

Trust Board	<b>C2 / Attachment 2</b>
Executive Committee:	<b>B2 / Attachment 2</b>

Report provided (check necessary boxes):			
To Note:	<input checked="" type="checkbox"/>	For Assurance:	<input checked="" type="checkbox"/>
For Decision:	<input type="checkbox"/>	For Consent:	<input type="checkbox"/>

Paper No:	<b>B2/C2 Attachment 2</b>
Report to:	<b>Care at a Glance Supporting Paper</b>
Meeting Date:	<b>22<sup>nd</sup> September 2016</b>

## Safer Staffing Report

Accountable Director(s):	Ray Walker, Executive Director of Nursing
Report Author(s):	Helena McCourt, Deputy Director of Nursing/Director of Infection Prevention Control

Alignment to the Trust's Strategic Objectives: (listed by the 4 Strategic Aims)	<b>Our Services</b>	<input checked="" type="checkbox"/> Safe care	<input checked="" type="checkbox"/> Timely care	<input checked="" type="checkbox"/> Effective care
		<input checked="" type="checkbox"/> Equitable care	<input checked="" type="checkbox"/> Person-centred care	
	<b>Our People</b>	<input type="checkbox"/> Supportive and effective teams	<input type="checkbox"/> A productive workforce with the right skills	<input type="checkbox"/> Working side by side with service users and users
	<b>Our Resources</b>	<input checked="" type="checkbox"/> Save time and money	<input type="checkbox"/> Buildings that work for us	<input type="checkbox"/> Technology that helps us provide better care
	<b>Our Future</b>	<input type="checkbox"/> Work effectively with primary care and other organisations	<input type="checkbox"/> Deliver the benefits of research and innovation in patient care	<input type="checkbox"/> Grow our services

Purpose of Report:	<ul style="list-style-type: none"> <li>The purpose of this report is to provide a briefing to the executive committee on the nursing inpatient staffing levels for the month of August 2016.</li> </ul>
Summary of Key Issues:	<ul style="list-style-type: none"> <li>This paper provides details of inpatient staffing level fill rates during August 2016.</li> <li>The 3 divisions report an overall balanced position in relation to fill rate for budgeted planned staff, table 1 refers.</li> <li>The local and secure divisions continue to report on clinically required. Table 3 presents the percentage of occasions when there were less staff than clinically required.</li> <li>The paper highlights the main reasons for any variance and the impact on safety and experience.</li> <li>Divisional action plans are in place and are subject to scrutiny at quality surveillance groups and stand up Thursday forums.</li> </ul>
Recommendations:	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> <li>Discuss the Trust's approach to safe staffing</li> <li>Note that staffing levels reports will be discussed in the divisions at team level and at governance board level on a monthly basis.</li> </ol>
Next Steps: (Subject to recommendation being accepted)	<ol style="list-style-type: none"> <li>Future reports will reflect the position for the Specialist Learning Disability Division supported by the Quality Dashboard.</li> </ol>

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Previously Presented to:			
Committee Name	Date (Ref)	Title of Report	Outcome / Action

Do the action(s) outlined in this paper impact on any of the following issues?			
Area	Yes	None	If 'Yes', outline the consequence(s) (providing further detail in the report)
Patient Safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Clinical Effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is a risk that there may be a delay to inpatients achieving their goals/having needs met in a timely manner
Patient Experience	<input checked="" type="checkbox"/>	<input type="checkbox"/>	There is a risk that patient experience will be adversely affected
Operational Performance	<input type="checkbox"/>	<input type="checkbox"/>	
CQC Compliance	<input type="checkbox"/>	<input type="checkbox"/>	
NHS TDA Ratings	<input type="checkbox"/>	<input type="checkbox"/>	
Legal / Requirements	<input type="checkbox"/>	<input type="checkbox"/>	
Resource Implications (financial or staffing)	<input type="checkbox"/>	<input type="checkbox"/>	

