

## Safe staffing levels: October 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 October 2015 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 October 2015:

- 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
- **96.46%** of the hours exactly complied with the planned staffing levels
- **3.06%** of the hours during September had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of patients were met
- **0.5%** of the hours during September had a lower number of staff on duty than the planned levels.
- There was 1 shift where it has been reported that the number of staff was non-compliant and the needs of 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***

**Kingsholm:** The exceptions were created by last minute sickness.

**Dean:** Has X2 WTE registered vacancies - Currently being advertised. This is the third cycle of advertisement and will be advertised X1 further time before considering agency short term contracts

**Greyfriars:** The exceptions were largely due to qualified vacancies due to maternity leave. We had tried to facilitate covering with qualified via staff bank however unable to do so therefore decision made to cover with regular unqualified bank staff as opposed to agency staff. Vacancies have now all been covered.

**Montpellier:** Exceptions are due to continued vacancies for 2 band 5 staff nurses and occasional sickness. We have been unsuccessful in recruiting to the band 5 vacancies and continue to manage the occasional shortfall by making use of internal resources and managing the skill mix sensibly.

**Abbey:** The Green codes 1 and 2 are attributed to covering sickness and backfilling staff vacancies (currently 2 x Band 5 Staff Nurses).

**Priory:** The reasons for our code 1's are that we still have 2 vacancies for band 5 nurses. If staff bank are unable to fill our band 5 requests with bank RMN's then we will use band 3 band staff who are familiar with the environment, systems and processes rather than use agency staffing.

## ***Stonebow Unit:***

**Cantilupe Ward:** The code 1 exceptions relate to the night shift where there is 1 qualified rather than 2 in the model. It continues to be difficult to fully implement the model (although is improving) due mainly to the ward having a number of preceptors. The ward has also continues to have high acuity levels hence the large number of HCA hours.

**Jenny Lind Ward:** The exceptions relate to sickness and vacancy covering with HCAs who are familiar with the ward rather than using unknown qualified agency staff.

**Mortimer Ward:** No exceptions.

**Oak House:** 1 code 2 exception relating to staff sickness.

## ***Learning Disability Units:***

The continued staffing shortfall in the Learning Disability units is identified on the Countywide risk register. As previously reported, both units have not been able to consistently have 2 qualified nurses on required shifts owing to the service transition that is currently taking place reflecting the changes that Gloucestershire CCG require.

**Westridge and Hollybrook:** Code 1 exceptions remain high at Westridge (29) and reduced at Hollybrook (7). 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.

A skill mix review is being undertaken in regards to Qualified Nurse requirement in light of service changes at both Units. Recruitment to Qualified staff remains a challenge.

At Hollybrook Code 2 exception reports remain high at 20, where the Unit was safely managed with reduced staffing numbers Hollybrook will also be reviewing overall staffing numbers due to reduction clinical needs at the Unit

### ***Gloucestershire Recovery Units:***

**Honeybourne and Laurel House:** Both units have reported slightly improved numbers of Code 1 exceptions this month 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. Qualified staff shortage has been due to vacancy and sickness, recent recruitment has been successful and induction taken place during October.

### ***Charlton Lane Hospital:***

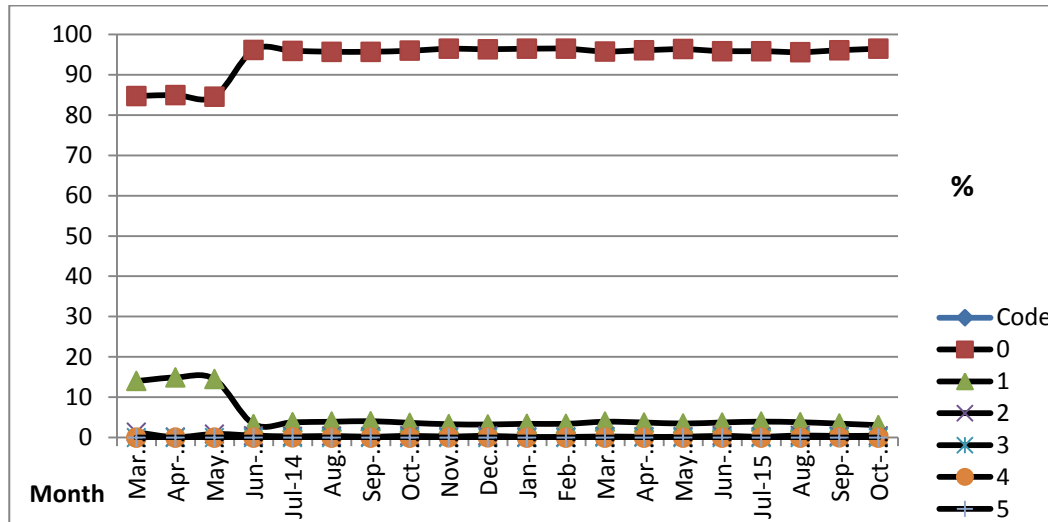
**Willow Ward:** Willow ward have 2 code 1 exceptions, staffing numbers compliant but the skill mix was non-compliant however met the needs of the patients. The ward was considered safe and there was no harm to patients. There have been 2 code 2 exceptions. Minimum staffing numbers not compliant but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

