

SAFER STAFFING REPORT

Trust Board – in public

Date: 23 January 2021
Agenda item: 2.3

Executive sponsor	Jane Dickson, Chief of Nursing and Midwifery
Report author(s)	Tracey Tucci, Workforce and Business Manager - Corporate Nursing
Report discussed previously:	N/A

Action required:		
Approval ()	Discussion ()	Assurance (✓)

Purpose of report:
To provide monthly Safer Staffing information and exception reports.

Summary of key issues
<ul style="list-style-type: none"> • This report aims to provide information and assurance however should be reviewed in the context of the pandemic in that some wards were reconfigured, some had a higher acuity of patients and some different ways of working i.e. change in specialities. • The planned to actual staffing rate was delivered at an organisational level of 95% with variation within this. • The CHPPD data is included in this report. • Recruitment remains a challenge in line with the national experience, and the Trust needs to continue to take the necessary actions to ensure we minimise any recruitment gaps.

Recommendation:
The Board is asked to note the report.

Relationship to Trust strategic objectives and assurance framework:
<p>SO1: Safe – Deliver safe, high quality care and <i>improving</i> services which pursue perfection and be in the top 25% of our peers</p> <p>SO2: Effective – As a teaching hospital, deliver effective and improving sustainable clinical services within the local health economy</p> <p>SO3: Caring – <i>Work with compassion</i> in partnership with patients, staff, families, carers <i>and community partners</i></p> <p>SO4: Responsive – <i>To continue to be</i> the secondary care provider of choice for the <i>people of our community</i></p> <p>SO5: Well led – To be a <i>high quality</i> employer of choice and deliver financial and clinical sustainability around a patient centred, clinically led leadership model</p>

Corporate impact assessment	
Legal and regulatory impact	Yes
Financial impact	Yes
Patient experience/engagement	Yes
Risk and performance management	Yes
NHS Constitution/equality and diversity/communication	Yes

Attachments	
N/A	

SAFER STAFFING REPORT & CARE HOURS PER PATIENT DAY

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1. Introduction

To provide an update to the Board on nursing and midwifery staffing in relation to planned versus actual staffing and update regarding safer staffing monitoring and on recruitment activity.

2. Staffing Planned versus Actual – December 2020

The Trust Delivered the planned versus actual staffing profile for December 2020 at an organisational level of 95%

In December 2020 although there was an overall compliance rate for registered nurses of 94.7% (day) and 97.7% (night) there were a number of areas within Women's and Children's Division where compliance fell below 90%.

Overall compliance for Nursing assistants (day) was 91.4% and nursing assistants (night) was 95.4%

There were 19 areas with a compliance rate of 95.2% or above 6 of which had a compliance rate above 99%.

Women's and Children's Division

Staffing gaps within the Division were within both registered midwives and nursing assistants and due to the high level of COVID related sickness absence.

Activity levels within the Division were reviewed on a daily basis and senior nursing/ midwifery and specialist nursing staff supported clinically as required. Additionally 'out of hours', staff had 24 hours access to the senior maternity on call if required. At no point was the maternity unit suspended due to staffing levels.

3. COVID

As the hospital continues to respond to the pandemic, staffing continues to be reviewed at regular intervals on a daily basis by a Senior Nurse and the Matrons.

December saw a significantly higher rate of absence within **registered** nursing with the peak of absences reaching 159 daily absences on 31 December 20; of these absences, 97 were COVID related. The lowest level of absence for **registered** nurses in December was 79; of these absences, 27 were COVID related.

Staffing levels were lower than expected and this coupled with an unprecedented demand and high patient acuity posed a significant risk to the organisation.

Dependency on agency staff also increased to mitigate a rise in staff sickness.

