

Mid Essex, Southend & Basildon (MSB) Safer Staffing Nursing and Midwifery Report

1.0 Introduction

This paper outlines the Nursing & Midwifery Safer Staffing Levels for January 2019.

The National Quality Board (NQB) requires acute hospitals to undertake a monthly review of Nursing & Midwifery staffing levels and to assure the Trust Board that all In Patient areas are safely staffed and appropriate action is taken to ensure high quality patient care is consistently delivered. This paper also triangulates staffing levels with Quality Metrics and considers Model Hospital data, Care Hours per Patient Day (CHPPD) as a single means of consistently recording, reporting and overseeing the deployment of staff. This data will support the benchmarking of staffing levels locally, regionally and nationally confirming effective and efficient use of resources.

2.0 Mid Essex Hospital NHS Trust : Staffing Levels

Data details: Inpatient Areas including Critical Care

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Registered Nursing establishment (WTE)	708.98	707.98	1	↓
In Post Registered Nursing establishment (WTE)	461.13	455.73	5.4	↓
Vacant Registered Nursing Posts (WTE)	247.85	252.25	4.4	↑
Vacant Registered Nursing Posts % (WTE)	35.00%	35.6%	0.6%	↔
Sickness *	4.84 %	5.18 %	0.34%	↑
Bank spend % of pay bill	12.3%	11.2%	1.1%	↓
Agency spend % of pay bill	9.2%	9.9%	0.7%	↔
Number of Red flags (Datix)	26	30	4	↑

*Trust level data

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Non Registered Nursing (HCA) establishment (WTE)	420.64	420.42	0.22	↔
In Post Non Registered Nursing (HCA) establishment (WTE)	315.19	315.59	0.4	↔
Vacant Non Registered Nursing (HCA) Post (WTE)	105.45	104.83	0.62	↔
Vacant Non Registered Nursing (HCA) Post % (WTE)	25.1%	24.9%	0.2%	↔

SOURCE: Monthly Finance update

3.0 Registered Nursing & Non Registered Nursing Fill Rates (Days / Nights) Overall Trust position

Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
93.7%	99.0%	97.1%	117.7%

SOURCE: Unify submission

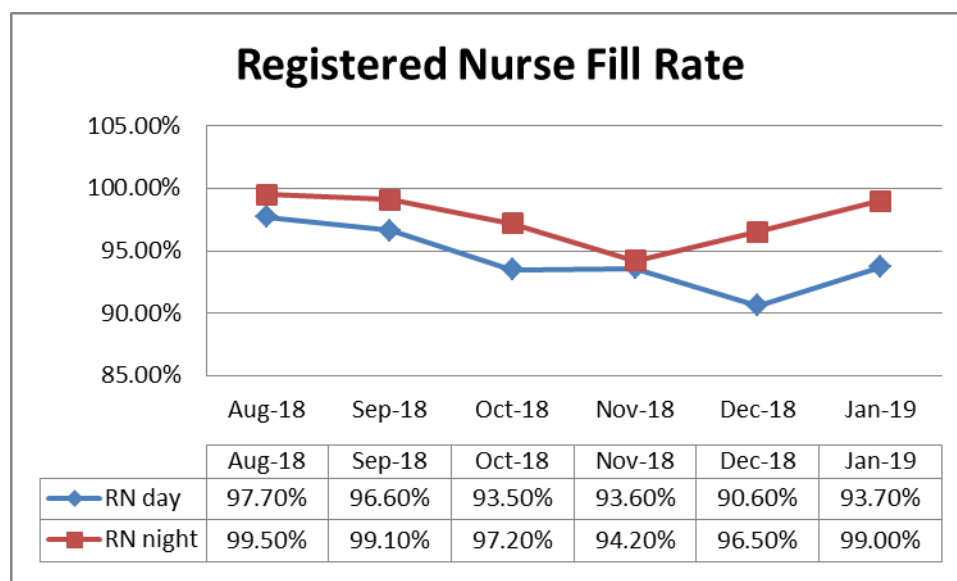
Of note, non-registered nurse fill rates are above funded establishment on night shifts. This is attributed to the increased demand of enhanced supervision such as 1:1 care. The fill rate is based on funded establishment; any additional shifts are agreed by the Associate Directors of Nursing. Requests for enhanced observation or 1:1 care are scrutinised daily by the senior nursing team and only agreed if current resource is unable to provide care.

RAG Ratings (as agreed nationally): Staffing level fill rates are:

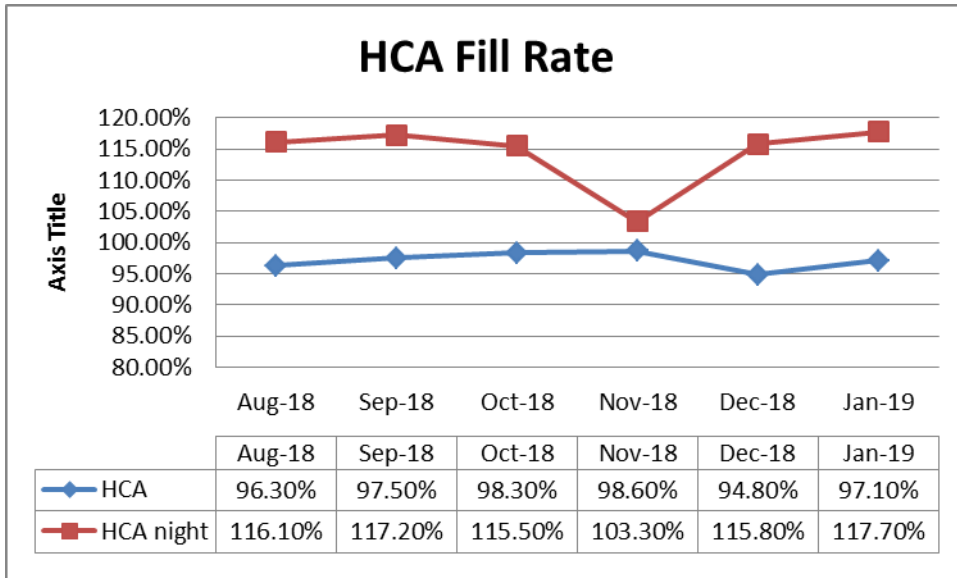
Red less than 79%, Amber 80-89% and Green above 90%. MSB rates over 100% Lilac.

3.1 Cumulative Fill Rates

Fill rates for registered nurses in the day have decreased over the last 6 months. This is possibly as a result of robust challenge and strengthened control measures put in place to reduce the use of agency nurse spend, over cap. All areas undertook a risk assessment to identify the risk if unable to utilise agency nurses above cap. With the strengthened processes fill rates have remained above 90%.



Non registered nurses charted as Health Care Assistants (HCAs) vacancies have increased for this period, however, fill rates consistently remained above 90%.



3.2 Overall RAG Rating for the Divisions / Directorates for January 2019

Division	Registered Nurses		Non Registered Nurse	
	Day	Night	Day	Night
Acute Medicine	95.8%	98.4%	92.8%	117.9%
Medicine	94.0%	100.1%	98.9%	120.3%
Surgery	91.8%	99.4%	106.5%	130.4%
Critical Care	98.0%	99.3%	97.7%	121.1%
Women & Children	93.5%	97.5%	91.4%	100.2%
Burns & Plastics	93.8%	100.4%	86.8%	111.3%

SOURCE: Unify submission

Non registered nurses, HCA, fill rate above 100% is noted in all areas as explained in **Section 3.1**. Also on occasion additional registered nursing support is requested if patient acuity is higher than the planned nursing establishment. **Appendix 1**. Demonstrates ward by ward fill rate for MEHT.

