

Meeting: Finance and Performance Committee

Date: November 13 2014

Agenda Item:

Monthly report on Nurse levels for September & October 2014

Key Risks -

Clinical: The delivery of safe, high quality care is a fundamental to objective of the Trust. This paper reports on the shift by shift information required as part of the “Hard Truths”	Business: Failure to deliver on safe, high quality care may impact on the hospital of choice.
Environmental:	Finance and Performance: Failure to deliver on safe, high quality care may impact on the hospital of choice.
Reputation: Failure to deliver high quality care may impact on reputation.	Legal:
Resource Required:	

Cross Reference to Trust Strategic Priorities and Objectives:

Legal and Regulatory Implications/Equality and Diversity issues:

Recommendation

The Finance and Performance Committee are asked to note the shift by shift information

Requested Action

None

Summary

This paper is the fourth report of the nurse staffing levels on a shift by shift basis for the planned and actual staffing levels. The planned levels exclude specials and duties in addition to the planned level of staffing. The report outlines the process of how the live data is collected. The staffing shortfall information can be found in appendix 1.

Introduction

This report will highlight the frequency of staffing vacancies per ward providing a narrative to the shortfall to illustrate mitigation and associated actions. This information is detailed in appendix 1. Additional duties required by wards including Specials/DOLs/high acuity are not included in this report only deviation from planned staffing levels dictated by each ward's staff roster.

Key Points

The team has collected the number of times that shifts fell below the agreed staffing levels. This information is currently taken from MAPs rostering system and actions and rationale and mitigation is collected real time by members of the COMS team who deliver information to the corporate nursing team. Staffing shortfalls of concern is recorded in the action log of the regular ops meetings at 08:00, 12:00 and 15:00 and attendance to bed meetings by Clinical Nursing Project Manager to collect real time mitigation

Staffing and the management of vacancies due to recruitment, sickness and acuity remains to be a challenge and in some cases staff bank/agency were unable to cover the shortfall. This is reviewed through the weekly meetings held by the chief nurse, or her deputy, to review vacancies, sickness, bank and agency usage.

In total there were approximately 448 (4.7%) unfilled planned shifts out of a total of 9,450 qualified nurses in September. In the month of August approximately 297 shifts of 9,450 of planned shifts fell below the agreed staffing levels (3.1%). Therefore an increase of 1.6% is reflected in September. In October 462 unfilled shifts of the 9,450 shifts in October 4.9%. This again is an increase on the previous month. Possible explanation is that half term fell in this month where traditionally uptake of bank shift is low.

When shifts fell below the agreed staffing levels, this was risk assessed (using professional judgment) and highlighted regularly throughout the day with the Lead Nurses or their representatives at the bed meetings. In cases where wards were under the agreed staffing levels, actions were recorded on the daily bed meeting action log.

The maternity staffing shortfall relates to inpatient areas namely post natal ward.

All of the wards achieved >90% of shifts that met the planned level of staffing in September and October.

Stroke ward have only achieved 90% fill rate against planned staffing in September. This was due to 2 WTE vacancies within the stroke CNS role which was back filled from ward staffing. Other factors included member of staff on extended annual leave that normally fills vacant shifts as additional duties (bank). Low uptake of bank shifts from bank pool, due to specialized area of nursing. Supervisor sister was used to support clinical activity; this has

not been reflected on MAPS so any additional clinical support has not been captured. Data for September has improved and achieved 92% fill rate.

Staffing related incidents

September

9 incidents relating to staffing for September. No harm sustained to patients. 3 red flag events (NICE 2014), 1 incident of delay in analgesia and 2 of more than 25% nursing hours lost/short. See Appendix 2 for full details

October

20 incidents relating to staffing shortfalls in October 2014. No harm sustained, 1 fall (with no injury), 8 incidents that fall into category of red flag (NICE July 2014) equating to one delay in care and 7 reporting >25% deficit in available registered nursing time. High number of incidents relating to Terling ward. Lead Nurse informed to sense check and provide assurance to individuals completing reports. See appendix 2 for full details.

