

FOIA STATUS:	Whole Document Exempt	<i>Part exemption applies to page/s:</i>
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PAPER TITLE:	Safer Staffing	
PURPOSE:	The paper informs board of the monthly breakdown of ward staffing levels (referred to as fill rates) from the 1 st -31 st July 2014 as per the NHS England's reporting requirements with supporting narrative.	
ACTION RECOMMENDED:	Discussion	
PAPER PREPARED BY:	Associate Director of Quality and Experience	

1.0 Introduction

Lancashire Care NHS Foundation Trust's staffing information for July 2014 will be presented on the NHS Choices website on 3rd September 2014. The NHS Choices website displays staffing fill rate information for nurses and care staff information by site; the Trust website displays staffing information at ward level. There is a direct link from NHS choices to the Safer Staffing page on the Trust website.

The purpose of this report is to inform the Board of the monthly breakdown of ward staffing levels (referred to as fill rates) from the 1st - 31st July 2014 as per the NHS England's reporting requirements. The report includes narrative to support the data and an update of Lancashire Care NHS Foundation Trust's progress in relation to the National Quality Board's expectations.

2.0 Responding to Queries:

We have not received any queries via the safer staffing email inbox this month:

safer.staffing@lancashirecare.nhs.uk

The inbox is being checked by members of the Quality and Experience team on a daily basis.

3.0 Board Reporting

The staffing information will be presented to the Board of Directors on a monthly basis to ensure they are fully informed of staffing levels in the in-patient wards.

4.0 Planned vs Actual Staffing Level (fill rates) July 2014

As noted previously all inpatient wards are publically displaying staffing information.

The table at appendix 1 provides the detailed breakdown of staffing levels/fill rates for registered and unregistered staff on each of Lancashire Care NHS Foundation Trust's inpatient wards. The data is taken from the UNIFY system with manual systems operating in

parallel initially to ensure accuracy. The figures illustrate the percentage of the total planned hours filled for both staff groups split by day and night shifts

The table at appendix 2 provides the supporting rationale in relation to fill rates

5.0 Areas for Consideration when Reviewing Appendix 1.

- **Calculation of fill rates:** All the data from all shifts has been aggregated into hours over a month. Aggregating this volume of data in this way can make the information difficult to interpret in terms of identifying areas of good and poor performance.
- **Over 100% fill rates:** The data indicates that a number shifts were delivered with many more staff than were planned on shift (fill rate of over 100%). This increase in staffing numbers is taking account of the increased complexities of patients on the wards and staffing levels required to manage these needs. This data does not indicate that the wards were overstaffed.
- **Low fill rates:** There are occasions where staffing fill rates are planned to fall below 100% where the needs of the patients are such that less staff are needed than is planned in the establishment.

6.0 Actions Progressed

- To provide robust assurance a manual system is in place which enables ward managers to provide weekly staffing level reports with a breakdown of staffing levels on every shift for both registered and unregistered staff. This is running in parallel with electronic systems across a 3 month period with a monthly evaluation established.
- The scope and membership of the safe staffing steering group is now being widened to inform and support:
 - Progress work in relation to the further development of evidence based staffing models to support workforce transformation proposals.
 - The triangulation of a range of information including sickness, complaints, compliments and incident data and information to provide a more comprehensive staffing analysis.

7.0 Further Actions

- Define the emerging training needs for ward managers and facilitate a learning programme to enable them to understand and use the full functionality of the new version of the e-roster system
- Further develop the monthly staffing report to include a dashboard in order for it to be more effective and meaningful.

All actions are in line with the detailed project plan which sets clear timescales for progress updates and completion. Delivery of the project plan is monitored by the Safe Staffing Group chaired by the Director of Nursing.

8.0 Conclusion

In summary, the Board is informed that staffing is managed and reviewed on a shift by shift basis. Where acuity is high staffing levels are adjusted to ensure safe patient care. The scope of the safe staffing steering group is being broadened to facilitate bringing together pieces of information and key workstreams which support the safe staffing and quality.

9.0 Recommendations

The Board of Directors are requested to:

- Receive this paper related to safe staffing for in-patient wards, as per national directives, noting actions being taken to ensure patient safety and improve the quality of the information
- Receive monthly reports of staffing
- Receive assurance that all necessary actions are taken to ensure safe staffing and quality of service provision is maintained.
- Receive assurance that the Safer In-Patient Staffing reporting requirements have been met.

