

People Committee
23 November 2022

Item No 12

Title	Safe Nurse Staffing Report – August 2022 (M5) and September 2022 (M6)
Area Lead	Tracy Fennell, Chief Nurse, Executive Director of Midwifery and AHPs, Director of Infection Prevention and Control
Author	Victoria Peach, Deputy Chief Nurse Johanna Ashworth Jones, Programme Developer
Report for	Information

Report Purpose and Recommendations

This report provides the People Committee with information and assurance regarding the provision of safe nurse staffing, identifying areas of risk for escalation and outlines the quality impact that has occurred due to reduced staffing.

It is recommended that the Committee:

- Note the report

Key Risks

This report relates to these key risks:

- Risk 175: Nursing staffing levels are inadequate due to high levels of vacancies and sickness, having potential detrimental impact on patient safety, the delivery of fundamental care not being delivered to the desired standard, and staff / patient satisfaction.

Which strategic objectives this report provides information about:

Outstanding Care: provide the best care and support	Yes
Compassionate workforce: be a great place to work	Yes
Continuous Improvement: Maximise our potential to improve and deliver best value	Yes
Our partners: provide seamless care working with our partners	No
Digital future: be a digital pioneer and centre for excellence	Yes
Infrastructure: improve our infrastructure and how we use it.	No

1	Narrative
1.1	<p>This report provides assurance that the Trust adherences to the regulatory requirements in line with NHSI Developing Workforce Safeguards (NHSI 2018), CQC Essential Standards, and the National Quality Board's Safe Sustainable and Productive Staffing Guidance (NQB 2016).</p> <p>The data contained in this report provides details of themes and trends, inclusive of 4 key quality staffing metrics to monitor special cause variation and sustained</p>

improvements or declines. In addition, the narrative on mitigation and improvement actions is provided for metrics that do not meet an established RAG rating of green or amber within the safe nurse staffing dashboard (appendix 1).