Vacancies update

The Trust continues to progress the overseas recruitment campaigns. First tranche of 9 nurses commenced in trust at the end of October. See *table 1* for predicted start dates for overseas and local recruitment

Table 1

Directorate	October		November		December		January		February		March		TOTAL
	UK	OSN	UK	OSN	UK	OSN	UK	OSN	UK	OSN	UK	OSN	
Medicine	5	5	4	12	3	11		15		1		7	63
Surgery/Theatres	5	2	16	7	3	8		11		1		9	62
emergency/critical care	10	2	5	6	2	4		9		4		9	51
plastics/burns	2		4			5		1		2			14
Women and Children			11		3	2		2				1	19
TOTAL	22	9	40	27	11	28	0	38	0	8	0	26	209

Key performance indicators

Adequate staffing is linked to quality care so highlighting KPIs to areas of low fill rates would be essential if this is to be realized or scrutinized. Areas of focus from this paper Falls, Sickness and Pressure ulcers (grade 3 and 4) *table 2*.

Table 2

Orange no change from previous month

Red increase from previous month

Ward	Unfilled shift (%age)	Falls	Sickness %	PU 3/4
Danbury	7	0	3.5	0
Postnatal	7	0	2.7	2
Goldhanger	7	0	0.6	0
Stroke	8	0	9.6	1

Green decrease on previous month

Most recent (September) data from executive dash board

The dash board correlates with an increasing shortfall and incident of pressure ulcers (grade 3 and 4) on Stroke ward and Terling. Stroke ward indicates a significant level of sickness, only 1 member of staff long term sick during this period. No falls attributed to areas with significant shortfall from planned staffing levels.

Next steps

A large tranche of overseas nurses will commence in the trust on 27th November (27) and a further 29 on December 5th. Due to the comprehensive induction and the 2 week supernumerystatus this is likely to positively affect planned staffing levels in January.

Feedback from July acuity and dependency has been released to Ward Managers informing them of the uplift (if authorised) and the process of recruiting into this uplift

The 3rd acuity and dependency audit to run from November 17th 2014. This will run alongside a repeat of the BEST audit within the A&E to commence on December 1st 2014.

The datix form has been amended to highlight red flag issues when reporting staffing shortfalls. This had not been a mandatory field and has been omitted on some datix reports this has been actioned and is now mandatory.

The wards will be supplied with laminated copy of what constitutes a red flag to place within their risk folder for reference.

The Staffing shortfall escalation policy to be submitted to DRAG, and will be circulated

Sponsor/s: Cathy Geddes

Author/s: Dan Spooner, Clinical Nursing Project Manager
Lyn Hinton, Deputy Chief Nurse

