

Safe staffing levels: January 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 January 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 January 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
- **97.23%** of the hours exactly complied with the planned staffing levels
- **2.42%** of the hours during December had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of patients were met
- **0.4%** of the hours during December had a lower number of staff on duty than the planned levels.

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: There were no exceptions for January.

Priory: The code 1 exceptions are due to the current number of band 5 vacancies that we have on the ward. Although when fully recruited we are established to work with 22.5 hours Band 5 nurses per early and late shift we often work with 15 hours band 5 nurses if we are unable to get RMN via staff bank. This is because we would rather work with regular bank HCA than agency RMN. This provides better continuity of care to our patients.

Kingsholm: The two code 1 exceptions were due to last minute sickness which was covered by HCA as the ward were unable to source qualified at short notice.

Abbey: All acceptations are due to backfilling vacancies and sickness.

Montpellier: Exceptions are due to continued vacancies for 2 x band 5 nurses, 2 band x 2's and occasional sickness. Interviews for the band 2 vacancies have been arranged for February.

Greyfriars: Qualified staff vacancy x 2 and high levels of staff sickness.

Stonebow Unit:

Cantilupe Ward: the code 1 exceptions continue to relate to the night shift where there is 1 qualified rather than 2 in the model. It continues to be difficult to fully implement to maintain the model as it has been difficult to get the skill mix right mainly to the ward having a number of preceptors and a B5 vacancy.

Jenny Lind Ward: exceptions relate to sickness and 3 x B5 vacancies covering with HCAs who are familiar with the ward rather than using unknown qualified agency staff.

Mortimer Ward: 1x code 1 and 1x code 2 relating to staff sickness.

Oak House: 1x code 2 due to late notification of staff sickness.

The high average fill rate relate mainly to the older age mental health wards and increased use of bank and agency HCAs due to the high level of acuity on these wards.

Learning Disability Units:

Learning Disability Units: The continued staffing shortfall in the Learning Disability units is identified on the Countywide risk register due to the service transition that is currently taking place reflecting the changes that Gloucestershire CCG require. Recruitment to Qualified staff remains a challenge and there remain a number of vacancies. Active recruitment is ongoing.

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. There were no Coded 1 exceptions to the Qualified staff requirement during January.

At **Hollybrook** the Code 2 exception reports, where the Unit was safely managed with reduced staffing numbers was much improved to 16 incidences. 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.

Gloucestershire Recovery Units:

Honeybourne and Laurel House:

During January both units have reported Code 1 exceptions 17 (Laurel House) and 16 (Honeybourne) where the Unit was safely managed with reduced qualified staff. This has been supported by use of additional unqualified staff to meet the needs of patients. There was one incident of Code 2 exception where the shift was safely managed with reduced staffing numbers.

Charlton Lane Hospital:

There have been minimal exceptions to the core planned staffing levels across all wards in the hospital.

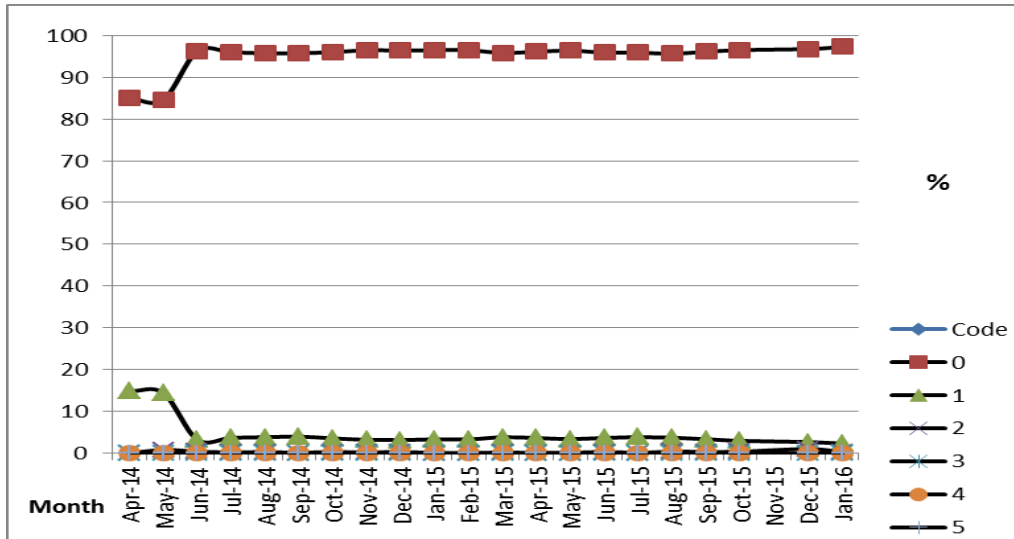
Willow Ward: There were no exceptions for January.

