



**STANDARDISED REPORT COMMUNICATION**

**REPORT DETAILS**

<b>Report subject:</b>	Ward Daily Staffing Levels February 2015
<b>Agenda ref. no:</b>	<a href="#">Click here to enter text.</a>
<b>Report to (meeting):</b>	Board of Directors
<b>Action required:</b>	Information and noting
<b>Date of meeting:</b>	25/03/2015
<b>Presented by:</b>	Avril Devaney

<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
<a href="#">Click here to enter text.</a>	
<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
<a href="#">Click here to enter text.</a>	

**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 February 2015. The planned and actual hours for registered nurses (RN) and clinical support workers (CSWs) for February 2015 have been submitted to UNIFY using the template supplied by NHS England (appendix 1). This is the 10 <sup>th</sup> monthly submission and similar themes have been reported to 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 in May 2014 and December 2014. 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.

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

During February 2015 patient safety was maintained by nurses working additional unplanned hours, nursing 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. Recruitment of both registered and non-registered nursing staff has been continual over the past 18 months. Although a significant number of nurses have been recruited, existing nurses leaving CWP has impacted on the ability to increase the overall nurse staffing numbers to the levels required. The board approval of over recruitment of nurse staffing to reflect turnover rates has been disseminated to the localities for action. There are also plans to engage with jobs fairs to promote working within CWP and further promotion of 'return to practice' opportunities for nurses who have left the profession. Additionally the identification of innovative ways to expand opportunities for high quality final placement students to be offered preceptorship within CWP is being explored.

**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>	Ward Staffing Project Team
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<b>Contributing authors:</b>	Maria Nelligan
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<b>Distribution to other people/ groups/ meetings:</b>		
Version	Name/ group/ meeting	Date issued
Click here to enter text.	Click here to enter text.	Click here to enter text.

**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
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1	Ward daily staffing
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Appendix 1 Ward Daily Staffing February 2015

Ward	Day				Night				Fill Rate				Comment	
	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	888.1	820.1	1569.6	1452.6	667	632.5	989	954.5	92.3%	92.5%	94.8%	96.5%	The ward manager has worked in the clinical team to maintain safe staffing levels.
	Alderley Unit	675	677.5	1363	1377	609.5	575	678.5	695	100.4%	101.0%	94.3%	102.4%	Nursing staff have worked unplanned additional hours to maintain safe staffing levels. Non-direct patient care activities were cancelled and rescheduled.
	Bollin	988.5	943	1338.5	1219	632.5	632.5	947.5	912	95.4%	91.1%	100.0%	96.3%	The ward manager has worked in the clinical team to maintain safe staffing levels.
	CARS	777	747.5	999.5	966	632.5	531	667	653.5	96.2%	96.6%	84.0%	98.0%	Nursing staff have worked unplanned additional hours to maintain safe staffing levels. Non-direct patient care activities were cancelled and rescheduled.
	Croft	1014.6	939.1	1674.5	1520.5	644	632.5	1486.5	1445	92.6%	90.8%	98.2%	97.2%	The ward manager has worked in the clinical team to maintain safe staffing levels.
	Greenways A&T	1028.5	910.5	1837.5	1737.5	644	621	575	609.5	88.5%	94.6%	96.4%	106.0%	Nursing staff have worked unplanned additional hours and the ward manager has worked in the clinical team to maintain safe staffing levels.
	LimeWalk Rehab	812.5	769	1269	1158	638.5	603	667.5	682	94.6%	91.3%	94.4%	102.2%	Nursing staff have worked unplanned additional hours to maintain safe staffing levels.
	Saddlebridge	651.5	536	1219	1255	632.5	598	644	701.5	82.3%	103.0%	94.5%	108.9%	The ward manager has worked in the clinical team to maintain safe staffing levels.
Wirral	Brackendale	874	711.5	966	1100.5	644	586.5	644	638.5	81.4%	113.9%	91.1%	99.1%	Nursing staff have worked unplanned additional hours and the ward manager has worked in the clinical team to maintain safe staffing levels.
	Lakefield	805	793.5	1000.5	966	621	598	908.5	851	98.6%	96.6%	96.3%	93.7%	Nursing staff have worked unplanned additional hours to maintain safe staffing levels.
	Meadowbank	1176	818	1610	1808.5	644	471.5	1288	1207.5	69.6%	112.3%	73.2%	93.8%	Nursing staff have worked unplanned additional hours and the ward manager has worked in the clinical team to maintain safe staffing levels.
	Oaktrees	1003.5	923	1217	1205.5	644	644	416	416	92.0%	99.1%	100.0%	100.0%	Nursing staff have worked unplanned additional hours and the ward manager has worked in the clinical team to maintain safe staffing levels.
	Brooklands	858	707.5	1012	1066	644	600.5	644	704.5	82.5%	105.3%	93.2%	109.4%	The ward manager has worked in the clinical team to maintain safe staffing levels.
West	Beech	1172	1035	977.5	931.5	609.5	552	770.5	747.5	88.3%	95.3%	90.6%	97.0%	Non-direct patient care activities were cancelled and rescheduled.
	Cherry	1104	1011	781	746.5	610	564	988	919	91.6%	95.6%	92.5%	93.0%	The ward manager has worked in the clinical team to maintain safe staffing levels.
	Eastway A&T	1071.5	996.5	1162.5	1159	495.5	495.5	1026	1026	93.0%	99.7%	100.0%	100.0%	Nursing staff have worked additional unplanned hours, the ward manager has worked in the clinical team and the multi-disciplinary team have supported the ward in maintaining safe staffing levels. Non-direct patient care activities were cancelled and rescheduled.
	Juniper	989	851	1128.5	1094	552	483	770.5	770.5	86.0%	96.9%	87.5%	100.0%	Non-direct patient care activities were cancelled and rescheduled.
	Maple Ward	920	874	1173	839.5	586.5	575	701.5	759	95.0%	71.6%	98.0%	108.2%	Nursing staff have worked additional unplanned hours, the ward manager has worked in the clinical team to support the ward in maintaining safe staffing levels. Non-direct patient care activities were cancelled and rescheduled.
	Pine Lodge (YPC)	839.5	747.5	931.5	908.5	448.5	448.5	759	701.5	89.0%	97.5%	100.0%	92.4%	Nursing staff have worked additional unplanned hours, the ward manager has worked in the clinical team and the multi-disciplinary team have supported the ward in maintaining safe staffing levels. Non-direct patient care activities were cancelled and rescheduled.
	Rosewood	955.5	886.5	1303	1291.5	483	471.5	844.5	810	92.8%	99.1%	97.6%	95.9%	
	Willow PICU	681.5	748	966	839.5	644	505.9	644	724.5	109.8%	86.9%	78.6%	112.5%	Regular bank staff were booked to mitigate any shortfalls in staffing levels.
Trust Totals	19285	17446	25499	24642	12727	11821	17060	16929	90.5%	96.6%	92.9%	99.2%		