

**OPEN BOARD OF DIRECTORS  
10 May 2017**

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| Open BoD: 10.05.17<br>Item: 6.ii |
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|---------------------------|--|
| <b>TITLE OF PAPER</b>     | Safer Staffing Report: Monthly Return 1 <sup>st</sup> – 31 <sup>st</sup> March 2017  |
| <b>TO BE PRESENTED BY</b> | Liz Lightbown, Executive Director of Nursing, Professions and Care Standards   |
| <b>ACTION REQUIRED</b>    | Members are asked to receive and note the monthly report, acknowledging the current issues relating to staffing establishments and safer staffing levels<br><br>Members are asked to note publication of this report on the Trust websites, in compliance with the National Quality Board (NQB) 2013 requirements on safe staffing |

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| <b>OUTCOME</b>   | Board Members are assured the Trust is meeting the National Quality Board (NQB) requirements on publishing monthly staffing data  |
| <b>TIMETABLE FOR DECISION</b>  | May 2017 Board of Directors   |
| <b>LINKS TO OTHER KEY REPORTS/ DECISIONS</b>   | <ul style="list-style-type: none"> <li>▫ 4 August 2015 Letter from Chief Nursing Officer – Next steps in guidance for safe staffing</li> <li>▫ NQB (NHS England) Staffing Capacity and Capability (2013)</li> <li>▫ Monthly reports submitted to the Executive Directors Group and Board of Directors</li> <li>▫ 13 October 2015 Letter from Monitor - Safe Staffing and Efficiency</li> <li>▫ 21 December 2016 Letter from NHS Improvement - Safe, Sustainable and Productive Staffing improvement resources – for review</li> <li>▫ Good Practice Guide: Rostering – June 2016</li> </ul> |
| <b>LINKS TO THE NHS CONSTITUTION &amp; OTHER RELEVANT FRAMEWORKS BAF, RISK, OUTCOMES ETC</b> | <p>NHS Outcomes Framework</p> <p>HSE   <input type="checkbox"/> MH Act   <input type="checkbox"/> Equality   <input type="checkbox"/> BME   <input type="checkbox"/> Disability Legislation   <input type="checkbox"/></p> <p>NHS Constitution: Staff Rights <input type="checkbox"/> Service users' Rights <input type="checkbox"/> Public's Rights <input type="checkbox"/> Principles <input type="checkbox"/> Values <input type="checkbox"/></p>   |
| <b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>                              | N/A   |
| <b>CONSIDERATION OF LEGAL ISSUES</b>   | N/A   |

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|--------------------------|--|
| <b>Authors of Report</b> | Liz Lightbown & Giz Sangha   |
| <b>Designation</b>       | Deputy Chief Nurse/Acting Clinical Director Acute & Inpatient Care |
| <b>Date of Report</b>    | 2 <sup>nd</sup> May 2017   |

## SUMMARY REPORT

**Report to:** Open Board of Directors

**Date:** 10 May 2017

**Subject:** Safer Staffing Report, Monthly Return: 1<sup>st</sup> – 31<sup>st</sup> March 2017

**From:** Liz Lightbown, Executive Director of Nursing, Professions & Care Standards

**Authors:** Liz Lightbown & Giz Sangha, Deputy Chief Nurse/Acting Clinical Director, Acute & In-patient Care

### 1. Purpose

| <i>For Approval</i> | <i>For a collective decision</i> | <i>To report progress</i> | <i>To seek input from</i> | <i>For information</i> | <i>Other (please state below)</i> |
|---------------------|----------------------------------|---------------------------|---------------------------|------------------------|-----------------------------------|
| ✓                   |                                  | ✓                         |                           |                        |                                   |

### 2. Summary

The 1<sup>st</sup> – 31<sup>st</sup> March 2017 report was published on the Trust's website on the 19<sup>th</sup> April 2017 and reported to Unify, in compliance with the National Quality Board (NQB) 2013 and NHS England reporting requirements.

#### **Planned Staffing Levels**

Currently staffing levels are determined by a combination of historical funded establishment, commissioning specifications, professional judgement, Service User need, current/available budgets, Meridian productivity work (Acute), Health Education England Learning Disability Competency Framework and relevant NQB resources.

