

Safe staffing levels: September 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 September 2014**, there were 51,870 core planned staffing hours (qualified and care staff – health care assistants).
- **There was one shift on Willow 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 hours exactly complied with the planned staffing levels.
- 4.06% of the hours during September had a lower staff skill mix than the planned staffing levels, however the staffing numbers were compliant.
- 0.1% of the hours during September 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.

Shifts that did not meet the needs of patients:

On Willow Ward, on the late shift on 16th September there was a reported red exception code where the core planned staffing levels did not meet the needs of the patients. The reason for this was staff sickness at short notice and a lack of availability of bank and agency. Other wards were approached and were not in a position to help. Although there were fewer patients on the ward, there were 3 patients on 1-1. No harm came to patients.

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 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 proposed in this paper to reduce qualified staffing requirement to 1,1,1, with 1 floating Qualified staff either on early or late shift each day. This will improve October compliance.

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. Interviews in September produced only one qualified staff for appointment. Recruitment is ongoing.

A further 2 Qualified Agency staff and 3 HCAs are being trained in October 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, where 2 x WTE Band 5s are 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 Mulberry and Chestnut wards this month.

Willow Ward: There is one red exception this month which is outlined above in Section 4.2. This relates to staff sickness at short notice and lack of availability of bank and agency. Other wards were approached and were not in a position to help out. Although there were fewer patients on the ward, there were 3 patients on 1-1. No harm came to patients.

Across the hospital there are 25 vacancies. 10 have been appointed to and are due to start this month. All vacancies have been advertised and shortlisting has taken place.

Stonebow Unit:

The shift exceptions are 43 in total and all code 1.

Oak House: Recruitment was in the final stages during this month and fully met the agreed core planned staffing levels in the last week.

Mortimer Ward: Although the core planned hours are compliant, the ongoing high level of HCA hours is attributed to the continued 2-1 level of nursing of a patient for whom a suitable placement is being sought.

Cantilupe Ward: The 26 code 1 staffing exceptions are significantly lower than last month. The 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: There is an improvement noted with compliance with core planned staffing levels on Abbey Ward during the last period with improvements in core staffing with 4 new starters over the past 8 weeks and a further HCA planned in the next 2 weeks.

Priory Ward: The ward still has vacancies at present, however, 3 new staff nurses started posts over the past 3 weeks. There are 2 WTE posts currently out in advert and are due to close this week. There is still an impact on the minimum establishment; however, this is an improving picture. The recruitment process continues with consideration being given to utilise external agency on longer term contracts.

Greyfriars Unit: The unit has seen an increase in September to 405 hours which does not comply with the core planned staffing levels since August (295.5 hours). There are staff on long term absence and the staff bank service has 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. 2 new HCA's have started in September and the recruitment for the band 6 vacancy will be completed by 3rd October.

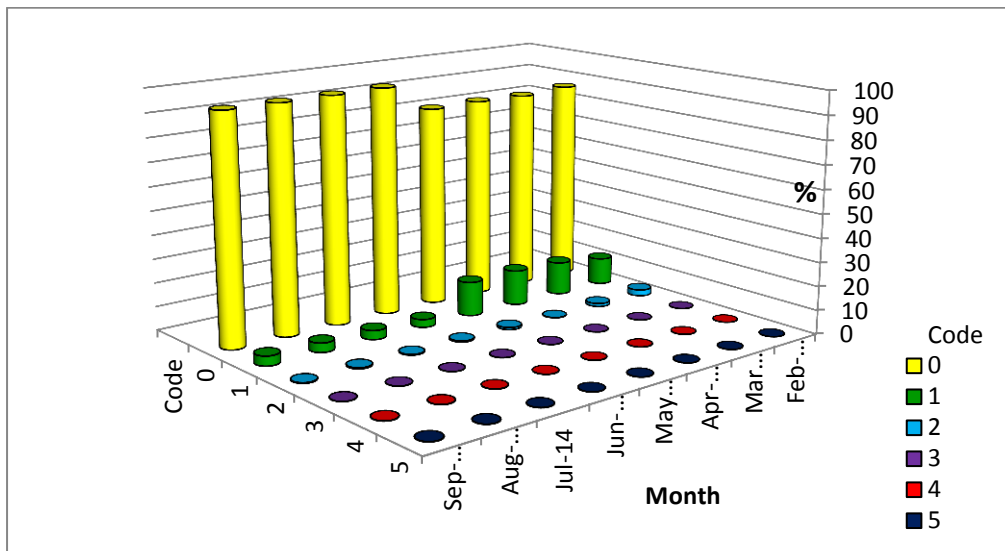
Montpellier Unit: The unit has seen an increase in September to 187.5 hours which does not comply with the core planned staffing levels since August (65 hours). The unit continues to have 6 patients with no admissions following the tragic serious incident in July. The shift staffing exceptions have been due to short and longer sickness. A recruitment plan has been developed to enable the service to re-commission the existing 6 beds. The patient population was considered to be settled at the time, staff on duty were familiar with the patient group.

