



Document Reference (2014/15/xx)

<b>Report to:</b>	<b>Board of Directors</b>
<b>Date of Meeting:</b>	<b>December 2014</b>
<b>Title of Report:</b>	<b>Ward Daily Staffing Levels (November 2014)</b>
<b>Action sought:</b>	<b>To Note</b>
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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 November 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 has submitted the November 2014 data before the required deadline. 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% on at least one category. Eighteen wards had staffing falling below 95% in at least one category in November 2014, compared to 16 in October, 17 in September, 14 in August, 16 in July and 15 in June 2014.

## **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. Nursing staff also work unplanned additional hours in order to support safe staffing levels. A recruitment drive commenced earlier in the year to increase Registered Nurses and Clinical Support Workers in both substantive posts and the Trust Bank. However, due to staff turnover, the recommended staffing levels have not yet been achieved consistently across wards resulting in continued recruitment phases.

## **5. Recommendations to the Board of Directors**

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

5. Data for November 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	1225.5	1110.5	1382.5	1371	776	707	1190.5	1190.5	90.6%	99.2%	91.1%	100.0%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Alderley Unit	916.5	803.5	1380	1510	690	690	1035	1046.5	87.7%	109.4%	100.0%	101.1%	Nursing staff have worked unplanned 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. Some non-direct care activities were cancelled and rescheduled.
	Bollin	1272.5	1151.75	1448.5	1422.75	759	724.5	1102.5	988	90.5%	98.2%	95.5%	89.6%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	CARS	845.5	801.4	1048	1041.5	655.5	616.3	730.5	661.5	94.8%	99.4%	94.0%	90.6%	RN vacancies and sickness impacted on staffing level. The multi-disciplinary team and ward manager supported the ward in maintaining safe staffing levels. Nursing staff also worked unplanned additional hours and non-direct care activities were cancelled and rescheduled. Some patient activities were cancelled due to staffing. The need to support staffing levels on other wards also impacts on CARS staffing.
	Croft	1320	1198	1842.9	1700	798	828	1543	1497	90.8%	92.2%	103.8%	97.0%	RN vacancies and sickness impacted on staffing level. The multi-disciplinary team and ward manager supported the ward in maintaining safe staffing levels. Nursing staff also worked unplanned additional hours and non-direct care activities were cancelled and rescheduled.
	Greenways A&T	1102.5	1062	1644	1708.5	690	633	357	414	96.3%	103.9%	91.7%	116.0%	The multi-disciplinary team and ward manager supported the ward in maintaining safe staffing levels.
	LimeWalk Rehab	1046.5	976	988.5	971.5	713.5	699.5	683.5	672	93.3%	98.3%	98.0%	98.3%	The multi-disciplinary team and ward manager supported the ward in maintaining safe staffing levels. Nursing staff also worked unplanned additional hours and non-direct care activities were cancelled and rescheduled. Some patient activities were cancelled due to staffing. The need to support staffing levels on other wards has also impacted on LWH staffing.
	Saddlebridge	0	0	0	0	0	0	0	0	n/a	n/a	n/a	n/a	*
Wirral	Brackendale	862.5	908.5	1081	955.5	690	644	690	701.5	105.3%	88.4%	93.3%	101.7%	The ward manager has worked in the clinical team and nursing staff have worked unplanned additional hours to maintain safe staffing levels. Patient activities have had to be shortened on occasions.
	Brooklands	816.5	763.5	1137.5	1225	690	609.5	690	977.5	93.5%	107.7%	88.3%	141.7%	The ward manager has worked in the clinical team and nursing staff have worked unplanned additional hours to maintain safe staffing levels.
	Lakefield	805	757.5	1115.5	1020.9	667	655.5	701.5	701.5	94.1%	91.5%	98.3%	100.0%	The ward manager has worked in the clinical team and nursing staff have worked unplanned additional hours to maintain safe staffing levels. The need to support staffing levels on other wards has also impacted on Lakefield staffing.
	Meadowbank	1260	920.5	1725	2080	690	451.5	1380	1506.5	73.1%	120.6%	65.4%	109.2%	Long term sickness, vacancies and redeployment have impacted on RN numbers. The ward manager has worked in the clinical team and nursing staff have worked unplanned additional hours to maintain safe staffing levels. Patient activities have had to be shortened on occasions. The length of recruitment has impacted on the start dates of 5 CSW new starters.
	Oaktrees	881.5	842	1512	1475.58	655.5	598	391	425.5	95.5%	97.6%	91.2%	108.8%	The ward manager has worked in the clinical team and nursing staff have worked unplanned additional hours to maintain safe staffing levels. Non-direct patient care activities have been cancelled and rescheduled.
West	Beech	1380	1023.5	1035	1046.5	690	494.5	690	747.5	74.2%	101.1%	71.7%	108.3%	High RN vacancies are in the process of being recruited to. Nursing staff have worked unplanned 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. Some non-direct care activities were cancelled and rescheduled.
	Cherry	996.5	952.5	949	1046.5	568	545	790.5	926.5	95.6%	110.3%	96.0%	117.2%	*
	Eastway A&T	1116	1055.5	966	897	483	448.5	957.5	978	94.6%	92.9%	92.9%	102.1%	The ward manager has worked in the clinical team and nursing staff have worked unplanned additional hours to maintain safe staffing levels. Patient activities have had to be shortened on occasions. Non direct patient care activities were cancelled and rescheduled.
	Juniper	1035	874	1035	1150	690	506	690	644	84.4%	111.1%	73.3%	93.3%	The ward manager has worked in the clinical team and the multidisciplinary team have supported the ward to maintain safe staffing levels. Patient activities have had to be shortened on occasions. Non direct patient care activities were cancelled and rescheduled.
	Maple Ward	862.5	874	1138.5	1115.5	459.65	471.5	919.5	931.5	101.3%	98.0%	102.6%	101.3%	*
	Pine Lodge (YPC)	828	724.5	977.5	908.5	435	437	816.5	851	87.5%	92.9%	100.5%	104.2%	Nursing staff have worked unplanned 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. Some non-direct care activities were cancelled and rescheduled.
	Rosewood	1149.5	1035	1448.5	1242	460	437	644	874	90.0%	85.7%	95.0%	135.7%	Nursing staff worked unplanned additional hours to maintain safe staffing levels. Patient activities were shortened on occasions and non-direct patient care activities were cancelled and rescheduled.
	Willow PICU	690	713	943	985.5	598	460	747.5	908.5	103.3%	104.5%	76.9%	121.5%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels. Non-direct patient care activities were cancelled and rescheduled.