

REPORT TO THE Senior Management Committee	
Date	20 th February 2019
Agenda Item	7
Title	Safer Staffing Exception Report
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Purpose & Action Required	<p>The purpose of this report is to provide the monthly exception report for February 2019 (January 2019 data) in relation to data submission for Safer Staffing.</p> <p>The Senior Management Committee is requested to receive the exception report Safer Staffing for February 2019 (January 2019 data), and to recommend any escalations for inclusion in Trust Board report.</p>
Executive Director Overview	<p>The purpose of this report is to provide the Senior Management Committee (SMC) with the exception report for February 2019 (January 2019 data)</p> <p>3 Inpatient sites were reported in the national publication data set as red (below 80% rostered numbers) in January 2019. 8 Wards flagged during the month of January with understaffing based on rostered and funded baseline numbers.</p> <p>21 Inpatient staffing incidents were confirmed as Red Flag incidents – where staffing levels directly affected care delivery.</p> <p>7 ICT community teams flagged as under 80% fill rate compared to their rostered numbers during the month of January 2019.</p> <p>1 CMHT team flagged as red under 80% fill rate compared to their rostered numbers during the month of January 2019.</p> <p>5 Community team staffing incidents were confirmed as Red Flag incidents – where staffing levels directly affected care delivery.</p>

Previously considered by:	None
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Strategic Priorities this paper supports:		
Quality	<input type="checkbox"/>	<ul style="list-style-type: none"> • Provide good quality care • People are able to access the care they need, when they need it
People	<input type="checkbox"/>	<ul style="list-style-type: none"> • Increased recruitment and retention of staff, leading to a more stable workforce • Staff feel involved, motivated and proud to work at Southern Health • The size, shape and skills of our workforce can meet current and future care needs of the people we serve
Transformation	<input type="checkbox"/>	<ul style="list-style-type: none"> • Patients have better access, experience, and outcomes as a result of transformed, joined up services • Expansion and improvement of specialised mental health services for adults and young people are well underway
Money	<input type="checkbox"/>	<ul style="list-style-type: none"> • Make every penny count towards patient care and service improvement
Does this impact any Board Assurance Framework / Corporate Risks		<p>SR1: There is a risk that we provide poor quality or ineffective care resulting in serious harm.</p> <p>SR2: There is a risk that we fail to continually improve the services provided by the Trust to deliver better outcomes.</p> <p>SR4: There is a risk that we fail to maintain and develop confidence in SHFT as a care provider.</p> <p>SR5: There is a risk that we do not maintain & develop specialised services in a way that benefits patients.</p> <p>SR6: There is a risk that we cannot retain and attract sufficient and skilled staff.</p> <p>SR8: There is a risk that we fail to deliver medium & long-term financial sustainability.</p>

Safer Staffing Monthly Exception Report – February 2019

1. Purpose

1.1. The purpose of this report is to provide the Senior Management Committee (SMC) with the exception report for February 2019 (January 2019 data) presented within the overall data submissions for safer staffing in line with national reporting requirements.

2. Background

2.1. Reporting to NHS England and NHS Choices commenced in June 2014.

2.2. Narrative has been provided to inform the SMC where professional judgement decisions have been applied to improve staffing levels in inpatient units as required for this period where staffing levels have fallen below 80% establishment fill for shifts.

3. Inpatient exception report (for the period 1st January to 31st January 2019)

3.1. Off framework agency use is included within data unless specified otherwise.

3.2. 3 sites were reported in the national publication data set as red (below 80% rostered numbers) in January 2019. Fill rates for inpatient wards are detailed below;-

