

BOARD OF DIRECTORS MEETING (Open)

Date: 10th July 2019

Item Ref: 5b

TITLE OF PAPER	Safer Staffing Report: Monthly Return 1st – 31st May 2019
TO BE PRESENTED BY	Brenda Rhule, Deputy Chief Nurse on behalf of Liz Lightbown, Executive Director of Nursing and Professions
ACTION REQUIRED	To receive the report and note publication on the Trust's website in compliance with the National Quality Board (NQB) 2013 requirements.

OUTCOME	Board Members are informed about May 2019 Ward Staffing
TIMETABLE FOR DECISION	10 th July 2019
LINKS TO OTHER KEY REPORTS/ DECISIONS	<ul style="list-style-type: none"> ▫ NHS improvement June 2016: Good Practice Guide: Rostering. ▫ NQB, Edition 1, January 2018: Safe, sustainable and productive staffing – An improvement resource for learning disability services. ▫ NQB, Edition 1, January 2018: Safe, sustainable and productive staffing – An improvement resource for mental health.
STRATEGIC AIM STRATEGIC OBJECTIVE BAF RISK NUMBER & DESCRIPTION	<p><u>Strategic Aim: Quality & Safety.</u></p> <p><u>Strategic Objectives A1 02:</u> Deliver safe care at all times</p> <p><u>BAF Risk: A102i.</u> "Failure to deliver safe care due to insufficient numbers of appropriately trained staff".</p> <p><u>BAF Risk No: A102ii.</u> "Inability to provide assurance regarding improvement in the safety of patient care".</p> <p><u>Corporate Risk No 3831</u> Registered Nurse Vacancies</p>
LINKS TO NHS CONSTITUTION & OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC	Compliance with CQC Registration / Regulation Requirements for Safer Staffing.
IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT	Inability to provide safe staffing levels is a risk to patient care. Increased patient acuity and dependency may require additional staff and funding.
CONSIDERATION OF LEGAL ISSUES	Inability to meet Regulatory Care Requirements may affect the Trust's CQC ratings and Terms of Authorisation.

Authors of Report	Liz Lightbown and Brenda Rhule
Designation	Executive Director of Nursing and Professions and Deputy Chief Nurse
Date of Report	4 th July 2019

SUMMARY REPORT

Report to: BOARD OF DIRECTORS MEETING

Subject: Safer Staffing Report Monthly Return, 1st – 31st May 2019

Authors: Liz Lightbown Executive Director of Nursing and Professions
Brenda Rhule, Deputy Chief Nurse

1. Purpose

<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
				✓	Assurance

2. Summary

Data and Publication

The safer staffing data for the 1st – 31st May 2019 was published on the Trust's website on the 19th June 2019 and reported to Unify, in compliance with the National Quality Board (NQB) 2013 and NHS England reporting requirements.

Registered Nurse (RN) Staffing Levels

Staffing levels are determined by a combination of:

- Professional judgment
- Current / available budgets
- Meridian productivity work
- Service User need
- Commissioning specifications
- Health Education England Learning Disability Competency Framework
- Relevant National Quality Board (NQB) Safer Staffing resources.

This month's dashboard includes the updated Planned Fill rates per shift E (Early) L (Late) and N (Night) for Registered Nurses (RNs) and Health Care Support Workers (HCSWs) following the agreed uplift in staffing establishments.

