

## Safe staffing levels: July 2018 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)
- Berkeley House (formally 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 2018 staffing information that was submitted is outlined at the end of this paper by ward.

As per the national requirements we are currently developing a quality dashboard based on the sample dashboard reported to Board in September 2017. This was reported to Trust Board in March 2018 now as part of the 6 monthly safe staffing update to Trust Board.

We are mandated to report on the Care Hours Per Patient Day (CHPPD) from April 2018 which will be upload each month alongside the safe staffing fill rates. This is also 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 2018:

- No staffing issues were escalated to the Director of Quality or the Deputy Director of Nursing.
- Where staffing levels dipped below the planned fill rates of 100% for qualified nurses this was usually offset by increasing staffing numbers of unqualified staff based on ward acuity and dependence and the professional judgement of the nurse in charge of the shift.
- **96.59%** of the hours exactly complied with the planned staffing levels.
- **2.89%** 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 the patients were met.
- **0.52%** 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.

The paper includes an explanation on the wards where there are a high number of exceptions.

### Ward specific information

These are shifts where the core actual staffing hours may not exactly reflect the core planned staffing levels and the main reasons are outline below

- Increased staff are on duty to provide one to one care for patients; this may include the increased observations relating to an Under 18 admission or multiple 1:1 observations;
- 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;
- The planned staffing numbers are based on pre-empted activity and dependency levels. This is determined by the nurse in charge for a set time frame and these may vary, for example; decisions may be made to replace a qualified nursing shift with a healthcare assistant who know the patients and the ward, rather than a bank nurse who may not. National Quality Board updated guidance continues to state that the nurse in charge must use their professional judgement alongside the planned staffing requirements to meet the needs of the patients on the ward at any particular time

Following a review of the function of Staff Bank and the ability to improve efficiency of covering internally the fill for clinical, training and vacancies, and a further review in March 2018 the Staff Bank model was modified subsequently in March 2018 and the new opening hours will be 7.00am-6.00pm, 7 days a week. This includes 7:30am – 3:30pm on Bank holidays.

## **Internal Exceptions for July 2018**

### **Wotton Lawn**

- Greyfriars
  - Continues to have 3 x Band 5 vacant posts and HCA sickness.
- Abbey
  - Code 1's owing to qualified vacancy and/or sickness, patient needs met and covered by HCA's.
- Priory
  - Currently have a number of vacant posts whilst awaiting new starters in September. Code 1 are owing to running with two qualified nurses rather than three if the ward cannot fill the shifts with substantive staff or cover with regular bank staff.

### **Berkeley House**

- Owing to staff sickness and vacancies.
- Recruitment continues to take place;
- Following Band 3 interviews six successful applicants are all currently going through the recruitment process.
- Owing to difficulties in recruiting into Band 3 posts, authorisation has been given to further over recruit into band 5 staff nurse posts, these will revert back to band 3 posts as and when they become available in the future.
- All changes to skill mix to remain within the current cost envelope.
- Where there are staffing shortfalls during the week, the team management and at times Matron cover to ensure patients activities and safety is not compromised.

### **Stonebow - Herefordshire July 2018**

- There are minimal exceptions across the unit this month.
- The code 2 exceptions for Oak were due to low bed occupancy and the redeployment of 1 qualified nurse to Mortimer Ward.
- The code 3 exception for Cantilupe was agency withdrawal and unable to get replacement

### Exception reporting in hours – all wards July 2018

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 # and skill mix not met. Resulting in clinical incident / harm to
Dean	15	3255	42.50	0.00	0	0	0
Abbey	18	3255	300.00	15.00	0	0	0
Priory	18	3255	355.00	0.00	0	0	0
Kingsholm	15	3255	17.50	10.00	0	0	0
Montpellier	12	3565	7.50	32.50	0	0	0
Greyfriars	10	4030	360.00	10.00	0	0	0
Willow	16	4495	15.00	0.00	0	0	0
Chestnut	14	3022.5	37.50	7.50	0	0	0
Mulberry	18	3255	0	7.50	0	0	0
Laurel	12	2015	195.00	0	0	0	0
Honeybourne	10	2015	195.00	0	0	0	0
Berkeley House	8	8680	7.50	102.50	0	0	0
<b>Herefordshire</b>							
Mortimer	21	3208.5	0	0	0	0	0
Cantilupe	10	2991.5	74.00	50.50	11.50	0	0
Jenny Lind	8	1782.5	0.00	14.50	0	0	0
Oak House	10	1782.5	23.00	11.50	0	0	0
<b>Total</b>		<b>52,125.0</b>	<b>1630.00</b>	<b>205.00</b>	<b>11.50</b>	<b>0</b>	<b>0</b>

