

Safer Staffing Nursing and Midwifery Mid Essex NHS Trust April 2019

1.0 PURPOSE

This paper outlines the Nursing and Midwifery safer staffing for April 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 wards including critical care

Staffing Measures Registered Nurses and Midwives	Previous month	In month	Variation	↑ ↓
Funded Registered Nursing establishment (WTE)	707.98	713.95	5.97	↑
In Post Registered Nursing establishment (WTE)	450.06	445.9	4.16	↓
Vacant Registered Nursing Posts (WTE)	257.92	268.05	10.13	↓
Vacant Registered Nursing Posts % (WTE)	36.4%	37.5%	1.1	↑
Sickness *	4.97(Feb)	4.32(March)	0.65%	↓
Bank spend % of pay bill	16.6%	13.5%	3.1%	↓
Agency spend % of pay bill	10.7%	9.2%	1.5%	↓
Number of Red flags (Datix)	39	19	20	↓

*Trust level data.

Staffing Measures Health Care Assistants	Previous month	In month	Variation	↑ ↓
Funded Non Registered Nursing establishment (WTE)	420.83	422.6	1.77	↑
In Post Non Registered Nursing establishment (WTE)	321.71	324.55	2.84	↑
Vacant Non Registered Nursing Post (WTE)	99.12	98.05	1.07	↓
Vacant Non Registered Nursing Post % (WTE)	23.6%	23.2%	0.4	↔

SOURCE: Monthly finance update

NB. Funding has been allocated in Month 1 to a number of area following bed reconfiguration and a resulting in a net increase of 5.97 WTE registered nurses to funded establishment. This has impacted vacancy percentage this month as recruitment into this uplift is still progressing.

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

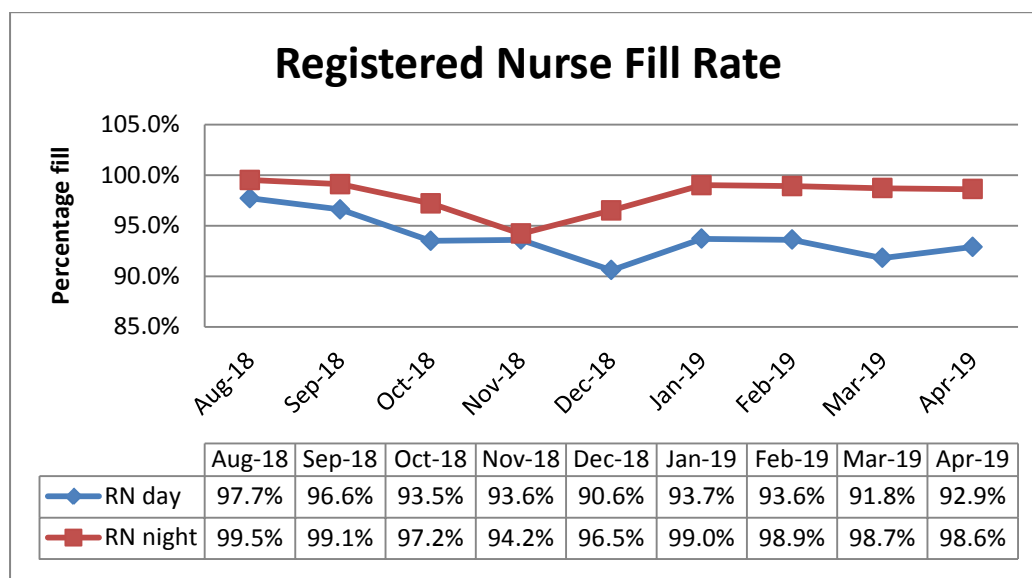
Registered Nurse Day	Registered Nurse Night	Non Registered Nurse Day	Non Registered Nurse Night
92.9%	98.6%	99.5%	115.0%