3.3 Variance Report by Ward

Division	Ward name	Day		Night		Mitigation	Further Action required
		% fill rate RN	% fill rate care staff	% fill rate RN	% fill rate care staff		
Medicine	AMU	92.50%	88.50%	100.50%	115.00%	Fill rate much improved this month for the division. Staffing reviewed daily with assistance from clinical facilitators to support as required.	Nil further required
	Stroke Unit	89.20%	95.70%	94.50%	108.90%		
Surgery	SEW	83.30%	91.40%	95.60%	99.60%	MSK supported within division, with allocation of staff from Braintree during times of reduced routine surgery. Patients cohorted to nurse airway patient within Billericay.	Division to update risk assessment to understand if above cap agency is required (currently not on authorised list to request above cap)
	Notley	83.80%	119.10%	99.10%	145.30%		
	Billericay	85.20%	117.80%	100.90%	141.40%		
Women's and Children	Birthing Unit	76.00%	-	83.80%	-	Staffing reviewed daily by ADoN. Staff deployed to area of shortfall daily to manage capacity and demand. Phoenix supported by Paediatric ED as required	Nil further required
	Neonatal Unit	87.30%	103.30%	99.20%	103.20%		
	Delivery Suite	92.20%	83.70%	96.50%	97.90%		
	Phoenix	97.50%	75.70%	99.10%	106.50%		
Burns and Plastics	Mayflower	89.50%	56.30%	98.40%	100.00%	On review of roster. Ward has not removed Assistant care practitioner shifts that were not required so fill rate not at critical levels. Issue reviewed with division for correction.	Nil further required

4.0 Care Hours Per Patient Day (CHPPD)

Lord Carter highlighted in the February 2016, the need to eliminating unwarranted variation in the distribution of nursing and care staff within the NHS. There was an absence of a single means of consistently recording, reporting and monitoring staff deployment.

This led to the development of benchmarks and indicators to enable comparison across peer trusts as well as wards and to the development of the Care Hours Per Patient Day (CHPPD) measure. CHPPD has since become the principal measure of nursing, midwifery and healthcare support staff deployment within in-patient facilities.

Data below in **Section 4.1** illustrates comparison of the overall CHPPD across the Mid Essex, Southend & Basildon (MSB) Group.

4.1

Organisation Name	Organisation Code	CHPPD - Overall	CHPPD – Registered Nurses and Midwives	CHPPD – Healthcare Support Workers
Mid Essex Hospital Services NHS Trust	RQ8	8.77	5.57	3.2
Southend University Hospital NHS Foundation Trust	RAJ	8.74	4.82	3.92
Basildon And Thurrock University Hospitals NHS Foundation Trust	RDD	8.08	5.18	2.9

4.2

The information below details Model Hospital data for three specific areas: Paediatrics, Trauma & Orthopaedics & General Medicine across the group.

CHPPD advises how many hours per day registered nurses & non registered nurses spend providing direct patient care. Across the group registered nurses spend between 10 to 12 hours caring for children and non-registered nurses between 3 to 5.5 hours within the paediatric in-patient facilities in 24 hours of their in-patient stay.

Organisation Name	Ward Name	Speciality	CHPPD - Overall	CHPPD – RNs	CHPPD – HCAs
MEHT	Phoenix	Paediatrics	12.79	9.67	3.12
SUFHT	Neptune	Paediatrics	17.49	11.86	5.63
BTUH	Puffin/wagtail	Paediatrics	13.33	10.12	3.21
MEHT	Notley	Trauma & Orthopaedics	5.94	3.28	2.67
SUFHT	MSK Unit	Trauma & Orthopaedics	5.91	2.59	3.32
BTUH	Horndon	Trauma & Orthopaedics	5.7	2.9	2.8
MEHT	Stroke Unit E125	General Medicine	7.92	4.42	3.51
SUFHT	Paglesham & Benfleet	General Medicine	7.94	3.43	4.51
BTUH	Pasteur	Stroke Medicine	8.26	5.37	2.9

Utilising Model Hospital data supports comparisons across the Group and the paper will progress to include details of other providers enabling bench marking and the ability to consider and assure best practise, focusing on efficiency and effectiveness of resources.

5.0 Registered Nurse Staffing Impact on Quality

The chart below details staffing levels and key quality metrics, supporting triangulation of outputs/impact on patient care. The following Quality metrics have been selected:

Falls, Pressure Ulcers, Never Events, Serious Incidents (SI's), Infection Prevention & Control metrics as well as Complaints and PALS concerns.

Staffing v's Quality Impact													
Directorate / Division	Ward	Staffing		Falls (Severity)		Pressure Ulcers (Hospital Acquired)		Key Patient Safety Metrics				Patient Experience	
		% Vacancies RN	RN shift Fill %	Moderate	Severe	Hospital acquired	Avoidable	Never Events	SI's	MRSA Bact	Hosp Acq Cdiff	Complaints	PALS Concerns
Emergency Care	Acute Medical Unit	40%	92.5	0	0	1	0	0	0	0	0	1	5
	Emergency Short Stay	51%	95	0	0	1	0	0	0	0	0	3	5
	Emergency Department	41%	N/A	0	1	0	0	0	9	0	0	5	16
Medicine	Baddow	32%	97	0	0	2	0	0	0	0	0	1	3
	Braxted	59%	93	0	0	1	0	0	0	0	0	0	0
	Stroke	55%	89	0	0	0	0	0	0	0	0	0	0
	Bardfield	59%	94	0	0	0	0	0	1	0	0	4	0
	Writtle	81%	95	0	0	1	1	0	0	0	1	0	0
	Felsted	38%	101	0	0	1	0	0	0	0	0	0	0
	Terling	45%	92	0	0	0	1	0	1	0	0	0	1
	Danbury	46%	92	0	0	0	1	0	0	0	0	0	2
Surgery	Rayne	24%	94	0	1	0	0	0	1	0	0	0	2
	Heybridge	21%	94	0	0	2	0	0	0	0	0	1	4
	SEW	31%	83	0	0	0	0	0	0	0	0	2	0
	Notley	48%	84	0	0	3	0	0	0	0	0	1	3
	Lister	52%	90	0	0	0	0	0	0	0	0	1	0
	John Ray	43%	123	0	0	2	0	0	0	0	0	2	1
	Courtland (BCH)	31%		0	0	0	0	0	0	0	0	0	0
	Billericay	20%	85	0	0	1	0	0	0	0	0	0	1
Critical care	GICU/HDU	10%	98	0	0	1	0	0	0	0	0	0	0
Womens and Children	Pheonix	14%	98	0	0	0	0	0	0	0	0	0	1
	Gosfield	46%	92	0	0	0	0	0	2	0	0	3	1
	Neonatal	22%	87	0	0	0	0	0	0	0	0	0	0
	Postnatal	21%	95	0	0	0	0	0	0	0	0	0	0
	Labour ward	0%	92	0	0	0	0	0	0	0	0	0	0
	Birthing unit	39%	76	0	0	0	0	0	0	0	0	0	0
Burns and Plastics	Burns Adult	15%	94	0	0	0	0	0	0	0	0	0	0
	Childrens Burns	13%	100	0	0	0	0	0	0	0	0	0	0
	Mayflower	21%	90	0	0	0	0	0	0	0	0	1	1
	Stock	30%	92	0	0	0	1	0	0	0	0	0	1
	Burns ITU	21%	96	0	0	0	0	0	1	0	0	0	0

Of Note:

- Of the nine SI's that occurred within the ED in January five of these refer to 12 hour trolley breaches. No harm was recorded for the patients concerned

- Hospital Acquired Pressure ulcers in January are still being processed through the Harm Free Care panel
- The two patients that have endured an injury categorised as “Severe” both refer to patients who fell and as a result of the fall fractured their neck of femurs/hip. One patient fell in ED and the other patient fell on Raye ward
- The number of incidents, specifically falls with severe harm at MEHT per 1000 occupied bed days is currently at 0.11 versus a national picture of 0.19

6.0 Southend University Hospital NHS Foundation Trust: Staffing Levels

Data below details: Trust wide Nursing establishment NOT inpatient areas as above for Southend.