May 2019 Performance Dashboard

Specialty	Category	Ward	Beds	Occupancy %	RN Fill Rate % Day Shift	HCSW Fill Rate % Day Shift	RN Fill Rate % Night Shift	HCSW Fill Rate % Night Shift	RN			HCSW			RN Actual Funded Establishment	RN Vacancy %	RN Sickness Absence %	RN Bank %	RN Agency %
									E	L	N	E	L	N					
Acute	Working Age Adults / Substance Misuse	Burbage	19	100.85%	121.46%	215.23%	43.08%	127.50%	3	3	2	3	3	2	19.34	0.00%	4.54%	1.33%	1.87%
		Maple	17	105.31%	98.59%	273.39%	64.41%	199.78%	4	4	3	3	3	3	26.01	20.03%	8.59%	1.74%	3.68%
		Stanage	18	100.72%	96.25%	392.50%	40.27%	246.91%	3	3	2	3	3	2	19.34	21.41%	8.41%	1.00%	3.68%
		Total	54	102.21%															
	Older Adults	Dovedale	18	91.22%	96.98%	423.62%	37.81%	254.95%	3	3	2	3	3	2	19.69	21.23%	9.63%	8.50%	0.00%
PICU	Endcliffe	10	90.32%	69.33%	647.18%	43.15%	182.18%	4	4	2	3	3	5	20.81	38.49%	3.13%	7.39%	4.58%	
Dementia		G1	16	88.71%	109.01%	170.01%	98.21%	196.98%	2	2	2	5	5	4	16.13	10.60%	7.12%	10.09%	2.29%
Forensic	Assessment	Forest Lodge	11	57.48%	103.70%	84.82%	100.00%	91.29%	2	2	1	3	3	3	10.31	2.62%	0.50%	8.69%	5.70%
	Rehabilitation	Forest Lodge	11	71.85%	98.57%	95.03%	93.71%	100.00%	2	2	1	2	2	1	8.78	2.51%	7.48%	8.70%	5.59%
	Grand Total	22	64.66%																
Learning Disability	ATS	Firhill Rise	7	86.18%	201.20%	138.75%	100.00%	262.70%	2	2	2	4	4	1	10.95	56.16%	11.69%	11.79%	29.23%
Rehabilitation	Ward 1	Forest Close 1	8	77.82%	117.24%	100.03%	90.32%	100.33%	1	1	1	2	2	1	6.47	0.00%	4.16%	9.26%	0.00%
	Ward 1a	Forest Close 1a	14	68.43%	101.36%	96.01%	97.58%	101.42%	2	2	1	3	3	2	10.49	2.76%	6.02%	4.59%	0.51%
	Ward 2	Forest Close 2	8	89.11%	112.45%	98.37%	100.10%	93.70%	1	1	1	2	2	1	6.47	22.72%	4.56%	2.34%	0.00%
	Grand Total	30	76.45%	110.51%	227.91%	75.72%	163.14%							174.79	16.54%	6.31%	6.28%	4.76%	

Key E - Early
L - Late
N - Night

Performance Dashboard Summary

Bed Occupancy

The Working Age Adult Acute wards managed occupancy at 102.21%, an overall increase of 1.47% from the previous month. Throughout May there were high levels of admissions, patient acuity and dependency.

Older Adults - Dovedale 91.22% increase of 6.03%

PICU - Endcliffe occupancy 90.32% increase of 4.99%

Dementia - G1 88.71% decrease 0.46%

Learning Disabilities - Firshill Rise 86.18% increase of 28.56%

Occupancy at Forest Lodge Low Secure Assessment Ward was affected by the seclusion room building works, which has been completed.

Registered Nurse (RN) Fill Rates

The overall day shift fill rate increased against plan, with the exception of Endcliffe; however, the night fill rate decreased to 75.72% (from 99.51% in April).

Sickness Absence

The rate decreased to 6.31% (from 6.80% in April).

RN Vacancies

The rate decreased to 16.547% (from 17.67% in April).

Use of Bank/Agency

Firshill Rise, 41.02%, Forest Lodge Assessment 14.39% and G1, 12.38% are the three highest users of Bank and Agency (RN) combined.

Actual Funded Establishments (AFE's) Reviews

Following the undertaking of an AFE Review for the five Adult Mental Health Acute Care Wards, indicative funding of an additional £1.4 million for RN and HCSW posts was identified (not including Allied Health Professions (AHPs), Psychology or Administration) in the financial plan. The AFE review recommendation was approved by the Finance, Information & Performance Committee (FIPC) of the Board on 24th June 2019.

Final confirmation of skill mix deployment / allocation is being agreed, in summary this equates to additional:

Health Care Support Workers (HCSWs)

- Funding the Health Care Support Workers at Band 3 for Trainee Nursing Associate (TNA) posts (currently 7 posts and for an increase in 2019/20).
- An increase in HCSW on Day Shifts for:
 - Maple, Stanage, Burbage and Dovedale of 2 shifts each (early and late) per ward
- An increase in HCSW on Night Shifts for:
 - Burbage, Stanage and Dovedale of 1 shift each
 - Maple and Endcliffe of 2 shifts each

This represents an equivalent of an additional (circa) 25 - 30 WTE HCSWs required in 19/20.

