

Safe staffing levels: September 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 September 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 September 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
- **96.08%** of the hours exactly complied with the planned staffing levels
- **3.45%** 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
- **0.4%** of the hours during September had a lower number of staff on duty than the planned levels.
- There were 3 shifts where it has been reported that the number of staff was non-compliant and the needs of patients were not met. However, this related to additional activities not able to take place and not any safety concerns

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, both units have not consistently had 2 qualified nurses on required shifts. This in part is owing to the service transition that is currently taking place reflecting the changes that Gloucestershire CCG requires and the inability to recruit to these posts. The Matron for these units will be meeting with the Director of Quality and Director of Service Delivery to explore this in more detail over the next month.

Westridge and Hollybrook : Code 1 exceptions remain high given the current circumstances with recruiting to qualified posts. 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 with regards to Qualified Nurse requirement in light of service changes at both Units.

At Hollybrook there continues to be a high number of code 2 exceptions where the Unit was safely managed with reduced staffing numbers. Hollybrook will also be reviewing overall staffing numbers due to reduction in clinical need at the Unit.

There was one code 4 exception where minimum staffing numbers were not compliant and did not meet the needs of the patients. The escalation policy was followed but no staff were available to support. The Unit was managed safely with on call staff for emergency in place. There were no patient safety issues.

Wotton Lawn Hospital

Priory Ward: 3.6 wte vacancies for band 5 nurses have impacted on staffing numbers. Recruitment for these posts is underway. The ward has made attempts to fill band 5 shifts with bank staff nurses. If the ward is unable to do this regular bank unqualified staff will be used rather than go to external agencies. This is in order to provide staff that are aware of current systems and processes and ensure continuity of care.

Greyfriars Unit: Exceptions are based upon vacancies of 2 Qualified nurses which are have been recruited to and also sickness which is being managed locally.

Dean ward: One red exception was at short notice due to sickness – Staff bank were unable to cover even with external agency. Although no harm occurred it impacted on the wards ability to provide a full range of interventions

Abbey Ward: One red exception was based on short notice staff sickness. Although coded as red exception the ward manager was able to assist the shift to manage patient safety with no incidents reported during the shift.

Stonebow Unit:

Cantilupe Ward: 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 due mainly to the ward having a number of preceptors. The ward has also had high acuity levels hence the large number of HCA hours.

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

Gloucestershire Recovery Units:

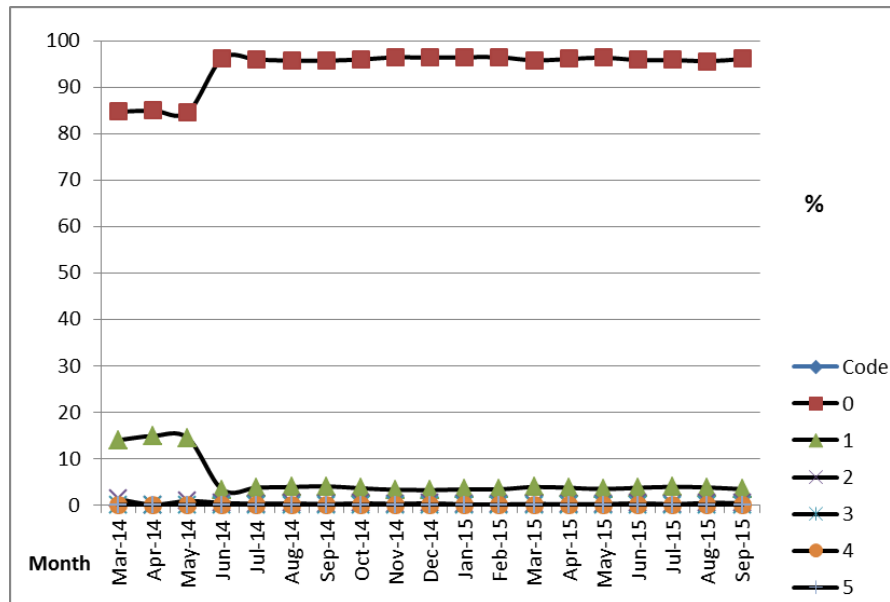
Honeybourne and Laurel House: Both units have reported numerous Code 1s this month regarding the reduced levels of qualified staff. This has been supported by use of additional unqualified staff to meet the needs of patients. This has been due to vacancy and sickness, recent recruitment has been successful and it is hoped that Code 1 exceptions will begin to decrease.

Charlton Lane Hospital:

There have been minimal exceptions to the core planned staffing levels across all wards in the hospital.

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
Gloucestershire							
Dean	14	3150 monthly hours	10	0	7.5	0	0
Abbey	18	3150 monthly hours	172.5	15	0	7.5	0
Priory	22	3150 monthly hours	175	0	0	0	0
Kingsholm	15	3150 monthly hours	52.5	0	0	0	0
Montpellier	12	3450 monthly hours	67.5	22.5	0	0	0
Greyfriars	10	3900 monthly hours	252.5	15	0	0	0
Willow	16	4350 monthly hours	15	0	0	0	0
Chestnut	14	2925 monthly hours	0	0	0	0	0
Mulberry	18	3150 monthly hours	15	0	0	0	0
Laurel	12	1950 monthly hours	187.5	0	0	0	0
Honeybourne	10	1950 monthly hours	135	0	0	0	0
Westridge	8	3150 monthly hours	225	0	0	0	0
Hollybrook	8	5400 monthly hours	1353	142.5	0	7.5	0
Mortimer	21	2970 monthly hours	39	0	0	0	0
Jenny Lind	8	1650 monthly hours	51	0	0	0	0
Cantilupe	12	2775 monthly hours	252	0	0	0	0
Oak House	12	1650 monthly hours	6.5	6.5	0	0	0
Total		51870 monthly hours	1791	201.5	7.5	15	

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 – September 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		900	945	1350	1642.5	600	600	300	570	105.0%	121.7%	100.0%	190.0%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1350	1155	900	1080	600	610	300	310	85.6%	120.0%	101.7%	103.3%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1350	1192.5	900	1502.5	600	600	300	570	88.3%	166.9%	100.0%	190.0%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		900	952.5	1350	1350	600	600	300	320	105.8%	100.0%	100.0%	106.7%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		900	1012.5	1350	1222.5	600	590	600	610	112.5%	90.6%	98.3%	101.7%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1350	1155	1350	1595	600	550	600	720	85.6%	118.1%	91.7%	120.0%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		900	1177.5	2250	2362.5	300	330	900	1100	130.8%	105.0%	110.0%	122.2%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		900	1147.5	1125	900	300	320	600	590	127.5%	80.0%	106.7%	98.3%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		900	922.5	1350	1867.5	300	300	600	660	102.5%	138.3%	100.0%	110.0%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		675	510	675	840	300	300	300	300	75.6%	124.4%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		675	645	675	772.5	300	300	300	300	95.6%	114.4%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		900	682.5	1350	1582.5	300	330	600	1160	75.8%	117.2%	110.0%	193.3%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		675	607.5	2925	2850	300	290	1500	1320	90.0%	97.4%	96.7%	88.0%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		990	1068.5	660	860	660	660	660	792	107.9%	130.3%	100.0%	120.0%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		660	1019.5	990	1481.5	660	413.5	465	1554	154.5%	149.6%	62.7%	334.2%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		660	742.5	330	540	330	345	330	482.5	112.5%	163.6%	104.5%	146.2%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		660	808.5	330	353	330	330	330	330	122.5%	107.0%	100.0%	100.0%