

Safe staffing levels: July 2015 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 December 2014 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 July 2015:

- **95.85%** of the hours exactly complied with the planned staffing levels
- **3.94%** of the hours during July had a lower staff skill mix than the planned staffing levels, however, the staffing numbers were compliant
- **0.20%** 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 was one shift on Abbey Ward where the staff on duty did not meet the needs of the patients, however, no harm came to patients**

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.

Learning Disability Units:

The continued staffing shortfall in the Learning Disability units is identified on the Countywide risk register. As previously reported, the two units have not been able to consistently have two qualified nurses on required shifts due to the service transition that is currently taking place reflecting the changes that Gloucestershire CCG require.

Hollybrook: Total Code 1 exceptions (where the minimum staff numbers are met however the skill mix is non-compliant but met needs of patients) was 22 and Code 2 exceptions (where the unit was safely managed with reduced staffing numbers) were reduced from 14 last month to 6 in July; patients numbers are low and presentation manageable within numbers at the Unit and care was not affected.

Westridge: Code 1 exceptions reduced slightly from 40 to 38 in July. There was only 1 Code 2. The Unit was safely managed with reduced qualified staff and no detrimental effect on overall staffing numbers on shift; patient numbers are low due to transition.

There is a constant review of staffing requirements to ensure the service responds to patient needs. Recruitment for qualified staff during this time of change remains a challenge and it is important to note that the staff have worked tremendously hard to support the client group within both Westridge and Hollybrook and ensure all patient needs are met.

Gloucestershire Recovery Units:

Laurel house had 26 Code 1 exceptions and Honeybourne had 24 Code 1 exceptions during July. Long term sickness and high number of qualified vacancies remain main reason for safe staff numbers but incorrect skill mix. This is consistent with previous reports and pro-active recruitment has been successful in identifying preferred candidates pending employment checks and plan start date. Qualified staff are replaced with HCA's if safe and appropriate to do so, as a cost effective measure ensuring patient needs are met. Turnover of Qualified staff at Laurel House exceeded normal patterns with 3 retirements, 1 emigration and 2 promotions (to community teams) in 12 month period. Four staff already recruited and in post, one new starter 1st September and 1 preferred candidate undergoing employment checks.

Charlton Lane Hospital:

There have been minimal exceptions to the core planned staffing levels across all wards in the hospital. It is noted that Mulberry Ward are reporting no exceptions at all within July.

Stonebow Unit:

There are code 1 exceptions on both Cantilupe and Jenny Lind Ward.

The Cantilupe exceptions relate to the imbedding in off full rotation enabling an increase in qualified staff rotating with night time HCAs increasingly coming on to days.

On Jenny Lind ward they are awaiting the arrival of a new staff nurse and have been covering with HCAs who are familiar with the ward rather than using unknown agency staff.

Wotton Lawn Hospital:

Abbey Ward: Code 1 exceptions due to sickness absence. Code 4 red exception due to last minute sickness by 2 staff. Although no harm occurred it impacted on the wards ability to provide a full range of interventions. The team was supported by the therapy staff during the shift which helped manage some of the activity programme and leave requirements.

Priory Ward: The ward still has 3 band vacancies due to maternity and staff moving to other posts within the trust. There was a small decrease in code 1 exceptions despite the ongoing vacancy rate; however, this didn't impact on care delivery.

Greyfriars Unit: Code 1 exceptions as a result of 2 Qualified vacancies. 1 additional vacancy due to promotion within Wotton Lawn. 1 post being filled by student nurse who will qualify in August and take up the post immediately. Code 2 exceptions were last minute sickness absence; however, there were backfilled by EAP team where possible.

Montpellier Unit: The unit has seen a slight decrease in code 1 exceptions where the staffing does not meet the core planned staffing levels but does meet the needs of the patients.

Dean Ward: Code 1 are as a result of sickness absence, however the staffing levels have met the needs of the service users during those few occasions.

Kingsholm Ward has a full staff compliment and the code 1 exceptions were due to last minute sickness, however, the needs of the service user where met.

In all circumstances OT, Physio and sports and exercise practitioners support the wards to manage acuity.

Ward	Bed number	Number of required staff hours in the month	Exception Code 1 Minimum staff numbers met – skill mix non-compliant but met needs of patients	Exception Code 2 Minimum staff numbers not compliant but met needs of patients	Exception Code 3 Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients	Exception Code 4 Minimum staff numbers not compliant and did not meet needs of patients	Exception Code 5 Minimum staffing nos and skill mix not met. Resulting in clinical incident / harm to patient or other
Gloucestershire							
Dean	14	3255 monthly hours	117.5	0	0	0	0
Abbey	18	3255 monthly hours	150	15	0	7.5	0
Priory	22	3255 monthly hours	220	7.5	0	0	0
Kingsholm	15	3255 monthly hours	25	0	0	0	0
Montpellier	12	3565 monthly hours	42.5	0	0	0	0
Greyfriars	10	4030 monthly hours	340	7.5	0	0	0
Willow	16	4495 monthly hours	15	15	0	0	0
Chestnut	14	3022.5 monthly hours	7.5	0	0	0	0
Mulberry	18	3255 monthly hours	0	0	0	0	0
Laurel	12	2015 monthly hours	195	0	0	0	0
Honeybourne	10	2015 monthly hours	180	0	0	0	0
Westridge	8	3255 monthly hours	285	7.5	0	0	0
Hollybrook	8	5580 monthly hours	165	47.5	0	0	0
Mortimer	21	3069 monthly hours	0	2	0	0	0
Jenny Lind	8	1705 monthly hours	122.5	0	0	0	0
Cantilupe	12	2867.5 monthly hours	248.5	0	0	0	0
Oak House	12	1705 monthly hours	0	7	0	0	0
Total		53599 monthly hours					

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 2015

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	982.5	1395	1462.5	620	580	310	410	105.6%	104.8%	93.5%	132.3%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1252.5	930	1005	620	620	310	310	89.8%	108.1%	100.0%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1207.5	930	1365	620	610	310	440	86.6%	146.8%	98.4%	141.9%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	960	1395	1425	620	610	310	420	103.2%	102.2%	98.4%	135.5%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	990	1395	1342.5	620	600	620	640	106.5%	96.2%	96.8%	103.2%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1110	1395	1792.5	620	590	620	830	79.6%	128.5%	95.2%	133.9%
RTQ01	Chaffton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	1080	2325	2355	310	330	930	1010	116.1%	101.3%	106.5%	108.6%
RTQ01	Chaffton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	1087.5	1162.5	1080	310	320	620	610	116.9%	92.9%	103.2%	98.4%
RTQ01	Chaffton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	997.5	1395	2062.5	310	310	620	690	107.3%	147.8%	100.0%	111.3%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	532.5	697.5	907.5	310	310	310	310	76.3%	130.1%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	592.5	697.5	900	310	310	310	350	84.9%	129.0%	100.0%	112.9%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		930	660	1395	2032.5	310	410	620	1180	71.0%	145.7%	132.3%	190.3%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		697.5	532.5	3022.5	3165	310	320	1550	1530	76.3%	104.7%	103.2%	98.7%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1102.5	682	721.95	682	682	682	686.5	107.8%	105.9%	100.0%	100.7%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	819	1023	1443	682	440	480.5	1280	120.1%	141.1%	64.5%	266.4%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	603	341	737.5	341	341	341	682	88.4%	216.3%	100.0%	200.0%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	704	341	403	341	341	341	341	103.2%	118.2%	100.0%	100.0%