The impact on staffing and mitigation has been added to the Trust's risk register and includes:-

- 7 day rota for senior nursing staff to provide oversight and clinical support;
- Matrons being deployed to work clinically;
- Reactivation of the ICU 'temporary rota' to provide additional registered nurses to support patient care (this resulted in a requirement for over 100 registered nurses);
- Clinical nurse specialists and research nurses being redeployed clinically;
- Using radio and social media (Facebook, twitter) to communicate an urgent message requesting that registered nurses who were able to work bank shifts at SASH contact the Temporary Staffing Bureau to be deployed immediately;
- Following Executive agreement, the Trust implemented 'fast track' on boarding for registered nurses to the temporary staff bank;
- Increasing the lead time when sending shifts to agency and 'line booking' where appropriate.
- Non clinical staff attending wards to assist with patients meal times and acting as runners.

Table 1 below shows the detailed figures

Ward	Ward Specialty	Entries	RN Day	RN Night	NA Day	NA Night	Total Day	Total Night	Overall
Abinger Ward	300 - GENERAL MEDICINE	31	92.74%	94.62%	93.10%	95.31%	92.89%	94.90%	93.74%
Acute Medical Unit	300 - GENERAL MEDICINE	31	93.55%	95.25%	87.42%	94.52%	91.10%	94.92%	92.90%
Birthing Centre	501 - OBSTETRICS	31	91.72%	80.65%	39.52%	N/A	83.17%	80.65%	82.05%
Bletchingley Ward	430 - GERIATRIC MEDICINE	31	95.56%	97.42%	90.34%	99.25%	93.42%	98.27%	95.40%
Brockham Ward	502 - GYNAECOLOGY	31	100%	98.92%	85.55%	N/A	94.24%	98.92%	95.99%
Brook Ward	100 - GENERAL SURGERY	31	100%	100%	100%	93.75%	100%	97.89%	99.02%
Buckland Ward	101 - UROLOGY	31	101.84%	123.81%	95.54%	98.41%	99.16%	111.11%	103.54%
Burstow Ward	501 - OBSTETRICS	31	83.24%	87.91%	74.73%	87.50%	80.38%	87.76%	83.61%
Capel Annex I Ward	300 - GENERAL MEDICINE	31	100%	100%	97.85%	100%	99.08%	100%	99.41%
Capel Ward	300 - GENERAL MEDICINE	31	98.06%	96.77%	91.62%	103.23%	95.61%	99.35%	97.04%
Chaldon Ward	328 - STROKE MEDICINE	31	90.82%	97.78%	101.84%	97.78%	95.72%	97.78%	96.52%
Charlwood Ward	301 - GASTROENTEROLOGY	31	104%	100%	82.54%	96.83%	96.81%	98.40%	97.44%
Copthorne Ward	100 - GENERAL SURGERY	31	97.22%	98.81%	73.12%	106.67%	89.63%	100.88%	94.35%
Coronary Care Unit	320 - CARDIOLOGY	31	89.25%	100%	600%	100%	94.68%	100%	97.34%
Delivery Suite	501 - OBSTETRICS	31	103.71%	110.22%	75.25%	93.33%	96.79%	106.10%	101.41%
Discharge Lounge	300 - GENERAL MEDICINE	28	80.77%	91.89%	84.92%	80.65%	82.66%	86.76%	84.03%
Godstone Ward (Haem)	303 - CLINICAL HAEMATOLOGY	31	95.31%	100%	94.55%	0%	95.07%	98.41%	96.41%
Godstone Ward (Med)	300 - GENERAL MEDICINE	31	88.26%	95.74%	99.35%	100%	92.15%	97.86%	94.40%
Horley Ward	300 - GENERAL MEDICINE	31	94.65%	100%	91.13%	100%	92.84%	100%	95.27%
IRU	430 - GERIATRIC MEDICINE	31	98.48%	100%	95.41%	96.43%	97.10%	97.96%	97.42%
ITU/HDU	192 - CRITICAL CARE MEDICINE	31	96.19%	97.66%	95.69%	68.82%	96.11%	93.52%	94.83%
Leigh Ward	110 - TRAUMA & ORTHOPAEDICS	30	93.87%	98.89%	90.96%	95.56%	92.49%	97.22%	94.44%