SOURCE: Unify submission

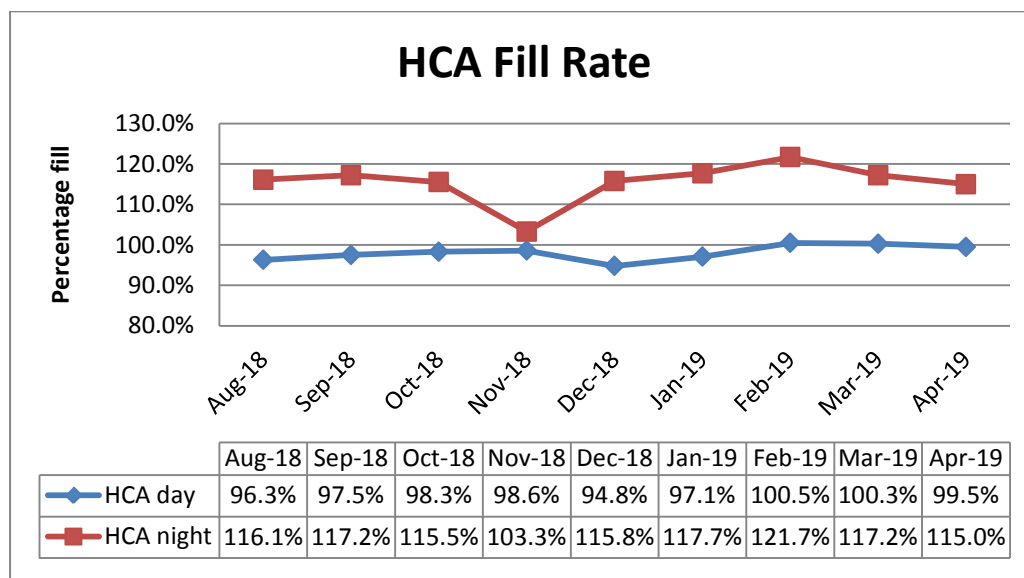
Health Care Assistants (HCA) fill rates are above funded establishment on night shifts. This is attributed to the increase demand of enhanced supervision or if one to one care is needed. Fill rate is based on funded establishment so any additional shifts are agreed by the Associate Directors of Nursing. 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. This month there has been no significant difference in RN fill rate from the previous month. 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.



Despite a small increase in vacancy within the HCA workforce for this period, fill rates consistently remain above 90%.



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

Division	Registered Nurses		Non Registered Nurse	
	Day	Night	Day	Night
1. Acute Medicine	94.9%	91.6%	98.8%	101.6%
1. Medicine	96.4%	99.9%	98.8%	118.8%
2.Surgery	95.8%	105.8%	106.9%	133.0%
3. Critical care	92.9%	96.1%	92.2%	100.0%
4. Women & Children	89.9%	92.3%	95.7%	99.5%
5.Burns & Plastics	87.3%	103.3%	97.7%	113.6%

SOURCE: Unify submission

3.4 Variance Report by Ward

Division	Ward name	Day		Night		Mitigation
		Ave fill rate - RN/RM (%)	Ave fill rate - care staff (%)	Ave fill rate - RN/RM (%)	Ave fill rate - care staff (%)	
1	AMU	89.8%	87.3%	97.1%	91.6%	ACU and ED support AMU as required
2	Heybridge	89.7%	102.5%	100.1%	127.7%	Staffing reviewed daily by matrons and staff moved to support areas of shortfall. Long line of agency sourced on Heybridge to improve continuity
	Rayne	95.9%	84.1%	101.4%	152.1%	
	Notley	89.4%	93.2%	96.7%	114.5%	
	Lister	89.0%	79.3%	99.0%	98.3%	
4	Gosfield	81.0%	98.0%	98.3%	100.0%	Staffing reviewed daily and staff redeployed depending on activity and acuity. Midwives rotate through the service, community and acute, to areas of greatest activity on a daily basis.
	Birthing Unit	79.4%	-	95.1%	-	
	Postnatal	89.9%	82.3%	96.1%	100.0%	
	Delivery Suite	91.6%	76.8%	87.6%	99.3%	
	WJC Maternity	99.7%	89.4%	101.7%	100.3%	
	Phoenix	85.2%	109.1%	100.8%	98.0%	
5	Mayflower	87.9%	101.0%	102.2%	99.5%	Staffing reviewed daily with ADoNs to ensure cross divisional support depending on activity. Support from General ITU as required to facilitate Burns ITU supporting Adult burns
	Burns Adult	75.4%	101.1%	99.8%	103.1%	
	Stock	87.3%	105.9%	104.7%	179.5%	

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 Feb 2019, which is the most recent data captured from NHSI website.

