130.1 %	1.2 %	2.5 %	-	-	-	3	1	100 %	100 %
Medicine	J35440	Brindle	74.0 %	80.6 %	105.5 %	102.2 %	9.8 %	8.4 %	-	-	-	6	-	96.7 %	88.5 %
Medicine	J35423	CCU CDH	86.0 %	100.0 %	109.7 %	100.0 %	1.3 %	5.0 %	-	-	-	4	-	100 %	100 %
Medicine	J35420	CCU RPH	78.7 %	96.8 %	-	-	13.3 %	-	-	-	-	1	2	100 %	100 %
Medicine	J35310	CrCU	108.3 %	102.7 %	97.3 %	103.3 %	6.2 %	3.1 %	2	-	-	1	2	100 %	-
Surgery	J36016	Gynaecology	82.4 %	96.8 %	116.1 %	93.5 %	2.1 %	6.0 %	-	-	-	-	2	93.3 %	87.1 %
Medicine	J35438	Hazelwood	84.5 %	95.2 %	92.2 %	100.0 %	4.6 %	3.3 %	-	-	-	1	-	100 %	91.7 %
Surgery	J35104	Leyland	71.2 %	91.9 %	110.2 %	95.5 %	6.5 %	3.6 %	-	-	-	-	-	100 %	86.5 %
Surgery	J35116	Major Trauma Ward	107.5 %	100.0 %	114.0 %	109.7 %	10.7 %	-	-	-	-	2	-	100 %	100 %
Surgery	Multiple	Maternity	87.1 %	84.9 %	54.8 %	92.3 %	5.0 %	5.3 %	2	-	-	-	3	100 %	90.5 %
Medicine	J35437	MAU CDH	76.5 %	82.6 %	109.3 %	116.1 %	7.7 %	4.5 %	-	-	-	7	2	100 %	80.0 %
Medicine	J35408	MAU RPH	89.2 %	103.2 %	109.7 %	121.5 %	5.0 %	1.9 %	-	-	-	-	-	100 %	97.4 %
Surgery	J36109	NNU	85.8 %	86.2 %	-	-	5.7 %	7.3 %	-	-	-	-	-	100 %	-
Medicine	J35759	NRU	76.7 %	101.6 %	116.8 %	125.8 %	8.6 %	3.9 %	-	-	-	-	-	90.9 %	-
Surgery	J35020	Surgical Unit	76.9 %	79.0 %	66.9 %	67.7 %	12.1 %	3.2 %	-	-	-	-	-	-	92.5 %
Surgery	J35905	Ribblesdale	80.4 %	72.0 %	105.5 %	92.5 %	7.7 %	10.1 %	-	-	-	6	4	100 %	85.7 %
Medicine	J35435	Rookwood A	83.3 %	100.0 %	96.6 %	105.2 %	4.6 %	4.3 %	-	-	-	6	4	100 %	80.0 %
Medicine	J35434	Rookwood B	76.9 %	103.5 %	98.8 %	104.3 %	13.7 %	-	-	-	-	7	-	100 %	100 %
Surgery	J35751	Ward 2A	73.9 %	94.4 %	91.4 %	96.8 %	8.7 %	5.5 %	-	-	-	1	9	100 %	75.0 %
Surgery	J35752	Ward 2B	71.6 %	81.5 %	95.6 %	96.0 %	9.6 %	2.1 %	-	-	-	6	-	100 %	76.9 %
Surgery	J35758	Ward 2C	98.1 %	96.8 %	103.2 %	96.8 %	4.6 %	-	-	-	-	2	3	94.1 %	84.6 %
Surgery	J35168	Ward 3	80.6 %	96.8 %	95.2 %	109.7 %	6.8 %	5.8 %	-	-	-	-	1	100 %	91.8 %
Surgery	J35726	Ward 4	75.9 %	65.6 %	123.3 %	150.0 %	4.2 %	5.7 %	-	-	-	7	1	100 %	84.0 %
Medicine	J36105	Ward 8	95.0 %	93.5 %	77.4 %	48.4 %	6.1 %	2.0 %	1	-	-	-	3	100 %	-
Surgery	J35005	Ward 10	86.7 %	100.0 %	125.4 %	129.0 %	2.1 %	2.4 %	-	-	-	1	-	100 %	89.2 %
Surgery	J35011	Ward 11	72.4 %	86.0 %	100.4 %	109.7 %	4.8 %	-	-	-	-	2	1	95.5 %	76.9 %
Surgery	J35006	Ward 12	82.8 %	73.1 %	134.3 %	104.3 %	3.7 %	8.4 %	-	-	-	4	1	96.7 %	75.9 %
Surgery	J35102	Ward 14	101.6 %	100.0 %	94.9 %	96.8 %	4.6 %	-	1	-	-	1	2	100 %	66.7 %
Surgery	J35031	Ward 15	93.1 %	100.0 %	132.0 %	141.9 %	2.1 %	-	-	-	-	1	-	100 %	94.7 %
Surgery	J35103	Ward 16	82.9 %	100.0 %	95.7 %	104.9 %	4.0 %	2.6 %	-	-	-	1	-	100 %	80.0 %
Medicine	J35753	Ward 17	69.0 %	87.1 %	140.3 %	136.6 %	0.4 %	6.9 %	-	-	-	8	1	100 %	91.3 %
Medicine	J35407	Ward 18	82.2 %	73.1 %	118.5 %	145.2 %	5.8 %	3.5 %	-	-	-	2	1	100 %	90.5 %
Medicine	J35451	Ward 20	68.3 %	91.9 %	123.3 %	122.9 %	13.5 %	-	-	-	-	8	-	100 %	80.0 %
Medicine	J35427	Ward 21	80.7 %	71.0 %	134.8 %	155.9 %	2.6 %	-	-	-	-	8	-	100 %	73.7 %
Medicine	J35449	Ward 23	72.4 %	77.4 %	89.0 %	115.3 %	7.2 %	7.1 %	-	-	-	2	-	100 %	76.5 %
Medicine	J35450	Ward 24	76.3 %	84.9 %	131.9 %	123.4 %	7.0 %	8.5 %	-	-	-	4	-	96.9 %	75.0 %
Medicine	J35853	Ward 25	90.4 %	100.0 %	103.3 %	104.8 %	1.4 %	9.0 %	-	-	-	1	5	100 %	90.9 %

