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NHS Foundation Trust

Evidence based decision making on nursing staffing and workforce

Sue Smith

Executive Director of Nursing & Patient Safety

Director of Infection Prevention & Control

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Context

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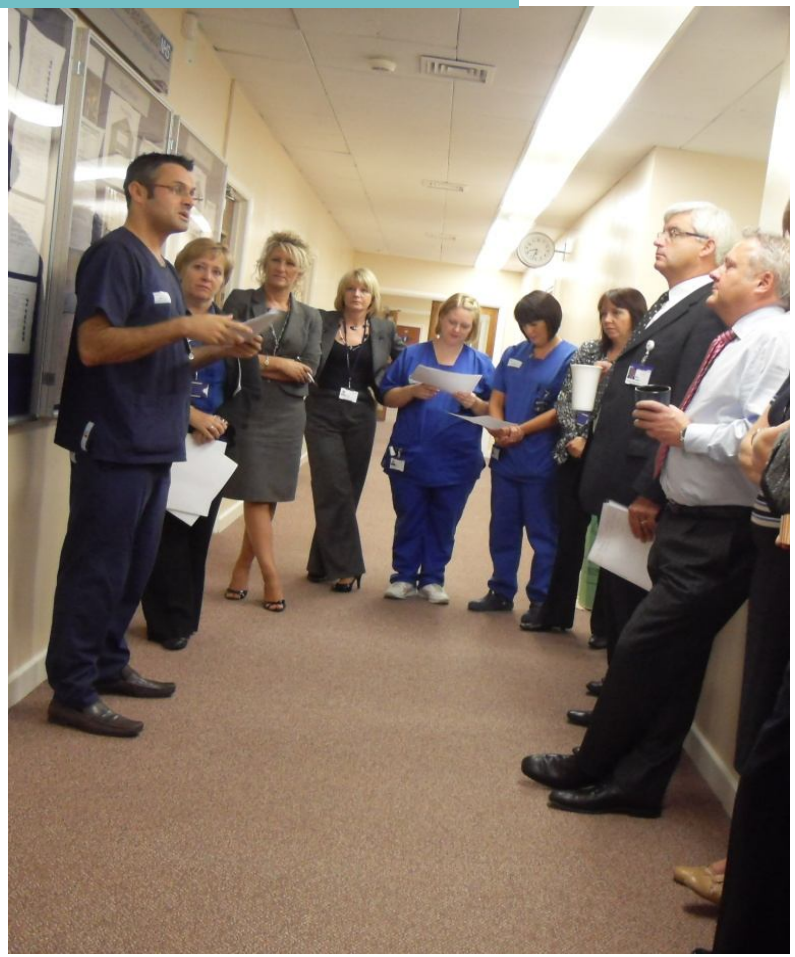
The leadership challenge

- Patient safety and experience
- Economy
- Resources
- Career pathways
- Demographics
- Acuity/dependency



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External evidence

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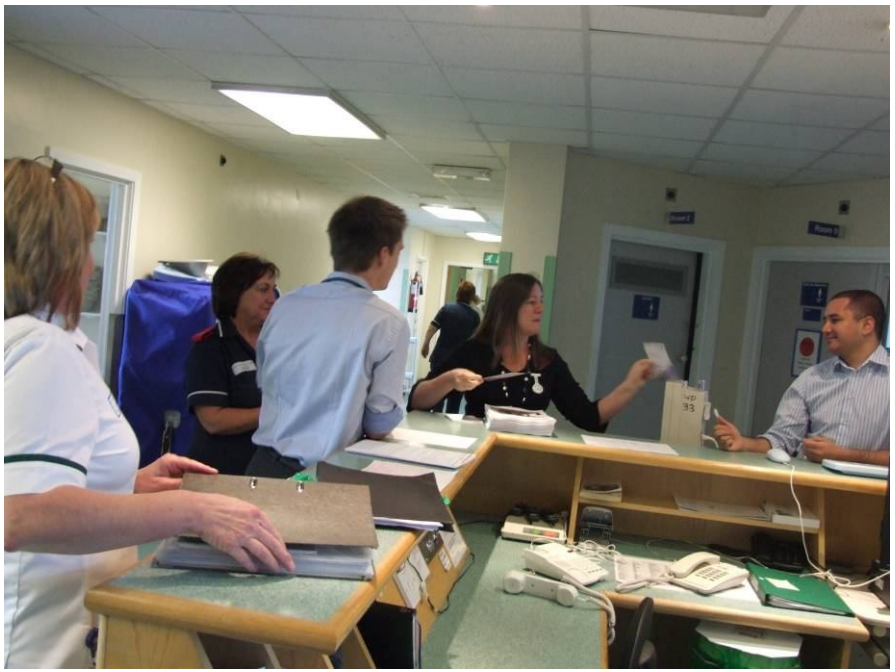
Audit Commission (June 2010)