Equality and Human Rights Analysis			Yes	No	N/A
Do the issue(s) identified in this document affect one of the protected group(s) less or more favourably than any other?			<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there any valid legal / regulatory reason(s) for discriminatory practice?			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b><i>If answered 'YES' to either question, please include a section in the report explaining why</i></b>					
<b>Does this paper provide assurance in respect of delivery of our Equality Delivery System goals and objectives (if it does please click the appropriate ones below)</b>					
EDS 1.2 - Individual people's health needs are assessed and met in appropriate ways		<input type="checkbox"/>	EDS 1.4 – When people use NHS services their safety is prioritised and they are free from mistakes, mistreatment and abuse		<input type="checkbox"/>
EDS 2.2 – People are informed and supported to be as involved as they wish to be in decisions about their care		<input type="checkbox"/>	EDS 2.3 – People report positive experiences of the NHS		<input type="checkbox"/>

Does this paper provide assurance in respect of a new / existing risk (if appropriate)									
Area	New	Existing	N/A	If new or existing, please indicate where the risk is described					
Type of Risk	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Board Assurance & Escalation Framework	<input type="checkbox"/>	Organisational Risk Register	<input type="checkbox"/>	Divisional Risk Register	<input checked="" type="checkbox"/>
Risk Reference / Description: (only include reference to the highest level framework / register)				<p>There is a risk that when staffing is below that expected, not all aspects of care will be met. This may result in a suboptimal experience and delays in achieving identified goals.</p> <p>There is a risk to staff development/supervision with potential impact on staff performance and wellbeing.</p>					

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## MERSEY CARE NHS TRUST

### Safer Staffing Report

#### PURPOSE

1. The purpose of this report is to provide a briefing to the committee on the nursing inpatient staffing levels for the month of August 2016.
2. This paper provides assurance that we are regularly reviewing and monitoring our inpatient staffing levels.

#### WARD REPORTING

3. Each of the wards across the Trust has a planned number of registered and unregistered nurses. The budgeted planned number of staff is reviewed every six months with agreement from clinical managers on the required numbers.
4. From April 2015 we have been mapping our actual levels against budgeted planned levels as requested by the Trust Development Authority and NHS England. This is to support appropriate national benchmarking. Table 1 refers. Where there is a shortage of registered nurses there is a corresponding increase in unregistered nurses to support clinical need.

**Table 1: Summary of BUDGETED PLANNED VERSUS ACTUAL**

Month	DAY		NIGHT		Trust Total
	Average fill rate percentage REGISTERED	Average fill rate percentage UNREGISTERED	Average fill rate percentage REGISTERED	Average fill rate percentage UNREGISTERED	
<b>Jun</b>	95%	106%	96%	117%	104%
<b>*Jul</b>	96%	113%	97%	117%	108%
<b>*Aug</b>	<b>92%</b>	<b>113%</b>	<b>95%</b>	<b>119%</b>	<b>108%</b>

\*Percentages include the SLDD staffing figures.

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5. The secure and local division continue to report on actual staffing levels against clinically required staffing levels as this highlights the requirement to support unplanned care. Table 2 overleaf refers.

**Table 2: Summary of CLINICALLY REQUIRED VERSUS ACTUAL**

Month	DAY		NIGHT		Trust Total
	Average fill rate percentage REGISTERED	Average fill rate percentage UNREGISTERED	Average fill rate percentage REGISTERED	Average fill rate percentage UNREGISTERED	
Jun	95%	106%	96%	117%	104%
*Jul	93%	97%	93%	102%	97%
*Aug	93%	97%	91%	103%	97%

\*Not including Specialist LD Division

6. As requested by divisions the percentage of occasions when less staff than clinically required is presented in table 3. The local division report a deteriorating position for the month of August and the secure division report no change from the previous month.

**Table 3 - Percentage of occasions**

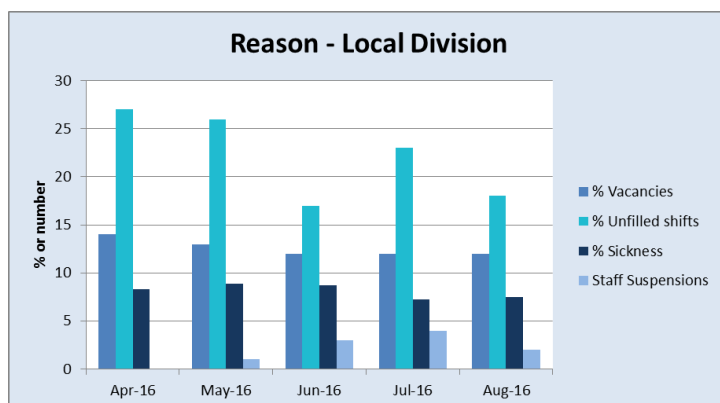
	Less staff than clinically required %	Trend
<b>LOCAL</b>		
June	16%	↑
July	16%	↔
August	20%	↓
<b>SECURE</b>		
June	30%	↓
July	32%	↓
August	32%	↔

