

## Safe staffing levels: April 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 April 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 April 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.
- **97.33%** of the hours exactly complied with the planned staffing levels.
- **2.48%** of the hours during April had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of the patients were met.
- **0.19%** of the hours during April 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 April 2018**

### **Wotton Lawn**

- Greyfriars
  - The Code 1 exceptions were due to current x 2 vacant staff nurse posts therefore some shifts are running on reduced numbers of qualified.
- Montpellier
  - The Code 1 and 2's exceptions were due to staff sickness and did not affect patient care.
- Abbey Ward
  - 24 x Green Code 1 - due to vacancy and/or sickness absence
  - 1 x Green Code 2 – reason: unable to source staff bank/agency staff to increase numbers to 6 to meet clinical need.
- Kingsholm
  - The Code 1 exceptions - all qualified shifts highlighted were due to sickness, except the night shift which was vacancy related, and the inability to cover without employing agency RN, we replaced with HCA's as ward acuity was felt to be compatible with this decision. When we were 1 Q and 3 HCA2s there were 9-5 staff available to assist with the shift.
- Priory
  - The Code 1 exceptions - we currently have several vacancies for registered nurses so if we are unable to fill our shifts with substantive or bank registered nurses we often run with regular or bank HCA's that know our systems and processes and are familiar with our patients rather than using agency staff.
- Dean
  - The Code 1 exceptions were due to one qualified member of staff short. As staff bank were unable to fill it was covered by an HCA.

### **Berkeley House**

- Recruitment continues to take place
- 2 x band 2's currently preferred candidates awaiting end of recruitment process.
- Band 3 advert currently out awaiting closing date

- 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.

### **Herefordshire April 2018**

- Cantilupe Ward
  - The exceptions relate specifically to the ability to cover qualified at night according to the model mainly due to 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 much improved and the Peripatetic Team of HCAs make a difference. Cantilupe rarely maintains its staffing model (2 qualified, 1 HCA and 1 twilight) Usually they use 1 qualified and 2 HCAs. They have been unable to run with a twilight for 2 years at least as a full shift is usually required due to acuity levels. There is a planned establishment change to this.
  - There have been increased levels of observation through day and night for a number of high risk patients. There have also been high sickness levels. The extra 30 minute handover period is also accounted for.

### **Charlton Lane Hospital**

- Willow Ward
  - 1 code 2 exception. Minimum staffing numbers not compliant but met the needs of the patients. The ward was considered safe and there was no harm to patients.
  - 4 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.
- Mulberry Ward
  - 6 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
  - 1 code 2 exception. Minimum staffing numbers not compliant but met the needs of the patients. The ward was considered safe and there was no harm to patients

- Chestnut Ward
  - 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.
  - 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

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

			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 # and skill mix not met. Resulting in clinical incident / harm to patient or
Dean	15	3255	25.00	0.00	0	0	0
Abbey	18	3255	180.00	7.50	0	0	0
Priory	18	3255	145.00	0.00	0	0	0
Kingsholm	15	3255	32.50	0.00	0	0	0
Montpellier	12	3565	15.00	17.50	0	0	0
Greyfriars	10	4030	237.50	0.00	0	0	0
Willow	16	4495	7.50	0.00	0	0	0
Chestnut	14	3022.5	15.00	7.50	0	0	0
Mulberry	18	3255	45.00	7.50	0	0	0
Laurel	12	2015	165.00	0.00	0	0	0
Honeybourne	10	2015	0.00	0.00	0	0	0
Berkeley House	8	8680	200.00	0.00	0	0	0
<b>Herefordshire</b>							
Mortimer	21	3208.5	0	0	0	0	0
Cantilupe	10	2991.5	27.00	0	69.00	0	0
Jenny Lind	8	1782.5	13.50	0	0	0	0
Oak House	10	1782.5	23.00	11.50	0	0	0
<b>TOTAL</b>		<b>52,125</b>	<b>1,412.50</b>	<b>109.00</b>	<b>69.00</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 – April 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/ midwives (%)	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>Apr-2018</i>																				
<b>Gloucestershire</b>																				
WL- Dean Ward	900	975	1350	1935	600	590	300	780	108.33%	143.33%	98.33%	260.00%	129.33%	152.22%	104.33%	164.55%	421	3.7	6.4	10.2
WL- Abbey Ward	1350	1163	900	1298	600	590	300	430	86.11%	144.17%	98.33%	143.33%	109.33%	113.33%	89.87%	143.96%	466	3.8	3.7	7.5
WL- Priory Ward	1350	1253	900	1050	600	580	300	350	92.78%	116.67%	96.67%	116.67%	102.33%	103.33%	93.97%	116.67%	512	3.6	2.7	6.3
WL- Kingsholm Ward	900	885	1350	1418	600	590	300	330	98.33%	105.00%	98.33%	110.00%	102.33%	102.22%	98.33%	105.91%	407	3.6	4.3	7.9
WL- Montpellier Unit	900	885	1350	1373	600	590	600	600	98.33%	101.67%	98.33%	100.00%	100.33%	99.17%	98.33%	101.15%	318	4.6	6.2	10.8
WL- Greyfriars PICU	1350	1155	1350	1590	600	600	600	720	85.56%	117.74%	100.00%	120.00%	101.65%	110.00%	90.00%	118.44%	251	7.0	9.2	16.2
CL - Willow Ward	900	1065	2250	2168	300	360	900	920	118.33%	96.33%	120.00%	102.22%	102.62%	106.67%	118.75%	98.02%	433	3.3	7.1	10.4
CL - Chestnut Ward	900	945	1125	1193	300	300	600	620	105.00%	106.00%	100.00%	103.33%	105.56%	102.22%	103.75%	105.07%	413	3.0	4.4	7.4
CL - Mulberry Ward	900	870	1350	1688	300	300	600	630	96.67%	125.00%	100.00%	105.00%	113.67%	103.33%	97.50%	118.85%	497	2.4	4.7	7.0
WA - Laurel House	675	510	675	825	300	300	300	300	75.56%	122.22%	100.00%	100.00%	98.89%	100.00%	83.08%	115.38%	366	2.2	3.1	5.3
WA - Honeybourne	675	503	675	1065	300	310	300	410	74.44%	157.78%	103.33%	136.67%	116.11%	120.00%	83.33%	151.28%	262	3.1	5.6	8.7
LD - Berkeley House	900	1388	4500	3923	300	410	2700	2270	154.17%	87.17%	136.67%	84.07%	98.33%	89.33%	149.79%	86.01%	180	10.0	34.4	44.4
<b>Herefordshire</b>																				
SB - Cantilupe Ward	690	658	1035	1349	690	345	480	1322.5	95.36%	130.29%	50.00%	275.52%	116.32%	142.52%	72.68%	176.30%	236	4.3	11.3	15.6
SB - Jenny Lind Ward	690	688	345	680	345	345	345	598	99.64%	196.96%	100.00%	173.33%	132.08%	136.67%	99.76%	185.14%	208	5.0	6.1	11.1
SB - Mortimer Ward	1035	1081	690	1298	690	690	690	1150	104.44%	188.12%	100.00%	166.67%	137.91%	133.33%	102.67%	177.39%	526	3.4	4.7	8.0
WA - Oak House	690	679	345	460	345	345	345	403	98.33%	133.33%	100.00%	116.81%	110.00%	108.41%	98.89%	125.07%	98	10.4	8.8	19.3