- Nurse to bed ratio range 1.2-2.1
- Skill mix ratio range 56.3 - 75.1
- Surgery nursing costs per bed per day range £72 - £148
- Temporary staffing costs range 1% - 28% of total nursing pay budget
- NHS can save £300m NBR and £60m SM if all to average

Occupancy 84%



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Royal College of Nursing (2010)

general & elderly care

- Skill mix ratio 48-62% RN
- Occupancy 95-99%
- Patient/RN ratio 11.3-9.1
- Patient/staff ratio 5.4-5.2
- Dilution can compromise patient care (8 or more patients per RN)

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Internal evidence

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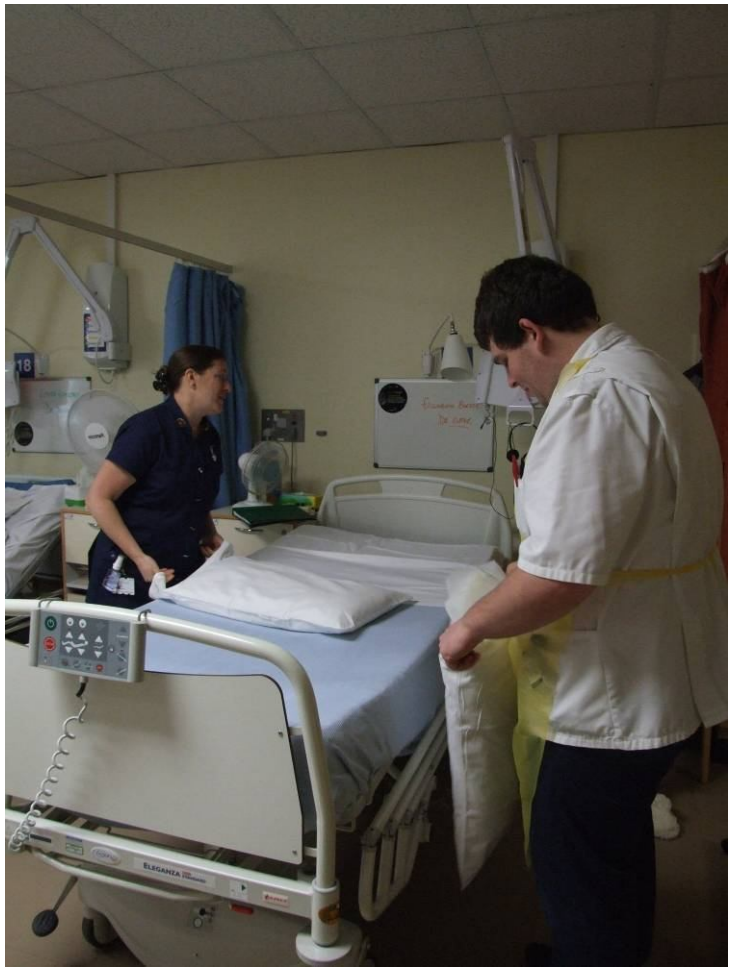
Internal evidence

- Incidents, claims, complaints
- Patient experience
- Sickness absence
- LOS; reference costs
- Nurse sensitive indicators (E4E, HIA, Safety thermometer)
- **Acuity dependency**



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Safer Nursing Care Tool

Linking Staffing to Quality Outcomes

Launch March 2011

Patient Flow

Enter Patient Flow information

Admissions:	0	Discharges:	0
Transfers In:	0	Transfers Out:	0
Ward Attenders:	0	Deaths:	0
Escorts for long period of time:	0		

Staffing

Enter Staffing information

Registered Nurses

Early Shift Nurses:	0	Early Shift Nurses (Bank/ Agency):	0
Late Shift Nurses:	0	Late Shift Nurses (Bank/ Agency):	0
Night Shift Nurses:	0	Night Shift Nurses (Bank/ Agency):	0

Un-Registered Nurses

Early Shift Nurses:	0	Early Shift Nurses (Bank/ Agency):	0
Late Shift Nurses:	0	Late Shift Nurses (Bank/ Agency):	0
Night Shift Nurses:	0	Night Shift Nurses (Bank/ Agency):	0

