East Kent Hospitals University **NHS**

NHS Foundation Trust

The Publication of Nurse staffing Data – March 2016

Introduction
In accordance with National Quality Board requirements to provide assurance on safe staffing the Trust is now publishing staffing data in the following ways:

- Information about nurses, midwives and care staff deployed, by shift, against planned levels has been displayed at ward level since April 2014. The levels are displayed using a red, amber green status; green depicts staffing levels are as planned; amber depicts that the ward is slightly short staffed but not compromised; red rag rating depicts an acute shortage for that shift. The display allows staff to explain the reasons for any shortage and also what actions they have taken to mitigate the situation, thereby offering assurance to patients and visitors.
- Ward staffing reviews are repeated every 6 months and the October review was reported to the Trust Board in February 2016.
- Monthly reports detailing planned and actual staffing on a shift by shift basis for the previous month has been presented monthly to the Board since May 2014. This report is also published on the Trust website and to the relevant hospital webpage on NHS choices.

Planned and actual staffing
Revised National Quality Board guidance published in May 2014 outlined the requirement for % fill of planned and actual hours to be identified by registered nurse and care staff, by day and by night, and by individual hospital site. Reported data is derived from the E-Rostering and NHS-Professionals systems and aggregated fill rates in March are over 95% at WHH, over 87% at QEQM and over 95% K&C, shown in Figure 1.

Figure 1. % hours filled planned against actual by site during Mar-16

	Day		Night	
Site Name	**Average fill rate - registered nurses/midwives (%)**	**Average fill rate - care staff (%)**	**Average fill rate - registered nurses/midwives (%)**	**Average fill rate - care staff (%)**
KENT AND CANTERBURY HOSPITAL	84.9%	92.5%	99.1%	111.8%
QUEEN ELIZABETH THE QUEEN MOTHER HOSPITAL	87.5%	76.1%	91.3%	94.0%
WILLIAM HARVEY HOSPITAL (ASHFORD)	90.8%	92.7%	96.9%	102.4%

It should be possible to fill 100% of hours if:

- There are no vacant posts;
- All vacant planned shifts are covered by overtime or NHS-P shifts;
- Annual leave, sickness and study leave is managed within an overall 22%.

The Trust saw slight reductions in % shift hours filled from Dec-14 to Mar-15 repeated in Dec-15 to Mar-16 which reflects the requirement for additional shifts during winter pressures not always being filled by NHSP. The reduction in March and August also reflects periods of higher annual leave. Work to ensure that roster templates closely reflect the budgeted establishments and include shifts necessary for additional beds has supported the increased fill rates seen over time.

This trend in performance over time reflects the analysis of safe staffing levels reported by 225 acute trusts, reported in the Health Service Journal recently, which shows a gradually worsening position for nurse staffing during 2015 with 85% trusts missing staffing targets for day nursing hours in January and 92% in August.

Senior nursing leaders have reported that:
- It is not possible to say which organisations have concerning levels of staffing using this data;
- Some Trusts may achieve high % fill rates but have planned for what are already sub-optimal levels;
- Many Trusts reporting the lowest fill rates have invested in to nursing in the last year;
- There may be inconsistencies in the methodology as those Trusts using E-Rostering tend to report lower fill rates.

Figure 3 shows total monthly hours actual against planned and % fill during March by ward. Work has been undertaken to explore the reasons for the gap, the impact and the actions being taken to address the gap. Some wards achieve higher than 100% due to additional shifts worked through NHS-P during times of increased demand and additional bed use.

Actions in place include:
- Matrons and Specialist Nurses cover the shifts that are short of staff. This is not reflected in the Figure overleaf as it is not captured on the E-Roster;
- Off framework agency nurses are booked to cover the staffing gaps; again this is not reflected in the Figure overleaf as these staff are also not captured on the E-Roster;
- Skillmix changes are made, such as using a non registered nurse if a registered nurse is not available. This explains why some fill rates are high for unregistered staff;
- Recruitment campaigns continue both locally and overseas;
- Retention is being addressed with wards and teams with support from the HR Business Partners.

