

## Safe staffing report July 2020

Community Health Wards continued to have lower than expected patient numbers while bed occupancy at Prospect Park Hospital remains high on the acute wards and Sorrel ward.

27 staffing incidents were reported (30 in June). Compared to previous months it is possible that there is under reporting across all wards except at WBCH. Staffing has improved overall across the Trust and lower than expected bed occupancy on the community wards has enabled the wards to manage their patient dependency. The number of shifts reported with less than two registered nurses (RN) per shift decreased from last month, 60 were reported in July compared to 88 last month. During July, there was an incident at Willow House, where a young person broke a window and four young people absconded, during this shift there was a high level of NHSP staff on duty. All other incidents were recorded as low or having no impact due to the mitigation put in place by staff. There were no shifts reported with no registered nurse rostered on duty.

### Patient Quality

#### Mental Health wards

Bed occupancy on the acute wards remains high which has resulted in higher levels of observations. The staff vacancy rate has improved due to the continued focused work on recruitment and retention, including recruitment of 3rd year students undertaking paid placements as part of COVID response securing substantive contracts with us; which has resulted in a more stable workforce at PPH. Bluebell has the highest number of vacancies and has experienced the most challenges in covering registered nurses shifts and additional staffing required for the observation levels.

Average bed occupancy in the acute adults' wards is comparable to last month and in line with pre-COVID-19 occupancy at 92.25% (June was 92.15%), (Bluebell ward 90.5%, Rose ward 97.4%, Daisy ward 87%, and Snowdrop ward 94.1%). Sorrel ward's bed occupancy also increased again this month to 96.5% from 90% last month. Rowan ward's bed occupancy remained low at 39.8% (34.2% in June); Orchid ward decreased to 69% from 80.7%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for July was 1868, 457 of these were for registered nurse shifts (24.46%). A total of 174 (9.31%) of all temporary staff requests were unfilled for Prospect Park Hospital, 39 of these unfilled requests were for registered nurses (22.41%).

There were 25 shifts with less than two registered nurses on a shift. On shifts with less than two registered nursing staff there were senior clinical staff on the wards (Matron, Ward Manager and Clinical Development Lead) and therapy staff based on the wards 9-5pm during the week that provided support. Staff were moved across the hospital (including APOS staff) to assist wards in meeting their minimal staffing requirements when required, support was also provided by the Designated Senior Nurse on duty.

Campion unit bed occupancy decreased again to 66.3% from 72.2% in June. There were five shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 311, 108 of these were for registered nurse shifts (34.73%). A total of 11 (3.54%) of all temporary staff requests were unfilled. There were no unfilled requests for a registered nurse.

Willow House bed occupancy increased to 70.6% this month from 65.6% in June. Patient acuity was high despite the lower than expected bed occupancy. Staffing has been increased by one unregistered nurse per shift across the seven day week to support the high levels of observations for very challenging young people on the unit. The number of temporary shifts requested was 327, with 79 shifts requested for registered nurses (24.16%). 24 shifts were unfilled (7.34%) four of which were for registered nurses.

There were three shifts with less than two registered nurses. The Ward Manager supported the team during weekdays 9-5pm and there was access to a manager/senior nurse on call out of hours. During July, there was an incident at Willow House, where a young person broke a window and four young people absconded, during this shift there was a high level of NHSP staff on duty, and whilst staffing number requirements were met, the level of temporary staff could have affected the way in which the escalation of the incident was managed.

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. These reflect the budget for 2020/21.

**Table 1. Current vacancies**

	Registered nurses (wte)	Vacancy (wte)	Total available registered nurses (wte)	Unregistered nurses (wte)	Vacancy (wte)	Total available unregistered nurses (wte)
<b>PPH</b>	105	23.24 (22.13%)	81.76 (77.87%)	141	14.5 (10.28%)	126.5 (89.72%)

### Community Health wards (CHS)

Lower bed occupancy has assisted all community wards with the patient dependency in July.

The average bed occupancy for the West CHS wards increased to 71.36% from 54.5% last month, (Oakwood Unit 80.9%, Donnington ward 59.7%, Highclere ward 54%, Ascot ward 80.6%, Windsor 81.6%). West CHS wards requested 612 temporary shifts, 269 were for registered nurses (43.95%). A total of 55 shifts were unfilled (8.99%), 19 were for registered nurses (34.55%).

Highclere had eleven shifts and Donnington one shift with less than two registered nurses; they supported each other to ensure the wards were covered and patient safety maintained.

Ascot ward had two shifts with less than two registered nurses and were supported by Windsor ward who had no shifts with less than two registered nurses. Oakwood had no shifts less than two registered nurses.

East wards continue to have a much lower than expected bed occupancy. The average bed occupancy remained comparable to last month at 24.8% (23.35% in June); Jubilee ward 25.9%, Henry Tudor wards 23.7%. East CHS wards requested 38 shifts, 27 were for registered nurses (71%). 2 shifts were unfilled. There were two shifts with less than two registered nurses on Henry Tudor ward and 11 shifts on Jubilee ward. These shifts were during the period when the wards had reduced patient numbers, therefore having one staff on duty was considered to be safe. Jubilee ward continues to use an extra unregistered nurse at night due to the potential fire risk when required.

