

Safe staffing levels: April 2017 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 initially at its meeting in January 2014 and then again in September 2014. There were also a number of actions that were agreed in progressing the national requirements.

The following staffing reviews have taken place since the Trust Board agreed the core planned staffing levels at its meeting in January 2014:

- Charlton Lane wards core planned staffing levels were reviewed in February 2014 (and agreed at the March Governance Committee)
- Oak House in May 2014 (and agreed at the June Governance Committee)
- Hollybrook in September 2014 (and agreed at the October Governance Committee).

The reviews took place to reflect the changing needs on the wards.

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 April 2017 staffing information that was submitted is outlined at the end of this paper by ward.

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.

In summary for April 2017:

- No staffing issues were escalated to the Director of Quality or the Deputy Director
- Where staffing levels dipped below the planned fill rates of 100% for qualified nurses this was usually offset by increasing staffing numbers of unqualified nurses based on ward acuity and dependency and the professional judgement of the nurse in charge of the shift
- **98%** of the hours exactly complied with the planned staffing levels
- **1.9%** of the hours during April had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of patients were met
- **0.2%** of the hours during April had a lower number of staff on duty than planned however this met the needs of the patients on the ward at the time
- ***There were 3 shifts where it has been reported that the skill-mix of staff was non-compliant and the needs of patients were not met.***
- ***There was 1 shift where the minimum staff numbers not compliant and did not meet needs of patients***

The paper includes an explanation on the wards where there are a high number of exceptions.

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 e.g. 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.

Many of the vacancies have now been filled and it is anticipated that the majority of newly appointed staff will be in post by January, unfortunately due to high sickness levels and extra clinical need, there has been an increased use of bank and agency.

Also it should be noted that staff bank operate between 9am – 5pm, and therefore it is difficult to contact them when staff report sick on an early shift to request cover. Also the nursing agencies may take several hours to find someone and then they will need induction to the ward, taking staff away from direct care for a further period of time. So on the occasions when staff telephone before an early shift to state they are unwell, it is difficult to get the cover required at such short notice.

Wotton Lawn Hospital (High level exceptions only)

Dean Ward

The Code 4 exception was due to a qualified staff member being sick, staff bank unable to cover leaving only x 1 qualified nurse for the ward when we also had clinical need.

Greyfriars

The high number of Code 1 exceptions were owing to 1 x Staff Nurse vacancy and 1 x HCA vacancy

Stonebow Unit:

Only exceptions of note for Herefordshire continues to be code 1 on Cantilupe Ward: exceptions continue to relate specifically to the difficulty in covering qualified at night according to the model mainly due to level of vacancies, ensuring equitable shift rotation and accommodating the 30 minute handover.

These are covered wherever possible with HCAs who are familiar with the ward rather than using unknown qualified agency staff. Bank staff availability is improving and the Peripatetic Team of HCAs are making a difference.

Recovery Units

During April Laurel House Code 1 exceptions is where skill mix has been reduced but safe care and overall staffing numbers maintained. These exceptions have been due to qualified long term sickness and 0.4 WTE vacancy. The Code 3 exception at Honeybourne was owing to last minute sickness and inability to cover via bank or agency. This occasion was managed safely by support being offered by qualified OT staff for 50% of the shift and further support from the sister unit as required (Laurel House).

Learning Disability Units

There has been significant progress since the last report and the learning disability inpatient service review has finally come to a conclusion with the completion of the redeveloped building at Hollybrook.

From the 1st of April Hollybrook's name and function changed from Hollybrook Habilitation and Treatment Service to Berkeley House Assessment and Treatment Service. The majority of staff (Health Care Assistants) had already transferred to Berkeley house (Hollybrook) from Westridge prior to this date.

Staffing figures for the former (Hollybrook) have been reconfigured to reflect the new service at Berkeley House, where as previously both Inpatient Services were running 1:1:1 Qualified Nurses this now is 2:2:1.

Berkeley House:

The 1 Code 3 exception was reported and staff contacted the on-call and discussed for possible use of agency however following discussion with the nurse in charge but it was determined that the unit could manage with LDISS support if required.