Organisation Name	CHPPD - Overall	CHPPD – Registered Nurses and Midwives	CHPPD – Healthcare Support Workers
Southend University Hospital NHS Foundation Trust	8.57	4.64	3.93
Basildon And Thurrock University Hospitals NHS Foundation Trust	7.83	4.94	2.9
Mid Essex Hospital Services NHS Trust	8.73	5.55	3.18

Organisation Name	Ward Name	Specialty 1	CHPPD - Overall	CHPPD - RNs/RM	CHPPD - HCAs
Basildon And Thurrock University Hospitals NHS Foundation Trust	Puffin/Wagtail	420 - Paediatrics	11.55	8.52	3.03
Mid Essex Hospital Services NHS Trust	Phoenix Ward E122	420 - Paediatrics	13.62	10.59	3.04
Southend University Hospital NHS Foundation Trust	Neptune	420 - Paediatrics	15.65	11.01	4.64
Basildon And Thurrock University Hospitals NHS Foundation Trust	Horndon	110 - Trauma & Orthopaedics	5.97	3.09	2.87
Basildon And Thurrock University Hospitals NHS Foundation Trust	Linford	110 - Trauma & Orthopaedics	5.52	2.77	2.75
Mid Essex Hospital Services NHS Trust	Notley Ward E223	110 - Trauma & Orthopaedics	6.12	3.5	2.62
Southend University Hospital NHS Foundation Trust	MSK Unit	110 - Trauma & Orthopaedics	6.89	2.83	4.06
Basildon And Thurrock University Hospitals NHS Foundation Trust	Pasteur	328 - Stroke Medicine	7.84	5.08	2.76
Mid Essex Hospital Services NHS Trust	Stroke Unit E125	300 - General Medicine	8.36	4.59	3.78
Southend University Hospital NHS Foundation Trust	Stroke Unit)	300 - General Medicine	8	3.27	4.73

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 shift Fill %	Moderate	Severe	Hospital acquired	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	42.0%	89.8%	0	1	4	1	0	2	0	0	0	8
	Emergency Department	41.8%	92.0%	0	0	0	0	0	1	0	0	11	10
Division 1 Medicine	Baddow	26.7%	98.2%	0	0	4	0	0	1	0	0	0	2
	Braxted	55.6%	98.7%	0	0	2	1	0	0	0	0	2	0
	Stroke	55.1%	93.8%	0	0	1	0	0	0	0	0	0	0
	Bardfield	49.0%	99.9%	0	0	0	0	0	0	0	0	0	2
	Writtle	77.9%	96.3%	0	0	3	0	0	1	0	0	0	3
	Frailty	47.4%	106.9%	1	0	0	1	0	0	0	0	0	2
	Feering	38.3%	91.9%	0	0	1	0	0	0	0	0	1	1
	Terling	39.6%	99.4%	0	1	1	0	0	1	0	0	1	2
Tollesbury	58.8%	94.8%	0	0	5	1	0	0	0	0	1	1	
Division 2 Surgery	Rayne	23.7%	95.9%	0	0	2	0	0	0	0	0	0	4
	Heybridge	42.4%	89.7%	0	0	0	0	0	1	0	0	0	1
	SEW	20.8%	91.5%	0	0	0	0	0	0	0	0	1	0
	Notley	51.0%	89.4%	0	0	3	0	0	0	0	0	1	0
	Lister	51.5%	89.0%	0	0	0	0	0	0	0	0	0	0
	John Ray	50.1%	137.8%	0	0	0	0	0	0	0	0	0	2
	Courtauld (BCH)	35.7%	N/A	0	0	0	0	0	0	0	0	0	1
	Billericay	28.1%	93.7%	0	0	0	0	1	1	0	0	0	0
Division 3 Crit care	GICU/HDU	28.1%	92.9%	0	0	1	0	0	0	0	0	0	0
Division 4 Womens and Children	Pheonix	18.2%	85.2%	0	0	0	0	0	0	0	0	0	5
	Gosfield	41.9%	85.2%	0	0	0	0	0	0	0	0	1	2
	Neonatal	25.5%	90.6%	0	0	0	0	0	0	0	0	1	1
	Postnatal	32.0%	89.9%	0	0	0	0	0	0	0	0	0	0
	Labour ward	3.1%	91.6%	0	0	0	0	0	0	0	0	0	0
	Birthing unit	12.8%	79.4%	0	0	0	0	0	0	0	0	0	0
Division 5 Burns and Plastics	Burns Adult	16.6%	75.4%	0	0	0	0	0	0	0	0	0	0
	Childrens Burns	16.8%	98.3%	0	0	0	0	0	0	0	0	0	0
	Mayflower	32.4%	87.9%	0	0	0	0	0	1	0	0	0	0
	Stock	33.7%	87.3%	0	0	0	2	0	1	0	0	1	1
	Burns ITU	19.9%	90.3%	0	0	2	0	0	0	0	0	0	0