Mulberry Ward: There were no exceptions for January.

Chestnut Ward: have 4 code 1 exceptions, staffing numbers compliant but the skill mix was non-compliant however met the needs of the patients. The ward was considered safe and there was no harm to patients. There has been 1 code 2 exception. Minimum staffing numbers not compliant but met the needs of the patients. The ward was considered safe and there was no harm to patients.

Month by month comparison of compliance with staffing levels

The table below provides a monthly comparison of staffing level compliance. Consistently high levels of compliance in terms of actual staff on shift to planned levels are maintained.



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 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	3255 monthly hours	0	0	0	0	0
Abbey	18	3255 monthly hours	90	7.5	0	0	0
Priory	22	3255 monthly hours	240	0	0	0	0
Kingsholm	15	3255 monthly hours	15	15	0	0	0
Montpellier	12	3565 monthly hours	85	0	0	0	0
Greyfriars	10	4030 monthly hours	422.5	0	0	0	0
Willow	16	4495 monthly hours	0	7.5	0	0	0
Chestnut	14	3022.5 monthly hours	30	0	0	0	0
Mulberry	18	3022 monthly hours	0	0	0	0	0
Laurel	12	2015 monthly hours	127.5	7.5	0	0	0
Honeybourne	10	2015 monthly hours	120	0	0	0	0
Westridge	8	3565 monthly hours	0	0	0	0	0
Hollybrook	8	5580 monthly hours	0	130	0	0	0
Mortimer	21	3069 monthly hours	2	22	0	0	0
Jenny Lind	8	2867.5 monthly hours	136.5	0	0	0	0
Cantilupe	12	1705 monthly hours	25.5	0	0	0	0
Oak House	12	1705 monthly hours	10.5	0	0	0	0
Total		53909 monthly hours	1304.5	189.5	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
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	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
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 – January 2016

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		930	960	1395	1492.5	620	620	310	400	103.2%	107.0%	100.0%	129.0%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1312.5	930	1500	620	610	310	620	94.1%	161.3%	98.4%	200.0%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1192.5	930	1230	620	630	310	350	85.5%	132.3%	101.6%	112.9%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	952.5	1395	1537.5	620	630	310	370	102.4%	110.2%	101.6%	119.4%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	952.5	1395	1342.5	620	580	620	650	102.4%	96.2%	93.5%	104.8%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1012.5	1395	2100	620	580	620	1110	72.6%	150.5%	93.5%	179.0%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	1215	2325	2617.5	310	330	930	970	130.6%	112.6%	106.5%	104.3%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	1155	1162.5	960	310	310	620	630	124.2%	82.6%	100.0%	101.6%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	1012.5	1395	1882.5	310	310	620	640	108.9%	134.9%	100.0%	103.2%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	607.5	697.5	817.5	310	310	310	310	87.1%	117.2%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	570	697.5	825	310	310	310	310	81.7%	118.3%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		465	540	1860	1785	310	360	930	880	116.1%	96.0%	116.1%	94.6%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		465	645	3255	3000	310	330	1550	1490	138.7%	92.2%	106.5%	96.1%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1116.5	682	755.5	682	682	682	792.5	109.1%	110.8%	100.0%	116.2%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	839.5	1023	1397.5	682	563.5	480.5	1219	123.1%	136.6%	82.6%	253.7%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	742.5	341	477.5	341	368	341	576	108.9%	140.0%	107.9%	168.9%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	713	341	468	341	366.5	341	356.5	104.5%	137.2%	107.5%	104.5%