



**STANDARDISED REPORT COMMUNICATION**

**REPORT DETAILS**

<b>Report subject:</b>	Ward Daily Staffing Levels January and February Data 2017
<b>Agenda ref. no:</b>	16_17_139
<b>Report to (meeting):</b>	Board of Directors
<b>Action required:</b>	Information and noting
<b>Date of meeting:</b>	29/03/2017
<b>Presented by:</b>	Avril Devaney, 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
35T	
<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
35T	

**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 January and February 2017 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. A number of recommendations were made within the latest six monthly report including consistency checking, national benchmarking, and widening the consideration of the MDT role within safer staffing. These recommendations are currently being followed through and monitored via the Safer Staffing group led by the Associate Director of Nursing [MH and LD] and are reported on in the next 6 monthly report.

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

During January 2017 the trust achieved staffing levels of 96.8% for registered nurses and 94.7% for clinical support workers on day shifts and 94.2% and 96.9% respectively on nights. During February 2017 the trust achieved staffing levels of 96.9% for registered nurses and 96.8% for clinical support workers on day shifts and 96.2% and 97.3% respectively on nights.

To note:

- The staffing levels on Oaktrees Ward fell below expected variation, to 85.5% and Coral ward to 78.4% for January; and
- The staffing levels on two wards fell below expected variation. Croft Ward, at 88.7% and Lakefield at 88.3%.

Where 100% fill rate was not achieved patient safety on in-patient wards was maintained by nurses working additional unplanned hours, staff 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. Appendix 2 and 3 details how wards, who did not achieve overall staffing of 95%, maintained patient safety.

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

The Board of Directors are recommended to note the report.

**Who/ which group has approved this report for receipt at the above meeting?**

Avril Devaney, Director of Nursing, Therapies and Patient Partnership

**Contributing authors:**

Anne Casey, Head of Performance and Information

**Distribution to other people/ groups/ meetings:**

Version	Name/ group/ meeting	Date issued
1	Gary Flockhart, Associate Director of Nursing [MH and LD] Avril Devaney, Director of Nursing, Therapies and Patient Partnership	17/03/2017

**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 January 2017
2	Ward Daily Staffing February 2017

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/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)		
East	Adelphi	1393.5	1347.5	1369.5	1152.5	717.5	728.5	1466.5	1317	96.7%	84.2%	101.5%	89.8%	Staff cross covered from other wards. Altering skill mix. Nursing staff working additional unplanned hours.
	Alderley Unit	1205	1225	1302	1186.5	747.5	747.5	713	690	101.7%	91.1%	100.0%	96.8%	*
	Bollin	1471	1392.5	1474.5	1414	724.5	713	1660.5	1476.5	94.7%	95.9%	98.4%	88.9%	Staff cross covered from other wards. Altering skill mix. Ward Manager working in the clinical team. Nursing staff working additional unplanned hours.
	Croft	1047	983	1651	1381.5	704.5	617	1502.5	1450.5	93.9%	83.7%	87.6%	96.5%	Staff cross covered from other wards. Altering skill mix. Ward Manager working in the clinical team. Nursing staff working additional unplanned hours.
	Greenways A&T	1170.5	1061.5	1630.5	1528	713	736	1403	1294	90.7%	93.7%	103.2%	92.2%	Staff cross covered from other wards. Ward Manager working in the clinical team. Nursing staff working additional unplanned hours.
	LimeWalk Rehab	1102	996	1022	929	672	660.5	724.5	727.5	90.4%	90.9%	98.3%	100.4%	Altering skill mix. Staff cross covered from other wards.
	Saddlebridge	1019	957.5	1620.5	1554.5	897	851	897	874	94.0%	95.9%	94.9%	97.4%	Altering skill mix. Staff cross covered from other wards. Nursing staff working additional unplanned hours.
Wirral	Brackendale	1063.5	1046.5	850	815.5	738.5	747.5	701.5	690	98.4%	95.9%	101.2%	98.4%	*
	Brooklands	1042.25	1041	1457.5	1457.5	669.5	611.25	1207.5	1207.5	99.9%	100.0%	91.3%	100.0%	*
	Lakefield	1021	961.5	928	893.5	713	655.5	713	724.5	94.2%	96.3%	91.9%	101.6%	Staff cross covered from other wards. Nursing staff working additional unplanned hours.
	Meadowbank	1160	1160	1284.5	1159	736	706.5	989	925.5	100.0%	90.2%	96.0%	93.6%	*
	Oaktrees	1139.5	1105	1363	1265	713	701.5	494.5	471.5	97.0%	92.8%	98.4%	95.3%	Altering skill mix. Staff cross covered from other wards. Nursing staff working additional unplanned hours.
	Willow PICU	1143.5	1180.5	828	793.5	766.5	755	816.5	828	103.2%	95.8%	98.5%	101.4%	*
West	Beech	1345.5	1249.5	1086	1050	678.5	678.5	724.5	715.5	92.9%	96.7%	100.0%	98.8%	*
	Cherry	1303	1305.25	1064.5	1053	713	747.5	943	931.5	100.2%	98.9%	104.8%	98.8%	*
	Eastway A&T	932.5	899	1073.9	1074	529	529	920	924	96.4%	100.0%	100.0%	100.4%	*
	Juniper	1353	1331	995	952.5	697.5	697.5	701.5	699.5	98.4%	95.7%	100.0%	99.7%	*
	Coral	1089	1085	1368.5	1364	586.5	460	1230.5	931.5	99.6%	99.7%	78.4%	75.7%	Staff cross covered from other wards. Altering skill mix. Ward Manager working in the clinical team. Nursing staff working additional unplanned hours.
	Indigo	1162.5	1105	1138.5	1115.5	621	586.5	1115.5	1150	95.1%	98.0%	94.4%	103.1%	*
	Rosewood	1108.5	1097	1365	1337.5	671	671	759	724.5	99.0%	98.0%	100.0%	95.5%	*
<b>Trustwide</b>	<b>22163.25</b>	<b>21432.25</b>	<b>23507.4</b>	<b>22139</b>	<b>13338</b>	<b>12929.75</b>	<b>18924</b>	<b>18028.5</b>	<b>96.7%</b>	<b>94.2%</b>	<b>96.9%</b>	<b>95.3%</b>		