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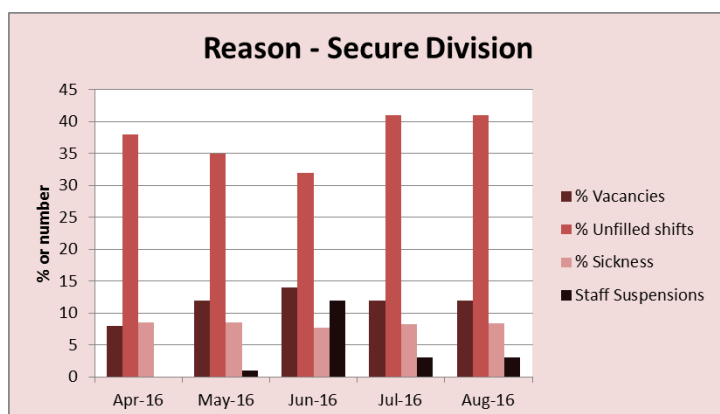
- The following graphs highlight the main reasons for shortfall and the impact on service user and staff experience.

### REASONS FOR SHORTFALL

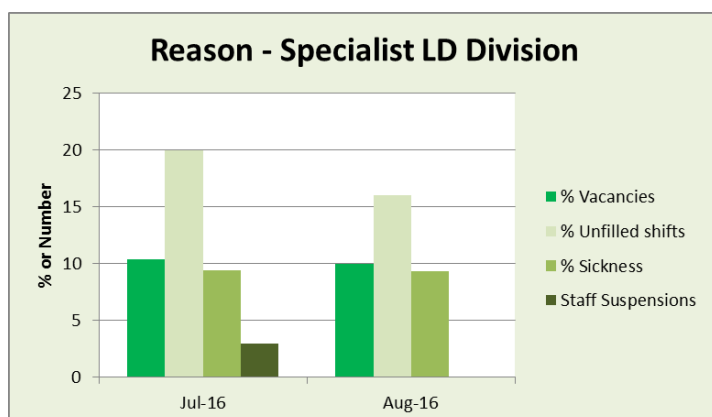
- The divisions continue to report an improvement in the bank filling shift requests.
- Sickness data continues to be at a consistent level for all divisions.
- The divisions report continue to recruit to vacancies.



\*Staff suspensions is the number of staff.



