

Safe staffing levels: July 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 June 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 July 2014, there were core planned staffing 53289.50 hours (qualified and care staff – health care assistants).

- **There was one 7.5 hour shift in Hollybrook when the staff on duty did not meet the needs of the patients and no harm came to patients during the shift**
- 95.90% of the core planned hours exactly complied with the planned staffing levels.
- 3.80% of the core planned hours during July had a lower staff skill mix than the planned staffing levels, however the staffing numbers were compliant
- 0.28% of the core planned hours during July 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.

The Montpellier Unit was closed for 13 days during July.

Shift that did not meet the needs of patients

On the 18th July 2014, In Hollybrook on the late shift, a red exception recorded, this was due to only 1 Qualified and 6 HCA's on duty, instead of the core planned staffing of 2 qualified and 6 HCA's. (Staff reported sick for duty.)

The morning staff had attempted to cover by utilising staff bank, asking someone to stop on from the morning shift and eventually phoning Acorn nursing agency to see if they could help but no extra staff were available.

Unit manager was available until 5 pm so from 5pm – 9pm the shift ran one short. No harm was reported to patients during this time.

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 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 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 this month for permanent positions.

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

Hollybrook Unit had one episode of 5 hours where the skill mix was below requirement. The one red exception was reported above.

Charlton Lane Hospital

Willow Ward: Although only 2 exceptions have been listed this month, the data shows additional usage of both Qualified and HCA staff. The additional staff have been supporting a patient on 2:1 until recently, a further patient on 1:1 and until discharge and another patient that at times requires 1:1 dependant on their levels of agitation. The ongoing clinical need on the ward is being reviewed during multi-disciplinary team meetings. Towards the latter part of July there has been some capacity due to low bed occupancy which reduced the amount of extra nursing staff. The ongoing clinical need on the ward is being reviewed during multi-disciplinary team meetings.

Chestnut ward: Have had 2 exceptions and show an increase in extra staff for clinical need. This is due to having a patient with significant needs on the ward.

Mulberry ward: Are showing 4 exceptions and have had minimal extra staffing.

Stonebow Unit

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

Jenny Lind: The ward has experienced some sickness which has been appropriately covered by Health Care Assistants.

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. There is also recruitment taking place to two vacant health care assistant posts.

Wotton Lawn Hospital

Priory Ward: The ward still has vacancies at present and this continues to impact on the minimum establishment. The recruitment process continues and staff are being appointed into posts.

Greyfriars Unit: There are staff on long term absence and the staffbank service were not able to meet the demand for qualified shifts during this period resulting in the adjustment of the skill mix.

Montpellier Unit: The unit was closed for 13 days during July, following a tragic serious incident. The unit reopened on Monday 21st July with enhanced staffing.

Ward information

Please provide the URL to the page on your trust website where your staffing information is available

<http://www.2gether.nhs.uk/staffing-levels>

Hospital Site Details		Ward name	Main 2 Specialties on each ward		Day		Night		Day		Night		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
					Registered midwives/nurses	Care Staff	Registered midwives/nurses	Care Staff	Registered midwives/nurses	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	945	1395	1395	620	630	310	340	101.6%	100.0%	101.6%	109.7%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1327.5	930	1125	620	600	310	390	95.2%	121.0%	96.8%	125.8%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1245	930	1267.5	620	600	310	330	89.2%	136.3%	96.8%	106.5%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	952.5	1395	1515	620	620	310	410	102.4%	108.6%	100.0%	132.3%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	915	1395	1410	620	620	620	650	98.4%	101.1%	100.0%	104.8%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1440	1395	1327.5	620	620	620	620	103.2%	95.2%	100.0%	100.0%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	1147.5	2332.5	2340	310	340	930	950	123.4%	100.3%	109.7%	102.2%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	1162.5	1162.5	1020	310	330	620	610	125.0%	87.7%	106.5%	98.4%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	1110	1395	1530	310	330	620	780	119.4%	109.7%	106.5%	125.8%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	645	697.5	817.5	310	310	310	310	92.5%	117.2%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	622.5	697.5	780	310	310	310	310	89.2%	111.8%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		930	600	1395	2220	310	560	930	1270	64.5%	159.1%	180.6%	136.6%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		930	637.5	2790	3105	310	310	1550	1580	68.5%	111.3%	100.0%	101.9%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1032	1105.5	682	703.5	682	682	682	748	107.1%	103.2%	100.0%	109.7%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	954	1023	1130	682	418	480.5	957.5	139.9%	110.5%	61.3%	199.3%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	662.5	341	547.5	341	341	341	341	97.1%	160.6%	100.0%	100.0%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		341	672	341	554	341	341	341	345.5	197.1%	162.5%	100.0%	101.3%