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Registered Nursing establishment (WTE)	849.79	843.69	0.1	↓
In Post Registered Nursing establishment (WTE)	725.53	720.71	4.82	↓
Vacant Registered Nursing Posts (WTE)	118.26	112.98	4.72	
Vacant Registered Nursing Posts % (WTE)	14.01%	14.58%	0.57%	↑
Sickness *	3.60%	3.63%	0.03%	↑
Bank spend % of pay bill		11%		
Agency spend % of pay bill	5%	6%	1%	↑
Number of Red flags (Datix)	See text	112		↓

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Non Registered Nursing (HCA) establishment (WTE)	474.59	474.59	0	
In Post Non Registered Nursing (HCA) establishment (WTE)	417.75	414.07	3.68	↓
Vacant Non Registered Nursing (HCA) Post (WTE)	56.84	6052	3.68	↑
Vacant Non Registered Nursing (HCA) Post % (WTE)	11.98%	12.75%	0.77%	↑
Sickness %		5.81%		
Bank Non registered % spend of pay bill		21%		
Agency Non registered spend % of pay bill		0%		

SOURCE: Monthly finance update

Of note, Red flags at SUFHT have previously had been recorded centrally by senior nurses and were based upon staffing ratios, since the implementation of Safe Care, in December 2018, staffing is assessed using CHPPD and acuity and dependency using the Safer Nursing Care Tool (SNCT) criteria; as a result there is a significant reduction in reported Red Flags. Red Flags are based upon NICE guidance and can be raised by wards and recorded on the Safe Care system. Any Professional judgement escalation in status from green/amber to red has also been included in this data. Red flag reporting by wards is still being embedded in practice therefore comparisons cannot be made with previous data.

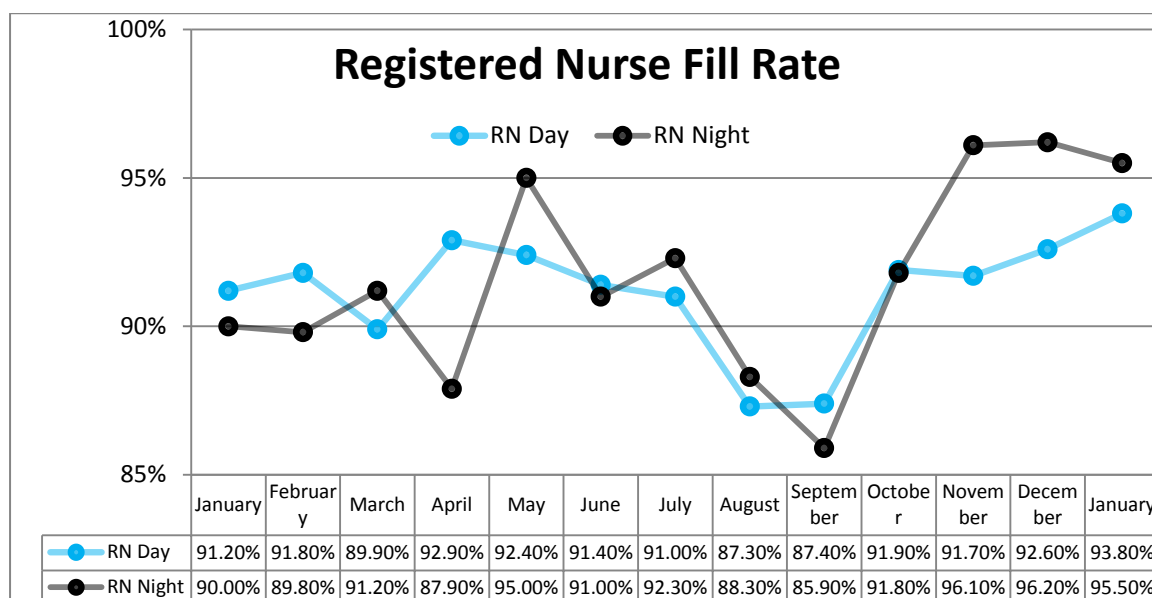
7.0 Registered Nursing & Non Registered Nursing Fill Rates (Days / Nights) Overall Trust position

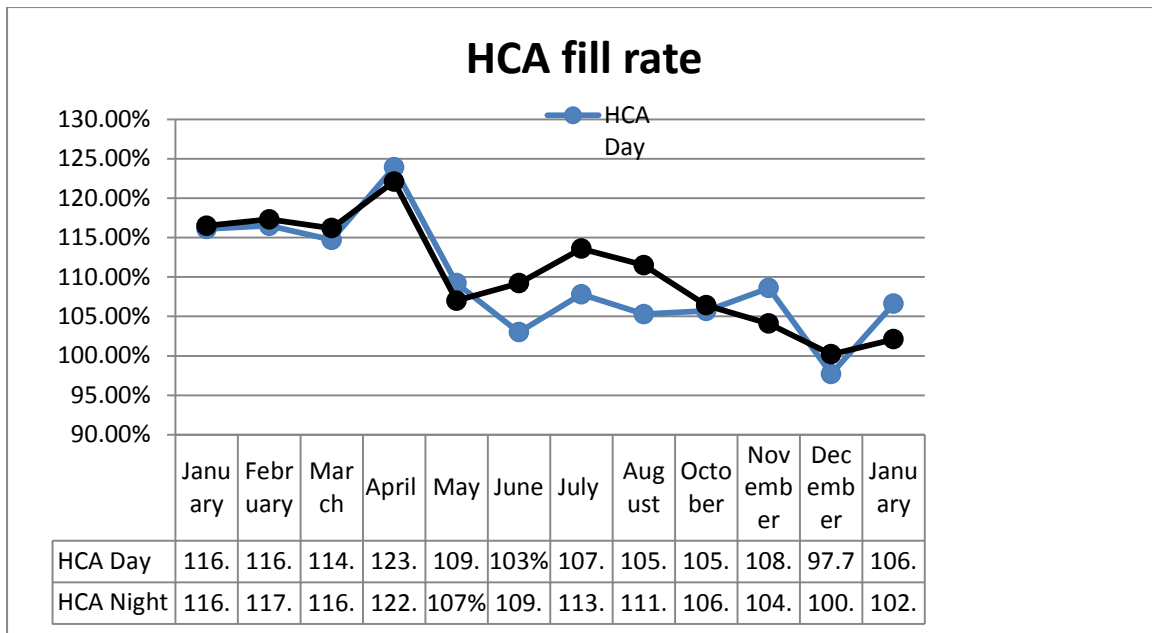
Nursing Fill Rates			
Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
93.80%	95.50%	106.60%	102.10%

SOURCE: Unify submission

Non registered nurses, HCA fill rates are above establishment as levels are adjusted to provide support in areas where registered nurse fill rates are below the agreed levels and where enhanced patient observation is required to maintain patient safety. Current systems provide a comparison of agreed funded establishment for each shift; however, this flexes as necessary to respond to variations in acuity, dependency, activity and occupancy. As a result fill rates above 100% relate to funded establishment.

7.1 Cumulative Fill Rates





7.2 Overall Rag rating for the Divisions / Directorates for January 2019

Division	Registered Nurses		Non Registered Nurse	
	Day	Night	Day	Night
Acute Medicine	81.07%	78.47%	115.26%	114.07%
Medicine	89.21%	98.76%	109.61%	101.42%
Surgery	96.15%	97.98%	92.08%	105.75%
Diagnostic & Therapeutic	83.85%	90.80%	118.70%	98.15%
Women & Children	102.90%	93.04%	110.68%	92.60%
Theatre & Critical Care	102.50%	92.90%	124.00%	92.60%
MSK	85.60%	101.50%	96.90%	101.90%

SOURCE: Unify submission

Non registered nurses, HCA, fill rate above 100% is noted in many areas as explained in **Section 3.1**. Also on occasion additional registered nursing support is requested if patient acuity is higher than the planned nursing establishment. **Appendix 2**. Demonstrates ward by ward fill rate for SUHFT.