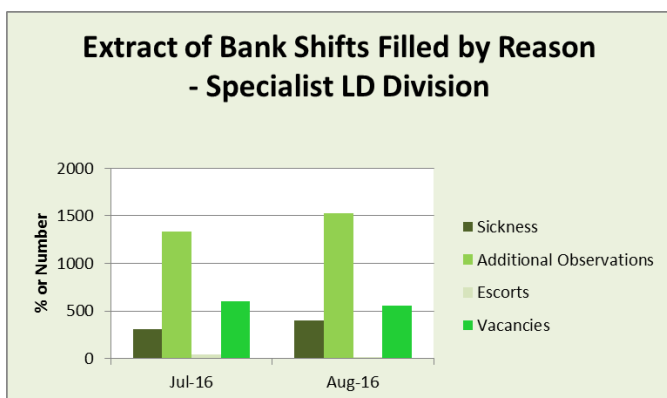
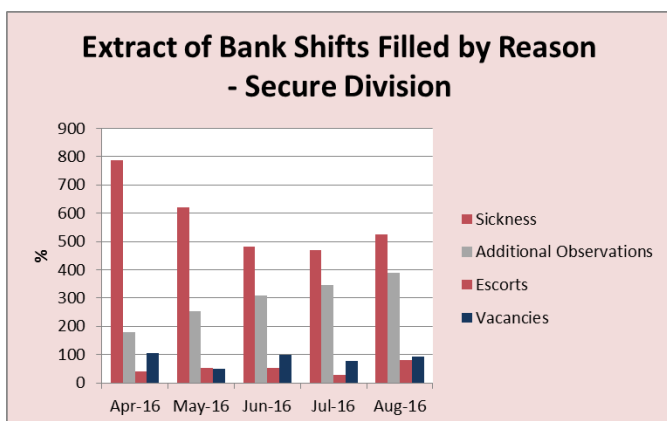
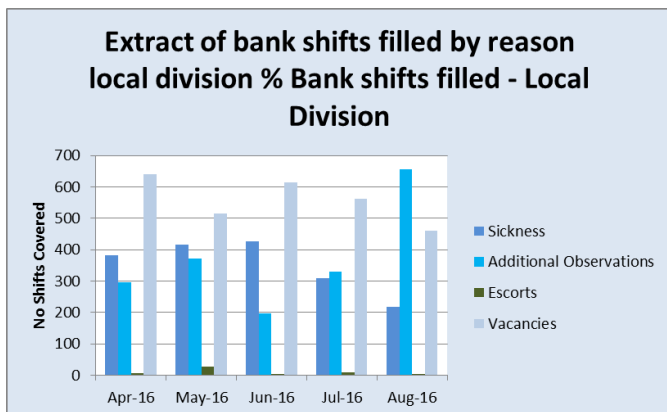
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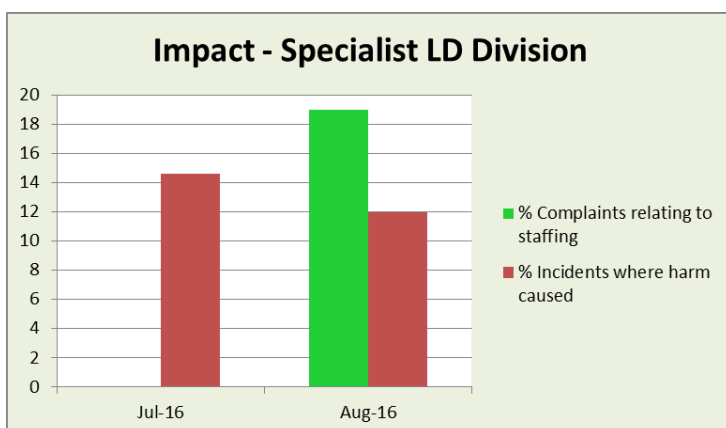
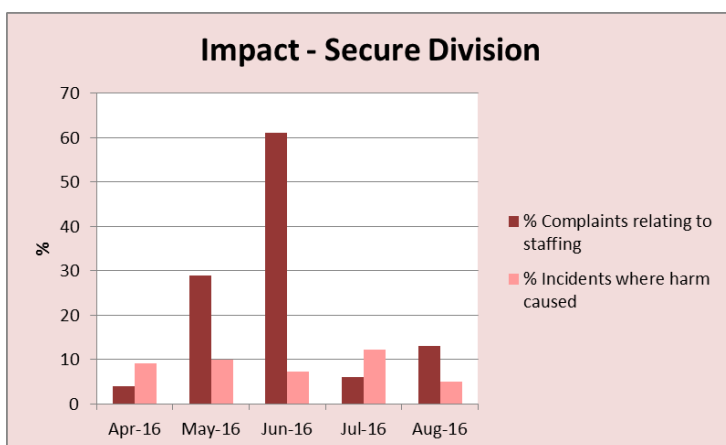
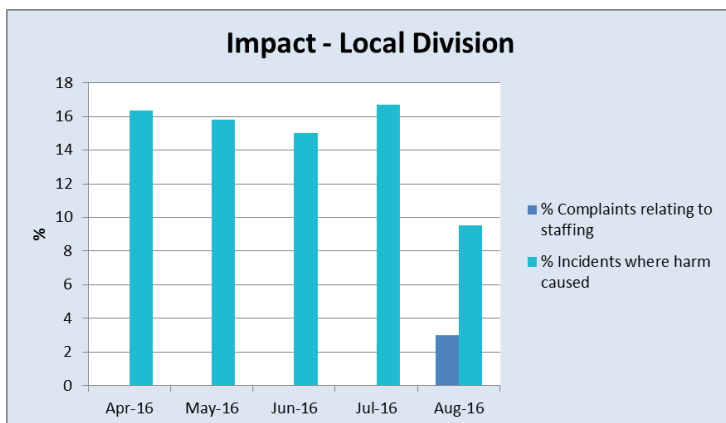
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11. The graph below highlights the reasons for requesting additional staff from the bank. All divisions report an increase in requests to support additional observations.



