



**STANDARDISED REPORT COMMUNICATION**

**REPORT DETAILS**

<b>Report subject:</b>	Ward Daily Staffing Levels December 2015
<b>Agenda ref. no:</b>	15/16/115
<b>Report to (meeting):</b>	Board of Directors
<b>Action required:</b>	Information and noting
<b>Date of meeting:</b>	27/01/2016
<b>Presented by:</b>	Stephen Scorer, Director of Nursing, Therapies and Patient Partnership

<b>Which strategic objectives this report provides information about:</b>	
Deliver high quality, integrated and innovative services that improve outcomes	Yes
Ensure meaningful involvement of service users, carers, staff and the wider community	No
Be a model employer and have a caring, competent and motivated workforce	Yes
Maintain and develop robust partnerships with existing and potential new stakeholders	No
Improve quality of information to improve service delivery, evaluation and planning	Yes
Sustain financial viability and deliver value for money	Yes
Be recognised as an open, progressive organisation that is about care, well-being and partnership	Yes
<b>Which CQC quality of service domains this report reflects:</b>	
Safe services	Yes
Effective services	Yes
Caring services	Yes
Well-led services	Yes
Services that are responsive to people's needs	Yes
<b>Which Monitor quality governance framework/ well-led domains this report reflects:</b>	
Strategy	No
Capability and culture	Yes
Process and structures	Yes
Measurement	Yes
<b>Does this report provide any information to update any current strategic risks? If so, which?</b>	
See current risk register in the agenda of the public meeting of the Board of Directors at <a href="http://www.cwp.nhs.uk/about-us/board-members/our-board-meetings">http://www.cwp.nhs.uk/about-us/board-members/our-board-meetings</a>	No
Click here to enter text.	
<b>Does this report indicate any new strategic risks? If so, describe and indicate risk score:</b>	
See current integrated governance strategy. CWP policies – policy code FR1	No
Click here to enter text.	

**REPORT BRIEFING**

<b>Situation – a concise statement of the purpose of this report</b>
This report details the ward daily staffing levels during the month of November 2015 following the submission of the planned and actual hours of both registered nurses (RN) and clinical support workers (CSWs) to UNIFY (appendix 1). The themes arising within these monthly submissions continue to mirror those that have arisen previously. These themes identify how patient safety is being maintained on a shift by shift basis.

**Background – contextual and background information pertinent to the situation/ purpose of the report**

The monthly reporting of daily staffing levels is a requirement of NHS England and the National Quality Board in order to appraise the Board and the public of staffing levels within in-patient units. CWP undertook a comprehensive review of ward staffing levels between Oct and Dec 2013 with 6 monthly follow up reviews, the most recent of which has been approved by Operations Board in Dec 2015 and will be submitted to Board of Directors in January 2016. The Board of Directors, in line with the NQB requirements, will continue to receive monthly reports on Ward Daily Staffing Levels and also reports on the six monthly ward staffing reviews that the trust are required to undertake.

**Assessment – analysis and considerations of options and risks**

During December 2015 the trust achieved staffing levels of 93% for registered nurses and 92% for clinical support workers on day shifts and 93% and 95% respectively on nights.

Where 100% fill rate was not achieved patient safety on in-patient wards was maintained by nurses working additional unplanned hours, cross covering across wards, the multi-disciplinary team and ward manager supporting nursing staff in the delivery of planned care and patient care being prioritised over non-direct care activities. Additionally Croft Ward admission criteria was revised for a period of approximately 1 week due to staffing levels. The highest risk patients were still admitted and the admission criteria reviewed on a daily basis. Staffing across East locality was challenging throughout this period resulting in cross-cover between wards not always being possible.

**Recommendation – what action/ recommendation is needed, what needs to happen and by when?**

The Board of Directors are recommended to note the report.

<b>Who/ which group has approved this report for receipt at the above meeting?</b>	Stephen Scorer
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<b>Contributing authors:</b>	Julie Anne Murray
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<b>Distribution to other people/ groups/ meetings:</b>		
Version	Name/ group/ meeting	Date issued
N/A	N/A	N/A

**Appendices provided for reference and to give supporting/ contextual information:**

*Provide only necessary detail, do not embed appendices, provide as separate reports*

Appendix no.	Appendix title
1	Ward Daily Staffing Dec 2015 (Jan 2016 Board Report)