Appendix 1.

The breakdown of staffing levels/fill rates for registered and unregistered staff on each of Lancashire Care NHS Foundation Trust's inpatient wards.

Hospital Site name	Ward name	Specialty	Day		Night	
			Average fill rate - registered nurses	Average fill rate – unregistered health care support staff	Average fill rate - registered nurses	Average fill rate - unregistered health care support staff
ROYAL BLACKBURN HOSPITAL	Calder (L3314)	996 - PSYCHIATRIC INTENSIVE CARE UNIT	74.8%	139.6%	97.3%	177.1%
ROYAL BLACKBURN HOSPITAL	Darwen (L3313)	710 - ADULT MENTAL ILLNESS	66.5%	132.2%	80.0%	134.3%
ROYAL BLACKBURN HOSPITAL	Hyndburn (L3312)	710 - ADULT MENTAL ILLNESS	61.5%	109.3%	98.9%	71.8%
ROYAL BLACKBURN HOSPITAL	Ribble (L3311)	710 - ADULT MENTAL ILLNESS	64.6%	136.8%	97.3%	158.0%
BURNLEY GENERAL HOSPITAL	Ward 18 (L4701)	710 - ADULT MENTAL ILLNESS	59.4%	147.6%	98.6%	104.4%
BURNLEY GENERAL HOSPITAL	Ward 20 (L4722)	710 - ADULT MENTAL ILLNESS	68.3%	177.9%	91.3%	130.6%
BURNLEY GENERAL HOSPITAL	PICU (L4687)	996 - PSYCHIATRIC INTENSIVE	75.7%	113.4%	138.1%	157.3%

		CARE UNIT				
BURNLEY GENERAL HOSPITAL	Ward 22 (L4714)	715 - OLD AGE PSYCHIATRY	68.4%	128.3%	132.3%	221.0%
ROYAL PRESTON HOSPITAL	The Platform (L9530)	711- CHILD and ADOLESCENT PSYCHIATRY	81.6%	89.4%	101.1%	143.5%
The Junction	The Junction (L9519)	711- CHILD and ADOLESCENT PSYCHIATRY	73.8%	65.6%	103.5%	110.2%
CHORLEY AND SOUTH RIBBLE HOSPITAL	Charnock (L6003)	996 - PSYCHIATRIC INTENSIVE CARE UNIT	71.5%	164.7%	38.5%	208.6%
CHORLEY AND SOUTH RIBBLE HOSPITAL	Healey (L6001)	710 - ADULT MENTAL ILLNESS	51.0%	106.1%	86.8%	218.3%
CHORLEY AND SOUTH RIBBLE HOSPITAL	Yarrow (L6002)	710 - ADULT MENTAL ILLNESS	56.3%	229.2%	96.8%	263.4%
GUILD PARK	Bleasdale (L2075)	712 - FORENSIC PSYCHIATRY	70.3%	209.9%	90.0%	108.3%
GUILD PARK	Calder (L2063)	712 - FORENSIC PSYCHIATRY	67.0%	150.4%	72.6%	233.9%
GUILD PARK	Dutton (L2078)	712 - FORENSIC PSYCHIATRY	71.8%	163.0%	71.1%	90.7%
GUILD PARK	Elmridge (L2074)	712 - FORENSIC PSYCHIATRY	58.3%	146.5%	83.4%	126.7%
GUILD PARK	Fairoak (L2064)	712 - FORENSIC PSYCHIATRY	104.6%	176.4%	90.1%	118.5%
GUILD PARK	Fairsnape (L2061)	712 - FORENSIC PSYCHIATRY	50.5%	112.0%	83.8%	125.9%
GUILD PARK	Fellside (L2082)	712 - FORENSIC PSYCHIATRY	82.3%	78.8%	98.1%	105.1%
GUILD PARK	Forest Beck (L2065)	712 - FORENSIC PSYCHIATRY	85.0%	99.0%	103.4%	110.1%

