

**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 weekly by the Heads of Nursing, 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.

2. 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.

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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.

3. 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 are presented in Appendix 1. The information in Appendix 1 has been calculated based on number of shifts which are 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, the following 14 out of 34 wards were identified as having the most difficulties across the month in achieving expected staffing levels on every shift (with 75% or less of shifts fully staffed). To note across the majority of these wards the staffing levels have varied week to week which highlights the importance of a weekly review. To ensure safe staffing on these wards on a shift by shift basis a number of actions were taken specific to each ward for example the:

- Number of beds have been temporarily reduced on two wards to improve the staff to patient ratio
- Level of need has been taken into account when deciding which ward to admit patients
- Staff who are normally supernumerary to the nurse staffing numbers (such as, modern matrons) have worked as part of the shift numbers
- Staff were borrowed from other wards to increase the staff to patient ratio
- Staff worked flexibly, sometimes working an extra hour at the beginning or end of a shift whilst additional staff are found
- 'long lines of work' were established with agency staff to improve continuity of care and reliability of temporary staff

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.

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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

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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.

4. 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.

5. 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.

6. 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. 14 out of 34 wards were identified as having the most difficulties across the month in achieving expected staffing levels on every shift (with 75% or less of shifts fully staffed). Our oversight and review processes ensure any possible risks to care are managed and we use a range of immediate actions, as highlighted above, to ensure safe staffing and good patient care. The main reason wards have been unable to fully staff every shift is due to vacancies related to recruitment difficulties in some geographical areas and some specialties which require more strategic attention. The number of vacancies has also been increased due to an increase in staffing establishment (and therefore expected staffing levels) on a number of wards which is taking time to recruit into.

Appendix 1 provides more detail by ward to show if there has been a difference between expected and actual levels of staffing in the month alongside other indicators to review the quality and safety of care.

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

The difference in shifts between actual and expected is based on three main shifts each day (early, late, night) for seven days week.

Internal 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 this will be rated appropriately.

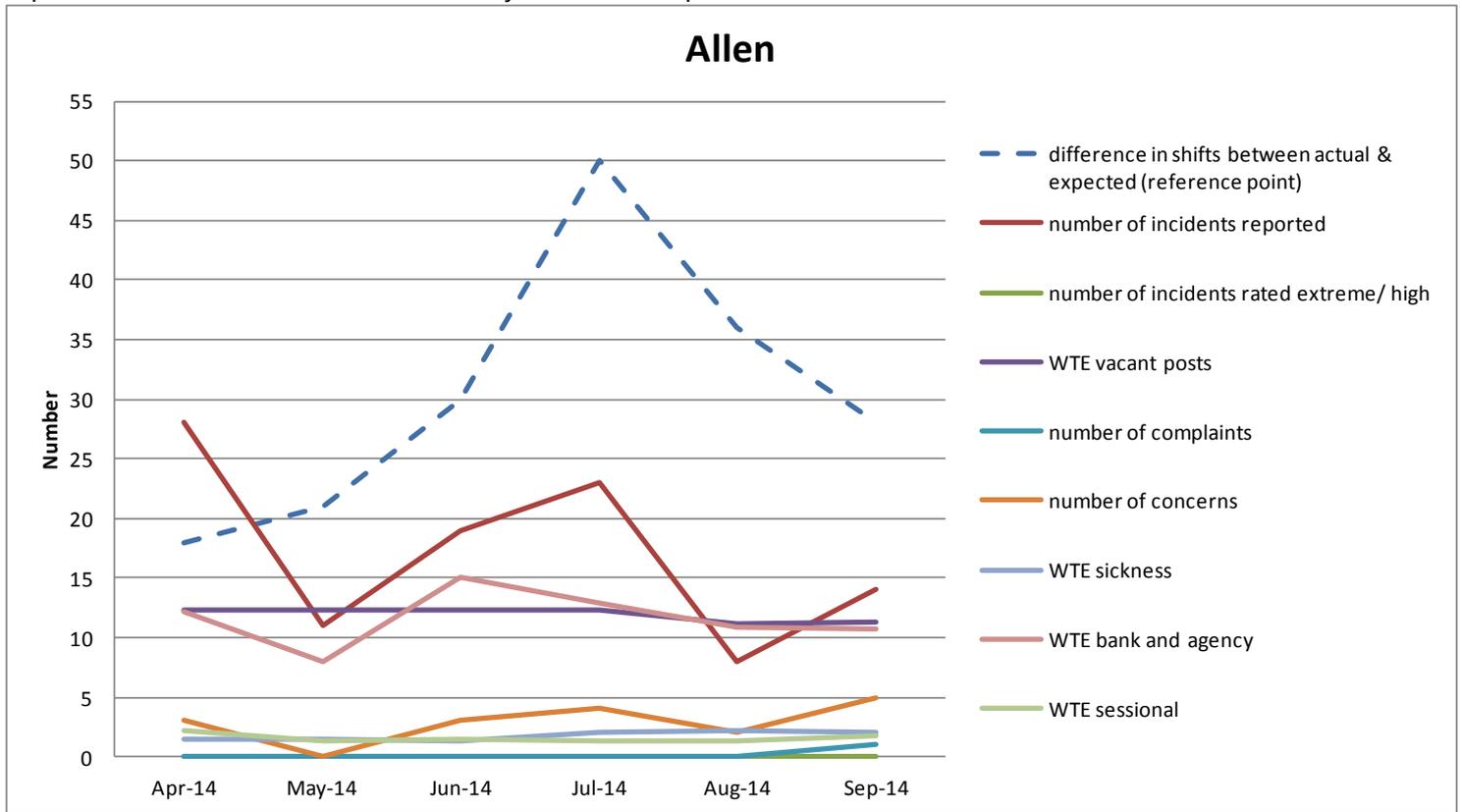
Notes

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

Allen

Internal rating: **high**

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

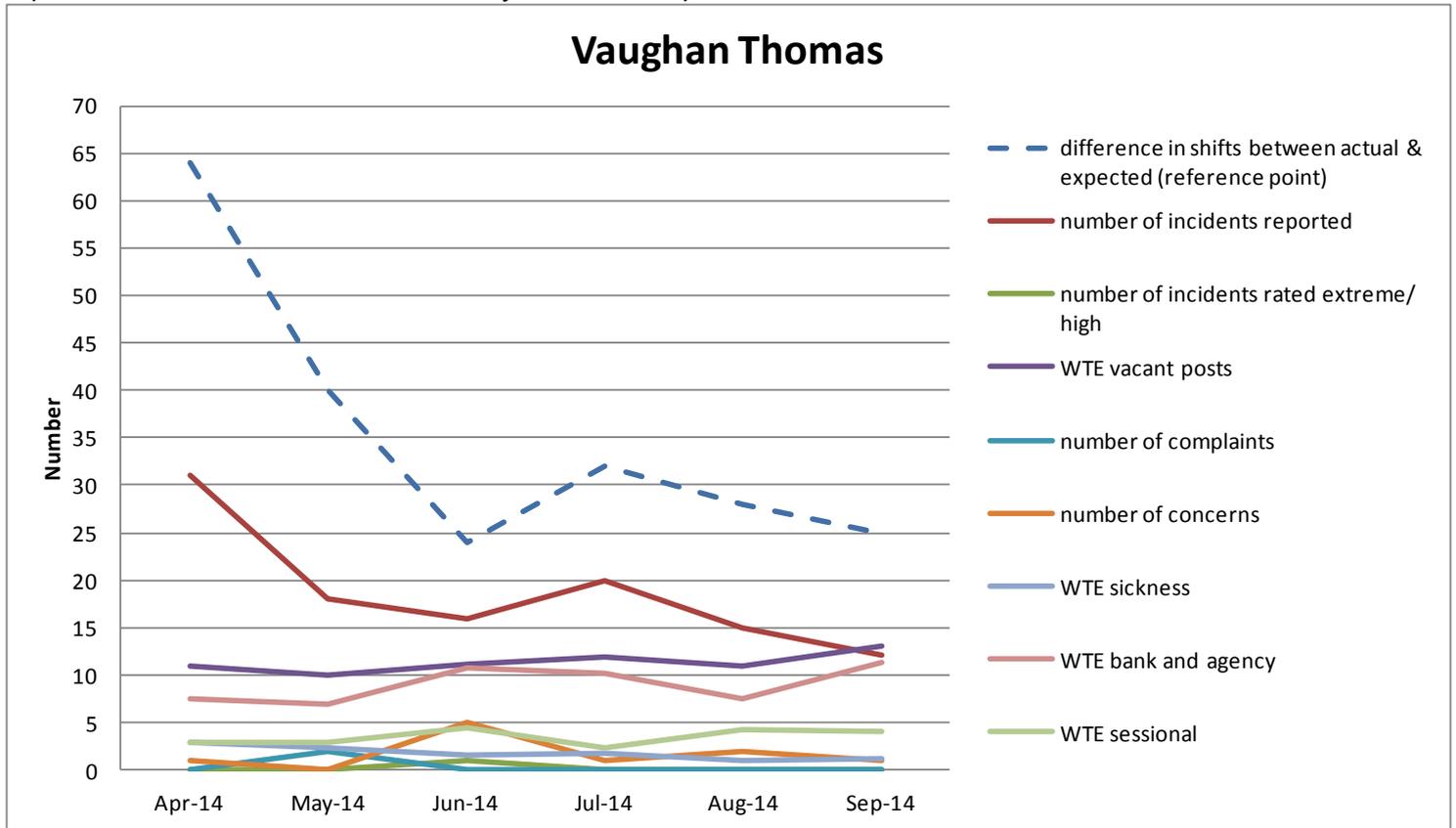


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Vaughan Thomas

Internal rating: **high**

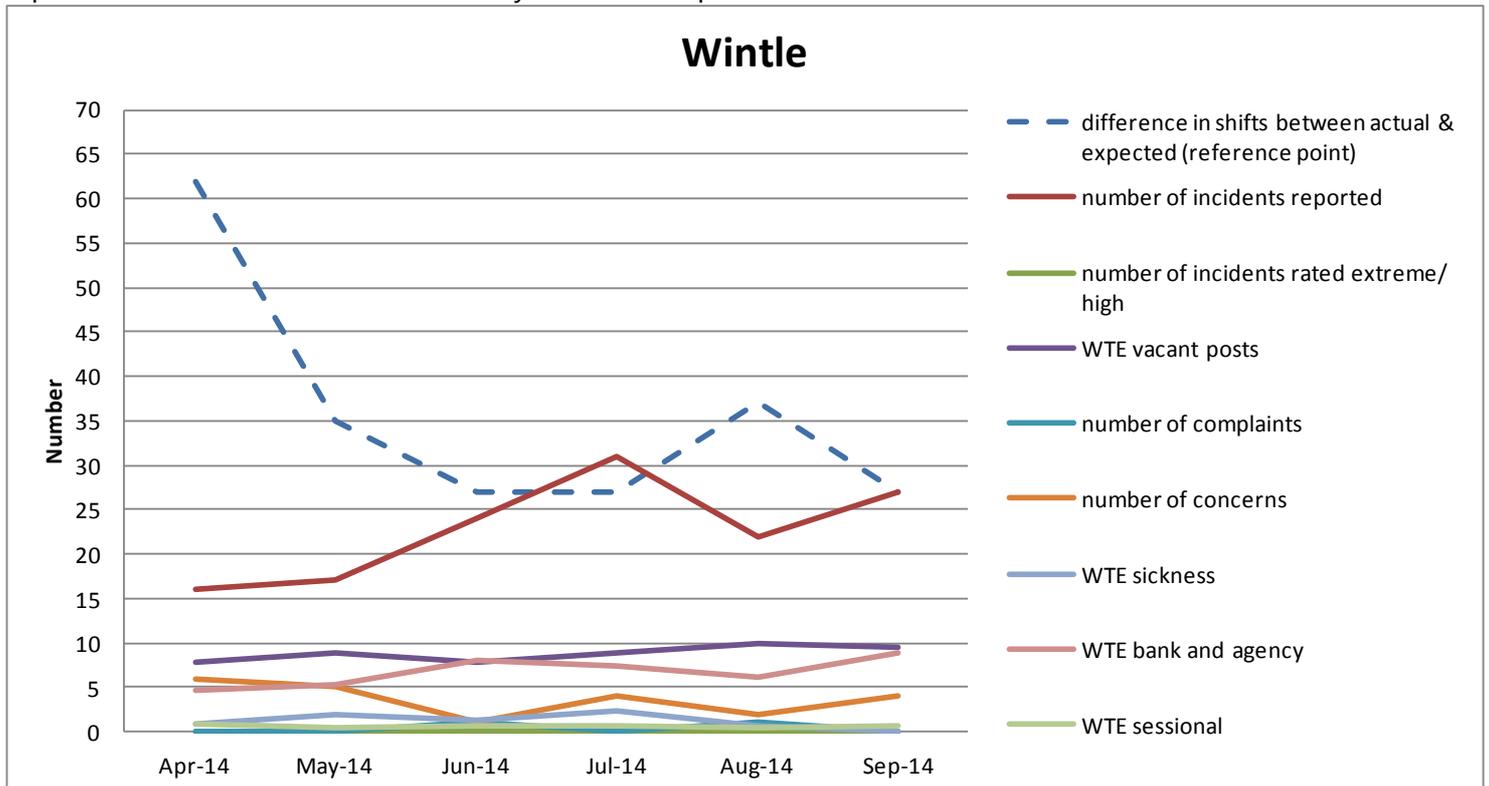
September 2014: 70% of shifts were fully staffed to expected levels