Registered Nurses (RNs)

- An additional 3.5 WTE Band 5 RNs for Endcliffe Ward to cover an additional RN every Early and Late shift.
- 1 x Band 6 Deputy Ward Manager for Maple Ward for the Health Based Place of Safety (Section 136 Suite).
- 1 x Band 6 for the MCC Site for Nights.
- Funding for the difference between Band 6 and Band 7 for the trainee Advanced Clinical Practitioner (tACPs) x 3 posts.

Firshill Rise RN staffing establishment has been reviewed for the 2019/20 to ensure 2 RNs per shift.

E-Rostering Performance

Training and data cleansing per ward and nursing home continues. At the monthly E-Rostering Confirm and Challenge meetings, it is evident that each ward is progressing, despite being at different stages of implementing E-rostering, work continues to achieve consistent practice across all wards and nursing homes.

Risk Management and Escalation

Staff report an occurrence of low staffing as an incident via the Safeguard incident reporting system, these were escalated to the Senior Operational Managers (SOM) and if required to the Associate Clinical Directors and Deputy Director of Nursing for oversight, action and follow-up. Incident data for April saw an increase in the numbers reported relating to lower staffing levels.

Patient Demand, Staffing Capacity and Bed Management

Staffing capacity continues to be reviewed on a shift-by-shift basis by Ward Managers and Senior Nurses and where clinically required, additional clinical support workers were utilised to support effective management of demand and where/if required staff could be temporarily re-deployed for periods to other clinical areas.

The Band 7 Senior Nurses and 1 Senior Occupational Therapist OT (aka Flow Co-ordinators) provided 24/7 senior clinical leadership and management across the acute care pathway and supported improved patient flow and management across the whole mental health system. With support of their Deputy and Associate Clinical Directors they ensure ongoing 24/7 bed management and more effective gatekeeping.

Medical Staffing Summary

In-Patient Staffing Levels versus Establishment

Grade	Establishment (WTE)	Fill at sample point (WTE)	Percentage
Consultant	10.0	9.0	90
Higher Trainees	3.0	2.2	73
Core Trainees	4.8	3.9	81
Foundation Trainees	7.0	4.7	67
Specialty Doctors	3.0	2.3	77

Allied Health Professionals

This is the third month of publishing the data from Allied Health Professionals within the in-patient areas. This is the first step to incorporating this information within the staffing data to assist the development of a truly reflective Care Hours Per Patient Per Day (CHPPD).

Allied Health Professionals on In-patient Services

Base	Post	AFE / WTE	Available input	Comments
Dovedale				
Older Adults	Band 6 Senior OT	1.00	1.00	
	Band 5 OT	0.80	0.00	Off sick no backfill so a gap in service
	Total Qualified	1.80	1.00	
	Band 3 OT Assistant	1.81	1.81	
	Total Unqualified	1.81	1.81	
Stanage and Burbage				
	Band 7 Clinical Lead OT	1.00	1.00	
	Band 6 Senior OT	1.00	1.00	
	Band 5 OT	0.40	1.00	
	Total Qualified	2.40	3.00	
	Band 4 Activity Co-ordinator	1.00	0.50	Was off sick for half the month
	Band 3 OT Assistant	1.00	1.00	
	Total Unqualified	2.00	1.50	

