

Chelsea & Westminster Hospital NHS Foundation Trust.
Staffing June 2015.

Vanessa Sloane, Director of Nursing.

1. Following our CQC inspection in July 2014 and published report in October 2015, which commented on staffing levels below that expected within some areas of the Trust, this has been a particular focus of the Trust. The table at the end of this paper shows our funded establishments in August 2014 and May 2015 to demonstrate the investment made, and the changes achieved within actual establishments.
2. Currently there are approximately 200wte nursing and midwifery vacancies within the Trust.
3. In October 2014 staffing establishments within adult ward areas were reviewed and resources redistributed where required. In April 2015 there was a significant investment made by the Trust to ensure that across adult wards there was funded establishment for 3 registered nurses on night duty on each ward and that the staffing levels in Level 1 (high dependency) on AAU were increased to match the patient acuity. This equated to an extra 2 nurses per shift for the AAU. A similar piece of work has recently been carried out for children's wards.
4. There has also been a new ward added to the Trust's portfolio which is an intermediate care ward; funded initially from winter pressures monies but now with ongoing funding. This is a 25 bedded facility and while the vision is to move this offsite it is anticipated that it will remain under the management of the Trust.
5. The ED expansion is underway with Phase 1 anticipated to open in July/August 2015. The nursing establishment has been increased in line with the anticipated additional activity and also to take into account the geography of the new department. A particularly challenging area for recruitment is experienced ED staff at Band 6 and 7.
6. NICU is an area of national shortage of nurses with experience in neonatal care particularly Intensive care. This has continued to be a challenge for the Trust, with the inability to recruit to match the increasing investment.
7. Paediatrics continue to recruit regularly, without too many difficulties, and offer a rotation programme which has proved very successful in both attracting and retaining staff.
8. Midwifery vacancies are in the process of being recruited into with a focussed campaign, and by September this area should be fully established.
9. The challenge has been our staff turnover (around 20%) and recruiting to keep pace with the increases in establishment and the advent of a new ward and services. There have also been skill mix gaps where experienced staff have left, but can only be replaced with very junior staff due to the lack of available candidates.

Actions in progress

- We have appointed a senior nurse dedicated to managing nursing recruitment and retention, alongside a recruitment and retention midwife, and HR.
- Nursing and Midwifery staff in post have increased by 50wte since August 2014, with the funded establishments increasing by 37wte.
- Ongoing robust recruitment of band 5s and use of rotational posts to encourage newly qualified staff into the Trust and to demonstrate the Trust's exciting portfolio of services – currently 72 nurses have been offered posts and are going through pre-employment checks.
- Successful procurement process to work with 2 approved agencies on overseas recruitment. There is a focus on Croatia and Italy for general nurses and on Australia for ED and NICU experienced nurses.
- Retention strategies include increasing our benefits available to staff, in particular ensuring that accommodation is available to staff coming to work at Chelsea & Westminster Hospital.
- Packages for new starters including interest free loans for accommodation deposits etc. in order to attract the best talent to Chelsea & Westminster Hospital.
- Discussions with CW+ (Hospital Charity) to look at innovations for recruitment and retention.
- Exploring avenues to release posts for Practice Development Nurses
- Engaging the Specialist Nurse group to support new starters by launching a Buddy scheme in September
- Engagement with the Learning and Development team to ensure induction and orientation is exciting, informative and welcoming for new starters and prepares them adequately for their roles in wards and departments and that preceptorship programmes continue to support them in their early career
- Engagement with West Middlesex University Hospital teams to broaden the wider Trust portfolio, support them with their vacancies and offer more experiences and opportunities for staff on both sites.
- Support staff (HCA and MSW) vacancies also recruited to with most areas now fully established or will be once new starters commence employment
- Innovation in Support Worker roles on AAU in order to support the reduction in junior doctors from August – new Band 4 roles with extended skills (and associated competencies) an attractive offer for suitable candidates
- Ward managers (sisters/ charge nurses) are now supervisory 3 days per week.
- 3 new senior Divisional Nurses have commenced employment to support each clinical division.
- Bank rates of pay have been increased in line with other London Trusts to incentivise staff.

Trust			
	Aug 2014	May 2015	Diff
Budget Fte	3424.72	3469.94	45.22
Inpost Fte	3006.94	3045.12	38.18
Vacancy %	12.20%	12.24%	0.04%
N&M - Trust			
	Aug 2014	May 2015	Diff
Budget Fte	1266.17	1303.02	36.85
Inpost Fte	1054.87	1104.19	49.32
Vacancy %	16.69%	15.26%	-1.43%
Maternity (N&M only)			
	Aug 2014	May 2015	Diff
Budget Fte	187.22	186.42	-0.80
Inpost Fte	164.60	174.15	9.55
Vacancy %	12.08%	6.58%	-5.50%
Maternity (Midwives only)			
	Aug 2014	May 2015	Diff
Budget Fte	170.92	169.92	-1.00
Inpost Fte	150.60	152.55	1.95
Vacancy %	11.89%	10.22%	-1.67%