

Safer Staffing Nursing and Midwifery

1.0 PURPOSE

This paper outlines the Nursing and Midwifery safer staffing for January 2019

2.0 BACKGROUND

The Trust is required to submit data monthly to Unify, detailing ward nursing and midwifery staffing fill rates and bed days; this information is also displayed on the Trust website.

The staffing level fill rates are RAG rated as Red below 79%, Amber 80-89% and Green above 90%.

The numbers of falls with serious harms, hospital acquired pressure ulcers, Never events, serious incidents, infection prevent and patient experience data are also correlated with safer staffing levels

3.0 STAFFING LEVELS

Staffing levels are representative of 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 establishment (WTE)	420.64	420.42	0.22	↔
In Post Non Registered Nursing establishment (WTE)	315.19	315.59	0.4	↔
Vacant Non Registered Nursing Post (WTE)	105.45	104.83	0.62	↔
Vacant Non Registered Nursing Post % (WTE)	25.1%	24.9%	0.2%	↔

SOURCE: Monthly finance update

3.1 Registered Nursing & Non Registered Nursing Fill Rates (days/ nights) Overall Trust position

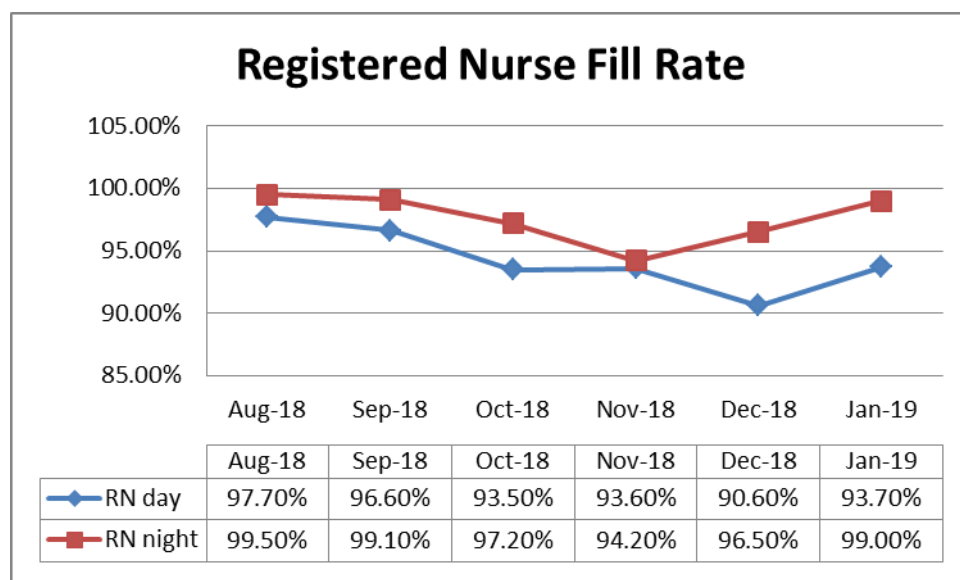
Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
93.7%	99.0%	97.1%	117.7%

SOURCE: Unify submission

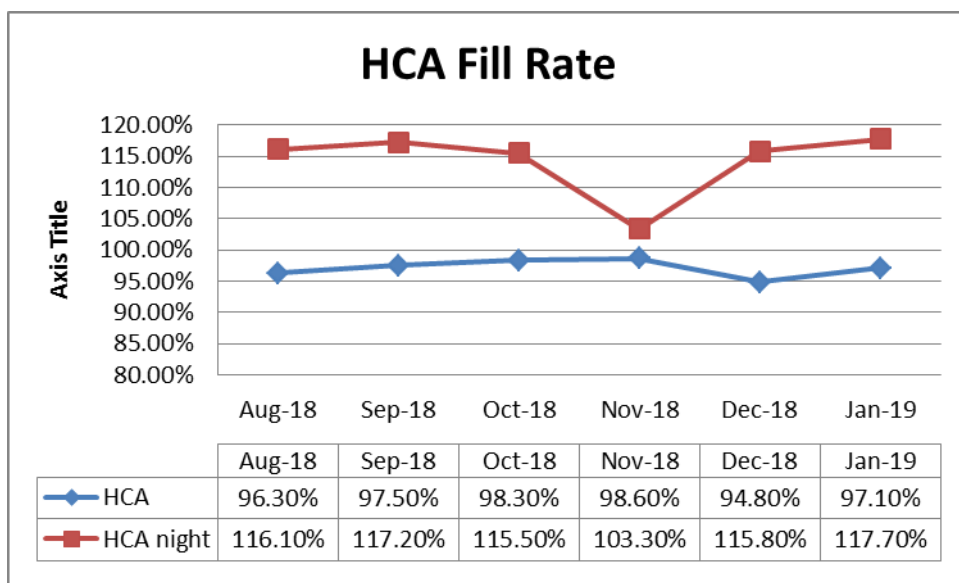
HCA fill rates are above funded establishment on night shifts. This is attributed to the increase demand of enhanced supervision or if 1:1 care needed. Fill rate is based on funded establishment so any additional shifts are agreed by the Associate Directors of Nursing. Requests for enhanced observation or 1:1 care are scrutinised daily by the senior nursing team and only agreed if current resource is unable to provide care following review or staffing and clinical presentation of patients.

