

Safe staffing levels: March 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 March 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.

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 March 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.
- **96.12%** of the hours exactly complied with the planned staffing levels.
- **2.66%** of the hours during March had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of the patients were met.
- **1.22%** of the hours during March 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.

Wotton Lawn March 2018

- Greyfriars
The Code 1's are due to 3 vacant posts currently resulting in a shortfall in ratios of qualified and HCA numbers.
- Abbey Ward
Green Code 1's – Due to vacancies, sickness or qualified staff being redeployed to other wards within the hospital
Green Code 2 – due to unforeseen sickness and not being able to get cover at short notice
Red Code 3 – agency staff did not arrive as booked
Red Code 4's – one due to vacancy and the other due to unforeseen sickness and not being able to get cover at short notice.
- Dean Ward
The Code 1 and 2 exceptions are in the contexts of staff being unable to attend shifts, due to adverse weather and sickness and unable to cover them.
- Kingsholm Ward
The Code 1 exceptions were due to sickness and adverse weather conditions.
- Montpellier Unit
The Code 1 and 2 exceptions were due to staff sickness.

Berekley House March 2018

- 22 x Code 2 exceptions reported
- Slight increase of 4 in green exception reported.

Herefordshire March 2018

- Cantilupe Ward
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.

Snow disruption was the main cause of a number of code 2. It has to be noted that safe staffing was maintained despite this major disruption.

There have been increased levels of observation through day and night for a number of high risk patients.

The extra 30 minute handover period is also accounted for..

Exception reporting in hours – all wards March 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	25.0	20.0	0	7.5	0
Abbey	18	3255	220.0	15.0	30.0	0	0
Priory	18	3255	195.0	10.0	0	0	0
Kingsholm	15	3255	35.0	0	0	0	0
Montpellier	12	3565	50.0	35.0	0	0	0
Greyfriars	10	4030	307.5	0	0	0	0
Willow	16	4495	7.50	0	0	0	0
Chestnut	14	3022.5	67.5	0	0	0	0
Mulberry	18	3255	37.5	15.0	0	0	0
Laurel	12	2015	97.5	0	0	0	0
Honeybourne	10	2015	150.0	0	0	0	0
Berkeley House	8	8680	0	312.5	0	10.0	0
Herefordshire							
Mortimer	21	3208.5	0	0	0	0	0
Cantilupe	10	2991.5	276	232.5	0	0	0
Jenny Lind	8	1782.5	33.5	0	0	0	0
Oak House	10	1782.5	11.5	12	0	0	0
Total		52,125.0	1513.5	652.0	30.0	17.5	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 – March 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>Mar-2018</i>																					
Gloucestershire																					
WL- Dean Ward	930	945	1395	1580	620	590	310	390	101.61%	111.83%	95.16%	125.81%	107.74%	105.38%	99.03%	114.37%	436	3.5	4.5	8.0	
WL- Abbey Ward	1395	1140	930	1305	620	610	310	420	81.72%	140.32%	98.39%	135.48%	105.16%	110.75%	86.85%	139.11%	498	3.5	3.5	7.0	
WL- Priory Ward	1395	1245	930	1155	620	600	310	310	89.25%	124.19%	96.77%	100.00%	103.23%	97.85%	91.56%	118.15%	529	3.5	2.8	6.3	
WL- Kingsholm Ward	930	945	1395	1410	620	600	310	310	101.61%	101.08%	96.77%	100.00%	101.29%	97.85%	99.68%	100.88%	456	3.4	3.8	7.2	
WL- Montpellier Unit	930	900	1395	1425	620	590	620	630	96.77%	102.15%	95.16%	101.61%	100.00%	98.39%	96.13%	101.99%	325	4.6	6.3	10.9	
WL- Greyfriars PICU	1395	1110	1395	1783	620	590	620	910	79.57%	126.34%	95.16%	146.77%	102.96%	120.97%	84.37%	132.63%	223	7.6	12.0	19.6	
CL - Willow Ward	930	1035	2325	2303	310	330	930	990	111.29%	99.03%	106.45%	106.45%	102.53%	106.45%	110.08%	101.15%	464	2.9	7.1	10.0	
CL - Chestnut Ward	930	885	1163	1288	310	310	620	630	95.16%	109.03%	100.00%	101.61%	102.87%	101.08%	96.37%	106.45%	409	2.9	4.6	7.6	
CL - Mulberry Ward	930	893	1395	1635	310	320	620	640	95.97%	117.20%	103.23%	103.23%	108.71%	103.23%	97.78%	112.90%	524	2.3	4.3	6.7	
WA - Laurel House	698	615	698	780	310	310	310	310	88.17%	111.83%	100.00%	100.00%	100.00%	100.00%	91.81%	108.19%	379	2.4	2.9	5.3	
WA - Honeybourne	698	563	698	818	310	310	310	310	80.65%	117.20%	100.00%	100.00%	98.92%	100.00%	86.60%	111.91%	256	3.4	4.4	7.8	
LD - Berkeley House	930	1440	4650	4088	310	360	2790	2410	154.84%	87.90%	116.13%	86.38%	99.06%	89.35%	145.16%	87.33%	186	9.7	34.9	44.6	
Herefordshire																					
SB - Quintuple Ward	713	607	1070	1082	713	357	496	952	85.13%	101.12%	50.00%	191.94%	94.73%	108.23%	67.57%	129.89%	140	6.9	14.5	21.4	
SB - Jenny Lind Ward	713	645	357	713	356.5	357	356.5	655.5	90.39%	200.00%	100.00%	183.87%	126.93%	141.94%	93.60%	191.94%	222	4.5	6.2	10.7	
SB - Mortimer Ward	1070	1093	713	1400	713	725	713	1345.5	102.15%	196.28%	101.68%	188.71%	139.80%	145.20%	101.96%	192.50%	574	3.2	4.8	7.9	
WA - Oak House	713	702	357	460	356.5	357	356.5	356.5	98.39%	128.89%	100.00%	100.00%	108.56%	100.00%	98.92%	114.45%	122	8.7	6.7	15.4	