Wintle

Internal rating: **high**

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

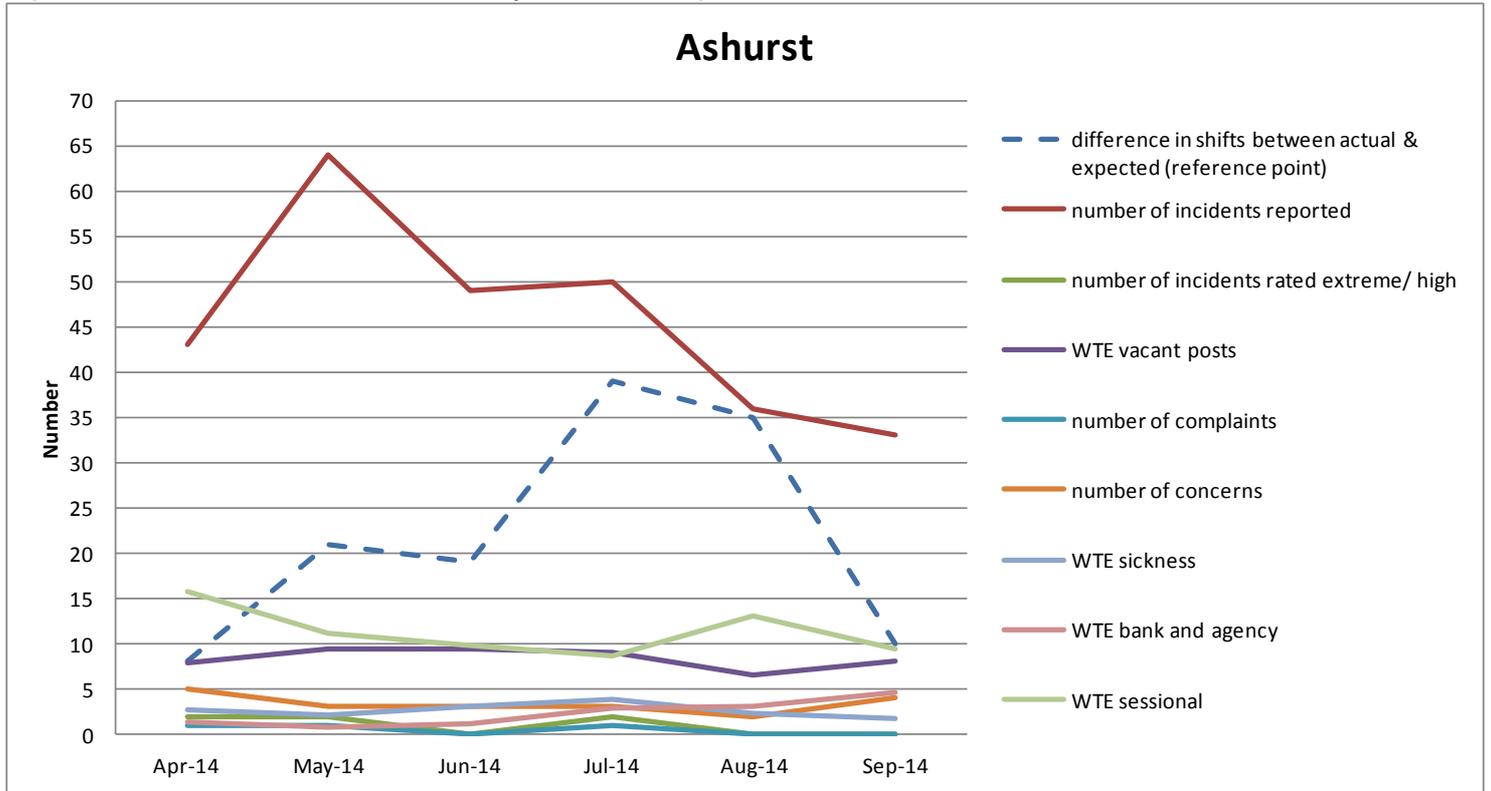


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Ashurst

Internal rating: moderate

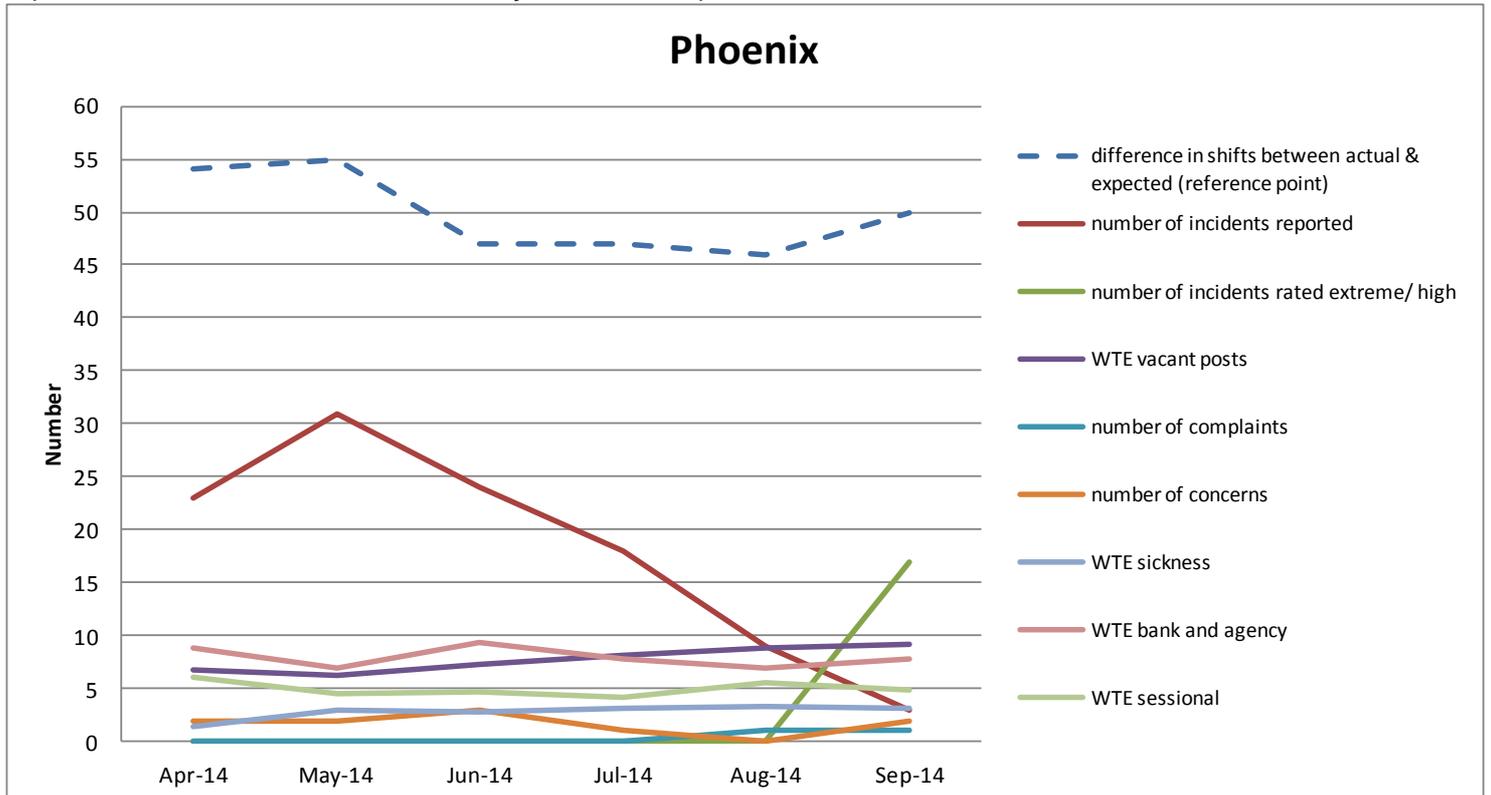
September 2014: 88% of shifts were fully staffed to expected levels



Phoenix

Internal rating: high

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

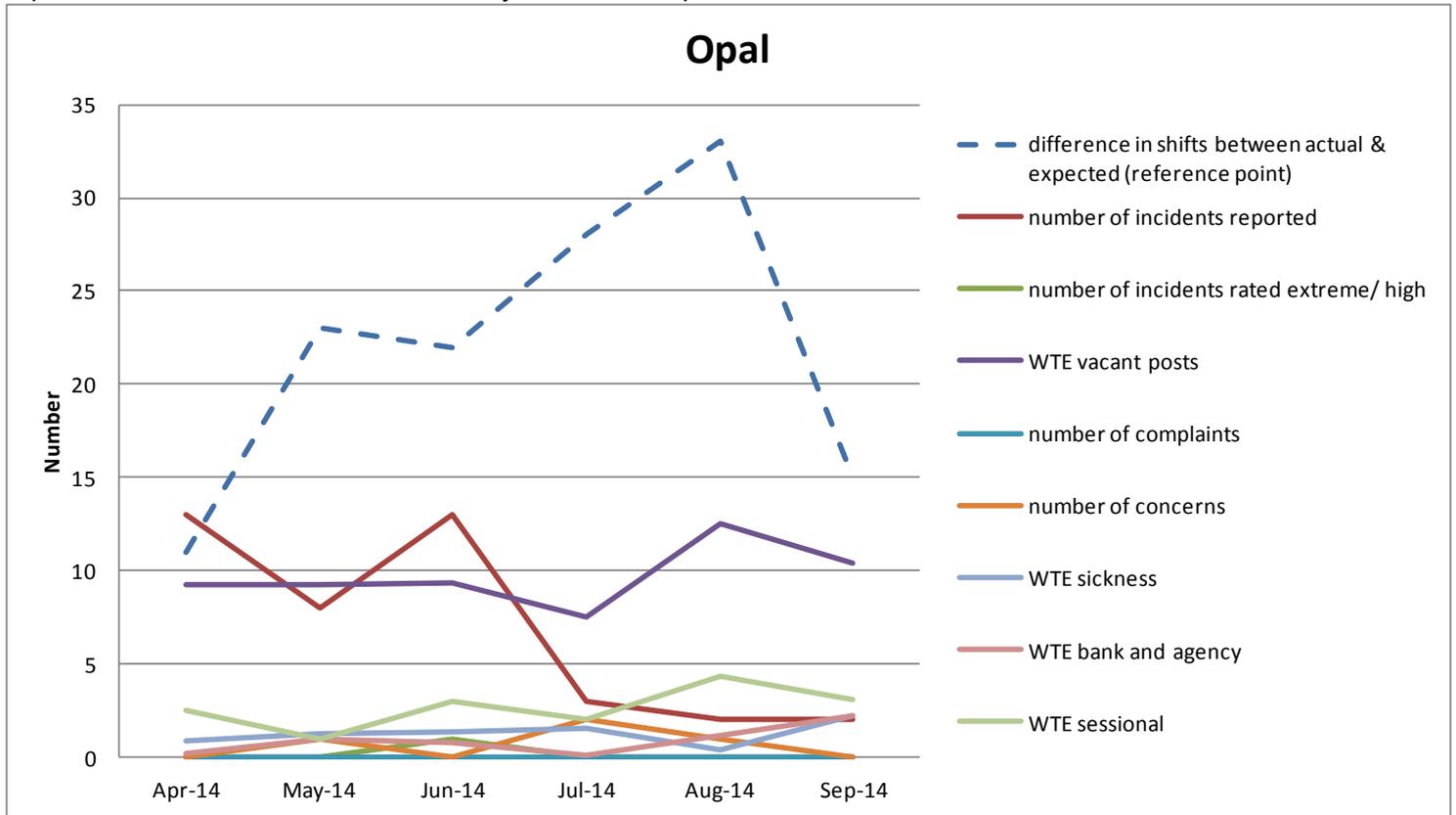


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Opal

Internal rating: moderate

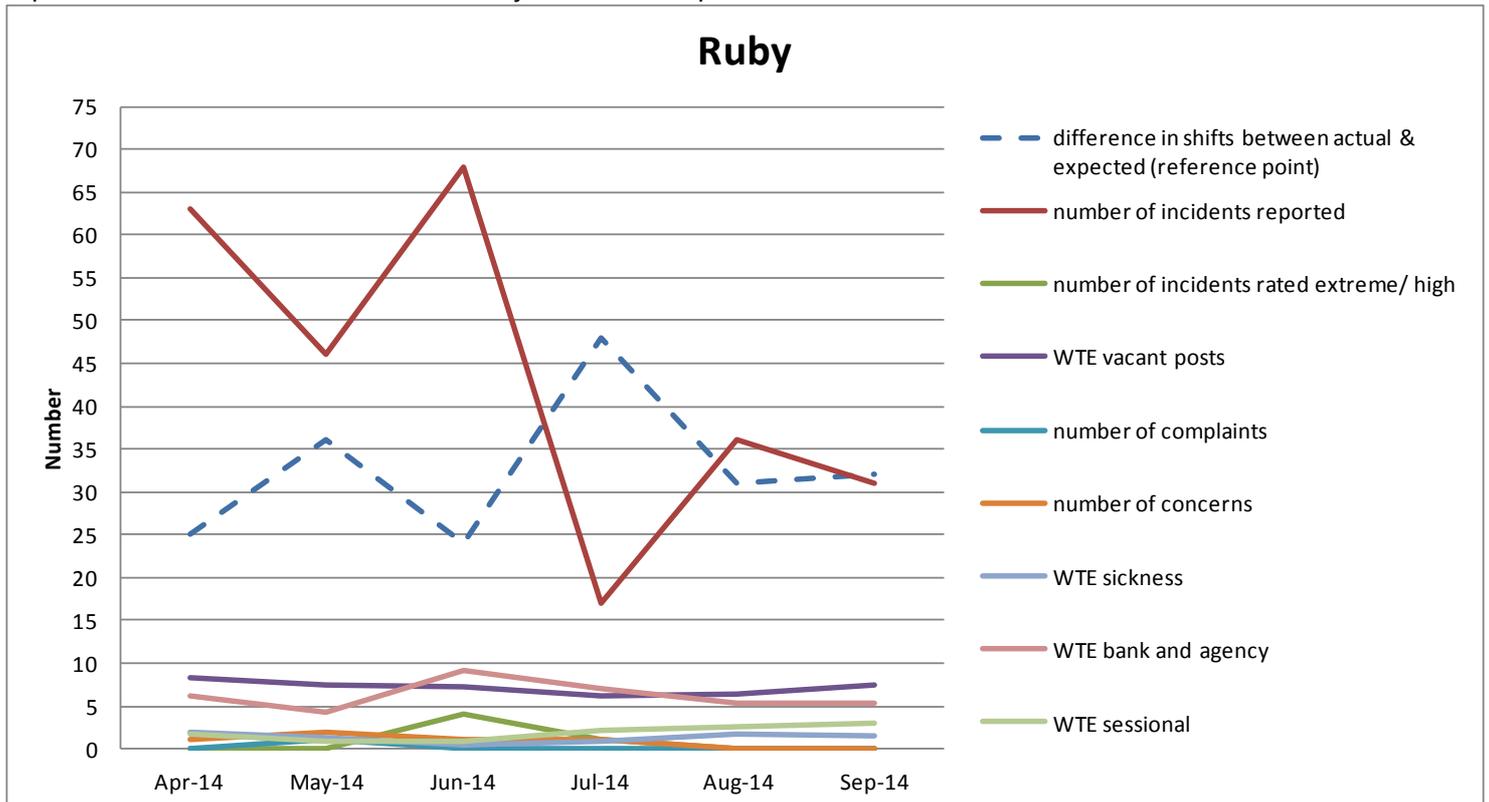
September 2014: 82% of shifts were fully staffed to expected levels



