

Safe staffing levels: December 2014 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 at its meeting in January 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)
- 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 December 2014 staffing information that was submitted is 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 December 2014:

- **There were two shifts on Willow Ward where the staff on duty did not meet the needs of the patients, however no harm came to patients.**
- **96.33%** of the hours exactly complied with the planned staffing levels.
- **3.23%** of the hours during November had a lower staff skill mix than the planned staffing levels, however the staffing numbers were compliant
- **0.41%** of the hours during November 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

There are shifts where the core planned staffing hours may not exactly reflect the core planned staffing levels, the main reasons are outlined below:

- Increase staff are on duty to provide one to one care for patients
- 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.
- Often the qualified and care staff numbers may be vary but overall the staff numbers are what is required. Decisions may be made to replace a qualified nursing shift with a health care assistant who know the patients and the ward, rather than a bank nurse who may not.

Learning Disability Units:

The ongoing staffing issues in these units are identified on the Countywide risk register. As previously reported, the 2 units have not been able to consistently have 2 qualified nurses on each shift due to the service transition that is currently taking place reflecting the changes that Gloucestershire CCG require.

Hollybrook: remains as last month with 10 Code 1 exceptions reported for December where the qualified staffing fell below requirements following skill mix review. There were 4 Code 2 exceptions where the unit was safely managed with reduced staffing numbers.

Westridge: The number of shifts with Code 1 exceptions remains similar to last month with 39 incidences.

There is a constant review of staffing requirements to ensure the service responds to patient needs. Bank staff, overtime and regular agency staff are utilised. Recruitment for qualified staff during this time of change has been a challenge and is ongoing. Unfortunately there were no qualified staff applicants during December recruitment.

Gloucestershire Recovery Units:

Laurel House: the number of shifts where the where the qualified staffing fell below core planned staffing requirements has shown a slight increase during December to 23 incidences this is due to staff vacancies and sickness.

Honeybourne: continues to show high levels of shifts where the qualified staffing fell below core planned staffing requirements – 25 incidences reported, but met the needs of the patients. This is due to ongoing high levels of sickness amongst the qualified staff.

On Christmas Eve late shift, the minimum staffing numbers were not met, with no qualified nurse on duty, however this met the needs of patients who were all out on leave. If one had returned then qualified nursing support would have been gained from Laurel House.

Qualified staff are replaced with HCA's if appropriate as a cost effective measure ensuring patient needs are met.

Charlton Lane Hospital:

There have been minimal exceptions to the core planned staffing levels across both Mulberry and Chestnut wards this month

Willow Ward

There were 2 shifts which were classified as Code 4 red exceptions which are when the minimum staffing is non-compliant. The specific incidents are noted below:

- On the 12th December, the early shift was classified as a Code 4 red exception where the core planned staffing was non-compliant and it NOT met the needs of the patients. There were 2 qualified staff on duty and 3 healthcare assistants against a safe staffing level of 2:5. Other planned staff did not attend for the shift due to short notice sickness. There were two empty beds and two patients on 1-1 observations, however the ward was considered safe. No harm came to patients
- On the 13th December, the early shift was classified as a Code 4 red exception where the staffing was non-compliant and it did NOT meet the needs of the patients. There was only one qualified nurse on duty and 5 health care assistants against a safe staffing level of 2:5. The other qualified nurse on the rota was unable to attend due to short notice sickness. There were two empty beds at the time and two patients on 1-1 observations. It was noted that staff were unable to provide timely personal care, due to the acuity and challenging nature of patients on the ward. No harm came to patients.

Many of the vacancies have now been filled and it is anticipated that the majority of newly appointed staff will be in post by January, unfortunately due to high sickness levels and extra clinical need, there has been an increased use of bank and agency.

Also it should be noted that staff bank operate between 9am – 5pm, and therefore it is difficult to contact them when staff report sick on an early shift to request cover. Also the nursing agencies may take several hours to find someone and then they will need induction to the ward, taking staff away from direct care for a further period of time. So on when staff telephone before an early shift to state they are unwell, it is difficult to get the cover required at such short notice.

Stonebow Unit:

Mortimer Ward: No exceptions reported this month. The on-going high level of HCA hours is attributed to the continued 2-1 level of nursing of a patient for whom a suitable placement is continuing to be sought.

Jenny Lind Ward: The few code 1 exceptions relate to staff sickness although these particular shifts were over numbers in HCAs to support.

Cantilupe Ward: The code 1 staffing exceptions relate to one qualified nurse on at night compared to the two qualified staff in the core planned numbers. Processes are continuing to ensure that there is compliance in the future through proposed management of change and full staff rotation. The ward currently manages the patients' needs well with this staffing configuration however.

Oak House: Recruitment is completed and the unit is mostly meeting its core planned staffing levels. There were shifts on Christmas Eve and Christmas Day where the staffing was below the core planned staff levels, however this met the patient needs as a number of patients were on leave over the festive season.