Save Complete | Save Partial | Reset Form | Back

Click on **Back** to go to the last screen

Click **Save Complete** to save the record completely

Click **Save Partial** to save the record partially

Click **Reset** Form to reset changes made

Enter Data for a Day

Enter Data for a Day

* Denotes mandatory fields

Select or enter particular date to enter data for that day

Select Ward / Subward for which you want to enter data

Select Day and Ward

*Date: 10/11/09

Select Ward or Sub ward

Ward Subward

*Select Subward: ND1W1SWard2

Enter acuity score

Acuity Score

Bed No	Un-occupied	0	1a	1b	2	3
1	◉	○	○	○	○	○
2	◉	○	○	○	○	○
3	◉	○	○	○	○	○
4	◉	○	○	○	○	○
5	◉	○	○	○	○	○
6	◉	○	○	○	○	○
7	◉	○	○	○	○	○
8	◉	○	○	○	○	○

Enter Data for a Day

Add NSI data for the Month

* Denotes mandatory fields

Select Year and Month for which NSI data to be entered

Select the month & Type of ward

*Select Year: -- Select --

*Select Month: -- Select --

Select Ward or Subward.

Ward Subward

Select Ward/Subward for which you want to enter data

*Select ward: -- Select --

Enter NSI data.

Nurse Sensitive Indicators

Enter the NSI data for the selected month		NSI per 1,000 OBDs (Calculated)	
Official Complaints:	0	Official Complaints:	0
Drug Errors:	0	Drug Errors:	0
MRSA bacteraemia:	0	MRSA bacteraemia:	0
Clostridium difficile:	0	Clostridium difficile:	0
Slips, Trips & Falls:	0	Slips, Trips & Falls:	0
Pressure Ulcers:	0	PressureUlcers:	0

Save Complete | Save Partial | Reset Form | Back

Click on **Back** to go to the last screen

Click **Save Complete** to save the record completely

Click **Save Partial** to save the record partially

Click **Reset Form** to reset changes made

Add NSI data for the month

Ward Report

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Click on any of the Nursing Directorate to see its Directorate level report

Report For 1Hospital (Month: November 2009)

				Nurse Sensitive Indicators												Occupancy	
Nursing Directorate	...ded TE	Actual WTE	Recm. WTE	OC	OC/ 1,000 OBDs	DE	DE/ 1,000 OBDs	MRSA bac	MRSA bac / 1,000 OBDs	C-diff	C-diff / 1,000 OBDs	Slips, Trips & Falls	Slips, Trips & Falls / 1,000 OBDs	Press. Ulcers	Press. Ulcers / 1,000 OBDs	Aval. Beds	Occu.%
1NursingDirectorate10	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate11	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate12	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate13	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate14	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate15	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate2	10.00	0.98	0.52	1	616	1	616	1	616	1	616	1	616	1	616	6	62.22
1NursingDirectorate3	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate4	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate5	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate6	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate7	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00
1NursingDirectorate8	10.00	1.02	0.04	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	1	1,000	10	10.00

Ward Report

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Developing the nursing workforce; our experience

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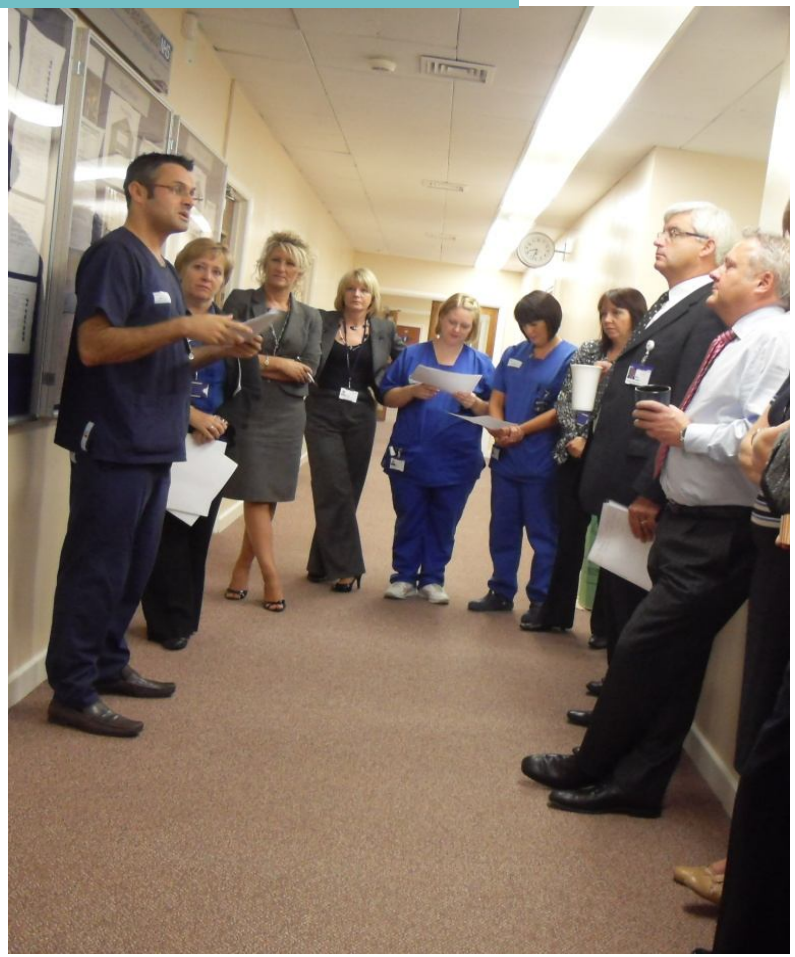
Modern apprentice to senior nurse