7.3 Variance Report by Ward

Ward	Day		Night		Mitigation	Further Action Required
	% fill rate RN	%fill rate Care staff	% fill rate RN	%fill rate Care staff		
Emergency Medicine	81.07%	115.26%	78.47%	114.07%	Day shifts mitigated by Matrons on day shifts and paramedics on night shifts	
Surgery						
Balmoral	90.40%	101.70%	98.70%	122.30%		
Chalkwell SAU	102.60%	85.60%	94.20%	104.00%	Acuity & dependency monitored, staff redeployed if required	
Hockley	97.70%	112.40%	102.10%	112.50%		
Stambridge	93.90%	68.60%	96.90%	84.20%		
Medicine						
AMS	90.80%	137.10%	112.80%	100.10%		
Blenheim	79.80%	102.20%	97.40%	97.40%	Ward Manager working clinically to support from Supervisory when required. Acuity & dependency monitored, staff redeployed if required	
CCU Hopkins	90.00%	100.40%	85.50%	93.20%		
Eleanor Hobbs	73.90%	120.10%	102.40%	106.00%		
Southbourne SSU	105.00%	110.70%	101.80%	101.80%		
Princess Anne	87.50%	102.80%	104.00%	106.00%		
Stroke Unit	86.60%	114.60%	98.60%	113.70%		
Windsor	92.80%	98.60%	96.90%	95.70%		
Respiratory Unit	96.50%	100.00%	89.40%	98.90%		Number of ARCU/level 2 patients monitored, staff redeployed when required
Diagnostic & Therapeutic						
Elizabeth Loury	80.20%	99.70%	84.50%	102.20%	Support within the D& T unit, staff redeployed as required and support from Ward Mngagers between unit	
Estuary Haem & Onc	87.50%	137.70%	97.10%	94.10%		
Musculoskeletal						
MSK Unit	85.60%	96.90%	101.50%	101.90%	Orthopaedic Nurse specialists and Ward Managers	
Theatres & Anaesthetics						
Critical Care	102.50%	124.00%	92.90%	92.60%		
Women & Children						
Eastwood	92.00%	105.60%	98.70%	111.40%		
Neptune	105.60%	154.80%	80.00%	105.00%	provide care for day stay patients	
Neonatal Unit*	107.20%	90.10%	102.20%	104.20%		
Margaret Broom 1	115.60%	108.80%	89.10%	66.90%	Support throughtout unit to provide care staff	
Margaret Broom 2	94.10%	94.10%	95.20%	100.30%		

Of note:

- Red rating in the Emergency Department is due to high vacancies, this is mitigated during day shifts by Matron and managers working clinically to support the teams. Paramedic staff are also used to mitigate staff shortages. The vacancy rate in the Emergency Department was 18.58% in January 2019.
- In Medicine four of the nine wards are rated Amber or Red for day fill rates, two are rated Amber for night shifts, four of these wards have vacancy rates above 25%. These fill rates are mitigated by the ward managers cancelling their supervisory time to take a clinical caseload. Acuity and dependency is monitored for day and night shifts and safe staffing risk assessments are undertaken and staff are moved as required appropriately. Bank and agency staff are utilised when appropriate in order to maintain patient safety
- Red and Amber ratings in Diagnostic & Therapeutics are due to vacancy rates in Estuary ward of 24.7%. Staffing shortages have been mitigated by support from Matron and ward managers working clinically and having extra non registered nurses, HCA's.
- Amber rating in MSK is due to the low fill of 85.6% on day shifts. Low fill rates are mitigated by Trauma & Orthopaedic Nurse Specialists and Band 4 Associate Practitioners being flexibly deployed.

8.0 Registered Nurse Staffing Impact on Quality

Staffing v's Quality Impact													
Directorate / Division	Ward	Key Workforce Data		Falls (severity)		Pressure Ulcers (hospital acquired)		Key Patient Safety Metrics				Patient Experience	
		% Vacancies	RN shift Fill	Moderate	High	Unavoidable	Avoidable	Never Events	SI's	MRSA Bact	Hosp Acquired Cdiff	Complaints	PALS Concerns
Emergency Med	Emergency dept	18.58%	79.77%	0	0	0	0	0	2	0	0	12	17
Surgery	Balmoral	14.81%	94.55%	2	0	0	0	0	0	0	0	0	1
	Chalkwell SAU	25.11%	98.40%	0	0	0	0	0	0	0	0	0	1
	Hockley	7.42%	99.90%	0	0	0	1	0	0	0	0	2	0
	Stambridge	6.34%	95.40%	0	0	0	0	0	0	0	0	0	1
Medicine	AMS	6.88%	101.80%	0	0	0	0	0	0	0	0	1	0
	Blenheim	11.55%	88.60%	0	0	1	0	0	0	0	0	1	1
	CCU Hopkins	20.22%	87.90%	0	0	0	0	0	0	0	0	0	2
	Eleanor Hobbs	38.76%	88.15%	0	0	1	0	0	0	0	0	0	4
	Southbourne SSU	33.92%	103.65%	0	0	0	0	0	1	0	0	6	2
	Princess Anne	30.66%	95.75%	0	0	3	0	0	0	0	1	2	0
	Stroke Unit	22.80%	92.60%	0	0	2	0	0	1	0	0	2	0
	Windsor	28.44%	94.85%	0	0	3	0	0	0	0	0	2	2
Diagnostic & Therapeutic	Respiratory Unit	17.47%	92.95%	0	0	2	1	0	0	0	0	0	0
	Elizabeth Loury	8.89%	82.35%	0	0	0	0	0	1	0	0	2	2
	Estuary Haem & Onc	24.74%	92.30%	0	0	0	0	0	0	0	0	1	0
MSK Unit	MSK Unit	17.95%	93.55%	1	0	2	0	0	1	0	0	18*	47*
Theatres & Critical Care	Critical Care	5.02%	97.70%	0	0	2	0	0	0	0	1	0	0
Women & Children	Eastwood	26.63%	95.35%	0	0	2	0	0	0	0	0	1	1
	Neptune	21.97%	92.80%	0	0	0	0	0	0	0	0	2	1
	Neonatal Unit*	3.59%	104.70%	0	0	0	0	0	0	0	0	0	0
	Margaret Broom 1	-14.30%	102.35%	0	0	0	0	0	0	0	0	1	0
	Margaret Broom 2	19.10%	94.65%	0	0	0	0	0	0	0	0	1	0

Of Note:

- Within the Patient Experience metrics, the high number of PALS concerns listed for the *MSK service includes MSK outpatients and includes patient concerns being raised regarding waiting times for elective procedures.

9.0 Basildon & Thurrock University Hospital Trust: Staffing Levels

Data below details: Trust wide Nursing establishment NOT inpatient areas as above for MEHT.

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Registered Nursing establishment (WTE)	883.47	883.47	0	↔
In Post Registered Nursing establishment (WTE)	631.81	639.17	-3.44	↑
Vacant Registered Nursing Posts (WTE)	251.66	244.30	7.36	↓
Vacant Registered Nursing Posts % (WTE)	15.61	15.19	0.42	↓
Sickness	3.97	4.43	-0.46	↓
Bank spend % of pay bill	14.36	12.25	2.11	↓
Agency spend % of pay bill	3.3	2.5	0.8	↓
Number of Red flags	0	1		

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Non Registered Nursing establishment (WTE)	693.36	694.36	-1	↑
In Post Non Registered Nursing establishment (WTE)	675.21	670.35	4.86	↓
Vacant Non Registered Nursing Post (WTE)	18.51	24.01	-5.5	↑
Vacant Non Registered Nursing Post % (WTE)	2.62%	3.46%	0.84%	↑
Sickness	6.57%	6.44%	0.13%	↓
Bank spend % of pay bill	As above			
Agency spend % of pay bill	As Above			

SOURCE: HR Monthly Recruitment and Retention Reports

The reduction in the number of vacancies within registered nurses is due to the nurses from overseas arriving in the country, to take up the position they were offered. It should be recognised that in the initial period these staff will not all have a NMC Registration, (PIN number) and until such time that they have completed their assessments these staff are unable to function as fully registered nurse.