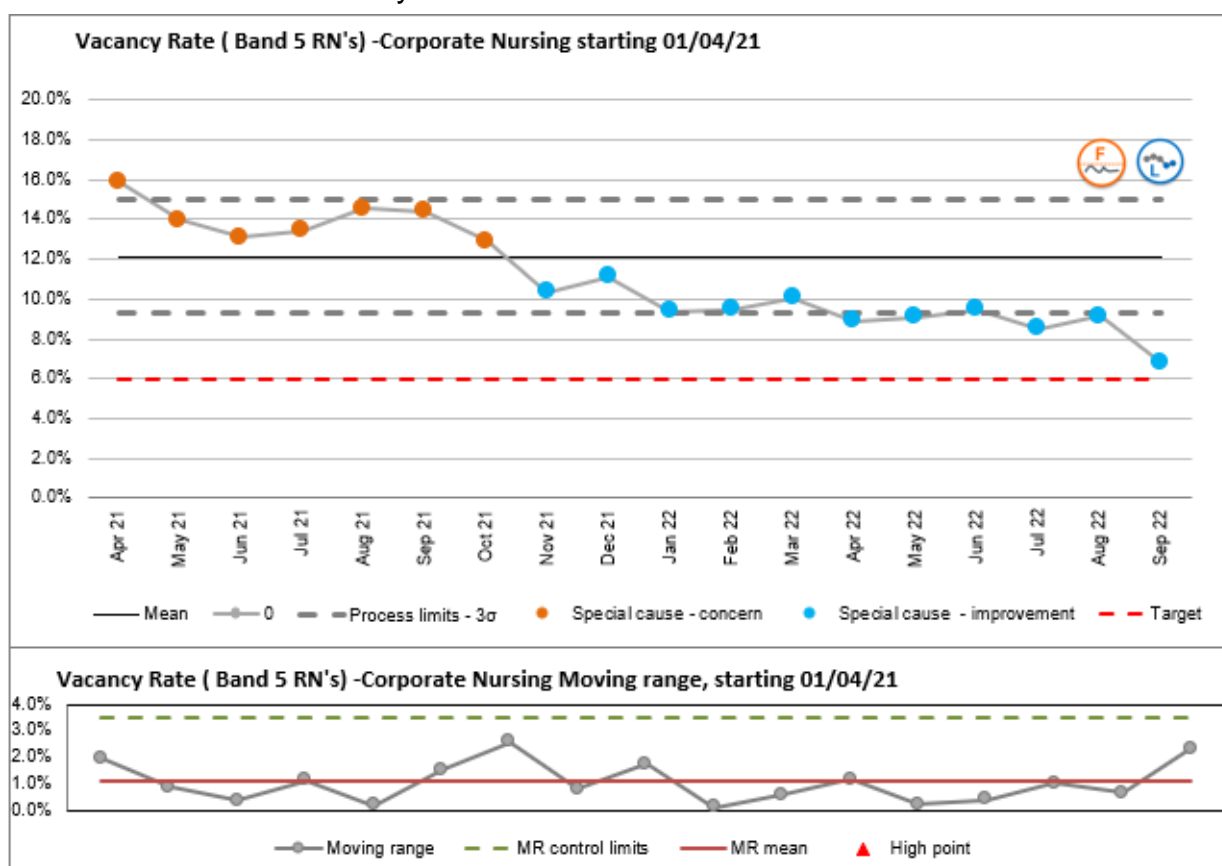
In conjunction with this report establishment reviews are completed 6 monthly in line with NQB guidance and NHSI (2018) Developing Workforce Safeguards. The 6 Monthly Safe Staffing Report, presented in a separate paper to Trust Board in August 2022, detailed the establishment review for Q4 2021 / 22 and Q1 2022 / 23 that met the mandatory requirements for acuity and dependency using evidenced-based tools for adult wards. The nursing establishment and skill mix review identified 6 wards requiring staffing uplifts and a reconfiguration of 2 wards to reutilise staffing resources. Plans are in place to reassess the nursing establishment and skill mix in Q4 2022 / 23.

2 Implications

2.1 Vacancies

The Trust has made a sustained improvement to the band 5 registered nurse (RN) vacancy position (chart 1), which is predicted to continue with the proactive recruitment campaign. As previously reported the international recruitment of nurses has been a significant success with a total of 180 nurses recruited in 2021 and a further recruitment ambition of 100 nurses in 2022, which is on target to be achieved. Overall, the vacancy rate for all band 5 RN posts demonstrates a special cause improvement since November 2021 (chart 1) with the lowest record vacancy rate of 6.8% being achieved in M6.