- Modern apprentice
- Band 4 associate practitioner
- RN development
- Senior nurse development
- Setting the standard



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Using improvement metrics

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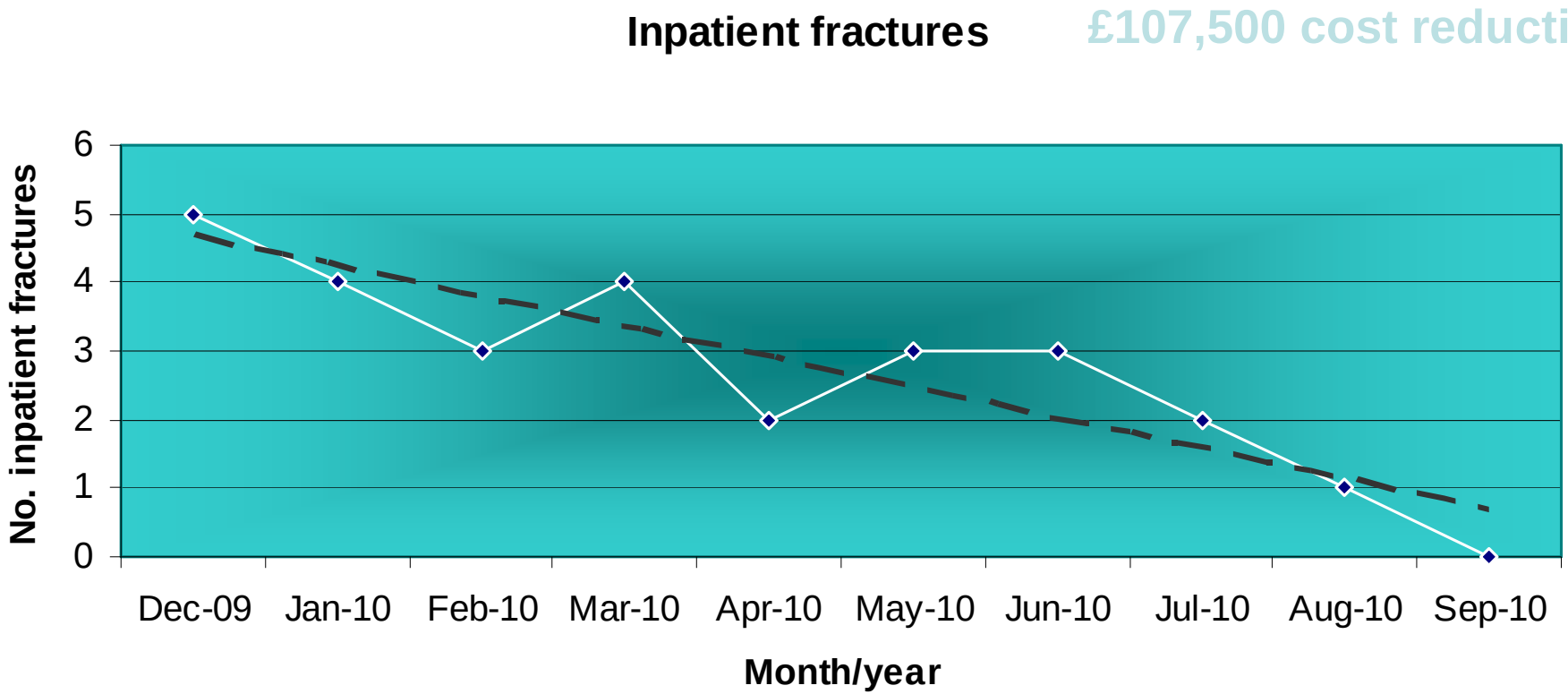
Inpatient fractures

