NHS
Oxford Health
NHS Foundation Trust

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

Board of Directors

BOD 55/2020
Agenda item: 10

30 September 2020

INPATIENT SAFER STAFFING Report

For: Assurance

The purpose of this paper is to provide the Trust Board with an exception report in line with the requirements of: "How to ensure the right people with the right skill are in the right place at the right time", Chief Nursing Officer for England & National Quality Board November 2013.

Executive Summary

During this period:

Average weekly day shifts fill rates for registered staff & unregistered staff were in line with the Trust target of 85% with 85% or above for unregistered and 95% or above for registered staff.

During the period 15th June to 12th July six wards were below 85% average day shift fill rates for registered nurses:

- Adolescent wards: Marlborough House Swindon 83%
- Adult Mental health wards: Allen 79% , Vaughn Thomas 77%
- Older Adult Wards: Cherwell 72%, Amber 65%
- Eating Disorder wards: Cotswold House Oxford 77%.

All of these wards, except Amber ward had above 100% unregistered staff in place to support safer staffing.

During the period 13th July to 9th August eight wards were below 85% average day shift fill rates for registered nurses:

- Adult Mental health wards: Allen 76%, Ashurst 83%, Ruby 73%, Vaughn Thomas 80%, Wintle 79%,
- Older Adult Wards: Cherwell 80%, Amber 64%
- Eating Disorder wards: Cotswold House Oxford 81%

All of these wards, except Amber ward had above 90% unregistered staff in place to support safer staffing.

Average weekly night shifts fill rates for registered staff and unregistered staff across all wards was above the Trust target of 85% rates, they remained above 100% for registered staff for each week and 89% or above for unregistered staff.

The methods of filling these shifts includes substantive, flexible workers and agency registered staff and further detail is also provided on the nursing workforce priorities in the report.

The average weekly % agency use rose from 8% to 10.7% in the final week ending 9th August. The average sickness rates for ward staff were 4.5% in the week of the 15th June with slight increase to 4.6% in the final week ending 9th August.

Governance Route/Escalation Process

Statutory or Regulatory responsibilities

From June 2014, there has been a Department of Health requirement for trust boards to receive monthly updates on ward staffing levels. Ensuring sufficient staffing levels are in place is crucial to deliver safe, effective and high-quality care. This report will be published on our website with a link from NHS Choices website.

Recommendation

The Board is asked to note the assurance within the report:

- ❖ There are processes in place to ensure safe staffing levels on all the wards in the organisation, those wards where there are concerns and the actions being taken to ensure safe staffing including project work and wider recruitment

and retention work. There are no exceptions to report that directly link actual staffing levels to adverse outcomes for patients which have been identified through our Governance Structures.

Author and Title: Kate Riddle, Deputy Director of Nursing and Clinical Standards

Lead Executive Director: Marie Crofts Chief Nurse

1. *A risk assessment has been undertaken around the legal issues that this report presents and [there are no issues that need to be referred to the Trust*

2. ***Strategic Objectives/Priorities*** *– this report relates to or provides assurance and evidence against the following Strategic Objective(s)/Priority(ies) of the Trust*
3. *1) Deliver the best care possible within available resources*
   (Goals: delivering the best care possible within available resources through improved safety, effective evidence-based treatments and an improved patient experience to create better outcomes for those who use our services)

   2) Deliver care in the most efficient way
   (Goals: focus on getting the most value and benefit from the expertise of staff, and from organisational processes, finances, and system relationships to achieve a high-level of organisational effectiveness)

   3) Attract, retain and develop outstanding staff
   (Goals: make Oxford Health a place where people want to work, feel valued, empowered, developed and listened to as they strive to deliver outstanding care)

   4) Remain financially sustainable
   (Goals: maintain financial sustainability in the face of a combination of increasing demand, substantial under-investment by commissioners and a lack of available workforce)

Inpatient Safer Staffing

Period 15th June to 19th August 2020

Introduction

This is the report to the Board of Directors outlining the staffing levels (registered and unregistered) on each ward against their required need on a shift by shift basis. These figures will be measured against the required figures on a shift by shift basis for the period 15th June to 19th August 2020 (two months roster period). During the continued COVID pandemic, wards were required to adapt their care to respond the changing patient needs, level of demand and infection prevention controls including ensuring staff were able to provide care and were safely working with the right personal protective equipment.

This report will focus on the percentage of day and night fill rates for registered and unregistered staff. This data is reported to NHSI and provides assurance of actual clinical staffing numbers being achieved. This report will be published on our website with a link from NHS Choices website.

A nursing workforce update is also provided to evidence the proactive work to support and develop the nursing workforce.

Management of Staffing Levels

An escalation process for the management of staff shortages is in place within each clinical area, to manage staffing safely on a shift by shift basis. As part of this process, senior clinical staff are providing appropriate support to ward teams as and when required. In addition, senior ward staff and immediate team managers review ward staffing levels on an on-going basis; shift by shift basis, and where there are changes in patient acuity. Ward Matrons review staffing daily as a minimum and more frequently where required.