Wotton Lawn Hospital

Abbey Ward: There is a slight decrease in shifts where there is two qualified nurses on duty instead of three, as a result of recruitment completion. Other exceptions as a result of short term staff absence.

Priory Ward: The ward still has vacancies at present – 4 x Band 5's (includes 2 x maternity cover) which are on a fourth cycle of advertising. Staff bank are able to support the ward with HCA's. There is still an impact on the minimum establishment, however, this is has been stabilised at the present time. There was a slight peak in sickness absence for qualified staff in December.

Greyfriars Unit: There has been a decrease in qualified nurse exceptions for this period. The recruitment process has started to address the 2 qualified staff who will have begun maternity leave.

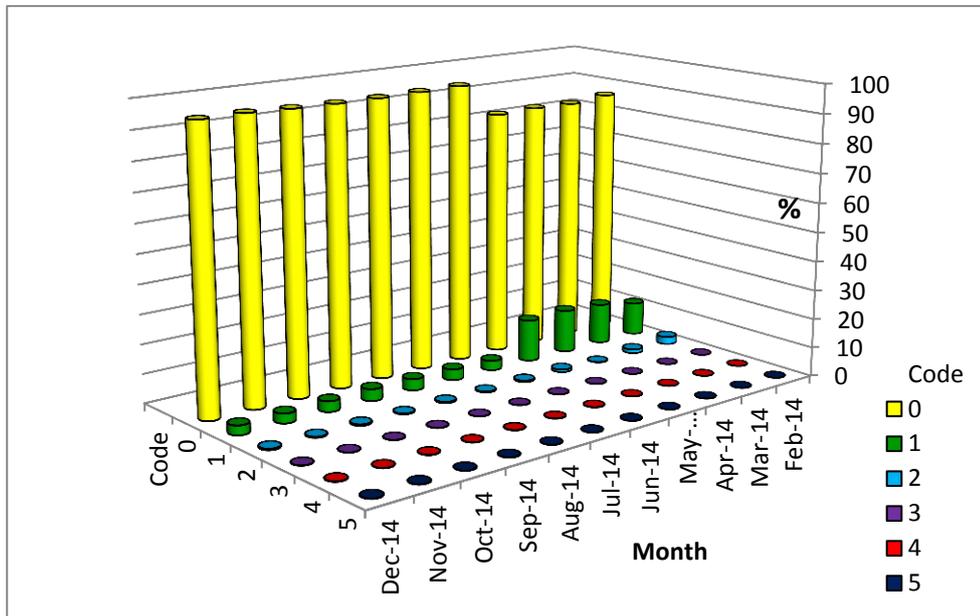
Montpellier Unit: The unit has seen a decrease in number of shifts where the staffing does not meet the core planned staffing levels but does meet the needs of the patients, as a result of recruitment. The patient occupancy of the unit continues to be below its full capacity.

Dean Ward: There has been a slight increase in shifts where the core planned staffing has not been met due to staff sickness absence, however the staffing levels have met the needs of patients..

Kingsholm Ward has a full staff compliment and the three shift exceptions were due to last minute sickness.

Month by month comparison of compliance with staffing levels

The table below provides a monthly comparison of staffing level compliance.



Shifts matching core planned levels	0
Minimum staff numbers met – skill mix non-compliant but met needs of patients	1
Minimum staff numbers not compliant but met needs of patients e.g. low bed occupancy , patients on leave	2
Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients	3
Minimum staff numbers not compliant and did not meet needs of patients	4
Other	5

Exception Reporting by Shift

Five exception reporting categories have been developed and these are outlined below – if there is no exception then the core planned hours by shift would be fully compliant with the planned staffing levels.

Code	Exception explanation
1	Minimum staff numbers met – skill mix non-compliant but met needs of patients
2	Minimum staff numbers not compliant but met needs of patients e.g. low bed occupancy , patients on leave
3	Minimum staff numbers met – skill mix non-compliant and did not meet needs of patients
4	Minimum staff numbers not compliant and did not meet needs of patients
5	Minimum staffing nos and skill mix not met. Resulting in clinical incident / harm to patient or other

