

The Publication of Nurse staffing Data – May 2020

In accordance with National Quality Board and NHSI requirements to provide assurance on safe staffing the Trust has published monthly reports detailing planned and actual staffing on a shift by shift basis for the previous month and presented monthly to the Board since May 2014 as part of the Integrated Performance Report. The data is reported externally via Unify2 and is also published on a dedicated area of the Trust website and to the relevant hospital profile on NHS Choices. Reported data derived from the Healthroster system shows an average overall fill rate of 94.8% compared to 88.8% in April-20.

Care Hours per patient day (CHPPD) relates actual staffing to patient numbers and includes registered staff and care staff hours against the cumulative total of patients on the ward at 23.59hrs each day during the month. CHPPD is similar to last month and outside the control limit. The change is due to a 30% reduction in cumulative total of patients on wards at 23.59 since March-20. The range is usually from around 5.0 to 7.0 hours of care per patient on medical wards to over 25 within critical care areas where one to one care is required. Comparison with peers within Model Hospital for Dec-19, the latest available, shows similar CHPPD to organisations rated 'outstanding' and slightly below peers in relation to clinical output and spend.

Figure 1 shows % hours filled against planned by ward. Some wards achieve higher than 100% due to additional shifts worked through NHS-P during times of increased demand and contingency bed use. All agency hours worked have been included in this report along with the majority of all Managed Service agency shifts and retrospective shifts.

Lower fill rates are largely linked to vacancies and sickness, as well as parenting leave. Annual leave spread is monitored to ensure consistent 11-17% rates and RAG rating for unavailability is provided below. Fill to vacant shifts is requested via the Healthroster interface with NHSP but poor shift fill by bank and agency in some wards requires mitigating actions to ensure quality and patient safety. Detail on key quality indicators are analysed by ward within the heat map report.

Annual Leave	<11.0%
	>17.0%
Sickness	>2.5%
Parenting	>3.0%

Low registered nurse day shift fill rates are seen on several wards (three wards at QEQM and two wards at K&C), which reflect high vacancy levels, sickness and parenting leave. CHPPD was maintained above 5.0 on all these wards. Risks are currently mitigated through staff moves, increased use of support workers, temporary staff and Matron support:

- Analysis of our quality metrics and heatmap for April does not show any clear correlation between staffing levels and harm for the wards showing lower fill rates with the exception of the following 3 wards:
 - Fordwich reported 4 falls incidents, 1 C.Diff infection. Temporary staff use was 37% of the total staff hours but CHPPD was relatively high at 16;
 - St Augustines reported only 82% patients recommending our services to Friends and Family;
 - Clarke reported only 93% patients recommending our services to Friends and Family. CHPPD was very high on the ward due to the COVID-19 situation;

Actions in place include:

- Skill-mix changes are made, such as using a healthcare assistant if a registered nurse is not available. This explains why some fill rates are high for 'Care Staff';
- The Trust has a proactive nursing workforce recruitment programme. Two dedicated Matrons are focused solely on recruitment and retention and an overseas campaign is in place. The plan to recruit 100 overseas nurses by March-21 has been put on hold whilst international borders are closed during the COVID-19 pandemic;
- 35 overseas nurses have been supported to achieve their NMC PIN so far this year. A further 75 overseas nurses who have had their OSCE examination postponed have taken up temporary registration with the NMC and have been working as registered nurses from 27th April;
- 64 3rd year nursing students joined the Trust from end April working in an extended placement and paid at band 4, 13 3rd year midwifery students joined the Trust in early May;
- 48 2nd year nursing students will commence a paid placement of 9 weeks, from mid June, paid at band 3 and working as HCAs;
- The twice daily site reports make staffing risks and mitigations visible to managers, leaders and the Executive team.