In-patient staffing levels continue to be reported every week and discussed within the Weekly Review Meeting (WRM), which takes place each Monday morning with the Chief Nurse and/or Deputy present. To ensure that staffing levels are under continual review, every ward undertakes a range of immediate actions daily to ensure safe staffing levels are maintained appropriate to the needs of patients. These actions include booking flexible or agency staff via Staffing Solutions,

revising rotas, moving staff between wards and utilising additional staff that are not included in the ward numbers as required for example modern matrons. Forward View meetings also occur weekly within directorates to plan forward for required staffing.

Summary position of inpatients wards staffing levels.

Appendix 1 shows the staffing levels for all wards by ward for the period. The data presented includes details of staffing by shifts and details of registered nursing and unregistered staff skill mix, agency, total ward staff sickness and total ward vacancy figures. The thresholds presented in the table are measured against trust/ national targets and used for exception reporting.

Day shifts fill rates

During the period 15th June to 12th July six wards were below 85% average day shift fill rates for registered nurses:

- Adolescent wards: Marlborough House Swindon 83%
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All these wards, except Amber ward had above 100% unregistered staff in place to support safer staffing.
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All of these wards, had above 90% unregistered staff in place to support safer staffing.

Average Day Fill Rates, registered & unregistered - All departments
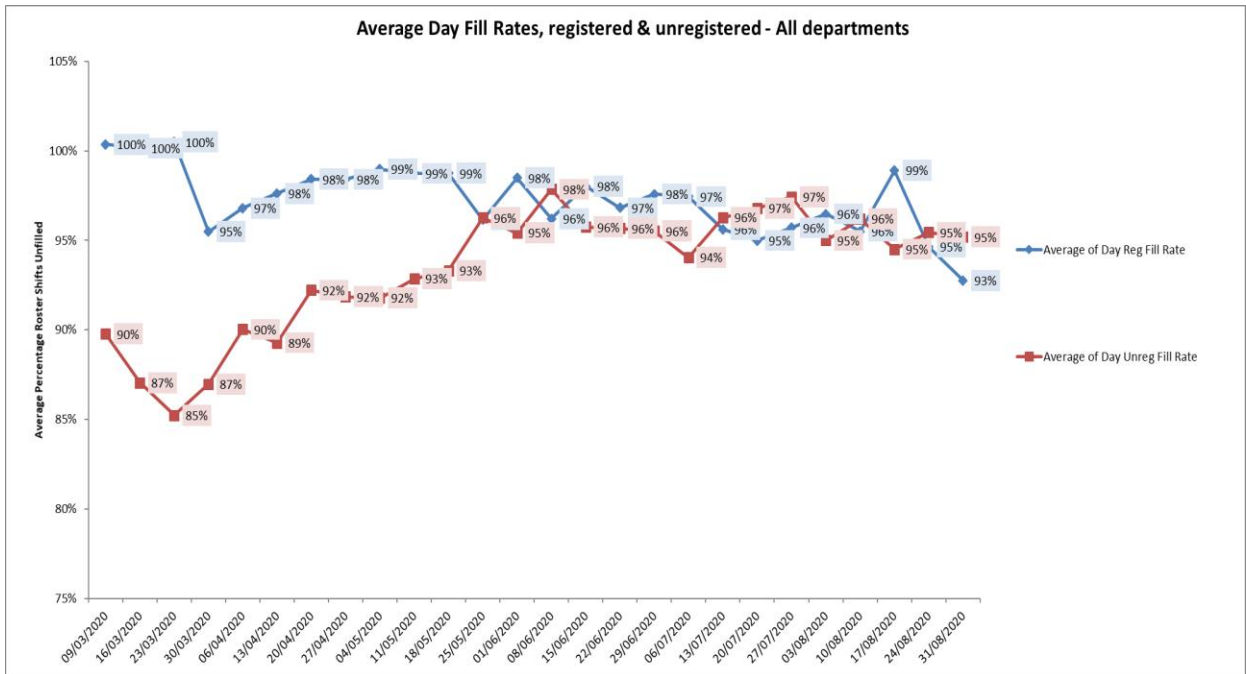
Night shift fill rates

Average weekly night shifts fill rates for registered staff and unregistered staff across all wards was above the Trust target of 85% rates, they remained above 100% for registered staff for each week and 89% or above for unregistered staff.