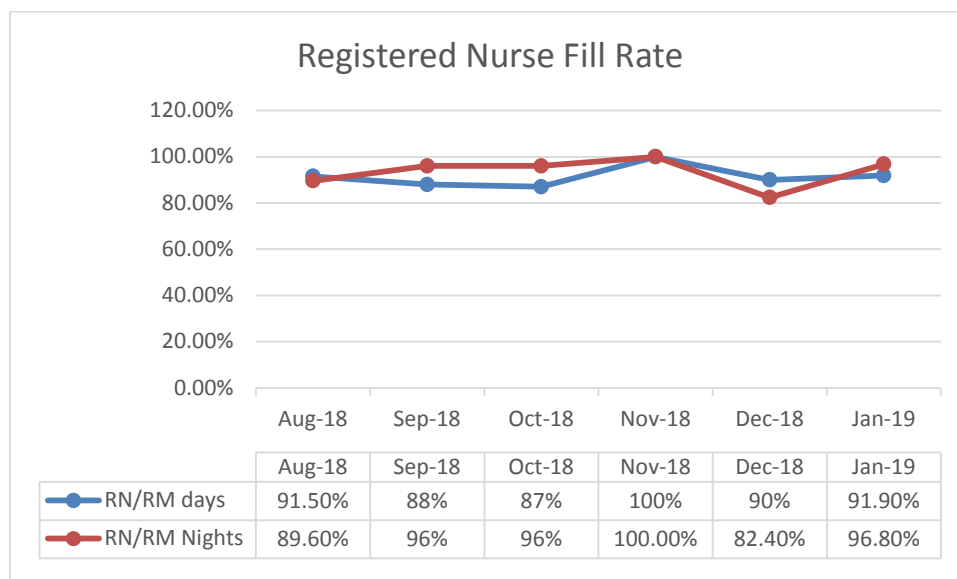
10.0 Registered Nursing & Non Registered Nursing Fill Rates (Days / Nights) Overall Trust position

Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
91.9%	96.8%	92.3%	95.4%

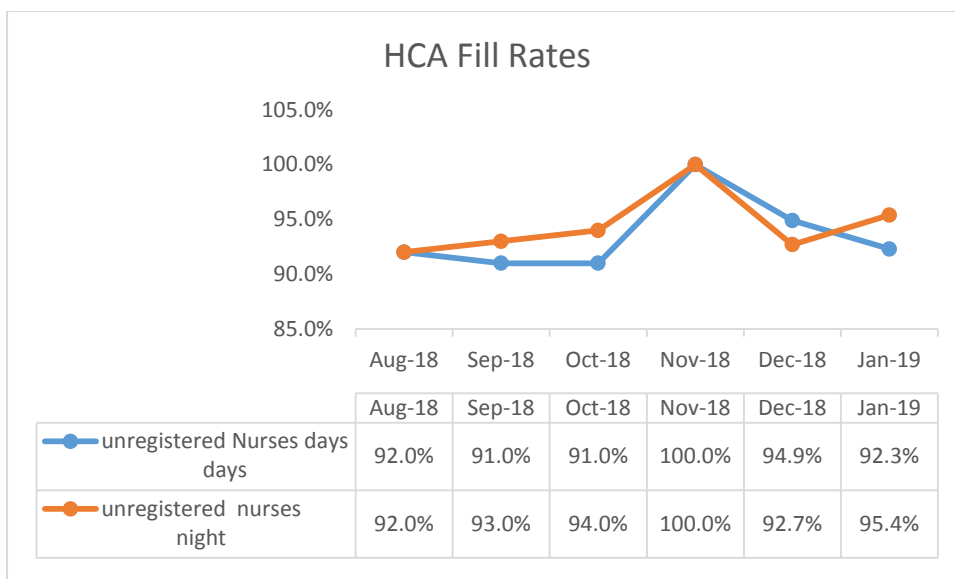
SOURCE: Unify submission

10.1 Cumulative Fill rates previous 6 months

The fill rate remains consistent on both day and night shifts with the exception of January when the fill rate for days was 5% higher than on the night shift. This is likely to be related to the use of escalation areas during this time. The use of temporary staff continues to be monitored and reviewed on a daily basis.



The fill rate for HCA's nurses has remained above 90% for the last 6 months.



10.2 Overall RAG rating for Divisions - January 2019

Division	Registered Nurses		Non Registered Nurse	
	Day	Night	Day	Night
Acute Medicine	93.8%	96.9%	93.4%	99.5%
Medicine	85.9%	87.6%	96.7%	90.9%
Surgery	96.0%	99.7%	99.1%	96.7%
Paediatrics	96.0%	100.0%	96.3%	96.2%
Women	97.9%	94.9%	97.2%	96.5%
Cardio Thoracic Centre	95.3%	97.4%	94.9%	95.3%

SOURCE:

Registered nurse fill rates within Medicine have continued to be a challenge as demonstrated above, a number of vacancies are now filled and the division is awaiting confirmation of the start dates. The staff taking up the positions have been recruited from both the domestic and overseas pipelines. **Appendix 3.** Demonstrates ward by ward fill rate for BTUH.

10.3 Variance Report by ward

Ward	Day		Night		Mitigation	Further action required
	% Fill rate RN	% Fill rate care staff	% Fill rate RN	% fill rate care staff		
Colne	92.9%	86.8%	98.7%	94.0%		
Roding	90.8%	99.4%	83.5%	95.5%		
Bulphan	901.6%	71.4%	100.0%	100.0%	Erroneous upload for RN days at present Bulphan ward speciality changed to do to winter pressures	To understand the information uploaded and if back ground ward data and establishment correct
Linford	92.5%	88.3%	100.0%	100.0%	Linford has a high registered nurse vacancy factor – levels reviewed daily by Matron and staff deployed to support capacity and demand	
Edith Cavell	88.1%	100.0%	98.9%	90.4%	levels reviewed daily by Matron and staff deployed to support capacity and demand	
Kingswood	77.3%	84.3%	100.0%	92.8%		
Lister	98.1%	71.0%	100.0%	96.0%		
Lionel Cosin	76.4%	73.6%	100.0%	66.7%	Ward now has the frailty unit incorporate with in the ward footprint	To ensure correct staffing levels are aligned to ward area/frailty unit
Marjorie Warren	96.3%	79.4%	100.0%	89.9%		
Orsett	81.3%	101.6%	100.0%	100.0%		
Osler	84.0%	77.5%	98.9%	90.2%		
William Harvey	85.9%	76.6%	97.8%	82.5%		

SOURCE: Safe Staffing (Rota fill rates and CHPPD) Jan 2019

Of note:

Fill rates for registered nurse and midwives during January 2019 have shown that surgery, midwifery, paediatrics and cardio thoracic have been sustained. Medicine had a particular challenging time during this period. An additional ward was allocated to the medical directorate which involved a 3 ward move with Surgery, Lionel Cosins bed base was also reconfigured to accommodate the frailty unit, Staff had to be re assigned to the new ward areas from the base wards and having to re locate staff from each of the base wards to ensure patient safety and continuity of care.