Chart 1: Band 5 RN Vacancy Data



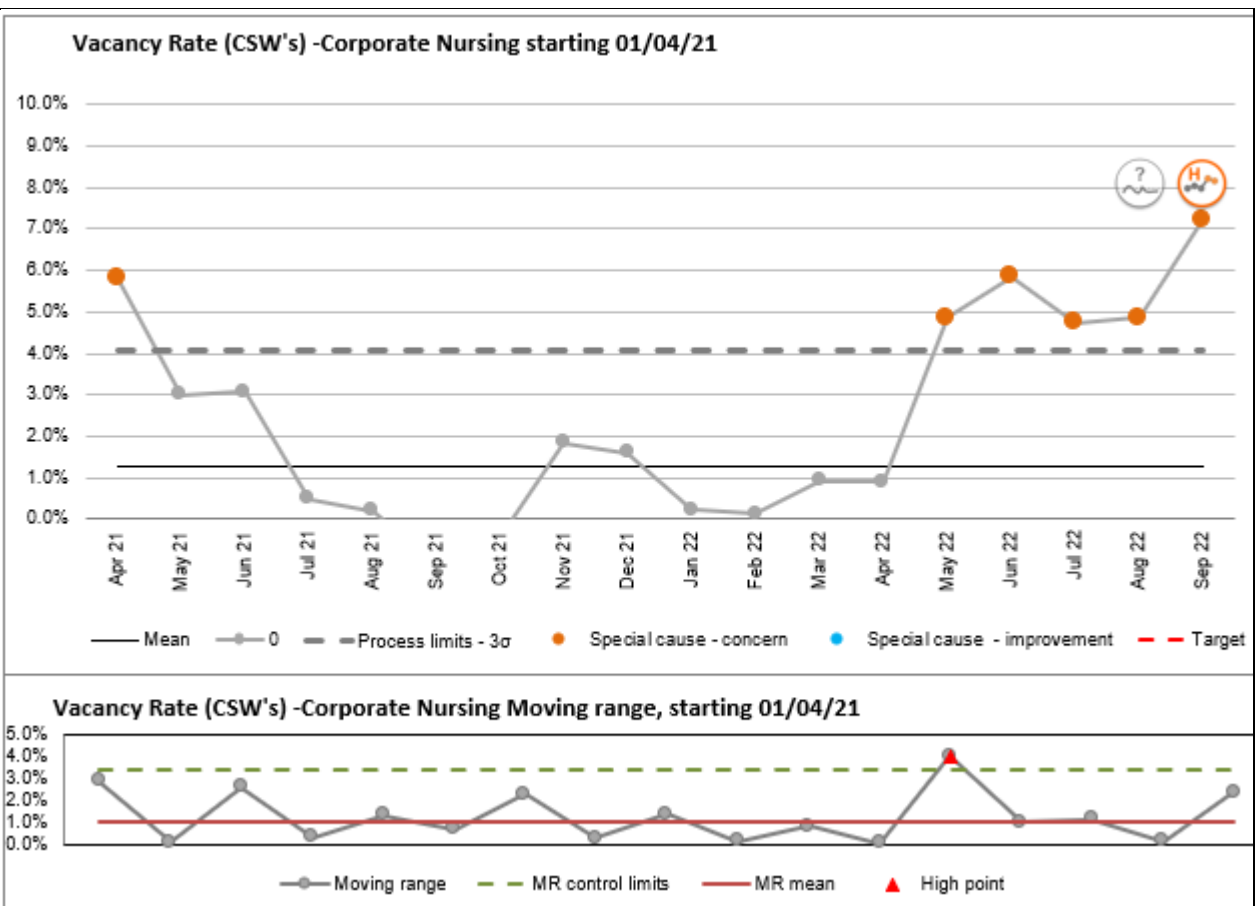
Previous reports have highlighted clinical support worker (CSW) vacancy rate increase since May 2022. This report identifies the vacancy rate to be a special cause of concern, with 5 consistent months above the process limit and the highest vacancy rate of 7.21% in M6 since April 2021(chart 2). This is due to an increase in the overall CSW establishment, resulting in a percentage increase in the number of vacancies. In addition, the health and care sector are competing with hospitality and retail sectors to recruit and retain staff, which has become more challenging as society accepts living with COVID.

A system wide recruitment event led by our teams was held in October 2022: This resulted in 61 offers of employment (21 CSW apprenticeships and 40 CSW posts). A similar event has been planned for November 2022. The November event is a joint recruitment event with Wirral Community Trust, Local Authority and our WUTH Facilities teams promoting health care careers across the system.

In addition, retention and recruitment campaigns are continuing, inclusive of:

- Weekly CSW advert.
- Specific placement of CSW apprentices, and introductory visits to areas prior to placement.
- Targeted recruitment led by divisions.
- Exit interviews; escalation to a Retention Group where exit interviews are not undertaken.
- Understanding of themes and trends from exit interviews by Retention Group to enable local and organisational response.
- All NHSP CSWs who undertake the care certificate programme are guaranteed an interview for a substantive post.
- Pastoral support for CSWs.
- Retention group membership inclusive of CSW representative.

