

The Publication of Nurse staffing Data – March 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 101.0% compared to 101.9% in Feb-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 higher than last month and outside the control limit. The change is due to a 5.5% reduction in cumulative total of patients on wards at 23.59. The range is 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 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 (ten wards at QEQM, six wards at K&C and 1 ward at WHH), 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 March does not show any clear correlation between staffing levels and harm for the wards showing lower fill rates (all show NHS Safety Thermometer 100% harm free care prevalence) with the exception of the following 5 wards:
 - Fordwich reported 6 falls incidents;
 - St Augustines reported 3 falls incidents and 7% patients not recommending our services to Friends and Family;
 - Quex reported 3 falls incidents and 1 C.Diff infection;
 - Cheerful Sparrows female reported 3 falls incidents, 1 category 2 pressure ulcer incident and 3% patients not recommending our services to Friends and Family;
 - QEQM AMU reported 6 falls incidents and 5 category 2 pressure ulcer incidents.
- All three wards with the lowest RN day shift fill rates (Treble 56%, Quex 56% and St Lawrence 56%) showed 5.8 or more CHPPD.
- The low RN day shift fill rate seen on St Lawrence is planned due to the ward not currently running at full capacity.
- The key risk areas are:
 - **At WHH** three wards (Cambridge J & M1 and Kings C2) are re-established or reconfigured medical wards. This led to the creation of around 40 band 5 vacancies. Most funded posts have been recruited to, some long lines of agency staff are being utilised and some over recruitment to band 2s has been used to ensure patient safety. Substantive ward managers are in place and Matrons ensure staff swaps, with other wards, to ensure that permanent staff are on each shift. An additional Matron has been recruited to support the additional wards and is prioritising recruitment. Specific support to Cambridge J is being provided by Cambridge M2.
 - **At K&C** there are high vacancies across most wards and Matrons are focused on improving succession planning and flexing of ward staffing profiles according to patient need with over-recruitment to support worker posts undertaken to ensure patient safety.

- **At QEQM** Quex, Sandwich Bay, St Margarets and Fordwich have the highest vacancies. These are being managed with some over-recruitment of support workers due to reduced availability of registered nurses.

Actions in place include:

- The use of Safecare, which allows the live capture of patient acuity and dependency and improved matching of staffing to demand with staff moves to areas of highest need, although embedded, has further potential to be better utilised to optimise safe staffing. Improvement is being steered through a task and finish group;
- 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';
- Work continues to address current band 5 vacancy levels particularly in Surgery and Anaesthetics (40wte of which 20 ITU, 9 of which are at QEQM) and General and Specialist Medicine (32wte). The vacancy level is particularly high in medicine due to recruitment to approved business cases to support wards currently staffed with a managed service;
- The Trust has a proactive nursing workforce recruitment programme. Two dedicated Matrons are currently focusing solely on recruitment and retention and an overseas campaign is in place. The plan to recruit 90 overseas nurses and a further 60-70 are joining us via Maidstone & Tunbridge Wells Trust from March 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 41 overseas nurses who have had their OSCE examination postponed have taken up temporary registration with the NMC and will be working as registered nurses from 27th April;
- 52 3rd year nursing students (46 adult, 6 child) will be joining the Trust from end April working in an extended placement and paid at band 4, 13 3rd year midwifery students will be joining the Trust in early May and 13 3rd year AHP students are expected to join the HCPC temporary register in May;
- Pharmacy Assistants have been recruited to support some medical wards with medicines management, releasing nursing time to lead care interventions and to mitigate against high vacancy levels;
- There is a daily focus via safety huddles of the paediatric staffing in the wards and ED. Staffing during the COVID-19 pandemic is monitored through twice daily operational meetings and reported to the Chief Nurse, Medical Director and Chief Operating Officer;
- 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 March-20

