

**Safer Staffing Nursing and Midwifery Mid Essex NHS Trust**

**1.0 PURPOSE**

This paper outlines the Nursing and Midwifery safer staffing for March 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%. Rates over 100% Lilac.

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)	456.25	450.06	6.19	↓
Vacant Registered Nursing Posts (WTE)	251.73	257.92	6.19	↑
Vacant Registered Nursing Posts % (WTE)	35.6%	36.4%	1	↑
Sickness *	5.34	4.97	0.37	↓
Bank spend % of pay bill	13%	16.6%	3.6	↑
Agency spend % of pay bill	10.6%	10.7%	0.1%	↔
Number of Red flags (Datix)	30	39	9	↑

\*Trust level data.

Staffing Measures	Previous month	In month	Variation	↑ ↓
Funded Non Registered Nursing establishment (WTE)	420.83	420.83	0	↔
In Post Non Registered Nursing establishment (WTE)	319.88	321.71	1.29	↑
Vacant Non Registered Nursing Post (WTE)	100.95	99.12	1.83	↓
Vacant Non Registered Nursing Post % (WTE)	24.0%	23.6	0.4	↔

**SOURCE: Monthly finance update**

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

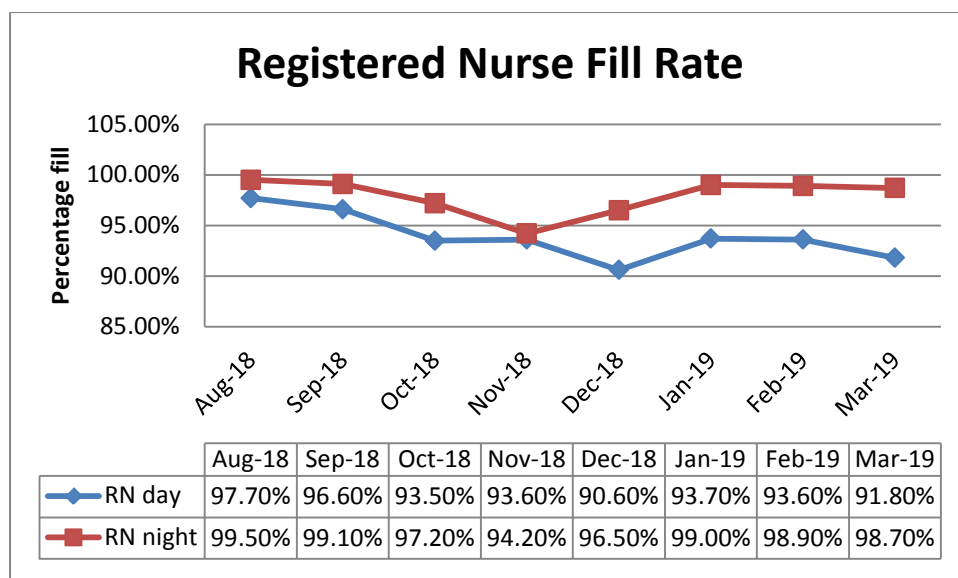
Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
91.8%	98.7%	100.3%	117.2%

