

Northumberland Tyne and Wear NHS Foundation Trust

Trust Board Meeting

Meeting Date: 25 October 2017

Title and Author of Paper: Safer Staffing Quarter 2 Report
Vida Morris Group Nurse Director, South Locality Care Group and Anne Moore, Group Nurse Director, Safer Care Team

Executive Lead: Gary O'Hare – Executive Director of Nursing and Chief Operating Officer

Paper for Debate, Decision or Information: Information

Key Points to Note:
This paper looks at the current position in relation to Safer Staffing Requirements Quarter 2

Risks Highlighted: None

Does this affect any Board Assurance Framework/Corporate Risks?:
Please state Yes or No
If Yes please outline
No

Equal Opportunities, Legal and Other Implications: None

Outcome Required:
To inform and assure the Board of Directors that Care Groups are ensuring robust and effective management of Nursing Workforce Plans, risk, quality and safety to ensure 'Safe Staffing' in Ward Services. This is in line with National Safer Staffing requirements.

Link to Policies and Strategies:
N/A

Background

In line with the National Quality Board Guidance issued in November 2013 and in order to assist provider organisations to fulfil their commitments as outlined in “Hard Truths: The Journey to Putting Patients First (Department of Health 2013)”, the Trust is required to consider staffing capacity and capability. Every six months a report is presented to the Board of Directors accordingly.

- Compliance with safer staffing requirements.
- The ratio of qualified and unqualified nursing staff in substantive, bank and agency and usage within the ward areas.
- An annual overview of skill mix review and analysis of staffing matters.

Nationally, all Trust Boards must be able to demonstrate to their Commissioners that robust systems and processes are in place to assure themselves that the nursing capacity and capability in their organisation is sufficient to provide safe care, and where there are risks to quality of care due to staffing immediate actions are taken to minimise the risk.

Northumberland, Tyne and Wear NHS Foundation Trust Board receive Quarterly Safer Staffing Exception Reports, Six Monthly Skill Mix Review Reports and an Annual Report as part of the cycle of reporting in relation to Safer Staffing.

Safer Staffing Requirements

In Hard Truths (now known as Safer Staffing) the Government made a number of commitments to make this information more publically available. The Trust continues to comply with the requirements of safer staffing.

The commitments were:

- To publish staffing data from April 2014.
- A Board report describing the staffing capacity and capability, following an establishment review, using evidence based tools where possible. To be presented to the Board every 6 months.
- Information about the nurses, midwives and care staff deployed for each shift compared to what has been planned and this is to be displayed at ward level.

- A Board report is made available containing details of planned and actual staffing on a shift by shift basis at ward level for the previous months. To be presented to the Board every 3 months.
- The quarterly report must also be published on the Trust's website, and Trusts will be expected to link or upload the report to the relevant hospital(s) web page on NHS Choices.

NTW has adopted a robust application of the guidance including:

- An agreed methodology is in place incorporating both the electronic and paper rostering systems to gather the staffing information in a systematic manner.
- RAG system is in place to alert Group Nurse Directors of any wards that have deviated from the agreed staffing levels.
- Ward Managers report on a weekly basis highlighting any variance and reasons why on the planned staffing for their ward.
- An escalation process is in place for both in hours and out of hours including on call mechanisms.
- The information is collated to support analysis of ward staffing.
- A Clinical Nurse Manager who oversees the process and escalates as required to Service and Director Leads.
- Safer staffing is discussed and monitored at ward/service group and key Trustwide meetings.

The Care Quality Commission will seek compliance with all the actions as part of their inspection regime and NHS Improvement will act where the Care Quality Commission identifies any deficiencies in staffing levels in Foundation Trusts.

Current position in quarter 2

The Trust continues to comply with the requirements of safer staffing.

We are currently reporting on 52 wards which is consistent with quarter 1.

As agreed at the June 2014 Board of Directors, monthly exception reports would be received by Business Delivery Group (BDG) explaining the reasons for staffing being 10% under planned staffing levels and 20% over planned staffing levels.

The establishments have been adjusted in some areas to reflect an increase in qualified staff and as a result unregistered planned staffing levels have been reduced. BDG has

considered and gained assurance reports from those wards that are under on the planned registered nurse level that they will have deployment of staff above the planned unregistered nursing staff levels. This will ensure that the total number of nursing staff on the ward remains safe during this transitional period.

