

**Inpatient Nurse Staffing Establishment Review
October 2014**

Introduction

The National Quality Board published guidance in November 2013, *How to ensure the right people, with the right skills, are in the right place at the right time* set and this was followed in March 2014 by NHS England issuing further guidance on the requirement of NHS Trusts to monitor and review nursing and care staffing levels on wards and publish information about those staffing levels, *Hard Truths Commitments Regarding the Publishing of Staffing Data*. One of the requirements is to review the nurse staffing capacity e.g. establishment, on each ward at least every six months using evidence-based tools (where available) and report the outcome and any recommendations to the Board and general public. The first establishment review report was presented to Board and published in April 2014.

Evidence based tools

The national guidance recognises that there are limited tools available to help to determine the right nurse staffing levels on wards. Since the above guidance was published NICE have produced guidance for acute hospitals (July 2014), in addition the trust has contributed information into a project the West Midlands LETB are undertaking to look at safe staffing levels in mental health settings. Whilst the evidence-based tools developed by Hurst (2002) and Shelford (2013) have been considered to assess staffing needs it is limited so the review that has been conducted is based on clinical judgement, patient need and the historical financial precedents.

Outcomes of Latest Establishment Review

From January 2014 the trust reviewed and revised a number of the ward establishments as part of service remodelling, detailed in the last review presented in April 2014. The recent review completed in September 2014 highlighted no further recommended changes to be made to the ward establishments.

Since the last report in April 2014 there have been changes to the configuration of the wards as below:

- ❖ Fiennes unit has closed
- ❖ Cromwell and Harding wards have become one ward called Amber ward
- ❖ Mandalay has moved location and is now called Opal ward

Appendix 1 shows the current nursing establishment for each ward and highlights any changes to expected staffing levels since the last report in April 2014. The information should be read alongside the inpatient safe staffing report presented to Board each month which shows the position on meeting expected staffing levels and the number of vacancies presented alongside quality and workforce indicators.

For all wards the allowance built into the establishment for planned and unplanned leave is standard set at 23%. Each ward has staff who are supernumerary for example the ward manager and modern matron, to the regular nursing levels; these staff have a supervisory and clinical leadership role.

Below is a summary of the changes to expected staffing levels since April 2014, also detailed in Appendix 1:

- ❖ Both Cherwell and Sandford wards increased their expected staffing levels in mid-May 14 from 5:4:3 to 5:5:4 to meet increased patient dependency and acuity.
- ❖ Highfield Unit increased their expected staffing levels at the end of May 14 from 7:7:6 to 10:10:9 due to the High Dependency Unit and high levels of need with the patient group.
- ❖ Opal ward (previously called Mandalay ward) increased their expected staffing levels from 4:4:4 to 5:5:4, in response to moving to a new purpose built ward requiring an additional member of staff for the two day shifts.
- ❖ Wenric ward increased their expected staffing levels from 7:6:5 to 7:7:5 to meet increased patient dependency and acuity.

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- ❖ Wenrisc ward in Witney temporarily decreased expected staffing levels from August 2014 from 10:9:5 to 8:7:4 and at the same time reduced beds from 30 to 24 to ensure safe staffing levels could be met. This temporary reduction is under ongoing review.
- ❖ With the imminent opening of the new bicester hospital site, the community hospital will increase the expected staffing levels from 4:3:3 to 4:3:4.

The next establishment review is due to be reported to Board in April 2015.

Conclusion

This report shares the outcome of our latest nursing establishment review for the wards; reported and published twice a year to Board. From January 2014 the trust reviewed and revised a number of the ward establishments as part of service remodelling, detailed in the last establishment review presented in April 2014. The recent review completed in September 2014 highlighted no further recommended changes to be made to the ward establishments.

Appendix 1 shows the current nursing establishment for each ward and highlights changes to the following six wards expected staffing levels since the last report in April 2014: Cherwell, sandford, highfield, opal and wenric and wenrisc (Witney). The establishment review information should be read alongside the inpatient safe staffing report presented to Board each month.