Ward		Day				Night				Fill Rate				Safe staffing was maintained by:
		Registered		Care Staff		Registered		Care Staff		Day		Night		
		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	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses (%)	Average fill rate - care staff (%)	
East	Adelphi	1343	1284.5	1575.5	1294.5	740	733	1380	1196	95.6%	82.2%	99.1%	86.7%	Nursing staff working additional unplanned hours, the WM working in the clinical team and non-direct care activity being cancelled
	Alderley Unit	920.5	917	1354	1179.5	701.5	598.5	713	793	99.6%	87.1%	85.3%	111.2%	Altering skill mix, nursing staff also cross covered between wards
	Bollin	1153	1058	1555	1531.5	752	706	1270	1131.5	91.8%	98.5%	93.9%	89.1%	Nursing staff working additional unplanned hours and the WM working in the clinical team, nursing staff also cross covered between wards
	CARS	886.5	844	1246	1231	701.5	678.5	724.5	616.53	95.2%	98.8%	96.7%	85.1%	Cancelling non direct care activity and altering skill mix, staff also cross covered between wards
	Croft	1462.5	1396	1662.5	1323.8	770.5	770.5	1762	1409.5	95.5%	79.6%	100.0%	80.0%	Nursing staff working additional unplanned hours and altering skill mix, the WM working in the clinical team and the MDT supporting the nursing team, ward admission criteria was revised
	Greenways A&T	1208	1063.5	1806	1577.25	713	655.5	713	747.5	88.0%	87.3%	91.9%	104.8%	Nursing staff working additional unplanned hours and altering skill mix and the WM working in the clinical team
	LimeWalk Rehab	1003	991.5	1155	1088	694	676	747.5	656.5	98.9%	94.2%	97.4%	87.8%	Altering skill mix, nursing staff also cross covered between wards
	Saddlebridge	871.5	871.5	1437.5	1403	701.5	690	729	740.5	100.0%	97.6%	98.4%	101.6%	*
Wirral	Brackendale	1087	1053.5	921	898	701.5	667	724.5	724.5	96.9%	97.5%	95.1%	100.0%	*
	Lakefield	1177.5	1096	1203.5	1031	713	678.5	729	671.5	93.1%	85.7%	95.2%	92.1%	Nursing staff working additional unplanned hours and altering skill mix
	Meadowbank	1141	1112.5	2129.5	2072	713	609.5	1752	1682	97.5%	97.3%	85.5%	96.0%	Nursing staff working additional unplanned hours and altering skill mix
	Oaktrees	1303.5	1213.5	1492	1185.5	735	723.5	605	501.5	93.1%	79.5%	98.4%	82.9%	Nursing staff working additional unplanned hours and altering skill mix and the WM working in the clinical team
West	Brooklands	1160	1009	1370	1189.5	736	713	1035	989	87.0%	86.8%	96.9%	95.6%	Nursing staff working additional unplanned hours and altering skill mix, the WM working in the clinical team and the MDT supporting the nursing team
	Beech	1454	1346.5	1139.5	1045	770.5	661	678.5	663	92.6%	91.7%	85.8%	97.7%	Nursing staff working additional unplanned hours, cancelling non-direct care activity, nursing staff also cross covered between wards
	Cherry	1104.06	1122.5	1081	1019.5	713	678.5	989	1000.5	101.7%	94.3%	95.2%	101.2%	Altering skill mix, nursing staff also cross covered between wards
	Eastway A&T	894	894	1400.5	1335	678.5	632.5	756.5	745	100.0%	95.3%	93.2%	98.5%	The WM working in the clinical team and the MDT supporting the nursing team, nursing staff also cross covered between wards
	Juniper	1412.5	1334.5	1023.5	922.5	724.5	674	724.5	718.5	94.5%	90.1%	93.0%	99.2%	Nursing staff working additional unplanned hours, altering skill mix, the nursing staff also cross covered between wards
	Maple Ward	1170	894	1345.5	1299.5	724.5	621	713	759	76.4%	96.6%	85.7%	106.5%	Nursing staff working additional unplanned hours and the WM working in the clinical team, nursing staff also cross covered between wards
	Pine Lodge (YPC)	1109	787	1242	1150	724.5	598	897	862.5	71.0%	92.6%	82.5%	96.2%	Nursing staff working additional unplanned hours and the WM working in the clinical team, non direct care activity was cancelled, nursing staff also cross covered between wards
	Rosewood	981.5	958.5	1563	1471	552	494.5	747.5	724.5	97.7%	94.1%	89.6%	96.9%	Work schedules adjusted and replanned to prioritise patient care
Willow PICU	990.5	1000.5	993	924	713	690	724.5	724.5	101.0%	93.1%	96.8%	100.0%	Nursing staff working additional unplanned hours and the WM working in the clinical team, non direct care activity was cancelled, altering skill mix	
<b>Trust wide</b>		23832.56	22248	28695.5	26171.05	14973	13949	19115	18057.03	93.4%	91.2%	93.2%	94.5%	