



Document Reference (2014/15/xx)

<b>Report to:</b>	<b>Board of Directors</b>
<b>Date of Meeting:</b>	<b>October 2014</b>
<b>Title of Report:</b>	<b>Ward Daily Staffing Levels (September 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 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 will submitted the September 2014 data before the required deadline of 14 October 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%. Seventeen wards had staffing falling below 95% in at least one category, this is a greater number than the 14 in this category 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 September 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	1177.5	1138	1264.5	1180	724.5	655.5	1134.5	1054	96.6%	93.3%	90.5%	92.9%	The multidisciplinary team have supported the ward in maintaining safe staffing levels
	Alderley Unit	966	779.5	1380	1524.5	690	736	1035	977.5	80.7%	110.5%	106.7%	94.4%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels
	Bollin	1035.5	975	1716.5	1481	805	759	988.5	804.5	94.2%	86.3%	94.3%	81.4%	Nursing staff have worked additional hours and the multidisciplinary team have supported the ward in maintaining safe staffing levels
	CARS	870.5	778.5	1054.5	1012	724.5	651	655.5	658	89.4%	96.0%	89.9%	100.4%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels
	Croft	1138.7	1080.7	2214	2174.5	920	970.5	1750.5	1695.5	94.9%	98.2%	105.5%	96.9%	The multidisciplinary team have supported the ward in maintaining safe staffing levels
	Greenways A&T	1022	1025.5	1825.5	1692	483	575	667	540.5	100.3%	92.7%	119.0%	81.0%	The ward manager has worked within the clinical team to support safe staffing levels.
	LimeWalk Rehab	1019.5	1022.5	936.5	895.5	690	690	736.5	728	100.3%	95.6%	100.0%	98.8%	
	Saddlebridge	0	0	0	0	0	0	0	0	n/a	n/a	n/a	n/a	
Wirral	Brackendale	943	805	1046.5	1081	678.5	609.5	713	724.5	85.4%	103.3%	89.8%	101.6%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels. Some staff training was cancelled.
	Lakefield	885.5	867.5	1092.5	1051	655.5	598	713	713	98.0%	96.2%	91.2%	100.0%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels. Some staff training was cancelled.
	Meadowbank	1260	760	1725	1811	690	517.5	1380	1483.5	60.3%	105.0%	75.0%	107.5%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels. Some staff training was cancelled.
	Oaktrees	940	836	1406	1346.5	667	632.5	483	506	88.9%	95.8%	94.8%	104.8%	Nursing staff have worked additional hours in order to maintain safe staffing levels
	Brooklands	851	797	1135	1137.5	628.5	510	862.5	966	93.7%	100.2%	81.1%	112.0%	Nursing staff have worked additional hours and the ward manager has worked within the clinical team in order to maintain safe staffing levels
West	Beech	1196	923	690	920	690	609.5	690	701.5	77.2%	133.3%	88.3%	101.7%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels. Vacant RN posts have been appointed and successful candidates are currently in recruitment.
	Cherry	837	837.5	852.5	816	519	594.5	634.5	591.5	100.1%	95.7%	114.5%	93.2%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels
	Eastway A&T	862.2	851	617	589.5	552	552	540.5	517.5	98.7%	95.5%	100.0%	95.7%	
	Juniper	1104	816.5	782	931.5	690	563.5	345	448.5	74.0%	119.1%	81.7%	130.0%	Nursing staff have worked additional hours, the ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels. Rehabilitation activities were shortened on occasions. Vacant RN posts have been appointed to and successful candidates are currently in recruitment.
	Maple Ward	828	805	1104	1069.5	460	460	954.5	931.5	97.2%	96.9%	100.0%	97.6%	
	Pine Lodge (YPC)	759	678.5	1035	966	391	448.5	977.5	943	89.4%	93.3%	114.7%	96.5%	Nursing staff worked additional hours to maintain patient safety.
	Rosewood	912	843	1479.5	1268.5	563.5	552	471.5	483	92.4%	85.7%	98.0%	102.4%	Nursing staff have worked additional hours in order to maintain safe staffing levels. Rehabilitation activities were shortened on occasions.
	Willow PICU	722.2	812.2	943	724.5	690	460	690	862.5	112.5%	76.8%	66.7%	125.0%	The ward manager has worked within the clinical team and the multidisciplinary team have supported the ward in maintaining safe staffing levels.
Trust wide	19329.6	17431.9	24299.5	23672	12912	12144.5	16422.5	16330	90.2%	97.4%	94.1%	99.4%		