The next establishment review is due to be reported to Board in April 2015.

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Appendix 1.

Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014
			Band	Budget	Actual	Variance		Registered	Unregistered	
Abingdon ward 1	Older People Community Hospital	18	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	14.92	12.76	2.16	Early	5	4	
			5	13.81	12.48	1.33	Late	2	3	
			6	2.1	2.6	-0.5	Night	2	1	
			7	1	1	0	Twilight	0	0	
						Cross shift	0	0		
Abingdon ward 2	Older People Community Hospital and EMU	20 beds reduced from 26 beds to meet safe staffing	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	16.44	14.04	2.4	Early	4	4	
			3 HCA	0.8	0.8	0	Late	3	3	
			5	14.99	9.49	5.5	Night	2	2	
			6	2.5	2.63	-0.13	Twilight	0	0	
						Cross shift	0	0		
Bicester	Older People Community Hospital	11	Band	Budget	Actual	Variance		Registered	Unregistered	No changes yet, but with the imminent opening of the new bicester hospital site, the ward will increase the expected staffing levels from 4:3:3 to 4:3:4.
			2 HCA	7.46	7.85	-0.39	Early	2	2	
			5	10.77	10.97	-0.2	Late	2	1	
			6	1.4	1.4	0	Night	2	1	
			7	0.8	0.8	0	Twilight	0	0	
						Cross shift	0	0		
City	Older People Community Hospital	20	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	9.05	9.77	-0.72	Early	3	4	
			3 HCA	2	1.89	0.11	Late	2	2	
			5	11.92	11.24	0.68	Night	2	1	
			6	2	3.04	-1.04	Twilight	0	1	
						Cross shift	0	0		
Didcot	Older People Community Hospital	16	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	11.79	9.12	2.67	Early	2	2	
			3 HCA	1	1	0	Late	2	2	
			5	11.68	10.01	1.67	Night	2	1	

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Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014
			6	7	2	0.87	Twilight	0	0	
			6	7	2	0	Twilight	0	0	
			7		1	0.13	Cross shift	0	0	
Peppard ward (Henley)	Older People Community Hospital	14	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	8.92	8.99	-0.07	Early	2	2	
			3 HCA	1	1.98	-0.98	Late	2	2	
			5	9.09	6.39	2.7	Night	2	1	
			6	2.62	1.61	1.01	Twilight	0	0	
			7	1	1	0	Cross shift	0	0	
St Leonards (Wallingford)	Older People Community Hospital	22	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	12.05	11.57	0.48	Early	3	3	
			5	11.68	12.16	-0.48	Late	2	2	
			6	2	2.03	-0.03	Night	2	1	
			7	1	1	0	Twilight	0	1	
								Cross shift	0	
Wantage	Older People Community Hospital	12	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	6.91	5.57	1.34	Early	2	2	
			3 HCA	0.8	1.15	-0.35	Late	2	1	
			5	10.21	10.06	0.15	Night	2	1	
			6	1.5	1.12	0.38	Twilight	0	0	
			7	1	1	0	Cross shift	0	0	
Linfoot (Witney)	Older People Community Hospital	30	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	20.66	20.24	0.42	Early	5	5	
			3 HCA	0.8	0.91	-0.11	Late	4	4	
			5	19.08	18.62	0.46	Night	2	3	
			6	2.5	3.34	-0.84	Twilight	0	0	
			7	1	1.16	-0.16	Cross shift	0	0	
Wenrisc (Witney)	Older People Community Hospital and EMU	24 beds reduced from 30 beds to meet safe staffing	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA	19.86	20.57	-0.71	Early	4	4	
			3 HCA	1.37	0	1.37	Late	3	4	
			5	20.79	16.66	4.13	Night	2	2	
			6	2.5	2.1	0.4	Twilight	0	1	