DIRECTOR/AT E	WARD	REGISTERED STAFF					UNREGISTERED STAFF					AGREED REG STAFFING LEVELS		AGREED REGISTERED NURSE TO PATIENT RATIO		No. of Hours of Reg Shifts Unfilled		RAG rating	Head of Nursing Assurance Statement
		Budgeted WTE	In Post WTE	Vacancies inc. maternity Leave	Maternity Leave	Posts appointed to but not yet started	Budgeted WTE	In Post WTE	Vacancies inc. maternity Leave	Maternity Leave	Posts appointed to but not yet started	Day	Night	Day	Night	Hours	%		
Women & Children's and Sexual Health	C450 Write	18.00	17.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	Staffing levels were assessed by the head of nursing and ward managers and nurses. Staff were allocated by the head of nursing and some staff were moved to other wards during the year.
	E122 Phoenix Ward	35.00	32.75	0.00	1.25	0	15.00	15.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	A405 Postnatal Ward	12.00	11.00	0.00	1.00	0	0.00	0.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	Total	70.75	56.81	13.94	2.49	2.00	30.38	28.25	2.43	1.00	0.53								
Surgery	A300 Haybridge Ward	22.00	17.00	0.00	0.00	0	1.00	1.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	Staffing levels were assessed by the head of nursing and ward managers and nurses. Staff were allocated by the head of nursing and some staff were moved to other wards during the year.
	A304 Rayne Ward	22.00	21.00	0.00	0.00	0	14.00	13.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	E222 Goldanger Ward	20.00	19.00	0.00	0.00	0	10.00	9.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	Total	67.49	62.21	11.88	0.00	0	36.36	36.11	2.91	0.00	0								
Musculoskeletal Services	E227 Noddy Ward	13.00	12.00	0.00	0.00	0	10.00	10.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	Staffing levels were assessed by the head of nursing and ward managers and nurses. Staff were allocated by the head of nursing and some staff were moved to other wards during the year.
	C401 Ulster Ward	14.00	12.00	0.00	0.00	0	0.00	0.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	E123 John Ray Ward	16.00	15.00	0.00	0.00	0	11.00	10.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	Total	40.11	39.25	0.00	0.00	0	36.02	33.75	0.47	0.00	1								
Critical & Emergency Care	A205 ERB	22.00	22.00	0.00	0.00	0	20.00	17.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	Areas with staffing shortfalls were assessed by the head of nursing and ward managers. Staff were allocated by the head of nursing and ward managers and some staff were moved to other wards during the year.
	A304 SAU	22.00	19.00	0.00	0.00	0	20.00	20.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	E228 ITU	22.00	20.00	0.00	0.00	0	20.00	20.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	A311 Medical HDU	19.00	18.00	0.00	0.00	0	18.00	18.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
Total	140.73	111.52	29.21	0.00	10	98.04	98.97	10.07	0.00	0									
Medical Specialities	A302 Danbury Ward	21.00	19.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	Areas with staffing shortfalls were assessed by the head of nursing and ward managers. Staff were allocated by the head of nursing and ward managers and some staff were moved to other wards during the year.
	A306 Telling Ward	19.00	18.00	0.00	0.00	0	18.00	18.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	C200 Sadler Ward	21.00	19.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	C201 Braxted Ward	20.00	19.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	A407 Felstead Ward	20.00	19.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	E126 Stroke Unit	19.00	18.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	AMBER	
Total	127.47	80.87	48.75	0.00	4	95.98	77.47	48.51	0.00	0									
Burns & Plastic	E221 Burns ITU	12.00	11.00	0.00	0.00	0	10.00	10.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	Staffing levels were assessed by the head of nursing and ward managers and nurses. Staff were allocated by the head of nursing and some staff were moved to other wards during the year.
	E221 Burns Adult Rehab	12.00	11.00	0.00	0.00	0	10.00	10.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	F225 Burns Children	12.00	11.00	0.00	0.00	0	10.00	10.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	E120 Stock Ward	20.00	19.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
	E221 Children's Ward	20.00	19.00	0.00	0.00	0	19.00	19.00	0.00	0.00	0	0.00	0.00	1.00	1.00	0.00	0%	GREEN	
Total	118.30	97.47	22.43	0.00	0	44.88	39.35	9.53	0.00	3.66									
TOTAL		574.20	437.97	136.23	14.54	33.2	306.55	260.23	46.32	3.60	7.2				3,213				

In post staff are as the recording month end

Vacancies and Maternity Leave are as the recording month end

Subjects are persons with full or part time contracts recording month end and full or part time contracts recording month end

Agreed Nurse to patient ratio is based on the suggested ratio and the number of filled beds at 95% occupancy

100% TE = Whole Time Equivalent courses to full time member staff working 37.5 hours per week



The RAG rating is based on the following criteria: Green - All areas assessed by the head of nursing and ward managers and nurses. Staff were allocated by the head of nursing and some staff were moved to other wards during the year.