No national RAG rating tolerances have been determined, but wards achieving under 80% have been RAG rated Red, in Figure 3 (overleaf). Comments relating to the main root cause of <80% fill rates are provided and detail on annual leave, sickness and parenting rates by ward. The RAG rating for these elements are provided below. Detail on key quality indicators are included by ward within the heat map within the main report.

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

Data validation and sign-off steps have been implemented and the data will be reported externally via Unify/NHS Choices on 14th March. The national data will be published representing each hospital site on the NHS Choices website.

Figure 3. Total monthly hours actual against planned and % fill by ward during Mar-16

| Division / Ward | DAY | | NIGHT | | Unavailability % | | | | | |
| | Average fill rate - registered nurses/midwives (%) | Average fill rate - care staff (%) | Average fill rate - registered nurses/midwives (%) | Average fill rate - care staff (%) | A/L | | Sickness | | Parenting | |
					Registered	Unregistered	Registered	Unregistered	Registered	Unregistered
Urgent Care & LongTerm Conditions										
Cambridge J	83.56	181.98	95.96	139.45	24.2%	23.8%	2.3%	7.2%	0.0%	0.0%
Cambridge K	81.12	125.12	95.37	119.78	24.3%	15.9%	2.8%	1.9%	0.0%	0.0%
Cambridge M2	77.99	77.38	88.51	112.37	14.3%	11.4%	5.5%	16.3%	20.2%	11.7%
Coronary Care Unit (K&C)	62.33	N/A	100.14	N/A	17.0%		10.9%		0.0%	
Coronary Care Unit (QEQMH)	74.62	102.91	104.48	105.89	20.0%	20.6%	12.4%	7.6%	0.0%	0.0%
Coronary Care Unit (WHH)	93.04	94.89	107.99	60.85	12.9%	16.8%	4.9%	2.0%	3.0%	0.0%
Minster	75.77	98.20	98.53	100.00	15.6%	18.0%	3.2%	3.3%	7.9%	0.0%
Oxford	95.36	96.78	102.31	117.25	24.3%	19.8%	2.5%	6.2%	2.1%	0.0%
Sandwich Bay	99.73	149.38	123.02	135.63	18.7%	14.8%	2.8%	3.8%	0.0%	9.8%
St Margarets	107.20	58.18	99.23	86.68	10.1%	20.4%	6.9%	12.8%	0.0%	0.0%
Deal	93.25	93.44	100.24	80.40	16.9%	17.0%	1.0%	9.6%	6.8%	0.0%
Harvey	N/A	N/A	N/A	N/A	12.4%	16.0%	20.3%	4.8%	0.0%	0.0%
Invicta	75.99	107.17	96.44	124.87	19.0%	15.0%	9.2%	7.7%	0.0%	0.0%
Cambridge L	68.61	107.32	113.04	151.96	21.5%	18.4%	2.9%	6.8%	0.4%	2.6%
Treble	83.02	85.59	103.23	103.23	20.0%	18.8%	5.4%	3.4%	0.0%	0.0%
Mount/McMaster	86.58	75.40	101.55	172.72	24.6%	18.3%	4.6%	6.5%	0.0%	0.0%
Fordwich Stroke Unit	89.41	83.83	100.13	100.54	21.5%	18.3%	9.3%	14.6%	4.9%	0.0%
Kingston Stroke Unit	78.83	100.00	82.09	96.67	16.9%	18.2%	3.7%	9.1%	7.3%	0.0%