Ruby

Internal rating: high

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

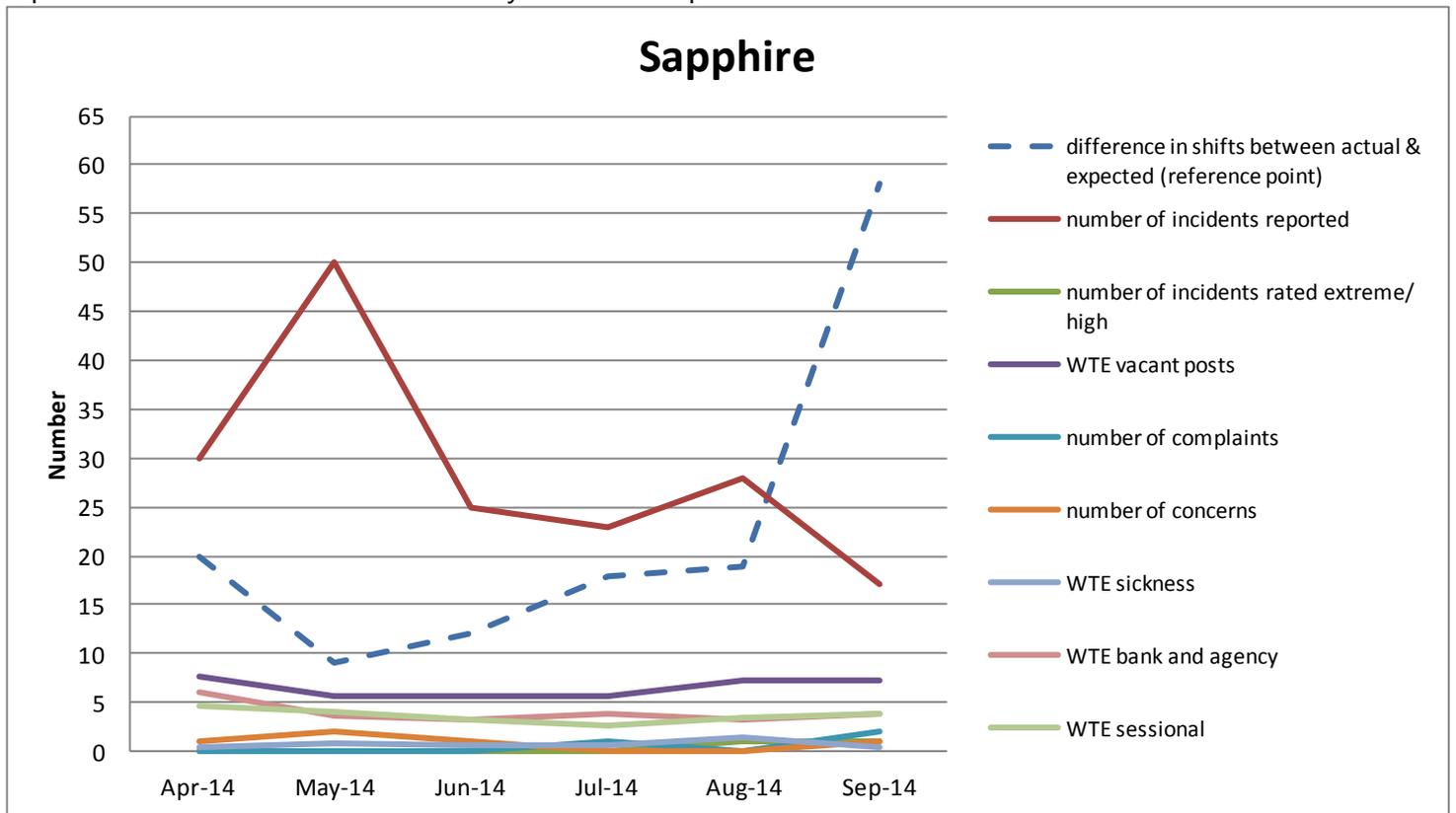


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Sapphire

Internal rating: **high**

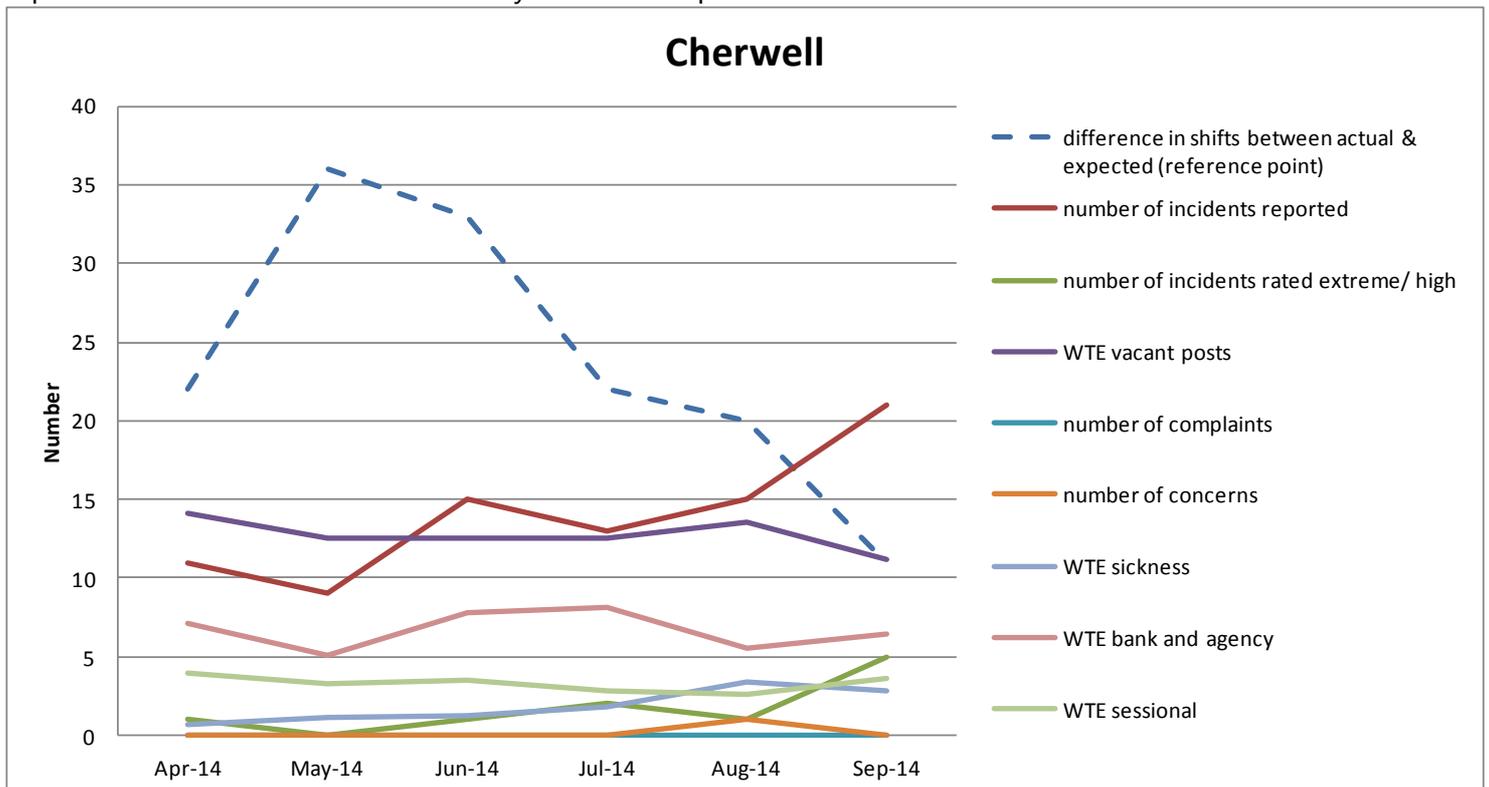
September 2014: 31% of shifts were fully staffed to expected levels



Cherwell

Internal rating: **moderate**

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

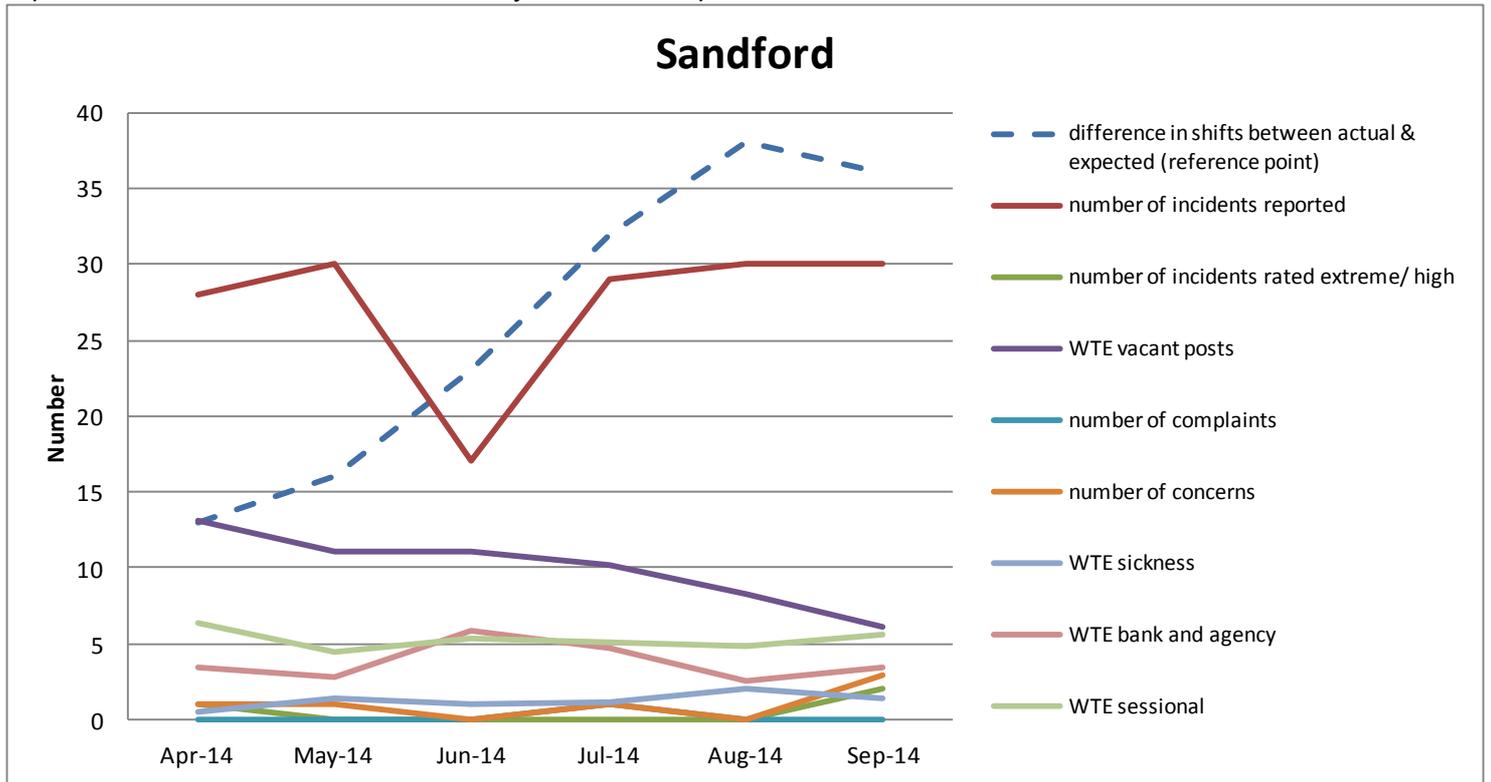


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Sandford

Internal rating: **high**

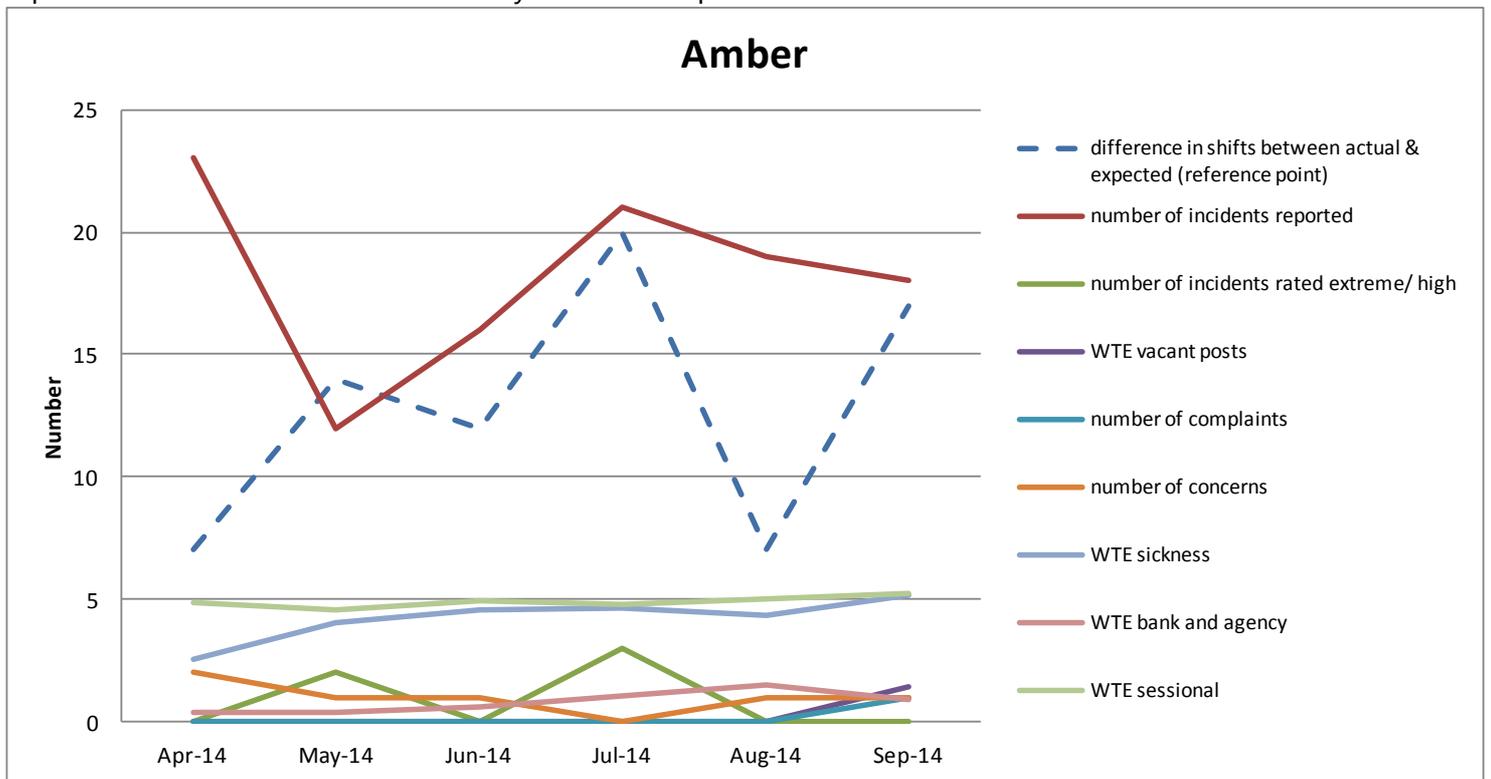
September 2014: 57% of shifts were fully staffed to expected levels



Amber

Internal rating: **moderate**

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

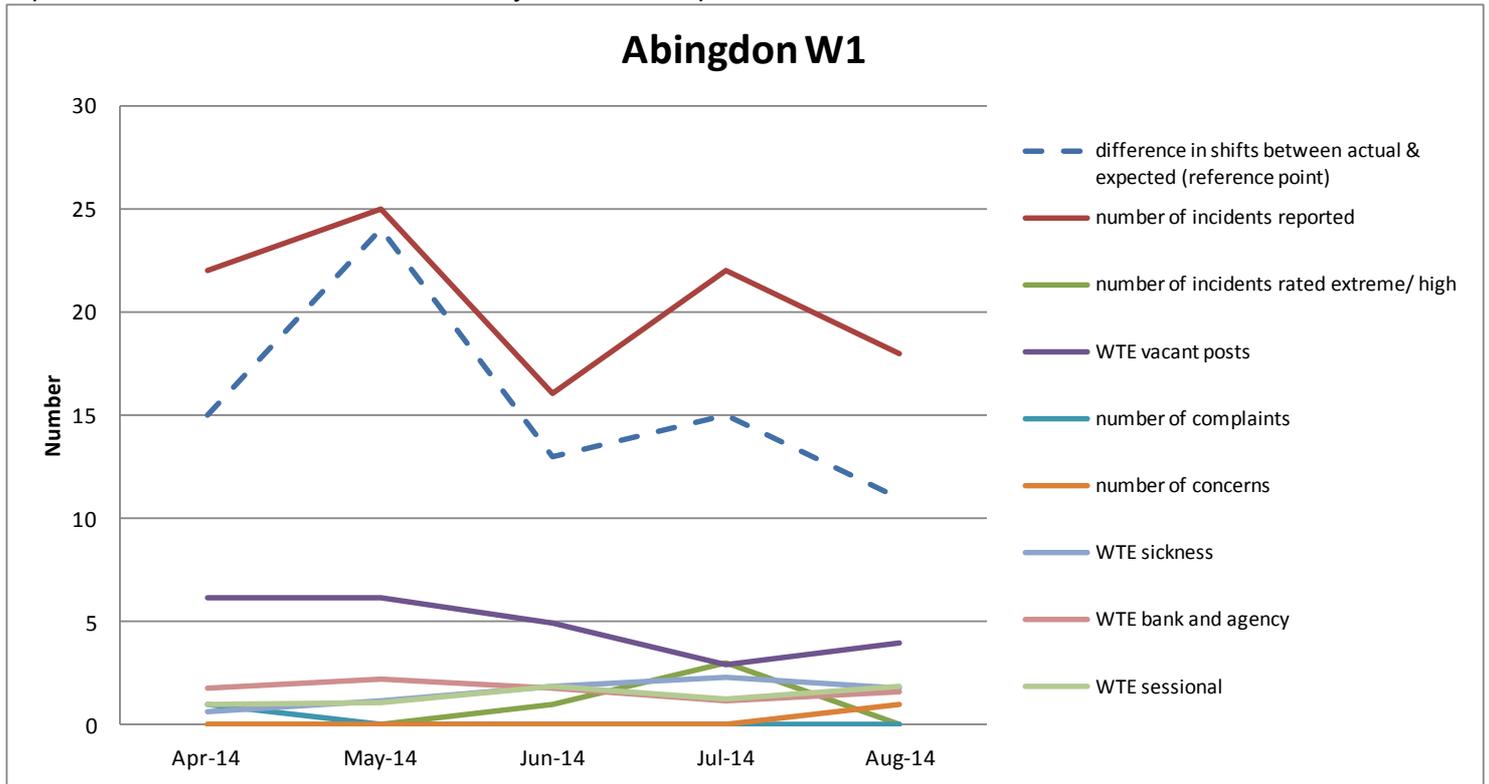


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Abingdon Ward 1

Internal rating: moderate

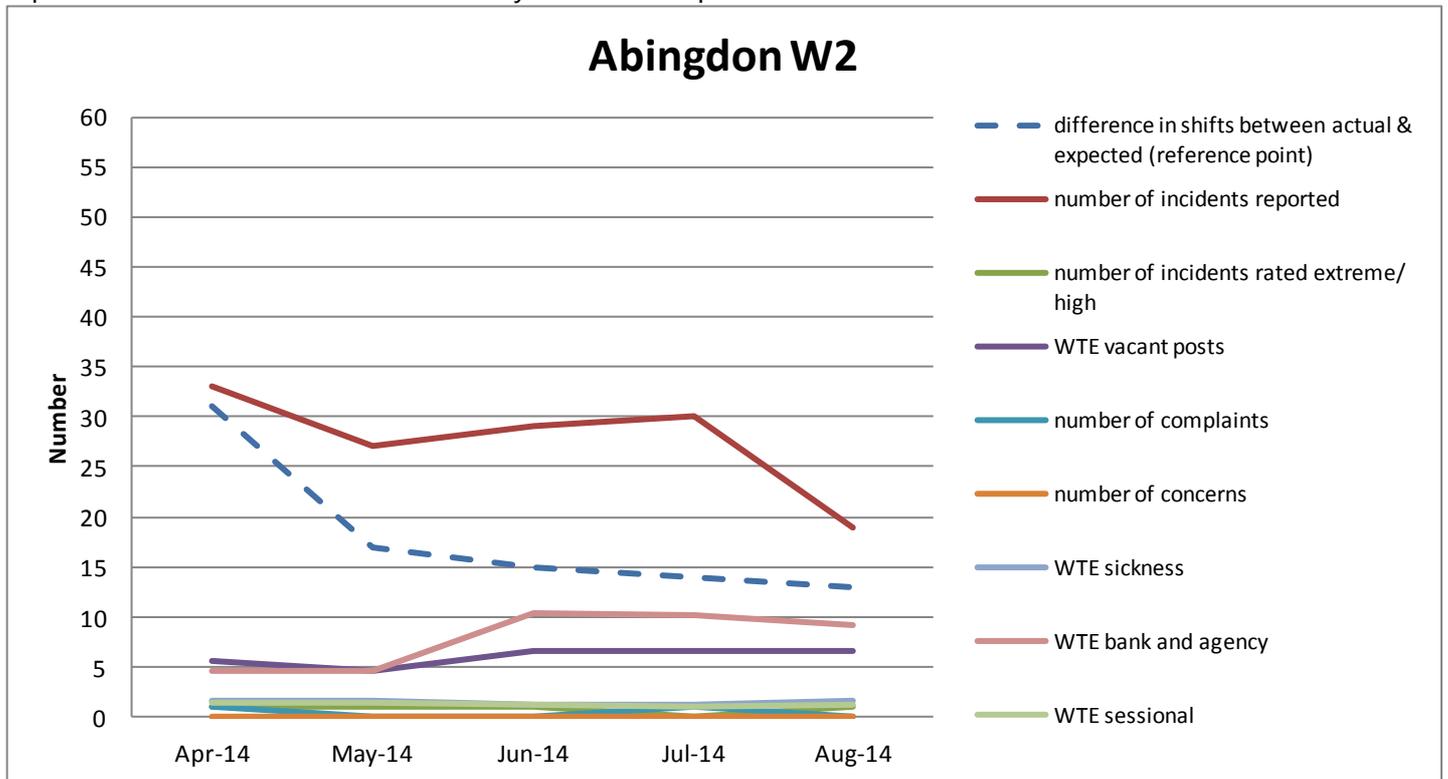
September 2014: 77% of shifts were fully staffed to expected levels