Figure 1. % hours filled against planned and CHPPD by ward during May-20

	DAY		NIGHT	
	Average fill rate - registered nurses/	Average fill rate - care staff (%)	Average fill rate - registered nurses/	Average fill rate - care staff (%)
Cancer				
KC Brabourne Haematology Ward	95%	66%	100%	N/A

Care Hours Per Patient Day			Unavailability %					
Registered midwive s/nurses	Care Staff	Overall	A/L		Sickness		Parenting	
			Registered	Unregistered	Registered	Unregistered	Registered	Unregistered
12.92	2.03	14.95	11.80%	16.90%	3.00%	31.00%	0.00%	0.00%

GSM

WH Cambridge J2 Ward	133%	132%	130%	111%
WH Cambridge K Ward	109%	109%	138%	91%
Cambridge M1	119%	95%	139%	178%
WH Cambridge M2 Ward	119%	95%	139%	178%
QE Coronary Care Unit	96%	96%	100%	100%
WH Oxford Ward	148%	188%	164%	304%
QE Sandwich Bay Ward	94%	161%	112%	239%
QE St Margarets Ward	103%	149%	105%	195%
QE Deal Ward	94%	193%	185%	137%
KC Harvey Neurorehab	115%	129%	141%	279%
KC Invicta Ward	101%	104%	105%	113%
WH Cambridge L Rehab Ward	82%	96%	117%	90%
KC Treble Ward	3%	5%	2%	N/A
QE Fordwich	55%	64%	89%	77%
KC Kingston	108%	148%	102%	136%
KC Harbledown Ward	21%	2%	44%	N/A
QE St Augustine Ward	76%	124%	89%	108%
WH Bartholomew	80%	166%	102%	102%
QE Quex Ward	80%	122%	147%	159%
WH Kings C2	86%	151%	99%	131%
KC Marlowe Ward	89%	96%	87%	105%

4.53	4.01	8.54
5.19	3.44	8.63
5.42	3.32	8.74
4.84	2.97	7.81
5.84	2.78	8.62
7.80	6.46	14.26
5.75	6.28	12.02
3.47	5.72	9.19
3.89	4.45	8.34
5.55	7.04	12.59
6.01	7.87	13.88
3.09	3.39	6.48
8.60	7.50	16.11
6.34	7.68	14.02
2.60	4.31	6.91
3.24	3.19	6.44
2.97	3.27	6.24
3.85	3.97	7.82
5.25	3.23	8.48

6.50%	5.60%	26.50%	6.80%	5.00%	4.50%
9.20%	8.30%	10.80%	20.70%	0.00%	4.80%
10.00%	17.70%	14.80%	9.40%	0.05%	0.70%
10.00%	17.70%	14.80%	9.40%	0.05%	0.70%
13.30%	9.10%	9.00%	40.40%	0.00%	0.00%
8.50%	7.10%	20.60%	23.30%	4.90%	0.00%
8.90%	18.70%	6.90%	2.10%	0.00%	0.00%
9.40%	10.10%	1.20%	9.40%	0.00%	0.00%
13.70%	12.50%	18.40%	2.00%	0.00%	2.80%
9.40%	7.20%	7.00%	17.00%	0.00%	0.00%
7.40%	6.20%	31.10%	10.50%	0.00%	0.00%
4.90%	8.50%	14.60%	9.90%	0.70%	0.00%
4.60%	8.60%	33.30%	14.00%	0.00%	0.00%
3.10%	6.50%	30.90%	27.80%	17.20%	6.00%
6.50%	5.50%	26.60%	22.20%	0.00%	4.00%
14.80%	9.80%	1.10%	8.60%	0.60%	11.10%
1.10%	7.80%	15.10%	13.70%	0.00%	0.00%
6.90%	3.80%	7.10%	5.50%	5.90%	11.80%
8.90%	7.70%	10.50%	5.60%	0.00%	8.20%
12.50%	10.20%	30.90%	11.00%	0.00%	0.90%
8.90%	7.90%	25.60%	31.90%	0.00%	0.00%

S&A

QE Cheerful Sparrow Female	64%	90%	74%	76%
KC Clarke Ward	73%	84%	81%	54%
QE Cheerful Sparrow Male	60%	68%	69%	89%
KC Kent Ward	66%	106%	118%	83%
WH Kings B	116%	64%	123%	58%
WH Kings A2	108%	57%	102%	65%
WH Kings C	95%	94%	131%	81%
WH Kings D	104%	75%	105%	57%
QE Bishopstone - split	83%	67%	90%	86%
KC St Lawrence Ward	78%	61%	100%	49%
QE Seabathing	49%	115%	44%	95%
WH Critical Care	141%	157%	112%	N/A
KC Critical Care	203%	151%	151%	105%
QE Critical Care	140%	N/A	104%	N/A