Average Night Fill Rates, registered & unregistered - All departments
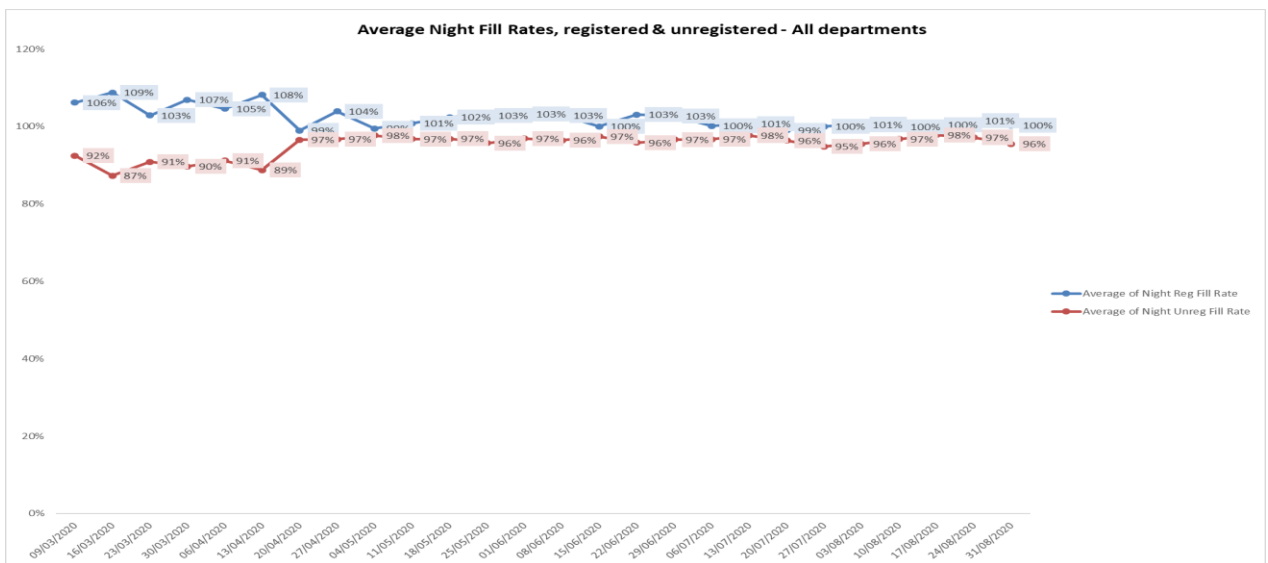
The methods of filling these shifts includes substantive, flexible workers and agency registered staff and further detail is also provided on the nursing workforce priorities in the report.

Registered skill mix

This was above 50% for six wards in the first period and seven wards during the second period.
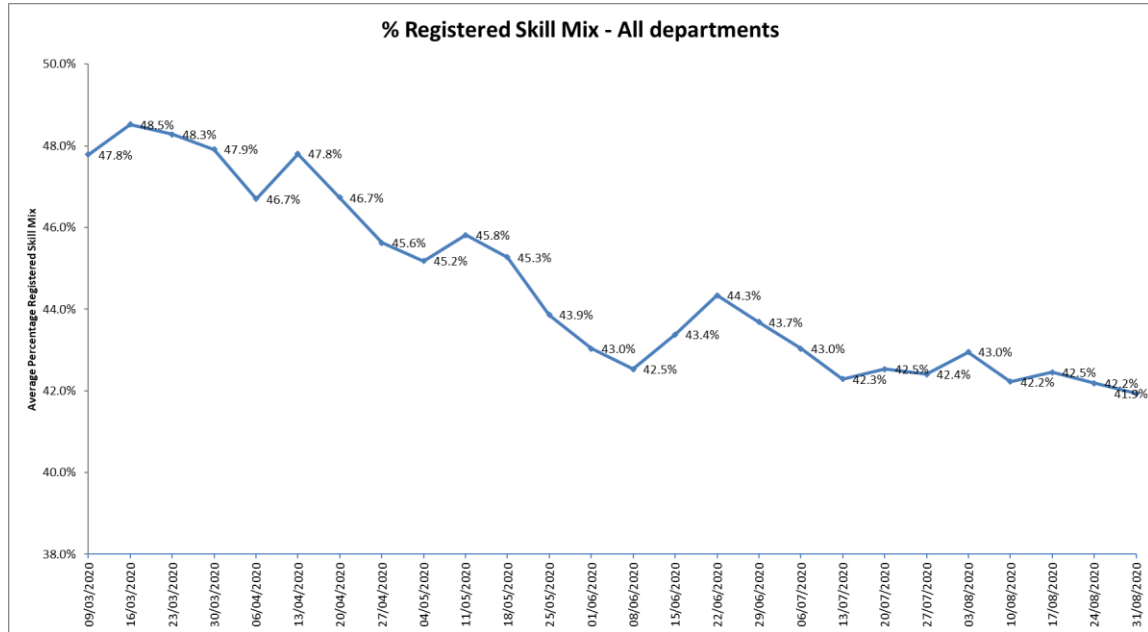
Ashurst , Kennet and Kestrel wards remained below 35% average for the last two periods, this is a the same position for Kestrel as the last reporting period.

For those wards with below 50% registered skill mix, this is related to the continued registered nurse vacancies.