GUILD PARK	Greenside (L2062)	712 - FORENSIC PSYCHIATRY	89.6%	181.2%	80.7%	275.6%
GUILD PARK	Langden (L2079)	710 - ADULT MENTAL ILLNESS	78.5%	157.7%	83.0%	149.2%
GUILD PARK	Mallowdale (L2076)	712 - FORENSIC PSYCHIATRY	56.9%	158.5%	83.4%	120.5%
GUILD PARK	Marshaw (L2073)	712 - FORENSIC PSYCHIATRY	75.9%	90.6%	118.8%	107.6%
GUILD PARK	The Hermitage (L2083)	710 - ADULT MENTAL ILLNESS	104.6%	173.3%	109.2%	200.8%
GUILD PARK	Whinfell (L2072)	710 - ADULT MENTAL ILLNESS	104.5%	210.3%	82.6%	148.9%
LYTHAM HOSPITAL	Ansdell (L5100)	715 - OLD AGE PSYCHIATRY	72.4%	131.1%	103.4%	141.5%
LYTHAM HOSPITAL	Talbot (L5101)	715 - OLD AGE PSYCHIATRY	54.7%	64.4%	90.0%	40.0%
MOSS VIEW CONTINUING CARE UNIT	Daisybank (L0339)	710 - ADULT MENTAL ILLNESS	89.0%	64.2%	78.1%	101.8%
MOSS VIEW CONTINUING CARE UNIT	HDU	996 - PSYCHIATRIC INTENSIVE CARE UNIT	62.4%	108.6%	64.5%	98.4%
ORMSKIRK AND DISTRICT GENERAL HOSPITAL	Lathom (L7020)	710 - ADULT MENTAL ILLNESS	75.2%	76.6%	63.8%	134.0%
ORMSKIRK AND DISTRICT GENERAL HOSPITAL	Scarisbrick (L7010)	710 - ADULT MENTAL ILLNESS	50.7%	133.6%	98.9%	102.1%
PARKWOOD HOSPITAL	Balmoral (L5001)	710 - ADULT MENTAL ILLNESS	63.7%	119.1%	88.0%	147.8%
PARKWOOD HOSPITAL	Bowland (L5003)	710 - ADULT MENTAL ILLNESS	68.0%	113.2%	108.8%	103.5%

		ILLNESS				
PARKWOOD HOSPITAL	Conway (L5004)	710 - ADULT MENTAL ILLNESS	72.5%	112.1%	87.9%	104.0%
RIBBLETON HOSPITAL	Wordsworth (L1301)	715 - OLD AGE PSYCHIATRY	59.6%	306.9%	156.3%	174.7%
RIBBLETON HOSPITAL	Grasmere (L1300)	715 - OLD AGE PSYCHIATRY	86.2%	158.9%	156.7%	200.3%
RIDGE LEA HOSPITAL	Lancaster Unit (L0300)	710 - ADULT MENTAL ILLNESS	63.3%	122.4%	99.8%	102.1%
LONGRIDGE COMMUNITY HOSPITAL	Rehabilitation ward (A3218)	314 - REHABILITATION	126.7%	111.6%	171.1%	202.2%

Appendix 2. – July 2014 Fill rate rationale:

The breakdown of staffing levels/fill rates for registered and unregistered staff on each of Lancashire Care NHS Foundation Trust’s inpatient wards.

Site	Ward	Presenting Issue	Rationale
ROYAL BLACKBURN HOSPITAL	Calder	Low fill rate of registered staff during the day. and High fill rate of unregistered staff during the night	Currently across the three wards in Blackburn Royal Hospital there are 6 nursing staff vacancies. During part of July 2014 5 staff were off sick. Due to insufficient registered staff in the temporary bank to cover shortfall an increase in unregistered staff was made in order to maintain a safe care environment. Cross cover across all the wards is in place in order to maintain safe care.
	Darwen	Low fill rate of registered staff during the day.	
	Hyndburn	Low fill rate of registered staff during the day and low fill rate of unregistered staff during the night	
	Ribble	Low fill rate of registered staff during the day and high fill rate of unregistered staff during the night	

BURNLEY GENERAL HOSPITAL	Ward 18	Low fill rate of registered staff during the day	Currently across 3 of the wards at Burnley General Hospital there are 5 nursing staff vacancies. During the data collection period 2 staff were off sick and 1 is on maternity leave.
	Ward 20	Low fill rate of registered staff and high fill rate of unregistered staff during the day	Due to insufficient registered staff in the temporary bank to cover shortfall an increase in unregistered staff was made in order to maintain a safe care environment.
	PICU	Low fill rate of registered staff during the day and high level of unregistered staff during the night.	
	Ward 22	Low fill rate of registered staff during the day and high level of unregistered staff during the night.	Currently on ward 22 there are 2 staff members on sick leave. There has been an increase in patient acuity and levels of dependency on the ward necessitating increased 1:1 observations. During the day unregistered staff support the registered nurses to manage this acuity with high levels of both registered and unregistered staff being needed to manage the clinical acuity and dependency during the night.
THE JUNCTION	The Junction	Low fill rate of registered and unregistered staff during the day	Currently there are 2 nursing staff vacancies on the ward and during the data collection period 14 staff were off sick. The ward manager and matron were able to manage the staffing levels on a shift by shift basis to ensure safety and effective care management and as such during the night there were additional unregistered staff on the ward to support the registered nurses to manage the clinical acuity.