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/ midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/ midwives (%)	Average fill rate - care staff (%)		
East	Adelphi	1147	1052.5	1035.5	993.5	627.5	616	1166	1120	91.8%	95.9%	98.2%	96.1%	*
	Alderley Unit	1050.5	1021	1296.85	1274	632.5	609.5	655.5	690	97.2%	98.2%	96.4%	105.3%	*
	Bollin	1194	1117	1488.5	1432	650	638.5	1402	1375	93.6%	96.2%	98.2%	98.1%	*
	Croft	916	885.5	1470	1304	621	544	1357	1307.5	96.7%	88.7%	87.6%	96.4%	Altering skill mix.
	Greenways A&T	1053	892	1497	1512.5	644	609.5	1265	1184.5	84.7%	101.0%	94.6%	93.6%	Staff cross covered from other wards. Altering skill mix. Ward Manager working in the clinical team. Nursing staff working additional unplanned hours.
	LimeWalk Rehab	970.5	934.5	937.25	910.25	644	621	644	632.5	96.3%	97.1%	96.4%	98.2%	*
	Saddlebridge	878.5	855.5	1350	1332.25	644	632.5	713	701.5	97.4%	98.7%	98.2%	98.4%	*
Wirral	Brackendale	1006.5	987.5	866.5	843.5	644	644	644	632.5	98.1%	97.3%	100.0%	98.2%	*
	Brooklands	910	910	1223.5	1200.5	633	598.5	1017	1004.5	100.0%	98.1%	94.5%	98.8%	*
	Lakefield	1024	978	784	692	644	621	655.5	621	95.5%	88.3%	96.4%	94.7%	Staff cross covered from other wards. Altering skill mix.
	Meadowbank	1092.5	1064	1174	1141	667	644	905	801.5	97.4%	97.2%	96.6%	88.6%	*
	Oaktrees	917.5	794.5	1548.25	1323.75	678.5	678.5	529	494.5	86.6%	85.5%	100.0%	93.5%	Ward Manager working in the clinical team. Nursing staff working additional unplanned hours.
	Willow PICU	1050.5	1050.5	874	875.5	644	632.5	759	770.5	100.0%	100.2%	98.2%	101.5%	*
West	Beech	1326	1314.5	890.5	844	621	621	667	663	99.1%	94.8%	100.0%	99.4%	*
	Cherry	1207	1184	954.5	937	632.5	632.5	920	908.5	98.1%	98.2%	100.0%	98.8%	*
	Eastway A&T	648.25	640.75	1171	1164.5	392.5	381	887	887	98.8%	99.4%	97.1%	100.0%	*
	Juniper	1283.5	1268	871.5	838.5	629	629	690	675.8	98.8%	96.2%	100.0%	97.9%	*
	Coral	868.5	864.5	1359	1336	499	499	1046.5	1012	99.5%	98.3%	100.0%	96.7%	*
	Indigo	829.2	817.7	1115	1069	517.5	517.5	920	920	98.6%	95.9%	100.0%	100.0%	*
	Rosewood	893.5	870.5	1115.5	1115.5	537	537	747.5	722	97.4%	100.0%	100.0%	96.6%	*
<b>Trustwide</b>	<b>20266.45</b>	<b>19502.45</b>	<b>23022.35</b>	<b>22139.25</b>	<b>12202</b>	<b>11906.5</b>	<b>17590</b>	<b>17123.8</b>	<b>96.2%</b>	<b>96.2%</b>	<b>97.6%</b>	<b>97.3%</b>		