Site Summary

Site Code	Site Name	Day				Night				Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
		Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff					
		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				
RTQ01	Charlton Lane Hospital	2790	3420	4890	4890	930	1000	2170	2340	122.6%	100.0%	107.5%	107.8%
RTQ02	Wotton Lawn Hospital	6975	6825	7440	8040	3720	3690	2480	2740	97.8%	108.1%	99.2%	110.5%
RTQ05	Westridge	930	600	1395	2220	310	560	930	1270	64.5%	159.1%	180.6%	136.6%
RTQ11	Laurel House Chelt	697.5	645	697.5	817.5	310	310	310	310	92.5%	117.2%	100.0%	100.0%
RTQ13	Honeybourne	697.5	622.5	697.5	780	310	310	310	310	89.2%	111.8%	100.0%	100.0%
RTQ54	Hollybrook	930	637.5	2790	3105	310	310	1550	1580	68.5%	111.3%	100.0%	101.9%
RTQHJ	Stonebow Unit	2396	2722	2046	2381	1705	1441	1503.5	2046.5	113.6%	116.4%	84.5%	136.1%
RTQHM	Oak House	341	672	341	554	341	341	341	345.5	197.1%	162.5%	100.0%	101.3%

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

Ward	Bed number	Number of required staff hours in the month	Exception Code 1 Minimum staff numbers met – skill mix non-compliant but met needs of patients	Exception Code 2 Minimum staff numbers not compliant but met needs of patients	Exception Code 3 Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients	Exception Code 4 Minimum staff numbers not compliant and did not meet needs of patients	Exception Code 5 Minimum staffing nos and skill mix not met. Resulting in clinical incident / harm to patient or other
Gloucestershire							
Dean	14	3255 monthly hours	0	0	0	0	0
Abbey	18	3255 monthly hours	97.5	15	0	0	0
Priory	22	3255 monthly hours	235	0	0	0	0
Kingsholm	15	3255 monthly hours	57.5	0	0	0	0
Montpellier	12	3255 monthly hours	22.5	0	0	0	0
Greyfriars	10	4030 monthly hours	142.5	52.5	0	0	0
Willow	16	4495 monthly hours	15	0	0	0	0
Chestnut	14	3022.5 monthly hours	15	37.5	0	0	0
Mulberry	18	3255 monthly hours	0	30	0	0	0

Ward	Bed number	Number of required staff hours in the month	Exception Code 1 Minimum staff numbers met – skill mix non-compliant but met needs of patients	Exception Code 2 Minimum staff numbers not compliant but met needs of patients	Exception Code 3 Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients	Exception Code 4 Minimum staff numbers not compliant and did not meet needs of patients	Exception Code 5 Minimum staffing nos and skill mix not met. Resulting in clinical incident / harm to patient or other
Laurel	13	2015 monthly hours	21	0	0	0	0
Honeybourne	10	2015 monthly hours	195	0	0	0	0
Westridge	8	3255 monthly hours	285	0	0	0	0
Hollybrook	8	5580 monthly hours	225	0	0	7.5	0
Mortimer	21	3069 monthly hours	0	0	0	0	0
Jenny Lind	8	1705 monthly hours	131	0	0	0	0
Cantilupe	10	2867.5 monthly hours	349.5	3.5	0	0	0
Oak House	10	1705 monthly hours	99.5	11	0	0	0
Total		53289 monthly hours	1891	149.50	0	7.5	0

WARD STAFFING LEVELS

The agreed core planned staffing levels for each ward, as at July 2014 are outlined below. Numbers of staff on duty for each shift are increased when the needs of the patients required it. Charlton Lane Wards had a further review of their staffing levels in February 2014 which were signed off by the

Governance Committee. Oak House staffing levels were reviewed and increased during the day time shift at the beginning of June 2014.

Acute staffing levels publication

A review of our core planned qualified staff against the NICE safe staffing in acute hospital guidance is outlined below. This has been outlined below where we comply on shifts and where we do not:

Green shading – compliant

Yellow shading – compliant across the hospital not individual wards

Red shading – non compliant

The national acute hospital guidance states that there is evidence of increased risk of harm associated with a registered nurse caring for more than 8 patients during the day shifts.

It should be noted that the direct application of 1 registered nurse to 8 patients may not be transferable to mental health and learning disability services:

- There are generally a higher number of beds on acute hospital wards compared with our mental health wards
- Rehabilitation units require less qualified staff than acute wards
- Night shift compliance is significantly lower, and this reflects the lower level of need at night:
 - Stonebow in total has 5 qualified nurses for 39 beds, so would be compliant overall
 - Wotton Lawn site has 12 qualified nurses for 91 beds, so again would be compliant overall

It is recommended that the Matrons for Charlton Lane Hospital and the Rehabilitation Units review the core plan qualified nurses against the qualified nursing tasks required during the day shifts.

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.

Shading is the application of 1 nurse to 8 patients on day shifts (acute hospital staffing guidance)

Ward (Bed numbers) Ward speciality	Early		Late		Night	
	Qualified	Un-qualified	Qualified	Un-qualified	Qualified	Un-qualified
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