Abingdon ward 2

Internal rating: moderate

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

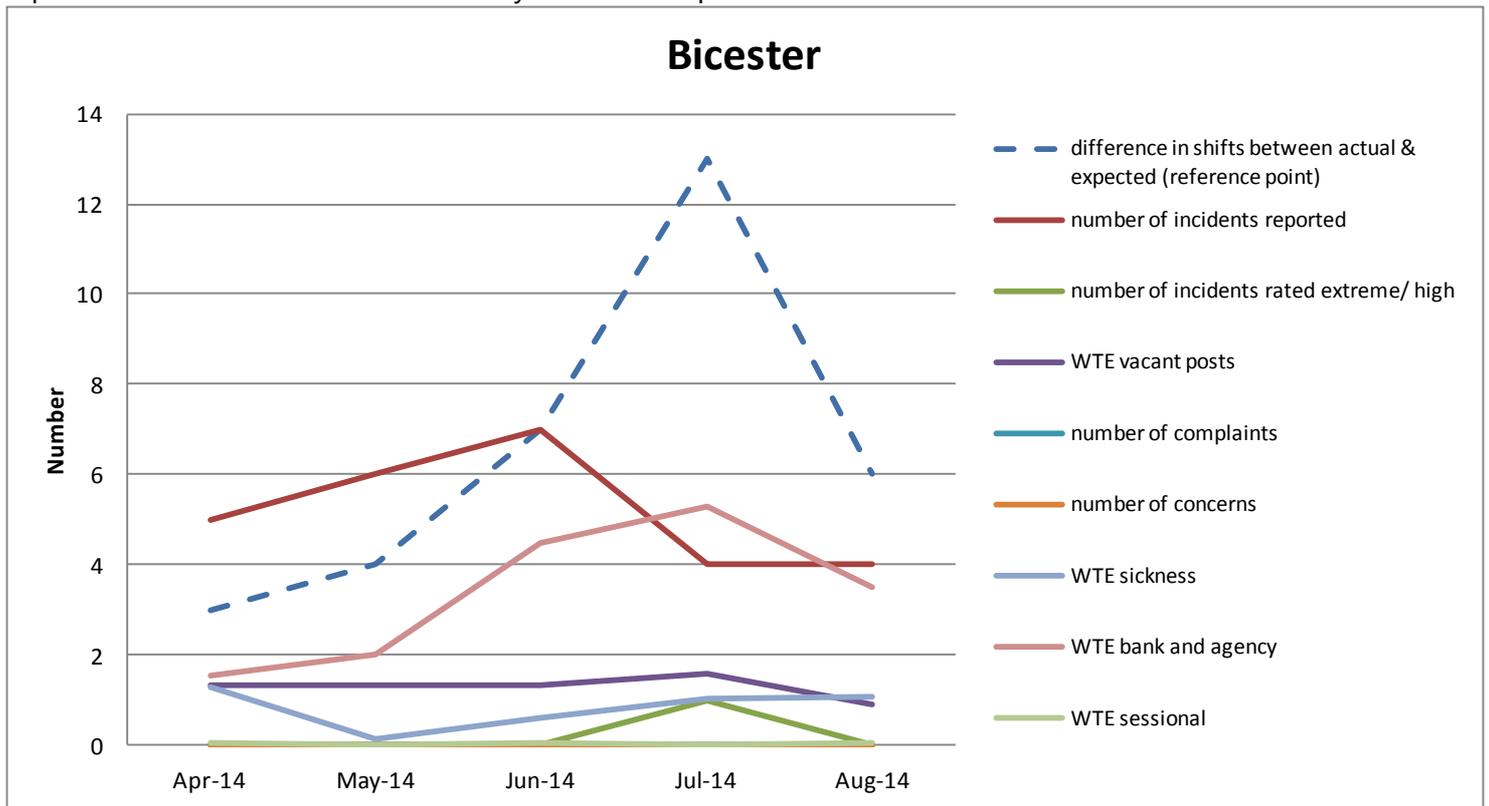


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Bicester

Internal rating: moderate

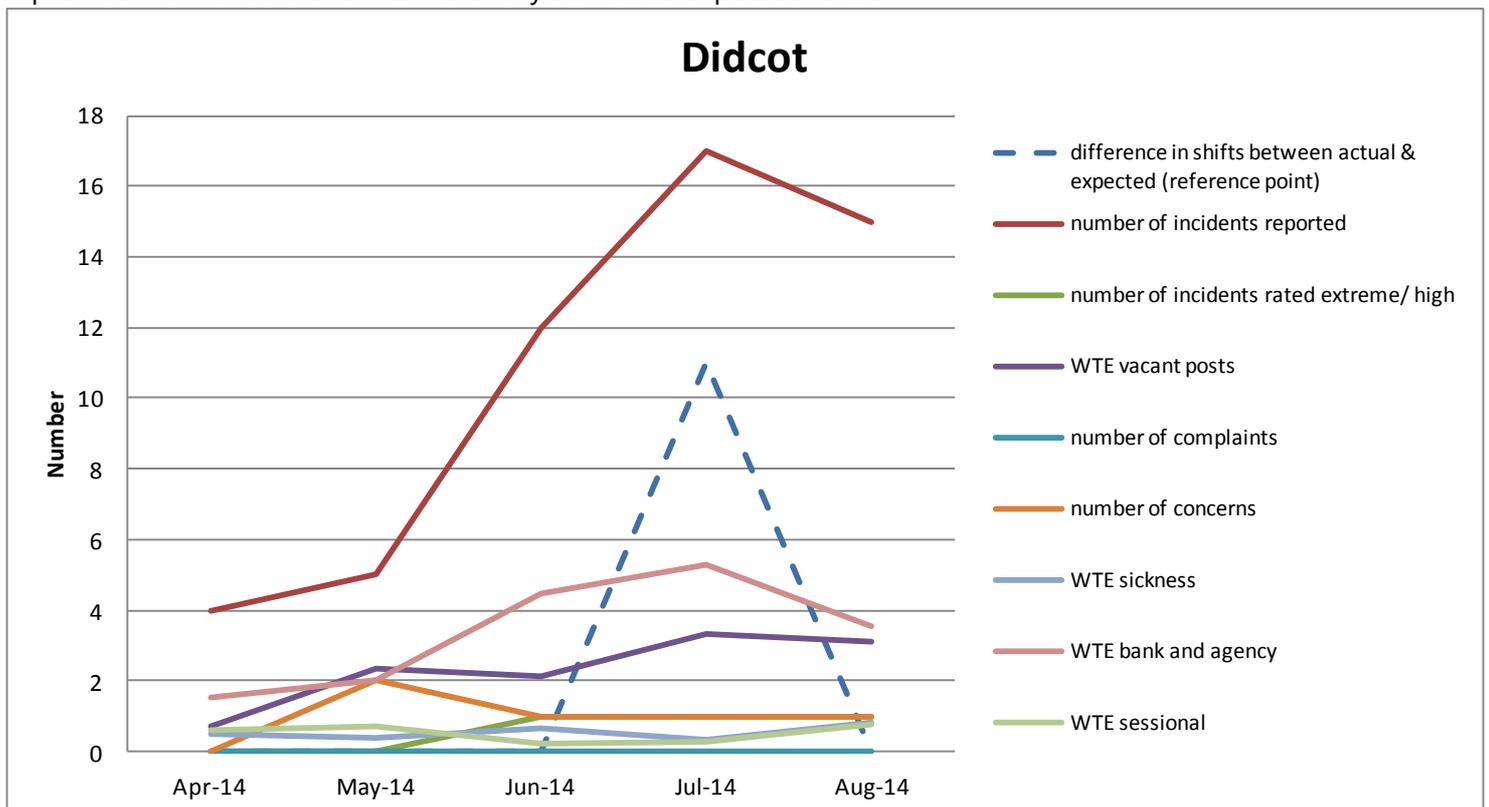
September 2014: 82% of shifts were fully staffed to expected levels



Didcot

Internal rating: low

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

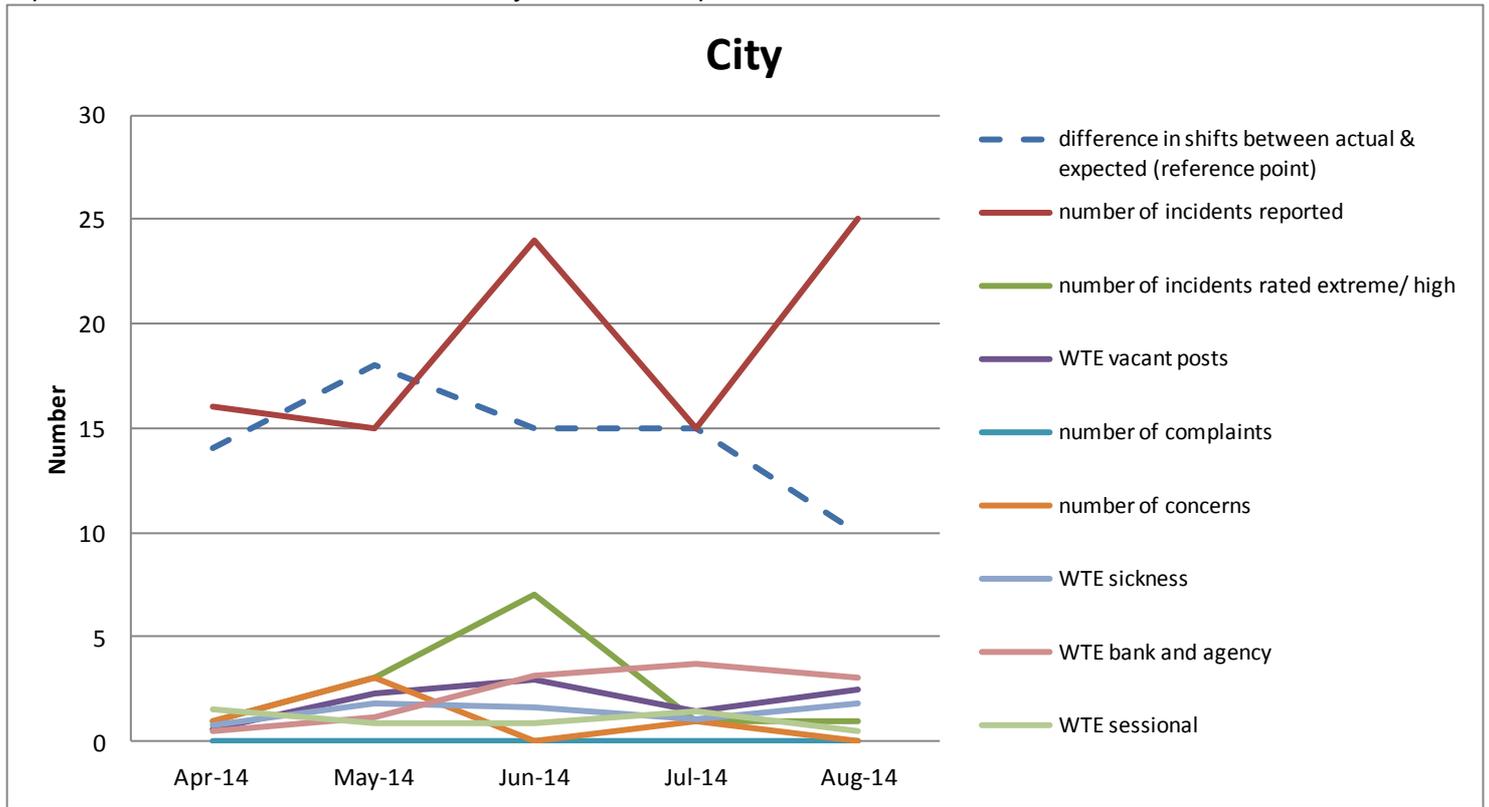


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City

Internal rating: **low**

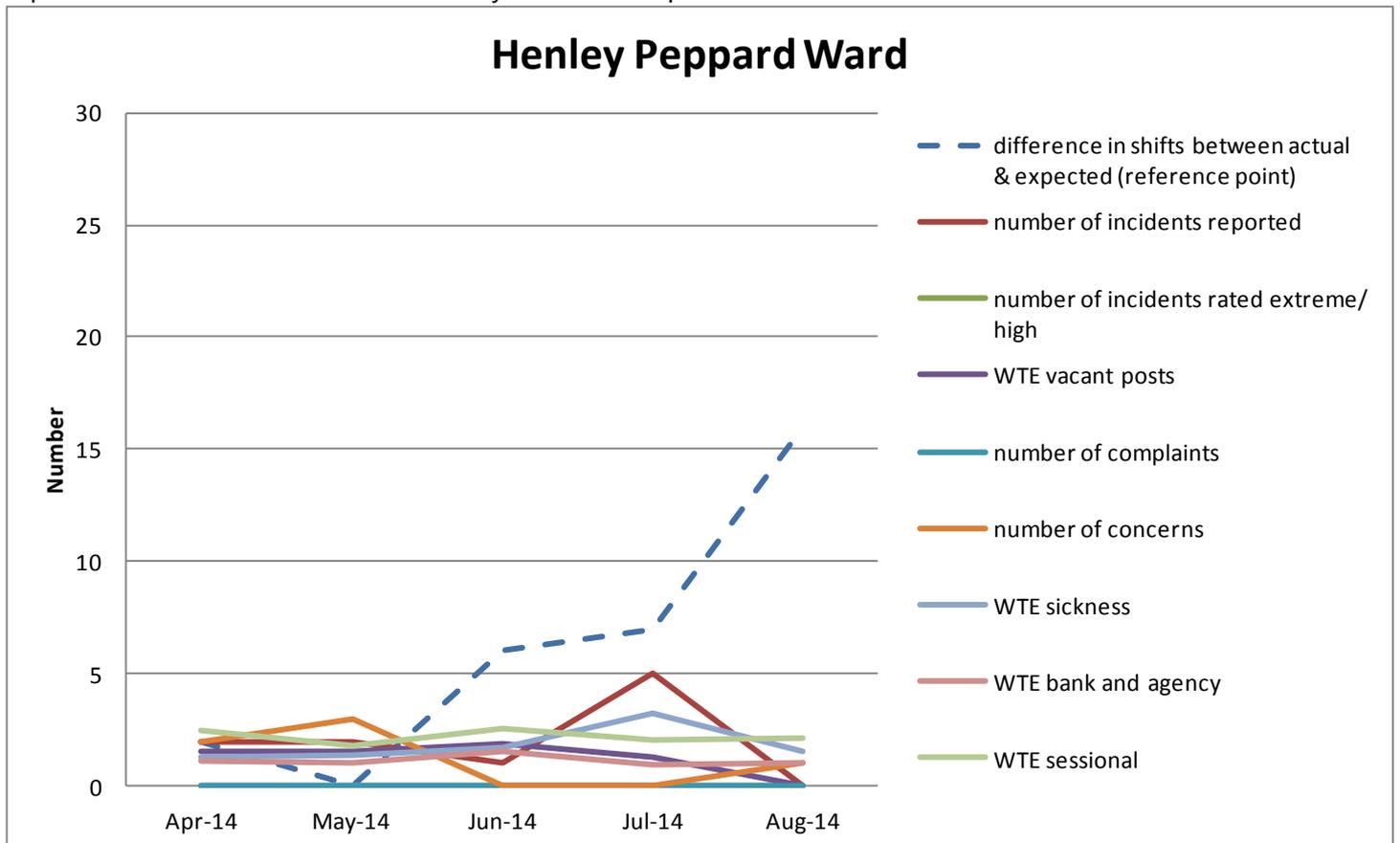
September 2014: 95% of shifts were fully staffed to expected levels



