# Report to the Meeting of the Oxford Health NHS Foundation Trust

# Board of Directors

**Inpatient Safe Staffing**

October 2014. For Information

1. **Introduction**

Following the last report to the Board of Directors, this report presents the actual nursing staff levels (registered and unregistered) on each ward against their agreed expected levels for September 2014 (from 1st to 28th September 2014). The agreed expected (also known as planned) levels are reviewed at least twice a year summarised in the nursing establishment review report which is also being presented to the Board of Directors this month.

The staffing levels by ward are viewed shift by shift by ward staff and immediate managers, daily by Matrons and Heads of Nursing, and weekly by the Director of Nursing and Chief Operating Officer to ensure there is an appropriate level and skill mix of nursing staff to match the acuity and needs of patients to provide safe and effective care.

This report will be published on our website with a link from the NHS Choices website, alongside the other reports already published.

1. **Monthly Unify Data Return**

In May 2014 NHS England introduced a new requirement to complete a monthly data submission via unify on the number of expected hours staff should work versus the number of actual hours worked split by day and night shifts. Our submission for September 2014 is summarised in table 1 below. The information will be published on the NHS Choices website alongside national indicators for example staff Friends and Family Test and CQC inspection results. Appendix 2 gives a breakdown of the results by ward.

Table 1. Unify Return based on number of hours filled across staff team

|  | **Day time Shifts (Early, Late and Twilight)** | **Night time Shift** |
| --- | --- | --- |
|  | **Registered nurses** | **Unregistered staff** | **Registered nurses** | **Unregistered staff** |
|  |
| May 2014 | 96.20% | 94.50% | 99.50% | 99.80% |
| June 2014 | 96.9% | 97.3% | 95.6% | 97.7% |
| July 2014 | 98.7% | 96.3% | 92.5% | 98.6% |
| August 2014 | 95.1% | 93.4% | 94.9% | 97.5% |
| September 2014 | 95.6% | 93.9% | 95.5% | 96.4% |

The data return via unify is in addition to the national expectations set out by the national quality board in February 2014 that:

* The board of directors should receive and publish information monthly to monitor staffing position. The report should include detail of which wards frequently fall short, the reasons, impact and action being taken.
* The Board of Directors should review staffing levels alongside bank and agency use and other workforce information.
* It is important to review and present the staffing position alongside patient outcomes and patient experience information.

It is currently hard to show comparative data to other trusts due to the level of detail published which is at ward or site level only, rather than specialty.

1. **Management of Staffing Levels**

We have developed and implemented a weekly tool for each ward to complete to report and manage safe staffing levels on a day to day and shift by shift basis. The tool includes an internal RAG rating (Red, Amber, Green) which the Ward Manager/ Modern Matron completes and is verified by the Head of Nursing and/or the Head of Service from the Directorate to rate the level of concern based on the variances between expected and actual staffing levels, the use of temporary staff and includes the impact this had on patient care.

The staffing levels by ward from April to September 2014 against key quality and workforce indicators is presented in Appendix 1. The information in Appendix 1 has been calculated based on number of shifts which was one or more members of staff below expected levels based on three shifts a day, rather than the NHS England return via unify mentioned above which is less sensitive as it is based on the total number of hours filled in a month.

When looking at the number of shifts which were fully staffed to expected levels, 8 out of the 34 wards were shown to have no or low level concerns. The following 14 wards were identified as higher risk (with 75% or less of shifts fully staffed) and 12 wards were identified as a potential moderate risk (with 76-89% of shifts fully staffed). To note across the majority of higher risk wards identified below the staffing levels have varied week to week which highlights the importance of a weekly review. The following actions were taken to achieve safe patient care on the wards; the number of beds has been temporarily reduced on two wards, staff who are normally supernumerary to the nurse staffing numbers worked in a nursing role, staff were borrowed from other wards, staff worked flexibly sometimes working an extra hour at the beginning or end of a shift, and ‘long lines of work’ were established with agency staff to improve continuity of care and reliability of temporary staff.