SOURCE: Unify submission

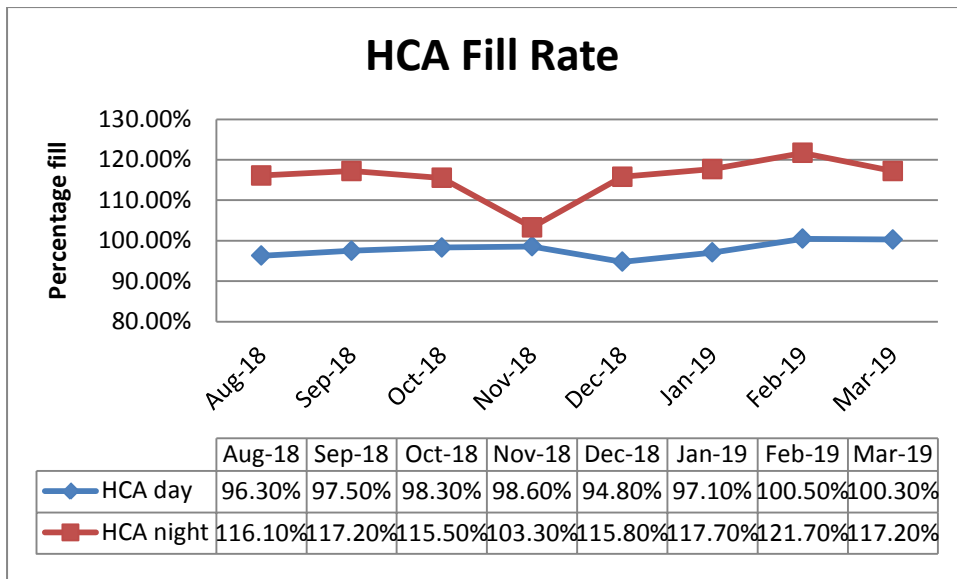
HCA fill rates are above funded establishment on night shifts. This is attributed to the increase demand of enhanced supervision or if 1:1 care needed. Fill rate is based on funded establishment so any additional shifts are agreed by the Associate Directors of Nursing. Requests for enhanced observation 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%. Daily staffing huddles are completed each day with the Associate Directors of Nursing (ADoNs) to ensure that any low fill rates within a specific division are mitigated against



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 March 2019

Division	Registered Nurses		Non Registered Nurse	
	Day	Night	Day	Night
<b>1. Acute Medicine</b>	95.9%	97.4%	99.1%	117.1%
<b>1. Medicine</b>	93.2%	100.9%	100.1%	120.1%
<b>2.Surgery</b>	92.1%	107.0%	108.2%	129.0%
<b>3. Critical care</b>	92.0%	99.3%	88.9%	118.8%
<b>4. Women &amp; Children</b>	91.9%	89.0%	94.9%	100.6%
<b>5.Burns &amp; Plastics</b>	86.8%	102.3%	98.3%	112.5%

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

Ward name	Day		Night		Mitigation
	Average fill rate RN/RM (%)	Average fill rate - care staff (%)	Average fill rate - RN/RM(%)	Average fill rate - care staff (%)	
Braxted	89.6%	99.3%	99.9%	128.5%	Staffing reviewed daily by designated matron and risk assessed with ADoN. Staff redeployed within the division as required. Increased staffing requirement since Stroke moving to new ward footprint
Feering	89.5%	100.5%	98.5%	103.2%	
Stroke Unit	89.0%	108.2%	94.7%	136.8%	
Heybridge	88.4%	95.3%	98.4%	106.2%	Supervision and non clinical time reduced significantly to support clinical staff. Staffing reviewed daily by ADoN and escalated to
Rayne	89.8%	79.3%	100.0%	149.6%	
Notley	89.6%	101.7%	100.0%	102.9%	
Lister	87.0%	103.5%	97.8%	106.3%	
SEW (GBBK)	81.6%	101.6%	97.7%	104.5%	
GICU	92.0%	99.3%	88.9%	118.8%	HCA fill not essential to provide
Birthing Unit	82.4%	N/A	91.2%	N/A	Staffing redeployed as required depending on activity. RMN pulled from community teams as required to support
Postnatal	93.2%	82.9%	96.2%	97.9%	
Delivery Suite	87.1%	67.0%	87.3%	94.3%	
Gosfield	87.2%	93.6%	98.8%	97.9%	
Burns ITU	87.7%	101.7%	93.4%	110.5%	
Burns Adult	84.0%	96.9%	99.9%	101.6%	High activity in ITU in March resulting in increase request for temporary staffing. Support from children's burns and GICU at times of capacity
Stock	86.8%	100.4%	104.3%	164.3%	
Mayflower	84.3%	102.9%	100.1%	98.4%	