Safe staffing is supported by the ward managers and matrons on the ward working clinically as part of the numbers where required to ensure registered nursing leadership is maintained. Skill mix is achieved through use of our own staff and trust employed flexible registered workers and agency registered nurses.

Sickness & Agency use

The average weekly % agency use rose from 8% to 10.7% in the final week ending 9th August. The average sickness rates for ward staff were 4.5% in the week of the

15th June with slight increase to 4.6% in the final week ending 9th August.

% Sickness & Agency Use - All departments
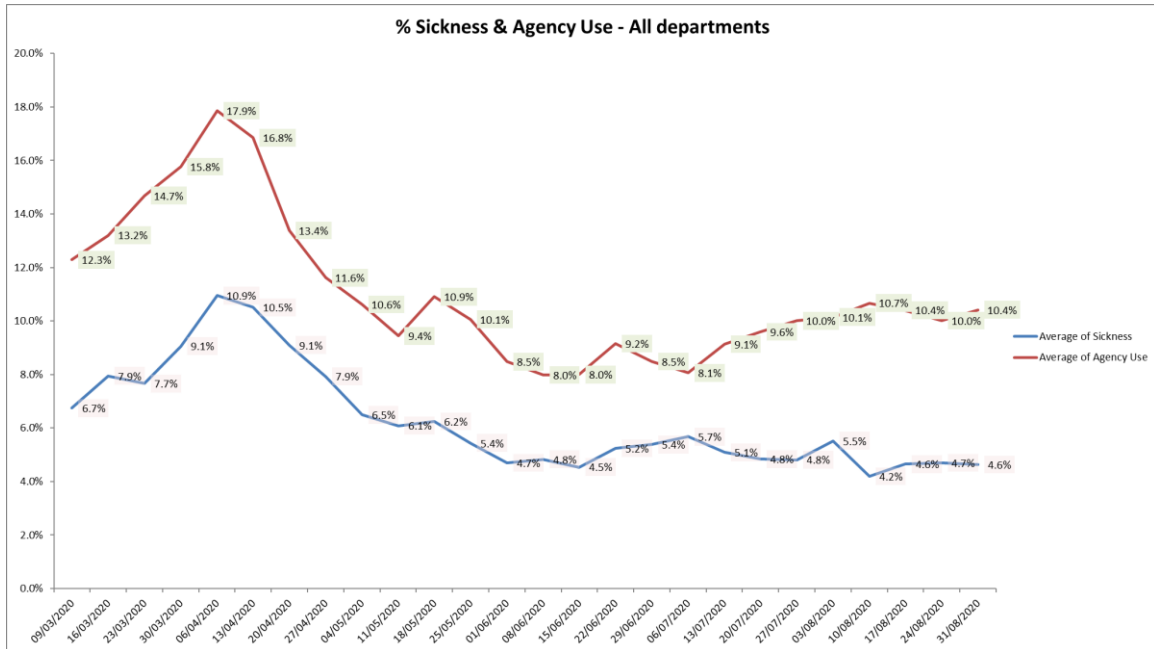
- Twelve wards required less than 5% average agency use during first period and this decreased to ten eight wards in the second period.

- Two forensics ward Kingfisher & Kestrel required above 20% average agency staff throughout this eight-week period. This was related to a mixture of sickness, vacancies and patient acuity.

