

Safe staffing levels: August 2014 update

The Trust is committed to publishing core planned staffing numbers against what actually occurs each month.

The Trust Board reviewed and agreed the core planned staffing levels at its meeting in January 2014. There were also a number of actions that were agreed in progressing the national requirements.

Charlton Lane wards core planned staffing levels were reviewed in February 2014 and Oak House in May 2014 in accordance with changing needs on the wards and the changes were approved by the Governance Committee.

This paper outlines:

- National reporting requirements and the latest data in their required format
- Local exception reporting on a ward by ward basis
- Explanations for the variance in staffing levels on particular wards
- Core planned staffing levels on a shift by shift basis

NATIONAL REPORTING OF SAFE STAFFING LEVELS

From June 2014, we have been required to report in a standardised national format on staffing levels in:

- Planned total monthly staff hours for qualified nurses and care staff.
- Actual total monthly staff hours for qualified nurses and care staff.

The requirement was for the June staffing data to be submitted to a national information portal and will be uploaded on to NHS Choices by the end of the month.

The August 2014 staffing information that was submitted is outlined below by ward and by site.

EXCEPTION REPORTING

In line with previous Trust reporting, we have continued to collect and collate the reasons why core planned staffing levels have not been met, and the exception codes. The information is reported below in Appendix 2.

- **During August 2014**, there were core planned staffing 53,555 hours (qualified and care staff – health care assistants).

- **There was one shift in Abbey Ward when the staff on duty did not meet the needs of the patients and no harm came to patients during the shift**
- 95.7% of the core planned hours exactly complied with the planned staffing levels.
- 3.91% of the core planned hours during August had a lower staff skill mix than the planned staffing levels, however the staffing numbers were compliant
- 0.39% of the core planned hours during August had a lower number of staff on duty than the planned levels, however this met the needs of the patients on the ward at the time.

The exception data is now presented in hours, not total shifts.

Shift that did not meet the needs of patients

On Abbey Ward on 18th August on the early shift, a qualified staff member went sick that shift leaving 2 qualified and 2 HCA's. They were unable to replace the sick staff member as all other wards had staffing issues. It was felt by the nurse in charge they were unable on that shift to undertake tasks such as leave which negatively impacted on patient need, and felt the unit would find it difficult to deal with emergency situations.

Additionally 1 staff member (unqualified) was then swapped with Dean to provide band 3 cover this meant the fourth staff member on Abbey was a band 2 and unfamiliar with the ward.

This was eventually managed with physio taking the MERT bag. No harm to patients or staff was caused by this, and there is no related incidents/DATIX for that day which would have been negatively influenced by this situation.

Ward specific information

There are shifts where the core planned staffing hours may not exactly reflect the core planned staffing levels, the main reasons are outlined below:

- Increase staff are on duty to provide one to one care for patients
- Decrease in staff, if the patient need does not require it eg. patients on leave, or staff supporting other wards where the need is higher.
- Often the qualified and care staff numbers may be vary but overall the staff numbers are what is required. Decisions may be made to replace a qualified nursing shift with a health care assistant who know the patients and the ward, rather than a bank nurse who may not.

Learning Disability Units:

The ongoing staffing issues in these units are identified on the Countywide risk register.

Hollybrook has the highest amount of exceptions where the staffing did not reflect the core planned levels but met the needs of the patients. A skill mix review in this regard has taken place, the outcome of which is pending.

As previously reported, the 2 units have not been able to consistently have 2 qualified nurses on each shift due to the service transition that is currently taking place reflecting the changes that Gloucestershire CCG require.

Recruitment for qualified staff during this time of change has been a challenge and is ongoing. Further with interviews are due to take place in September for permanent positions.

A further 6 Agency staff were trained in August to assist with rota cover which is an agreed Trust strategy whilst the service is undergoing commissioned changes.

There is a constant review of staffing requirements to ensure the service responds to patient needs. Bank staff, overtime and regular agency staff are utilised.