£107,500 cost reduction



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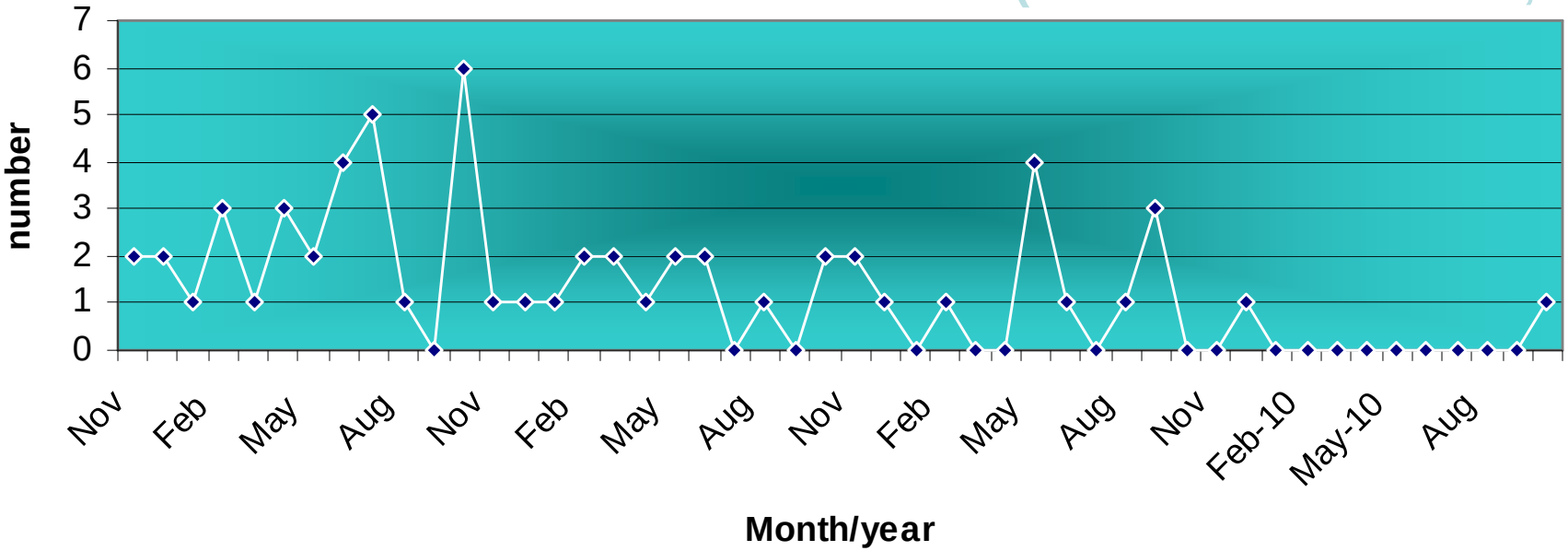
MRSA bacteraemia

£47,300 cost reduction
(06/07 difference £120,400)