Henley Peppard

Internal rating: **high**

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

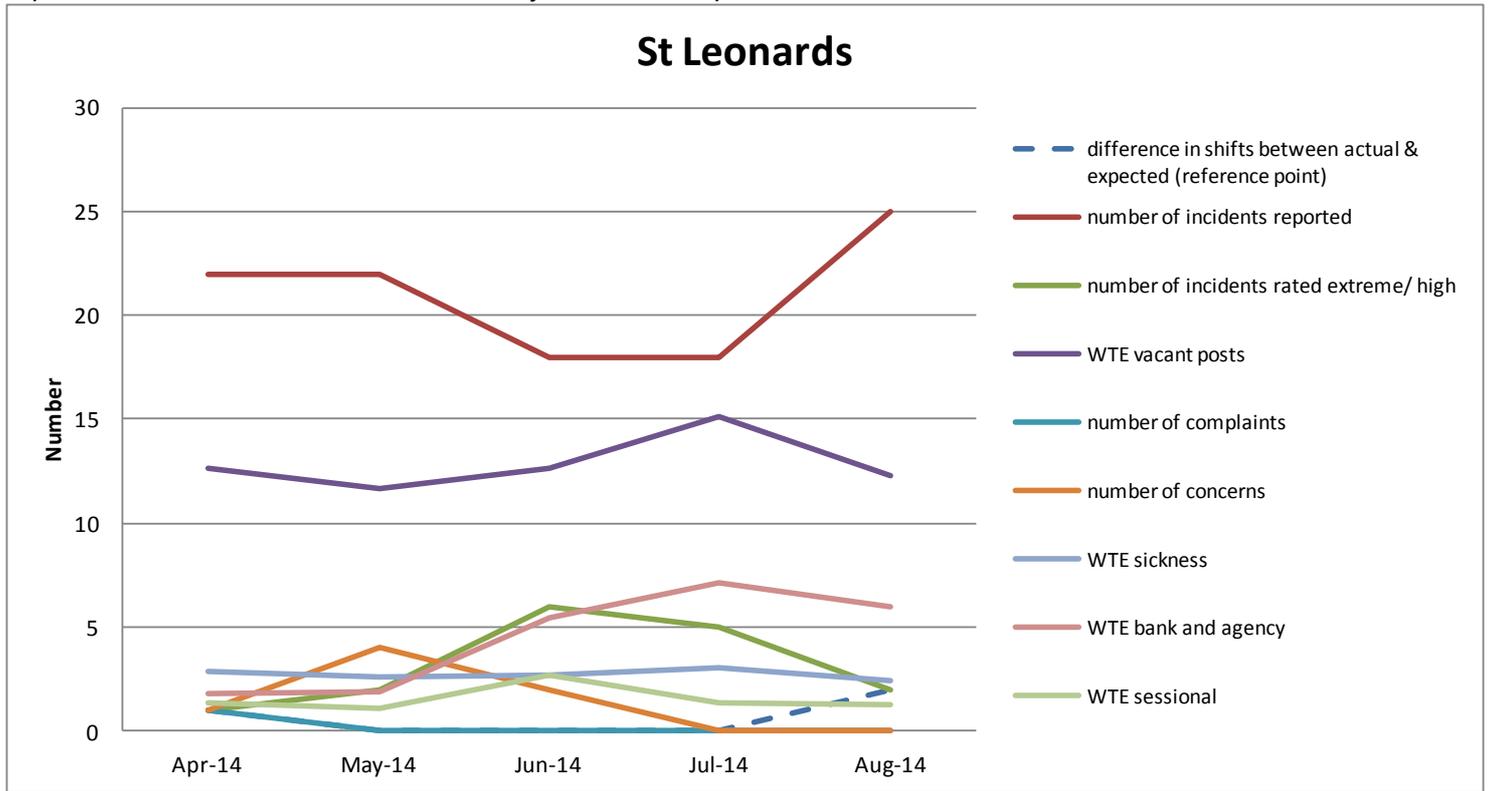


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Wallingford St Leonards

Internal rating: **low**

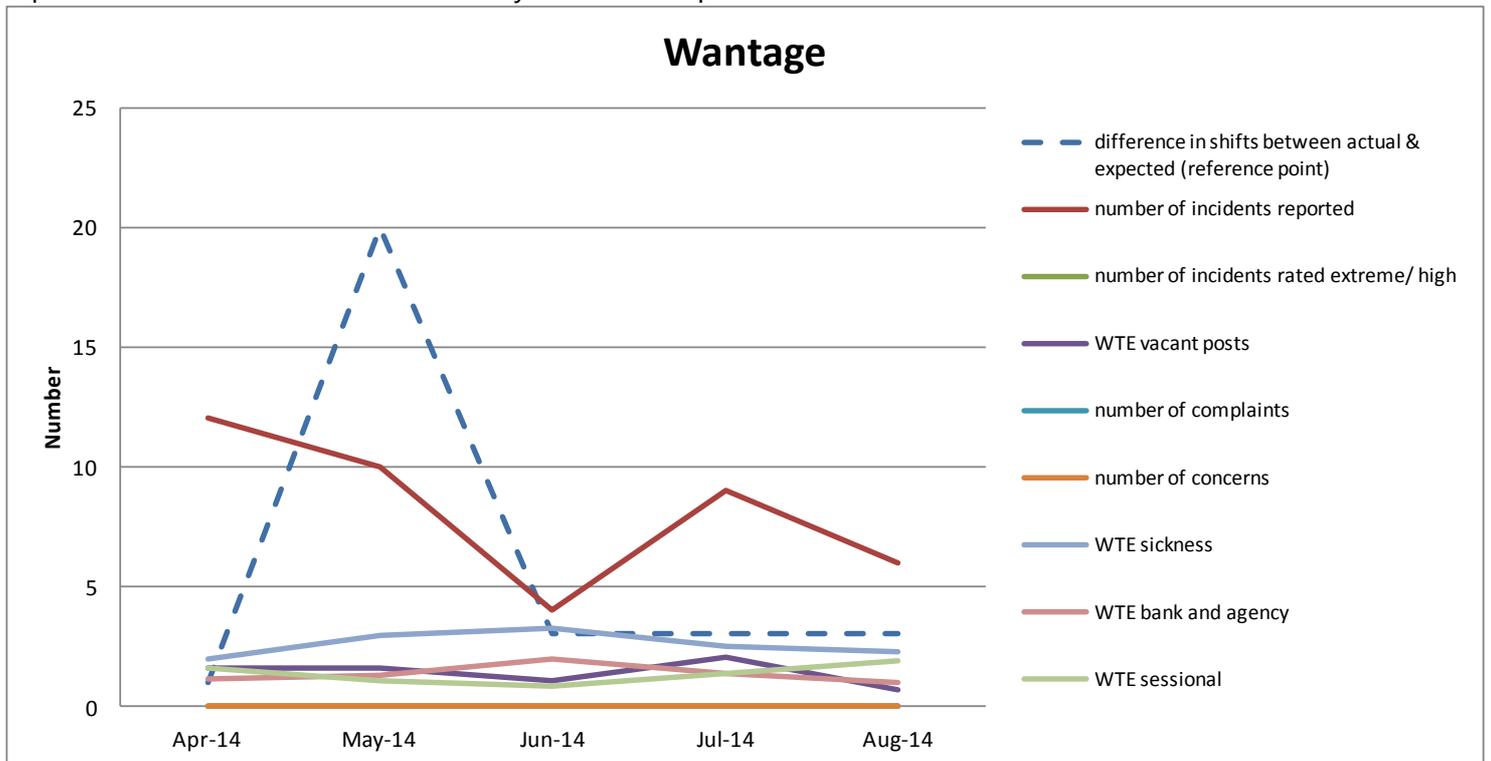
September 2014: 100% of shifts were fully staffed to expected levels



Wantage

Internal rating: **low**

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

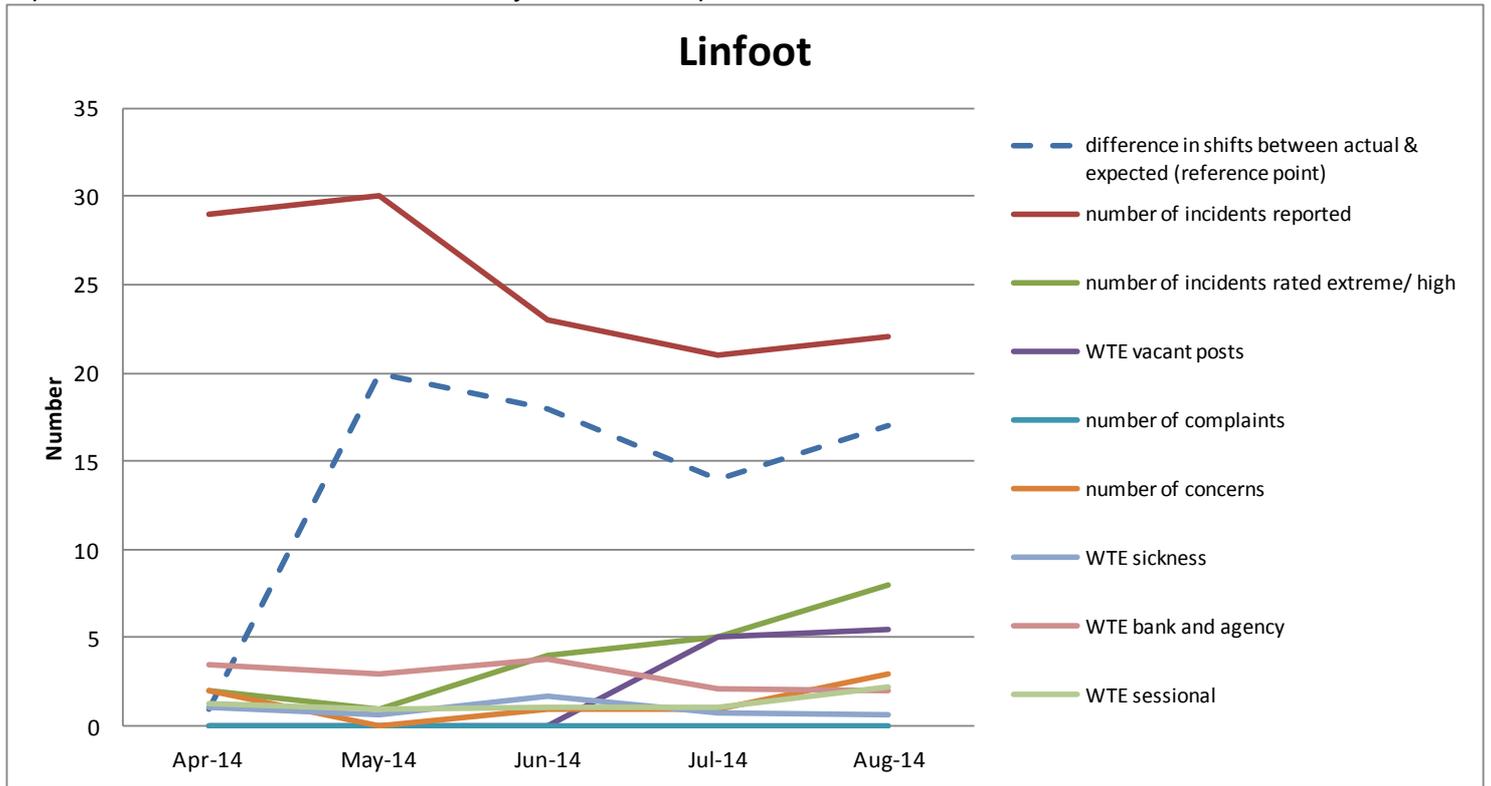


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Witney Linfoot

Internal rating: moderate

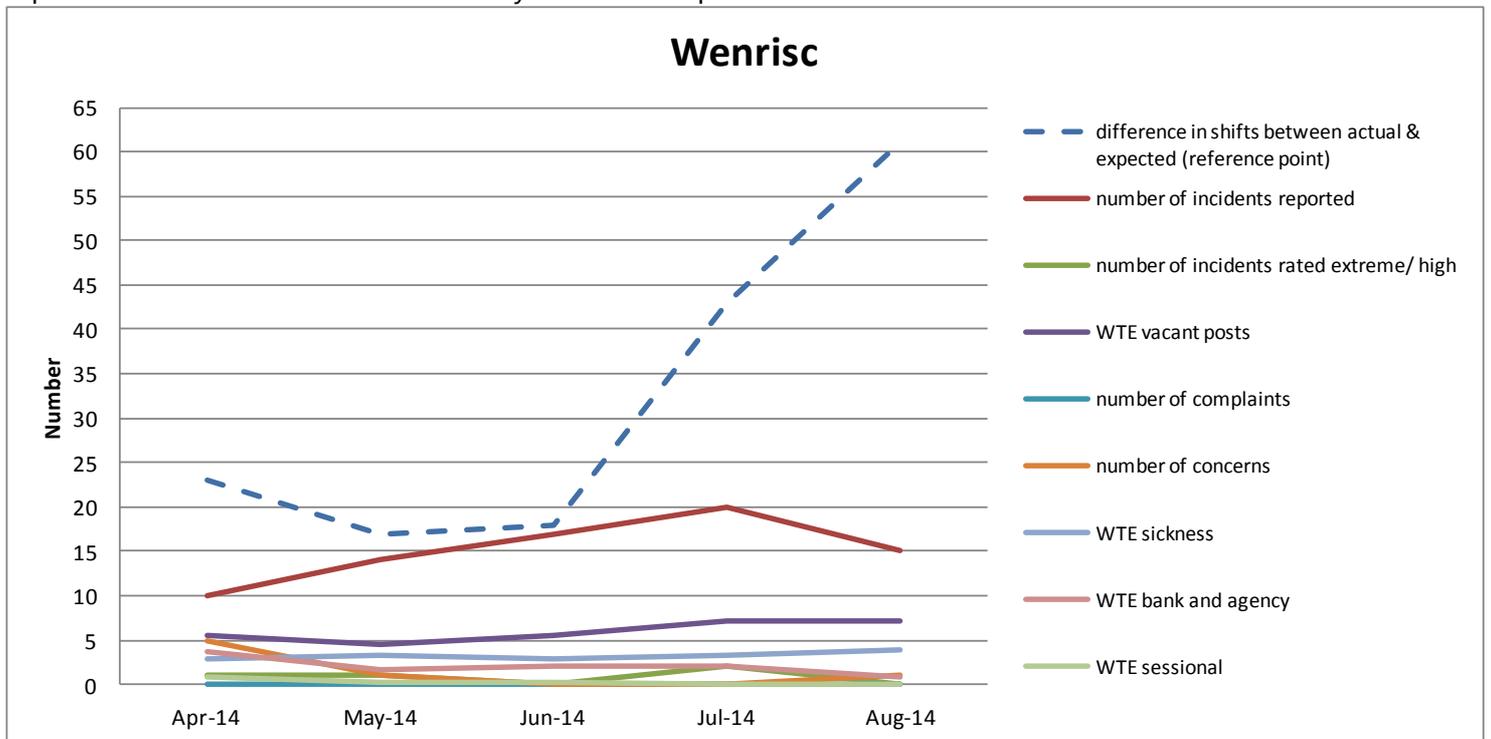
September 2014: 80% of shifts were fully staffed to expected levels