Gloucestershire Recovery Units:

Honeybourne continues to show high levels of exceptions reported where the staffing did not reflect the core planned levels but met the needs of the patients. This relates to qualified staff, there were only 5/31 early shifts where the required 2 qualified staff were met. This is due to 2 x WTE Band 5 on long term sick, 2 staff are acting up into management positions at the Unit which removed up to 3/4 shifts per week from the rota staff.

Qualified staff are replaced with HCAs if appropriate as a cost effective measure ensuring patient needs are met. The staff sickness is now resolving and recruitment taking place, however the positive impact may not be realised until October.

Laurel House shift exceptions reported were where the staffing did not reflect the core planned levels in relation to qualified staff on duty. The detailed reporting shows that there have been occasions when additional qualified staff are working when only one is required. This is a reflection of minimal overall staffing numbers in the Unit, 1 x band 5 vacancy, flexibility in which shift has the additional qualified staff on (E or L) is often a reflection of patients activities.

Charlton Lane Hospital

There have been minimal exceptions on all three wards this month.

Stonebow Unit:

Oak House: recruitment is in the final stages fully meet the agreed core planned staffing levels.

Mortimer Ward: There is a large increase in HCA hours recorded with agreed staffing of 682 hrs on days and 715 hours on nights. The increase in hours to 1161.5 days and 1309 nights is attributed to the continued 2-1 level of nursing of a patient for whom a suitable placement is being sought.

Cantilupe Ward: The staffing exceptions relate to one qualified nurse on at night compared to the two qualified staff in the core planned numbers. Processes are in

place to ensure compliance in the future through proposed management of change however the ward currently manages the patients' needs well with this staffing configuration.

Wotton Lawn Hospital

Abbey Ward: The ward has had a few shifts that are not compliant with core planned staffing. There was one red exception when the staffing levels did not meet the needs of the patients. This is explained in section 4.2 of this paper.

Priory Ward: The ward still has vacancies at present and this continues to impact on the minimum establishment, resulting in a similar level of shift exceptions to last month. The recruitment process continues and staff are being appointed into posts. In summary the issues are:

- Unable to appoint to a maternity leave cover post as temporary
- Another nurse is supernumery due to her pregnancy
- Staff bank are requested to provide additional staff to fill gaps in the rota, this does occur however on some occasions if specific qualified staff cannot be found, then the nurse in charge of the ward may decide to utilise a bank healthcare assistant who knows the ward and patients rather than an agency nurse who would not.
- There has also been an increase in sickness over the summer period.

Assurance

- 3 new Band 5 nurses commence in the next three weeks
- A further Band 5 nurse will transfer from Dean ward in mid October
- Staff bank have been prioritising supporting Priory ward staffing

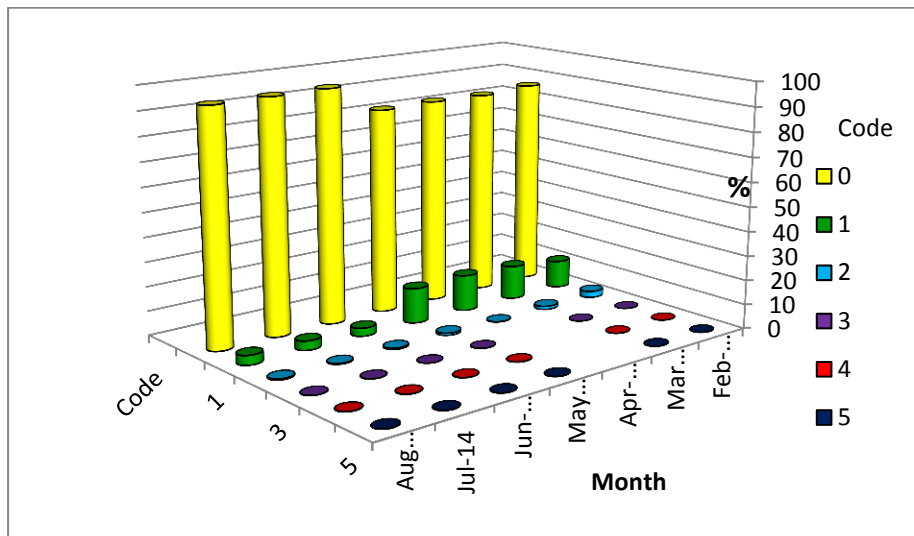
Greyfriars Unit: There are staff on long term absence and the staffbank service have not able to meet the demand for qualified shifts during this period resulting in the adjustment of the skill mix. The redeployment of staff to Montpellier has affected the staffing numbers and the ward has actively managed the shifts to meet patient needs.