Meadvale Ward	430 - GERIATRIC MEDICINE	31	93.63%	92.47%	90.43%	112.50%	92.26%	97.60%	94.20%
Neonatal Unit	420 - PAEDIATRICS	31	87.31%	93.71%	86.27%	80%	87.06%	90.69%	88.85%
Newdigate Ward	110 - TRAUMA & ORTHOPAEDICS	26	94.43%	98.67%	92.72%	100%	93.64%	99.33%	96.16%
Nutfield Ward	430 - GERIATRIC MEDICINE	31	97.42%	121.21%	92.80%	100%	95.36%	109.03%	100.23%
Outwood Ward	420 - PAEDIATRICS	31	92.91%	92.68%	78.73%	72.97%	90.93%	89.67%	90.37%
Rusper Ward	501 - OBSTETRICS	31	91.21%	82.80%	109.39%	N/A	92.38%	82.80%	88.94%
Smallfield Ward	300 - GENERAL MEDICINE	31	91.33%	100%	88.85%	98.41%	90.37%	99.36%	93.86%
Surgery Centre	100 - GENERAL SURGERY	24	96.04%	100%	91.89%	100%	94.93%	100%	95.45%
Tandridge Ward (SAU)	100 - GENERAL SURGERY	31	86.89%	97.54%	98.90%	95.70%	90.88%	96.74%	93.46%
Tilgate Annex	300 - GENERAL MEDICINE	31	93.29%	95.24%	98.93%	98.39%	95.31%	96.41%	95.74%
Tilgate Ward	340 - RESPIRATORY MEDICINE	31	99.36%	100%	100%	100%	99.60%	100%	99.74%
Woodland Ward	110 - TRAUMA & ORTHOPAEDICS	31	96.64%	96.81%	93.68%	100%	95.61%	98.01%	96.70%
Total			94.64%	97.69%	91.44%	95.44%	93.52%	96.89%	94.93%

4. Care Hours per patient Day

With effect from 1 August 2019 national CHPPD guidance was updated to include a new requirement for Nursing Associates and Allied Health Professionals (AHPs) who are rostered to the in-ward establishment to be included as part of the CHPPD daily data return.

Care hours per patient day are calculated by dividing the total numbers of hours (nurses, Nurse Associates and AHP) on a ward or unit by the number of patients in beds at the midnight census. This calculation provides the average number of care hours available for each patient on the ward or unit.

This tool links with planned versus actual reporting and other data such as incident reporting, sickness rates, vacancy rates and professional judgement to determine the appropriate staffing levels for a ward or unit.

In December the average number of CHPPD was 9.6.

The report for December is shown.

Table 2: Care hours per patient day (CHPPD)