#### **Executive Summary**

The Trust has twelve in-patient wards. In March, on day shifts, nine wards: Burbage, Dovedale, Endcliffe, Forest Close Bungalow, Forest Lodge Rehabilitation, Maple, Forest Close Bungalow 1a, Stanage and Firshill Rise had registered nurse fill rates below 90% (66.1% - 85.2%) and on night shifts two wards, Dovedale and Forest Lodge Rehabilitation had registered nurse fill rates below 90% (77.5 - 85.2%).

The key reasons for the staffing shortfalls against plan were due to: vacancies; unplanned sickness/absence; attendance for mandatory training; annual leave and turnover.

On the Learning Disability Ward, although the staffing % for registered nurses on the day shift appeared low at 66.1%, this is against an increase in the planned staffing (from one) to two registered nurses per shift. This meant every shift was covered by one nurse and two thirds by two nurses. In addition the Assistant Clinical Director had a routine presence on the Ward, which was not recorded.

## **Escalation and Assurance**

Processes are in place to enable staffing establishments to be managed on a shift-by-shift basis.

The Assistant Clinical Directors, Clinical Nurse Managers, Ward Managers and their teams routinely monitor shift-to-shift staffing levels, including the use of agency / bank staffing solutions, seeking to manage immediate deficits in staffing by re-deploying staff to areas of risk.

All Ward Managers are expected to keep their rosters up to date in real time and publish their rota's eight weeks in advance. To assist in this process and ensure daily compliance, Clinical Nurse Managers are trialling the use of ipads for assurance purposes.

Service user flow is reviewed daily by the clinical nurse managers. The Assistant Clinical Director meets with the Bed Co-ordinator twice a day to ensure the bed state is up-dated and identified senior staff manage gate keeping of beds.

Other professional groups, whilst working on the Wards as part of the wider Multi-disciplinary Team (MDT) including Doctors, Allied Health Professionals and Psychologists are not currently captured in the safer staffing level fill rates on E-rostering, though they attend wards daily and contribute towards safer staffing levels. Once the system is running well for nurses and clinical support workers it is intended to incorporate all MDT members on to the E-rostering system.

The Executive Director of Nursing, Professions & Care Standards has ensured a system of escalation is in place. Senior Nurses have direct access to their Assistant & Service & Clinical Directors to escalate any staffing level concerns as required & to ensure support for Ward Managers and those with responsibility for staffing decisions. Where staffing pressures cannot be managed by Directors, this is escalated to the Deputy Chief Nurse.

All staff are encouraged to and do complete Risk Management (Safeguard) forms in order to monitor low staffing concerns.

## **Assurance Statement**

Whilst staffing remains a challenge, as the percentage fill rates demonstrate, in light of the daily actions being taken by senior nurses, the continued monitoring of ward fill rates and the fact that not all nursing care (e.g. senior nurses input) and MDT members care provided is recorded via E-Rostering (yet) the Deputy Chief Nurse & Executive Director of Nursing, Professions & Care Standards can provide assurance that there is sufficient resilience and that the wards are safely staffed and able to meet service user demand.

## **E-Rostering Project**

The ward & corporate level work on Safer Staffing (for Nursing & Support Staff) is now being supported by the new (part time) Deputy Director of Nursing Staffing & Workforce Development (Debbie Breese) who commenced in post 12<sup>th</sup> April 2017.

## **Safer Staffing Group**

The Safer Staffing Group meets monthly to ensure staffing requirements are reviewed as part of a wider review of other existing groups working on Agency, Bank and E-Rostering. The overall aim is to provide assurance that effective governance and delivery systems are in place to deliver the required outcomes.

## **Ward Staffing Level Fill Rates**

The total staffing percentage known as the fill rate is reported on a ward-by-ward basis for planned versus actual shifts. Shortfalls and additional staffing are recorded by registered nurse and unregistered staff for day and night duty, see Appendix 1a.

### **3. Next Steps**

- 3.1 Effective Staffing Governance Review commenced in March 2017, recommendations to the Executive Directors Group to be received in May 2017 (Director of HR).
- 3.2 Review of Ward Manager accountability / understanding for E-Rostering management as per “Good Rostering Practice Guidance by NHS Improvement by the end of April 2017.
- 3.3 E-Rostering and SafeCare module roll-out to be completed by May 2017 and fully tested for 6 weeks until mid-July 2017.
- 3.4 First draft Performance Dashboard for Safer Staffing reports (see Appendix 1b).
- 3.5 Continue to work with Human Resources on workforce planning to establish an effective recruitment, retention and nurse rotation programme to more effectively understand and manage nurse vacancies and turnover.

