

Safer Staffing Nursing and Midwifery

1.0 PURPOSE

This paper outlines the Nursing and Midwifery safer staffing for February 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)	707.98	707.98	0	↔
In Post Registered Nursing establishment (WTE)	455.73	456.25	0.52	↔
Vacant Registered Nursing Posts (WTE)	252.25	251.73	0.52	↔
Vacant Registered Nursing Posts % (WTE)	35.6%	35.6%	0%	↔
Sickness *	5.18 %	4.97	0.21	↔
Bank spend % of pay bill	11.2%	12.9 %	1.7%	↑
Agency spend % of pay bill	9.9%	10.6 %	0.7%	↔
Number of Red flags (Datix)	30	30	0	↔

*Trust level data.

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Non Registered Nursing establishment (WTE)	420.42	420.83	0.41	↔
In Post Non Registered Nursing establishment (WTE)	315.59	319.88	4.29	↑
Vacant Non Registered Nursing Post (WTE)	104.83	100.95	3.88	↓
Vacant Non Registered Nursing Post % (WTE)	24.9%	24.0%	0.9%	↔

SOURCE: Monthly finance update

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

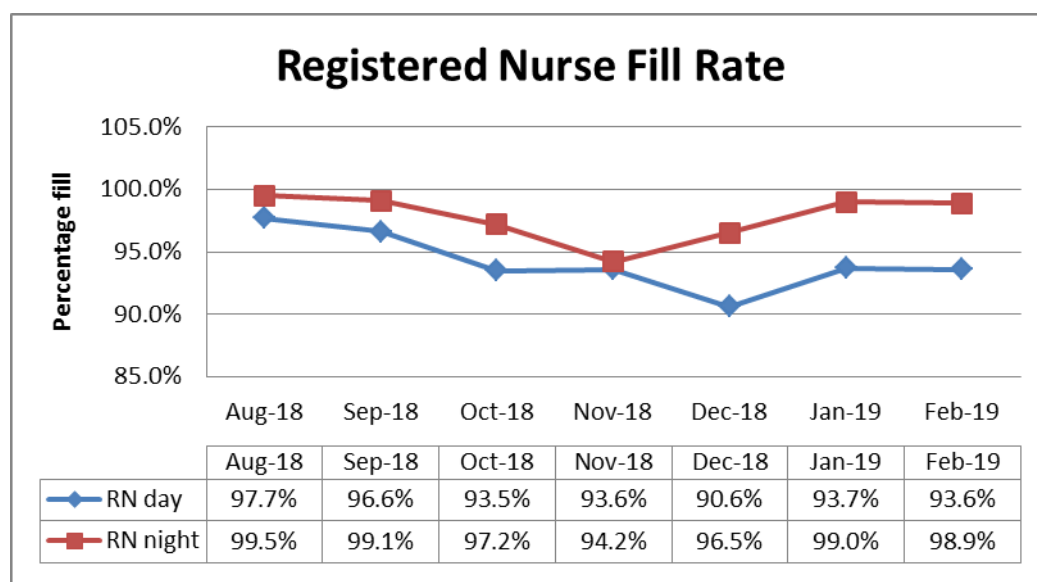
Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
93.2%	100.5%	98.9%	121.7%