11.0 BTUH Registered Nurse Staffing Impact on Quality

Directorate / Division	Ward			Falls (severity)		Pressure Ulcers (hospital acquired)		Key Patient Safety Metrics				Patient Experience	
		% registered nurse vacancies	RN shift Fill %	Moderate Harm injurious	Severe Harm/death injurious falls	Unavoidable	Avoidable	Never Events	SI's	MRSA Bact	Hosp Acquired Cdiff	Complaints	PALS Concerns
Acute Medicine	AMU East		96	0	0	0	0	0	0	0	0	0	1
	AMU West		92	0	0	0	0	0	0	0	0	2	3
Medicine	Bulphan (Medical)			0	0	0	0	0	0	0	0	0	1
	Edith Cavell	32,38	88	0	0	0	0	0	0	0	0	0	2
	Elizabeth Fry	10,55	91	0	0	0	0	0	0	1	0	0	1
	Kingswood	40.37	77	0	0	1	0	0	0	0	0	0	1
	Laindon	29		0	0	0	0	0	0	0	0	0	2
	Lionel Cosin	4.96	76	0	0	0	0	0	0	1	1	0	0
	Lister	11.16	98	0	0	0	0	0	0	0	0	0	0
	Marjory Warren	9,57	96	0	0	0	0	0	0	0	0	0	1
	Orsett	9.73	81	0	0	0	0	0	0	0	0	0	2
	Osler	10.32	84	0	0	0	0	0	1	0	0	0	2
	Pasteur	37,24	96	0	0	0	0	0	0	0	0	0	0
	Short Stay			0	0	0	0	0	0	0	0	0	1
	William Harvey	5,77	86	0	0	0	0	0	0	0	0	1	0
Surgery	Burstead	12.60	99	0	0	0	0	0	1	0	0	0	0
	Elsdon	3,19	99	0	1	0	0	0	0	0	0	0	4
	SRU		97	0	0	0	0	0	0	1	1	1	1
	Kate E Luard			0	0	0	0	0	0	0	0	0	0
	Linford	64.11	92	0	0	0	0	0	0	0	0	0	1
	Horndon		93	0	0	1	0	0	0	0	0	0	2
	Critical Care		96	0	0	0	0	0	0	0	0	0	0
Paediatrics	Puffin/Wagtail	2.14	99	0	0	0	0	0	0	0	0	0	0
	Neonatal Unit		93	0	0	0	0	0	0	0	0	0	0
Womens	Willow	-2.52	100	0	0	0	0	0	0	0	0	0	0
	Delivery Suite		95	0	0	0	0	0	0	0	0	0	0
	Cedar	0.13	99	0	0	0	0	0	0	0	0	1	0
Cardio Thoracic Centre	Chelmer	13,86	98	1	0	0	0	0	0	0	0	0	1
	Colne	12.26	93	0	0	0	0	0	0	0	0	0	0
	Roding	40.36	91	0	0	0	0	0	0	0	0	1	0
	James Mackenzie	-7.66	99	0	0	0	0	0	0	0	0	1	0

12.0 Recruitment

The Group Retention forum was established in December 2018 to oversee delivery of the actions underpinning the Nursing Retention Strategy. The group is chaired by the Chief Nurse. The Group extended its remit to include both Recruitment & Retention from January 2019 and is now also supported by the Chief People & Organisational Development Director. The work of the Group reported into the People & Organisational Development Committee in common, March 2019.

Each site holds local meetings feeding into the forum.

MEHT focused on non-registered nurse recruitment in February 2019 with a successful outcome. Southend also held an event dedicated to non-registered nurse recruitment which was successful

Focus continues on register nurse recruitment across the group, and given the significant gap at MEHT the trust has submitted a business case to progress with site specific overseas recruitment as well as intending to be part of the Group overseas recruitment agenda.

SUHFT and BTUH have an established overseas recruitment process and Skype interviews continue, on a regular basis. Both sites are supported by recruitment agencies and their site recruitment departments.

BTUH is reporting a reduction in overall vacancy rate and are confident that over the next 6-7 months all of the present vacancies for registered nurses/midwives and HCA's will be filled. BTUH are reporting a pipeline of 248 nurses between March and September 2019.

Nurses joining the Trusts from overseas are required to successfully complete Objective Structured Clinical Examinations (OSCE) in order to be become NMC registrant and to date the support received on each site has resulted in successful pass rates all sites achieving over 95%.

Appendix 1 MEHT

Ward by Ward fill rate and CHPPD

Ward name	Day				Night				Care Hours Per Patient Day (CHPPD)			Day		Night		
	RN/RM		Care Staff		RN/RM		Care Staff		Cumulative count over the month of patients at 23:59 each day	RN/RM	Care Staff	Overall	Average fill rate - RN/RM (%)	Average fill rate - care staff (%)	Average fill rate - RN/RM (%)	Average fill rate - care staff (%)
	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours								
Phoenix	3,107.75	3,028.83	1,006.50	761.5	2,314.50	2,293.50	713	759	440	12.1	3.5	15.6	97.5%	75.7%	99.1%	106.5%
Heybridge	2,259.92	2,125.08	1,316.75	1,504.42	1,426.00	1,403.75	713	1,023.50	966	3.7	2.6	6.3	94.0%	114.3%	98.4%	143.5%
Rayne	2,244.50	2,107.25	1,119.50	1,091.50	1,425.75	1,419.53	713	1,194.75	936	3.8	2.4	6.2	93.9%	97.5%	99.6%	167.6%
Bardfield	1,512.50	1,423.50	1,513.50	1,681.50	1,069.50	1,046.50	713	1,211.25	792	3.1	3.7	6.8	94.1%	111.1%	97.8%	169.9%
Notley	1,662.50	1,392.50	1,309.50	1,559.25	1,069.50	1,060.08	713	1,035.75	761	3.2	3.4	6.6	83.8%	119.1%	99.1%	145.3%
Lister	1,126.50	1,014.00	945	890	1,069.50	1,047.50	713	723.75	588	3.5	2.7	6.3	90.0%	94.2%	97.9%	101.5%
John Ray	1,120.25	1,373.00	1,092.00	1,140.50	1,000.50	1,046.50	667	759	781	3.1	2.4	5.5	122.6%	104.4%	104.6%	113.8%
ESS	2,279.50	2,166.50	1,545.50	1,514.25	1,364.00	1,331.00	1,023.00	1,248.50	929	3.8	3.0	6.7	95.0%	98.0%	97.6%	122.0%
AMU	3,414.50	3,158.25	2,480.25	2,194.70	2,044.50	2,054.17	1,705.00	1,961.00	871	6.0	4.8	10.8	92.5%	88.5%	100.5%	115.0%
GICU	5,834.00	5,716.42	400.5	397.5	4,840.50	4,728.50	199.5	241.5	1047	10.0	0.6	10.6	98.0%	99.3%	97.7%	121.1%
Danbury	1,869.25	1,724.25	1,508.50	1,382.50	1,069.50	1,048.50	1,069.50	1,108.75	973	2.8	2.6	5.4	92.2%	91.6%	98.0%	103.7%
Terling	1,904.00	1,751.25	1,526.00	1,397.50	1,426.00	1,422.15	710.75	696.08	958	3.3	2.2	5.5	92.0%	91.6%	99.7%	97.9%
Baddow	1,507.00	1,458.50	1,519.00	1,419.50	1,069.50	1,048.00	713	795.75	790	3.2	2.8	6.0	96.8%	93.4%	98.0%	111.6%
Braxted	1,138.50	1,059.67	1,496.25	1,713.25	1,064.77	1,042.27	713	1,062.98	794	2.6	3.5	6.1	93.1%	114.5%	97.9%	149.1%
Felsted	1,612.75	1,631.58	1,148.00	1,183.00	1,069.50	1,286.25	713	925.5	613	4.8	3.4	8.2	101.2%	103.0%	120.3%	129.8%
Stroke Unit	1,894.12	1,688.95	1,507.00	1,441.50	1,426.00	1,346.92	710.5	773.58	707	4.3	3.1	7.4	89.2%	95.7%	94.5%	108.9%
Bums ITU	2,464.25	2,366.25	460.75	460.75	2,047.00	2,037.50	284.5	284.5	83	53.1	9.0	62.0	96.0%	100.0%	99.5%	100.0%
Bums Adult	1,462.00	1,369.25	717	705	651	649	630	622.5	154	13.1	8.6	21.7	93.7%	98.3%	99.7%	98.8%
Bums Children	789	789	471	519.25	651	640.5	0	0	84	17.0	6.2	23.2	100.0%	110.2%	98.4%	-
Stock	2,149.50	1,977.50	1,154.75	1,221.50	1,512.00	1,564.25	325.5	545.83	716	4.9	2.5	7.4	92.0%	105.8%	103.5%	167.7%
Billericay	2,502.25	2,131.00	991.25	1,167.75	1,302.00	1,313.50	661	934.5	651	5.3	3.2	8.5	85.2%	117.8%	100.9%	141.4%
Birthing Unit	1,116.50	848.75	0	0	737	617.83	0	0	59	24.9	0.0	24.9	76.0%	-	83.8%	-
Neonatal	1,914.25	1,670.75	345	356.5	1,502.25	1,490.75	356.5	368	323	9.8	2.2	12.0	87.3%	103.3%	99.2%	103.2%
Postnatal	1,491.00	1,416.75	970.5	914.25	1,116.00	1,109.58	744	719	785	3.2	2.1	5.3	95.0%	94.2%	99.4%	96.6%
Delivery Suite	2,734.00	2,521.58	741	620.5	2,604.00	2,512.50	742.5	727	234	21.5	5.8	27.3	92.2%	83.7%	96.5%	97.9%
St Peters Mat	1,729.50	1,725.58	633.5	632	372	373.5	372	373	65	32.3	15.5	47.8	99.8%	99.8%	100.4%	100.3%
WJC Mat	1,530.50	1,546.75	594	588.5	372	374.25	372	374	88	21.8	10.9	32.8	101.1%	99.1%	100.6%	100.5%
Mayflower	1,566.25	1,402.42	1,545.00	870	651	640.5	651	651	434	4.7	3.5	8.2	89.5%	56.3%	98.4%	100.0%
Gosfield	1,199.50	1,102.33	780.5	762.5	682.25	682.25	539	528	266	6.7	4.9	11.6	91.9%	97.7%	100.0%	98.0%
Writtle Ward	1,496.00	1,425.00	1,525.75	1,395.25	1,069.50	1,037.00	713	713	699	3.5	3.0	6.5	95.3%	91.4%	97.0%	100.0%
SEW	1,409.50	1,174.50	899.5	822.5	1,069.50	1,022.50	713	710	470	4.7	3.3	7.9	83.3%	91.4%	95.6%	99.6%