### 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 for January 2019. Data on NHSI website still demonstrates January 2019

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 (Declared in month)	Never Events	SI's	MRSA Bact	Hosp Acq Cdiff	Complaints	PALS Concerns
Division 1 Emergency Care	Acute Medical Unit	42%	95.3	0	0	1	1	0	0	0	0	3	4
	Emergency Short Stay	49%	96.8	0	0	2	0	0	1	0	0	1	0
	Emergency Department	42%	n/a	0	0	0	0	0	2	0	0	8	9
Division 1 Medicine	Baddow	36%	96	0	0	1	1	0	0	0	0	0	1
	Braxted	56%	90	0	0	2	0	0	0	0	0	0	0
	Stroke	55%	89	0	0	0	1	0	2	0	0	1	2
	Bardfield	54%	94	0	0	4	0	0	0	1	0	0	1
	Writtle	78%	91	0	1	0	3	0	0	0	0	1	0
	Felsted/Feering	38%	90	0	0	1	0	0	0	0	0	0	1
	Terling	40%	98	0	0	1	1	0	1	0	0	0	0
	Tollesbury	54%	99	0	0	1	2	0	0	0	0	0	2
Division 2 Surgery	Rayne	24%	90	0	0	1	0	0	0	0	0	0	1
	Heybridge	32%	88	0	0	3	0	0	0	0	0	0	5
	SEW	26%	82	0	0	1	0	0	0	0	0	0	2
	Notley	51%	90	0	0	2	1	0	0	0	0	2	1
	Lister	52%	87	0	0	0	0	0	0	0	0	0	1
	John Ray	43%	134	0	0	0	0	0	1	0	0	0	1
	Courtauld (BCH)	31%	n/a	0	0	0	0	0	0	0	0	0	0
	Billericay	24%	91	0	0		0	0	0	0	0	0	0
Division 3 Criticare	GICU/HDU	10%	92	0	0	0	0	0	0	0	0	1	0
Divison 4 Womens and Children	Pheonix	12%	92	0	0	0	0	0	0	0	0	2	1
	Gosfield	47%	87	0	0	0	0	0	0	0	0	1	1
	Neonatal	26%	92	0	0		0	0	1	0	0	0	0
	Postnatal	26%	93	0	0	0	0	0	0	0	0	0	0
	Labour ward	4%	87	0	0	0	0	0	1	0	0	0	0
	Birthing unit	18%	82	0	0	0	0	0	0	0	0	0	0
Division 5 Burns and Plastics	Burns Adult	15%	84	0	0	0	0	0	0	0	0	0	0
	Childrens Burns	18%	94	0	0	0	0	0	0	0	0	0	0
	Mayflower	32%	84	0	0	0	0	0	0	0	0	0	3
	Stock	30%	87	0	0	1	0	0	0	0	0	0	0
	Burns ITU	22%	87	0	0	0	0	0	0	0	0	0	0

#### Notable incidents:

- The fall with severe harm on Writtle ward was a patient fall resulting in a pelvic fracture thought to be non-recoverable. However patient is recovering well and mobilising so likely to be downgraded to moderate harm post RCA panel review
- 4 HAPU occurred in Bardfield this month which is high considering 5 months of non HAPU within this ward. All are waiting panel review to assess any failures in policy/care

- One MRSA bacteraemia occurred in Bardfield this month. Patient unknown MRSA carrier on admission, promptly isolated on discovery.
- Two SI in Stroke refer to HAPU category 3.
- Two Sis in Emergency department refer to suboptimal care of deteriorating patient and a patient who inflicted self-harm whilst in the department
- Two VTEs were reported in this month one on John Ray (calf DVT) and one on Terling which met SI reporting threshold.

## **5.0 RECRUITMENT UPDATE**

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.