Source: Datix 13 May 2019

Notable incidents:

- Two falls resulting in a fractured neck of femur occurred within AMU and Terling ward. A third fall on the frailty unit (ESS) was a dislocated shoulder. Both NOFs are undergoing SI RCA process
- Five hospital acquired pressure ulcer occurred within Tollsbury ward which was concerning. Intensive support from the Tissue viability team has been initiated and a specific action plan produced.
- No hospital acquired MRSA or C-Difficile this month
- Never event declared on Billericay of misplaced NG tube

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. 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. This process continues in April.

63 Nurses are in the pipeline to commence employment at MEHT from outside of the EU, with 18 nurses predicted to commence in the trust in May and a further 14 scheduled to arrive in June. Recruitment into the Practice Development/OSCE facilitators was successful and a team of 3.8 WTE are progressing through recruitment process to support this large cohort. The recruitment event to India to recruit a further 100 nurses will take place on 18th May 2019.

6.0 CONCLUSION and further actions required

Recruitment challenges remain acknowledging the increase in vacancy rate this month due to WTE increases. Overseas nurse recruitment has continued and there is a clear trajectory for nurses arriving at MEHT. Planning of recruitment event to India is progressing well.

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

- 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
- Interview panel to recruit Indian nurses is scheduled to fly to India May 18th 2019. Promotional video completed to send in advance to increase recruitment interest
- Collaboration with PA consulting to further improve weekly workforce meeting and reporting to strengthen roster management and utilisation of roster key performance indicators
- Ensure HR recruitment processes land OSCE facilitators efficiently to support impending increase in OSN pipe

