

Safe staffing levels: November 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 November 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 November 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
- **97.7%** of the hours exactly complied with the planned staffing levels
- **1.9%** of the hours during November 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 November 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 1 shift where it was reported that the minimum staff numbers was not compliant and the needs of the patients were not met.*

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 2 qualified nurse vacancies. One of the posts has been recruited to.

Abbey

Code 4 on 01.11.16 is due to agency staff not attending the shift. Code 4 on 15.11.16 was due to sickness. No other staff could be sourced for either shift. No safety issues were reported.

Stonebow Unit:

Cantilupe Ward

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. Bank staff availability is improving.

The high average fill rate relates to the increased use of bank and agency HCAs due to the high level of acuity across the wards and the regular opening of the 22nd bed on Mortimer. The extra 30 minute handover period is also accounted for.

Westridge & Hollybrook

Learning Disability Units:

Active recruitment is ongoing, staff turnover has reduced which has impacted on staffing establishments which are now almost fully established across both services.

Westridge and Hollybrook

At Hollybrook Code 2 exceptions were reported and 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. When necessary and appropriate 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
Gloucestershire							
Dean	15	3150 monthly hours	7.5	7.5	0	0	0
Abbey	18	3150 monthly hours	90	7.5	0	2	0
Priory	18	3150 monthly hours	45	7.5	0	0	0
Kingsholm	15	3150 monthly hours	7.5	0	0	0	0
Montpellier	12	3450 monthly hours	27.5	0	0	0	0
Greyfiars	10	3900 monthly hours	157.5	0	0	0	0
Willow	16	4350 monthly hours	7.5	0	0	0	0
Chestnut	14	2925 monthly hours	45	0	0	0	0
Mulberry	18	3150 monthly hours	30	0	0	0	0
Laurel	12	1950 monthly hours	112.5	0	0	0	0
Honeybourne	10	1950 monthly hours	112.5	0	0	0	0
Westridge	8	3450 monthly hours	0	0	0	0	0
Hollybrook	8	5400 monthly hours	0	165	0	0	0
Herefordshire							
Mortimer	21	2970 monthly hours	0	0	0	0	0
Jenny Lind	8	2775 monthly hours	0	0	0	0	0
Cantilupe	12	1650 monthly hours	340.5	34	0	0	0
Oak House	10	1650 monthly hours	0	0	0	0	0
Total		53899 monthly hrs	983	221.5	0	2	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 (15) 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 (18) 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 – November 2016

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		900	900	1350	1620	600	580	300	567.5	100.0%	120.0%	96.7%	189.2%
Abbey	710 - ADULT MENTAL ILLNESS		1350	1260	900	1102.5	600	640	300	335	93.3%	122.5%	106.7%	111.7%
Priory	710 - ADULT MENTAL ILLNESS		1350	1432.5	900	997.5	600	600	300	440	106.1%	110.8%	100.0%	146.7%
Kingsholm	710 - ADULT MENTAL ILLNESS		900	922.5	1350	1387.5	600	600	300	300	102.5%	102.8%	100.0%	100.0%
Montpellier	710 - ADULT MENTAL ILLNESS		900	960	1350	1597.5	600	580	600	800	106.7%	118.3%	96.7%	133.3%
Greyfriars	710 - ADULT MENTAL ILLNESS		1350	1267.5	1350	1575	600	585	600	810	93.9%	116.7%	97.5%	135.0%
Willow	715 - OLD AGE PSYCHIATRY		900	930	2250	2197.5	300	300	900	900	103.3%	97.7%	100.0%	100.0%
Chestnut	715 - OLD AGE PSYCHIATRY		900	922.5	1125	1117.5	300	300	600	620	102.5%	99.3%	100.0%	103.3%
Mulberry	715 - OLD AGE PSYCHIATRY		900	870	1350	1650	300	300	600	610	96.7%	122.2%	100.0%	101.7%
Laurel	710 - ADULT MENTAL ILLNESS		675	577.5	675	862.5	300	300	300	400	85.6%	127.8%	100.0%	133.3%
honeybourne	710 - ADULT MENTAL ILLNESS		675	585	675	772.5	300	300	300	300	86.7%	114.4%	100.0%	100.0%
Westridge	700- LEARNING DISABILITY		450	472.5	1800	1837.5	300	310	900	890	105.0%	102.1%	103.3%	98.9%
Hollybrook	700- LEARNING DISABILITY		450	585	3150	2932.5	300	300	1500	1490	130.0%	93.1%	100.0%	99.3%
Mortimer	710 - ADULT MENTAL ILLNESS		990	1164.5	660	945.5	660	759.5	660	870	117.6%	143.3%	115.1%	131.8%
Cantilupe	715 - OLD AGE PSYCHIATRY		660	723	990	2014.5	660	345	465	1941	109.5%	203.5%	52.3%	417.4%
Jenny Lind	715 - OLD AGE PSYCHIATRY		660	731	330	914	330	345	330	961	110.8%	277.0%	104.5%	291.2%
Oak House	710 - ADULT MENTAL ILLNESS		660	804.5	330	390	330	345	330	345.5	121.9%	118.2%	104.5%	104.7%