### **4. Required Actions**

- 4.1 Members are asked to receive and note the March 2017 monthly report.
- 4.2 Members are asked to note publication of this report on the Trust website in compliance with the National Quality Board (NQB) 2013 requirements on safe staffing.
- 4.3 However, this report does not appear on the NHS Choices website. The Internal Auditors were unable to locate it on the NHS Choices website. Following the Trust uploading its required data to Unify, the Unify system should then upload to NHS Choices. This is being addressed by the Director of Corporate Governance and Director Information Management & Systems Technology (IMST).

### **5. Monitoring Arrangements**

- 5.1 Via the Monthly Safer Staffing Group chaired by the Deputy Chief Nurse.
- 5.2 Monthly reports are submitted to the Executive Directors Group and Board of Directors.

### **6. Contact Details**

For further information please contact:

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Appendix 1a

| Ward name                    | Day  |                              | Night  |                              |
|------------------------------|--|------------------------------|--|------------------------------|
|                              | Average fill rate registered nurses/midwives | Average fill rate care staff | Average fill rate registered nurses/midwives | Average fill rate care staff |
| <b>ACUTE</b>                 |  |                              |  |                              |
| Burbage                      | 84.5%  | 144.9%                       | 91.3%  | 274.2%                       |
| Dovedale                     | 81.2%  | 163.4%                       | 85.2%  | 213.5%                       |
| Maple                        | 84.1%  | 125.7%                       | 91.4%  | 148.4%                       |
| Stanage                      | 85.1%  | 151.1%                       | 100.0%                                       | 206.5%                       |
| <b>PICU</b>                  |  |                              |  |                              |
| Endcliffe Ward               | 73.8%  | 180.4%                       | 97.0%  | 255.1%                       |
| <b>REHABILITATION</b>        |  |                              |  |                              |
| Bungalow 1                   | 85.2%  | 90.8%                        | 100.0%                                       | 100.0%                       |
| Bungalow 1a                  | 80.6%  | 102.7%                       | 96.8%  | 103.2%                       |
| Bungalow 2                   | 113.3%                                       | 98.8%                        | 93.5%  | 101.8%                       |
| <b>FORENSIC</b>              |  |                              |  |                              |
| Forest Lodge Assessment      | 96.3%  | 121.1%                       | 101.1%                                       | 117.8%                       |
| Forest Lodge Rehabilitation  | 74.9%  | 92.9%                        | 77.5%  | 100.0%                       |
| <b>DEMENTIA</b>              |  |                              |  |                              |
| G1                           | 108.3%                                       | 95.5%                        | 95.6%  | 101.1%                       |
| <b>LEARNING DISABILITIES</b> |  |                              |  |                              |
| Firshill Rise                | 66.1%  | 129.9%                       | 106.5%                                       | 195.2%                       |

# Safer Staffing Levels

Appendix 1b

| Wards   | Staffing     | February % Fill rate |             | February % Fill Rate |        | March % Fill Rate  |             | March % Fill Rate |           | Position To Date |                                      |  |  |  |  |
|---------|--------------|----------------------|-------------|----------------------|--------|--|-------------|-------------------|-----------|------------------|--------------------------------------|--|--|--|--|
|         |              | Day Shift            | Night Shift | Day Shift            | Nights | Bed  | % Occupancy | Admission         | Transfers | Discharges       | Staff mix                            |  |  |  |  |
|         |              | Feb                  | Feb         | Mar                  | Mar    |  |             |                   |           |                  |                                      |  |  |  |  |
| Burbage | Registered   | 74                   | 82          | 85                   | 91     | 14+5   | 89%         | 18                | 1         | 25               | E=5(3 reg)<br>L=5(3reg)<br>N=3(2reg) |  |  |  |  |
|         | Unregistered | 146                  | 305         | 145                  | 274    | Vacancies for Registered Staff 3.5 FTE , Recruitment has taken place & new appointees are starting in September 2017. Recent community/CAMHS recruitment has led to further 1.5 staff applying for alternative jobs. Recruitment is a rolling programme across acute care services. Sickness 2.9 % in Feb and reduced in March. Return to work plans are in place to manage long term sickness return. Registered nurse gaps filled with experienced Support workers / bank or Agency, Ward manager and Deputy ward manager also working into numbers to mitigate registered nurse shortfalls. |             |                   |           |                  | <br>                                 |  |  |  |  |
| Stanage | Registered   | 89                   | 98          | 85.1                 | 100    | 18   | 95%         | 12                | 0         | 15               | E=5(3 reg)<br>L=5(3reg)<br>N=3(2reg) |  |  |  |  |
|         | Unregistered | 156                  | 229         | 151.1                | 207    | Registered nurse shifts continue to fall short of 100% during the day due to one person on long term sick and 2 vacancies. 100% was achieved on Nights due to Bank staff and regular staff picking up additional shifts.   |             |                   |           |                  | <br>                                 |  |  |  |  |