During August, 2 permanent qualified staff have left, 1 qualified was off on long-term sickness, staff recruited early in June are still not in post although staff are arriving to post in September.

Montpellier Unit: The unit continues to have 6 patients with no admissions following the tragic serious incident in July. The 8 shift staffing exceptions have been due to short notice sickness. The patient population was considered to be settled at the time, staff on duty were familiar with the patient group. In addition Band 6s were also available although not rostered to provide direct clinical care. The patients care was not compromised in any way during the exceptions.

Month by month comparison of compliance with staffing levels

The table below provides a monthly comparison of staffing level compliance.



Shifts matching core planned levels	0
Minimum staff numbers met – skill mix non-compliant but met needs of patients	1
Minimum staff numbers not compliant but met needs of patients e.g. low bed occupancy , patients on leave	2
Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients	3
Minimum staff numbers not compliant and did not meet needs of patients	4
Other	5

Exception Reporting by shift

Five exception reporting categories have been developed and these are outlined below – if there is no exception then the core planned hours by shift would be fully compliant with the planned staffing levels.

Code	Exception explanation
1	Minimum staff numbers met – skill mix non-compliant but met needs of patients
2	Minimum staff numbers not compliant but met needs of patients e.g. low bed occupancy , patients on leave
3	Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients
4	Minimum staff numbers not compliant and did not meet needs of patients
5	Minimum staffing nos and skill mix not met. Resulting in clinical incident / harm to patient or other

			Exception Code 1	Exception Code 2	Exception Code 3	Exception Code 4	Exception Code 5
Ward	Bed number	Number of required staff hours in the month	Minimum staff numbers met – skill mix non-compliant but met needs of patients	Minimum staff numbers not compliant but met needs of patients	Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients	Minimum staff numbers not compliant and did not meet needs of patients	Minimum staffing nos and skill mix not met. Resulting in clinical incident / harm to patient or other
Gloucestershire							
Dean	14	3255 monthly hours	10	7.5	0	0	0
Abbey	18	3255 monthly hours	52.5	32.5	7.5	0	0
Priory	22	3255 monthly hours	195	22.5	0	0	0
Kingsholm	15	3255 monthly hours	0	0	0	0	0
Montpellier	12	3565 monthly hours	65	0	0	0	0
Greyfriars	10	4030 monthly hours	220	39.5	0	0	0
Willow	16	4495 monthly hours	37.5	0	0	0	0
Chestnut	14	3022.5 monthly hours	7.5	0	0	0	0
Mulberry	18	3255 monthly hours	7.5	0	0	0	0
Laurel	13	2015 monthly hours	150	0	0	0	0
Honeybourne	10	2015 monthly hours	195	0	0	0	0
Westridge	8	3255 monthly hours	225	0	0	0	0
Hollybrook	8	5580 monthly hours	322.5	0	0		0
Mortimer	21	3025 monthly hours	0	30.5	0	0	0
Jenny Lind	8	1705 monthly hours	15.5	0	0	0	0
Cantilupe	10	2867.5 monthly hours	341	74	0	0	0
Oak House	10	1705 monthly hours	250.5	0	0	0	0
Total		53,555 monthly hours	2,094.5	206.5	7.5		

CURRENT CORE PLANNED STAFFING LEVELS

Gloucestershire

The wards below all work 3 shifts in 24 hours. All ward managers are not included in the staffing numbers below, they are supernumerary. The supporting Sisters/Charges (Band 6) have some supernumerary time in addition to the staffing numbers below.