Chart 2: CSW Vacancy Data

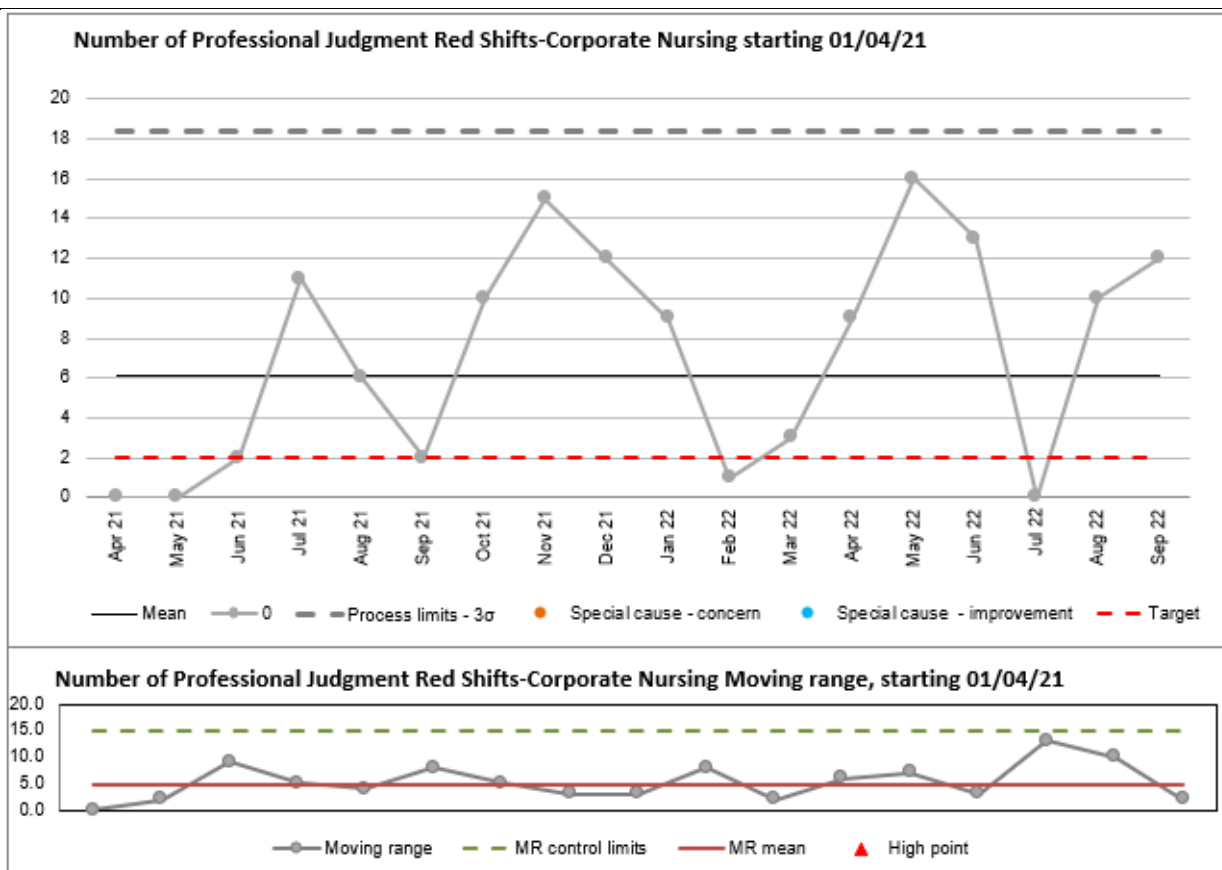


*NB: The moving range is the difference between two successive data points. For a data set the moving range is a list of values. The moving range shows the stability of the data and is often presented in a moving range chart to more clearly illustrate this.

