

Meeting: Trust Board

Agenda Item: TB/17-18/124

Date: 23 November 2017

Boardpad ref:24

Agenda item Safer Staffing exception report
Item from Mary Mumvuri
Attachments None

To provide a monthly exception report to the Board on ward establishments. This is in keeping with NQB expectations of Boards to receive exception reports on inpatient establishments, triangulated against quality, safety and workforce measures.

Executive Summary

This is the third in the series of Safer Staffing exception reports, providing the Board with information and assurance on staffing levels on KMPT in-patient wards. This report relates to October 2017 data. In keeping with similar Trusts, exceptions are reported on average fill rates below 80% and above 130%. Each ward's average Registered Nurse (RN) and Health Care Assistants (HCA) average fill rates for day and night shifts are uploaded externally on Unify on a monthly basis and the data is accessible to members of the public through NHS Choices. The exceptions in this report are then analyzed against the impact of safety and patient experience.

- Across the organisation's inpatient wards in their totality in October 2017, the total combined fill rate saw 6 wards over 130% and 0 wards under 80%.
- The organisation has worked with the STP to begin an international recruitment campaign, working with an Irish nursing recruitment agency.
- The organisation has joined the NHSI retention support programme
- The organisation will launch its nursing strategy on 27th November, where recruitment and retention is a key programme of work.

Relevant Strategic Priority	
Links to BAF/Trust Risk Register	Y
Additional Risks (CQC, NHS Constitution)	Y
Financial implications/impact	Y
Legal implications/impact	Y
Partnership implications/impact	N
QIA completion required?	N
Prior Consideration by sub committees	N

Recommendation: The Board is asked to receive this report for information.

Safer Staffing exceptions

Across the organisation's inpatient wards in their totality in October 2017, the total combined fill rate saw 6 wards over 130% and 0 wards under 80%. This is an improved position since April 2017, when 20 wards were staffed over 130% and 14 under 80%. The wards reporting over 130% combined include all 4 Acute Care Group wards at the Littlebrook Hospital in Dartford, and 2 of the Older Adult wards Jasmine and The Orchards. In relation to the Acute Care Group wards, there is currently a Therapeutic Staffing review, whereby establishments across disciplines are being reviewed. It is anticipated that this will see an improved position.

There was 1 reported Datix incident of inadequate staffing on wards in October 2017. This was on Jasmine Ward, part of the Older Adult Care Group and related to vacant shifts not having been picked up by NHSp. There was no adverse incident recorded as a result of this shortage.

In relation to the use of temporary staff and nursing escalation of staffing levels, we have this month embarked on a cross care group review of the Nursing Staff Escalation Policy, overseen by the Deputy Director of Nursing & Practice. This will be completed and submitted to sub-board Committee for ratification in January 2018.

Vacancy rates

The overall position for the organisation's vacancy rate for Band 5 and band 6 RNs is 19% in October 2017. This is an increase on the April 2017 rate of 15.86%. Through a range of work streams through the Nursing Strategy, we have set an internal target to reduce this to less than 15% by the end of financial year 2018/19. This includes the outputs from the 12 month NHSI retention support programme (see below).

Cross Care Group rotational posts

When we last reported to board, we shared the success of the Acute Care Group rotational post recruitment. We have since extended this idea to recruit to cross care group rotational posts. We have an initial planning meeting to arrange this on 20th November 2017.

Safe Care Pilot

The organisation has embarked on a pilot of the SafeCare function on Health Roster. SafeCare gives leaders visibility of staffing levels across wards, allowing them to maintain safe and compliant patient care based on patient numbers and acuity and dependency. SafeCare allows more efficient use of temporary personnel by ensuring the optimum use of substantive staff.

Four wards (Upnor, Boughton, Walmer and The Orchards) have been identified as pilot sites, which launched on 9th November for a six month pilot.

International Recruitment Campaign

The organisation has worked with the STP to begin an international recruitment campaign, working with an Irish nursing recruitment agency. We are working towards the recruitment of 15 RMNs, with a priority on filling vacancies in the Acute Care Group. The first of these interviews is scheduled on 15th November 2017.

NHI mental health retention support programme

The organisation has joined the NHI retention support programme, which aims to improve the retention of clinical staff within the NHS and to reduce turnover between providers. The programme is aimed at a range of outliers, including trusts that have above average leaver rates. As a mental health trust, we are automatically offered the programme. We have an initial meeting with all care groups to launch this work internally on 29th November 2018.

Nursing Strategy

As is also on the Board agenda this month, the organisation will launch its nursing strategy on 27th November, where recruitment and retention is a key programme of work, as is the development of new career pathways and a dedicated focus on staff wellbeing – all of which will contribute to improved recruitment and retention.