CHORLEY AND SOUTH RIBBLE HOSPITAL	Charnock	Low fill rates of registered staff during the day and night and high fill rates of unregistered staff during the day and night	Currently across the 3 wards at Chorley and South Ribble Hospital there are 11 nursing staff vacancies. During the data collection period 11 staff were off sick. Due to insufficient registered staff in the temporary bank to cover shortfall an increase in unregistered staff was made in order to maintain a safe care environment.
	Healey	Low fill rate of registered staff during the day and high fill rate of unregistered staff during the night	
	Yarrow	Low fill rate of registered staff during the day and high fill rate of unregistered staff during the day and night	
GUILD PARK	Bleasdale	Low fill rate of registered staff during the day and high fill rate of unregistered staff during the day	Currently the ward has 3 vacancies. Two new staff are due to start in the next 2-4 weeks. One member of staff was off sick for a period covering a week. Across the month 3 service users have needed enhanced levels of observation. The higher levels of unregistered staff has been in place in light of the above to manage the patient needs.
GUILD PARK	Calder	Low fill rate of registered staff during the day and night. High fill rate of unregistered staff during the day and night	Increased acuity remains evident on this ward, with vacancies whilst we are waiting for new staff to commence in post. Where appropriate a decision was made between the ward manager and modern matron to replace vacant nurse hours with unregistered staff as these were the skills needed to manage the acuity. Due to patient observation levels during the month staffing numbers were increased to 5 staff per shift. This would always mean that at least one bank/agency unregistered health care support worker member would be used per night.
	Dutton	Low fill rate of registered	The ward continues to support another ward in the service by providing them

		staff during the day and night. High fill rate of unregistered staff during the day	with a qualified Nurse with unregistered health care support staff covering the patient needs. On reviewing the staffing on the ward the Matron agreed with the ward manager that this was a safe position and could continue for one more month
	Elmridge	Low fill rate of registered staff during the day.	A registered staff member moved from days to nights in order to provide additional support for the Service Users in a consistent way which is considered to be more clinically appropriate than utilising unfamiliar temporary staff. The Ward Manager and the Modern Matron felt that staffing levels remained safe during the day even with this move. There continues to be need for additional unregistered health care support worker support due to the levels of acuity and current patient needs.
	Fairoak	High fill rates for unregistered staff during the day	The Ward has experienced a lot of increased acuity over the month and has needed to increase support worker numbers in order to maintain a safe environment and ensure that patient needs are appropriately met
GUILD PARK	Fairsnape	Low fill rate during the day for registered staff	The Ward has established a 12 week assessment process and this can at times mean that there are a more settled group of patients on the ward. This was the case, during July, with an addition of 2 qualified staff members off sick for the entire month from the day shifts. The Ward Manager and Modern Matron reviewed the Service User's needs and felt that a slight increase in unregistered care staff would be adequate to support the Service Users and ensure a safe level of staffing.
	Fellside	Low fill rate of unregistered staff during the day	The Ward has been very settled with no increased acuity. On review by the Ward Manager and Matron they did not feel that it was necessary to increase the staffing numbers and that the Ward was safely covered and able to meet patient needs.
	Greenside	High fill rate of unregistered staff during	The ward has required increased staffing in July due to the needs of a very distressed and unwell patient, this person required 3 members of staff