Ward name	Day				Night				Care Hours Per Patient Day (CHPPD)			Day		Night		
	RN/RM		Care Staff		RN/RM		Care Staff		Cumulative count over the month of patients at 23:59 each day	RN/RM	Care Staff	Overall	Average fill rate - RN/RM (%)	Average fill rate - care staff (%)	Average fill rate - RN/RM (%)	Average fill rate - care staff (%)
	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours								
Phoenix	3,107.75	3,028.83	1,006.50	761.5	2,314.50	2,293.50	713	759	440	12.1	3.5	15.6	97.5%	75.7%	99.1%	106.5%
Heybridge	2,259.92	2,125.08	1,316.75	1,504.42	1,426.00	1,403.75	713	1,023.50	966	3.7	2.6	6.3	94.0%	114.3%	98.4%	143.5%
Rayne	2,244.50	2,107.25	1,119.50	1,091.50	1,425.75	1,419.53	713	1,194.75	936	3.8	2.4	6.2	93.9%	97.5%	99.6%	167.6%
Bardfield	1,512.50	1,423.50	1,513.50	1,681.50	1,069.50	1,046.50	713	1,211.25	792	3.1	3.7	6.8	94.1%	111.1%	97.8%	169.9%
Notley	1,662.50	1,392.50	1,309.50	1,559.25	1,069.50	1,060.08	713	1,035.75	761	3.2	3.4	6.6	83.8%	119.1%	99.1%	145.3%
Lister	1,126.50	1,014.00	945	890	1,069.50	1,047.50	713	723.75	588	3.5	2.7	6.3	90.0%	94.2%	97.9%	101.5%
John Ray	1,120.25	1,373.00	1,092.00	1,140.50	1,000.50	1,046.50	667	759	781	3.1	2.4	5.5	122.6%	104.4%	104.6%	113.8%
ESS	2,279.50	2,166.50	1,545.50	1,514.25	1,364.00	1,331.00	1,023.00	1,248.50	929	3.8	3.0	6.7	95.0%	98.0%	97.6%	122.0%
AMU	3,414.50	3,158.25	2,480.25	2,194.70	2,044.50	2,054.17	1,705.00	1,961.00	871	6.0	4.8	10.8	92.5%	88.5%	100.5%	115.0%
GIICU	5,834.00	5,716.42	400.5	397.5	4,840.50	4,728.50	199.5	241.5	1047	10.0	0.6	10.6	98.0%	99.3%	97.7%	121.1%
Danbury	1,869.25	1,724.25	1,508.50	1,382.50	1,069.50	1,048.50	1,069.50	1,108.75	973	2.8	2.6	5.4	92.2%	91.6%	98.0%	103.7%
Terling	1,904.00	1,751.25	1,526.00	1,397.50	1,426.00	1,422.15	710.75	696.08	958	3.3	2.2	5.5	92.0%	91.6%	99.7%	97.9%
Baddow	1,507.00	1,458.50	1,519.00	1,419.50	1,069.50	1,048.00	713	795.75	790	3.2	2.8	6.0	96.8%	93.4%	98.0%	111.6%
Braxted	1,138.50	1,059.67	1,496.25	1,713.25	1,064.77	1,042.27	713	1,062.98	794	2.6	3.5	6.1	93.1%	114.5%	97.9%	149.1%
Felsted	1,612.75	1,631.58	1,148.00	1,183.00	1,069.50	1,286.25	713	925.5	613	4.8	3.4	8.2	101.2%	103.0%	120.3%	129.8%
Stroke Unit	1,894.12	1,688.95	1,507.00	1,441.50	1,426.00	1,346.92	710.5	773.58	707	4.3	3.1	7.4	89.2%	95.7%	94.5%	108.9%
Bums ITU	2,464.25	2,366.25	460.75	460.75	2,047.00	2,037.50	284.5	284.5	83	53.1	9.0	62.0	96.0%	100.0%	99.5%	100.0%
Bums Adult	1,462.00	1,369.25	717	705	651	649	630	622.5	154	13.1	8.6	21.7	93.7%	98.3%	99.7%	98.8%
Bums Children	789	789	471	519.25	651	640.5	0	0	84	17.0	6.2	23.2	100.0%	110.2%	98.4%	-
Stock	2,149.50	1,977.50	1,154.75	1,221.50	1,512.00	1,564.25	325.5	545.83	716	4.9	2.5	7.4	92.0%	105.8%	103.5%	167.7%
Billericay	2,502.25	2,131.00	991.25	1,167.75	1,302.00	1,313.50	661	934.5	651	5.3	3.2	8.5	85.2%	117.8%	100.9%	141.4%
Birthing Unit	1,116.50	848.75	0	0	737	617.83	0	0	59	24.9	0.0	24.9	76.0%	-	83.8%	-
Neonatal	1,914.25	1,670.75	345	356.5	1,502.25	1,490.75	356.5	368	323	9.8	2.2	12.0	87.3%	103.3%	99.2%	103.2%
Postnatal	1,491.00	1,416.75	970.5	914.25	1,116.00	1,109.58	744	719	785	3.2	2.1	5.3	95.0%	94.2%	99.4%	96.6%
Delivery Suite	2,734.00	2,521.58	741	620.5	2,604.00	2,512.50	742.5	727	234	21.5	5.8	27.3	92.2%	83.7%	96.5%	97.9%
St Peters Mat	1,729.50	1,725.58	633.5	632	372	373.5	372	373	65	32.3	15.5	47.8	99.8%	99.8%	100.4%	100.3%
WJC Mat	1,530.50	1,546.75	594	588.5	372	374.25	372	374	88	21.8	10.9	32.8	101.1%	99.1%	100.6%	100.5%
Mayflower	1,566.25	1,402.42	1,545.00	870	651	640.5	651	651	434	4.7	3.5	8.2	89.5%	56.3%	98.4%	100.0%
Gosfield	1,199.50	1,102.33	780.5	762.5	682.25	682.25	539	528	266	6.7	4.9	11.6	91.9%	97.7%	100.0%	98.0%
Writtle Ward	1,496.00	1,425.00	1,525.75	1,395.25	1,069.50	1,037.00	713	713	699	3.5	3.0	6.5	95.3%	91.4%	97.0%	100.0%
SEW	1,409.50	1,174.50	899.5	822.5	1,069.50	1,022.50	713	710	470	4.7	3.3	7.9	83.3%	91.4%	95.6%	99.6%