Ward (Bed numbers) Ward speciality	Early		Late		Night	
	Qualified	Un-qual	Qualified	Un-qual	Qualified	Un-qual
Dean (14) Adult mental health	2	3	2	3	2	1
Abbey (18) Adult mental health	3	2	3	2	2	1
Kingsholm (15) Adult mental health	2	3	2	3	2	1
Priory (22) Adult mental health	3	2	3	2	2	1
Greyfriars (10) Mental health intensive care	3	3	3	3	2	2
Montpellier (12) Mental health low secure	2	3	2	3	2	2
Willow (16) Older people with dementia	2	5	2	5	1	3
Chestnut (14) Older people mental health	2	3	2	2	1	2
Mulberry (18) Older people mental health	2	4	2	3	1	2
Laurel House (13) Adult MH rehabilitation	2	1	1	2	1	1
Honeybourne (10) Adult MH rehabilitation	2	1	1	2	1	1
Westridge (8) Assessment & Treatment Learning disabilities	2	3	2	3	1	3
Hollybrook (8) Habilitation – Learning Disabilities	2	6	2	6	1	5

Herefordshire

The wards below all work 2 shifts in 24 hours. All ward managers are not included in the staffing numbers below, they are supernumerary. The supporting Sisters/Charges (Band 6) are included in the staffing numbers below and do not have additional time.

Ward	Day		Night	
	Qualified	Unqualified	Qualified	Unqualified
Mortimer (21) Adult mental health – note planned reduction to 18 beds	3	2	2	2
Jenny Lind (8) Older people mental health	2	1	1	1
Cantilupe (10) Older people with dementia	2	3	2	1.5
Oak House (10) Adult MH rehabilitation	2	1	1	1

Nationally submitted ward staffing information for August 2014

Only complete sites your organisation is accountable for				Day				Night				Day		Night		
Hospital Site Details		Ward name	Main 2 Specialties on each ward		Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
Site code *The Site code is automatically populated when a Site name is selected	Hospital Site name		Specialty 1	Specialty 2	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				
RTQ02	WOTTON LAWN HOSPITAL	Dean	710 - ADULT MENTAL ILLNESS		930	922.5	1395	1410	620	610	310	340	99.2%	101.1%	98.4%	109.7%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1312.5	930	960	620	610	310	310	94.1%	103.2%	98.4%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1177.5	930	1200	620	630	310	360	84.4%	129.0%	101.6%	116.1%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	1027.5	1395	1515	620	630	310	540	110.5%	108.6%	101.6%	174.2%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	950	1395	1575	620	600	620	880	102.2%	112.9%	96.8%	141.9%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1155	1395	1830	620	610	620	910	82.8%	131.2%	98.4%	146.8%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	1290	2325	2212.5	310	320	930	1140	138.7%	95.2%	103.2%	122.6%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	1132.5	1162.5	967.5	310	310	620	620	121.8%	83.2%	100.0%	100.0%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	1065	1395	2002.5	310	360	620	1080	114.5%	143.5%	116.1%	174.2%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	607.5	697.5	870	310	310	310	310	87.1%	124.7%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	540	697.5	885	310	310	310	310	77.4%	126.9%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		930	787.5	1395	2025	310	330	620	1320	84.7%	145.2%	106.5%	212.9%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		930	592.5	2790	3150	310	330	1550	1530	63.7%	112.9%	106.5%	98.7%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1161.5	682	1349.25	660	715	660	1309	113.5%	197.8%	108.3%	198.3%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	829	1023	870	682	341	480.5	917	121.6%	85.0%	50.0%	190.8%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	713.5	341	475	341	341	341	506	104.6%	139.3%	100.0%	148.4%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	566.5	341	776	341	341	341	341	83.1%	227.6%	100.0%	100.0%