

## Safe staffing levels: August 2016 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 August 2016 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 August 2016:

- 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
- **96.7%** of the hours exactly complied with the planned staffing levels
- **2.7%** of the hours during August had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of patients were met
- **0.6%** of the 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
- *There was 1 shift where it was reported that the skill-mix of staff was non-compliant and the needs of patients were not met.*

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)**

#### **Abbey**

All Code 1 exceptions are due to vacancies and sickness.

#### **Greyfriars**

The Code 1 and 2 exceptions are due to staff vacancies and sickness.

#### **Priory**

The Code 1 exceptions were due to four staff vacancies.

#### **Stonebow Unit:**

The unit has only seen code 1 variations on Cantilupe Ward. This remains an issue due to current staff nurse vacancies on the ward. Whilst all staff are rotating, staff nurses cannot be depleted in the day time due to named nurse commitments e.g. ward rounds etc. Therefore regular HCA staff are covering the second staff nurse role at night

### **Learning Disability Units:**

Hollybrook is on target to be fully functioning as an Assessment and Treatment service in November 2016 and we are actively involved in merging both staff teams. Work is underway to transfer the two Westridge patients to their new care provider and staff will gradually withdraw between September and December 2016. Discussions with CQC regarding the de-registration of Westridge continue.

Staff bank have apparently been struggling to cover the large amount of shifts required for both Hollybrook and Westridge and we have seen an increase in agency usage at Hollybrook.

### **Westridge and Hollybrook:**

Following the recent skill mix review concluded in December 2015 only one qualified staff is required per shift as a minimum. This is due to low patient numbers in both Units.

At Hollybrook 29 Code 2 exceptions were reported, where the Unit was safely managed with reduced staffing numbers.

There are low patient numbers in the Unit and staff work flexibly across busy shift times to minimise impact of reduced staffing, this has enabled safe management at Hollybrook. When necessary staff have been relocated from LDISS to support Hollybrook.

### **Gloucestershire Recovery Units**

Laurel House and Honeybourne continue to provide a positive and safe environment supporting patients to recover from severe and enduring mental illness.

During August Laurel House had 1 X Qualified vacancy (20 lost shifts) and one long term Qualified sickness (20 lost Shifts) = 40 lost shifts. This shortfall has been reduced by rota changes to report 23 Code 1 exceptions where the skill mix has been reduced but staffing numbers remain correct, therefore providing an effective and safe environment.

Honeybourne has 1 X Qualified staff and the Unit manager on long term sick and 2 qualified 'acting up' to manager and deputy roles. This has potentially produced 40 'lost shifts'. Creative rostering has reduced the reported exceptions to 17 code 1, where skill mix is reduced but staffing numbers are correct to provide a safe and effective environment. In addition there is one reported occasion where a code 3 exception occurred. This was due to a staff member having an unexpected family bereavement. Due to last minute notification shift cover was not possible and decision was made that the unit was safe with the extra input from an Allied professional for half of the shift and further support from Laurel House should it be required.

### **Charlton Lane Hospital:**

|                        |            |   | 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 |
| <b>Gloucestershire</b> |            |   |   |   |  |  |   |
| Dean                   | 14         | 3255 monthly hours                          | 0   | 15  | 0  | 0  | 0   |
| Abbey                  | 18         | 3255 monthly hours                          | 180   | 0   | 0  | 0  | 0   |
| Priory                 | 22         | 3255 monthly hours                          | 165   | 7.5   | 0  | 0  | 0   |
| Kingsholm              | 15         | 3255 monthly hours                          | 15  | 0   | 0  | 0  | 0   |
| Montpellier            | 12         | 3565 monthly hours                          | 30  | 47.5  | 0  | 0  | 0   |
| Greyfriars             | 10         | 4030 monthly hours                          | 230   | 0   | 0  | 0  | 0   |
| Willow                 | 16         | 4495 monthly hours                          | 0   | 0   | 0  | 0  | 0   |
| Chestnut               | 14         | 3022.5 monthly hours                        | 157.5   | 0   | 0  | 0  | 0   |
| Mulberry               | 18         | 3255 monthly hours                          | 22.5  | 0   | 0  | 0  | 0   |
| Laurel                 | 12         | 2015 monthly hours                          | 172.5   | 0   | 0  | 0  | 0   |
| Honeybourne            | 10         | 2015 monthly hours                          | 127.5   | 0   | 7.5  | 0  | 0   |
| Westridge              | 8          | 3565 monthly hours                          | 0   | 0   | 0  | 0  | 0   |
| Hollybrook             | 8          | 5580 monthly hours                          | 0   | 252.5   | 0  | 0  | 0   |
| <b>Herefordshire</b>   |            |   |   |   |  |  |   |
| Mortimer               | 21         | 3069 monthly hours                          | 0   | 0   | 0  | 0  | 0   |
| Jenny Lind             | 8          | 1705 monthly hours                          | 0   | 0   | 0  | 0  | 0   |
| Cantilupe              | 12         | 2867.5 monthly hours                        | 368.5   | 0   | 0  | 0  | 0   |
| Oak House              | 10         | 1705 monthly hours                          | 0   | 0   | 0  | 0  | 0   |