% Agency Use - Kingfisher
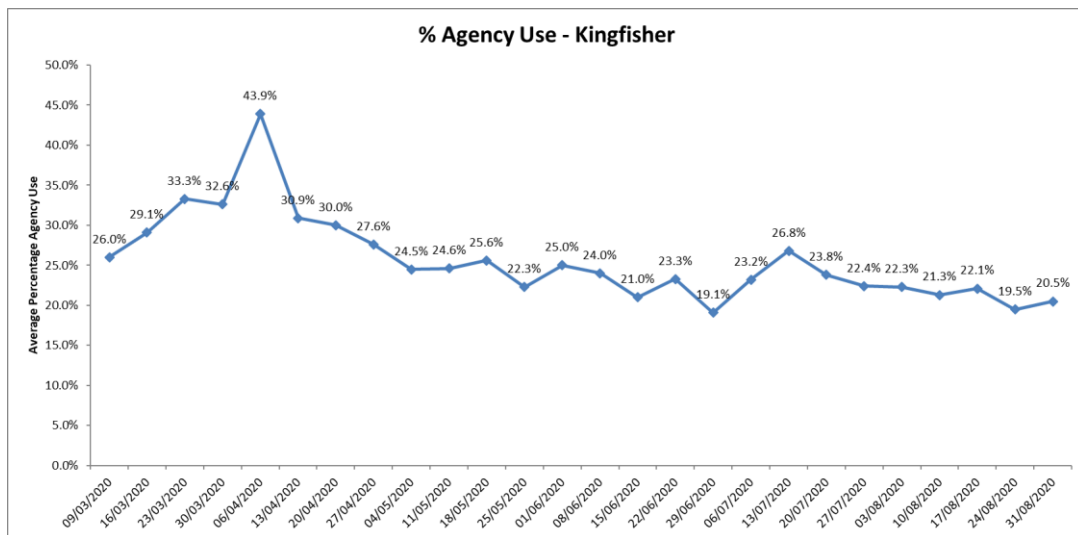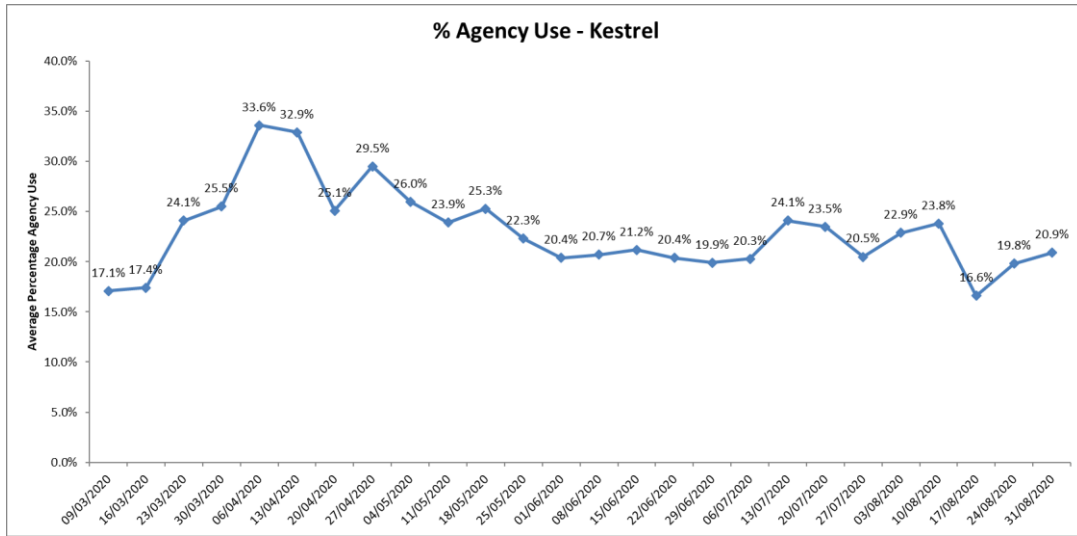
Nursing vacancies as at Month 5 2020 are shown below, there is some evidence of internal promotion to Band 6, Nursing associate trainees Bands 3 & Nursing Associates Band 4s in post with capacity to increase these with further cohorts, continued vacancies at Band 5.

