

## **Safe staffing levels: September 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 September 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 and September 2018 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 September 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.
- **97.26%** of the hours exactly complied with the planned staffing levels.
- **2.37%** of the hours during September had a different staff skill mix than planned staffing however overall the staffing numbers were compliant and the needs of the patients were met.
- **0.36%** of the hours during September 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 September 2018**

### **Wotton Lawn**

- Greyfriars
  - The Code 1 exceptions were due to x 1 band 5 vacancy and x 1 HCA sickness
- Priory
  - The Code 1 exceptions are due to 3 x Band 5 vacant posts and 2 x HCA sickness.
- Abbey
  - Green Code 1's due to sickness, vacancy, staff redeployment and maternity leave.
  - The Red Code 3 was due to staff sickness that could not be covered by any agency including Thornbury with a qualified.
  - The Red Code 4 due to last minute special leave. Thornbury unable to provide cover.
- Kingsholm
  - The Code 1 exceptions were all due to staff sickness.
- Montpellier
  - The Code 1 and 2 exceptions were all due to staff sickness.

### **Charlton Lane September 2018 – minimal exceptions this month**

- Willow Ward
  - 2 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
  - 8 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
  - 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.

### **Berkeley House September 2018**

- 4 code 1 and 10 x Code 2 exceptions reported, this is a decrease from 23 the previous month. This is a result of new starters starting.
- Current staffing pressures include 3 staff on Maternity leave, 3 pregnant and unable to work with the patient mix and 2 staff members on long term sick.
- We continue to recruit 4 band 2 and 7 band 3 HCA vacancies to fill, both out to advert. The increase in band 2 vacancies is due to two dropping out during the recruitment process.
- 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 September 2018**

- There was a small 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 has been challenging for qualified cover across bank, and problems with the MSI agency arrangement. Jenny Lind reported 1 code 3 as the level of need on the ward on that day was not met by the staffing level.
- The twilight issue for Cantilupe has now been addressed through a change in establishment.

### Exception reporting in hours – all wards September 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 |
| Dean                 | 15         | 3255  | 0.00  | 0.00  | 0  | 0  | 0  |
| Abbey                | 18         | 3255  | 165.00  | 0.00  | 15.00  | 7.50   | 0  |
| Priory               | 18         | 3255  | 210.00  | 0.00  | 0  | 0  | 0  |
| Kingsholm            | 15         | 3255  | 32.50   | 0.00  | 0  | 0  | 0  |
| Montpellier          | 12         | 3565  | 62.50   | 22.50   | 0  | 0  | 0  |
| Greyfriars           | 10         | 4030  | 530.00  | 0.00  | 0  | 0  | 0  |
| Willow               | 16         | 4495  | 0.00  | 15.00   | 0  | 0  | 0  |
| Chestnut             | 14         | 3022.5                                      | 37.50   | 0.00  | 0  | 0  | 0  |
| Mulberry             | 18         | 3255  | 60.00   | 0.00  | 0  | 0  | 0  |
| Laurel               | 12         | 2015  | 0.00  | 0.00  | 0  | 0  | 0  |
| Honeybourne          | 10         | 2015  | 172.50  | 0.00  | 0  | 0  | 0  |
| Berkeley House       | 8          | 8680  | 30.00   | 135.00  | 0  | 0  | 0  |
| <b>Herefordshire</b> |            |   |   |   |  |  |  |
| Mortimer             | 21         | 3208.5                                      | 0.00  | 0.00  | 0  | 0  | 0  |
| Cantilupe            | 10         | 2991.5                                      | 11.5  | 0.00  | 0  | 0  | 0  |
| Jenny Lind           | 8          | 1782.5                                      | 34.5  | 0.00  | 11.50  | 0  | 0  |
| Oak House            | 10         | 1782.5                                      | 0.00  | 0.00  | 0  | 0  | 0  |
| <b>Total</b>         |            | <b>53,862.5</b>                             | <b>1346.00</b>  | <b>172.50</b>   | <b>26.50</b>   | <b>7.50</b>  | <b>0</b>   |