Witney Wenrisc

Internal rating: high

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

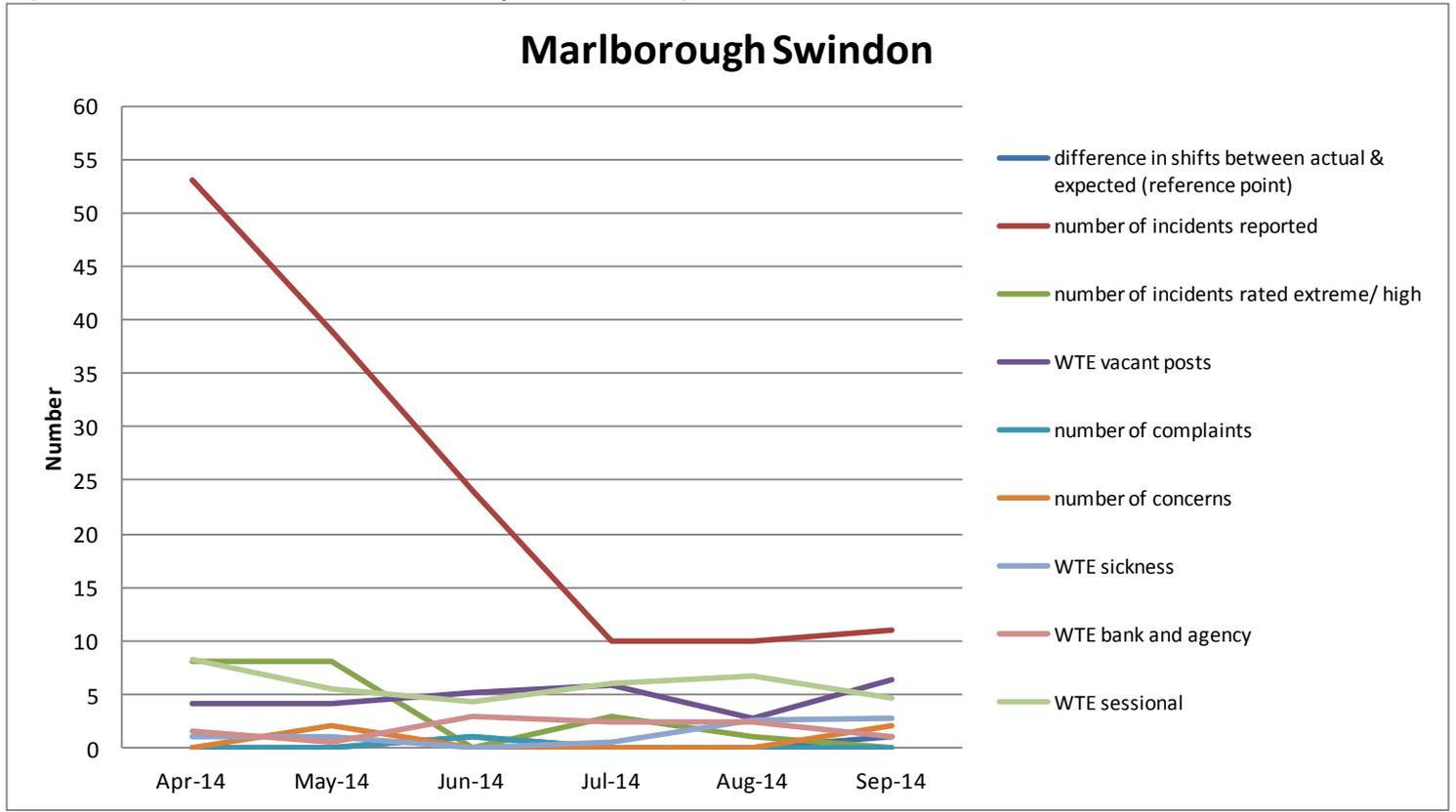


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Marlborough House Swindon

Internal rating: **low**

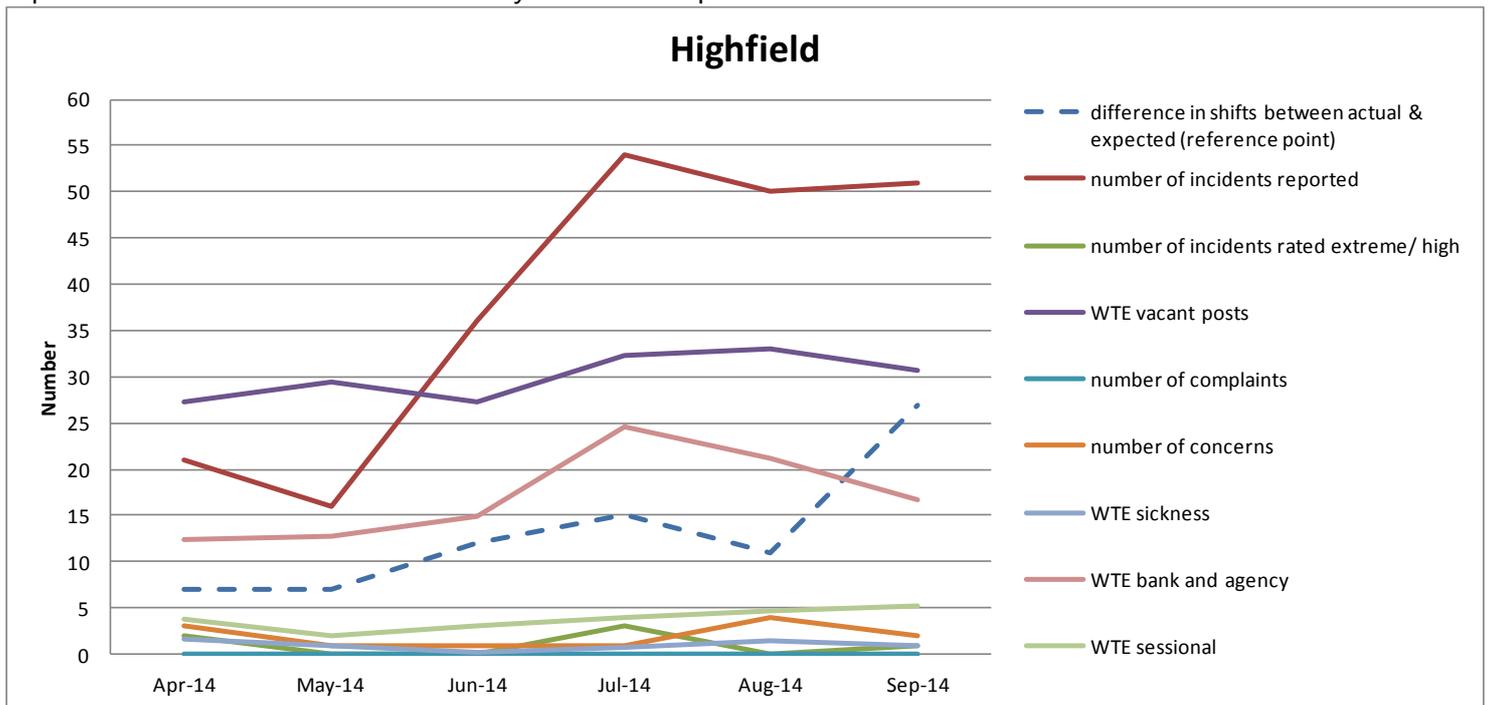
September 2014: 99% of shifts were fully staffed to expected levels



Highfield

Internal rating: **high**

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

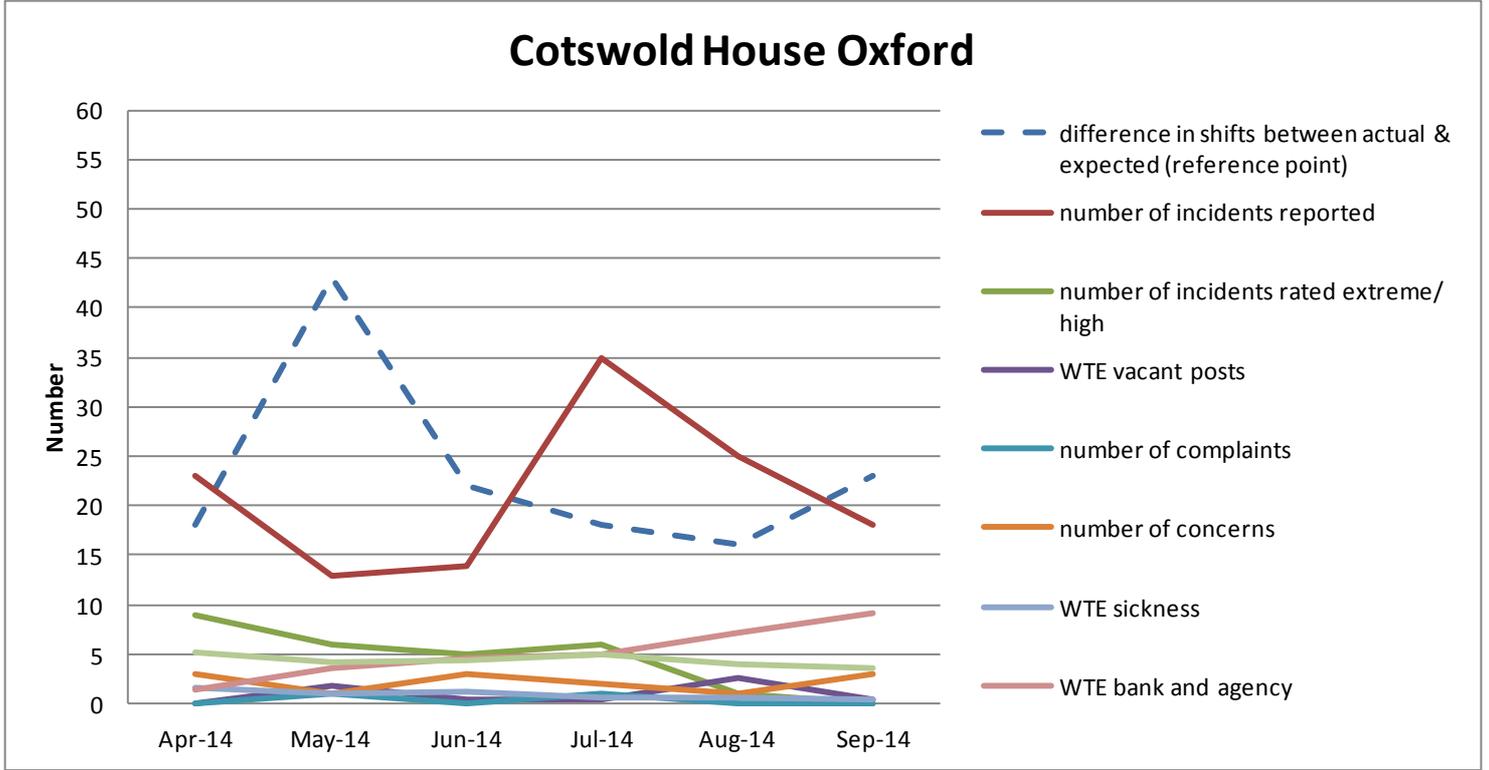


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Cotswold House Oxford

Internal rating: **high**

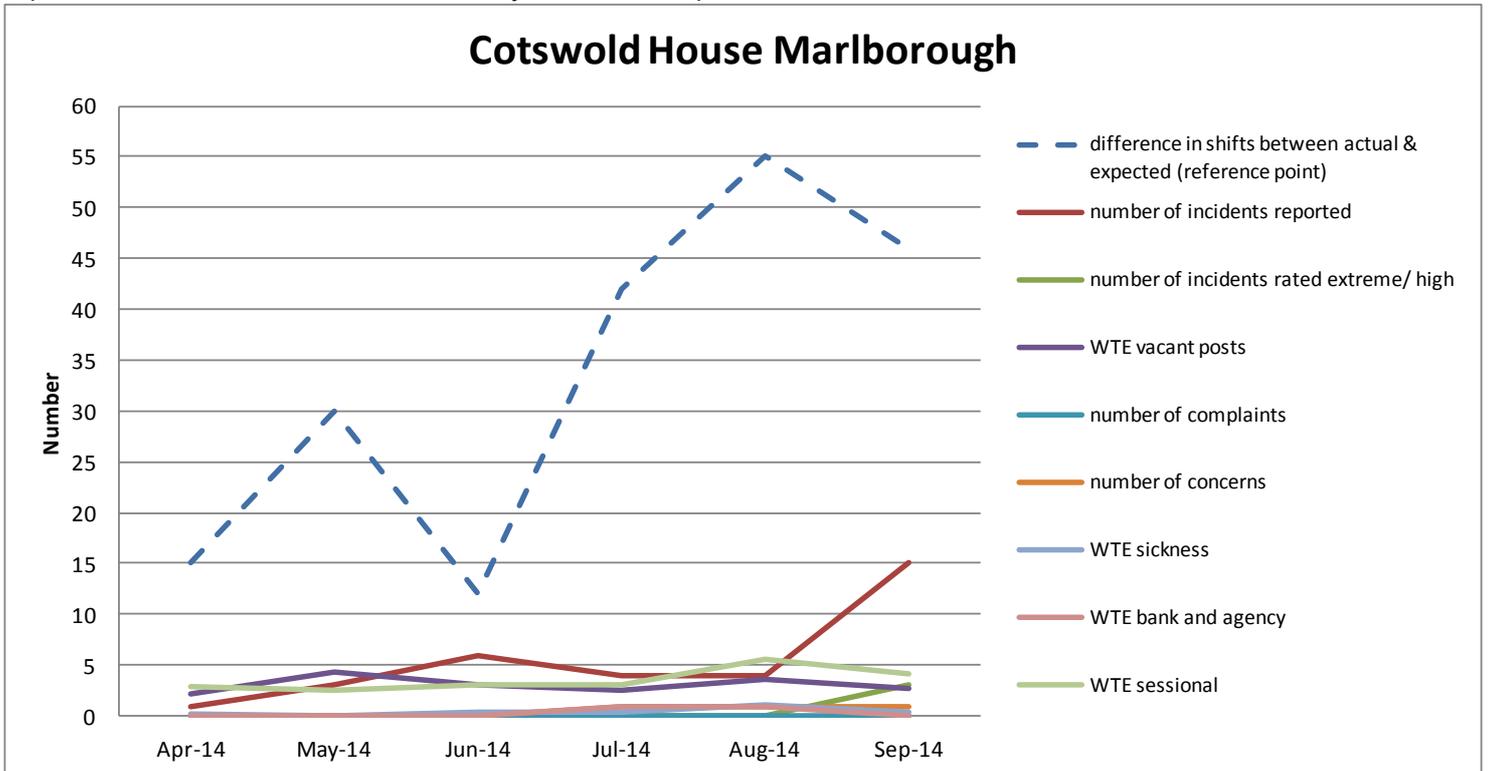
September 2014: 73% of shifts were fully staffed to expected levels