			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	15	3150 monthly hours	0	0	0	7.5	0
Abbey	18	3150 monthly hours	45	7.5	0	0	0
Priory	18	3150 monthly hours	67.5	0	0	0	0
Kingsholm	15	3150 monthly hours	7.5	0	0	0	0
Montpellier	12	3450 monthly hours	0	15	0	0	0
Greyfiars	10	3900 monthly hours	220	0	0	0	0
Willow	16	4350 monthly hours	0	0	0	0	0
Chestnut	14	2925 monthly hours	30	7.5	0	0	0
Mulberry	18	3150 monthly hours	0	0	0	0	0
Laurel	12	1950 monthly hours	150	0	0	0	0
Honeybourne	10	1950 monthly hours	67.5	0	7.5	0	0
Berkeley House	8	8850 monthly hours	0	90	15	0	0
Westridge	8	232.5 monthly hours	0	0	0	0	0
Herefordshire							
Mortimer	21	3105 monthly hours	11.5	0	0	0	0
Jenny Lind	10	2895 monthly hours	395	0	0	0	0
Cantilupe	8	1725 monthly hours	0	0	0	0	0
Oak House	10	1725 monthly hours	0	0	0	0	0
Total		52807.5 monthly hrs	994	120	22.5	7.5	0

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 (15) 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 (18) 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
Berkeley House (7) Adult LD Unit	2	10	2	10	1	8

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

NATIONAL SAFE STAFFING REPORTING - Ward information – April 2017

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	952.5	1350	1620	600	600	300	560	105.8%	120.0%	100.0%	186.7%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	711 - ADULT MENTAL ILLNESS		1350	1357.5	900	960	600	600	300	330	100.6%	106.7%	100.0%	110.0%
RTQ02	WOTTON LAWN HOSPITAL	Priory	712 - ADULT MENTAL ILLNESS		1350	1335	900	1087.5	600	600	300	410	98.9%	120.8%	100.0%	136.7%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	713 - ADULT MENTAL ILLNESS		900	960	1350	1350	600	600	300	310	106.7%	100.0%	100.0%	103.3%
RTQ02	WOTTON LAWN HOSPITAL	Montpelier	714 - ADULT MENTAL ILLNESS		900	990	1350	1282.5	600	600	600	680	110.0%	95.0%	100.0%	113.3%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	715 - ADULT MENTAL ILLNESS		1350	1185	1350	1492.5	600	565	600	737.5	87.8%	110.6%	94.2%	122.9%
RTQ01	CHARLTON LANE HOSPITAL	Willow	715 - OLD AGE PSYCHIATRY		900	907.5	2250	2407.5	300	300	900	930	100.8%	107.0%	100.0%	103.3%
RTQ01	CHARLTON LANE HOSPITAL	Chestnut	716 - OLD AGE PSYCHIATRY		900	915	1125	1147.5	300	320	600	660	101.7%	102.0%	106.7%	110.0%
RTQ01	CHARLTON LANE HOSPITAL	Mulberry	717 - OLD AGE PSYCHIATRY		900	1005	1350	1710	300	300	600	600	111.7%	126.7%	100.0%	100.0%
RTQ11	LAUREL HOUSE CHELT	Laurel	710 - ADULT MENTAL ILLNESS		675	562.5	675	840	300	300	300	300	83.3%	124.4%	100.0%	100.0%
RTQ13	HONEYBOURE	Honeybourne	711 - ADULT MENTAL ILLNESS		675	667.5	675	720	300	300	300	300	98.9%	106.7%	100.0%	100.0%
RTQ64	BERKELEY HOUSE	Berkeley	700- LEARNING DISABILITY		900	1432.5	4950	4245	300	370	2700	2470	159.2%	85.8%	123.3%	91.5%
RTQ05	WESTRIDGE	Westridge	700- LEARNING DISABILITY		22.5	15	90	45	30	20	90	60	66.7%	50.0%	66.7%	66.7%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1035	1046.5	690	885.5	690	701.5	690	828	101.1%	128.3%	101.7%	120.0%
RTQHJ	STONEBOW UNIT	Canilupe	715 - OLD AGE PSYCHIATRY		690	668.5	1035	1752.5	690	345	480	1748	96.9%	169.3%	50.0%	364.2%
RTQHJ	STONEBOW UNIT	Jenny Lind	712 - ADULT MENTAL ILLNESS		690	667	345	701.5	345	333.5	345	632.5	96.7%	203.3%	96.7%	183.3%
RTQHM	OAK HOUSE	Oak House	710 - ADULT MENTAL ILLNESS		690	702	345	494.5	345	345	345	379.5	101.7%	143.3%	100.0%	110.0%