Mental health wards all ages including Eating Disorder wards
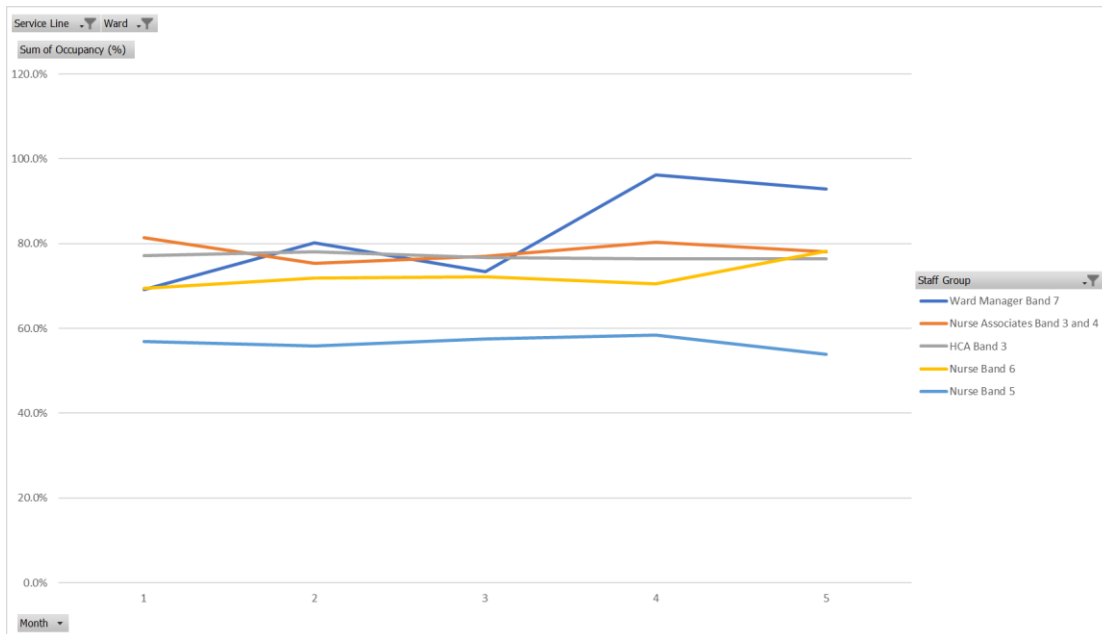
Forensics wards including Evenlode.
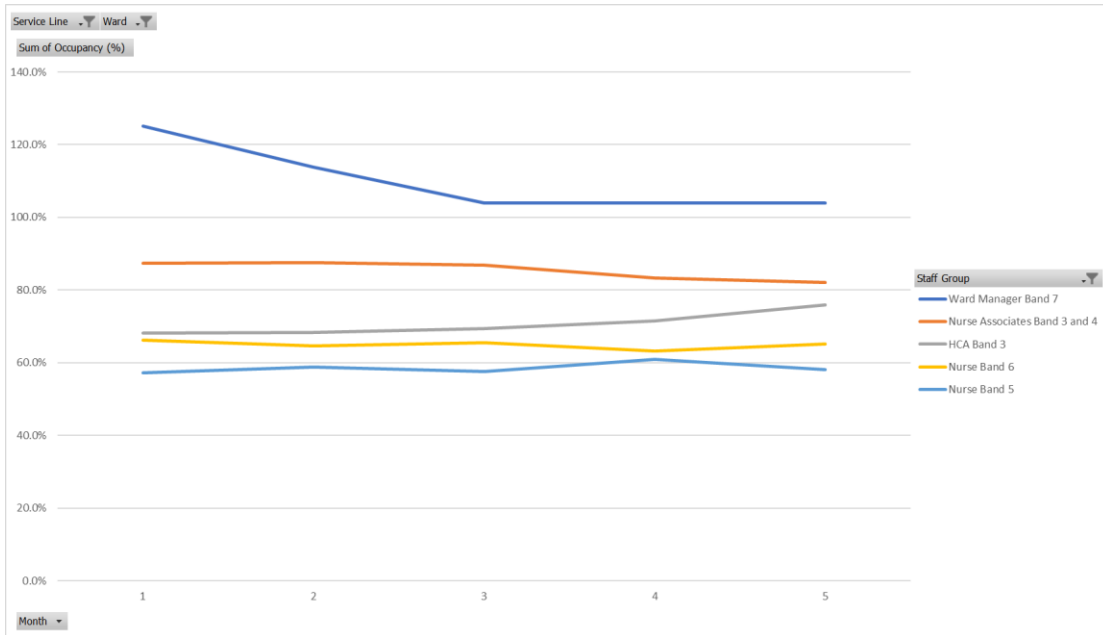
Community Hospitals
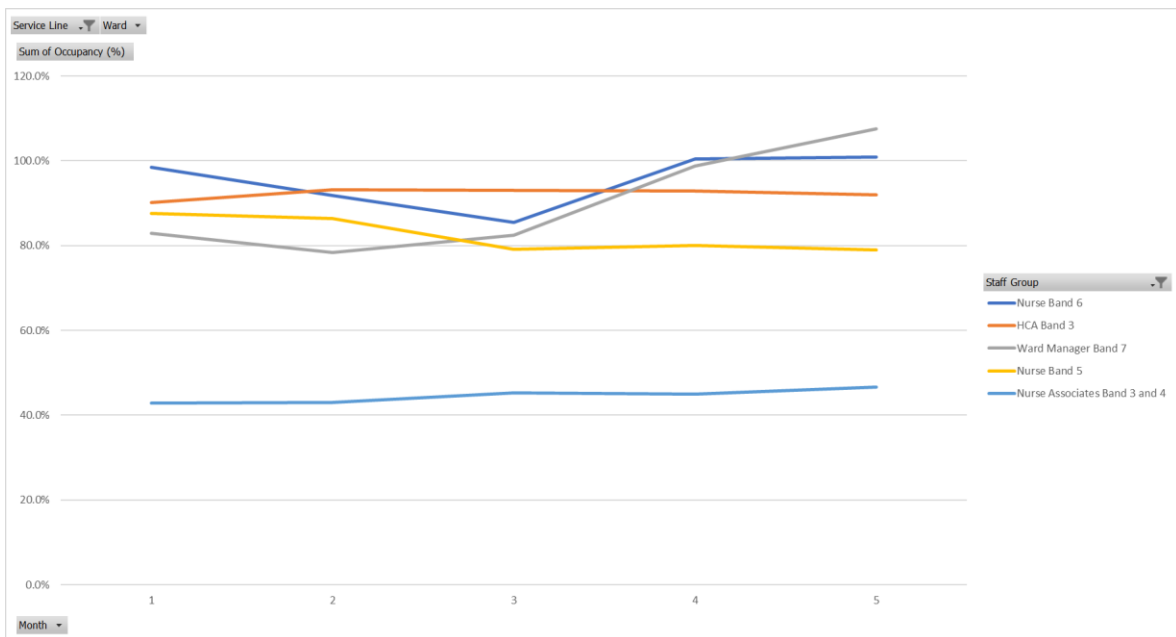
Quality Dashboard Update

In line with the national Quality Board guidance 'Developing workforce Safeguards'

The organisation should have an agreed local quality dashboard that cross-checks

comparative data on staffing and skill mix with other efficiency and quality metrics.