STAFFING LEVELS ON INPATIENT WARDS

October 2014

DIRECTORATE	WARD	REGISTERED STAFF					UNREGISTERED STAFF					AGREED REG STAFFING LEVELS		AGREED REGISTERED NURSE TO PATIENT RATIO		No. of Hours of Reg Shifts Unfilled		RAG rating	Head of Nursing Assurance Statement
		Budgeted WTE	In Post	WTE	Vacancies inc. maternity Leave	Maternity Leave	Posts appointed to but not yet started	Budgeted WTE	In Post	WTE	Vacancies inc. maternity Leave	Maternity Leave	Posts appointed to but not yet started	Day	Night	Day	Night		
Women & Children's and Sexual Health	C450 Writtle	19.37	10.60	8.77	0.00	7.66	6.69	5.47	1.22	0.00	0	3.7	3.0	1 : 4.9	1 : 6.0	156.0	6%	GREEN	Shifts that were unfilled, were risk assessed by the head of nursing and ward managers/lead nurses. Staff were supported by non clinical staff and admissions were limited to the additional capacity areas
	E122 Phoenix Ward	35.03	32.76	2.27	1.19	2	13.16	12.91	0.25	1.00	0	7.1	5.3	1 : 3.2	1 : 4.3	184.0	4%	GREEN	
	A405 Postnatal Ward	16.35	13.45	2.90	1.00	0	10.53	8.51	2.02	0.00	0	3.0	3.0	1 : 6.3	1 : 6.3	193.5	9%	GREEN	
	Total	70.75	56.81	13.94	2.19	9.66	30.38	26.89	3.49	1.00	0								
Surgery	A303 Heybridge Ward	23.25	18.89	4.36	0.00	9	14.00	12.45	1.55	0.00	0	5.1	3.0	1 : 6.0	1 : 10.1	127.5	4%	GREEN	Short falls were reviewed with the ward manager and lead nurse and risks assessed. Wards with shortfall, utilised staffing from neighbouring wards or staff on admin days to ensure patient safety and quality care was maintained
	A304 Rayne Ward	23.01	20.05	2.96	0.00	6	14.82	13.19	1.63	0.00	1	5.0	3.0	1 : 6.1	1 : 10.1	135.0	4%	GREEN	
	E222 Goldhanger Ward	21.68	13.20	8.48	0.00	3	10.53	8.80	1.73	0.00	0	4.5	2.9	1 : 4.9	1 : 7.5	198.0	7%	GREEN	
	Total	67.94	52.14	15.80	0.00	18	39.35	34.44	4.91	0.00	1								
Muscular Skeletal Services	E223 Notley Ward	18.08	15.60	2.48	0.00	1	16.27	15.31	0.96	0.00	1	4.2	2.0	1 : 6.3	1 : 13.3	48.5	2%	GREEN	Wards were risk assessed by the lead nurse and staff were utilised from neighbouring wards or ward managers to ensure patient safety was maintained
	C451 Lister Ward	14.17	12.80	1.37	0.00	0	8.95	9.39	-0.44	0.00	2	3.0	2.0	1 : 6.3	1 : 9.5	53.0	3%	GREEN	
	E323 John Ray Ward	16.86	11.85	5.01	0.00	1	11.70	8.84	2.86	0.00	1	3.9	2.0	1 : 5.9	1 : 11.4	134.5	6%	GREEN	
	Total	49.11	40.25	8.86	0.00	2	36.92	33.53	3.39	0.00	4								