SOURCE: Unify submission

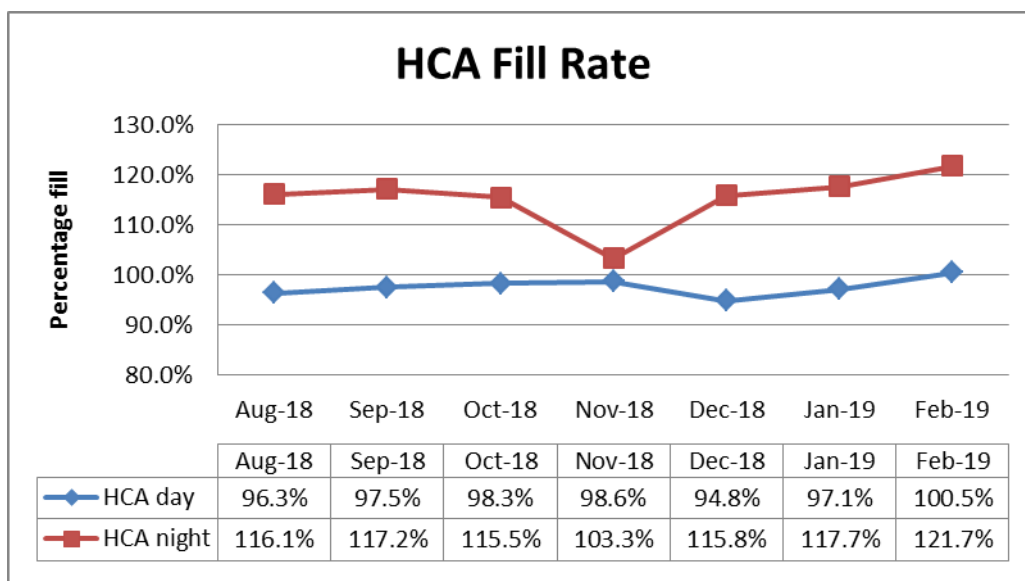
HCA fill rates are above funded establishment on night shifts. This is attributed to the increase demand of enhanced supervision or if 1:1 care needed. Fill rate is based on funded establishment so any additional shifts are agreed by the Associate Directors of Nursing. Requests for enhanced observation 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 February 2019

Division	Registered Nurses		Non Registered Nurse	
	Day	Night	Day	Night
1. Acute Medicine	95.1%	96.6%	98.7%	109.9%
1. Medicine	95.3%	104.3%	100.1%	136.8%
2.Surgery	95.8%	106.8%	110.3%	132.7%
3. Critical care	92.9%	88.1%	92.4%	120.0%
4. Women & Children	89.5%	88.8%	94.2%	100.7%
5.Burns & Plastics	91.7%	97.5%	95.2%	106.3%

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
		Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)		
2	SEW	87.1%	94.8%	98.8%	97.9%	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	91.2%	89.1%	98.0%	101.3%		
3	GICU	92.9%	88.1%	92.4%	120.0%	None required. RN fill rate not effective and above 90%	Nil required
4	Birthing	77.1%	-	84.0%	-	Staffing reviewed daily by ADoN. Staff deployed to area of shortfall daily to manage capacity and demand.	Nil required
	Postnatal	94.6%	82.7%	89.4%	98.1%		
	Delivery Suite	80.5%	84.2%	91.8%	98.7%		
	St Peters	100.2%	98.6%	89.4%	100.0%		
	Gosfield	87.0%	98.9%	96.5%	101.9%		
	Phoenix	89.5%	77.5%	97.6%	106.8%		
5	Burns ITU	86.3%	95.2%	84.7%	100.0%	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 required
	Mayflower	89.5%	96.7%	105.4%	103.3%		