Higher risk (with 75% or less of shifts fully staffed)

**Allen ward** (Adult Directorate): 67% of shifts were fully staffed to expected levels. The shifts below related to unregistered staff on day shifts in predominantly two weeks of the month. The main reasons were due to vacancies as the new increased established is achieved. At the end of September 2014 there were 11.35 WTE vacancies between budget and actual in post, of which 10 vacancies (5 registered and 5 unregistered) are being recruited to. For 2 of the 5 registered posts people have offered the post and for all 5 of the unregistered posts they have been offered to people.

**Vaughan Thomas** (Adult Directorate): 70% of shifts were fully staffed to expected levels. The shifts below related to unregistered staff on day shifts in predominantly one week of the month. The main reason was due to vacancies as the new increased established is achieved. At the end of September 2014 there were 12.97 WTE vacancies between budget and actual in post, of which 10 vacancies (5 registered and 5 unregistered) are being recruited to. For 1 of the 5 registered posts a person has been offered the post and for 4 out of the 5 unregistered posts people have been given an offer of employment.

**Wintle** (Adult Directorate): 68% of shifts were fully staffed to expected levels. The shifts below related to registered and unregistered staff on day shifts across the whole month. The main reason was due to vacancies as the new increased established is achieved. At the end of September 2014 there were 9.58 WTE vacancies between budget and actual in post, of which 10 vacancies (4 registered and 6 unregistered) are being recruited to. For 1 of the 4 registered posts a person has been offered the post and all 6 unregistered posts are at short listing stage.

**Phoenix** (Adult Directorate): 41% of shifts were fully staffed to expected levels. The shifts below related to unregistered and registered staff on day shifts and registered staff at night, predominantly across two weeks of the month. The main reason was due to vacancies as the new increased established is achieved. At the end of September 2014 there were 9.18 WTE vacancies between budget and actual in post, of which 12 vacancies (5 registered and 7 unregistered) are being recruited to. For 1 of the 5 registered posts a person has been offered the post and for 6 out of the 7 unregistered posts people have been given an offer of employment.

**Ruby** (Adult Directorate): 62% of shifts were fully staffed to expected levels. The shifts below related to registered and unregistered staff on day shifts in predominantly two weeks of the month. The main reason was due to vacancies as the new increased established is achieved. At the end of September 2014 there were 7.35 WTE vacancies between budget and actual in post, of which 5 vacancies (all 5 unregistered) are being recruited to. For all 5 of the unregistered posts people have been given an offer of employment.

**Sapphire** (Adult Directorate): 31% of shifts were fully staffed to expected levels. The shifts below related to unregistered staff on day shifts in predominantly three weeks of the month. The main reasons were due to vacancies as the new increased established is achieved. At the end of September 2014 there were 7.17 WTE vacancies between budget and actual in post, of which 8 vacancies (4 registered and 4 unregistered) are being recruited to. For 3 of the 4 registered posts a person has been offered the post and for all 4 of the unregistered posts people have been given an offer of employment.

**Sandford** (Older People Directorate): 57% of shifts were fully staffed to expected levels. The shifts below related to unregistered staff in the day and registered staff at night in predominantly two weeks of the month. The main reasons were due to sickness and vacancies. At the end of September 2014 there were 6.18 WTE vacancies between budget and actual in post, of which 3 vacancies (2 registered and 1 unregistered) are being recruited to.

**Henley Peppard ward** (Older People Directorate): 71% of shifts were fully staffed to expected levels. The shifts below related to registered staff at night in predominantly two weeks of the month. The main reason was due to vacancies and high use of temporary staff to meet complex patient needs. At the end of September 2014 there were 0 WTE vacancies between budget and actual in post, however 2 vacancies (both registered) are being recruited to.

**Witney Wenrisc ward** (Older People Directorate): 45% of shifts were fully staffed to expected levels. The shifts below related to registered and unregistered staff on day shifts across the whole month. The main reason was due to vacancies. At the end of September 2014 there were 7.82 WTE vacancies between budget and actual in post, of which 9 vacancies (4 registered and 5 unregistered) are being recruited to. For 3 of the 4 registered posts people have been given an offer of employment.