22.95	15.17	38.13
5.22	6.07	11.29
3.59	3.34	6.93
3.76	3.15	6.91
5.27	4.31	9.59
4.23	3.87	8.10
12.21	10.01	22.22
11.06	6.44	17.50
1.52	3.03	4.55
69.75	4.92	74.67
81.03	28.13	109.16
50.59	1.13	51.73

8.80%	9.50%	7.20%	20.70%	0.00%	6.00%
6.60%	8.60%	17.90%	16.90%	0.00%	8.50%
14.60%	12.70%	11.60%	12.60%	0.00%	3.70%
11.00%	6.70%	18.80%	5.90%	18.00%	0.00%
3.30%	2.90%	7.20%	4.80%	0.00%	5.10%
5.20%	2.30%	1.20%	26.30%	0.00%	7.50%
9.90%	2.10%	7.80%	13.40%	0.00%	9.50%
8.20%	9.60%	8.80%	6.40%	0.00%	2.80%
10.80%	8.30%	12.70%	2.20%	0.00%	0.00%
2.60%	8.50%	2.60%	9.10%	0.50%	0.00%
9.70%	10.00%	6.20%	14.60%	0.00%	2.80%
9.90%	10.10%	2.10%	2.20%	1.90%	0.40%
11.80%	14.40%	9.90%	6.50%	4.30%	0.00%
15.30%	8.70%	3.30%	2.60%	2.50%	2.90%

SHN

WH Rotary Suite	94%	118%	99%	123%
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6.24	5.08	11.32
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10.10%	10.00%	19.20%	14.10%	0.00%	6.00%
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UEC

KC MIU	108%	84%	100%	N/A
WH CDU/Bethersden	90%	65%	110%	94%
QE Minster	104%	99%	137%	146%
QE CDU	76%	125%	82%	109%

8.23	4.60	12.83
7.64	12.85	20.49

2.60%	7.50%	14.20%	32.50%	0.00%	0.00%
8.20%	10.20%	6.10%	14.80%	2.00%	4.30%
4.50%	6.70%	5.20%	1.40%	0.00%	4.30%
9.20%	7.30%	2.60%	6.20%	8.90%	0.00%

W&C

WH NICU	81%	74%	86%	74%
WH Padua Ward	99%	77%	103%	47%
QE Rainbow Ward	111%	-557%	83%	N/A
QE Birchington Ward	65%	88%	7%	13%
WH Kennington Ward	95%	111%	100%	N/A
WH Maternity Labour and Folkestone	101%	57%	95%	57%
MLU WHH	98%	97%	102%	98%
QE Maternity Wards	94%	37%	88%	27%
QE MLU	89%	90%	94%	84%
QE SCBU	101%	100%	112%	94%

15.61	2.56	18.18
17.29	4.65	21.94
14.86	2.16	17.02
5.86	3.96	9.82
33.22	13.28	46.50
37.49	17.61	55.10
16.59	5.83	22.42
1357.50	648.75	2006.25
12.39	3.59	15.98

10.50%	8.40%	0.30%	2.10%	6.10%	0.00%
13.20%	4.80%	7.10%	0.70%	0.00%	0.00%
12.20%	9.90%	0.80%	1.70%	7.00%	0.00%
3.40%	3.70%	7.20%	13.90%	0.00%	5.00%
5.50%	2.20%	11.20%	3.20%	0.50%	0.00%
9.00%	4.80%	3.90%	3.70%	2.30%	5.90%
14.10%	14.00%	1.70%	3.30%	0.00%	0.00%
7.10%	14.10%	7.60%	9.10%	3.40%	0.00%
6.40%	0.00%	10.30%	26.30%	19.90%	0.00%
9.90%	9.90%	5.10%	1.10%	5.60%	0.00%