	DAY		NIGHT		Care Hours Per Patient Day (CHPPD)			Unavailability %					
	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Registered midwives/ nurses	Care Staff	Overall	A/L	Sickness		Parenting		
								Registered	Unregistered	Registered	Unregistered	Registered	Unregistered
Cancer													
KC Brabourne Haematology Ward	90%	67%	100%	N/A	9.38	1.46	10.85	17.30%	22.60%	8.40%	7.50%	0.00%	0.00%
GSM													
WH Cambridge J2 Ward	93%	122%	115%	123%	3.85	4.33	8.19	11.20%	17.80%	5.70%	9.60%	5.60%	1.40%
WH Cambridge K Ward	107%	103%	124%	107%	4.61	3.32	7.93	17.40%	16.20%	4.70%	7.60%	0.00%	4.80%
Cambridge M1	97%	108%	102%	111%	3.92	2.79	6.71	14.60%	8.10%	3.90%	2.00%	0.04%	0.80%
WH Cambridge M2 Ward	97%	108%	102%	111%	3.76	2.67	6.43	14.60%	8.10%	3.90%	2.00%	0.04%	0.80%
QE Coronary Care Unit	87%	94%	100%	97%	5.80	2.80	8.60	13.50%	22.60%	4.00%	4.90%	0.00%	0.00%
WH Oxford Ward	93%	121%	108%	176%	5.13	4.05	9.18	11.50%	12.90%	22.40%	3.60%	8.60%	0.00%
QE Sandwich Bay Ward	102%	160%	110%	250%	3.84	4.41	8.25	16.40%	10.40%	1.60%	2.50%	4.90%	7.90%
QE St Margarets Ward	94%	108%	97%	183%	2.55	3.62	6.18	12.90%	13.90%	0.00%	14.10%	0.00%	0.00%
QE Deal Ward	87%	134%	105%	183%	2.69	3.68	6.37	14.50%	13.40%	1.20%	2.80%	0.00%	11.20%
KC Harvey Neurorehab	86%	95%	97%	287%	3.02	4.34	7.36	10.30%	21.50%	16.80%	17.70%	0.00%	0.00%
KC Invicta Ward	N/A	N/A	N/A	N/A	N/A	N/A	N/A	14.80%	14.00%	21.40%	14.50%	0.70%	0.30%
WH Cambridge L Rehab Ward	91%	96%	116%	98%	3.01	3.22	6.24	18.60%	16.50%	6.60%	6.50%	0.50%	0.90%
KC Treble Ward	56%	189%	88%	230%	3.49	9.09	12.58	14.00%	11.30%	18.60%	1.80%	0.00%	0.00%
KC Mount McMaster	66%	207%	100%	121%	2.60	4.00	6.60	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
QE Fordwich	65%	127%	87%	145%	2.79	4.10	6.88	17.00%	9.60%	8.40%	9.80%	4.60%	1.90%
KC Kingston	88%	128%	96%	152%	3.74	4.89	8.63	17.50%	13.80%	12.20%	13.50%	0.00%	4.60%
WH Richard Stevens Stroke Unit	89%	117%	122%	190%	4.56	4.82	9.39	17.90%	12.00%	7.20%	4.50%	0.00%	0.00%
KC Harbledown Ward	63%	141%	98%	166%	2.95	4.66	7.61	16.70%	12.50%	11.50%	4.50%	7.70%	13.20%
QE St Augustine Ward	59%	97%	92%	143%	1.89	3.70	5.59	16.30%	13.70%	6.20%	3.90%	0.00%	0.00%
WH Bartholomew	81%	132%	99%	116%	3.48	2.87	6.35	16.40%	14.40%	1.20%	3.60%	12.20%	14.00%
QE Quex Ward	56%	124%	100%	173%	2.14	3.69	5.83	16.80%	14.80%	2.00%	2.00%	0.00%	5.10%
WH Kings C2	89%	134%	100%	118%	3.63	3.23	6.86	20.60%	13.90%	13.60%	5.40%	0.00%	0.00%
KC Marlowe Ward	96%	115%	87%	102%	4.64	3.03	7.66	21.10%	13.90%	6.20%	19.40%	4.00%	0.00%
S&A													
QE Cheerful Sparrow Female	72%	101%	99%	84%	3.14	4.37	7.51	18.80%	8.00%	1.00%	10.00%	0.00%	8.00%