GUILD PARK		the day and night	continually due to the very serious risks he was posing. This accounts for the substantial over use of unregistered health care support worker hours.
	Langden	Low fill rate for registered staff during the day and high fill rate for unregistered staff during the day.	The ward had a patient with a high level of need across the month. The patient care necessitated 3 unregistered health care support workers at all times.
	Mallowdale	High fill rate of unregistered staff during day and low fill rate of registered staff during the day	Currently the ward has 3 staff vacancies for registered nursing staff. To ensure the effective management of patient needs the ward manager has used additional unregistered health care support workers to support the registered staff on duty. In addition during the month there have been periods of increased patient acuity with increased observations needed.
	Marshaw	Low fill rate of registered staff during the day	The Ward has continued to be very settled with no increased acuity. There has been two members off staff sick which has meant a reduction in the numbers, however the Ward Manager and Matron did not feel that it was necessary to increase the staffing numbers and that the ward was safely covered and able to meet patient needs.
	The hermitage	High fill rates of unregistered staff during the day and night	Currently vacancies on the ward are being covered by unregistered staff. To ensure the effective management of patient needs the ward manager has used additional unregistered health care support workers to support the registered staff on duty.
	Whinfell	High fill rates of unregistered staff during the day	Currently vacancies on the ward are being covered by unregistered staff. To ensure the effective management of patient needs the ward manager has used additional unregistered health care support workers to support the registered staff on duty.

LYTHAM HOSPITAL	Ansdell	Low fill rates of registered staff during the day	Currently Ansdell ward has 1 staff member on sick leave and 3 staff vacancies Due to increased acuity with an average of 3 patients per day requiring 1.1 observations, rising to 5 patients per day towards the month end unregistered staff support the registered nurses to manage this acuity during the day with higher levels of both registered and unregistered staff being needed to manage the clinical acuity and dependency during the night.
	Talbot	Low fill rates of registered and unregistered staff during the day and low fill rates of unregistered staff during the night	Currently Talbot ward has 1 staff member on sick leave and 3 staff vacancies Request made to the temporary staff bank were unsuccessful in respect of cover for all shifts on the ward however the Ward Manager and Matron were able to manage the ward to ensure Service User's needs were met.
MOSS VIEW CONTINUING CARE	Daisybank	Low fill rates of unregistered staff during the day and low fill rates of registered staff during the night	The low fill rate of registered staff is due to low bed occupancy levels at present.
	HDU	low fill rates of registered staff during the day and night	
ORMSKIRK AND DISTRICT GENERAL HOSPITAL	Lathom	Low fill rate of registered staff during the day & night Low fill rate of unregistered staff during the day	Currently across the 2 wards at Ormskirk and district general hospital there are 7 nursing staff vacancies and 2 staff on long term sick. In order to maintain a safe care environment an increase in unregistered staff was made during the night.
	Scarisbrick	Low fill rates of registered staff during the day.	

PARKWOOD HOSPITAL	Balmoral	Low fill rate of registered staff during the day	<p>Currently across the 3 wards at Parkwood there are 3 staff members on sick leave and 3 on maternity leave.</p> <p>There is insufficient registered staff in the temporary bank to cover shortfall – the level of need on the ward is continuously assessed and if it is felt necessary an increase in unregistered staff is made, in order to maintain a safe care environment</p>
	Bowland	Low fill rate of registered staff during the day	
	Conway	Low fill rate of registered staff during the day	
RIBBLETON HOSPITAL	Wordsworth	<p>Low fill rate of registered staff during the day.</p> <p>High fill rate of registered staff during the night</p> <p>High fill rate of unregistered staff during the day and night</p>	<p>Currently across the two wards unit there are 8 staff members on sick leave and 6 staff vacancies Wordsworth is recorded to have had at least 5 patients who required 1.1 observations on a daily basis, escalating to 7 on several days.</p> <p>Grasmere demonstrated a high level of acuity throughout the month where patients required 1.1 observations- raising to 5 patients per day at times.</p> <p>During the day unregistered staff support the registered nurses to manage this acuity with high levels of both registered and unregistered staff being needed to manage the clinical acuity and dependency during the night.</p>
	Grasmere	<p>High fill rate of unregistered staff during the day & night</p> <p>High fill rate of registered</p>	

		staff during the night	
RIDGE LEA HOSPITAL	Lancaster Unit	Low fill rate of registered staff during the day	Currently across the unit there are 3 staff members on sick leave and 3 nursing staff vacancies. There is insufficient registered staff in the temporary bank to cover shortfall – the level of need on the ward is continuously assessed and if it is felt necessary an increase in unregistered staff is made, in order to maintain a safe care environment
LONGRIDGE COMMUNITY HOSPITAL	Rehabilitation Ward Longridge	High fill rate of unregistered and registered staff during the night	Longridge Ward has a historically funded staffing establishment which is currently being reviewed. There is an interim position to support increased staffing numbers particularly at night to ensure safe care. This is reflected in the increased fill rates for both registered and unregistered staff.