Dean Ward: is not reporting any exceptions this month.

Kingsholm Ward: has a full staff compliment and the green exceptions were due to last minute sickness.

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	3150 monthly hours	0	0	0	0	0
Abbey	18	3150 monthly hours	7.5	22.5	0	0	0
Priory	22	3150 monthly hours	90	22.5	0	0	0
Kingsholm	15	3150 monthly hours	32.5	0	0	0	0
Montpellier	12	3450 monthly hours	187.5	0	0	0	0
Greyfriars	10	3900 monthly hours	342.5	62.5	0	0	0
Willow	16	4350 monthly hours	30	0	7.5	0	0
Chestnut	14	2925 monthly hours	0	0	0	0	0
Mulberry	18	3150 monthly hours	0	0	0	0	0
Laurel	13	1950 monthly hours	105	0	0	0	0
Honeybourne	10	1950 monthly hours	210	0	0	0	0
Westridge	8	3150 monthly hours	337.50	0	0	0	0
Hollybrook	8	5400 monthly hours	285	0	0		0
Mortimer	21	2970 monthly hours	0	0	0	0	0
Jenny Lind	8	1650 monthly hours	58.50	0	0	0	0
Cantilupe	10	2775 monthly hours	264.5	0	0	0	0
Oak House	10	1650 monthly hours	85.5	0	0	0	0
Total		51870 monthly hours	2107.50	107.5	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-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

Nationally submitted ward staffing information for September 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		900	900	1350	1387.5	600	590	300	480	100.0%	102.8%	98.3%	160.0%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1350	1335	900	960	600	610	300	310	98.9%	106.7%	101.7%	103.3%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1350	1365	900	1012.5	600	620	300	300	101.1%	112.5%	103.3%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		900	975	1350	1320	600	590	300	340	108.3%	97.8%	98.3%	113.3%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		900	870	1350	1260	600	610	600	630	96.7%	93.3%	101.7%	105.0%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1350	1065	1350	1642.5	600	480	600	1000	78.9%	121.7%	80.0%	166.7%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		900	1177.5	2250	2145	300	380	900	970	130.8%	95.3%	126.7%	107.8%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		900	1267.5	1125	802.5	300	300	600	600	140.8%	71.3%	100.0%	100.0%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		900	1177.5	1350	1545	300	300	600	840	130.8%	114.4%	100.0%	140.0%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		675	667.5	675	697.5	300	300	300	300	98.9%	103.3%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		675	502.5	675	877.5	300	310	300	290	74.4%	130.0%	103.3%	96.7%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		900	585	1350	2282.5	300	430	600	1120	65.0%	169.1%	143.3%	186.7%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		900	615	2700	3015	300	310	1500	1500	68.3%	111.7%	103.3%	100.0%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		990	1146	660	1254	660	660	660	1373.25	115.8%	190.0%	100.0%	208.1%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		660	779	990	875.5	660	407	465	790.5	118.0%	88.4%	61.7%	170.0%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		660	645.5	330	415.5	330	330	330	528	97.8%	125.9%	100.0%	160.0%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		660	637	330	745.5	330	330	330	334.5	96.5%	225.9%	100.0%	101.4%