2.2 Quality Impact data

The Safer Staffing Oversight Tool (SSOT) has the facility for shifts to be RAG rated applying professional and senior judgement (PJ). A red RAG rated shift is where there is a high risk of care standards falling below expected levels. The historical number of red PJ shifts is extremely variable and highlights the challenges in maintaining safe staffing, demonstrated in chart 3.

Chart 3: PJ Red Shifts



During M5 there were 10 PJ red shifts: 1 in the Women's and Children's Division, 2 in the Acute Division, 7 in the Medical Division. In M6 there were 12 PJ red shifts, all in the Medical Division.

Standard mitigation continues, as follows:

- Divisional reviews of ward staffing numbers across the week to redeploy staff where there is greater assessed risk due to known staffing gaps.
- Divisional reviews and alignment of skill mix to support staff at ward level.
- Cross divisional staffing review at daily senior oversight staffing meeting.
- Daily reviewing of shifts with NHSP fill and escalation to agency where appropriate.
- Matron and / or ward managers work clinically and additional hours, when necessary, by staying on shift later to provide senior support.
- Trust wide support via enactment of the Winter Nurse Staffing Escalation Plan.

2.3 Safe Nurse Staffing Dashboard

The Safe Nurse Staffing Dashboard contains 46 nurse staffing metrics, providing a holistic presentation of aspects that influence safe staffing provision and impact measures (appendix 1).

In summary, the number of red indicators in M5 (10) has increased compared with M4 (9) and M3 (7): M6 the number of red indicators reduced to 8 (Table 1). In M6, 6 of the 8 red indicators had declined within the indicator thresholds; this included the Trust and Arrowe Park Hospital occupancy rate, number of PJ red shifts, care hours per patient day ratio (CHPPD), number of falls, and CSW sickness rates (Table 2).

Table 1: Safe Nurse Staffing Dashboard Summary

		Safe staffing (Nursing) Dashboard summary		
		Indicator RAG status		
		Red	Amber	Green
Qrt 1	April	11	16	18
	May	9	15	21
	June	7	18	20
Qrt 2	July	9	14	23
	August	10	18	18
	September	8	19	19

Table 2: Red Indicators Summary

Red indicators	August	Comparison to last month	September	Comparison to last month
Number of ward below 6.1 CHPPD	7	Declined	8	Declined
Trust Occupancy Rate	93.16%	Declined	93.52%	Declined
Occupancy Rate - APH	94.27%	Declined	94.52%	Declined
Sickness Rate - CSW	10.02%	Improved	10.42%	Declined
Number of Professional Judgment Red Shifts	10	Declined	12	Declined
RN Red Impact: Delayed / Missed Obs	119	Declined	Not a Red indicator	
RN Red Impact: Delayed / Missed nMEWS	131	Declined	Not a Red indicator	
RN Red Shift Impact : Number of Falls	9	Improved	11	Declined
Number of CSW hours requested	36537	Declined	32575	Improved
% of requested filled RN's	69.77%	Declined	Not a Red indicator	
% of Agency staff used RN	8.31%	Improved	6.58%	Improved

CHPPD

The Trust has a local target of a maximum 3 wards to have a CHPPD ratio of <6.1. CHPPD is the measure of how many health care professional hours on average a patient receives within an area. This is a mandated data collection to support benchmarking with other organisations. A CHPPD tracker was developed in May 2022 to support with identifying trends. Ward 38 has had a CHPPD below the local target of 6.1 since October 2021. This has been escalated to the Medicine division and raised as part of the divisional performance review. Harms remain low in this area and the lower CHPPD is heavily influenced by CSW moves from the ward to support other areas.

Occupancy

The Trust's occupancy rate remains high with rates of 93.16% M5 and 93.52% M6 compared with the national recommended safe bed occupancy of 85%. Bed occupancy rate has consistently been above 85% since September 2021. The increase in bed occupancy is reflective of the national bed occupancy data across the NHS with averages reported at 95%, 10% above the safe bed recommendation. The Trust continues to have a priority focus on improving patient flow. It is acknowledged that the trust has opened additional escalation areas during M5 and M6.

