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Report to:	Board of Directors
Date of Meeting:	November 2014
Title of Report:	Ward Daily Staffing Levels (October 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 September 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 October 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%. Sixteen wards had staffing falling below 95% in at least one category, compared to 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. 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 October 2014

	Ward	Ward codes	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	RXAWK	1146.25	987.325	1333	1278.5	793.5	667	1009.5	1009.5	86.1%	95.9%	84.1%	100.0%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels. Sickness and maternity leave impacted on RN levels.
	Alderley Unit	RXA72	977.5	887	1426	1360.5	713	713	1069.5	1058	90.7%	95.4%	100.0%	98.9%	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. Some non-direct care nursing activity had to be rescheduled.
	Bollin	RXAWK	1168.5	1098.8	1796	1593	793.5	736	1173	943	94.0%	88.7%	92.8%	80.4%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels. Some non-direct care nursing activity had to be rescheduled.
	CARS	RXAWK	1058	1012	852	861.5	701.5	663	759	782	95.7%	101.1%	94.5%	103.0%	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. Some non-direct care nursing activity had to be rescheduled. Some patient activities have had to be cancelled due to supporting staffing on other wards.
	Croft	RXAWK	1413	1318.5	2021	1933.5	874	839.5	1704	1616.5	93.3%	95.7%	96.1%	94.9%	The multi-disciplinary team have supported the ward in maintaining safe staffing levels.
	Greenways A&T	RXA20	1143.5	1126	1779.5	1777	713	678.5	414	448.5	98.5%	99.9%	95.2%	108.3%	*
	LimeWalk Rehab	RXA34	1124	1115	971.5	955.5	724.5	701.5	736	716.65	99.2%	98.4%	96.8%	97.4%	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. Some non-direct care nursing activity had to be rescheduled. Some patient activities have had to be cancelled due to supporting staffing on other wards.
Wirral	Brackendale	RXA54	1000.5	905.5	1046.5	1118	713	667	713	747.5	90.5%	106.8%	93.5%	104.8%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team to support the ward in maintaining safe staffing levels. Patient activities were shortened on occasions.
	Lakefield	RXA54	1012	817	1035	1002	713	713	713	711	80.7%	96.8%	100.0%	99.7%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team to support the ward in maintaining safe staffing levels. Some activities were curtailed due to supporting staffing on other wards.
	Meadowbank	RXA54	1302	761	1782	1811.5	713	391	1426	1460.5	58.4%	101.7%	54.8%	102.4%	Nursing staff have worked additional hours, the ward manager and modern matron have worked within the clinical team to support the ward in maintaining safe staffing levels. Redployment, vacancies and sickness impacted on RN cover, this is expected to improve imminently.
	Oaktrees	RXA54	1119	927.5	1449.5	1298.5	667	563.5	506	391	82.9%	89.6%	84.5%	77.3%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team to support the ward in maintaining safe staffing levels. On occasions patient activities had to be cancelled and some non-direct care nursing activity had to be rescheduled.
	Brooklands	RXA54	819	788	1133	1355.5	713	686.5	713	908.5	96.2%	119.6%	96.3%	127.4%	*
West	Beech	RXA19	1196	897.5	770.5	1058	713	517.5	575	713	75.0%	137.3%	72.6%	124.0%	High level of RN vacancies impacting on RN fill rate - these are currently being recruited to. 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. Some non-direct care nursing activity had to be rescheduled.
	Cherry	RXA19	860	822.5	1006.5	958.5	562	618.5	734.5	790	95.6%	95.2%	110.1%	107.6%	*
	Eastway A&T	RXA52	1207	1143.5	471.5	430.5	529	529	759	759	94.7%	91.3%	100.0%	100.0%	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. Activities were shortened on occasions and some non-direct care nursing activity had to be rescheduled.
	Juniper	RXA19	1127	920	793.5	1173	713	483	356.5	678.5	81.6%	147.8%	67.7%	190.3%	High level of RN vacancies impacting on RN fill rate - these are currently being recruited to. 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. On occasions activities had to be shortened.
	Maple Ward	RXA19	908.5	897	1230.5	1230.5	437	437	989	989	98.7%	100.0%	100.0%	100.0%	*
	Pine Lodge (YPC)	RXA53	1023.5	828	989	1035	391	402.5	943	920	80.9%	104.7%	102.9%	97.6%	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. Some non-direct care nursing activity had to be rescheduled.
	Rosewood	RXA19	1058	945.5	1654.5	1310.5	563.5	563.5	609.5	782	89.4%	79.2%	100.0%	128.3%	Activities were shortened on occasions and some non-direct care nursing activity had to be rescheduled.
	Willow PICU	RXA19	713	747.5	1058	1019.5	713	586.5	713	857.5	104.8%	96.4%	82.3%	120.3%	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 nursing activity had to be rescheduled.
Trust wide			21376.25	18945.13	24599	24560.5	13453.5	12157	16615.5	17281.65	88.6%	99.8%	90.4%	104.0%	