**Highfield** (Children & Young People Directorate): 68% of shifts were fully staffed to expected levels. The shifts below related to registered and unregistered staff on day shifts, predominantly on one week of the month. The main reason was due to vacancies. At the end of September 2014 there were 20.21 WTE vacancies between budget and actual in post, of which 9 vacancies (1 registered and 8 unregistered) are currently being recruited to. For the 1 registered post a person has been offered the post and for 6 out of the 8 unregistered posts people have been given an offer of employment. The unit are continually advertising posts to try and ensure all vacancies are filled by the right good quality staff.

**Cotswold House Oxford** (Children & Young People Directorate): 73% of shifts were fully staffed to expected levels. The shifts below related to registered and unregistered staff on day shifts in predominantly two weeks of the month. The main reason was due to vacancies. At the end of September 2014 there were 0.49 WTE vacancies between budget and actual in post, however 5 vacancies (3 registered and 2 unregistered) are being recruited to and currently at interview stage.

**Cotswold House Marlborough** (Children & Young People Directorate): 45% of shifts were fully staffed to expected levels. The shifts below related to registered staff on day shifts across the whole month. The main reason was due vacancies. At the end of September 2014 there were 2.69 WTE vacancies between budget and actual in post, of which 3 vacancies (2 registered and 1 unregistered) are being recruited to. For 1 of the 2 registered posts a person has been offered the post and for the 1 unregistered post a person has been given an offer of employment.

**Wenric** (Adult Directorate): 51% of shifts were fully staffed to expected levels. The shifts below related to unregistered staff on day and night shifts in predominantly two weeks of the month. The main reasons were due to sickness, vacancies (3.4 WTE between budget and actual in post), 2 suspensions and the need for a registered member of staff to chaperone workmen.

**Kingfisher** (Adult Directorate): 63% of shifts were fully staffed to expected levels. The shifts below related to unregistered on day shifts across the whole month. The main reasons were due to sickness and vacancies. At the end of September 2014 there were 6.1 WTE vacancies between budget and actual in post.

1. **Nursing Vacancies**

Nursing vacancies are the main reason for under staffing on the shifts for many wards as a result of moving to new increased staffing establishments. There has been proactive recruitment and over the last 6 weeks a number of new starters have been appointed and are waiting to start. Vacancies are being monitored and managed on a weekly and monthly basis with the Executive Team. We use national and localised recruitment campaigns to attract the right staff.

The number of adult physical health nursing training commissions has been increased significantly at Oxford Brookes University and across the Thames Valley in recognition of the challenges in recruiting adequate numbers of adult registered nurses. There is a steering group, led by Health Education Thames Valley, to support the implementation of this increase that we are participating in.

Whilst we actively recruit from the main universities that place nursing students on our wards, other initiatives are being tried to meet the demand, including considering requesting an increase in the mental health nurse training commissions with our link Universities.

1. **Impact of Staffing Levels on Quality and Workforce Measures**

Appendix 1 presents the staffing levels by ward from April to September 2014 against key quality and workforce indicators to look at the impact for patients. We are still developing how we present and look at the information to identify any correlations or patterns for further investigation. The monthly staffing information will need to be captured for a few more months before any conclusions can be made.

1. **Conclusion**

This report is the sixth published monthly report on inpatient nurse staffing levels for September 2014.

*As the Acting Deputy Director of Nursing on behalf of the Director of Nursing I am satisfied we have responsive escalation processes in place to manage and monitor staffing safely on a shift by shift basis with senior staff giving appropriate support to ward teams. This report identifies discrepancies between expected and actual staffing levels on some wards in September 2014. For 8 out of the 34 wards there were no or low level concerns, 14 wards were identified as high risk (with 75% or less of shifts fully staffed) and 12 wards were identified as a potential moderate risk (with 76-89% of shifts fully staffed). Our oversight and review process ensures risks to care are managed by the use of temporary staffing or we find nursing care has been safely delivered even if the expected staffing levels were not achieved on a particular shift.*

Appendix 1 identifies 26 wards this month where there was a gap between expected and actual levels of staffing in the month which could have had a potential impact on patient care. For 8 of these 26 wards the reason the expected staffing levels were not achieved fully on each shift was due to a recent increase in staffing establishment which is still being recruited to. The main reason wards were unable to staff shifts fully was due to vacancies related to recruitment difficulties in some geographical areas and in some specialties which require more strategic attention. Staffing has also been more challenging over the summer period with more staff wanting to take annual leave and less temporary staff available. The system for reliably supplying temporary staffing needs to improve and the trust has developed a plan to address this.