# Safer Staffing Levels

Appendix 1b

| Wards     | Staffing     | February % Fill |           | March % Fill Rate |           | Beds  | % Occupancy | Admission | Transfers | Discharges | Staff mix                            | Position To Date |
|-----------|--------------|-----------------|-----------|-------------------|-----------|---|-------------|-----------|-----------|------------|--------------------------------------|------------------|
|           |              | rate            | Day Shift | Rate Night Shift  | Day Shift |   |             |           |           |            |                                      |                  |
| Maple     | Registered   | 87              | 95        | 84                | 91        | 17 +1<br>↔  | 94%<br>↔    | 14<br>↑   | 0<br>↔    | 16<br>↑    | E=6(4 reg)<br>L=6(4reg)<br>N=4(3reg) |                  |
|           | Unregistered | 118             | 126       | 139               | 148       | Registered nurse shifts continue to fall short of 100% during the day due to unplanned maternity leave starting earlier than expected and a nurse being on long term sick effectively giving 1.8 WTE less that staffing compliment. Plan is to recruit into Maternity post on permanent basis as natural retention figures mean there will be movement prior to end of Maternity leave. |             |           |           |            |                                      |                  |
| Endcliffe | Registered   | 75              | 97        | 74                | 97        | 10<br>↔   | 75%<br>↓    | 4<br>↓    | 4<br>↑    | 3<br>↓     | E=6(3 reg)<br>L=6(3reg)<br>N=4(2reg) |                  |
|           | Unregistered | 177             | 180       | 263               | 255       | Registered nurse shifts continue to fall short of 100% during the day due to vacancies of Registered Staff 4.3 FTE, Unregistered 3.3 7 FTE, Sickness registered nurse nearly completed phased return to work and one unregistered staff on long term sickness. shortfall mitigated by using Bank and Agency staff. New starter scommencing in September.                                |             |           |           |            |                                      |                  |

Day Shifts

# Safer Staffing Levels

Appendix 1b

| Wards                    | Staffing     | February % Fill |           | March % Fill Rate |           | Beds | % Occupancy | Admission | Transfers | Discharges | Staff mix                            | Position To Date |
|--------------------------|--------------|-----------------|-----------|-------------------|-----------|------|-------------|-----------|-----------|------------|--------------------------------------|------------------|
|                          |              | rate            | Day Shift | Rate Night Shift  | Day Shift |      |             |           |           |            |                                      |                  |
| Dovedale                 | Qualified    | 94              | 92        | 81                | 85        | ↔    | 105% ↑      | 3 ↓       | 1 ↑       | 5 ↑        | E=5(3 reg)<br>L=5(3reg)<br>N=3(2reg) |                  |
|                          | Unregistered | 137             | 97        | 163               | 214       |      |             |           |           |            |                                      |                  |
| Forest Close Bungalow 1A | Registered   | 74              | 100       | 81                | 97        | ↔    | 98.8 ↓      | 1 ↓       | 1 ↑       | 1 ↓        | E=5(2 reg)<br>L=5(2reg)<br>N=3(1reg) |                  |
|                          | Unregistered | 102             | 100       | 103               | 103       |      |             |           |           |            |                                      |                  |



# Safer Staffing Levels

Appendix 1b

| Wards                    | Staffing     | February % Fill |           | March % Fill |             | Beds  | % Occupancy | Admission | Transfers | Discharges | Staff mix                            | Position To Date |
|--------------------------|--------------|-----------------|-----------|--------------|-------------|---|-------------|-----------|-----------|------------|--------------------------------------|------------------|
|                          |              | rate            | Day Shift | Rate         | Night Shift |   |             |           |           |            |                                      |                  |
| Forrest Close Bungalow 1 | Registered   | 90              | 100       | 85           | 100         | 8   | 100         | 0         | 0         | 0          | E=3(1 reg)<br>L=3(1reg)<br>N=2(1reg) |                  |
|                          | Unregistered | 89              | 100       | 91           | 100         | Bungalow 1 did have the correct number of unregistered staff during this month, however some shifts on the rota had been recorded as working days instead of late shift or early shifts. This issue will be rectified by providing additional training to specific staff in April 2017. |             |           |           |            |                                      |                  |
| Forest Close Bungalow 2  | Registered   | 100             | 93        | 113          | 94          | 8   | 100         | 0         | 0         | 0          | E=3(1 reg)<br>L=3(1reg)<br>N=2(1reg) |                  |
|                          | Unregistered | 104             | 101       | 99           | 102         | No issues   |             |           |           |            |                                      |                  |