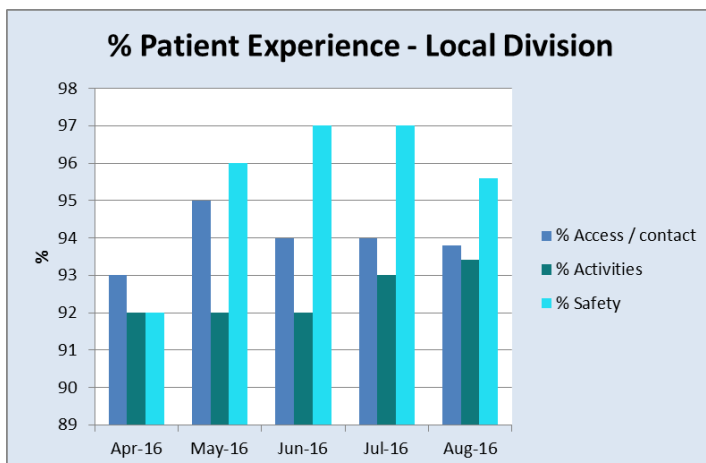
12. The following graphs highlight the percentage of complaints relating to staffing and the percentage of incidents which resulted in harm. All divisions report an increase in relation to complaints about staffing levels, and a decrease in incidents where harm was caused.

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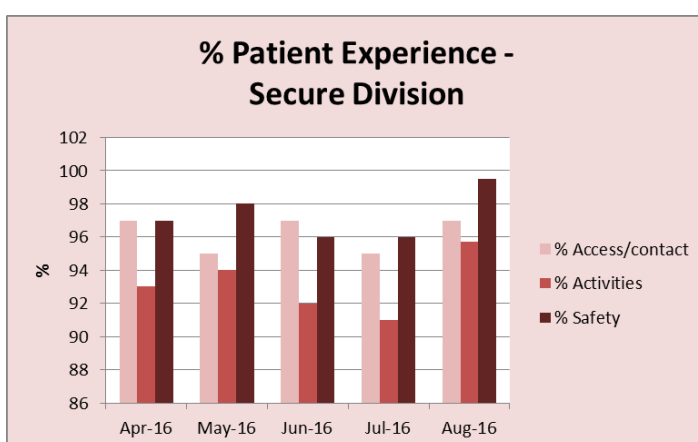


13. The Patient tracker system captures the experience of service users in secure and local division on a monthly basis. Future reports will incorporate data from the Specialist Learning Disability Division.
14. The following graphs highlights access to staff, access to users' activities and overall perception of safety. The local division reports a deterioration in relation to patient experience of safety and a consistent increase in patient experience of access to activities. The secure division reports an overall improvement in patient satisfaction.

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Assumption made that all of the data has been produced consistently and for ward nurse staffing only.



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### STAFF EXPERIENCE

- The SharePoint system for the capture of fill rates has also allowed for the recording of data specific to staff experience. The nurse in charge records the total number of occasions when staff shortage impacted on staff experience. This is the professional judgment of the nurse in charge of each shift and is confirmed by the ward manager.
- A general improvement is noted in the local division.
- The secure division report an improvement in PACE completion, however they report a deterioration in other areas of staff experience.

**Table 4 - Reported impact on staff experience**

	Breaks Cancelled	Trend	PACE Reviews Deferred	Trend	Student mentorship affected	Trend	Supervision Deferred	Trend
<b>LOCAL</b>								
June	75	↓	52	↓	13	↓	66	↓
July	80	↓	29	↑	10	↑	33	↑
August	66	↑	27	↑	10	↔	28	↑



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SECURE								
June	63	↓	101	↓	24	↓	53	↑
July	71	↓	108	↓	41	↓	87	↓
August	80	↓	89	↑	52	↓	86	↓

The Specialist Learning Disability Division currently do not report on staff experience via the SharePoint system.