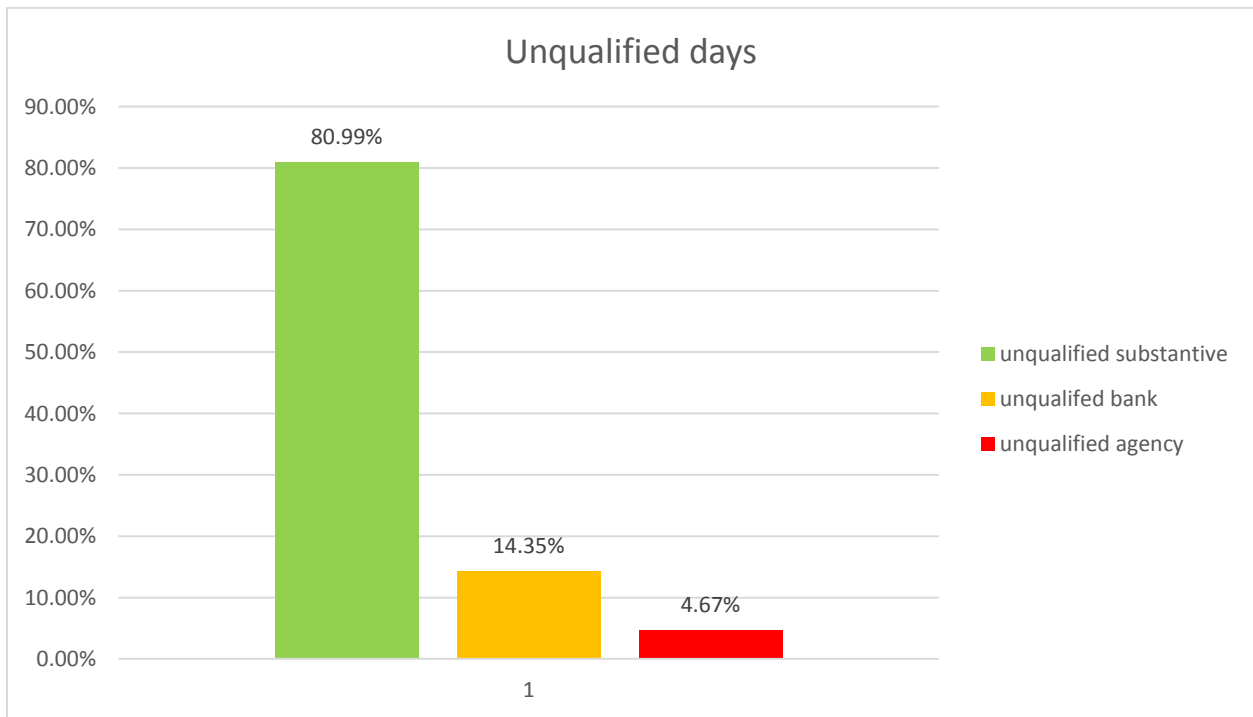
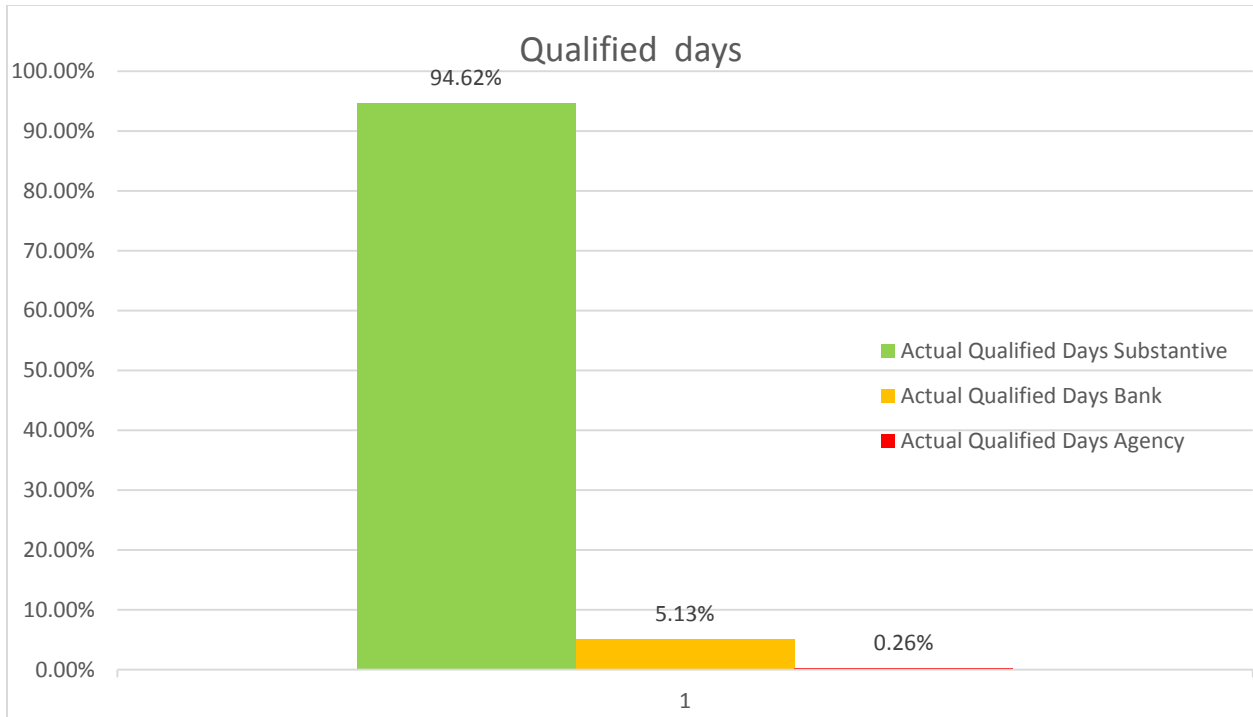
Examples of variance including rationale and actions include:

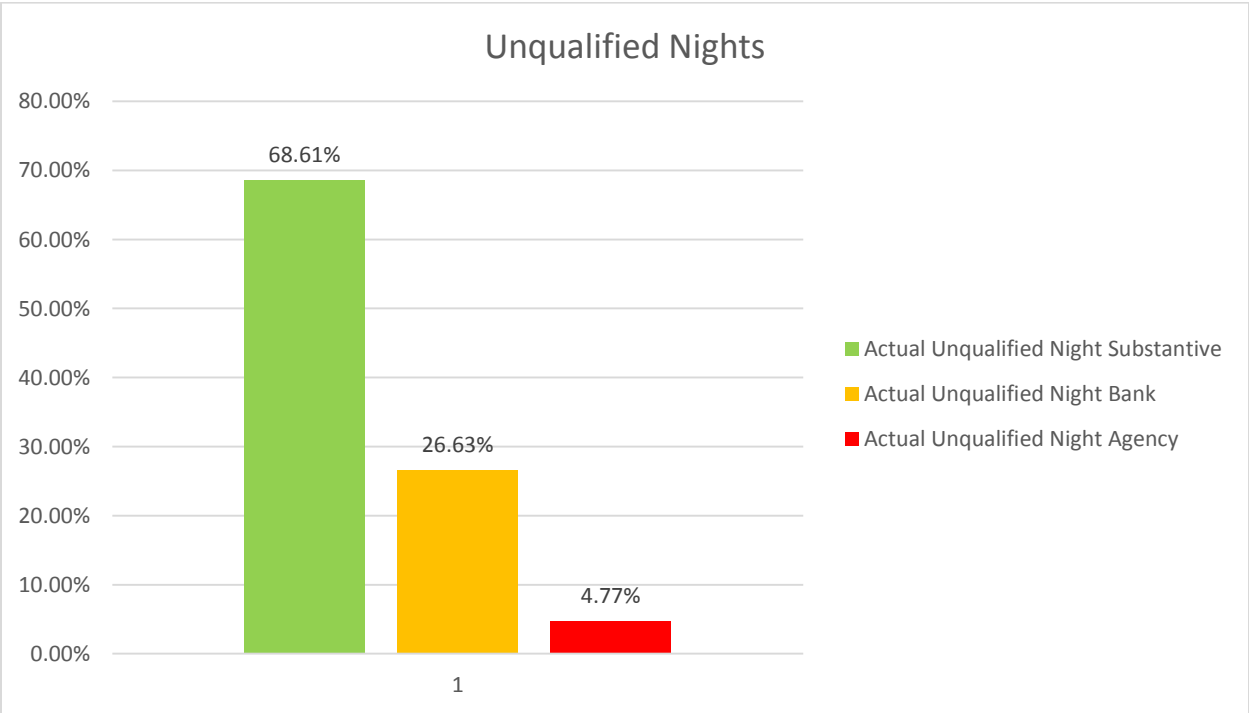
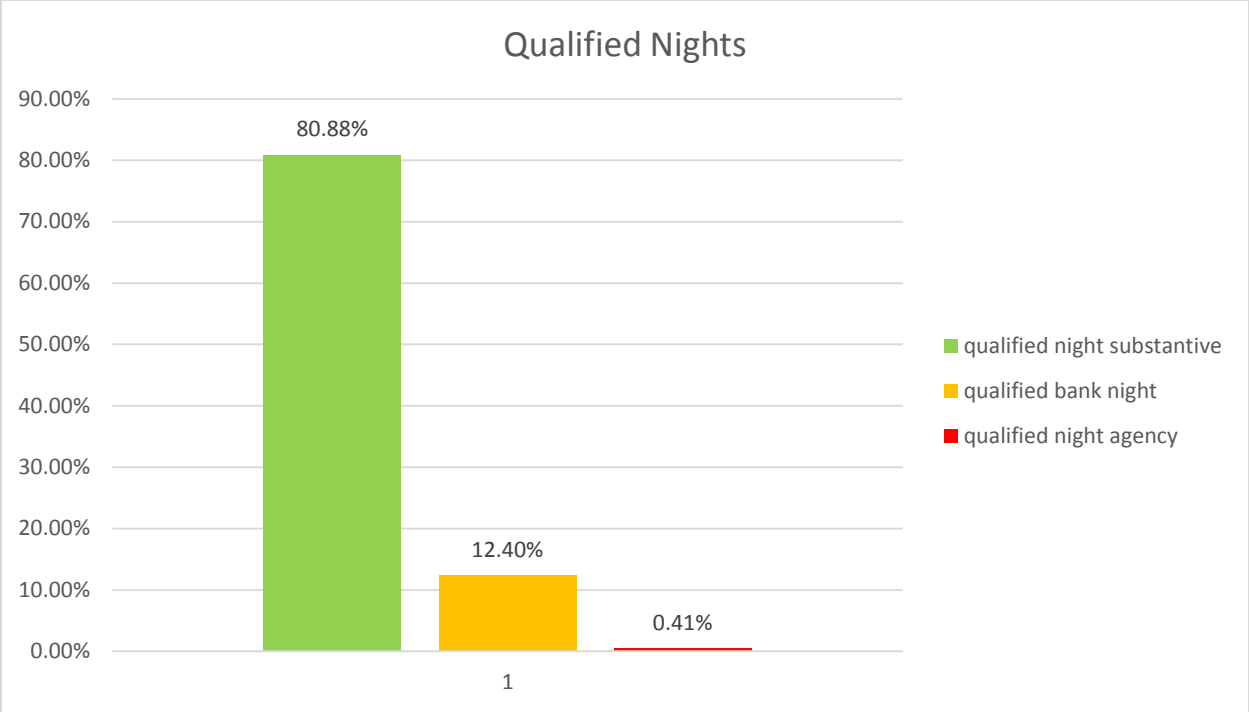
- There has been an increase in the number of wards who are showing qualified staffing below 80%. This is due to significant numbers of newly qualified staff who have been appointed and until their registration is complete they show in the unqualified staffing number.
- Walkergate Park Wards 3 and 4 continue to have difficulty in recruiting into the vacant posts and there is a rolling advert to recruit into these positions.
- Whilst there will always be a degree of variance in staffing required the number of wards with staffing over 200% is falling.

Bank and Agency

Following the guidance issued by NHSI in August 2015, the Trust has reviewed the levels of nursing agency spend and are well within the 3% threshold. As a result of being below the threshold there is no specific action required by NHSI, however we will continue to measure performance against this target via the Trustwide Bank and Agency Review group.

The following graphs and analysis demonstrate wards nursing performance against this guidance.





Skill Mix

- Workforce plans and skill mix continue to be reviewed and scrutinised by service line taking into account demographic profiles, investment, and service developments. These are multi professional and are utilised to inform the Trustwide Workforce Plan.
- Following the annual review of the skill mix on inpatient wards, budgets have been altered to reflect an increase in the registered staff ratio on a number of wards to enhance care provision.
- Every time a vacancy arises there will be consideration of clinical need, organisational risk and any skills or competency gap to ensure the post identified to be recruited to is best fit for service and in line with Safer Staffing Requirements. This is an ongoing daily activity across the Trust.

The Board of Directors are asked to note progress to date and the positive position regarding the Nursing and AHP Workforce. Much cross- Trust collaboration is now being undertaken to use the learning from this work to inform developments and action planning in relation to the challenges associated with current Medical Recruitment.