# Safer Staffing Levels

Appendix 1b

| Wards                       | Staffing     | February % Fill rate |             | February % Fill Rate |        | March % Fill Rate  |        | Beds | % Occupancy | Admission | Transfers | Discharges                           | Staff mix | Position To Date |  |
|-----------------------------|--------------|----------------------|-------------|----------------------|--------|--|--------|------|-------------|-----------|-----------|--------------------------------------|-----------|------------------|--|
|                             |              | Day Shift            | Night Shift | Day Shift            | Nights | Day Shifts   | Nights |      |             |           |           |                                      |           |                  |  |
| Forest Lodge Assessment     | Registered   | 96                   | 100         | 96                   | 101    | ↔  | 85.6   | ↓    | ↑           | ↔         | ↑         | E=5(2 reg)<br>L=5(2reg)<br>N=3(1reg) |           |                  |  |
|                             | Unregistered | 104                  | 96          | 121                  | 118    | On some shifts the ward had one registered nurse instead of two on duty. Shortfalls were covered using experienced unregistered staff.   |        |      |             |           |           |                                      |           |                  |  |
| Forest Lodge Rehabilitation | Qualified    | 77                   | 65          | 75                   | 78     | ↔  | 97.4   | ↑    | ↔           | ↔         | ↑         | E=4(2 reg)<br>L=4(2reg)<br>N=2(1reg) |           |                  |  |
|                             | Unregistered | 132                  | 112         | 93                   | 100    | On 19 shifts in March the ward worked with one only 1 registered nurse per shift instead of two. On 2 night shifts the ward was covered by a registered nurse working across both wards (rehabilitation / assessment). Patient safety and care was maintained, and experienced unregistered staff supported the covering nurse. Two registered nurse posts are being recruited into, past attempts have been unsuccessful due to the requirement of specific skills to work into forensic care wards, this is a national shortage of nurses issue. |        |      |             |           |           |                                      |           |                  |  |

# Safer Staffing Levels

Appendix 1b

| Wards         | Staffing     | February % Fill |           | March % Fill Rate |             | Beds  | % Occupancy | Admission | Transfers | Discharges | Staff mix                            | Position To Date |        |
|---------------|--------------|-----------------|-----------|-------------------|-------------|---|-------------|-----------|-----------|------------|--------------------------------------|------------------|--------|
|               |              | rate            | Day Shift | Rate              | Night Shift |   |             |           |           |            |                                      | Day Shift        | Nights |
| Firshill Rise | Qualified    | 75              | 101       | 66                | 107         | ↔ 7+1   | ↑ 75        | ↑ 1       | ↑ 1       | ↓ 0        | E=6(2 reg)<br>L=6(2reg)<br>N=4(1reg) |                  |        |
|               | Unregistered | 112             | 144       | 130               | 195         | An agreement had been made to work to 2 registered nurses per am and pm shift from Jan - March, (historically agreement was one registered nurse per shift), due to acuity this has changed. Short term agency sickness impacted on cover, this was mitigated by staff being deployed from acute wards on 3 occasions, and by staff staying to work double shifts. The ward has 3 unregistered staff on long term sick, 1 registered nurse on short term sick leave & and one nurse on maternity leave. A enhanced staffing model Paper has been agreed in business Planning Group (BPG) which will be in place up to June 2017, for additional registered staff. Recruitment will continue as a rolling programme as part of the acute care plans. |             |           |           |            |                                      |                  |        |
| G1            | Registered   | 101             | 106       | 107               | 108         | ↔ 16  | ↑ 86.1      | ↑ 2       | ↔ 0       | ↑ 3        | E=6(3 reg)<br>L=6(3reg)<br>N=5(2reg) |                  |        |
|               | Unregistered | 144             | 98        | 195               | 96          | No issues identified, due to efforts of successful changes following reviewing staffing models  |             |           |           |            |                                      |                  |        |