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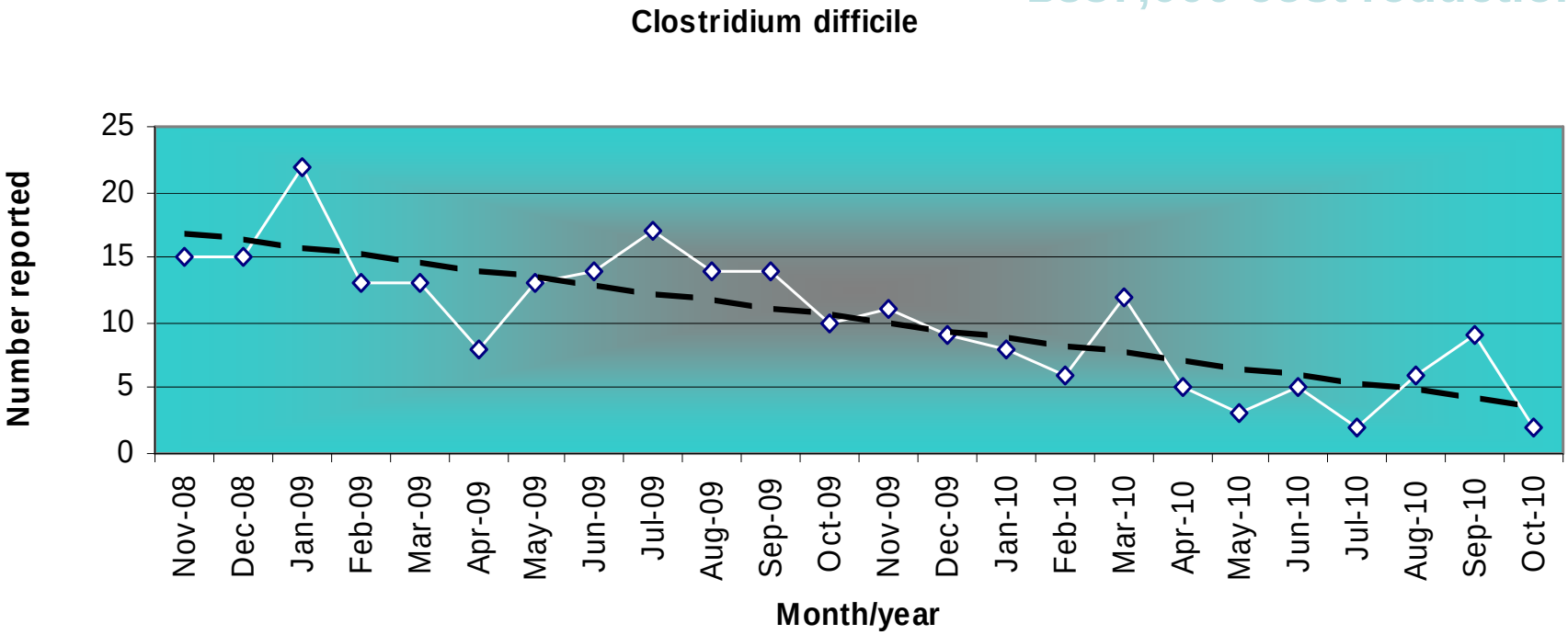
Clostridium difficile

£387,000 cost reduction



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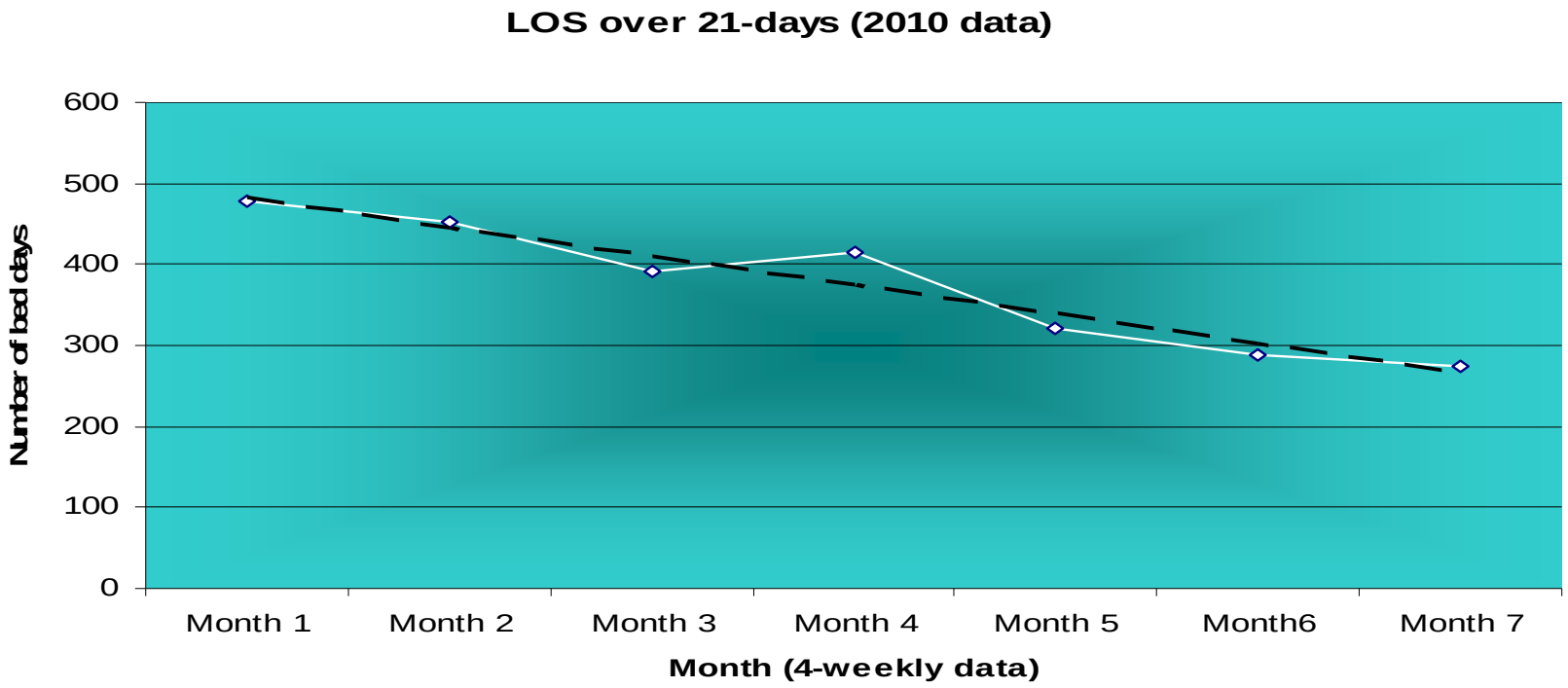
Over 21-day LOS