## 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<br>(Bed numbers)<br>Ward speciality                             | Early                       |                               | Late                         |                               | Night     |              |
|--|-----------------------------|-------------------------------|------------------------------|-------------------------------|-----------|--------------|
|  | Qualified                   | Un-qualified                  | Qualified                    | Un-qualified                  | Qualified | Un-qualified |
| <b>Dean (14)</b><br>Adult mental health                              | 2                           | 3                             | 2                            | 3                             | 2         | 1            |
| <b>Abbey (18)</b><br>Adult mental health                             | 3                           | 2                             | 3                            | 2                             | 2         | 1            |
| <b>Kingsholm (15)</b><br>Adult mental health                         | 2                           | 3                             | 2                            | 3                             | 2         | 1            |
| <b>Priory (22)</b><br>Adult mental health                            | 3                           | 2                             | 3                            | 2                             | 2         | 1            |
| <b>Greyfriars (10)</b> Mental health intensive care                  | 3                           | 3                             | 3                            | 3                             | 2         | 2            |
| <b>Montpellier (12)</b><br>Mental health low secure                  | 2                           | 3                             | 2                            | 3                             | 2         | 2            |
| <b>Willow (16)</b><br>Older people with dementia                     | 2                           | 5                             | 2                            | 5                             | 1         | 3            |
| <b>Chestnut (14)</b><br>Older people mental health                   | 2                           | 3                             | 2                            | 2                             | 1         | 2            |
| <b>Mulberry (18)</b><br>Older people mental health                   | 2                           | 4                             | 2                            | 3                             | 1         | 2            |
| <b>Laurel House (13)</b><br>Adult MH rehabilitation                  | 2                           | 1                             | 1                            | 2                             | 1         | 1            |
| <b>Honeybourne (10)</b><br>Adult MH rehabilitation                   | 2                           | 1                             | 1                            | 2                             | 1         | 1            |
| <b>Westridge (8)</b><br>Assessment & Treatment Learning disabilities | 2                           | 3                             | 2                            | 3                             | 1         | 3            |
| <b>Hollybrook (8)</b><br>Habilitation – Learning Disabilities        | 1 (+1 if not on late shift) | 7 (6 if 2 qualified on shift) | 1 (+1 if not on late shift ) | 7 (6 if 2 qualified on shift) | 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 |
| <b>Mortimer (21)</b><br>Adult mental health – note planned reduction to 18 beds | 3         | 2           | 2         | 2           |
| <b>Jenny Lind (8)</b><br>Older people mental health                             | 2         | 1           | 1         | 1           |
| <b>Cantilupe (10)</b><br>Older people with dementia                             | 2         | 3           | 2         | 1.5         |
| <b>Oak House (10)</b><br>Adult MH rehabilitation                                | 2         | 1           | 1         | 1           |

