

Safe staffing levels: July 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 July 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 July 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
- 96.4% of the hours exactly complied with the planned staffing levels
- 2.8% of the hours during July had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of patients were met
- 0.7% of the hours during July 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 3 shifts where it was reported that the skill-mix of staff was non-compliant and the needs of patients were not met. There was no reported patient safety issues.*

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)

Priory

The Code 1 exceptions are due to the current number of band 5 vacancies. These have been recruited to largely and this will impact positively shortly. The Code 2 exception is when staff bank have been unable to cover with bank or agency.

Greyfriars

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

Abbey

All green code 1 and 2 exceptions are due to vacancies and sickness. The red code 3 was due to increased clinical need that occurred during the shift but was unable to be met by bank and agency. There were no patient safety issues. Several registered nurses are due to commence employment in September which will impact positively on this high level of expectations.

Stonebow Unit:

Any exceptions are code 1.

Cantilupe Ward

Code 1 exceptions continue to relate specifically to the difficulty in covering qualified at night according to the model mainly due to a high 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. Availability of staff through the bank office is improving.

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 Nurses remains a challenge. Active recruitment is ongoing and staff are now undertaking their induction.

Westridge and Hollybrook:

There were no Coded exceptions for the Qualified Nurses requirement during July.

Westridge

One Code 4 exception was reported. This was owing to a shortfall in available HCA's. Cover was unable to be provided by LDISS, Hollybrook or staff bank. The patients were maintained safely though activities were affected.

Hollybrook

The Code 2 exceptions reports have increased 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. One Code 3 exception was reported. LDISS, Westridge and staff bank were unable to provide cover. The patients were maintained safely though activities were affected. We saw an increase in sickness over July, especially at Hollybrook, which has significantly impacted on our ability to cover both units. Staff bank are finding it increasingly difficult to cover the number of shifts required.

Gloucestershire Recovery Units

Both Laurel House and Honeybourne have seen small reductions in reported exceptions during July. With pro-active shift management exceptions have been maintained at a low level. All exceptions are code 1, safe staffing numbers but reduced qualified numbers. However a safe, supported environment has been achieved

Charlton Lane Hospital:

Chestnut Ward

The ward has reported a number of Code 1 exceptions- Minimum staffing numbers were not compliant but met the needs of the patients.

			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	247.5	32.5	7.5	0	0
Priory	22	3255 monthly hours	195	0	0	0	0
Kingsholm	15	3255 monthly hours	10	0	0	0	0
Montpellier	12	3565 monthly hours	62.5	0	0	0	0
Greyfriars	10	4030 monthly hours	290	22.5	0	0	0
Willow	16	4495 monthly hours	0	7.5	0	0	0
Chestnut	14	3022.5 monthly hours	97.5	0	0	0	0
Mulberry	18	3255 monthly hours	30	0	0	0	0
Laurel	12	2015 monthly hours	135	0	0	0	0
Honeybourne	10	2015 monthly hours	97.5	0	0	0	0
Westridge	8	3542.5 monthly hours	0	22.5	0	7.5	0
Hollybrook	8	5580 monthly hours	0	280	22.5	0	0
Herefordshire							
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	350	0	0	0	0
Oak House	10	1705 monthly hours	0	0	0	0	0
Total		53886.5 monthly hrs	1515	365	30	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 (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 – July 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	1515	620	620	310	430	103.2%	108.6%	100.0%	138.7%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1117.5	930	1387.5	620	590	310	450	80.1%	149.2%	95.2%	145.2%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1222.5	930	1147.5	620	630	310	350	87.6%	123.4%	101.6%	112.9%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	967.5	1395	1455	620	20	310	410	104.0%	104.3%	3.2%	132.3%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	960	1395	1432.5	620	630	620	640	103.2%	102.7%	101.6%	103.2%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1100	1395	1737.5	620	610	620	800	78.9%	124.6%	98.4%	129.0%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	997.5	2325	2160	310	320	930	920	107.3%	92.9%	103.2%	98.9%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	922.5	1162.5	1267.5	310	330	620	660	99.2%	109.0%	106.5%	106.5%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	937.5	1395	1815	310	310	620	650	100.8%	130.1%	100.0%	104.8%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	592.5	697.5	825	310	310	310	310	84.9%	118.3%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	675	697.5	720	310	310	310	310	96.8%	103.2%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		465	487.5	1837.5	1822.5	310	320	930	930	104.8%	99.2%	103.2%	100.0%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		465	585	3255	2947.5	310	310	1550	1510	125.8%	90.6%	100.0%	97.4%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1073	682	1115.5	682	713	682	1115.5	104.9%	163.6%	104.5%	163.6%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	712.5	1023	1866	682	356.5	480.5	1692.5	104.5%	182.4%	52.3%	352.2%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	720.5	341	667.5	341	368	341	667	105.6%	195.7%	107.9%	195.6%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	737	341	392	341	356.5	341	356.5	108.1%	115.0%	104.5%	104.5%