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	CHPPD – Healthcare Support
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			Midwives	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 (Reported in month)	Avoidable (RCA Panel Reviewed in month)	Never Events	SI's	MRSA Bact	Hosp Acq Cdiff	Complaints	PALS Concerns
Division 1 Emergency Care	Acute Medical Unit	37%	94.1%	0	0	1	0	0	0	0	0	0	3
	Emergency Short Stay	49%	96.5%	0	0	2	1	0	0	0	0	3	3
	Emergency Department	42%	n/a	0	0	0	0	0	0	0	0	4	8
Division 1 Medicine	Baddow	35%	97.9%	0	1	1	0	0	0	0	0	3	1
	Braxted	56%	93.4%	0	0	1	0	0	0	0	0	0	1
	Stroke	55%	95.5%	0	0	1	2	0	0	0	0	2	0
	Bardfield	54%	95.2%	0	0	0	0	0	0	0	0	2	3
	Writtle	78%	93.8%	0	0	0	0	0	0	0	0	0	3
	Felsted	38%	94.0%	0	0	0	0	0	0	0	0	0	2
	Terling	45%	94.2%	0	1	1	3	0	1	0	0	0	1
	Tollesbury	50%	96.1%	0	0	1	0	0	0	0	0	1	2
Division 2 Surgery	Rayne	24%	90.9%	0	0	2	1	0	1	0	0	1	2
	Heybridge	24%	94.2%	0	0	0	0	0	0	0	0	0	3
	SEW	31%	87.1%	0	0	0	0	0	0	0	0	1	4
	Notley	48%	91.2%	0	0	0	0	0	0	0	0	0	2
	Lister	52%	92.9%	0	0	0	0	0	0	0	0	0	0
	John Ray	43%	142.2%	0	0	0	0	0	0	0	0	2	1
	Courtauld (BCH)	31%	n/a	0	0	0	0	0	0	0	0	0	0
Division 3 Crit care	GICU/HDU	9%	92.9%	0	0	1	0	0	0	0	0	0	0
Divison 4 Womens and Children	Pheonix	12%	89.5%	0	0	0	0	0	0	0	0	0	4
	Gosfield	46%	87.0%	0	0	0	0	0	1	0	0	1	0
	Neonatal	18%	91.0%	0	0	0	0	0	1	0	0	0	0
	Postnatal	26%	94.6%	0	0	0	0	0	0	0	0	0	0
	Labour ward	6%	90.5%	0	0	0	0	0	0	0	0	0	0
	Birthing unit	18%	77.1%	0	0	0	0	0	0	0	0	0	0
Division 5 Burns and Plastics	Burns Adult	15%	94.7%	0	0	0	0	0	0	0	0	0	0
	Childrens Burns	13%	100.0%	0	0	0	0	0	0	0	0	0	0
	Mayflower	26%	89.5%	0	0	0	0	0	0	0	0	1	2
	Stock	30%	96.0%	0	0	0	1	0	0	0	0	0	0
	Burns ITU	23%	86.3%	0	0	0	0	0	0	0	0	0	0

