

Safe staffing levels: May 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 May 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 May 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.
- **97.92%** of the hours exactly complied with the planned staffing levels.
- **1.96%** of the hours during May had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of the patients were met.
- **0.12%** of the hours during May 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 May 2018

Wotton Lawn

- Greyfriars
 - 2 x Qualified Nurse vacancies, 2 x Long term HCA sickness and 1 HCA vacancy.
- Montpellier
 - Exceptions were due to helping other wards on WLH and on couple of occasions due to short sickness notification.
- Abbey
 - Recent recruitment of x3 qualified staff (RMN) x2 qualified vacancies to fill, x1 RMN on career break, x1 long term RMN sickness and no current HCA band 2 or 3 requirements for the ward.
 - Code 2– Minimum staffing met, but not sufficient for the shift due to escort required.
- Kingsholm
 - Kingsholm have 2 episodes of 1 qualified on a shift, these were covered with HCA's as qualified cover was not available other than Thornbury and the ward acuity allowed us to use an extra HCA instead.
- Priory
 - We currently have a number of vacant posts whilst we await new starters. Code 1 are due to running with 2 qualified nurses rather than 3 if we cannot fill the shifts with substantive staff or cover with regular bank staff. We will use regular substantive HCA or bank HCA rather than using qualified agency with often incurs a cost and quality implication. Due to vacancies around the wider hospital we also regularly have to send qualified nurses to other areas if they are unable to fill their shifts. Again this is to avoid agency usage.
- Dean Ward
 - Codes 1 - due to running with 1 qualified nurse rather than 2, patients' needs met with extra HCA cover.
 - Code 2 HCA– Patients needs were significant, acuity level was high. Staff bank HCA left shift as due to sickness. Minimum staffing numbers met but not sufficient for the shift.

- Code 4 Q – Acuity levels high, only 1 qualified nurse in place. Qualified nurse had not worked on unit previously.

Charlton Lane May 2018

- Willow
 - 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
 - 1 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
 - 5 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
 - 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.
 - 5 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

Berkeley House May 2018

- Due to difficulties in recruiting into band 3 posts, Les Trewin has agreed 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.

Herefordshire May 2018

- There are minimal exceptions across the unit this month.

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

Exception reporting in hours – all wards May 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	7.50	7.50	10.00	0	0
Abbey	18	3255	157.50	10	0	0	0
Priory	18	3255	130	7.50	0	0	0
Kingsholm	15	3255	15	0	0	0	0
Montpellier	12	3565	22.50	0	0	0	0
Greyfriars	10	4030	162.50	0	0	0	0
Willow	16	4495	7.50	7.50	0	0	0
Chestnut	14	3022.5	15	15	0	0	0
Mulberry	18	3255	37.50	0	0	0	0
Laurel	12	2015	195	0	0	0	0
Honeybourne	10	2015	187.5	0	0	0	0
Berkeley House	8	8680	150	0	0	0	0
Herefordshire							
Mortimer	21	3208.5	0	0	0	0	0
Cantilupe	10	2991.5	27	0	0	0	0
Jenny Lind	8	1782.5	13.5	0	0	0	0
Oak House	10	1782.5	23	11.5	0	0	0
Total		52,125.0	1,151.00	59	10.00	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 – May 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>May-2018</i>																					
Gloucestershire																					
WL- Dean Ward	930	960	1395	2190	620	600	310	960	103.23%	156.99%	96.77%	309.68%	135.48%	167.74%	100.65%	184.75%	443	3.5	7.1	10.6	
WL- Abbey Ward	1395	1238	930	1140	620	620	310	340	88.71%	122.58%	100.00%	109.68%	102.26%	103.23%	92.18%	119.35%	534	3.5	2.8	6.3	
WL- Priory Ward	1395	1305	930	1065	620	610	310	370	93.55%	114.52%	98.39%	119.35%	101.94%	105.38%	95.04%	115.73%	546	3.5	2.6	6.1	
WL- Kingsholm Ward	930	923	1395	1740	620	620	310	530	99.19%	124.73%	100.00%	170.97%	114.52%	123.66%	99.52%	133.14%	440	3.5	5.2	8.7	
WL- Montpellier Unit	930	908	1395	1358	620	620	620	600	97.58%	97.31%	100.00%	96.77%	97.42%	98.39%	98.55%	97.15%	320	4.8	6.1	10.9	
WL- Greyfriars PICU	1395	1245	1395	1695	620	600	620	890	89.25%	121.51%	96.77%	143.55%	105.38%	120.16%	91.56%	128.29%	296	6.2	8.7	15.0	
CL - Willow Ward	930	1058	2325	2318	310	320	930	950	113.71%	99.68%	103.23%	102.15%	103.69%	102.42%	111.09%	100.38%	479	2.9	6.8	9.7	
CL - Chestnut Ward	930	983	1163	1193	310	310	620	620	105.65%	102.58%	100.00%	100.00%	103.94%	100.00%	104.23%	101.68%	421	3.1	4.3	7.4	
CL - Mulberry Ward	930	893	1395	1695	310	310	620	620	95.97%	121.51%	100.00%	100.00%	111.29%	100.00%	96.98%	114.89%	538	2.2	4.3	6.5	
WA - Laurel House	698	540	698	840	310	310	310	310	77.42%	120.43%	100.00%	100.00%	98.92%	100.00%	84.37%	114.14%	357	2.4	3.2	5.6	
WA - Honeybourne	698	518	698	930	310	310	310	310	74.19%	133.33%	100.00%	100.00%	103.76%	100.00%	82.13%	123.08%	271	3.1	4.6	7.6	
LD - Berkeley House	930	1373	4650	4123	310	390	2790	2390	147.58%	88.66%	125.81%	85.66%	98.48%	89.68%	142.14%	87.53%	186	9.5	35.0	44.5	
Herefordshire																					
SB - Cantilupe Ward	713	709	1070	1419	713	357	496	1372.5	99.44%	132.68%	50.00%	276.71%	119.38%	143.01%	74.72%	178.31%	239	4.5	11.7	16.1	
SB - Jenny Lind Ward	713	700	357	587	356.5	357	356.5	506	98.11%	164.52%	100.00%	141.94%	120.24%	120.97%	98.74%	153.23%	224	4.7	4.9	9.6	
SB - Mortimer Ward	1070	1104	713	1231	713	736	713	989	103.23%	172.58%	103.23%	138.71%	130.97%	120.97%	103.23%	155.65%	564	3.3	3.9	7.2	
WA - Oak House	713	679	357	529	356.5	357	356.5	356.5	95.16%	148.39%	100.00%	100.00%	112.90%	100.00%	96.77%	124.19%	133	7.8	6.7	14.4	