Trusts should report on this to their board every month.

With the development of the quality and safety app on TOBI there is now additional information within the dashboard ; workforce indicators (sickness, turnover, vacancies and agency/ bank use), IWGC data with patient/ carer feedback and waiting time information (based on CareNotes only at the moment).

This will enable triangulation of workforce indicators with quality metrics such as incidents, complaints, and moving forward the restrictive practice information which will be in the next release. This will be followed by a separate section on deaths with a focus on unexpected deaths and suicides.

Next month this Board report will be able to present this information as a quality dashboard to triangulate staffing fill rates with other key indictors of safety. Some suggested indictors are in the table below.

Below is a snapshot of some quality metrics for the inpatient wards for the period 15th June to 12th July 2020

Row Labels	Complaints	Serious Incidents	Medication incidents	Medication incidents with harm	Patient falls	Patient falls with harm	MRSA
AMHB Opal Ward	0	0	3	3	0	0	0
AMHB Ruby Ward	0	1	13	1	1	0	0
AMHB Sapphire Ward	2	0	3	0	1	0	0
AMHO Allen Ward	0	0	0	0	1	0	0
AMHO Ashurst PICU	0	0	8	0	0	0	0
AMHO Phoenix Ward	0	0	2	0	0	0	0
AMHO Vaughan Thomas Ward	1	0	2	0	0	0	0
AMHO Wintle Ward	0	0	0	0	1	1	0
B Older Adult Amber Ward	0	0	7	0	7	3	0
CAMHS O Highfield Unit	0	0	0	0	0	0	0
CAMHS S Marlborough Ward	0	0	2	0	0	0	0
CHos - Abbey Ward	0	0	1	0	2	0	0
CHos - Bicester Ward	0	0	0	0	3	2	0
CHos - City Ward	1	0	3	0	3	0	0
CHos - Didcot Ward	0	0	2	0	4	1	0
CHos - Oxfordshire Stroke Rehab Unit	0	1	0	0	7	1	0
CHos - Wallingford Ward	0	0	3	0	6	1	0
CHos - Witney Linfoot Ward	0	0	4	1	2	1	0
CHos - Witney Wenrisc Ward	0	0	1	1	2	1	0
ED Cotswold House Marlborough	0	0	2	0	1	0	0
ED Cotswold House Oxford	0	0	0	0	1	0	0
Forensic B Chaffron Ward	0	0	1	0	0	0	0
Forensic B Watling	0	0	0	0	0	0	0
Forensic B Woodlands	0	0	0	0	2	1	0
Forensic O Glyme	0	0	0	0	0	0	0
Forensic O Kennet	0	0	3	0	0	0	0
Forensic O Kestrel Ward	0	0	5	0	0	0	0
Forensic O Kingfisher Ward	0	0	0	0	2	1	0
Forensic O Lambourn House	0	0	1	0	0	0	0
Forensic O Wenric	0	0	3	0	0	0	0
LD Forensic Evenlode	0	0	0	0	0	0	0
O Older Adult Cherwell	0	0	3	0	4	0	0
O Older Adult Sandford	0	0	1	0	3	0	0
Wantage Hosp - Wards General	0	0	0	0	0	0	0
Grand Total	4	2	73	6	53	13	0

Conclusion

All ward staff and managers continue to make every effort to ensure wards continue to be staffed safely, fill rates remain high for most wards and that we continue to focus efforts on maintaining quality and safety.

Author and Title: Kate Riddle, Deputy Director of Nursing and Clinical Standards.