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 with monthly recruitment days. While shortlisting yields high number of interested candidates attrition leading to interview is high. Average number of offers per month through this process is twelve.

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. 72 Nurses are in the pipeline to commence employment at MEHT from outside of the EU, with 27 nurses predicted to commence in the trust in May and June. In March the business case for a recruitment event to India was successful and representatives from the trust will be interviewing candidates in India hoping to recruit an additional 100 nurses. The recruitment event takes place in May 2019.

## **6.0 CONCLUSION and further actions required**

Recruitment challenges remain acknowledging the marginal increase in nursing vacancies this month. Overseas nurse recruitment business case has been approved for MEHT specific recruitment event which is a positive development for medium/long term plan.

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 continue to address staffing fill rates and take targeted action to mitigate risk
- Implementation of agreed Preferred Supplier list and ongoing work to standardise agency and bank rate across the MSB
- Interview panel to recruit Indian nurses scheduled to fly to India May 18<sup>th</sup> 2019

Appendix 1  
March 2019 Ward by Ward fill rate and CHPPD

Ward name	Day				Night				Day		Night		Care Hours Per Pateint Day (CHPPD)			
	RN/RM		Care Staff		RN/RM		Care Staff		Average fill rate RN/RM (%)	Average fill rate - care staff (%)	Average fill rate - RN/RM(%)	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	3,439.87	3,173.12	842.08	792.58	2,380.50	2,330.00	713.00	805.00	92.2%	94.1%	97.9%	112.9%	530	10.40	3.00	13.40
Heybridge	2,260.50	1,997.80	1,459.50	1,390.50	1,426.00	1,403.75	713.00	757.00	88.4%	95.3%	98.4%	106.2%	959	3.50	2.20	5.80
Rayne	2,257.00	2,027.00	1,267.50	1,004.75	1,426.00	1,426.00	713.00	1,067.00	89.8%	79.3%	100.0%	149.6%	953	3.60	2.20	5.80
Bardfield	1,511.42	1,423.67	1,513.75	1,676.75	1,069.50	1,067.25	713.00	972.50	94.2%	110.8%	99.8%	136.4%	773	3.20	3.40	6.60
Notley	1,687.00	1,512.00	1,326.00	1,348.50	1,069.50	1,069.50	713.00	733.50	89.6%	101.7%	100.0%	102.9%	712	3.60	2.90	6.50
Lister	1,135.50	988	1,064.50	1,102.00	1,069.50	1,046.50	713.00	758.25	87.0%	103.5%	97.8%	106.3%	598	3.40	3.10	6.50
John Ray	999.5	1,334.75	631	1,411.00	598	1023.5	356.5	977.5	133.5%	223.6%	171.2%	274.2%	714	3.30	3.30	6.60
Frailty	2,256.50	2,185.00	1,551.00	1,596.50	1,364.00	1,354.25	1,021.50	1,321.00	96.8%	102.9%	99.3%	129.3%	887	4.00	3.30	7.30
AMU	3,319.62	3,164.37	2,486.00	2,335.83	2,046.00	2,025.00	1,705.00	1,872.00	95.3%	94.0%	99.0%	109.8%	820	6.30	5.10	11.50