Base	Post	AFE / WTE	Available input	Comments
Maple and Endcliffe				
	Band 7 Clinical Lead OT	1.00	1.00	
	Band 6 Senior OT	1.00	1.00	
	Total Qualified	2.00	2.00	
	Band 4 Activity Co-ordinator	1.00	0.00	Off sick following serious assault. No backfill
	Band 3 Support Time and Recovery Worker	0.60	0.60	
	Band 3 OT Assistant	1.80	1.80	
	Total Unqualified	3.40	2.40	
Forest Close				
	Band 6 Senior OT	2.00	2.00	
	Total Qualified	2.00	2.00	
	Band 4 Activity Co-ordinator	2.00	2.00	Part of the nursing team
	Band 3 Peer Support Worker	0.80	0.80	Works as activity assistant on nursing budget. Post under review.
	Total Unqualified	2.80	2.80	
Forest Lodge				
	Band 7 OT Clinical Lead	1.00	0.00	New appointee started 29 th April. For most of the month no OT in post and no backfill. Some minimal input from Forest Close OTs has been provided. Forest Lodge service users significantly affected by lack of person in post
	Total Qualified	1.00	0.00	
	Band 3 Activity Assistant	2.00	2.00	
	Total Unqualified	2.00	2.00	
G1				
	Band 6 Senior OT	1.00	1.00	
	Total Qualified	1.00	1.00	
	Band 2 Activity Assistants	2.00	2.00	Part of the nursing budget
	Total Unqualified	2.00	2.00	
Firshill Rise				
ATS				
	Band 7 Senior OT	0.60	0.60	
	Band 7 Senior Speech and Language Therapist	0.30	0.30	
	Total Qualified	0.90	0.90	
ALL WARDS	GRAND TOTALS	25.11	22.41	

Allied Health Professionals Working Across In patient Wards: Physiotherapy & Dietetics

Base	Physiotherapy Posts	AFE / WTE	Comments
Based at Dovedale and works across in-patient sites	Band 7 Physiotherapy Team Leader	0.80	Works across all in-patient areas
	Band 6 SN PT	0.80	
	Total Qualified	1.60	
	Band 4 Fitness Instructor	1.80	
	Band 3 PT Assistant	0.80	
	Total unqualified	2.60	
Base	Dietetics Posts	AFE/WTE	Comments
Dovedale but works across in patient sites	Band 6 Senior Dietician	0.70 (AFE is 0.80)	Has been doing 0.70 for last 2 years and wishes to be Permanent
	Total Qualified	0.70	
Dovedale but works across in patient sites	Band 3 Dietetic Assistant	0.62 (AFE is 0.43)	Looking to increase Band to 0.40 to reflect needs of post. Currently going through A4C process. Likely will be 0.60 in future.
	Total Unqualified	0.62	

In addition, the Chaplaincy and Spiritual Care Team also offer in-patient to the In-patient areas, including running some group sessions with Occupational Therapy Staff.

Psychological Professionals Across the In-patient Wards

Ward	AFE	Grade	Hours Worked	Vacancies	Additional information	Action
Burbage	2.25 days per week 17.5 hrs Total hrs 70 per month	Band 8a Clinical Psychologist	70	0	We have 2 staff in this role. 1 member of staff works 2 days a week. 1 member of staff works 3.5 hrs every 2 weeks running a family therapy clinic	Working with clinical ops to deliver on the therapeutic ward
Stanage	2.25 days per week 17.5 hrs Total hrs 70 per month	Band 8a Clinical Psychologist	70	0	The staff are configured in the same way as above	Working with clinical ops to deliver on the therapeutic ward
Maple	2.5 days per week 18.5 hrs Total hrs 74 per month	Band 7 Clinical Psychologist	0	1	This post is vacant. Difficulties with retention due to the configuration and grade of this post. Split across Dovedale	Plans to change to the above model and review capacity and demand within the frame of the therapeutic ward
Endcliffe	3 days per week 22.5 hrs Total hrs 90 per month	Band 8a Clinical Psychologist	80	1	This post is being covered by the Clinical Psychologist on Forest Close. Difficulties with recruitment due to part time hours of the post	Post out to recruitment. Working with clinical ops to deliver on the therapeutic ward
Forest Lodge 2 x Wards	5 days per week 37.5 hrs Total 156 hrs per month	Band 8a Clinical Psychologist	80	1	The staff member in this post has split the post to cover the gap on Endcliffe Ward. Post holder covering the 2 wards has a new post	Post out to recruitment. Working with clinical ops to deliver on the therapeutic ward
Forest Close 3 x Wards	2.8 wte Total 432 hrs per month	Band 8a Clinical Psychologist 0.8 wte Band 5 Assistant Psychologist 1.0 wte Band 4 Assistant Psychologist 1.0 wte	432	0	3 staff in post -established over the last 5 years. We Been able to draw from the wider staff budget using Band 2 and Band 3 monies to develop assistant psychologist roles. This has enabled a psychological stepped care model, using staff in an efficient and effect way, to deliver on the therapeutic ward	Working with clinical ops to develop this further introducing the AC/RC multidisciplinary role *. Expand clinical leadership
Dovedale	2.5 days per week 18.5 hrs Total 74 hrs per month	Band 7 Clinical Psychologist	0	1	This post is currently split across Maple and Dovedale. Difficulties with retention due to the configuration and grade of this post.	Plans to reconfigure this post to link with G1 older adults HTT and CMHT. Working with clinical ops to deliver on the therapeutic ward
G1	1 day per week 7.5 hrs	Band 8a Clinical Psychologist	7.5	0	This is a tiny resource with very narrow and limited scope of role.	As above .
Firshill ATS	1.5 wte Total 230 hrs per month	Band 8d Clinical Director/Consultant Clinical Psychologist 0.5 wte Band 5 Assistant Psychologist 1.0 wte	230	0	The Trust has broader plans in place in relation to ATS	Clinical Director working with clinical ops to develop the plan

