

## Safe staffing levels: January 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 January 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 January 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
- **97.1%** of the hours exactly complied with the planned staffing levels
- **2.5%** of the hours during January had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of patients were met
- **0.3%** of the hours during January 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 were three shifts where the minimum staff numbers were met but the skill mix was non-compliant and did not meet needs of patients. Details of this are noted in the narrative section of the report.***

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**

The Code 3 exception was due to skill mix comprised on the 13<sup>th</sup> January night shift - one qualified and two HCA's actual against to 2 qualified and 1 HCA planned. Subsequent reduction in qualified staff resulted in some impact to quality and standards of care provided to patients (safe was not comprised).

### **Greyfriars**

The Code 1 expectations are due to sickness and vacancies

### **Abbey Ward**

Code 1 and 2's are due to vacancies and sickness

## **Stonebow Unit:**

Herefordshire continues to report a high number of code 1 on Cantilupe Ward in relation to the difficulty in covering qualified planned numbers at night. 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.

## **Westridge & Hollybrook**

### **Learning Disability Units:**

Active recruitment is ongoing, staff turnover has slowed so staffing establishments are almost full across both services. This is a great step forward.

**Hollybrook** reported over 200 hours of exceptions at Code 2. The unit was safely managed with reduced staffing numbers and this was a decrease from the previous month.

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.

## **Recovery Units**

### **Honeybourne**

The Code 3 exception where owing to last minute sickness – there were no patient safety issues however some activities were shared with none nursing staff for example OT's.

			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	3255 monthly hours	0	7.5	7.5	0	0
Abbey	18	3255 monthly hours	112.5	7.5	0	0	0
Priory	18	3255 monthly hours	75	0	0	0	0
Kingsholm	15	3255 monthly hours	7.5	0	0	0	0
Montpellier	12	3565 monthly hours	80	22.5	0	0	0
Greyfiars	10	4030 monthly hours	180	0	0	0	0
Willow	16	4495 monthly hours	0	0	0	0	0
Chestnut	14	3022.5 monthly hours	67.5	0	0	0	0
Mulberry	18	3255 monthly hours	15	0	0	0	0
Laurel	12	2015 monthly hours	135	0	0	0	0
Honeybourne	10	2015 monthly hours	67.5	0	15	0	0
Westridge	8	3565 monthly hours	0	105	0	0	0
Hollybrook	8	5580 monthly hours	242.5	0	0	0	0
<b>Herefordshire</b>							
Mortimer	21	3069 monthly hours	10.5	0	0	0	0
Jenny Lind	8	2867.5 monthly hours	348.5	0	0	0	0
Cantilupe	12	1705 monthly hours	0	0	0	0	0
Oak House	10	1705 monthly hours	0	0	0	0	0
<b>Total</b>		53909 monthly hrs	1341.5	142.5	22.5	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 (14)</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 (22)</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 – January 2017

Only complete sites your organisation is accountable for				Day				Night				Day		Night		
Hospital Site Details		Ward name	Main 2 Specialities 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		Speciality 1	Speciality 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	915	1395	1440	620	620	310	340	98.4%	103.2%	100.0%	109.7%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1290	930	1065	620	622.5	310	325	92.5%	114.5%	100.4%	104.8%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1350	930	975	620	620	310	330	96.8%	104.8%	100.0%	106.5%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	1020	1395	1350	620	620	310	330	109.7%	96.8%	100.0%	106.5%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	877.5	1395	1402.5	620	610	620	660	94.4%	100.5%	98.4%	106.5%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1230	1395	1668	620	620	620	960	88.2%	119.6%	100.0%	154.8%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	930	2325	2400	310	310	930	940	100.0%	103.2%	100.0%	101.1%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	922.5	1162.5	1312.5	310	310	620	660	99.2%	112.9%	100.0%	106.5%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	982.5	1395	1747.5	310	310	620	710	105.6%	125.3%	100.0%	114.5%
RTQ11	Laurel House Chelit	Laurel	710 - ADULT MENTAL ILLNESS		697.5	615	697.5	870	310	310	310	310	88.2%	124.7%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	660	697.5	742.5	310	310	310	310	94.6%	106.5%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		465	570	1860	1695	310	310	930	930	122.6%	91.1%	100.0%	100.0%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		465	607.5	3255	2977.5	310	310	1550	1520	130.6%	91.5%	100.0%	98.1%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1092.5	682	966	682	713	682	920	106.8%	141.6%	104.5%	134.9%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	704.5	1023	1717	682	356.5	480.5	1522	103.3%	167.8%	52.3%	316.8%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	712.5	341	724.5	341	356.5	341	713	104.5%	212.5%	104.5%	209.1%
RTQHIM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	782.5	341	391	341	356.5	341	356.5	114.7%	114.7%	104.5%	104.5%