3.2 Cumulative Fill Rates

Fill rates for registered nurses in the day have decreased over the last 6 months. This is likely to have been as a result of more robust challenge and control measures in attempting to reduce the amount of over cap agency used. All divisions have submitted risk assessments to detail areas that would not be placed at risk if not filling with above cap agency. Despite these challenges fill rates have remained above 90%.



Despite increasing vacancy within the HCA workforce for this period, fill rates consistently remain above 90%.



3.3 Overall rag rating for the divisions / directorates for January 2019

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

SOURCE: Unify submission

HCA fill rate above 100% are observed in all areas as detailed in section 3.1. On occasion additional registered nursing support is requested if acuity is higher than the planned nursing establishment. Appendix 1 demonstrates ward by ward fill rate.

3.4 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		
1. 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%		
2. 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%		
4. 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 Peads 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%		
5. 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

3.5 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 demonstrates comparison of the overall CHPPD across the MSB

Organisation Name	Organisation Code	CHPPD - Overall	CHPPD – Registered Nurses and Midwives	CHPPD – Healthcare Support Workers

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
Mid Essex Hospital Services NHS Trust	RQ8	8.77	5.57	3.2

Organsiation Name	Ward Name	Speciality	CHPPD - Overall	CHPPD - RNs	CHPPD - HCAs
Basildon And Thurrock University Hospitals NHS Foundation Trust	Puffin/wagtail	420 - Paediatrics	13.33	10.12	3.21
Mid Essex Hospital Services NHS Trust	Phoenix	420 - Paediatrics	12.79	9.67	3.12
Southend University Hospital NHS Foundation Trust	Neptune	420 - Paediatrics	17.49	11.86	5.63
Basildon And Thurrock University Hospitals NHS Foundation Trust	Horndon	110 - Trauma & Orthopaedics	5.7	2.9	2.8
Basildon And Thurrock University Hospitals NHS Foundation Trust	Linford	110 - Trauma & Orthopaedics	5.23	2.84	2.39
Mid Essex Hospital Services NHS Trust	Notley	110 - Trauma & Orthopaedics	5.94	3.28	2.67
Southend University Hospital NHS Foundation Trust	MSK Unit	110 - Trauma & Orthopaedics	5.91	2.59	3.32
Basildon And Thurrock University Hospitals NHS Foundation Trust	Pasteur	328 - Stroke Medicine	8.26	5.37	2.9
Mid Essex Hospital Services NHS Trust	Stroke Unit E125	300 - General Medicine	7.92	4.42	3.51
Southend University Hospital NHS Foundation Trust	Paglesham & Benfleet	300 - General Medicine	7.94	3.43	4.51

4.0 REGISTERED STAFFING IMPACT ON QUALITY

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
Division 1 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
Division 1 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
Division 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
Division 3 Critical care	GICU/HDU	10%	98	0	0	1	0	0	0	0	0	0	0
Division 4 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
Division 5 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

Notable incidents:

- Of the 9 SIs that occurred within the ED in January 5 of these refer to 12 hour trolley breaches. No harm were recorded for these patients
- Hospital acquired Pressure ulcers for January are still being processed through the harm free care panel. This backlog is being addressed by the divisions
- Two patients that have had severe harm from a fall refer to fractured neck of femurs. Trust incident using falls with severe harm per 1000 occupied bed days was 0.11 versus a national picture of 0.19

5.0 RECRUITMENT UPDATE

Recruitment to HCA vacancies undertaken Trust wide initially proved successful however the attrition rate was extremely high due reaching out to a wider potential workforce who had limited or no prior experience in working in healthcare. Generic advertisement for HCAs continues and a further large recruitment drive is scheduled to take place in February where over 40 HCAs have been shortlisted.

Register Nurse Recruitment continues to be challenging. While local recruitment continues, further RN open days and student nurse recruitment events continue. In early February an RN open day successfully interviewed and offered six registered nurse posts. All have been accepted. 83 Nurses are in the pipeline to commence employment at MEHT from outside of the EU. A business case is being finalised for further recruitment.

6.0 CONCLUSION and further actions required

Recruitment challenges remain acknowledging the past two months have seen a marginal reduction in registered nurse vacancies. Overseas nurse recruitment has continued however due to changes in the application process less nurses are completing the application process and commencing employment in the Trust. This is mainly affected by the high score required in the English language test.

Staffing is reviewed daily by Matrons and Associate Directors of Nursing and mitigation processes are activated when temporary staffing measure is not achieved.

6.1 Actions

- Recruitment and retention meeting moved to monthly in line with R&R board at group level
- Weekly meetings with HR and Bank Partners to address staffing fill rates and take targeted action to mitigate risk
- Daily approval of agency usage has been ongoing since early September specifically with regards to above cap
- Risk assessments are being undertaken by all Divisions in line with a planned stop of above cap agencies in early November to manage and mitigate to maintain quality of care
- Implementation of agreed Preferred Supplier list and ongoing work to standardise agency and bank rate across the MSB
- Targeted HCA recruitment and role specific induction to take place in February 2019
- Daily organisational huddles with Associate Directors of Nursing commenced in November to ensure inter divisional staffing mitigation
- Senior Nursing support provided by Associate Directors of Nursing during winter period to support staffing provision and quality and safety agenda until 21:00h Monday to Friday. Agreed to continue to until June 2019

Appendix 1
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%
Burns 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%
Burns 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%
Burns 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%