Cotswold House Marlborough

Internal rating: **high**

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

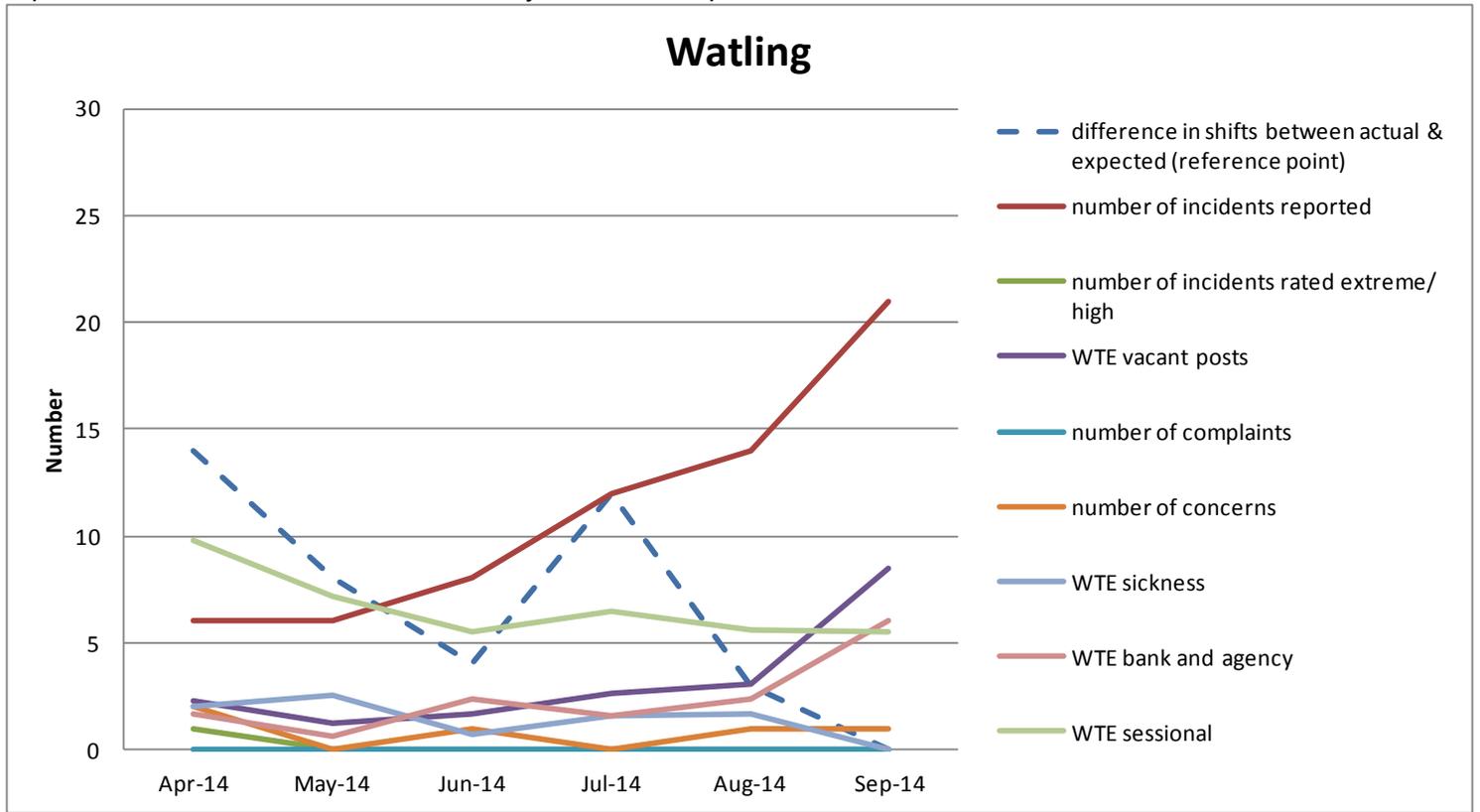


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Watling

Internal rating: **low**

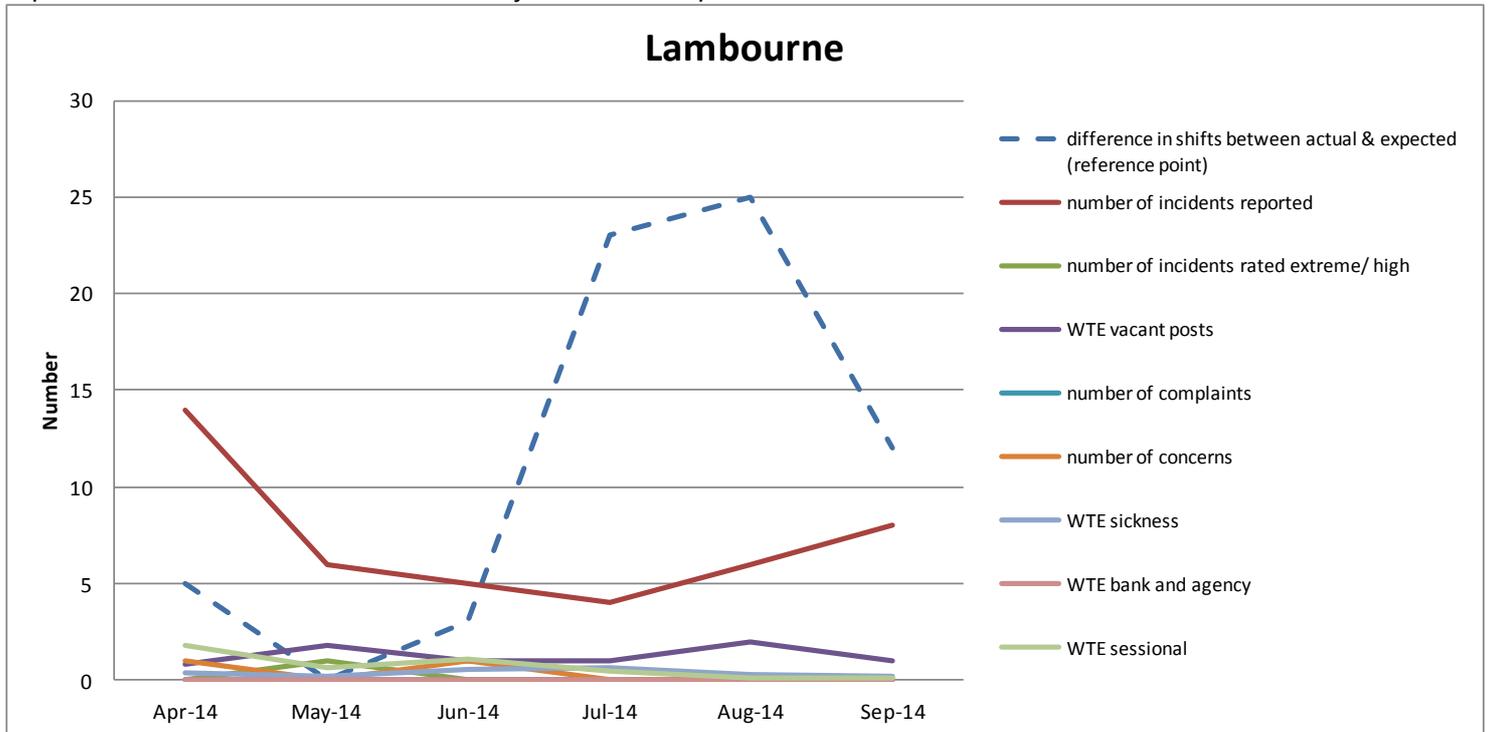
September 2014: 100% of shifts were fully staffed to expected levels



Lambourne

Internal rating: **moderate**

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

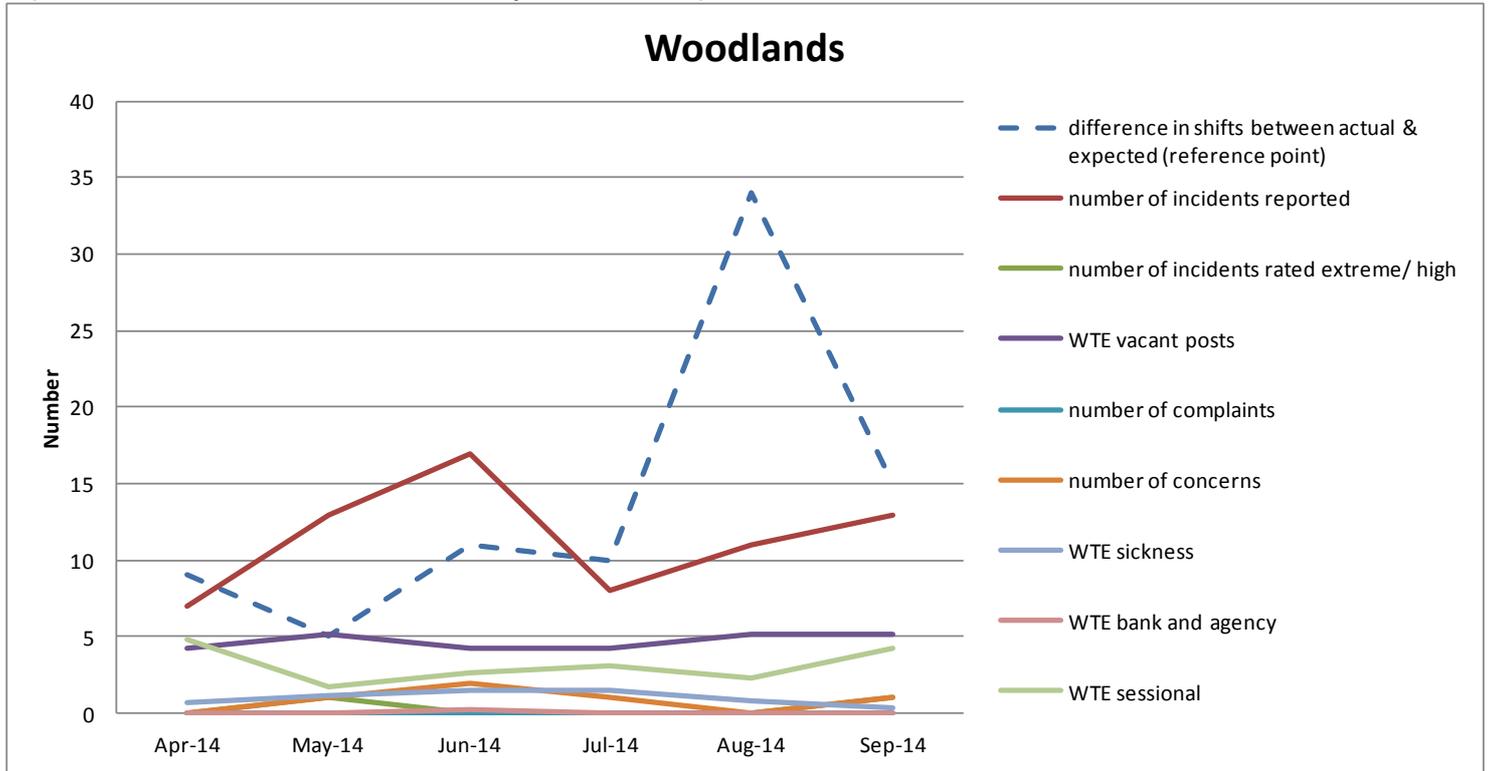


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Woodlands

Internal rating: moderate

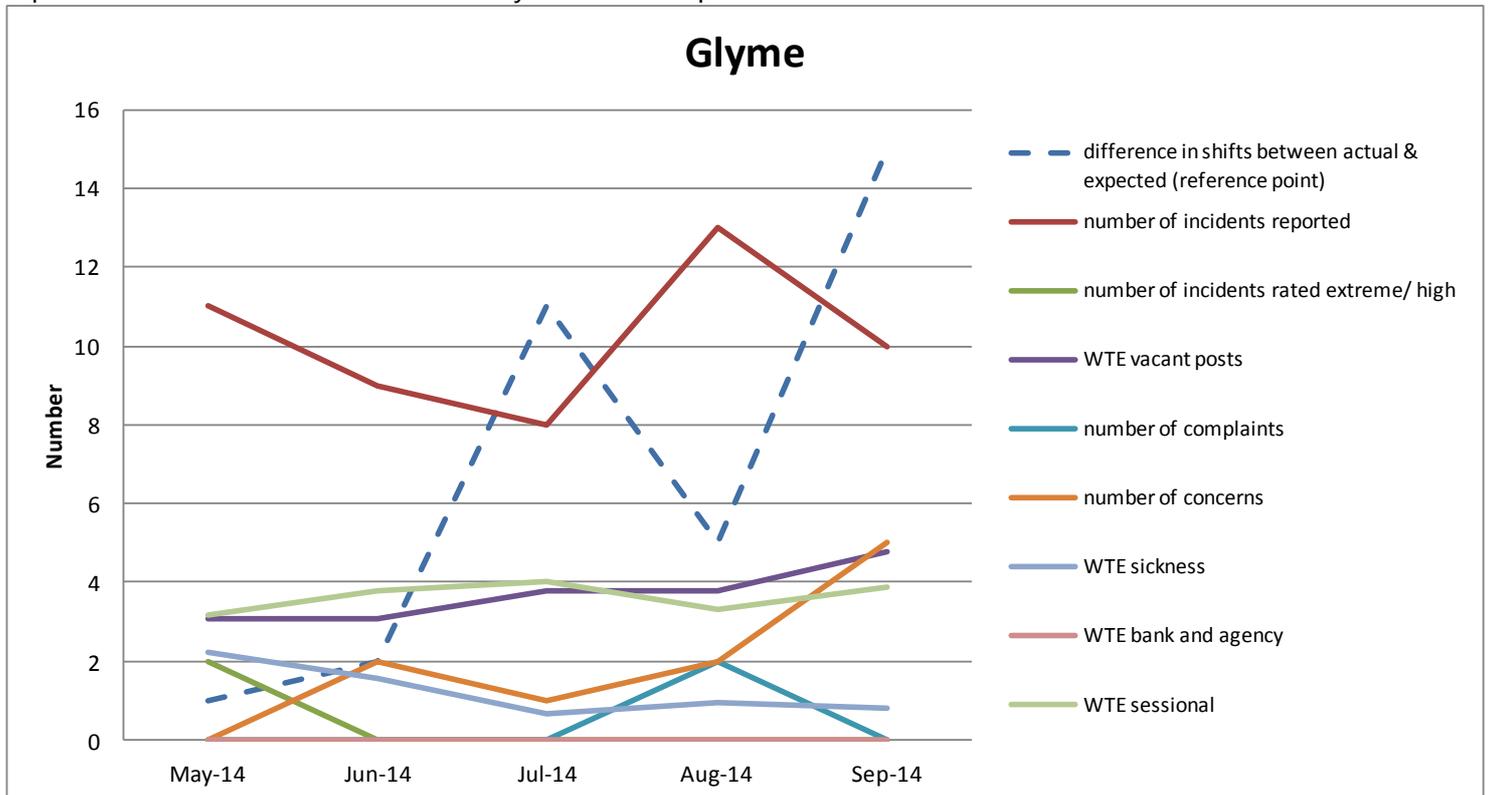
September 2014: 82% of shifts were fully staffed to expected levels