## 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<br>(Bed numbers)<br>Ward speciality                          | Early     |              | Late      |              | Night     |              |
|---|-----------|--------------|-----------|--------------|-----------|--------------|
|   | Qualified | Un-qualified | Qualified | Un-qualified | Qualified | Un-qualified |
| <b>Dean (14)</b><br>Adult mental health                           | 2         | 3            | 2         | 3            | 2         | 1            |
| <b>Abbey (18)</b><br>Adult mental health                          | 3         | 2            | 3         | 2            | 2         | 1            |
| <b>Kingsholm (15)</b><br>Adult mental health                      | 2         | 3            | 2         | 3            | 2         | 1            |
| <b>Priory (22)</b><br>Adult mental health                         | 3         | 2            | 3         | 2            | 2         | 1            |
| <b>Greyfriars (10)</b> Mental health intensive care               | 3         | 3            | 3         | 3            | 2         | 2            |
| <b>Montpellier (12)</b><br>Mental health low secure               | 2         | 3            | 2         | 3            | 2         | 2            |
| <b>Willow (16)</b><br>Older people with dementia                  | 2         | 5            | 2         | 5            | 1         | 3            |
| <b>Chestnut (14)</b><br>Older people mental health                | 2         | 3            | 2         | 2            | 1         | 2            |
| <b>Mulberry (18)</b><br>Older people mental health                | 2         | 3            | 2         | 3            | 1         | 2            |
| <b>Laurel House (13)</b><br>Adult MH rehabilitation               | 1         | 1            | 1         | 1            | 1         | 1            |
| <b>Honeybourne (10)</b><br>Adult MH rehabilitation                | 1         | 1            | 1         | 1            | 1         | 1            |
| <b>Berkeley House (7)</b><br>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 |
| <b>Mortimer (21)</b><br>Adult mental health         | 3         | 2           | 2         | 2           |
| <b>Jenny Lind (8)</b><br>Older people mental health | 2         | 1           | 1         | 1           |
| <b>Cantilupe (10)</b><br>Older people with dementia | 2         | 3           | 2         | 1.5         |
| <b>Oak House (10)</b><br>Adult MH rehabilitation    | 2         | 1           | 1         | 1           |