## NATIONAL SAFE STAFFING REPORTING - Ward information – August 2016

| Only complete sites your organisation is accountable for |                                 |             | Day                               |                                  |                                   |                                  | Night                             |                                  |                                   |                                  | Day  |                                    | Night  |                                    |
|--|---------------------------------|-------------|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|--|------------------------------------|--|------------------------------------|
| 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 (%) |
|  | 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 |  |                                    |  |                                    |
| Dean   | 710 - ADULT MENTAL ILLNESS      |             | 930                               | 937.5                            | 1395                              | 1530                             | 620                               | 640                              | 310                               | 400                              | 100.8%   | 109.7%                             | 103.2%   | 129.0%                             |
| Abbey  | 710 - ADULT MENTAL ILLNESS      |             | 1395                              | 1245                             | 930                               | 1530                             | 620                               | 640                              | 310                               | 590                              | 89.2%  | 164.5%                             | 103.2%   | 190.3%                             |
| Priory   | 710 - ADULT MENTAL ILLNESS      |             | 1395                              | 1297.5                           | 930                               | 1110                             | 620                               | 590                              | 310                               | 420                              | 93.0%  | 119.4%                             | 95.2%  | 135.5%                             |
| Kingsholm  | 710 - ADULT MENTAL ILLNESS      |             | 930                               | 907.5                            | 1395                              | 1462.5                           | 620                               | 620                              | 310                               | 350                              | 97.6%  | 104.8%                             | 100.0%   | 112.9%                             |
| Montpellier  | 710 - ADULT MENTAL ILLNESS      |             | 930                               | 930                              | 1395                              | 1425                             | 620                               | 620                              | 620                               | 620                              | 100.0%   | 102.2%                             | 100.0%   | 100.0%                             |
| Greyfriars   | 710 - ADULT MENTAL ILLNESS      |             | 1395                              | 1185                             | 1395                              | 1545                             | 620                               | 570                              | 620                               | 680                              | 84.9%  | 110.8%                             | 91.9%  | 109.7%                             |
| Willow   | 715 - OLD AGE PSYCHIATRY        |             | 930                               | 1005                             | 2325                              | 2225.7                           | 310                               | 310                              | 930                               | 960                              | 108.1%   | 95.7%                              | 100.0%   | 103.2%                             |
| Chestnut   | 715 - OLD AGE PSYCHIATRY        |             | 930                               | 787.5                            | 1162.5                            | 1402.5                           | 310                               | 310                              | 620                               | 640                              | 84.7%  | 120.6%                             | 100.0%   | 103.2%                             |
| Mulberry   | 715 - OLD AGE PSYCHIATRY        |             | 930                               | 945                              | 1395                              | 1830                             | 310                               | 320                              | 620                               | 610                              | 101.6%   | 131.2%                             | 103.2%   | 98.4%                              |
| Laurel   | 710 - ADULT MENTAL ILLNESS      |             | 697.5                             | 525                              | 697.5                             | 907.5                            | 310                               | 310                              | 310                               | 310                              | 75.3%  | 130.1%                             | 100.0%   | 100.0%                             |
| honeybourne  | 710 - ADULT MENTAL ILLNESS      |             | 697.5                             | 570                              | 697.5                             | 825                              | 310                               | 310                              | 310                               | 310                              | 81.7%  | 118.3%                             | 100.0%   | 100.0%                             |
| Westridge  | 700- LEARNING DISABILITY        |             | 465                               | 577.5                            | 1860                              | 1732.5                           | 310                               | 370                              | 930                               | 880                              | 124.2%   | 93.1%                              | 119.4%   | 94.6%                              |
| Hollybrook   | 700- LEARNING DISABILITY        |             | 465                               | 525                              | 3255                              | 2962.5                           | 310                               | 310                              | 1550                              | 1530                             | 112.9%   | 91.0%                              | 100.0%   | 98.7%                              |
| Mortimer   | 710 - ADULT MENTAL ILLNESS      |             | 1023                              | 1083.25                          | 682                               | 909                              | 682                               | 713                              | 682                               | 839.5                            | 105.9%   | 133.3%                             | 104.5%   | 123.1%                             |
| Cantilupe  | 715 - OLD AGE PSYCHIATRY        |             | 682                               | 649.5                            | 1023                              | 1984.5                           | 682                               | 368.5                            | 480.5                             | 1925.5                           | 95.2%  | 194.0%                             | 54.0%  | 400.7%                             |
| Jenny Lind   | 715 - OLD AGE PSYCHIATRY        |             | 682                               | 732                              | 341                               | 811.5                            | 341                               | 356.5                            | 341                               | 701.5                            | 107.3%   | 238.0%                             | 104.5%   | 205.7%                             |
| Oak House  | 710 - ADULT MENTAL ILLNESS      |             | 682                               | 736.5                            | 341                               | 425.5                            | 341                               | 356.5                            | 341                               | 356.5                            | 108.0%   | 124.8%                             | 104.5%   | 104.5%                             |