**Appendix 1. Further details on achieving expected staffing levels April to September 2014**

This is calculated based on number of shifts which are below expected levels, based on three main shifts each day, (early, late, night).

**Internal risk rating system:**

Green = 90% and above

Amber = 76-89%

Red = 75% or less

If there is high use of temporary staff (bank, agency or sessional) then the risk will be rated as appropriate.

**Notes**

Wenric did not submit information for the week of 15th – 21st September 2014.

**Allen**

Internal risk rating: high

September 2014: 67% of shifts were fully staffed to expected levels



Vaughan Thomas

Internal risk rating: high

September 2014: 70% of shifts were fully staffed to expected levels



Wintle

Internal risk rating: high

September 2014: 68% of shifts were fully staffed to expected levels



Ashurst

Internal risk rating: moderate

September 2014: 88% of shifts were fully staffed to expected levels



Phoenix

Internal risk rating: high

September 2014: 41% of shifts were fully staffed to expected levels



Opal

Internal risk rating: moderate

September 2014: 82% of shifts were fully staffed to expected levels



Ruby

Internal risk rating: high

September 2014: 62% of shifts were fully staffed to expected levels



Sapphire

Internal risk rating: high

September 2014: 31% of shifts were fully staffed to expected levels



Cherwell

Internal risk rating: moderate

September 2014: 87% of shifts were fully staffed to expected levels



Sandford

Internal risk rating: high

September 2014: 57% of shifts were fully staffed to expected levels



Amber

Internal risk rating: moderate

September 2014: 80% of shifts were fully staffed to expected levels



Abingdon Ward 1

Internal risk rating: moderate

September 2014: 77% of shifts were fully staffed to expected levels



Abingdon ward 2

Internal risk rating: moderate

September 2014: 89% of shifts were fully staffed to expected levels



Bicester

Internal risk rating: moderate

September 2014: 82% of shifts were fully staffed to expected levels



Didcot

Internal risk rating: low

September 2014: 100% of shifts were fully staffed to expected levels



City

Internal risk rating: low

September 2014: 95% of shifts were fully staffed to expected levels



Henley Peppard

Internal risk rating: high

September 2014: 71% of shifts were fully staffed to expected levels



Wallingford St Leonards

Internal risk rating: low

September 2014: 100% of shifts were fully staffed to expected levels



Wantage

Internal risk rating: low

September 2014: 98% of shifts were fully staffed to expected levels



Witney Linfoot

Internal risk rating: moderate

September 2014: 80% of shifts were fully staffed to expected levels



Witney Wenrisc

Internal risk rating: high

September 2014: 45% of shifts were fully staffed to expected levels



Marlborough House Swindon

Internal risk rating: low

September 2014: 99% of shifts were fully staffed to expected levels



Highfield

Internal risk rating: high

September 2014: 68% of shifts were fully staffed to expected levels



Cotswold House Oxford

Internal risk rating: high

September 2014: 73% of shifts were fully staffed to expected levels



Cotswold House Marlborough

Internal risk rating: high

September 2014: 45% of shifts were fully staffed to expected levels



Watling

Internal risk rating: low

September 2014: 100% of shifts were fully staffed to expected levels



Lambourne

Internal risk rating: moderate

September 2014: 86% of shifts were fully staffed to expected levels



Woodlands

Internal risk rating: moderate

September 2014: 82% of shifts were fully staffed to expected levels



Glyme

Internal risk rating: moderate

September 2014: 82% of shifts were fully staffed to expected levels



Chaffron

Internal risk rating: low

September 2014: 91% of shifts were fully staffed to expected levels



Wenric

Internal risk rating: high

September 2014: 51% of shifts were fully staffed to expected levels



Kennet

Internal risk rating: moderate

September 2014: 82% of shifts were fully staffed to expected levels



Kestrel

Internal risk rating: moderate

September 2014: 80% of shifts were fully staffed to expected levels



Kingfisher

Internal risk rating: high

September 2014: 63% of shifts were fully staffed to expected levels



**Appendix 2. Data return via Unify**



