

Safe staffing levels: February 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 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 2016 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.

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 February 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.
- **96.48%** of the hours exactly complied with the planned staffing levels.
- **3.37%** of the hours during February had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of the patients were met.
- **0.15%** of the hours during February 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, the Staff Bank model changed in December 2017 and the new opening hours will be 6.00am-6.00pm, 7 days a week. This includes 7:30am – 3:30pm on Bank holidays.

Wotton Lawn February 2018

- Greyfriars
 - The Code 1's are due to high levels of staff sickness, one staff nurse unpaid authorised leave, 2 x staff nurse vacancies, 1 x Senior Nurse redeployed to another ward due to serious assault.
- Priory Ward
 - Code 1 are due to Qualified nurse vacancy and we often run at x 2 qualified regular nurses with regular bank or substantive HCA rather than agency qualified that do not know the ward. This provides better continuity of care and reduces cost.
 - Code 2 are due to last minute sickness and being unable to cover with qualified nurses so we have covered with HCA..
- Montpellier Unit
 - 1 x Qualified commenced maternity leave , prior to this she came off the staffing numbers affecting the skill mix on some shifts. There were also staff using up leave where possible affecting the skill mix and or numbers but at no time did this affect patient care or routine.
- Abbey Ward
 - The Code 1 exceptions are due to vacancies, sickness or staff redeployment to other wards within the hospital to avoid using Thornbury.
 - The Code 4 is due to sickness that could not be filled at short notice.
- Kingsholm Ward
 - The Code 1 exceptions were due to vacancies.
- Dean Ward
 - The Code 1's & 2's were due to staff sickness and inability of appropriate cover.
- Berkeley House
 - 18 x Code 2 exceptions were reported, a reduction from 33 overall exceptions for January 2018.

Herefordshire February 2018

- Cantilupe Ward
 - Exceptions continue to 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 required due to acuity levels.
- Mortimer Ward
 - There was 1 code 3 on Mortimer due to last minute sickness and inability and lack of desire to cover with Agency. The ward manager covered the shift.

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.
- Mulberry 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.
- Chestnut 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.

Exception reporting in hours – all wards February 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 patient or other
Dean	15	3255	67.5	27.5	0	0	0
Abbey	18	3255	240	0	0	0	0
Priory	18	3255	255	0	0	0	0
Kingsholm	15	3255	107.5	0	0	0	0
Montpellier	12	3565	37.5	25	0	0	0
Greyfriars	10	4030	415	0	0	0	0
Willow	16	4495	0	0	0	0	0
Chestnut	14	3022.5	37.5	0	0	0	0
Mulberry	18	3255	15	0	0	0	0
Laurel	12	2015	165	0	0	0	0
Honeybourne	10	2015	142.5	0	0	0	0
Berkeley House	8	8680	307.5	0	0	0	0
Herefordshire							
Mortimer	21	3208.5	0	0	11.5	0	0
Cantilupe	10	2991.5	361.5	16.5	0	0	0
Jenny Lind	8	1782.5	20	0	0	0	0
Oak House	10	1782.5	0	0	0	0	0
TOTAL		52,125	2171.5	69	11.5	0	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 – February 2018

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		840	785	1260	1447.5	560	542.5	280	330	91.1%	114.9%	96.9%	117.9%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1260	1035	840	1230	560	560	280	360	82.1%	146.4%	100.0%	128.6%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1260	1027.5	840	1207.5	560	560	280	280	81.5%	143.8%	100.0%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		840	757.5	1260	1297.5	560	550	280	300	90.2%	103.0%	98.2%	107.1%
RTQ02	WOTTON LAWN HOSPITAL	Montpelier	700- LEARNING DISABILITY		840	817.5	1260	1305	560	550	560	630	97.3%	103.6%	98.2%	112.5%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1260	915	1260	1695	560	470	560	770	72.6%	134.5%	83.9%	137.5%
RTQ01	CHARLTON LANE HOSPITAL	Willow	715 - OLD AGE PSYCHIATRY		840	915	2100	2092.5	280	280	840	890	108.9%	99.6%	100.0%	106.0%
RTQ01	CHARLTON LANE HOSPITAL	Chestnut	715 - OLD AGE PSYCHIATRY		840	832.5	1050	1162.5	280	280	560	570	99.1%	110.7%	100.0%	101.8%
RTQ01	CHARLTON LANE HOSPITAL	Mulberry	715 - OLD AGE PSYCHIATRY		840	847.5	1260	1530	280	280	560	610	100.9%	121.4%	100.0%	108.9%
RTQ11	LAUREL HOUSE CHELT	Laurel House	710 - ADULT MENTAL ILLNESS		630	465	630	817.5	280	280	280	280	73.8%	129.8%	100.0%	100.0%
RTQ13	HONEYBOURNE	Honeybourne	710 - ADULT MENTAL ILLNESS		630	510	630	735	280	280	280	280	81.0%	116.7%	100.0%	100.0%
RTQ54	BERKELEY HOUSE	Berkeley House	700- LEARNING DISABILITY		840	1357.5	4200	3540	280	450	2440	2040	161.6%	84.3%	160.7%	83.6%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		966	1104	644	1012	644	632.5	644	1058	114.3%	157.1%	98.2%	164.3%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		644	588	966	1118	644	322	448	1058	91.3%	115.7%	50.0%	236.2%
RTQHJ	STONEBOW UNIT	Jenny Lind	710 - ADULT MENTAL ILLNESS		644	624	322	770.5	322	322	322	780.5	96.9%	239.3%	100.0%	242.4%
RTQHM	OAK HOUSE	Oak House	710 - ADULT MENTAL ILLNESS		644	681.5	322	582.5	322	368	322	448.5	105.8%	180.9%	114.3%	139.3%