## MONITORING

18. Staff shortages are actively discussed at many levels of the organisation, in addition to the Executive, Performance and Investment and Quality Assurance Committees, safe staffing is regularly reviewed at the divisions operational forums; in particular:
- Staffing issues have been presented at the Stand up Thursday executive meeting which further scrutinises staffing concerns.
  - Each division holds a weekly quality surveillance group and report on all staffing levels issues.
  - The quality review visits continue to monitor staffing levels and requirements on clinical areas at each review.

## ACTIONS IN TRAIN

19. Each division has a detailed action plan and are addressing impact and reasons for shortfall.
20. The establishment of the Safer Staffing Programme Board was agreed at the August Executive Committee. This forum will outline future work in relation to approaches to mapping and reporting on staffing levels and the systems in place to support safe wards. The future version of this monthly report will be refined and supported by the Quality Dashboard.

## RECOMMENDATIONS

21. The Committee is asked to:
- Discuss the Trust's approach to safe staffing
  - Note that staffing level reports will be discussed in the divisions at team level and at governance board level on a monthly basis.

**RAY WALKER**  
**EXECUTIVE DIRECTOR OF NURSING**  
**September 2016**

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## Appendix A

### Clinically required against actual August 2016

Rag Rating	
>=100%	Green
>=90%	Amber
<90%	Red

	Ward name	DAY		Night	
		Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)
<b>SECURE</b>	Arnold	70.91%	109.64%	88.18%	116.82%
	Allerton	89.52%	133.87%	155.04%	80.64%
	Childwall	85.48%	115.87%	80.65%	127.35%
	Blake	70.83%	106.58%	63.24%	140.98%
	Carlyle	107.20%	82.63%	100.00%	103.01%
	Dickens	109.11%	93.84%	73.77%	115.96%
	Forster	111.85%	75.38%	90.44%	164.46%
	Gibbon	104.80%	82.18%	70.88%	193.67%
	Johnson	76.61%	101.92%	80.41%	117.77%
	Keats	78.56%	104.49%	89.01%	136.54%
	Lawrence	75.81%	102.88%	73.25%	132.23%
	Owen	86.02%	99.57%	100.00%	94.87%
	Ruskin	106.45%	80.84%	103.01%	96.69%
	Shelley	107.20%	85.85%	72.13%	132.23%
	Tennyson	91.51%	89.33%	100.00%	106.33%
	Hawthorn	100.81%	97.94%	100.00%	97.85%
	Ivy	103.33%	93.33%	72.86%	122.22%
	Myrtle	86.67%	109.57%	100.00%	107.75%
	Olive	97.50%	96.67%	103.20%	98.27%
	Poplar	103.23%	107.54%	94.93%	116.02%
Reed Lodge	117.63%	100.75%	100.00%	100.00%	
<b>Total Secure</b>		90.15%	98.36%	88.29%	113.65%

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	Ward name	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)
<b>Local</b>	Boothroyd	87.44%	92.20%	100.00%	93.59%
	Albert	91.60%	95.76%	100.00%	98.32%
	Brunswick	100.00%	97.81%	100.00%	100.00%
	Harrington	100.00%	92.00%	100.00%	99.30%
	Alt	82.26%	97.74%	100.00%	100.00%
	Dee	101.67%	99.02%	100.00%	98.84%
	Irwell	95.56%	97.54%	100.00%	96.89%
	Morris	98.35%	99.58%	100.00%	100.00%
	Newton	97.50%	90.50%	53.33%	91.46%
	Park/Rowbotham	98.43%	97.28%	109.07%	103.88%
	Heys Court	93.60%	96.28%	100.00%	103.42%
	Acorn Ward	97.06%	84.46%	100.00%	93.42%
	Brain Injury Unit	116.67%	99.48%	100.00%	100.00%
	Oak Ward	100.83%	86.22%	100.00%	96.00%
	STAR Unit	81.40%	104.34%	100.00%	101.67%
	Rehabilitation Centre	94.38%	99.24%	100.00%	99.09%
	Wavertree Bungalow	100.00%	100.00%	100.00%	100.00%
	Windsor Clinic	100.00%	100.00%	100.00%	100.00%
Windsor House	97.06%	89.29%	100.00%	98.41%	
	<b>Local Total</b>	96.01%	94.75%	95.60%	98.14%
	<b>Trust Total</b>	92.56%	96.68%	91.20%	103.24%
	<b>Overall Total</b>	96.49%			