December 2020

Dec-20	Specialty1	Day RN Planned Hours	Day RN Actual Hours	Day CS Planned Hours	Day CS Actual Hours	Day RNA Planned	Day RNA Actual	Day NRNA Planned	Day NRNA Actual	Night RN Planned Hours	Night RN Actual Hours	Night CS Planned Hours	Night CS Actual Hours	Inpatients	CHPPD			Average Fill Rate - Day		Average Fill Rate - Night	
															RN	CS	Overall	RN	CS	RN	CS
Abinger Ward	300 - GENERAL MEDICINE	1472	1368.5	1092	1019	0	0	0	0	1104	1035	759	713	562	4.3	3.1	7.4	93%	93%	94%	94%
Acute Medical Unit	300 - GENERAL MEDICINE	5347.5	5002.5	3565	3116.5	0	0	0	0	4358.5	4151.5	3565	3369.5	1153	7.9	5.6	13.6	94%	87%	95%	95%
Birthing Centre	501 - OBSTETRICS	773.5	700.5	157	57.5	0	0	0	0	736	598	0	0	66	19.7	0.9	20.5	91%	37%	81%	
Bletchingley Ward	430 - GERIATRIC MEDICINE	2944	2817.5	2050.5	1847.5	0	0	0	0	1851.5	1794	1598.5	1587	482	9.6	7.1	16.7	96%	90%	97%	99%
Brockham Ward	502 - GYNAECOLOGY	1115.5	1115.5	739.5	636	0	0	0	0	1104	1092.5	0	0	349	6.3	1.8	8.1	100%	86%	99%	
Brook Ward	100 - GENERAL SURGERY	916	916	379	379	0	0	0	0	747.5	747.5	379.5	356.5	330	5.0	2.2	7.3	100%	100%	100%	94%
Buckland Ward	101 - UROLOGY	1483.5	1510	1099.5	1040.5	0	0	0	0	747.5	920	747.5	747.5	618	3.9	2.9	6.8	102%	95%	123%	100%
Burstow Ward	501 - OBSTETRICS	1487	1234	751	567	0	0	0	0	1081	943	667	586.5	625	3.5	1.8	5.3	83%	75%	87%	88%
Capel Annex 1 Ward	300 - GENERAL MEDICINE	1472	1472	1104	1081	0	0	0	0	736	736	736	736	632	3.5	2.9	6.4	100%	98%	100%	100%
Capel Ward	300 - GENERAL MEDICINE	1840	1805.5	1133	1041	0	0	0	0	1104	1058	736	770.5	585	4.9	3.1	8.0	98%	92%	96%	105%
Chaldon Ward	328 - STROKE MEDICINE	1855	1690	1483.5	1510	0	0	0	0	1035	1012	1035	1012	803	3.4	3.1	6.5	91%	102%	98%	98%
Charlwood Ward	301 - GASTROENTEROLOGY	1483.5	1541	747.5	621	0	0	0	0	736	736	747.5	724.5	563	4.0	2.4	6.4	104%	83%	100%	97%
Copthorne Ward	100 - GENERAL SURGERY	1242	1207.5	571	417.5	0	0	0	0	966	954.5	345	368	301	7.2	2.6	9.8	97%	73%	99%	107%
Coronary Care Unit	320 - CARDIOLOGY	1104	989	11.5	69	0	0	0	0	747.5	747.5	368	345	235	7.4	1.8	9.2	90%	600%	100%	94%
Delivery Suite	501 - OBSTETRICS	2238	2330	720	547.5	0	0	0	0	2208	2438	690	644	192	24.8	6.2	31.0	104%	76%	110%	93%
Discharge Lounge	300 - GENERAL MEDICINE	876	712	736	628.5	0	0	0	0	437	402.5	368	299	230	4.8	4.0	8.9	81%	85%	92%	81%
Godstone Ward (Haem)	303 - CLINICAL HAEMATOLOGY	770.5	736	348.5	329.5	0	0	0	0	736	736	11.5	0	168	8.8	2.0	10.7	96%	95%	100%	0%
Godstone Ward (Med)	300 - GENERAL MEDICINE	2220	1956	1194	1186.5	0	0	0	0	1115.5	1069.5	1104	1104	793	3.8	2.9	6.7	88%	99%	96%	100%
Horley Ward	300 - GENERAL MEDICINE	1396	1312	1479.5	1341.5	0	0	0	0	736	736	736	736	625	3.3	3.3	6.6	94%	91%	100%	100%
IRU	430 - GERIATRIC MEDICINE	1564	1541	1299.5	1242	0	0	0	0	747.5	747.5	1000.5	966	616	3.7	3.6	7.3	99%	96%	100%	97%
ITU/HDU	192 - CRITICAL CARE MEDICINE	6359.5	6117.5	1253.5	1199.5	0	0	0	0	6382.5	6233	1069.5	736	337	36.6	5.7	42.4	96%	96%	98%	69%
Leigh Ward	110 - TRAUMA & ORTHOPAEDICS	1408	1381	1237.5	1148.5	0	0	0	0	931.5	908.5	931.5	885.5	520	4.4	3.9	8.3	98%	93%	98%	95%
Meadvale Ward	430 - GERIATRIC MEDICINE	1491	1387.5	1115.5	1012	0	0	0	0	1104	1023.5	379.5	425.5	555	4.3	2.6	6.9	93%	91%	93%	112%
Neonatal Unit	420 - PAEDIATRICS	1878	1648	598	517.5	0	0	0	0	1897.5	1782.5	529	414	353	9.7	2.6	12.4	88%	87%	94%	78%
Newdigate Ward	110 - TRAUMA & ORTHOPAEDICS	1166	1101	1003	930	0	0	0	0	862.5	851	862.5	862.5	400	4.9	4.5	9.4	94%	93%	99%	100%
Nutfield Ward	430 - GERIATRIC MEDICINE	1843.5	1786	1483.5	1380	0	0	0	0	782	954.5	1058	1058	829	3.3	2.9	6.2	97%	93%	122%	100%
Outwood Ward	420 - PAEDIATRICS	3090	2876.5	498	394.5	0	0	0	0	2426.5	2254	437	310.5	468	11.0	1.5	12.5	93%	79%	93%	71%
Rusper Ward	501 - OBSTETRICS	1843.5	1686.5	122.5	134	0	0	0	0	1104	920	0	0	146	17.9	0.9	18.8	91%	109%	83%	
Smallfield Ward	300 - GENERAL MEDICINE	1495	1380	965.5	835	0	0	0	0	931.5	931.5	632.5	609.5	688	3.4	2.1	5.5	92%	86%	100%	96%
Surgery Centre	100 - GENERAL SURGERY	1196	1150	437	402.5	0	0	0	0	172.5	172.5	57.5	46	27	49.0	16.6	65.6	96%	92%	100%	80%
Tandridge Ward (SAU)	100 - GENERAL SURGERY	2173.5	1886	1081	1069.5	0	0	0	0	1449	1414.5	1104	1058	431	7.7	4.9	12.6	87%	99%	98%	96%
Tilgate Annex	300 - GENERAL MEDICINE	2007.5	1866	1111.5	1100	0	0	0	0	1265	1207.5	747.5	736	559	5.5	3.3	8.8	93%	99%	95%	98%
Tilgate Ward	340 - RESPIRATORY MEDICINE	1851.5	1817	1104	1104	0	0	0	0	1150	1150	402.5	402.5	734	4.0	2.1	6.1	98%	100%	100%	100%
Woodland Ward	110 - TRAUMA & ORTHOPAEDICS	1426	1380	762.5	705	0	0	0	0	1115.5	1081	690	690	301	8.2	4.6	12.8	97%	92%	97%	100%
TOTAL		62829	59420	33435	30610	0	0	0	0	44608.5	43539	24495	23299	16276	6.3	3.3	9.6	95%	92%	98%	95%