## NATIONAL SAFE STAFFING REPORTING - Ward information – September 2018

| NURSING STAFF<br>FILL RATES | Day  |   |   |   | Night                                      |   |  |   | Day  |  | Night  |  | TOTAL STAFFING<br>DAY/NIGHT                    |  | STAFF GROUP  |   | CHPPD                 |                                   |            |         |
|-----------------------------|--|---|---|---|--|---|--|---|--|--|--|--|--|--|--|---|-----------------------|-----------------------------------|------------|---------|
|                             | Registered<br>midwives/nurses              |   | Care Staff                              |   | Registered<br>midwives/nurses              |   | Care Staff                                 |   | Average fill<br>rate -<br>registered<br>nurses/<br>midwives<br>(%) | Average fill<br>rate - care<br>staff (%) | Average fill<br>rate -<br>registered<br>nurses/<br>midwives<br>(%) | Average fill<br>rate - care<br>staff (%) | Average<br>fill rate -<br>All staff<br>DAY (%) | Average<br>fill rate -<br>All staff<br>NIGHT (%) | Average<br>fill rate -<br>registered<br>nurses/m<br>idwives<br>(%) | Average<br>fill rate -<br>care staff<br>(%) | Midnight<br>Occupancy | Registered<br>nurses/<br>midwives | Care staff | Overall |
|                             | Total<br>monthly<br>planned staff<br>hours | Total<br>monthly<br>actual staff<br>hours | Total monthly<br>planned staff<br>hours | Total<br>monthly<br>actual staff<br>hours | Total<br>monthly<br>planned staff<br>hours | Total<br>monthly<br>actual staff<br>hours | Total<br>monthly<br>planned staff<br>hours | Total<br>monthly<br>actual staff<br>hours |  |  |  |  |  |  |  |   |                       |                                   |            |         |
| <b>Gloucestershire</b>      |  |   |   |   |  |   |  |   |  |  |  |  |  |  |  |   |                       |                                   |            |         |
| WL - Dean Ward              | 900  | 975                                       | 1350                                    | 1740                                      | 600  | 600                                       | 300  | 620                                       | 108.33%  | 128.89%                                  | 100.00%  | 206.67%                                  | 120.67%  | 135.56%  | 105.00%  | 143.03%                                     | 392                   | 4.0                               | 6.0        | 10.0    |
| WL - Abbey Ward             | 1350                                       | 1170                                      | 900                                     | 1155                                      | 600  | 610                                       | 300  | 350                                       | 86.67%   | 128.33%                                  | 101.67%  | 116.67%                                  | 103.33%  | 106.67%  | 91.28%   | 125.42%                                     | 463                   | 3.8                               | 3.3        | 7.1     |
| WL - Priory Ward            | 1350                                       | 1215                                      | 900                                     | 1178                                      | 600  | 600                                       | 300  | 340                                       | 90.00%   | 130.83%                                  | 100.00%  | 113.33%                                  | 106.33%  | 104.44%  | 93.08%   | 126.46%                                     | 482                   | 3.8                               | 3.1        | 6.9     |
| WL - Kingsholm Ward         | 900  | 900                                       | 1350                                    | 1358                                      | 600  | 590                                       | 300  | 300                                       | 100.00%  | 100.56%                                  | 98.33%   | 100.00%                                  | 100.33%  | 98.89%   | 99.33%   | 100.45%                                     | 418                   | 3.6                               | 4.0        | 7.5     |
| WL - Montpellier Unit       | 900  | 840                                       | 1350                                    | 1388                                      | 600  | 590                                       | 600  | 600                                       | 93.33%   | 102.78%                                  | 98.33%   | 100.00%                                  | 99.00%   | 99.17%   | 95.33%   | 101.92%                                     | 323                   | 4.4                               | 6.2        | 10.6    |
| WL - Greyfriars PICU        | 1350                                       | 893                                       | 1350                                    | 1815                                      | 600  | 540                                       | 600  | 910                                       | 66.11%   | 134.44%                                  | 90.00%   | 151.67%                                  | 100.28%  | 120.83%  | 73.46%   | 139.74%                                     | 194                   | 7.4                               | 14.0       | 21.4    |
| CL - Willow Ward            | 900  | 915                                       | 2250                                    | 2303                                      | 300  | 300                                       | 900  | 900                                       | 101.67%  | 102.33%                                  | 100.00%  | 100.00%                                  | 102.14%  | 100.00%  | 101.25%  | 101.67%                                     | 470                   | 2.6                               | 6.8        | 9.4     |
| CL - Chestnut Ward          | 900  | 870                                       | 1125                                    | 1185                                      | 300  | 310                                       | 600  | 590                                       | 96.67%   | 105.33%                                  | 103.33%  | 98.33%                                   | 101.48%  | 100.00%  | 98.33%   | 102.90%                                     | 410                   | 2.9                               | 4.3        | 7.2     |
| CL - Mulberry Ward          | 900  | 870                                       | 1350                                    | 1710                                      | 300  | 310                                       | 600  | 640                                       | 96.67%   | 126.67%                                  | 103.33%  | 106.67%                                  | 114.67%  | 105.56%  | 98.33%   | 120.51%                                     | 511                   | 2.3                               | 4.6        | 6.9     |
| WA - Laurel House           | 675  | 555                                       | 675                                     | 803                                       | 300  | 300                                       | 300  | 300                                       | 82.22%   | 118.89%                                  | 100.00%  | 100.00%                                  | 100.56%  | 100.00%  | 87.69%   | 113.08%                                     | 352                   | 2.4                               | 3.1        | 5.6     |
| WA - Honeybourne            | 675  | 510                                       | 675                                     | 885                                       | 300  | 300                                       | 300  | 300                                       | 75.56%   | 131.11%                                  | 100.00%  | 100.00%                                  | 103.33%  | 100.00%  | 83.08%   | 121.54%                                     | 283                   | 2.9                               | 4.2        | 7.0     |
| LD - Berkeley House         | 900  | 1253                                      | 4500                                    | 4245                                      | 300  | 370                                       | 2700                                       | 2510                                      | 139.17%  | 94.33%                                   | 123.33%  | 92.96%                                   | 101.81%  | 96.00%   | 135.21%  | 93.82%                                      | 180                   | 9.0                               | 37.5       | 46.5    |
| <b>Herefordshire</b>        |  |   |   |   |  |   |  |   |  |  |  |  |  |  |  |   |                       |                                   |            |         |
| SB - Cantilupe Ward         | 690  | 702                                       | 1035                                    | 1875                                      | 690  | 345                                       | 480  | 1786.5                                    | 101.67%  | 181.11%                                  | 50.00%   | 372.19%                                  | 149.33%  | 182.18%  | 75.83%   | 241.65%                                     | 312                   | 3.4                               | 11.7       | 15.1    |
| SB - Jenny Lind Ward        | 690  | 695                                       | 345                                     | 699                                       | 345  | 391                                       | 345  | 552                                       | 100.65%  | 202.61%                                  | 113.33%  | 160.00%                                  | 134.64%  | 136.67%  | 104.88%  | 181.30%                                     | 200                   | 5.4                               | 6.3        | 11.7    |
| SB - Mortimer Ward          | 1035                                       | 1070                                      | 690                                     | 840                                       | 690  | 702                                       | 690  | 736                                       | 103.33%  | 121.67%                                  | 101.67%  | 106.67%                                  | 110.67%  | 104.17%  | 102.67%  | 114.17%                                     | 545                   | 3.2                               | 2.9        | 6.1     |
| WA - Oak House              | 690  | 702                                       | 345                                     | 403                                       | 345  | 345                                       | 345  | 345                                       | 101.67%  | 116.67%                                  | 100.00%  | 100.00%                                  | 106.67%  | 100.00%  | 101.11%  | 108.33%                                     | 223                   | 4.7                               | 3.4        | 8.0     |