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 nos and skill mix not met. Resulting in clinical incident / harm to patient or other
Gloucestershire							
Dean	14	3255 monthly hours	37.5	0	0	0	0
Abbey	18	3255 monthly hours	37.5	15	0	0	0
Priory	22	3255 monthly hours	240	30	0	0	0
Kingsholm	15	3255 monthly hours	25	0	0	0	0
Montpellier	12	3565 monthly hours	42.5	0	0	0	0
Greyfriars	10	4030 monthly hours	145	82.5	0	0	0
Willow	16	4475 monthly hours	30	7.5	0	15	0
Chestnut	14	3022.5 monthly hours	30	10	0	0	0
Mulberry	18	3255 monthly hours	7.5	7.5	0	0	0
Laurel	13	2015 monthly hours	172.5	0	0	0	0
Honeybourne	10	2015 monthly hours	187.5	7.5	0	0	0
Westridge	8	3255 monthly hours	292.5	0	0	0	0
Hollybrook	8	5580 monthly hours	75	30	0	0	0
Mortimer							
Mortimer	21	3069 monthly hours	0	0	0	0	0
Jenny Lind	8	1705 monthly hours	51	10	0	0	0
Cantilupe	10	2867.5 monthly hours	344.5	0	0	0	0
Oak House	10	1705 monthly hours	11	17.5	0	0	0
Total		53579 monthly hours	406.5	27.5	0	15	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	4	2	3	1	2
Laurel House (13) Adult MH rehabilitation	2	1	1	2	1	1
Honeybourne (10) Adult MH rehabilitation	2	1	1	2	1	1
Westridge (8) Assessment & Treatment Learning disabilities	2	3	2	3	1	3
Hollybrook (8) Habilitation – Learning Disabilities	1 (+1 if not on late shift)	7 (6 if 2 qualified on shift)	1 (+1 if not on late shift)	7 (6 if 2 qualified on shift)	1	5

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 – note planned reduction to 18 beds	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 – December 2014

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		930	960	1395	1522.5	620	620	310	410	103.2%	109.1%	100.0%	132.3%
RTQ02	WOTTON LAWN HOSPITAL	Abbey	710 - ADULT MENTAL ILLNESS		1395	1342.5	930	1020	620	610	310	345	96.2%	109.7%	98.4%	111.3%
RTQ02	WOTTON LAWN HOSPITAL	Priory	710 - ADULT MENTAL ILLNESS		1395	1155	930	1147.5	620	630	310	310	82.8%	123.4%	101.6%	100.0%
RTQ02	WOTTON LAWN HOSPITAL	Kingsholm	710 - ADULT MENTAL ILLNESS		930	1035	1395	1740	620	650	310	580	111.3%	124.7%	104.8%	187.1%
RTQ02	WOTTON LAWN HOSPITAL	Montpellier	710 - ADULT MENTAL ILLNESS		930	1072.5	1395	1297.5	620	600	620	640	115.3%	93.0%	96.8%	103.2%
RTQ02	WOTTON LAWN HOSPITAL	Greyfriars	710 - ADULT MENTAL ILLNESS		1395	1297.5	1395	1462.5	620	550	620	710	93.0%	104.8%	88.7%	114.5%
RTQ01	Charlton Lane Hospital	Willow	715 - OLD AGE PSYCHIATRY		930	1170	2325	2257.5	310	350	910	940	125.8%	97.1%	112.9%	103.3%
RTQ01	Charlton Lane Hospital	Chestnut	715 - OLD AGE PSYCHIATRY		930	1200	1162.5	1167.5	310	360	620	830	129.0%	100.4%	116.1%	133.9%
RTQ01	Charlton Lane Hospital	Mulberry	715 - OLD AGE PSYCHIATRY		930	1080	1395	1612.5	310	350	620	780	116.1%	115.6%	112.9%	125.8%
RTQ11	Laurel House Chelt	Laurel	710 - ADULT MENTAL ILLNESS		697.5	532.5	697.5	907.5	310	310	310	310	76.3%	130.1%	100.0%	100.0%
RTQ13	HONEYBOURE	honeybourne	710 - ADULT MENTAL ILLNESS		697.5	540	697.5	877.5	310	310	310	310	77.4%	125.8%	100.0%	100.0%
RTQ05	Westridge	Westridge	700- LEARNING DISABILITY		930	667.5	1395	2145	310	350	620	1200	71.8%	153.8%	112.9%	193.5%
RTQ54	HOLLYBROOK	Hollybrook	700- LEARNING DISABILITY		697.5	675	3022.5	3052.5	310	310	1550	1550	96.8%	101.0%	100.0%	100.0%
RTQHJ	STONEBOW UNIT	Mortimer	710 - ADULT MENTAL ILLNESS		1023	1240.5	682	1388	682	682	682	1419	121.3%	203.5%	100.0%	208.1%
RTQHJ	STONEBOW UNIT	Cantilupe	715 - OLD AGE PSYCHIATRY		682	1061.5	1023	921.75	682	341	480.5	978	155.6%	90.1%	50.0%	203.5%
RTQHJ	STONEBOW UNIT	Jenny Lind	715 - OLD AGE PSYCHIATRY		682	653.5	341	515.5	341	363	341	385	95.8%	151.2%	106.5%	112.9%
RTQHM	Oak House	Oak House	710 - ADULT MENTAL ILLNESS		682	673	341	503.5	341	374	341	308	98.7%	147.7%	109.7%	90.3%