** AC/RC Approved and Responsible Clinician role –the Mental Health Act changed in 2008 allowing Clinical Psychologists, Nursing and AHP’s to train as AC/RC to offer patients choice regarding the most appropriate qualified staff member to take on this role.*

This is a small staff group thinly spread across the Wards, the equivalent of 2 full time members of staff across Burbage, Stanage, Maple and Endcliffe. Despite this staff have been able to establish a psychological frame for the work delivering good quality care and outcomes for service users with positive feedback from carers, family members and staff when they are seen.

We have been able to build an integrated team of psychological therapy staff who can deliver a stepped care model and work as part of the MDT at Forest Close. The two assistant psychologists deliver lower level psychological interventions, group work through the recovery college and support the nursing teams to deliver psychologically informed care plans. The qualified Psychologist is able to work with the service users presenting with more complex needs delivering Psychological formulation, work with staff teams, the leadership team, team governance and supervision.

Executive Assurance Statement

The Executive Director of Operations, the Medical Director and Executive Director of Nursing and Professions can provide assurance that arrangements for and reviews of: staffing capacity (E –Roster); bed management; use of additional staffing; and staff redeployment, to effectively manage service user demand are in place.

3. Next Steps

- 3.1 Adjust the Acute Care Wards E –rostering AFE.
- 3.2 Up-date the Planned Staffing Levels Per Shift, Per Ward.
- 3.3 The Demand Templates to be updated by September 2019.
- 3.4 Reset Acute Care Ward Budgets and Planned Staffing levels in E-Rostering.
- 3.5 Undertake a clinical review of the use of observation of patients, the WTE utilised and whether / if / how we could use this resource for more multi-professional psychotherapeutic care.
- 3.6 Continue work on integrating the multi-professionals into the Safer Staffing Report.
- 3.7 Undertake AFE Reviews for Forensic and Rehabilitation Wards.
- 3.8 Review the Psychotherapeutic care being provided in line with the CQC briefing.

4. Required Actions

- 4.1 Members are asked to receive and note this report.
- 4.2 Members are asked to note publication of this report on the Trust’s website in compliance with the NQB 2013 requirements on safe staffing.

5. Monitoring Arrangements Via Monthly

- 5.1 E- Rostering Confirm and Challenge meetings.
- 5.2 Safer Staffing Group.
- 5.3 Care Network Governance Meetings.
- 5.4 Director of Operations Performance report to the EDG.
- 5.5 Safer Staffing Reports to the Executive Directors Group and Board of Directors.

6. Contact Details

For further information please contact:

Liz Lightbown, Executive Director of Nursing and Professions
Liz.Lightbown@shsc.nhs.uk
Tel: 0114 271 6713

Brenda Rhule, Deputy Chief Nurse
brenda.rhule@shsc.nhs.uk
Tel: 0114 271 6705