

## Safe staffing levels: February 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 February 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 February 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
- **97%** of the hours exactly complied with the planned staffing levels
- **2.4%** of the hours during February 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 February 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 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)**

### **Greyfriars**

The Code 1 exceptions are due to Band 5 vacancy x1 and staff sickness.

### **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.

The high average fill rate relates to the additional use of bank and agency HCAs due to the level of acuity across the wards. The extra 30 minute handover period is also accounted for.

### **Learning Disability Units:**

Hollybrook has seen a number of Code 2 exceptions however 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. Where absolutely necessary, staff have been relocated from LDISS to support Hollybrook.

			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	15	2940 monthly hours	15	0	0	0	0
Abbey	18	2940 monthly hours	45	0	0	0	0
Priory	18	2940 monthly hours	70	0	0	0	0
Kingsholm	15	2940 monthly hours	15	0	0	0	0
Montpellier	12	3220 monthly hours	22.5	0	0	0	0
Greyfiars	10	3640 monthly hours	290	0	0	0	0
Willow	16	4060 monthly hours	60	0	0	0	0
Chestnut	14	2730 monthly hours	45	7.5	0	0	0
Mulberry	18	2940 monthly hours	7.5	0	0	0	0
Laurel	12	1820 monthly hours	135	0	0	0	0
Honeybourne	10	1820 monthly hours	97.5	0	0	0	0
Westridge	8	3220 monthly hours	0	0	0	0	0
Hollybrook	8	5040 monthly hours	0	265	0	0	0
<b>Herefordshire</b>							
Mortimer	21	2772 monthly hours	11.5	0	0	0	0
Jenny Lind	8	2590 monthly hours	366.5	0	0	0	0
Cantilupe	12	1540 monthly hours	1.5	0	0	0	0
Oak House	10	1540 monthly hours	0	0	0	0	0
Total		48692 monthly hrs	1182	272.5	0	0	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
<b>Dean (15)</b> Adult mental health	2	3	2	3	2	1
<b>Abbey (18)</b> Adult mental health	3	2	3	2	2	1
<b>Kingsholm (15)</b> Adult mental health	2	3	2	3	2	1
<b>Priory (18)</b> 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> Mental health low secure	2	3	2	3	2	2
<b>Willow (16)</b> Older people with dementia	2	5	2	5	1	3
<b>Chestnut (14)</b> Older people mental health	2	3	2	2	1	2
<b>Mulberry (18)</b> Older people mental health	2	4	2	3	1	2
<b>Laurel House (13)</b> Adult MH rehabilitation	2	1	1	2	1	1
<b>Honeybourne (10)</b> Adult MH rehabilitation	2	1	1	2	1	1
<b>Westridge (8)</b> Assessment & Treatment Learning disabilities	2	3	2	3	1	3
<b>Hollybrook (8)</b> 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> Adult mental health – note planned reduction to 18 beds	3	2	2	2
<b>Jenny Lind (8)</b> Older people mental health	2	1	1	1
<b>Cantilupe (10)</b> Older people with dementia	2	3	2	1.5
<b>Oak House (10)</b> Adult MH rehabilitation	2	1	1	1

## NATIONAL SAFE STAFFING REPORTING - Ward information – February 2017

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		840	840	1260	1365	560	580	280	350	100.0%	108.3%	103.6%	125.0%
Abbey	710 - ADULT MENTAL ILLNESS		1260	1230	840	870	560	560	280	280	97.6%	103.6%	100.0%	100.0%
Priory	710 - ADULT MENTAL ILLNESS		1260	1237.5	840	915	560	550	280	300	98.2%	108.9%	98.2%	107.1%
Kingsholm	710 - ADULT MENTAL ILLNESS		840	832.5	1260	1297.5	560	570	280	330	99.1%	103.0%	101.8%	117.9%
Montpellier	710 - ADULT MENTAL ILLNESS		840	877.5	1260	1245	560	560	560	560	104.5%	98.8%	100.0%	100.0%
Greyfriars	710 - ADULT MENTAL ILLNESS		1260	1027.5	1260	1515	560	510	560	840	81.5%	120.2%	91.1%	150.0%
Willow	715 - OLD AGE PSYCHIATRY		840	802.2	2100	2152.5	280	290	840	850	95.5%	102.5%	103.6%	101.2%
Chestnut	715 - OLD AGE PSYCHIATRY		840	832.5	1050	1057.5	280	280	560	570	99.1%	100.7%	100.0%	101.8%
Mulberry	715 - OLD AGE PSYCHIATRY		840	855	1260	1492.5	280	280	560	560	101.8%	118.5%	100.0%	100.0%
Laurel	710 - ADULT MENTAL ILLNESS		630	510	630	802.5	280	280	280	280	81.0%	127.4%	100.0%	100.0%
honeybourne	710 - ADULT MENTAL ILLNESS		630	562.5	630	735	280	280	280	280	89.3%	116.7%	100.0%	100.0%
Westridge	700- LEARNING DISABILITY		420	487.5	1680	1545	280	300	840	840	116.1%	92.0%	107.1%	100.0%
Hollybrook	700- LEARNING DISABILITY		420	645	2940	2625	280	300	1400	1370	153.6%	89.3%	107.1%	97.9%
Mortimer	710 - ADULT MENTAL ILLNESS		924	984	616	1128.25	616	644	616	1012	106.5%	183.2%	104.5%	164.3%
Cantilupe	715 - OLD AGE PSYCHIATRY		616	630	924	1443.5	616	322	434	1221.5	102.3%	156.2%	52.3%	281.5%
Jenny Lind	715 - OLD AGE PSYCHIATRY		616	642.5	308	701.5	308	322	308	678.5	104.3%	227.8%	104.5%	220.3%
OakHouse	710 - ADULT MENTAL ILLNESS		616	678.5	308	425.5	308	322	308	322	110.1%	138.1%	104.5%	104.5%