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Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014
			7	1.8	1	0.8	Cross shift	0	0	
Amber	Older People Mental Health Acute Ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	none
			2 HCA				Early	2	4	
			3 HCA	15	16.07	-1.07	Late	2	4	
			5	12	10.12	1.88	Night	2	2	
			6	3	3	0	Twilight	0	0	
			7	1	1	0	Cross shift	0	0	
Cherwell	Older People Mental Health Acute Ward	17	Band	Budget	Actual	Variance		Registered	Unregistered	Increased expected staffing levels from 5:4:3 to 5:5:4
			3 HCA	15	8.7	6.3	Early	2	3	
			5	8.48	6.6	1.88	Late	2	3	
			6	3	2.8	0.2	Night	2	2	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Sandford	Older People Mental Health Acute Ward	17	Band	Budget	Actual	Variance		Registered	Unregistered	Increased expected staffing levels from 5:4:3 to 5:5:4
			3 HCA	15.01	11.9	3.11	Early	2	3	
			5	8.48	8.31	0.17	Late	2	3	
			6	3	2	1	Night	2	2	
			7	1	0	1	Twilight	0	0	
							Cross shift	0	0	
Allen	Adult Mental Health Acute Ward	21	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	15.01	9.73	5.28	Early	3	3	
			5	10.99	8.4	2.59	Late	3	3	
			6	4	2.7	1.3	Night	2	2	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Ashurst	Psychiatric Intensive Care Unit	13	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	20.66	18.07	2.59	Early	4	4	
			4 HCA	0	0.27	-0.27	Late	4	4	
			5	16.67	13.52	3.15	Night	3	3	
			6	4	2	2	Twilight	0	0	
			7	1	1	0	Cross shift	0	0	

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Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014
			Band	Budget	Actual	Variance		Registered	Unregistered	
Opal	Adult Mental Health Rehabilitation Ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	Increased expected staffing levels from 4:4:4 to 5:5:4
			3 HCA	15	12.56	2.44	Early	2	3	
			5	8.5	6.43	2.07	Late	2	3	
			6	3	1.74	1.26	Night	2	2	
			7	1	1	0	Twilight	0	0	
						Cross shift	0	0		
Phoenix	Adult Mental Health Acute Ward	22	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	15	11.16	3.84	Early	3	3	
			5	11	5.45	5.55	Late	3	3	
			6	4	4	0	Night	2	2	
			7	1	2	-1	Twilight	0	0	
						Cross shift	0	0		
Ruby	Adult Mental Health Acute Ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	15	9.16	5.84	Early	3	3	
			5	10.99	9.88	1.11	Late	3	3	
			6	4	3.8	0.2	Night	2	2	
			7	1	1	0	Twilight	0	0	
						Cross shift	0	0		
Sapphire	Adult Mental Health Acute Ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	15	11.88	3.12	Early	3	3	
			5	11	9.42	1.58	Late	3	3	
			6	4	2	2	Night	2	2	
			7	1	1	0	Twilight	0	0	
						Cross shift	0	0		
Vaughan Thomas	Adult Mental Health Acute Ward	18	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	15	5.78	9.22	Early	3	3	
			5	11.01	9.74	1.27	Late	3	3	
			6	4	3	1	Night	2	2	
			7	1	2	-1	Twilight	0	0	
						Cross shift	0	0		
Wintle	Adult Mental	16	Band	Budget	Actual	Variance		Registered	Unregistered	none