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. February 2019

Ward name	Day				Night				Day		Night		Care Hours Per Patient Day (CHPPD)			
	RNR/M		Care Staff		RNR/M		Care Staff		Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23.59 each day	Registered midwives/ nurses	Care Staff	Overall
	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	3,048.50	2,727.25	900.50	697.5	2,150.50	2,099.67	644	688	89.5%	77.5%	97.6%	106.8%	456	10.6	3.0	13.6
Heybridge	2,023.25	1,906.00	1,187.00	1,502.92	1,288.00	1,278.50	644	1,263.00	94.2%	126.6%	99.3%	196.1%	870	3.7	3.2	6.8
Rayne	2,028.58	1,844.25	1,040.75	970.75	1,288.00	1,313.67	644	966.00	90.9%	93.3%	102.0%	150.0%	860	3.7	2.3	5.9
Bardfield	1,356.75	1,292.25	1,364.75	1,596.92	966.00	965.33	644	1,132.25	95.2%	117.0%	99.9%	175.8%	702	3.2	3.9	7.1
Notley	1,516.50	1,383.00	1,224.50	1,090.67	966.00	946.67	644	652.25	91.2%	89.1%	98.0%	101.3%	665	3.5	2.6	6.1
Lister	1,024.50	951.50	896	829	966.00	954.50	644	655.5	92.9%	92.5%	98.8%	101.8%	531	3.6	2.8	6.4
John Ray	912.92	1,298.42	571.50	1,093.00	563.50	1,058.00	310.5	667	142.2%	191.3%	187.8%	214.8%	668	3.5	2.6	6.2
ESS	2,043.75	1,972.75	1,410.50	1,406.25	1,232.00	1,199.00	924.00	1,079.75	96.5%	99.7%	97.3%	116.9%	825	3.8	3.0	6.9
AMU	3,039.25	2,861.25	2,212.00	2,093.83	1,848.00	1,840.00	1,538.00	1,627.00	94.1%	94.7%	99.6%	105.8%	750	6.3	5.0	11.2
GICU	5,491.75	5,103.25	383.5	338	4,620.00	4,267.50	157.5	189	92.9%	88.1%	92.4%	120.0%	683	13.7	0.8	14.5
Tollesbury	1,699.48	1,632.48	1,366.22	1,572.72	966.00	966.00	954.50	1,341.50	96.1%	115.1%	100.0%	140.5%	868	3.0	3.4	6.4
Terling	1,712.70	1,638.53	1,373.00	1,247.50	1,288.00	1,264.08	644	701.25	95.7%	90.9%	98.1%	108.9%	858	3.4	2.3	5.7
Baddow	1,369.00	1,340.50	1,376.50	1,353.25	954.50	965.00	641.5	879.5	97.9%	98.3%	101.1%	137.1%	706	3.3	3.2	6.4
Braxted	1,083.50	1,012.12	1,342.75	1,487.00	966.00	964.42	644	1,030.75	93.4%	110.7%	99.8%	160.1%	717	2.8	3.5	6.3
Felsted	1,467.00	1,381.50	1,041.00	976.00	966.00	1,035.00	644	665.5	94.2%	93.8%	107.1%	103.3%	536	4.5	3.1	7.6
Stroke	1,703.48	1,627.13	1,356.00	1,450.50	1,287.25	1,276.42	644	939.25	95.5%	107.0%	99.2%	145.8%	633	4.6	3.8	8.4
Burns ITU	2,761.48	2,383.47	545.5	519.5	2,331.00	1,975.00	294	294	86.3%	95.2%	84.7%	100.0%	122	35.7	6.7	42.4
Burns Adult	1,300.50	1,232.00	711.5	702.75	588	590.6667	588	587.4167	94.7%	98.8%	100.5%	99.9%	194	9.4	6.7	16.0
Burns Children	700	700	396	470.5	588	586	0	0	100.0%	118.8%	99.7%	-	36	35.7	13.1	48.8
Stock	1,960.25	1,881.25	1,113.50	1,012.00	1,396.50	1,459.00	294	387	96.0%	90.9%	104.5%	131.6%	649	5.1	2.2	7.3
Billericay	2,274.50	2,091.00	960.5	900.00	1,176.00	1,449.00	577.5	617.75	91.9%	93.7%	123.2%	107.0%	576	6.1	2.6	8.8
Birthing Unit	1,002.83	772.8333	0	0	672	564.5	0	0	77.1%	-	84.0%	-	43	31.1	0.0	31.1
Neonatal	1,624.00	1,477.50	276	270.75	1,357.00	1,357.00	253	244.75	91.0%	98.1%	100.0%	96.7%	232	12.2	2.2	14.4
Postnatal Ward	1,335.50	1,263.00	880.5	728.4167	1,008.00	901.50	672	659	94.6%	82.7%	89.4%	98.1%	684	3.2	2.0	5.2
Delivery Suite	2,418.00	1,947.50	671.5	565.5	2,352.00	2,158.15	672	663	80.5%	84.2%	91.8%	98.7%	178	23.1	6.9	30.0
St Peters	1,586.00	1,589.33	572	563.75	336	300.5	312	312	100.2%	98.6%	89.4%	100.0%	58	32.6	15.1	47.7
WJC	1,378.00	1,343.50	481	463.5	336	336	336	336	97.5%	96.4%	100.0%	100.0%	72	23.3	11.1	34.4
Mayflower	1,404.00	1,257.25	750.00	725	588	619.5	588	607.5	89.5%	96.7%	105.4%	103.3%	382	4.9	3.5	8.4
Gosfield	1,048.00	912.00	677.5	670	616	594.25	473	482	87.0%	98.9%	96.5%	101.9%	259	5.8	4.4	10.3
Writtle	1,372.00	1,286.50	1,360.00	1,347.00	966.00	930.25	644	779.25	93.8%	99.0%	96.3%	121.0%	677	3.3	3.1	6.4
SEW	1,243.00	1,083.00	866	821.25	966.00	954.50	644	630.5	87.1%	94.8%	98.8%	97.9%	427	4.8	3.4	8.2
Total	54929	51192	29308	29466	37592	37170	17314	21078					15917			