Appendix 2 SUHFT

Ward by Ward fill rate and CHPPD

Ward	Day		Night		Overall fill rate % RAG rating	CHPPD total (actual)	Max No of Esc beds in use
	% fill rate RN	%fill rate Care staff	% fill rate RN	%fill rate Care staff			
Emergency Medicine	81.07%	115.26%	78.47%	114.07%	97.22%		
Surgery							
Balmoral	90.40%	101.70%	98.70%	122.30%	103.28%	7.4	
Chalkwell SAU	102.60%	85.60%	94.20%	104.00%	96.60%	9.9	
Hockley	97.70%	112.40%	102.10%	112.50%	106.18%	5.5	
Stambridge	93.90%	68.60%	96.90%	84.20%	85.90%	7.1	
Medicine							
AMS	90.80%	137.10%	112.80%	100.10%	110.20%	12.9	
Blenheim	79.80%	102.20%	97.40%	97.40%	94.20%	5.4	2
CCU Hopkins	90.00%	100.40%	85.50%	93.20%	92.28%	8.4	
Eleanor Hobbs	73.90%	120.10%	102.40%	106.00%	100.60%	6.2	
Southbourne SSU	105.00%	110.70%	101.80%	101.80%	104.83%	6.2	10
Princess Anne	87.50%	102.80%	104.00%	106.00%	100.08%	6.9	
Stroke Unit	86.60%	114.60%	98.60%	113.70%	103.38%	7.5	7
Windsor	92.80%	98.60%	96.90%	95.70%	96.00%	6.0	
Respiratory Unit	96.50%	100.00%	89.40%	98.90%	96.20%	11.8	
Diagnostic & Therapeutic							
Elizabeth Loury	80.20%	99.70%	84.50%	102.20%	91.65%	7.3	
Estuary Haem & Onc	87.50%	137.70%	97.10%	94.10%	104.10%	8.2	
Musculoskeletal							
MSK Unit	85.60%	96.90%	101.50%	101.90%	96.48%	6.3	
Theatres & Anaesthetics							
Critical Care	102.50%	124.00%	92.90%	92.60%	103.00%	38.9	
Women & Children							
Eastwood	92.00%	105.60%	98.70%	111.40%	101.93%	7.0	
Neptune	105.60%	154.80%	80.00%	105.00%	111.35%	19.9	
Neonatal Unit*	107.20%	90.10%	102.20%	104.20%	100.93%	18.1	
Margaret Broom 1	115.60%	108.80%	89.10%	66.90%	95.10%	27.0	
Margaret Broom 2	94.10%	94.10%	95.20%	100.30%	95.93%	8.8	

Appendix 3 BTUH Ward by Ward fill rate and CHPPD

Ward name	Day				Night				Care Hours Per Patient Day (CHPPD)					Day		Night		
	Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Cumulative count over the month of patients at 23:59 each day	Registered midwives/nurses	Care Staff	Registered allied health professionals	Non-registered allied health professionals	Overall	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours										
AMU East	1069.5	1023.5	713	713	1426	1394	1104	1104	319	7.6	5.7	0.0	0.0	13.3	95.7%	100.0%	97.8%	100.0%
AMU west	1782.5	1636.5	1069.5	1058	1782.5	1587	1069.5	1004	728	4.4	2.8	0.0	0.0	7.3	91.8%	98.9%	89.0%	93.9%
Chelmer	2139	2096.5	1069.5	1053.5	1736.5	1690.5	747.5	747.5	889	4.3	2.0	0.0	0.0	6.3	98.0%	98.5%	97.4%	100.0%
Colne	4389.5	4077.5	908.5	789	4335.5	4278	966	908.5	340	24.6	5.0	0.0	0.0	29.6	92.9%	86.8%	98.7%	94.0%
James McKenzie	1782.5	1771	713	687.5	1069.5	1069.5	356.5	356.5	708	4.0	1.5	0.0	0.0	5.5	99.4%	96.4%	100.0%	100.0%
Roding	2426.5	2202.5	2150.5	2137	1333.5	1113.5	1334	1274.5	731	4.5	4.7	0.0	0.0	9.2	90.8%	99.4%	83.5%	95.5%
CEDAR	1641.5	1619	1069.5	1044	1073	1073	759	678.5	546	4.9	3.2	0.0	0.0	8.1	98.6%	97.6%	100.0%	89.4%
DELIVERY SUITE	2852	2707.5	778	778	2852	2610.5	713	690	281	18.9	5.2	0.0	0.0	24.1	94.9%	100.0%	91.5%	96.8%
WILLOW	1196	1196	713	655.5	1069.5	1069.5	713	701.5	116	19.5	11.7	0.0	0.0	31.2	100.0%	91.9%	100.0%	98.4%
Puffin/wagtail	2300	2277	816.5	816.5	2139	2116	736	736	462	9.5	3.4	0.0	0.0	12.9	99.0%	100.0%	98.9%	100.0%
NICU	2001	1859	451	416.5	1840	1725	529	529	241	14.9	3.9	0.0	0.0	18.8	92.9%	92.4%	93.8%	100.0%
Bulphan	1482.5	13366.5	1506	1075	1081	1081	1046.5	1046.5	819	17.6	2.6	0.0	0.0	20.2	901.6%	71.4%	100.0%	100.0%
Burstead	1725	1702	1380	1357	1380	1368.5	747.5	747.5	855	3.6	2.5	0.0	0.0	6.1	98.7%	98.3%	99.2%	100.0%
Elsdon	977.6	966	713	667	724.5	724.5	713	701.5	497	3.4	2.8	0.0	0.0	6.2	98.8%	93.5%	100.0%	98.4%
Horndon	1284	1200	1152	1152	990	979	671	671	667	3.3	2.7	0.0	0.0	6.0	93.5%	100.0%	98.9%	100.0%
ITU	3565	3415.5	23	23	3565	3473	356.5	356.5	305	22.6	1.2	0.0	0.0	23.8	95.8%	100.0%	97.4%	100.0%
Linford	1380	1276.5	1380	1219	1035	1035	759	759	842	2.7	2.3	0.0	0.0	5.1	92.5%	88.3%	100.0%	100.0%
SRU	1035	1000.5	1058	1058	1035	1023.5	862.5	862.5	639	3.2	3.0	0.0	0.0	6.2	96.7%	100.0%	98.9%	100.0%
Edith Cavell	1673	1474	1166	1166	1162.5	1150	912.5	825	853	3.1	2.3	0.0	0.0	5.4	88.1%	100.0%	98.9%	90.4%
Elizabeth Fry	1647	1503.5	1165	1165	1162.5	1162.5	1050	962.5	814	3.3	2.6	0.0	0.0	5.9	91.3%	100.0%	100.0%	91.7%
Florence Nightingale	2331.5	1619.5	851.5	851.5	2325	1575	725	725	814	3.9	1.9	0.0	0.0	5.9	69.5%	100.0%	67.7%	100.0%
Kingswood	1595	1233	1633	1377	1162.5	1162.5	1212.5	1125	838	2.9	3.0	0.0	0.0	5.8	77.3%	84.3%	100.0%	92.8%
Lister	1246	1222.5	2039	1448	1162.5	1162.5	1262.5	1212.5	767	3.1	3.5	0.0	0.0	6.6	98.1%	71.0%	100.0%	96.0%
Lionel Cosin	1640.5	1253	1538.5	1132.5	1162.5	1162.5	1162.5	775	606	4.0	3.1	0.0	0.0	7.1	76.4%	73.6%	100.0%	66.7%
Marjorie Warren	1644.5	1583	1269.5	1008.5	1550	1550	862.5	775	819	3.8	2.2	0.0	0.0	6.0	96.3%	79.4%	100.0%	89.9%
Orsett	1601.5	1302	1189.5	1209	1162.5	1162.5	812.5	812.5	805	3.1	2.5	0.0	0.0	5.6	81.3%	101.6%	100.0%	100.0%
Osler	1639.5	1377.5	1963.5	1522	1162.5	1150	1525	1375	805	3.1	3.6	0.0	0.0	6.7	84.0%	77.5%	98.9%	90.2%
Pasteur	1975.5	1902	1001	1001	2137.5	2137.5	1087.5	1087.5	800	5.0	2.6	0.0	0.0	7.7	96.3%	100.0%	100.0%	100.0%
William Harvey	1627.5	1398	1763	1350.5	1162.5	1137.5	1287.5	1062.5	877	2.9	2.8	0.0	0.0	5.6	85.9%	76.6%	97.8%	82.5%