Glyme

Internal rating: moderate

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

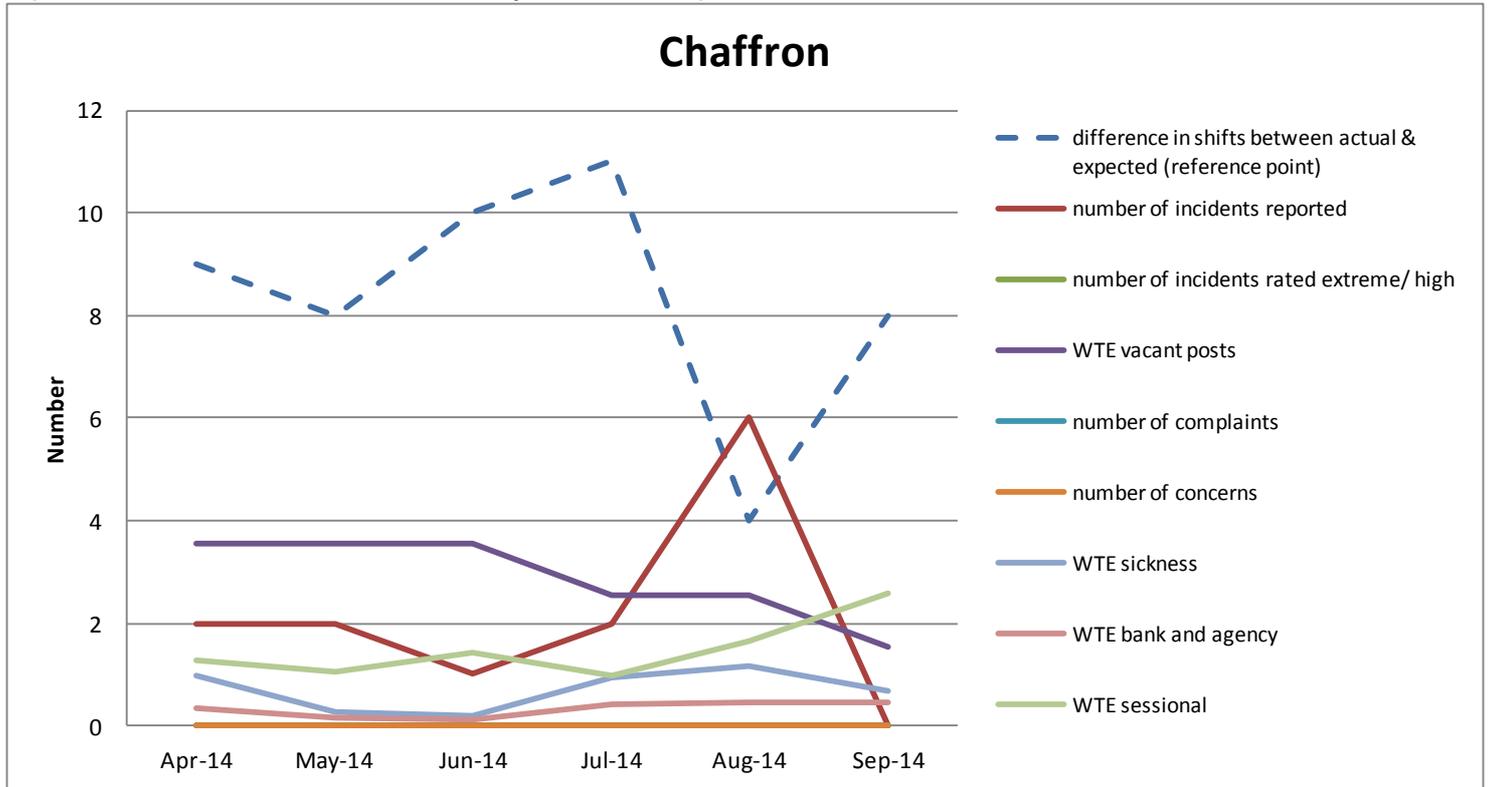


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Chaffron

Internal rating: **low**

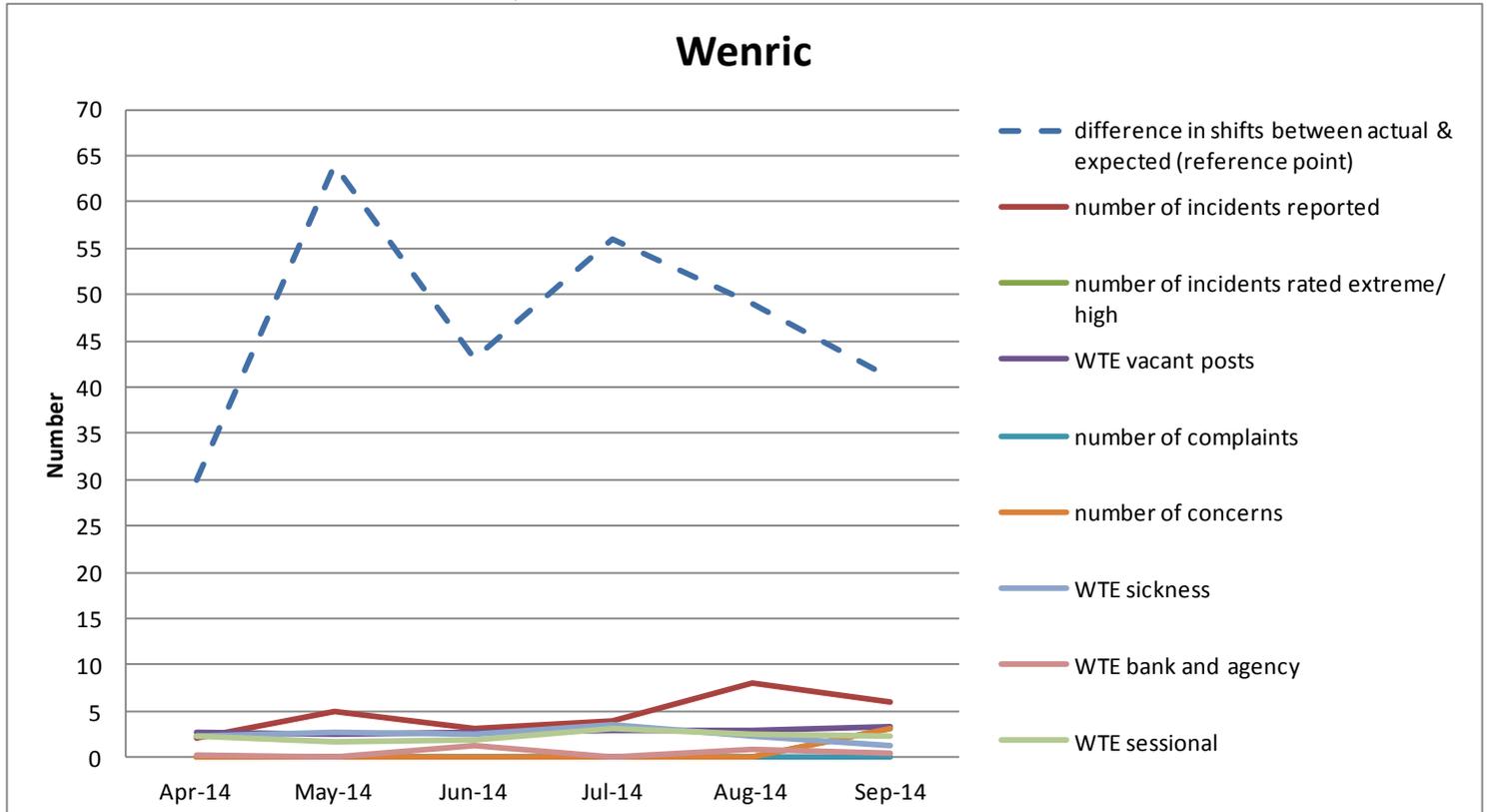
September 2014: 91% of shifts were fully staffed to expected levels



Wenric

Internal rating: **high**

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

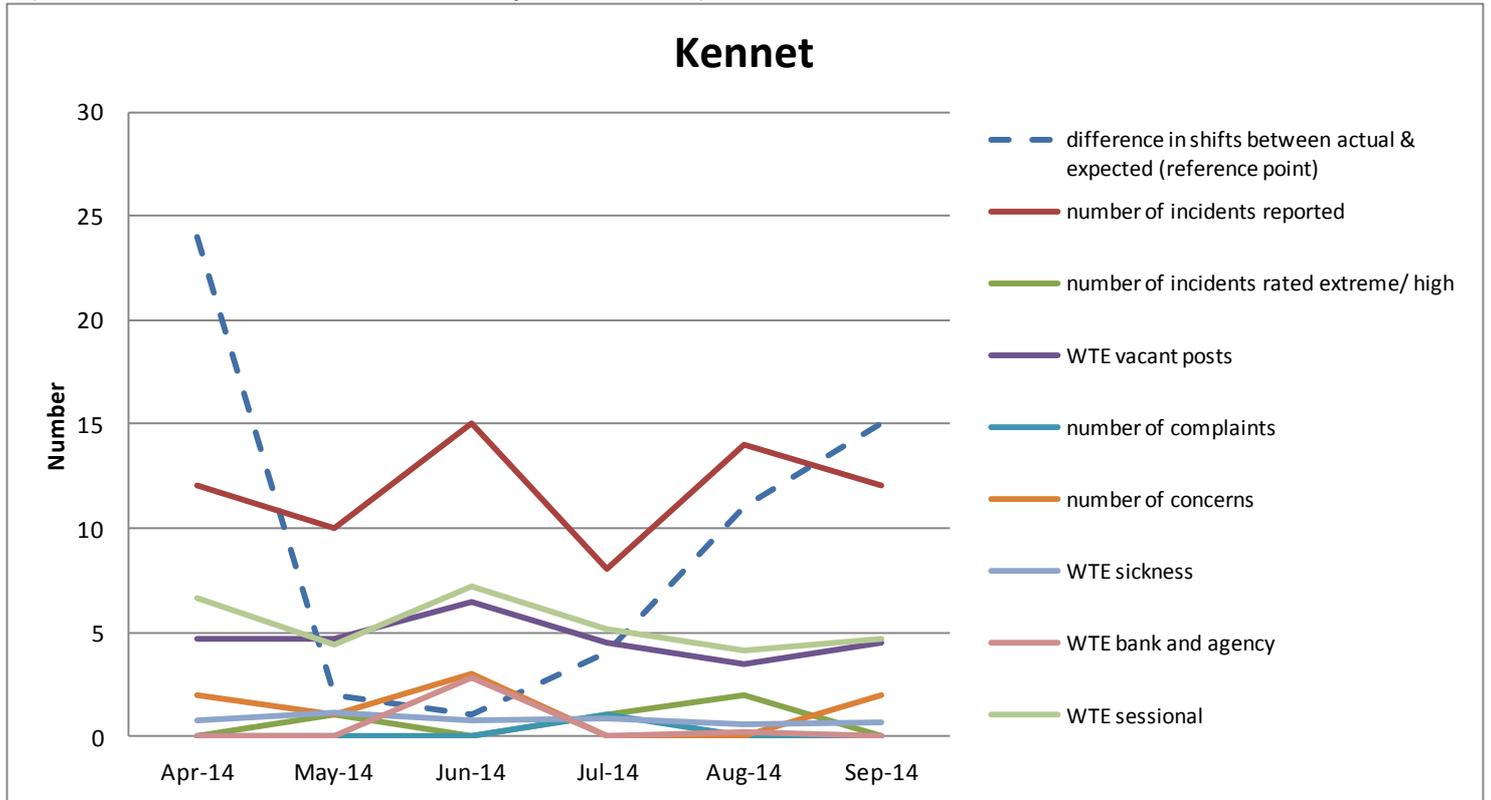


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Kennet

Internal rating: moderate

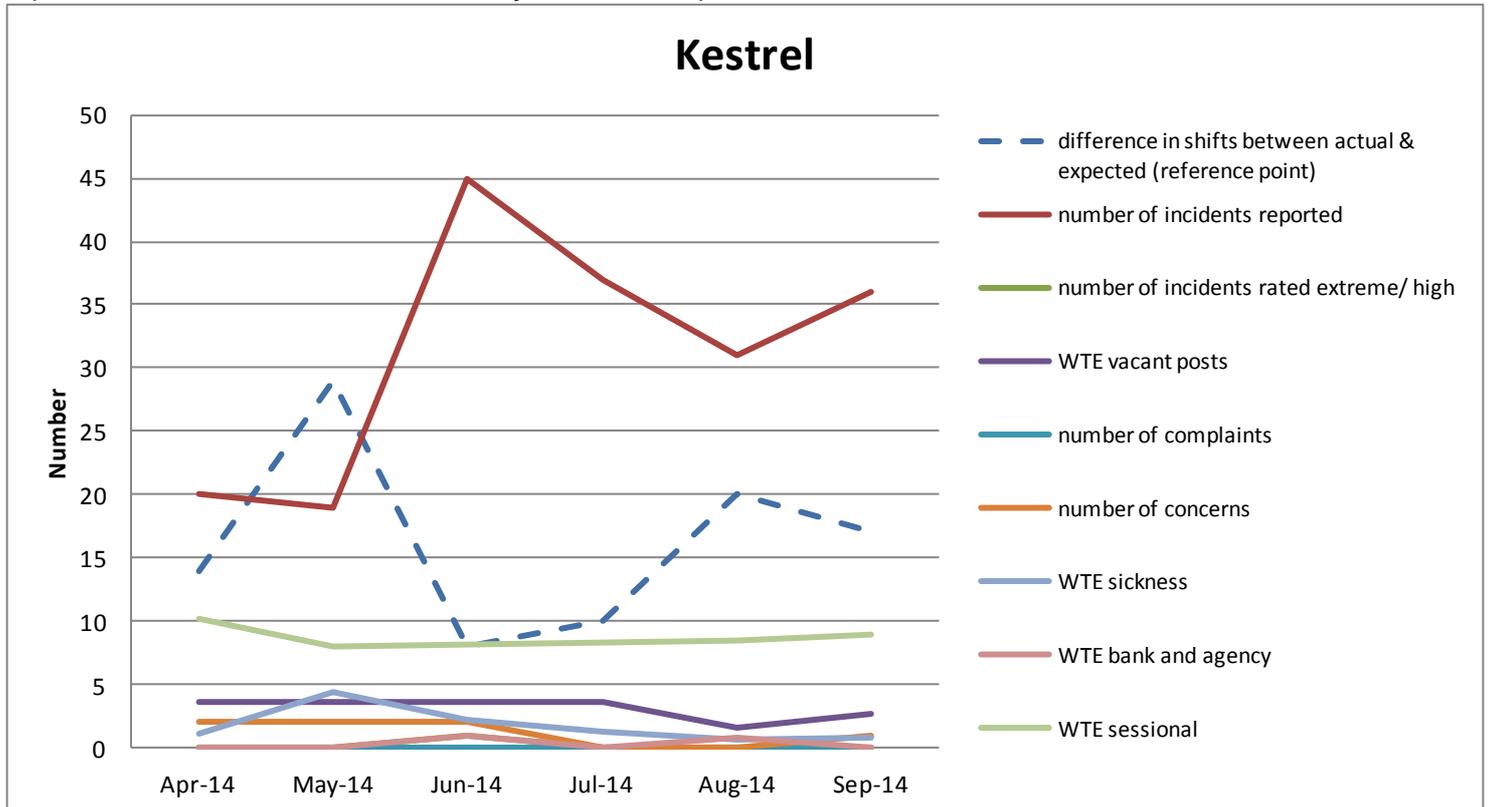
September 2014: 82% of shifts were fully staffed to expected levels



Kestrel

Internal rating: moderate

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

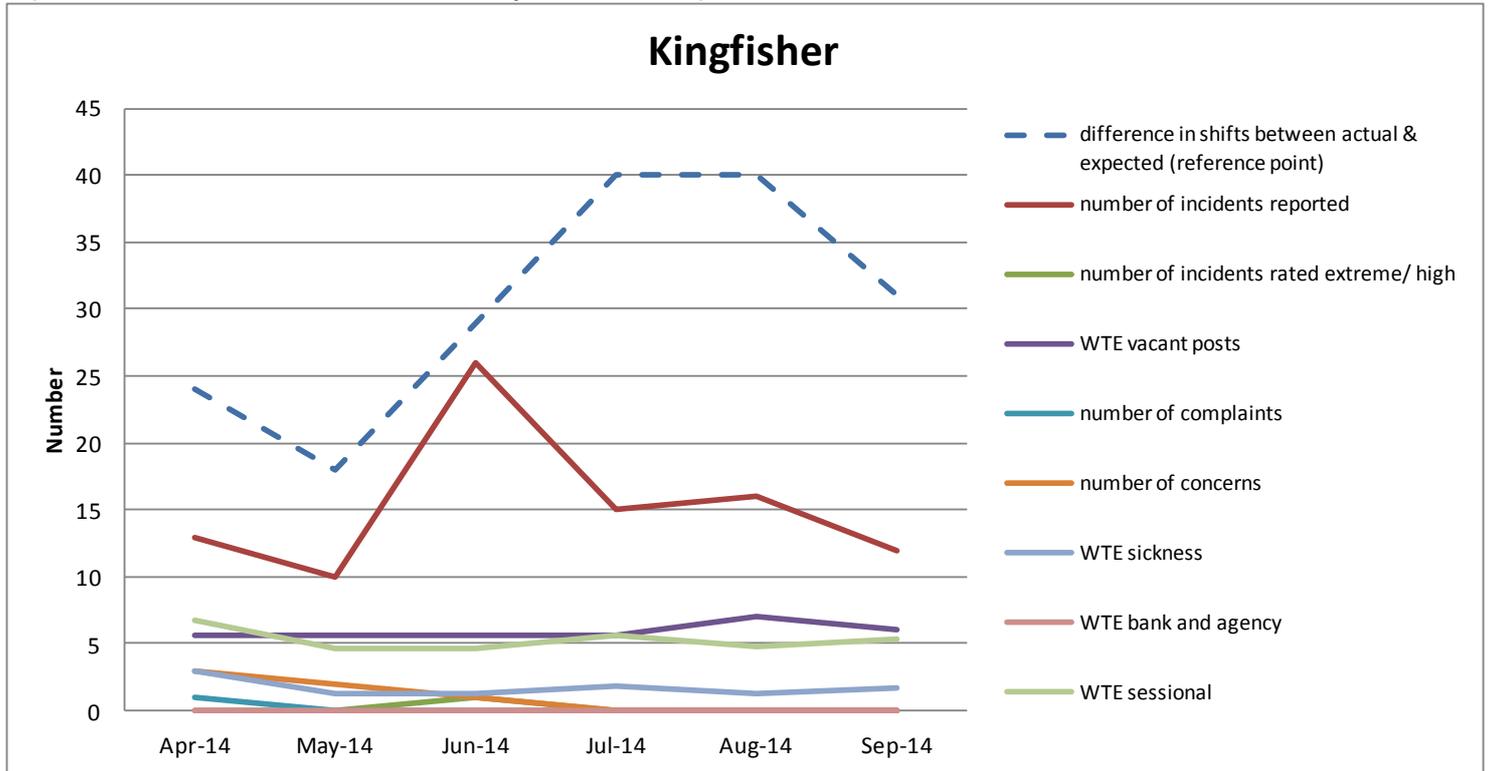


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Kingfisher

Internal rating: **high**

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



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Appendix 2. Data return via Unify