KC Clarke Ward	86%	110%	137%	84%	4.55	3.13	7.68	14.30%	11.90%	2.40%	8.20%	0.00%	11.60%
QE Cheerful Sparrow Male	78%	88%	74%	92%	2.68	3.48	6.16	13.40%	10.20%	4.40%	13.70%	0.00%	0.80%
KC Kent Ward	76%	145%	102%	151%	4.07	4.19	8.26	16.90%	18.10%	7.30%	8.40%	11.80%	0.00%
WH Kings B	105%	106%	115%	93%	3.37	2.81	6.17	16.50%	11.00%	7.80%	9.10%	0.00%	11.30%
WH Kings A2	94%	96%	97%	146%	3.25	2.76	6.01	17.70%	18.80%	6.10%	10.60%	3.80%	0.00%
WH Kings C	94%	132%	100%	124%	2.86	3.54	6.40	15.50%	10.10%	0.00%	3.10%	0.00%	10.00%
WH Kings D	99%	113%	92%	113%	3.53	3.05	6.58	22.30%	10.10%	4.90%	1.80%	0.00%	4.00%
QE Bishopstone - split	76%	87%	95%	110%	4.06	4.34	8.40	15.70%	18.00%	6.20%	15.40%	0.00%	0.00%
KC St Lawrence Ward	56%	71%	82%	54%	6.41	5.09	11.49	16.00%	11.30%	0.50%	3.40%	0.00%	0.00%
QE Seabathing	72%	147%	113%	131%	2.28	4.03	6.31	21.40%	18.40%	8.10%	8.90%	1.30%	3.90%
WH Critical Care	91%	108%	91%	N/A	24.58	1.83	26.41	17.60%	20.40%	4.10%	6.20%	2.30%	0.00%
KC Critical Care	76%	N/A	81%	N/A	28.04	4.61	32.65	16.50%	7.50%	8.00%	0.00%	8.20%	0.00%
QE Critical Care	78%	213%	72%	70%	19.31	0.59	19.91	18.60%	24.20%	2.80%	6.80%	5.00%	6.20%
SHN													
WH Rotary Suite	85%	85%	97%	103%	4.54	3.19	7.73	21.30%	11.40%	10.90%	12.30%	0.00%	7.80%
UEC													
KC MIU	91%	102%	87%	N/A				19.00%	13.50%	10.50%	0.00%	0.00%	0.00%
WH CDU/Bethersden	96%	85%	93%	123%	8.11	4.76	12.87	19.80%	22.50%	6.80%	11.00%	2.40%	4.90%
QE Minster	98%	106%	138%	155%	3.59	5.14	8.73	20.20%	13.90%	0.30%	11.20%	0.00%	5.20%
QE CDU	69%	90%	75%	95%				12.10%	13.10%	2.60%	9.60%	9.60%	0.00%
QE Minster+QE CDU	78%	99%	91%	115%	9.17	9.79	18.97	32.30%	27.00%	2.90%	20.80%	9.60%	5.20%
W&C													
WH NICU	77%	75%	84%	45%	16.32	2.04	18.35	14.40%	16.50%	2.50%	9.60%	7.80%	0.00%
WH Padua Ward	105%	N/A	128%	N/A	9.28	0.70	9.98	16.10%	16.10%	2.70%	4.90%	2.20%	0.00%
QE Rainbow Ward	94%	N/A	97%	N/A	10.05	0.16	10.21	19.00%	15.50%	2.40%	3.10%	7.10%	0.00%
QE Birchington Ward	96%	174%	88%	214%	3.77	4.11	7.88	26.40%	17.60%	0.90%	13.20%	0.00%	4.70%
WH Kennington Ward	97%	141%	94%	N/A	4.56	4.28	8.85	20.10%	10.20%	4.00%	1.70%	0.00%	0.00%
WH Maternity Labour and Folkestone	100%	80%	96%	91%	27.15	6.11	33.26	16.90%	22.00%	4.80%	11.30%	1.80%	6.80%
MLU WHH	97%	94%	103%	88%	35.70	15.74	51.44	22.50%	24.50%	0.80%	10.90%	0.00%	0.00%
QE Maternity Wards	109%	75%	95%	54%	14.56	3.53	18.09	19.30%	21.20%	1.90%	3.40%	4.00%	0.00%
QE MLU	93%	72%	91%	81%	169.51	71.06	240.57	8.60%	20.40%	9.30%	15.80%	20.40%	0.00%
QE SCBU	108%	97%	94%	97%	9.31	2.90	12.22	14.60%	9.30%	5.10%	0.00%	7.10%	0.00%