



Document Reference (2014/15/xx)

Report to:	Board of Directors
Date of Meeting:	24th September 2014
Title of Report:	Ward Daily Staffing Levels (August 2014)
Action sought:	To Note
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Strategic Objective(s) that this report covers *(delete as appropriate):*

- SO1 - Deliver high quality, integrated and innovative services that improve outcomes
- SO2 - Ensure meaningful involvement of service users, carers, staff and the wider community
- SO3 - Be a model employer and have a caring, competent and motivated workforce
- SO4 - Maintain and develop robust partnerships with existing and potential new stakeholders
- SO5 – Improve quality of information to improve service delivery, evaluation and planning
- SO6 - Sustain financial viability and deliver value for money
- SO7 – Be recognised as an open, progressive organisation that is about care, well-being and partnership

Distribution

Version	Name(s)/Group(s)	Date Issued
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Executive director sign-off

Executive director (name and title)	Date signed-off
Avril Devaney, Director of Nursing, Therapies and Patient Partnership	

1. Purpose

This report details the ward daily staffing levels during the month of August 2014. This 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.

2. Background

CWP undertook a comprehensive review of ward staffing levels between Oct and Dec 2013. A programme has been established to take forward the recommendations from the review including staffing levels and a programme of continuous improvement. The Director of Operations is the lead executive for the programme supported by the Director of Nursing who has overview of the Ward Staffing work stream and reports directly to the Board of Directors in line with the NQB requirements.

3. Content

The planned and actual hours for registered nurses (RN) and clinical support workers (CSWs) are compared on a ward by ward shift by shift basis for both days and nights. The template used has been supplied by NHS England for submission to UNIFY and CWP have submitted the August 2014 data before the required deadline of 15 September 2014. In addition to this data comments from the localities have been supplied in relation to any shortfalls in staffing where the staffing has fallen below 95%. Fourteen wards had staffing falling below 95% in at least one category, this is a slight improvement on June and July figures when the number of wards with staffing falling below 95% in at least one category was 15 and 16 wards respectively.

4. Actions

CWP Ward Managers(WM) plan for adequate staffing levels on a shift by shift basis supported by Modern Matrons and Clinical Services Managers. If, however, the required levels are not achieved staff follow an escalation procedure to source additional staffing. Should this be unsuccessful staff then review and evaluate the work of the team and put in place actions to mitigate harm to patients. These measures will include reviewing the workload for the day, prioritising patient interventions, review of non-direct care and cancelling non-essential patient care activities. Additionally the Ward Manager (WM) and staff from the Multi-Disciplinary Team (MDT), such as Occupational Therapists (OT), are also available if required to support nursing staff to deliver planned care. A recruitment drive is in place to increase Registered Nurses and Clinical Support Workers in both substantive posts and the Trust Bank.

5. Recommendations to the Board of Directors

- The Board of Director are recommended to note the report.

5. Data for August 2014

Ward		Day				Night				Fill Rate				Comments
		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	1116.5	1105	1728.5	1576.7	793.5	786.5	1085.5	1028	99.0%	91.2%	99.1%	94.7%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Alderley Unit	954.5	1128.5	1460.5	1437.5	690	724.5	1115.5	1115.5	118.2%	98.4%	105.0%	100.0%	
	Bollin	1100	1102.5	1591	1434.5	736	747.5	793.5	701.5	100.2%	90.2%	101.6%	88.4%	Nursing staff have worked additional hours and the multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	CARS	1192	1100	829.5	758	678.5	667	752	715	92.3%	91.4%	98.3%	95.1%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Croft	1182.25	1180.8	1720	1516.5	816.5	828	1519	1523.5	99.9%	88.2%	101.4%	100.3%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Greenways A&T	1109	1010	1610.5	1367	713	644	713	690	91.1%	84.9%	90.3%	96.8%	WM has worked in the clinical team to maintain safe staffing levels.
	LimeWalk Rehab	996.5	959.5	985.5	960	713	690	736	724.5	96.3%	97.4%	96.8%	98.4%	
	Saddlebridge	0	0	0	0	0	0	0	0	n/a	n/a	n/a	n/a	Ward currently closed
Wirral	Brackendale	851	742	1127	1162	609.5	586.5	816.5	816.5	87.2%	103.1%	96.2%	100.0%	Nursing staff worked additional hours to maintain safe staffing levels.
	Lakefield	793.5	830	1115.5	1000.5	689.5	678	735.5	735.5	104.6%	89.7%	98.3%	100.0%	Staffing levels impacted on the consistent delivery of patient activities.
	Meadowbank	1024	1024	2051.5	2040	655.5	609.5	1518	1506.5	100.0%	99.4%	93.0%	99.2%	
	Oaktrees	764	712.5	1409.5	1367.5	678.5	652.5	592.5	592.5	93.3%	97.0%	96.2%	100.0%	The ward manager has worked in the clinical team and nursing staff have worked additional hours to maintain safe staffing levels.
West	Beech	1207.5	1035	713	805	713	644	713	655.5	85.7%	112.9%	90.3%	91.9%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Brooklands	842	805.5	1127	1104	548	548	954.5	972	95.7%	98.0%	100.0%	101.8%	
	Cherry	885.5	885.5	736	740.3	678.5	701.5	621	612	100.0%	100.6%	103.4%	98.6%	
	Eastway A&T	762	779.5	782	769	437	437	724.5	724.5	102.3%	98.3%	100.0%	100.0%	
	Juniper	1104	793.5	828	1000.5	713	506	356.5	471.5	71.9%	120.8%	71.0%	132.3%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multi-disciplinary team have supported the ward in maintaining safe staffing levels. Interviews for vacant registered nurse posts have been held and appointments made.
	Maple Ward	862.5	782	1161.5	1104	471.5	460	1104	1092.5	90.7%	95.0%	97.6%	99.0%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Pine Lodge (YPC)	724.5	655	977.5	954.5	425.5	414	1091.1	1056.6	90.4%	97.6%	97.3%	96.8%	The ward manager has worked in the clinical team and multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Rosewood	839.5	842	1414.5	1293	402.5	368	690	690	100.3%	91.4%	91.4%	100.0%	Nursing staff have worked additional hours to support the ward in maintaining safe staffing levels. Rehabilitation activities were shortened on occasions.
	Willow PICU	713	775.5	977.5	838	713	621.5	713	701.5	108.8%	85.7%	87.2%	98.4%	The ward manager has worked in the clinical team and multi-disciplinary team have supported the ward in maintaining safe staffing levels.
Trust wide		17471.25	16630.8	21954	21097.5	11760	11324.5	15941.6	15733.6	95.2%	96.1%	96.3%	98.7%	