**Mulberry Ward:** have 1 code 1 exception, 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.

**Chestnut Ward:** have 2 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 have been 2 code 2 exceptions. 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
<b>Gloucestershire</b>							
Dean	14	3255 monthly hours	20	7.5	0	0	0
Abbey	18	3255 monthly hours	127.5	22.5	0	0	0
Priory	22	3255 monthly hours	202.5	0	0	0	0
Kingsholm	15	3255 monthly hours	15	7.5	0	0	0
Montpellier	12	3565 monthly hours	130	0	0	0	0
Greyfriars	10	4030 monthly hours	217.5	22.5	0	0	0
Willow	16	4495 monthly hours	15	15	0	7.5	0
Chestnut	14	3022.5 monthly hours	15	15	0	0	0
Mulberry	18	3255 monthly hours	7.5	0	0	0	0
Laurel	12	2015 monthly hours	105	0	0	0	0
Honeybourne	10	2015 monthly hours	90	0	0	0	0
Westridge	8	3255 monthly hours	217.5	0	0	0	0
Hollybrook	8	5580 monthly hours	52.5	150	0	0	0
Mortimer	21	3069 monthly hours	0	0	0	0	0
Jenny Lind	8	2867.5 monthly hours	157.5	0	0	0	0
Cantilupe	12	1705 monthly hours	89	0	0	0	0
Oak House	12	1705 monthly hours	0	10.5	0	0	0
Total		53599 monthly hours	1461.5	250.5	0	7.5	

## 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 – October 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	1042.5	1395	1875	620	610	310	660	112.1%	134.4%	98.4%	212.9%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1290	930	1027.5	620	620	310	310	92.5%	110.5%	100.0%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Priony	710 - ADULT MENTAL ILLNESS		1395	1207.5	930	1140	620	630	310	310	86.6%	122.6%	101.6%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	960	1395	1455	620	630	310	350	103.2%	104.3%	101.6%	112.9%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	1012.5	1395	1305	620	620	620	630	108.9%	93.5%	100.0%	101.6%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1305	1395	1560	620	590	620	710	93.5%	111.8%	95.2%	114.5%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	1200	2325	2565	310	380	930	1230	129.0%	110.3%	122.6%	132.3%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	1050	1162.5	1140	310	350	620	650	112.9%	98.1%	112.9%	104.8%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	982.5	1395	2017.5	310	330	620	860	105.6%	144.6%	106.5%	138.7%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	645	697.5	825	310	310	310	330	92.5%	118.3%	100.0%	106.5%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	645	697.5	802.5	310	310	310	310	92.5%	115.1%	100.0%	100.0%
RTQ05	Westridge	Westridge	700 - LEARNING DISABILITY		930	720	1395	1625	310	360	620	1000	77.4%	116.5%	116.1%	161.3%
RTQ54	HOLLYBROOK	Hollybrook	700 - LEARNING DISABILITY		697.5	780	3022.5	2812.5	310	340	1550	1510	111.8%	93.1%	109.7%	97.4%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1204.5	682	715	682	704	682	726	117.7%	104.8%	103.2%	106.5%
RTQJH	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	868	1023	1639	682	540.5	480.5	1541	127.3%	160.2%	79.3%	320.7%
RTQJH	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	639	341	709.5	341	356.5	341	517.5	93.7%	208.1%	104.5%	151.8%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	797.5	341	541	341	365.5	341	354	116.9%	158.7%	107.2%	103.8%