Sickness:

CSW sickness remains higher than RN sickness in M5 and M6 at > 10%. Divisions have been tasked with undertaking a deep dive of CSW sickness reasons and develop improvement actions for presentation at the Divisional Performance Reviews. Feedback from staff has highlighted that resilience in this group of staff may be a

	<p>contributing factor. It is recognised that the significant increase in the CSW vacancy rate will be an influencing factor on resilience.</p> <p>A CSW facilitator, commenced in July 2022, has a key focus as a pastoral lead for this group of staff to respond to their specific needs and enhance awareness of unique challenges to be overcome. A focus and celebration of CSW's will take place in November supporting the National Care Workers Day on 23 November; including staff rewards, senior walk arounds and patient experience feedback. Awareness raising of the different types of CSW roles, training and recruitment opportunities will be communicated throughout November 2022.</p> <p>Registered Nurse Red Shift Impact</p> <p>The delayed or missed observations remained above 99 for RN red shifts during M5 with 119 delayed or missed observations, this improved in M6 to 59. The number of delayed or missed nMEWS remained above 99 for RN red shifts during M5 with 131 delayed or missed nMEWS, this improved in M6 to 76. Deteriorating patient is a trust wide quality improvement project; a series of improvement initiatives have been implemented including a live observations page within the BI portal. This has been introduced to provide a quick overview of compliance to support nursing leaders within the organisation to action.</p> <p>Falls</p> <p>There were 9 falls in M5 and 11 falls in M6 where there was a red RN shift. 2 falls M5 resulted in harm and 1 fall resulted in harm M6. A review of these falls concluded: The 2 falls in M5 were low harm and staffing was not a contributing factor to the falls. The fall in M6 on ward M1 has been presented to the Patient Safety Learning Panel who deemed there to be lapse in care where reduced staffing levels and inability to provide 1:1 therapeutic supervision at the time of the fall might have been a contributory factor.</p> <p>NHSP</p> <p>The number of requested hours remained >30,000 for CSW's during M5 and M6 compared with RN hours which were <30,000 for the 5th consecutive month. Fill rates for RN shifts and CSW shifts improved during M6 to 73.38% for RN shifts and 83.43% CSW. An increase in the NHSP fill rate during M6 to 73.38% correlates with the reduced number of hours requested.</p>
2.4	<p>Women's & Children's Services</p> <p>Neonatal unit reported staffing challenges during M5 and M6. Mitigation actions included reallocation of staff from the children's ward / outpatients and additional requests to NHSP to support the unit. A diversion was put in place on 5 occasions during M5 and 8 occasions during M6 due to the acuity of the patient's and nursing and medical staffing shortages. A review of this has been undertaken, with learning and improvement actions being considered by the division.</p> <p>There were no diverts or closures within maternity services during M5 or M6. Sickness absence increased to >5% and is being monitored within the division with HR support. Maternity service vacancies remain <1%; recognition is given to the move to fulfil the requirements of Continuity of Carer identifying additional staffing requirements</p>

	alongside the new model of practice. Changes in national guidance have required the Trust to consider its position regarding roll out of Continuity of Carer as a result a risk assessment will be presented to the Board of Directors in December 2022. Maternity Escalation and Divert Policy and Birth Rate Plus Acuity Tool remains in place to manage staffing effectively.
--	--

3	Conclusion
3.1	<p>The Trust continues to maintain a position of sustained improvement for RN vacancies.</p> <p>This improvement is a significant achievement, yet operational factors such as the continuously high bed occupancy, the need to open additional escalation areas in response to such, and short notice sickness particularly within the CSW staff group continues to provide challenges to ensure safe staffing.</p> <p>NB: The harm in M6 where staffing was deemed to be a contributing factor has had a full review at the Patient Safety Learning Panel and presented to Serious Incident (SI) Panel in November (M8), delay was due to external factors. The SI figures in the staffing dashboard (appendix 1) are 0 for M6 as this indicator is aligned to the presentation period. Therefore, M8 will capture the SI where staffing has been a contributing factor for this incident.</p>