Richard Stevens Stroke Unit	76.16	80.29	68.02	109.78	10.1%	13.6%	7.6%	15.7%	5.6%	5.7%
Harbledown	90.59	149.04	91.80	100.99	22.0%	15.7%	7.3%	12.9%	0.0%	0.0%
QE St Augustine Contingency Ward	64.90	116.97	57.50	107.15	27.1%	16.1%	1.6%	0.8%	12.5%	0.0%
QE CDU	80.57	102.61	89.11	120.12	13.3%	12.4%	4.2%	1.4%	4.9%	14.3%
WH CDU/Bethersden	97.65	77.69	99.36	92.96	19.1%	22.9%	1.8%	4.4%	10.1%	4.1%
KC ECC	98.66	73.95	89.56	97.68	23.1%	17.9%	4.7%	3.0%	1.3%	0.0%
Surgical Services										
Rotary Suite	96.64	97.41	93.55	58.06	20.1%	21.4%	2.2%	0.0%	3.3%	0.0%
Cheerful Sparrows Female	89.71	86.41	99.19	82.52	14.7%	19.1%	3.9%	7.0%	9.3%	0.0%
Clarke	67.75	74.13	117.63	107.99	25.2%	17.6%	5.1%	4.5%	6.2%	0.0%
Cheerful Sparrows Male	82.76	124.71	98.35	109.34	20.9%	15.5%	3.6%	6.4%	0.0%	0.0%
Kent	128.80	123.40	137.66	123.11	18.2%	13.4%	12.5%	15.0%	6.5%	0.0%
Kings B Ward - WHH	90.50	75.44	91.16	190.04	17.4%	13.2%	2.7%	15.6%	0.0%	0.0%
Kings A2	86.09	105.04	76.02	159.33	26.8%	8.2%	9.1%	7.1%	0.0%	0.0%
Kings C1	90.01	130.43	121.88	144.11	21.7%	14.9%	3.5%	8.5%	0.0%	0.0%
Kings C2	74.46	112.25	98.38	88.61	27.0%	13.3%	0.0%	5.0%	0.0%	12.3%
Kings D Female	87.77	112.95	89.11	96.41	20.6%	15.9%	1.4%	4.0%	4.0%	4.4%
Quex	98.82	68.00	122.38	109.26	22.1%	16.0%	3.2%	16.6%	6.5%	0.0%
Bishopstone - split	86.21	66.01	87.90	96.85	23.5%	15.1%	3.2%	16.3%	4.3%	0.0%
Critical Care - WHH -	116.55	103.95	113.29	69.23	18.6%	17.9%	3.6%	6.4%	0.0%	0.0%
Critical Care - KCH	91.67	105.65	103.72	N/A	18.0%	0.0%	5.1%	11.4%	0.0%	0.0%
Critical Care - QMH	86.81	86.15	92.76	N/A	19.5%	9.0%	2.5%	0.0%	3.3%	0.0%
Specialist Services										
KC Marlowe Ward	90.22	77.10	84.03	94.22	24.5%	16.1%	5.1%	12.6%	3.5%	14.0%
WH NICU	85.85	68.52	80.84	N/A	25.6%	11.7%	6.4%	17.2%	0.3%	0.0%
WH Padua Ward	100.54	71.94	102.38	54.84	17.3%	20.1%	3.9%	11.6%	0.0%	10.3%
QE Rainbow Ward	81.87	85.30	101.00	N/A	19.2%	11.2%	5.6%	3.4%	4.3%	0.0%
QE Birchington Ward	81.01	102.26	100.27	100.00	19.2%	23.4%	11.7%	4.7%	3.1%	0.0%
WH Kennington Ward	87.41	88.95	85.08	N/A	22.0%	17.1%	7.5%	13.8%	0.0%	0.0%
KC Brabourne Haematology Ward	72.35	88.57	85.55	N/A	22.8%	0.0%	8.8%	51.5%	0.0%	0.0%
WH Maternity Labour and Folkestone+ MCA	101.86	#N/A	97.79	47.56	22.5%	21.5%	6.4%	2.5%	4.5%	12.3%
MLU WHH	98.83	68.11	93.62	61.29	26.7%	34.1%	3.2%	1.0%	0.0%	0.0%
QE Maternity Wards + MCA	88.32	#N/A	56.30	77.51	23.7%	26.8%	5.2%	8.8%	6.4%	5.1%
QE MLU	89.79	62.72	187.10	67.74	19.6%	26.9%	5.9%	11.4%	0.0%	0.0%
QE SCBU	83.48	91.50	101.50	N/A	15.6%	16.9%	3.7%	5.6%	0.0%	0.0%