Hospital Site name	Ward Name	DAY	DAY	NIGHT	NIGHT
		Average RN fill rate (%) as a si	Average CSW fill rate (%) as a si	Average RN fill rate (%) as a si	Average CSW fill rate (%) as a si
MOORGREEN HOSPITAL	Willow Ward	65.7%	151.8%	74.3%	114.8%
RAVENSWOOD HOUSE	Ashford Unit	91.5%	90.9%	99.3%	107.0%
ANTELOPE HOUSE	Saxon Ward	90.1%	132.8%	192.4%	141.6%
ANTELOPE HOUSE	Trinity Ward	90.1%	132.8%	192.4%	141.6%
ANTELOPE HOUSE	Hamtun Ward PICU	90.1%	132.8%	192.4%	141.6%
ELMLEIGH	Elmleigh Inpatient	79.5%	108.2%	80.3%	138.0%
FOREST LODGE	Forest Lodge	104.7%	94.4%	100.2%	101.6%
HOLLYBANK	Hollybank	91.9%	91.7%	100.5%	101.8%
MELBURY LODGE	Kingsley Ward	111.8%	94.2%	86.2%	126.4%
MELBURY LODGE	Mother & Baby Unit	111.8%	94.2%	86.2%	126.4%
PARKLANDS HOSPITAL	Hawthorns 1	88.3%	119.4%	90.5%	159.1%
PARKLANDS HOSPITAL	Hawthorns 2	88.3%	119.4%	90.5%	159.1%
RAVENSWOOD HOUSE	Ashurst Ward	91.5%	90.9%	99.3%	107.0%
RAVENSWOOD HOUSE	Lyndhurst Ward	91.5%	90.9%	99.3%	107.0%
RAVENSWOOD HOUSE	Malcolm Faulk Ward	91.5%	90.9%	99.3%	107.0%
RAVENSWOOD HOUSE	Mary Graham Ward	91.5%	90.9%	99.3%	107.0%
RAVENSWOOD HOUSE	Meon Valley Ward	91.5%	90.9%	99.3%	107.0%
SOUTHFIELDS	Beech Ward	113.6%	97.0%	104.5%	102.0%
SOUTHFIELDS	Cedar Ward (Southfield)	113.6%	97.0%	104.5%	102.0%
SOUTHFIELDS	Oak Ward	113.6%	97.0%	104.5%	102.0%
BLUEBIRD HOUSE	Moss Ward	67.2%	96.2%	78.6%	135.0%
BLUEBIRD HOUSE	Stewart Ward	67.2%	96.2%	78.6%	135.0%
BLUEBIRD HOUSE	Hill Ward	67.2%	96.2%	78.6%	135.0%
LEIGH HOUSE	Leigh House	102.4%	156.8%	98.4%	165.7%
GOSPORT WAR MEMORIAL	Ark Royal Ward	98.7%	108.5%	99.0%	156.9%
GOSPORT WAR MEMORIAL	Sultan Ward	98.7%	108.5%	99.0%	156.9%
PETERSFIELD HOSPITAL	Cedar Ward (Petersfield)	84.4%	106.6%	92.0%	100.0%
PETERSFIELD HOSPITAL	Rowan Ward	84.4%	106.6%	92.0%	100.0%
FORDINGBRIDGE	Ford Ward	87.3%	92.1%	98.7%	99.7%
LYMINGTON NEW FOREST HOSPITAL	Deerleap Ward	98.5%	125.9%	100.6%	108.3%
LYMINGTON NEW FOREST HOSPITAL	Longbeech Ward	98.5%	125.9%	100.6%	108.3%
LYMINGTON NEW FOREST HOSPITAL	Medical Admissions Unit	98.5%	125.9%	100.6%	108.3%
LYMINGTON NEW FOREST HOSPITAL	Wilverley Ward	98.5%	125.9%	100.6%	108.3%
ROMSEY HOSPITAL	Chichester/Nightingale Ward	96.9%	100.7%	99.6%	234.3%
ALTON COMMUNITY HOSPITAL	Anstey Ward	117.1%	95.9%	104.8%	96.8%
GOSPORT WAR MEMORIAL	Poppy Ward	98.7%	108.5%	99.0%	156.9%
GOSPORT WAR MEMORIAL	Rose Ward	98.7%	108.5%	99.0%	156.9%
MELBURY LODGE	Stefano Olivieri Unit	111.8%	94.2%	86.2%	126.4%
PARKLANDS HOSPITAL	Beechwood Ward	88.3%	119.4%	90.5%	159.1%
PARKLANDS HOSPITAL	Elmwood Ward	88.3%	119.4%	90.5%	159.1%
WESTERN COMMUNITY	Berrywood Ward	111.0%	196.0%	98.8%	265.1%
WESTERN COMMUNITY	Beaulieu Ward	111.0%	196.0%	98.8%	265.1%