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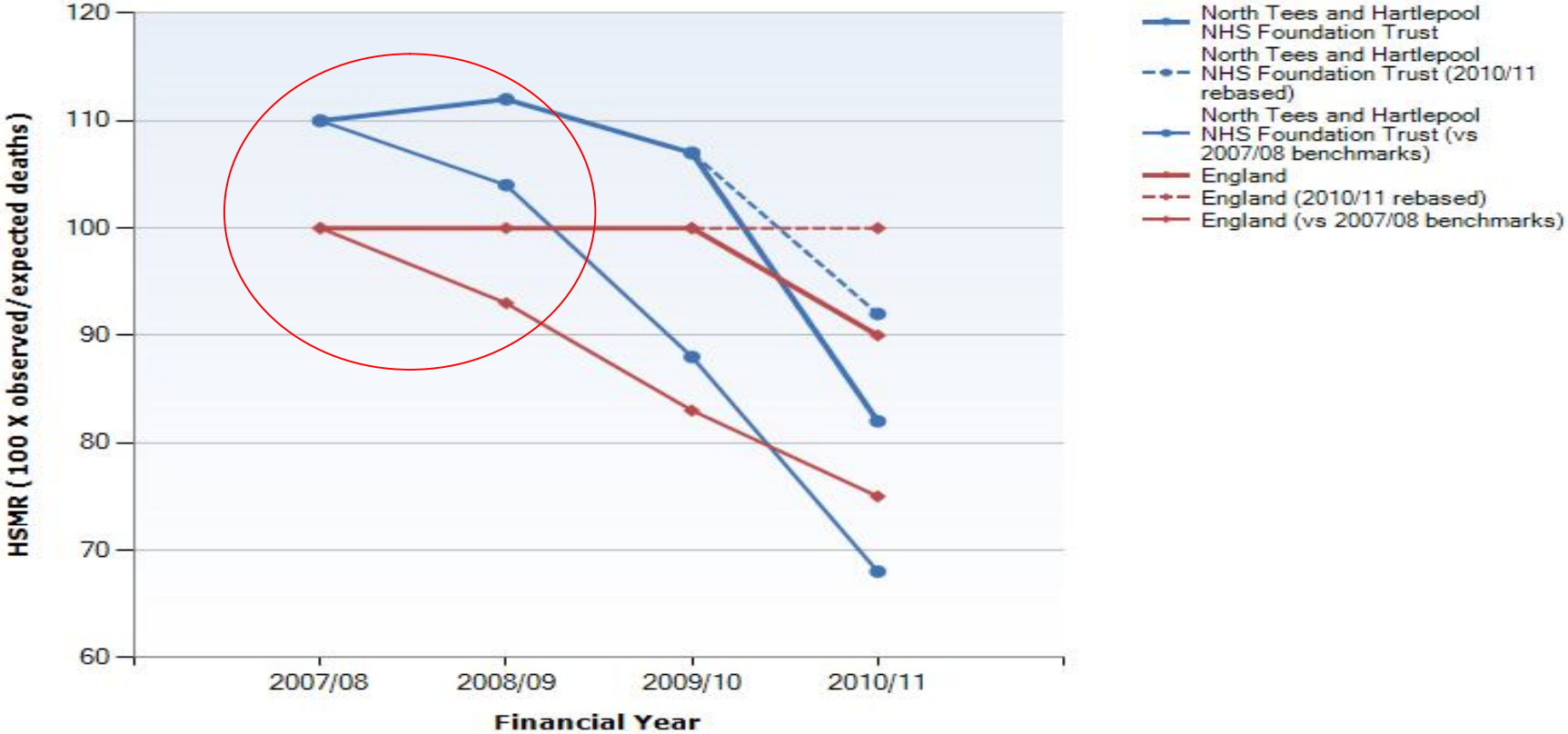
Mortality was high