5. Recruitment and Retention

December 2020 saw a decrease in the Nursing and Midwifery vacancy rate to 7.6% (Nov – 8.2%)

Nursing Recruitment – We continue to assess our recruitment trajectories in line with projection of future demands in particular the current pandemic and winter planning.

A cohort of 8 international nurses joined the Trust in November however due the requirement to self-isolate they were not on site until December 2020.

In addition a further cohort of 24 international nurses due to commence with the Trust in January 2021.

A recruitment event for nursing assistants is planned for the 30 January 2021 with the aim to fill all existing nursing assistant vacancies.

We are also continuing to recruit registered nurses and nursing assistants on a bank basis to provide a degree of resilience.

Retention - The Trust remains committed to retaining talent within the organisation and we are continuing to work with key stakeholders to ensure career development and progression is available to all our nursing workforce.

All nursing vacancies are advertised internally in the first instance to support internal career progression and there continues to be a range of interventions to help support nurses to develop.

Divisions are developing local retention plans to ensure that as far as possible the organisation is in a position to mitigate nursing turnover.

The nursing turnover rate decreased from 11.9% in November to 11.6% in December 2020.

6. Recommendation

The Board is asked to note the report.

Author: Tracey Tucci
Workforce and Business Manager – Corporate Nursing
January 2020