Report Author	Johanna Ashworth-Jones, Programme Developer Victoria Peach, Deputy Chief Nurse
Contact Number	8019
Email	Johanna.ashworth-jones@nhs.net

Appendix 1:

	Safe Staffing Board Assurance Dashboard 2021/2022													
Data Source	Indicator	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Spark line
Corporate Nursing	Care Hours Per Patient Day - Total	8.2	7.6	8.1	8	8.4	8.3	8.4	8.6	8.4	8	8	7.8	
Corporate Nursing	Care Hours Per Patient Day - Registered Nurses	4.1	3.8	4.1	4.1	4.2	4.3	4.3	4.7	4.4	4.2	4.2	4.1	
Corporate Nursing	Care Hours Per Patient Day - CSW's	3.5	3	3.3	3.3	3.5	3.4	3.4	3.3	3.4	3.2	3.2	3.1	
Corporate Nursing	Number of ward below 6.1 CHPPD	1	11	3	3	2	3	1	4	5	4	7	8	
Corporate Nursing	National Fill rates RN Day	81%	85%	83%	84%	84%	84%	86%	86%	90%	88%	88%	87%	
Corporate Nursing	National Fill rates CSW Day	102%	97%	89%	88%	95%	93%	94%	90%	96%	92%	91%	94%	
Corporate Nursing	National Fill rates RN Nights	79%	82%	83%	82%	90%	87%	90%	90%	94%	92%	94%	93%	
Corporate Nursing	National Fill rates CSW Nights	99%	97%	98%	100%	107%	97%	98%	95%	99%	96%	97%	97%	
Corporate Nursing	Nurse Ratio Day : Number of Shifts above 1:8	131	113	112	52	80	124	117	98	78	106	97	76	
Corporate Nursing	Nurse Ratio Night : Number of Shifts above 1:10	225	198	223	238	145	209	180	126	126	137	117	134	
Informatics	Trust Occupancy Rate	88.10%	88.80%	88.40%	88.94%	88.80%	89.70%	90.70%	92.10%	93.30%	92.80%	93.16%	93.52%	
Informatics	Occupancy Rate - APH	90.30%	91.10%	89.71%	90.07%	91.57%	91.33%	92.70%	92.60%	94.60%	93.60%	94.27%	94.52%	
Informatics	Occupancy Rate - CBH	65.20%	65.70%	71.19%	69.02%	62.73%	70.07%	74.10%	80.20%	79.80%	80.30%	79.88%	81.95%	
Workforce	Vacancy Rate (Band 5 RN's)	12.90%	10.35%	11.14%	9.40%	9.50%	10.05%	8.91%	9.10%	9.49%	8.50%	9.12%	6.82%	
Workforce	Vacancy rate (Band 5 inpatient wards)	11.08%	7.93%	9.17%	6.88%	6.94%	6.48%	6.48%	5.82%	6.86%	6.21%	7.31%	5.21%	
Workforce	Vacancy Rate - All RN (All grades)	6.41%	4.85%	5.28%	4.81%	5.00%	4.80%	4.27%	4.23%	4.49%	3.30%	3.66%	2.51%	
Workforce	Vacancy Rate (CSW's)	-0.41%	1.83%	1.59%	0.23%	0.13%	0.92%	0.90%	4.86%	5.85%	4.75%	4.86%	7.21%	
Workforce	Sickness Rate - RN	6.63%	6.05%	8.22%	9.77%	7.13%	7.34%	6.03%	5.48%	5.61%	6.19%	5.13%	6.39%	
Workforce	Sickness Rate - CSW	9.64%	10.30%	12.31%	13.58%	10.17%	11.50%	11.41%	10.32%	10.55%	10.91%	10.02%	10.42%	
Workforce	Absences Rate - RN	0.42%	0.45%	1.68%	1.03%	0.42%	0.55%	0.35%	0.11%	0.09%	0.11%	0.00%	0.00%	
Workforce	Absences Rate - CSW	0.60%	0.48%	1.81%	1.90%	0.59%	0.57%	0.32%	0.24%	0.13%	0.04%	0.00%	0.00%	