Appendix 1
April 2019 Ward by Ward fill rate and CHPPD

Ward name	Day				Night				Day		Night		Care Hours Per Patient 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	Registered allied health professionals	Non-registered allied health professionals	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	3,376.17	2,875.67	768	838	2,323.00	2,341.50	690.00	676.00	85.2%	109.1%	100.8%	98.0%	500	10.4	3.0	0.0	0.0	13.5
Heybridge	2,172.00	1,949.17	1,417.00	1,452.58	1,377.50	1,378.67	690.00	881.08	89.7%	102.5%	100.1%	127.7%	932	3.6	2.5	0.0	0.0	6.1
Rayne	2,172.17	2,082.42	1,233.00	1,037.50	1,378.75	1,397.92	690.00	1,049.17	95.9%	84.1%	101.4%	152.1%	918	3.8	2.3	0.0	0.0	6.1
Bardfield	1,455.50	1,453.50	1,457.00	1,517.50	1,035.00	1,023.50	690.00	963.50	99.9%	104.2%	98.9%	139.6%	767	3.2	3.2	0.0	0.0	6.5
Notley	1,644.00	1,469.33	1,425.00	1,327.50	1,034.25	1,000.25	690.00	790.33	89.4%	93.2%	96.7%	114.5%	752	3.3	2.8	0.0	0.0	6.1
Lister	1,100.75	979.5	1,239.00	983.00	1,035.00	1,024.75	690.00	678.50	89.0%	79.3%	99.0%	98.3%	566	3.5	2.9	0.0	0.0	6.5
John Ray	986.5	1,359.08	637.5	1,245.00	598	1035	345	734	137.8%	195.3%	173.1%	212.8%	765	3.1	2.6	0.0	0.0	5.7
Frailty Unit	1,546.50	1,653.00	1,461.50	1,462.25	1,122.00	1,144.00	836.00	1,051.50	106.9%	100.1%	102.0%	125.8%	263	10.6	9.6	0.0	0.0	20.2
AMU	3,610.17	3,241.25	2,839.00	2,477.83	2,116.00	2,054.00	2,013.00	1,843.25	89.8%	87.3%	97.1%	91.6%	840	6.3	5.1	0.0	0.0	11.4
GICU	5,931.25	5,512.00	308.5	296.5	4,956.00	4,571.50	178.50	178.50	92.9%	96.1%	92.2%	100.0%	373	27.0	1.3	0.0	0.0	28.3
Tollesbury	1,464.98	1,388.48	1,477.00	1,364.50	1,035.00	1,023.50	678.50	700.75	94.8%	92.4%	98.9%	103.3%	791	3.0	2.6	0.0	0.0	5.7
Terling	1,824.50	1,813.25	1,472.00	1,415.00	1,380.00	1,378.25	690.00	737.00	99.4%	96.1%	99.9%	106.8%	930	3.4	2.3	0.0	0.0	5.7
Baddow	1,453.50	1,427.67	1,480.00	1,429.75	1,033.25	1,009.75	690.00	760.75	98.2%	96.6%	97.7%	110.3%	767	3.2	2.9	0.0	0.0	6.0
Braxted	1,466.92	1,447.83	1,464.00	1,460.17	1,035.00	1,011.83	690.00	898.33	98.7%	99.7%	97.8%	130.2%	771	3.2	3.1	0.0	0.0	6.2
Feering	1,852.00	1,702.33	1,105.00	1,128.50	1,288.00	1,299.50	690.00	713.00	91.9%	102.1%	100.9%	103.3%	535	5.6	3.4	0.0	0.0	9.1
Stroke	2,181.50	2,046.25	1,808.73	1,962.32	1,724.25	1,680.00	1,032.25	1,415.50	93.8%	108.5%	97.4%	137.1%	883	4.2	3.8	0.0	0.0	8.0
Burns ITU	2,859.65	2,582.65	528	528	2,373.00	2,171.50	304.50	294.00	90.3%	100.0%	91.5%	96.6%	106	44.9	7.8	0.0	0.0	52.6
Burns Adult	1,512.25	1,140.50	752.25	760.25	630	628.5	630	649.4833	75.4%	101.1%	99.8%	103.1%	185	9.6	7.6	0.0	0.0	17.2
Burns Children	751.5	739	469.5	506.5	630	619.5	0	0	98.3%	107.9%	98.3%	-	86	15.8	5.9	0.0	0.0	21.7
Stock	2,107.75	1,839.25	1,256.00	1,330.50	1,417.50	1,483.75	315.00	565.50	87.3%	105.9%	104.7%	179.5%	685	4.9	2.8	0.0	0.0	7.6
Billericay	2,332.50	2,186.00	947.50	1,371.50	1,256.08	1,395.50	630.00	1,060.50	93.7%	144.7%	111.1%	168.3%	619	5.8	3.9	0.0	0.0	9.7
Birthing Unit	880.17	699.1667	0	0	684	650.5	0	0	79.4%	-	95.1%	-	54	25.0	0.0	0.0	0.0	25.0
Neonatal Unit	1,622.00	1,469.00	345	322	1,368.50	1,368.50	345.00	345.00	90.6%	93.3%	100.0%	100.0%	292	9.7	2.3	0.0	0.0	12.0
Postnatal	1,457.50	1,310.75	930.75	766.25	1,080.00	1,038.00	720.00	720.00	89.9%	82.3%	96.1%	100.0%	836	2.8	1.8	0.0	0.0	4.6
Delivery Suite	2,793.63	2,559.78	720.5	553.5	2,748.00	2,407.50	717.00	712.00	91.6%	76.8%	87.6%	99.3%	245	20.3	5.2	0.0	0.0	25.4
St Peters	1,687.00	1,674.25	632	631.5	360	349.25	360	360.5	99.2%	99.9%	97.0%	100.1%	85	23.8	11.7	0.0	0.0	35.5
WJC Maternity	1,439.00	1,434.75	625.5	559.5	360	366.25	360	361	99.7%	89.4%	101.7%	100.3%	89	20.2	10.3	0.0	0.0	30.6
Mayflower	1,467.50	1,289.50	886	895	630	644	630	627	87.9%	101.0%	102.2%	99.5%	421	4.6	3.6	0.0	0.0	8.2
Gosfield	1,154.25	934.75	742.5	727.5	659	648	517	517	81.0%	98.0%	98.3%	100.0%	269	5.9	4.6	0.0	0.0	10.5
Writtle	1,472.25	1,417.75	1,479.00	1,456.75	1,035.00	1,024.42	690.00	759.00	96.3%	98.5%	99.0%	110.0%	734	3.3	3.0	0.0	0.0	6.3
SEW	1,331.00	1,218.00	797.5	725.5	1,020.33	998.33	687.50	687.50	91.5%	91.0%	97.8%	100.0%	454	4.9	3.1	0.0	0.0	8.0