3.2.1. Wards flagging in Safer Staffing data

8 Wards flagged during the month of January with understaffing based on rostered and funded baseline numbers.

Willow ward Moorgreen Hospital RN shifts 70% fill rate - mitigated with additional HCSWs during the day

Ashford HCSW day shifts 59% fill rate

Elmleigh Hospital RN day shifts 80% fill rate - mitigated with additional HCSWs during the day

Kingsley Ward Melbury Lodge RN night shifts 69% fill rate - mitigated with additional HCSWs during the night

Hawthorns 1 Parklands Hospital RN night shifts 58% fill rate - mitigated with additional HCSWs during the night

Hawthorns 2 RN Parklands Hospital day shifts 78% fill rate - mitigated with additional HCSWs during the day

Stewart Ward Bluebird House day shifts 55% fill rate - mitigated with senior staff and bleep holders working clinically, RN night shifts 70% fill rate

Cedar Ward Petersfield Hospital RN day shifts 80% fill rate - mitigated with additional HCSWs during the day

3.2.2. Confirmed Inpatient Red Flag Incidents for the month of January 2019

20 Red Flag incidents were reported, reviewed and confirmed in January 2019

Ward	Issue (RN/CSW)	Reason/Cause	Number of red flags for month
Anstey Ward	Reduced Therapy staffing	Sickness not covered	1
Alton Community Hospital IV clinic	RN capacity	Unfilled vacancy	3
Hamptun Ward	Medical and RMN capacity	Sickness not covered	2
Saxon Ward	RMN capacity	Sickness not covered	2
Elmleigh	Night shift short staffed	Sickness not covered	1
Ford Ward	RN capacity	Sickness not covered	1
Poppy Ward	Ward Clerk Cover	AL planning	1
Kingsley Ward	MHA administrator capacity	Increased Workload	2
Cedar Ward	RN capacity	Vacancies and sickness not covered	3
Rowan Ward	Acuity higher than rostered numbers	Acuity higher than rostered numbers	2
Lyndhurst Ward	RN and HCSW capacity	Nigh levels of Sickness	1
Berrywood Ward	Agency training gap	Skills gap	1

3.3 Community exception report

(for the period 1st January to 31st January 2019)

3.3.1 Integrated Care Teams in the Integrated Services Division

7 community teams flagged as 80% understaffed compared to their rostered numbers during the month of January 2019. No red flag incidents were reported from these 7 teams as they were able to mitigate the impact of staffing levels.

Team	Registered Staff Fill Rate	UnRegistered Staff Fill Rate	Combined Fill Rate
Andover 1 ICT	149.56%	61.22%	105.39%
Avon Valley ICT	103.21%	80.92%	92.06%
Basingstoke Town East ICT	47.13%	111.74%	79.43%
Basingstoke Town West ICT	62.31%	135.11%	98.71%
Chandlers Ford ICT	143.71%	130.62%	137.16%
Eastleigh Town ICT	64.15%	80.03%	72.09%
Fareham 1 ICT	123.13%	103.87%	113.50%
Fareham 2 ICT	117.82%	73.63%	95.72%
Gosport 1 ICT	114.53%	95.13%	104.83%
Gosport 2 ICT	114.40%	74.72%	94.56%
Havant ICT	75.69%	151.25%	113.47%
Hayling ICT	101.49%	52.63%	77.06%
Hythe & Waterside ICT	109.91%	122.19%	116.05%
Lymington ICT	163.04%	82.68%	122.86%
New Milton ICT	140.98%	72.52%	106.75%
Petersfield ICT	96.14%	82.60%	89.37%
Romsey ICT	112.62%	91.06%	101.84%
Rural East ICT	152.71%	121.95%	137.33%
Rural West ICT	69.62%	139.01%	104.32%
Southern Parishes ICT	103.70%	53.26%	78.48%
Totton ICT	66.42%	48.88%	57.65%
Waterlooville ICT	85.80%	78.26%	82.03%
Winchester City ICT	131.70%	62.80%	97.25%
Winchester Rural East ICT	87.44%	61.76%	74.60%
Winchester Rural North ICT	103.51%	52.98%	78.24%
Winchester Rural South ICT	130.76%	74.83%	102.79%
Grand Total	105.96%	82.47%	94.21%