Critical & Emergency Care	A205 ESS	28.84	20.53	8.31	3.12	4	23.29	17.67	5.62	1.00	0	6.5	4.0	1 : 5.3	1 : 8.6	110.0	3%	GREEN	Areas under shortfall were risk assessed by the lead nurses and ward managers. Staff were utilised around the directorate to assist with shortfall to maintain safety and patient flow. ITU are able to flex and absorb staffing shortfall depending on unit activity, therefore a shortfall may not always reflect a staffing requirement.
	A204 EAU	35.74	18.31	17.43	0.00	20	28.36	26.47	1.89	1.00	0	6.7	7.0	1 : 4.2	1 : 4.1	204.0	4%	GREEN	
	E226 ITU	56.88	58.21	-1.33	5.19	2	5.04	3.79	1.25	0.00	0	8.5	10.0	1 : 1.3	1 : 1.1	91.0	1%	GREEN	
	A211 Medical HDU	19.27	17.27	2.00	0.00	0	2.35	1.84	0.51	0.00	0	4.0	3.0	1 : 1.9	1 : 2.5	32.5	1%	GREEN	
	Total	140.73	114.31	26.42	8.31	26	59.04	49.76	9.28	2.00	0								
Medical Specialities	A302 Danbury Ward	21.62	10.20	11.42	0.00	9	18.92	10.20	8.72	0.00	0	4.4	3.0	1 : 7.0	1 : 10.1	182.5	7%	GREEN	Areas with staffing shortfall were reviewed and addressed by the lead nurse and ward manager. Neighbouring wards with the directorate cross covered as able with wards requiring assessment
	A305 Terling Ward	19.42	12.28	7.14	1.00	8	12.20	11.65	0.55	0.00	0	4.0	3.0	1 : 7.6	1 : 10.1	173.0	7%	GREEN	
	C250 Baddow Ward	22.33	13.13	9.20	0.00	5	17.08	12.67	4.41	0.00	2	4.1	3.0	1 : 6.0	1 : 8.2	92.5	3%	GREEN	
	C251 Braxted Ward	20.70	11.20	9.50	1.00	8	17.08	14.00	3.08	0.00	1	4.1	3.0	1 : 6.0	1 : 8.2	219.0	8%	GREEN	
	A207 Felsted Ward	23.07	16.29	6.78	0.00	0	16.80	15.15	1.65	0.00	0	5.0	3.0	1 : 6.1	1 : 10.1	163.5	5%	GREEN	
	E125 Stroke Unit	20.98	15.44	5.54	0.00	4	13.90	11.60	2.30	0.00	0	3.9	3.0	1 : 6.2	1 : 7.9	215.5	8%	GREEN	
	Total	128.12	78.54	49.58	2.00	34	95.98	75.27	20.71	0.00	3								
Burns & Plastics	E220 Burns ITU	45.58	37.75	7.83	2.00	1	6.92	5.87	1.05	0.00	0	8.0	8.0	1 : 0.9	1 : 0.9	371.5	6%	GREEN	Wards with staffing shortfall were risk assessed by the lead nurses. Nonclinical staff were utilised on days with high shortfall including clinical nurse specialists or lead nurse for example. Burns ITU and childrens burns are able to flex staffing to meet activity therefore every shortfall may not reflect ward requirement
	E221 Burns Adult Rehab	18.22	16.80	1.42	0.00	0	9.19	5.33	3.86	0.00	0	4.0	2.0	1 : 1.4	1 : 2.7	55.0	2%	GREEN	
	E225 Burns Children	12.25	11.83	0.42	1.80	0	4.59	3.53	1.06	0.00	0	2.1	2.0	1 : 2.6	1 : 2.7	31.5	2%	GREEN	
	E320 Stock Ward	26.92	23.33	3.59	0.00	0	11.08	8.03	3.05	0.00	0	5.2	4.6	1 : 4.4	1 : 5.0	146.5	4%	GREEN	
	E321 Billericay Ward	16.33	12.86	3.47	0.00	2	13.10	11.19	1.91	0.00	1.66	3.6	2.0	1 : 6.4	1 : 11.4	93.0	4%	GREEN	
Total	119.30	102.57	16.73	3.80	3.2	44.88	33.95	10.93	0.00	1.66									
TOTAL		575.95	444.63	131.32	16.30	92.9	306.55	253.84	52.71	3.00	9.7					3,411			