## 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	3	2	3	1	2
<b>Laurel House (13)</b> Adult MH rehabilitation	1	1	1	1	1	1
<b>Honeybourne (10)</b> Adult MH rehabilitation	1	1	1	1	1	1
<b>Berkeley House (7)</b> Habilitation – Learning Disabilities	2	10	2	10	10	9

### 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	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 – July 2018

NURSING STAFF FILL RATES	Day				Night				Day		Night		TOTAL STAFFING DAY/NIGHT		STAFF GROUP		CHPPD				
	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 (%)	Average fill rate - All staff DAY (%)	Average fill rate - All staff NIGHT (%)	Average fill rate - registered nurses/m idwives (%)	Average fill rate - care staff (%)	Midnight Occupancy	Registered nurses/ midwives	Care staff	Overall	
	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													
<i>Jul-2018</i>																					
<b>Gloucestershire</b>																					
WL- Dean Ward	930	923	1395	1680	620	600	310	500	99.19%	120.43%	96.77%	161.29%	111.94%	118.28%	98.23%	127.86%	436	3.5	5.0	8.5	
WL- Abbey Ward	1395	1110	930	1253	620	560	310	370	79.57%	134.68%	90.32%	119.35%	101.61%	100.00%	82.88%	130.85%	518	3.2	3.1	6.4	
WL- Priory Ward	1395	1073	930	1313	620	560	310	370	76.88%	141.13%	90.32%	119.35%	102.58%	100.00%	81.02%	135.69%	523	3.1	3.2	6.3	
WL- Kingsholm Ward	930	923	1395	1470	620	600	310	360	99.19%	105.38%	96.77%	116.13%	102.90%	103.23%	98.23%	107.33%	415	3.7	4.4	8.1	
WL- Montpellier Unit	930	900	1395	1403	620	600	620	620	96.77%	100.54%	96.77%	100.00%	99.03%	98.39%	96.77%	100.37%	348	4.3	5.8	10.1	
WL- Greyfriars PICU	1395	1133	1395	1688	620	520	620	820	81.18%	120.97%	83.87%	132.26%	101.08%	108.06%	82.01%	124.44%	296	5.6	8.5	14.1	
CL - Willow Ward	930	983	2325	2235	310	310	930	940	105.65%	96.13%	100.00%	101.08%	98.85%	100.81%	104.23%	97.54%	461	2.8	6.9	9.7	
CL - Chestnut Ward	930	930	1163	1193	310	310	620	610	100.00%	102.58%	100.00%	98.39%	101.43%	98.92%	100.00%	101.12%	402	3.1	4.5	7.6	
CL - Mulberry Ward	930	930	1395	1650	310	310	620	640	100.00%	118.28%	100.00%	103.23%	110.97%	102.15%	100.00%	113.65%	476	2.6	4.8	7.4	
WA - Laurel House	698	488	698	885	310	310	310	320	69.89%	126.88%	100.00%	103.23%	98.39%	101.61%	79.16%	119.60%	370	2.2	3.3	5.4	
WA - Honeybourne	698	495	698	900	310	310	310	310	70.97%	129.03%	100.00%	100.00%	100.00%	100.00%	79.90%	120.10%	269	3.0	4.5	7.5	
LD - Berkeley House	930	1230	4650	4290	310	400	2790	2390	132.26%	92.26%	129.03%	85.66%	98.92%	90.00%	131.45%	89.78%	186	8.8	35.9	44.7	
<b>Herefordshire</b>																					
SB - Cantilupe Ward	713	589	1070	1280	713	357	496	1207.5	82.54%	119.64%	50.00%	243.45%	104.80%	129.36%	66.27%	158.86%	150	6.3	16.6	22.9	
SB - Jenny Lind Ward	713	702	357	549	356.5	357	356.5	460	98.39%	154.00%	100.00%	129.03%	116.92%	114.52%	98.92%	141.51%	211	5.0	4.8	9.8	
SB - Mortimer Ward	1070	1070	713	1369	713	713	713	1242	100.00%	191.94%	100.00%	174.19%	136.77%	137.10%	100.00%	183.06%	567	3.1	4.6	7.7	
WA - Oak House	713	690	357	440	356.5	357	356.5	356.5	96.77%	123.42%	100.00%	100.00%	105.66%	100.00%	97.85%	111.71%	190	5.5	4.2	9.7	