3.3.2 Mental Health CMHTs

1 team flagged as red 80% understaffed compared to their rostered numbers during the month of January 2019. This team mitigated the risks and no red flag incidents were reported.

Team	Fill Rate	Fill Rate	Combined Fill Rate
CMHT Andover and Winchester	98.91%	113.43%	106.17%
CMHT Bordon and Petersfield	84.77%	84.73%	84.75%
CMHT Central Southampton	142.97%	120.66%	131.81%
CMHT East Southampton	124.41%	72.16%	98.29%
CMHT Eastleigh & Romsey	64.91%	33.23%	49.07%
CMHT Fareham and Gosport	119.48%	89.47%	104.48%
CMHT Havant and Waterlooville	97.44%	74.52%	85.98%
CMHT New Forest	107.13%	165.41%	136.27%
CMHT North Area	96.93%	115.14%	106.04%
CMHT West Southampton	124.90%	138.29%	131.60%
Grand Total	105.57%	90.92%	98.25%

3.3.3 Confirmed Community Team Red flags for the month of January 2019

Community Team	Issue (RN/CSW)	Reason/Cause	Number of red flags for month
New Forest CMHT	MHA administrator capacity	Increased workload	1
Rural East ICT	6 rescheduled appointments	Sickness not covered	1
Specialist Palliative Care Team	Delays to triage	Capacity and demand mismatch	1
Waterside ICT	Delays to triage	Capacity and demand mismatch	1
Winchester CMHT OPMH	Administrative Error	Capacity and demand mismatch	1

4 Risks and issues

- 4.1 Continuing to source appropriate staffing to meet the requirements of SHFT inpatient units and community teams in line with workforce plans, and the national climate of reduced Registered Nurse availability.
- 4.2 Managing the financial and skills challenges associated with workforce establishment changes in line with national guidance.
- 4.3 Under the leadership of the Director and Deputy Director of Nursing to reduce temporary staffing and eliminate non-framework agency use whilst maintaining safer staffing levels and complying with NHS Improvement (NHSI) agency rules.
- 4.4 Rostering review launches in January 2019 and an efficiency programme will be developed following this diagnostic review.
- 4.5 Successful recruitment into the Safer Staffing Lead post, which is now vacant. First interview round was not successful. Second interviews are scheduled to take place on 24th January 2019.

5 Next steps and priorities

- 5.1 Continued focus on effective rostering to improve staffing utilisation and productivity in line with Lord Carter's recommendations has now commenced. January 2019 reviewed team rosters with increased run rates. February and March 2019 review are planned for teams with AL roster concerns. It is anticipated that this project will run throughout 2019/20.
- 5.2 Further refine the acuity and dependency measurement process within community settings.
- 5.3 Reduction of non-framework agency spend, reduce reliance on bank and agency staff and reduce agency expenditure in line with NHSI target.
- 5.4 Continue to embed Safer Staffing within SHFT and ensure continued alignment to the latest National Quality Board guidance.
- 5.5 Continuations of work to develop new roles linked to new models of care to ensure a pipeline of appropriately trained staff are available.
- 5.6 Exploration of the Aneurin Bevan Caseload Management Tool within AMH, LD and OPMH in support of safe caseloads.
- 5.7 Further triangulation of teams in intensive support, workforce issues and quality metrics.
- 5.8 Recruitment, appointment and induction of new Safer Staffing Lead.

6 Recommendation

- 6.1 The Senior Management Committee is requested to receive the exception report Safer Staffing for February 2019 (January 2019 data), and to recommend any escalations for inclusion in Trust Board exception report.