APPENDIX 2

September Datix

WEB22120: Goldhanger. Allocated bank staff moved to reduce risk on another ward leaving the late shift short of 1 nurse. Coordinator informed but advised to manage. Red flag issue: N/A

WEB22127 and Web22135 (same incident): Stroke. 1 member of trained staff short for early shift and two trained staff down on the pm shift. Staff member stayed until 18:00 to support. Support provided by thrombolysis sister and coms team, sister extended hours to 18:00. Red Flag N/A

WEB21783: Billericay. Junior staff member was in charge of ward with high level of bank and agency staff. Senior staff member stayed additional hour and a half to mitigate risk. COMs informed and bank partners informed of bank cancellation. Not red flag. Action: High level of bank/agency acknowledged, 4 posts recruited and awaiting start dates and further 3 posts in recruitment process to address high bank/agency usage.

WEB21683: Terling ward. Bank agency staff not arrived to night shift leaving only 1 trained nurse. Escalated to Coms team who allocated another nurse to ward, leaving 2 nurses for night shift. No harm sustained. **Red flag issue, >25% nursing time short for night shift**

WEB21711: Rayne ward. Due to staff shortages (1 RN down for night shift) staff stated that they were unable to accept any patients for admission. Contacted COMS who insisted on the admission COMs team reviewed acuity and did not agree with level of risk. Unable to attend to patient for 2 hours. **Red flag event. Yes >25% nursing time short**

WEB22182: John Ray. Unable to secure special for dementia patient from bank/agency. Patient got out of bed looking for toilet unaided. Patient escorted back to bed. No harm sustained. Red flag issue N/A

WEB21986: Maternity (antenatal day assessment). 2 x agency midwives did not attend, 1 x midwife short due to sickness. Escalated to on call team and manager. On call and manager attended to ensure safety. Ward busy but no harm sustained. Red flag issue N/A (not inpatient area)

WEB21637: Terling ward. 2 x junior staff on night shift and 1x RN short. 2x HCSW and 1 supernumery HCSW present. Escalated to COMS team, additional nurse sent from another ward. Correct procedure followed, no harm/detriment sustained to patients. Red Flag N/A

Web22068: Felsted ward. Delay in patient receiving analgesia for more than 30 minutes due to staff shortages.

Action. Apology given to patient and family, analgesia requirements reviewed by medical staff. **Red flag event. Yes- delay in analgesia more than 30 minutes**

October Datix

WEB22266: Labour. Reduced staffing due to current vacancies. No Harm identified, Red flag not identified. Head of Nursing informed WJC closed and staff redeployed. Risk mitigated successfully

WEB22600 Terling Staff concerned regarding experience of HCSW. No harm, No red flag.

WEB22601: Terling. Staff concerned regarding interruptions of drug round due to staff shortages. No harm, no red flag

WEB22606 Terling Terling Staff member raising concern that a ward meeting took him away from patient care, delaying antibiotics and patient care. **Red flag**, yes, delay in patient care under investigation

WEB22623: Terling. Staff member raising concerns regarding a HCA short impacting on workload. No harm or red flag

WEB22977: Danbury. 1 HCSW short effecting safe care. No harm or red flag identified

WEB22438: Felsted. 2 trained RN short. Potential red flag, Red Flag mitigated by escalation and early staff staying late reducing RN deficit

WEB22794: Billericay: 2 Nurse (50%) short for day shift. No harm identified. **Red flag** issue. Staff called in at 16:00. Unable to resolve red flag completely

WEB22582: Writtle. Unable to take Gynae emergency due to staffing and medical outliers

WEB22315: Braxted: High number of patients requiring specialising in addition to ward staffing. Reviewed by Lead nurse, work load prioritized and risk assessments completed. No reports of patient injury or harm. No red flag event.

WEB22874: ESS. Agency nurse cancelled high dependency. 25% nursing time short. Escalated to COMs (night shift) unable to offer assistance. No harm recorded. **Red flag**

WEB22480: Braxted: Patient not specialised due to short staffing, patient found on floor. No injury sustained. Full escalation. No red flag

WEB22290: Felsted: 3 nurses short for day shift. Escalated to Coms assistance sort where possible. Unable to resolve **Red flag** (>25% RN time short)

WEB22432: John Ray 50% RN shortfall. Reviewed by ward manager. No harm sustained, unable to resolve **Red Flag**

WEB22788: Billericay: 40% loss of RN nursing time due to vacancies. Mitigation for late shift reducing shortfall to 20%. Unable to resolve the early shift. **Red flag** event yes.

WEB22440: Danbury 33% short of RN nursing time. Red flag. Escalated to coordinator, unable to resolve. No harm sustained. **Red flag** event.

WEB22191: Bank cancelled so short of staff. Not more than 25% nursing time, sister supporting ward from admin day. No harm sustained

WEB22810: Stroke. 2x HCSW short, no red flag events reported. No harm

WEB22613: ICU. Agency nurse not arrived for shift. Limiting critical care capacity. No red flag events noted. No harm

WEB22313: 1 nurse short for early and late shift (equates to 25% RN short). **Red flag** event. No harm recorded.