

Safe staffing levels: August 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 August 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 August 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.
- **95.86%** of the hours exactly complied with the planned staffing levels.
- **3.48%** of the hours during August had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of the patients were met.
- **0.67%** of the hours during August 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 August 2018

Wotton Lawn

- Greyfriars
 - The Code 1 exceptions are due to current x 3 qualified vacancy and HCA sickness. In addition to this there was clinical need in place.
- Abbey Ward
 - The Code 1 exceptions are due to vacancy or sickness
 - The Code 2 is due to sickness
 - The Code 3 – due to sickness
- Dean Ward
 - The Code 1 & 2 exceptions were due to sickness and no agency staff cover.
- Montpellier
 - The Code 1 & 2 exceptions were due to staff sickness.
- Kingsholm
 - The Code 1 exceptions were all due to sickness/absence but patient care was not affected.
- Priory
 - The Code 1 exceptions are due to 3 x Band 5 vacant posts and 2 x HCA sicknesses.

Berkeley House

- 23 x Code 2 exceptions reported. Green code 2's due to increased last minute sickness and unavailability of substantive staff and bank staff due to holidays etc.
- 1 code 4 Red exception reported. The reason for this exception was for last minute sickness that could not be covered. Night staff came in early to mitigate exception however there was reduced staff in the afternoon.
- Current staffing pressures include 3 staff on Maternity leave, 2 pregnant and unable to work with the patient mix and 2 staff members on long term sick.
- Recruitment continues to 4 band 2 and 5 band 3 HCA vacancies.
- Reviewing the skill mix for a Band 6 Clinical Specialist post.
- Where there are staffing shortfalls during the week, the team management and at times Matron assist in covering where possible to ensure patients activities and safety is not compromised.

Stonebow - Herefordshire August 2018

- There were a number of code 1 exceptions across the unit this month. There were a number of shifts where a ward was reduced to 1 qualified when the establishment requires 2. This was compensated for by extra HCAs. This month was particularly challenging for qualified cover across bank and all agencies.
- Oak exceptions were due to the redeployment of 1 qualified nurse to Mortimer Ward.

- The twilight issue for Cantilupe has now been addressed through a change in establishment.

Charlton Lane Hospital

- Mulberry Ward
 - 3 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
- Chestnut Ward
 - 3 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.

Exception reporting in hours – all wards August 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	42.50	15.00	0	0	0
Abbey	18	3255	390.00	27.50	15.00	0	0
Priory	18	3255	387.50	0.00	0	0	0
Kingsholm	15	3255	30.00	0.00	0	0	0
Montpellier	12	3565	110.00	25.00	0	0	0
Greyfriars	10	4030	430.00	0.00	0	0	0
Willow	16	4495	0.00	0.00	0	0	0
Chestnut	14	3022.5	22.50	0.00	0	0	0
Mulberry	18	3255	22.50	0.00	0	0	0
Laurel	12	2015	157.50	0.00	0	15.00	0
Honeybourne	10	2015	180.00	0.00	0	0	0
Berkeley House	8	8680	0.00	247.50	0	15.00	0
Herefordshire							
Mortimer	21	3208.5	21.00	0.00	11.50	0	0
Cantilupe	10	2991.5	88.5	0.00	0	0	0
Jenny Lind	8	1782.5	80.5	0.00	0	0	0
Oak House	10	1782.5	46.00	11.50	0	0	0
TOTAL		53,862.5	2,008.50	326.50	26.5	30.00	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 (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	3	2	3	1	2
Laurel House (13) Adult MH rehabilitation	1	1	1	1	1	1
Honeybourne (10) Adult MH rehabilitation	1	1	1	1	1	1
Berkeley House (7) 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
Mortimer (21) Adult mental health	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 – August 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>Aug-2018</i>																				
Gloucestershire																				
WL- Dean Ward	930	885	1395	1830	620	610	310	660	95.16%	131.18%	98.39%	212.90%	116.77%	136.56%	96.45%	146.04%	414	3.6	6.0	9.6
WL- Abbey Ward	1395	1020	930	1320	620	570	310	370	73.12%	141.94%	91.94%	119.35%	100.65%	101.08%	78.91%	136.29%	505	3.1	3.3	6.5
WL- Priory Ward	1395	1020	930	1373	620	570	310	380	73.12%	147.58%	91.94%	122.58%	102.90%	102.15%	78.91%	141.33%	523	3.0	3.4	6.4
WL- Kingsholm Ward	930	915	1395	1418	620	620	310	310	98.39%	101.61%	100.00%	100.00%	100.32%	100.00%	99.03%	101.32%	418	3.7	4.1	7.8
WL- Montpellier Unit	930	818	1395	1508	620	590	620	640	87.90%	108.06%	95.16%	103.23%	100.00%	99.19%	90.81%	106.58%	354	4.0	6.1	10.0
WL- Greyfriars PICU	1395	1005	1395	1875	620	580	620	925	72.04%	134.41%	93.55%	149.19%	103.23%	121.37%	78.66%	138.96%	305	5.2	9.2	14.4
CL - Willow Ward	930	998	2325	2205	310	310	930	930	107.26%	94.84%	100.00%	100.00%	98.39%	100.00%	105.44%	96.31%	503	2.6	6.2	8.8
CL - Chestnut Ward	930	930	1163	1155	310	310	620	650	100.00%	99.35%	100.00%	104.84%	99.64%	103.23%	100.00%	101.26%	431	2.9	4.2	7.1
CL - Mulberry Ward	930	915	1395	1710	310	310	620	710	98.39%	122.58%	100.00%	114.52%	112.90%	109.68%	98.79%	120.10%	530	2.3	4.6	6.9
WA - Laurel House	698	570	698	833	310	310	310	310	81.72%	119.35%	100.00%	100.00%	100.54%	100.00%	87.34%	113.40%	361	2.4	3.2	5.6
WA - Honeybourne	698	525	698	923	310	310	310	310	75.27%	132.26%	100.00%	100.00%	103.76%	100.00%	82.88%	122.33%	286	2.9	4.3	7.2
LD - Berkeley House	930	1178	4650	4215	310	380	2790	2420	126.61%	90.65%	122.58%	86.74%	96.64%	90.32%	125.60%	89.18%	186	8.4	35.7	44.0
Herefordshire																				
SB - Cantilupe Ward	713	625	1070	1957	713	357	496	1865	87.59%	182.98%	50.00%	376.01%	144.82%	183.75%	68.79%	244.14%	245	4.0	15.6	19.6
SB - Jenny Lind Ward	713	633	357	644	356.5	357	356.5	494.5	88.71%	180.65%	100.00%	138.71%	119.35%	119.35%	92.47%	159.68%	204	4.8	5.6	10.4
SB - Mortimer Ward	1070	1037	713	1081	713	713	713	885.5	96.96%	151.61%	100.00%	124.19%	118.82%	112.10%	98.18%	137.90%	581	3.0	3.4	6.4
WA - Oak House	713	656	357	483	356.5	357	356.5	356.5	91.94%	135.48%	100.00%	100.00%	106.45%	100.00%	94.62%	117.74%	211	4.8	4.0	8.8