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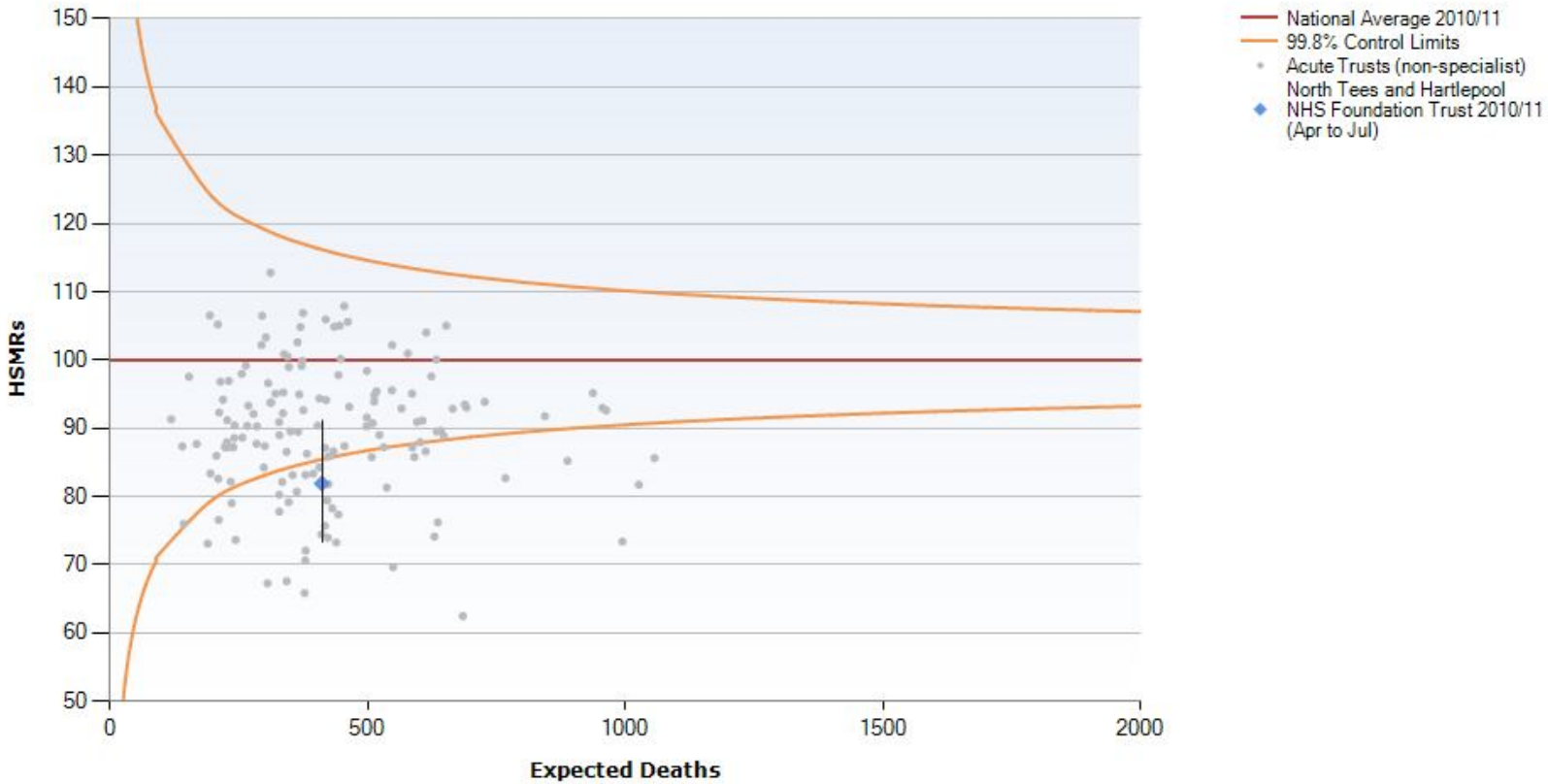
Mortality - benchmark



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