Appendix One: All Metrics
Roster Period 15th June to 12th July 2020

Ward	Latest 4 week period - 15th June to 12th July 2020									% Registered Skill Mix (target 50% or more)	% Agency Use (thresholds based on Trust targets, 5%)	% Sickness (thresholds based on Trust targets, 3.5%)	Vacancies Vs Budget (WTE) (thresholds based on Trust targets, 9)
	Unify % planned hours vs actual hours												
	% Registered day shifts filled by nurses (submitted to NHS England)	% Unregistered day shifts filled by nurses (submitted to NHS England)	% Registered night shift filled by nurses (submitted to NHS England)	% Unregistered night shifts filled by nurses (submitted to NHS England)	% Registered Skill Mix (target 50% or more)	% Agency Use (thresholds based on Trust targets, 5%)	% Sickness (thresholds based on Trust targets, 3.5%)	Post Vacancies WTE (thresholds based on Trust targets, 9)					
Abbey	100%	96%	97%	100%	50.40%	6.00%	4.90%	23.2		red <35	red>10	red >6.5	red >9
Allen	79%	113%	100%	100%	43.00%	17.80%	6.40%	14.9		amber 35	amber 5-	amber	amber 4-
Amber	65%	83%	79%	75%	43.80%	8.00%	6.10%	8.5		green	green <5	green	green <4
Ashurst	85%	100%	92%	96%	34.70%	10.80%	2.10%	17.5					above
Bicester	93%	68%	100%	93%	63.10%	3.00%	7.70%	14.8					
CH Marlborough	120%	87%	123%	90%	45.30%	6.10%	3.80%	10.6					
CH Oxford	77%	117%	96%	100%	36.90%	17.40%	1.70%	12.4					
Chaffron	104%	97%	100%	100%	38.80%	0.00%	1.10%	4.8					
Cherwell	72%	110%	100%	100%	39.70%	1.20%	6.80%	13.4					
City	107%	76%	100%	100%	52.60%	7.90%	7.60%	15.8					
Didcot	119%	85%	105%	96%	49.30%	6.90%	7.70%	18.9					
Evenlode	114%	92%	110%	94%	39.50%	16.30%	3.30%	5.1					
Glyme	119%	79%	105%	95%	50.70%	3.50%	10.70%	6.8					
Highfield	89%	97%	100%	98%	35.00%	12.80%	3.10%	25.2					
Kennet	106%	97%	99%	100%	26.70%	8.70%	10.70%	9.2					
Kestrel	99%	96%	105%	98%	29.90%	20.50%	7.50%	20.4					
Kingfisher	92%	95%	106%	100%	33.10%	21.60%	2.40%	18.1					
Lambourne House	95%	92%	100%	100%	44.30%	1.10%	0.50%	1.5					
Linfoot	102%	99%	99%	102%	54.00%	11.30%	3.10%	27.6					
MH Swindon	83%	104%	102%	94%	48.90%	4.70%	2.00%	11.1					
Opal	99%	99%	100%	100%	45.40%	3.30%	5.40%	8.6					
OSRU	93%	94%	105%	96%	46.10%	20.80%	6.80%	23.6					
Phoenix	111%	85%	104%	98%	45.00%	9.10%	2.80%	14.4					
Ruby	96%	98%	105%	95%	44.90%	12.20%	13.30%	11.7					
Sandford	88%	102%	98%	87%	43.10%	4.60%	5.30%	16.9					
Sapphire	98%	101%	101%	101%	45.40%	10.20%	6.10%	10.1					
Vaughan Thomas	77%	105%	98%	99%	42.40%	10.90%	5.00%	11					
Wallingford	102%	97%	102%	98%	47.70%	7.10%	4.90%	30.6					
Watling	99%	101%	96%	102%	41.70%	0.00%	4.20%	13.4					
Wenric	138%	81%	108%	96%	42.90%	13.40%	8.40%	15.4					
Wenrisc	107%	90%	101%	95%	52.40%	3.90%	8.70%	29.2					
Wintle	85%	112%	98%	99%	40.10%	2.10%	1.70%	11.6					
Woodlands	110%	94%	109%	94%	41.10%	0.50%	2.60%	11.4					

Roster Period 13th July to 9th August 2020.

Ward	Latest 4 week period - 13th July to 9th August 2020								% Registered Skill Mix (target 50% or more)	% Agency Use (thresholds based on Trust	% Sickness (threshold on Trust targets,	Vacancies Vs Budget (WTE) (thresholds based on Trust
	Unify % planned hours vs actual hours											
	% Registered day shifts filled by nurses (submitted to NHS	% Unregistered day shifts filled by nurses (submitted to NHS	% Registered night shift filled by nurses (submitted to NHS	% Unregistered night shifts filled by nurses (submitted to NHS	% Registered Skill Mix (target 50% or more)	% Agency Use (thresholds based on Trust targets, 5%)	% Sickness (thresholds based on Trust targets, 3.5%)	Post Vacancies WTE (thresholds based on Trust targets, 9)				
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Allen	76%	115%	100%	95%	39.20%	18.40%	3.20%	16.2	amber 35	amber 5-	amber	amber 4-
Amber	64%	93%	81%	89%	38.60%	6.70%	4.40%	6.1	green	green <5	green	green <4
Ashurst	83%	97%	104%	89%	32.90%	10.80%	3.00%	17.7				above
Bicester	93%	80%	102%	97%	59.00%	3.40%	3.60%	15.8				
CH Marlborough	126%	81%	108%	95%	51.00%	6.20%	3.50%	10.6				
CH Oxford	81%	106%	96%	99%	38.70%	26.00%	4.30%	12.6				
Chaffron	106%	97%	100%	100%	41.20%	0.00%	1.90%	4.7				
Cherwell	80%	102%	97%	98%	39.80%	1.00%	3.40%	14.3				
City	86%	94%	100%	98%	46.80%	8.50%	7.00%	16.7				
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Evenlode	107%	94%	107%	95%	36.30%	12.90%	2.80%	5.1				
Glyme	122%	78%	98%	99%	50.80%	4.30%	9.60%	6.8				
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