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| **Action Required:**  | **Note**  | **Assurance** | **Discussion** | **Decision** |
|  |[ ] [x] [ ] [ ]

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|  | **Quality & Performance Committee** |
| **Title of Report:** | **Safer Staffing Report (incorporating skill mix review)** |
|  | **25 September 2024** |
| **Executive Lead:** | **Sarah Rushbrooke, Executive Director Nursing, Therapies and Quality Assurance** |
| **Report Author:** | **Liz Hanley, Associate Director Nursing and Quality** |
| **Agenda Item Number:** |  |

**Strategic ambitions this paper supports:**  |
| **1. Quality care, every day**  |[x]
| **2. Person-led care, when and where it is needed**  |[ ]
| **3. A great place to work**  |[ ]
| **4. Sustainable for the long term, innovating every day**  |[ ]
| **5. Working with and for our communities**  |[ ]

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| **Committee / Meetings where this item has been considered**  |  | **Management meetings where this item has been considered**  |
| Audit |[ ]   | Business Delivery Group – Finance  |[ ]
| CEDAR Programme Board |[ ]   | Business Delivery Group – Quality and Performance |[ ]
| Charitable Funds Committee |[ ]   | Business Delivery Group - Risk |[ ]
| Mental Health Legislation |[ ]   | Business Delivery Group - Workforce |[ ]
| People  |[ ]   | Executive Management Group |[ ]
| Quality and Performance |[ ]   | Local Operational Management Group |[ ]
| Resource and Business Assurance |[ ]   | Trust-wide Safety Group |[ ]
| Remuneration  |[ ]   |  |  |
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| Other/external (please specify  |[ ]   |  |  |
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| **Does the report impact on any of the following areas *(please check the box and provide detail in the body of the report)*** |
| Commercial |[ ]  Finance / Value for Money |[ ]
| Compliance / Regulatory |[x]  Quality, Safety and Experience  |[x]
| Environmental |[ ]  Service user, carer and stakeholder involvement |[ ]
| Equality, diversity and Inclusion |[ ]  System-wide Impact |[ ]
| Estates and Facilities |[ ]  Workforce |[x]

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| **Board Assurance Framework/Corporate Risk Register risks this paper relates to:** |
| SA1 Working together with service users and carers we will provide excellent care. Supporting people on their personal journey to wellbeing.There is a risk that high quality, evidence based safe services will not be provided if there are difficulties accessing inpatient services in a timely manner due to bed pressures resulting in the inability to sufficiently respond to demands (SA1.4).SA4 The Trust’s mental health and disability services will be sustainable and deliver real value to the people who use them.A failure to develop flexible robust Community mental health services may well lead to quality and service failures which could impact on the people we serve and cause reputational harm (SA4). |

**Report to the Quality and Performance Committee**

**25th September 2024 (July and August 2024 data)**

**Safer Staffing Report**

**Executive Summary**

The purpose of the report is to provide assurance on the position across all in-patient wards within CNTW, in accordance with the National Quality Board (NQB) Safer Staffing Requirements. There is also a requirement to provide Care Hours Per Patient Day (CHPPD) planned and actual for registered and unregistered nursing via Unify monthly. The narrative in the report reflects the staffing position for July and August 2024.

Safer Staffing issues to note.

The following safer staffing issues are of note:

* Newly Registered Nurses have taken up post and will require support from experienced Registered Nurses to complete their preceptorship.
* Registered nurse turnover continues to create challenges.
* There is a high acuity and complexity of patient need and related requirements for observation and engagement and seclusion, which is compounded by Coexisting conditions and complex physical health needs (North and South Inpatient CBUs).
* Staffing levels need to be sufficient to enable support for patients who need to be escorted away from CNTW sites to undergo diagnostic screening or testing and/or to receive treatment.
* Pressures result from the requirement to staff s.136 suites (North Inpatient CBU)
* Standalone units have been identified as being at increased risk of the effects of staffing pressures, including Yewdale ward; Elm House; Rose Lodge; Lotus ward and the Mitford unit.
* There is a high incidence of violence and aggression and self-harm (Secure Services; Children and Young People’s Services; Mitford Unit and Adult Acute respectively).
* Sexual safety concerns have been identified with reference to mixed gender PICU provision.
* Allied Health Professions staffing at Walkergate Park is identified as not meeting the guidelines of the British Society of Rehabilitative Medicine.
* Staffing levels are affected by the need to release staff members to undertake mandatory training.
* The requirement for bank nursing staff to complete Prevention and Management of Violence and Aggression (PMVA) training before taking up shifts on the majority of inpatient wards is expected to result in an increase in the usage of agency staff in the short to medium term, but this is required to support the reducing restrictive practice trajectories, which have been put in place.
* Covid outbreaks have affected staffing levels (Secure Services; Ruskin ward; Hauxley Ward)

Staffing related improvements include:

* The allocation of Registered Nurse Degree Apprentices qualifying in January 2025 is in progress.
* The tracker system to support patient flow is in progress on Warkworth ward.
* Covid outbreaks have been dealt with and closed in a timely way.
* The continued implementation of the e-Rostering system (Allocate) enables staffing information to be monitored ‘at-a-glance’ and prospectively where this is in operation.
* Work is in progress to include temporary staffing usage and fill rates in future reports.

Skill mix review

A report with recommendations from the inpatient Enhanced Multidisciplinary Team work stream was presented to the Executive Management Group in August 2024. This working group was convenedvia the Urgent Care Programme Board to review staffing arrangements for working age adult services in the first instance. The aims of this review incorporated the following principles:

* To enhance working age mental health ward teams to enrich therapeutic environments, increasing safety, recovery and wellbeing of patients and staff
* To offer a range of skilled interventions across the span of duties and week
* To ensure that every day in hospital would be effective by having the right skills in the right place at the right time to promote recovery, wellbeing and safe discharge of patients.

Options were developed and considered. The preferred option encompasses baseline nursing staffing, led by a band 7 ward manager and a band 7 clinical lead (a nurse or an Allied Health Professional).

The preferred option has been supported by the Executive Management Group.

The latest Mental Health Optimum Staffing Tool (MHOST) exercise will provide information to support determination of the ratio of registered to non-registered staff (expected to be reported November 2024).

In addition to this Trust-wide work, skill-mix exercises are carried out regularly by CBU and Care Group, characterised by monitoring patient need and flexing staffing requirements accordingly on an ongoing basis and taking opportunities to review roles in response to changes, for example when vacancies arise.

An example of this is demonstrated in the current review of staffing levels on the Mitford unit, which aims to strengthen leadership through increasing the amount of Band 6 resource (reducing Band 5 resource accordingly, to remain within budgetary limits) and introducing adult nurses to promote holistic care and parity of esteem. The total amount of Band 3 resource required to support individual care is also under review, whilst there is a pause in admissions to the unit.

**Risks and mitigations associated with the report**

Risks and mitigations are summarised in the narrative pages of the attached safer staffing report.

**Recommendation/summary**

It is recommended that the Quality and Performance Committee accepts this report.

**Name of author**

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