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Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014
	Health Acute Ward		3 HCA	15	11.6	3.4	Early	3	3	
			5	11	8.53	2.47	Late	3	3	
			6	4	1	3	Night	2	2	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Watling	Forensic Mental Health Ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	23.45	11.98	11.47	Early	4	4	
			5	16	11	5	Late	4	4	
			6	4	5	-1	Night	3	4	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Glyme	Forensic Mental Health Ward	17	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	11.15	11.27	-0.12	Early	2	3	
			5	10.4	7.8	2.6	Late	2	3	
			6	4	4	0	Night	2	1	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	1	
Kennet	Forensic Mental Health Ward	15	Band	Budget	Actual	Variance		Registered	Unregistered	none
			317.04 17.64H- 0.6CA				Early	2	4	
			5	11.96	7.85	4.11	Late	2	4	
			6	5	4	1	Night	2	3	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	1	
Kestrel	Forensic Mental Health Ward	10	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	19.6	15.98	3.62	Early	2	5	
			4 HCA	0	0.95	-0.95	Late	2	5	
			5	12	10.45	1.55	Night	2	4	
			6	3	3	0	Twilight	0	0	
			7	1	0.95	0.05	Cross shift	0	0	
Kingfisher	Forensic Mental Health Ward	16	Band	Budget	Actual	Variance		Registered	Unregistered	none

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Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014
			3 HCA	17	15.91	1.09	Early	2	5	
			5	14	9.02	4.98	Late	2	5	
			6	3	2	1	Night	2	3	
			7	0	0	0	Twilight	0	0	
							Cross shift	0	0	
Lambourne	Forensic Mental Health Ward (pre-discharge unit)	15	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	8.2	7.6	0.6	Early	1	2	
			5	6.2	5.8	0.4	Late	1	2	
			6	2	2	0	Night	1	1	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Chaffron	Forensic Mental Health Ward	8	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	7	7.65	-0.65	Early	1	2	
			5	5	4.8	0.2	Late	1	2	
			6	2	2	0	Night	1	1	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Wenric	Forensic Mental Health Ward	21	Band	Budget	Actual	Variance		Registered	Unregistered	Increased expected staffing levels from 7:6:5 to 7:7:5
			3 HCA	16.6	15.18	1.42	Early	3	4	
			5	13.75	14.05	-0.3	Late	3	4	
			6	4	3.85	0.15	Night	2	3	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	0	
Woodlands	Forensic Mental Health Ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	12.72	11.52	1.2	Early	3	2	
			5	12	9.33	2.67	Late	2	2	
			6	4	3	1	Night	2	2	
			7	1	1	0	Twilight	0	0	
							Cross shift	0	1	
Cotswold house oxford	Eating disorder unit	14	Band	Budget	Actual	Variance		Registered	Unregistered	none
			3 HCA	11	9.05	1.95	Early	2	3	

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Ward	Setting	Number of beds	Budget Establishment (budget, actual as of Sept 14, and variance to show vacancies)				Expected Staffing by shift (based on establishment in budget)			Changes from April 2014	
			5	6	7	8	Late	Night	Twilight		
			5	9	5	4		Late	2	3	
			6	2	3	-1		Night	1	2	
			7	1.8	1.8	0		Twilight	0	0	
								Cross shift	0	0	
Cotswold house marlborough	Eating disorder unit	12	Band	Budget	Actual	Variance		Registered	Unregistered	none	
			3 HCA	11	12.97	-1.97	Early	2	3		
			5	8	4.47	3.53	Late	2	3		
			6	2	2.93	-0.93	Night	1	2		
			7	1	1	0	Twilight	0	0		
							Cross shift	0	0		
Highfield	Child and adolescent mental health ward	20	Band	Budget	Actual	Variance		Registered	Unregistered	Increased expected staffing levels from 7:7:6 to 10:10:9.	
			3 HCA	31	21.37	9.63	Early	5	5		
			5	18	8.37	9.634	Late	5	5		
			6	4	3.05	0.95	Night	2	7		
			7	1	1	0	Twilight	1	0		
							Cross shift	0	0		
Marlborough house swindon	Child and adolescent mental health ward	12	Band	Budget	Actual	Variance		Registered	Unregistered	none	
			3 HCA	15	10.7	4.3	Early	2	3		
			5	10	8.9	1.1	Late	2	3		
			6	3	2	1	Night	2	2		
			7	1	1	0	Twilight	0	0		
							Cross shift	0	1		