GCU	6,000.70	5,521.25	411	408	4,952.00	4,401.25	168.00	199.50	92.0%	99.3%	88.9%	118.8%	348	28.50	1.70	30.30
Tollesbury	1,511.50	1,504.55	1,519.50	1,521.50	1,069.50	1,220.00	713.00	906.00	99.5%	100.1%	114.1%	127.1%	805	3.40	3.00	6.40
Terling	1,887.17	1,845.00	1,513.50	1,444.00	1,426.00	1,411.75	713.00	736.00	97.8%	95.4%	99.0%	103.2%	966	3.40	2.30	5.60
Baddow	1,512.50	1,450.50	1,533.00	1,463.00	1,069.50	1,069.00	713.00	834.25	95.9%	95.4%	100.0%	117.0%	794	3.20	2.90	6.10
Braxted	1,524.50	1,365.25	1,510.50	1,499.50	1,068.75	1,067.67	713.00	916.17	89.6%	99.3%	99.9%	128.5%	789	3.10	3.10	6.10
Feering	1,628.17	1,457.42	1,147.00	1,152.50	1,069.50	1,053.50	711.25	734.25	89.5%	100.5%	98.5%	103.2%	608	4.10	3.10	7.20
Stroke Unit	2,260.12	2,010.95	1,876.00	2,029.00	1,782.50	1,688.33	1,069.50	1,463.33	89.0%	108.2%	94.7%	136.8%	675	5.50	5.20	10.70
Burns ITU	3,068.65	2,691.90	577.48	587.48	2,551.50	2,382.50	304.50	336.50	87.7%	101.7%	93.4%	110.5%	123	41.30	7.50	48.80
Burns Adult	1,546.50	1,299.25	782.5	758	651	650.5	651	661.5	84.0%	96.9%	99.9%	101.6%	213	9.20	6.70	15.80
Burns Children	777.5	730.5	472.5	547.5	651	652	0	0	94.0%	115.9%	100.2%	N/A	53	26.10	10.30	36.40
Stock	2,239.00	1,943.50	1,248.50	1,254.00	1,501.50	1,566.50	325.50	534.75	86.8%	100.4%	104.3%	164.3%	693	5.10	2.60	7.60
Billericay	2,497.00	2,261.25	1,166.50	1,187.50	1,270.50	1,564.50	619.50	817.50	90.6%	101.8%	123.1%	132.0%	615	6.20	3.30	9.50
Birthing Unit	1,066.50	879	0	0	744	678.5	0	0	82.4%	N/A	91.2%	N/A	73	21.30	0.00	21.30
Neonatal	1,770.50	1,628.25	287.5	287.5	1,460.50	1,460.50	287.50	287.50	92.0%	100.0%	100.0%	100.0%	192	16.10	3.00	19.10
Postnatal	1,473.00	1,373.00	943.5	782	1,116.00	1,073.25	744.00	728.50	93.2%	82.9%	96.2%	97.9%	742	3.30	2.00	5.30
Delivery Suite	2,717.00	2,367.75	743	498	2,660.50	2,323.50	744.00	701.50	87.1%	67.0%	87.3%	94.3%	212	22.10	5.70	27.80
St Peters	1,691.50	1,679.08	618	616.5	372	373.25	372	372.5	99.3%	99.8%	100.3%	100.1%	63	32.60	15.70	48.30
WJC Maternity	1,506.50	1,512.00	534	520.67	372	376.25	372	372.5	100.4%	97.5%	101.1%	100.1%	77	24.50	11.60	36.10
Mayflower	1,539.00	1,297.50	746.5	768	651	651.5	651	640.5	84.3%	102.9%	100.1%	98.4%	397	4.90	3.50	8.50
Gosfield	1,114.00	971.5	779	729.5	680.5	672.5	517	506	87.2%	93.6%	98.8%	97.9%	292	5.60	4.20	9.90
Writtle	1,527.92	1,392.92	1,508.33	1,441.33	1,069.50	1,055.25	713.00	712.50	91.2%	95.6%	98.7%	99.9%	731	3.30	2.90	6.30
SEW (GBBK)	1,387.00	1,132.00	885.25	899.25	1,069.50	1,044.75	713.00	745.00	81.6%	101.6%	97.7%	104.5%	487	4.50	3.40	7.80
<b>Total</b>	<b>61113</b>	<b>56120</b>	<b>32944</b>	<b>33053</b>	<b>41708</b>	<b>41183</b>	<b>19176</b>	<b>22470</b>	<b>91.8%</b>	<b>100.3%</b>	<b>98.7%</b>	<b>117.2%</b>	<b>16894</b>			