Corporate Nursing	Number of Professional Judgment Red Shifts	10	15	12	9	1	3	9	16	13	0	10	12	
Corporate Nursing	Number of RN Red Shifts *	434	332	468	403	280	404	323	249	235	359	305	310	
Corporate Nursing	RN Red Shift Impact : Number of Falls	9	14	13	18	8	9	19	7	6	11	9	11	
Corporate Nursing	RN Red Shift Impact : Number of Falls with Harm	0	4	1	0	0	2	1	0	0	0	2	1	
Corporate Nursing	RN Red Impact : Meds Errors / Misses	2	0	2	6	0	0	0	0	1	0	0	0	
Corporate Nursing	RN Red Impact : Patient relative complaints	3	1	1	1	1	0	1	0	2	0	2	1	
Corporate Nursing	RN Red Impact : Staffing incident submitted	10	6	14	10	2	7	4	1	8	4	3	8	
Corporate Nursing	RN Red Impact : Special 1:1 (uncovered)	3	1	12	10	0	5	9	2	7	0	4	5	
Corporate Nursing	RN Red Impact: Missed Breaks	73	55	93	56	5	65	26	11	11	23	21	25	
Corporate Nursing	RN Red Impact: Delayed / Missed Obs	168	107	328	247	0	159	97	44	61	108	119	59	
Corporate Nursing	RN Red Impact: Delayed / Missed nMEWS	191	153	248	239	23	208	112	43	77	107	131	76	
Corporate Nursing	RN Red Impact: Delayed / Missed Pressure Care	176	31	228	375	6	116	68	33	29	37	91	44	
Corporate Nursing	RN Red Impact : Delayed Meds	192	90	128	93	0	77	69	35	29	70	112	66	
Governance support	Number of SI's where staffing has been a contributing factor	0	0	0	1	2	2	2	1	1	0	0	0	
Corporate Nursing	Total Number of staffing incidents	82	54	78	97	48	71	62	49	44	102	72	86	
Complaints team	Formal complaints in relation to staffing issues	1	1	0	0	1	1	0	0	0	1	0	0	
Complaints team	Informal Concerns raising staffing levels as an issue	1	0	0	2	0	0	0	0	0	0	1	0	
Corporate Nursing	Patient Experience feedback raising staffing levels as a concern	5	5	4	1	6	5	3	2	1	6	4	7	
Corporate Nursing	Staff Moves	281	259	178	256	158	226	236	235	222	240	191	226	
NHS Professionals	Number of RN hours requested	28055	27507	26713	32318	33382	39643	32877	29141	27333	29853	27964	27683	
NHS Professionals	Number of CSW hours requested	30971	34417	34719	38400	35541	39454	35620	32429	32201	33987	36537	32575	
NHS Professionals	% of requested filled RN's	68.80%	68.80%	58.99%	65.37%	61.31%	61.48%	59.97%	67.89%	72.60%	69.21%	69.77%	73.38%	
NHS Professionals	% of requested CSW filled	84.00%	77.00%	72.36%	75.52%	79.24%	72.90%	76.36%	80.34%	84.30%	81.91%	78.44%	83.43%	
NHS Professionals	% of Agency staff used RN	3.40%	5.00%	4.50%	8.28%	14.34%	15.33%	15.74%	15.06%	8.99%	9.96%	8.31%	6.58%	
NHS Professionals	Number of Agency RN hours				2676	4787	6079	5174	4388	2456	2972	2323	1821	
NHS Professionals	% of Agency staff used CSW	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	