**Table 2** below shows the current staffing position on the community health wards by registered and unregistered staff. These reflect the budget for 2020/21.

	Registered nurses (wte)	Vacancy (wte)	Total available registered nurses (wte)	Unregistered nurses (wte)	Vacancy (wte)	Total available unregistered nurses (wte)
<b>West CHS wards</b>	62.85	6.40 (10.18%)	56.45 (89.82%)	78.88	6.60 (8.37%)	72.28 (91.63%)
<b>East CHS wards</b>	21.45	2.30 (10.8%)	19.15 (89.2%)	39.83	1.00 (2.51%)	38.83 (97.49%)
<b>Total</b>	84.3	8.70 (10.4%)	75.6 (89.6%)	118.71	7.60 (6.40%)	111.11 (93.60%)

### Triangulation of Incident Data

The triangulation of the patient safety incident data sets involves medication, patients found on the floor, pressure ulcers, absent and missing, seclusions, prone restraints, self-harm and assaults with staffing levels. The was an incident on Willow House where young people absconded from the unit, during a shift where there were a high level of NHSP staff, whilst the numbers of staff met requirements, it is possible the temporary staffing levels impacted on the management of an escalating incident and therefore had a potential to impact on patient safety, this is being investigated as a serious incident.

### Safe Staffing Declaration

Bluebell ward, Rose ward, Rowan ward, Campion Unit, Willow House and the Wokingham wards have high numbers of registered nurse vacancies and as a result continue to use high levels of temporary staff to achieve the position of safe staffing numbers. With the exception of the incident at Willow House as detailed above, safety was maintained on these wards, however it is possible that patient experience was compromised.

### Financial Implications

- Continued usage of temporary staff including registered nursing to cover vacancies, absence and levels of observations for patients.

### Risk Implications

- Number of registered nurse vacancies across wards.

### Care Hours Per Patient Day (CHPPD)

The publication of Lord Carter's review, 'Operational productivity and performance in English acute hospitals: Unwarranted variations', in February 2016 highlighted the importance of the ensuring efficiency and quality across the whole NHS. One of the obstacles identified in eliminating unwarranted variation in clinical staff distribution within the NHS provider sector has been the absence of a single means of consistently recording, reporting and monitoring staff deployment.

In order to provide a consistent way of recording and reporting deployment of staff providing care on inpatient wards, the Care Hours per Patient Day (CHPPD) metric was developed and while it is recognised that the needs of patients using services are often quite different, the CHPPD measure provides a representation of the number of care hours available to patients and it is expected that this measure will enable wards of a similar size, speciality and patient group to be benchmarked in the future. Collection of this data has only just commenced nationally so there is currently limited benchmarking data available at present. CHPPD for all of the inpatient areas within Berkshire Healthcare is captured within Table 3 alongside the fill rate and bed occupancy.

**Table 3** shows the CHPPD on Berkshire Healthcare wards for July and provides comparison with available data in model hospital when comparing with other Trusts rated by CQC as 'good'. Model Hospital has not been updated yet to compare Berkshire Healthcare to other Outstanding Trusts.

**Table 3**

Table 3: Reported CHPPD per ward during July 2020		Data taken from Model Hospital's latest available report July 2020	
Ward	BHFT	Peer median	National median
Bluebell	9.7	8	9
Daisy	9.2		
Rose	8.3		
Snowdrop	8.8		
Rowan	22.3	13	11
Orchid	11.5		
Sorrel	20	18	18
Campion	31	33	28
Willow House	24.7	20	17
Donnington	9.3	7	7
Highclere	9.3		
Oakwood	9.3		
Ascot	7.1		
Windsor	6.3		
Henry Tudor	21		
Jubilee	21.3		

Comparison with the national and peer medians demonstrate a continued variance between BHFT wards and other comparable trusts, this variance is affected also by the level of additional observations required. Due to the lower than expected bed occupancy, particularly on the East CHS wards, the CHPPD appears high.

## Reporting

NHS England requires Trusts to submit monthly staffing data which is displayed on NHS Choices and on the Trust website. The staffing information required to be displayed is the total monthly planned staff hours versus actual staff hours (percentage fill). This information is split by day shift/ night shift and by registered nurses/ unregistered care staff. NHS England has not released the parameters against which staffing levels should be RAG rated as this is a decision for local Trusts and their Board. This information is detailed in Table 4 of the report.

Guidance published in November 2014 by the Department of Health based on NICE guidelines for safe staffing (in acute hospitals) identified 'red flags' where safety has the potential to be compromised. One of these red flags was monitoring when wards had less than two registered nurses present on the ward during a shift. All of our Mental Health and Community Wards are staffed to provide two registered staff on every shift and the shifts with less than two registered staff on duty are detailed in table 4. For Campion Unit (Learning Disability) the agreed staffing levels are two registered nurses during the day and one registered nurse at night, therefore it is breaches in these levels that are captured in Table 4 for Inpatient wards.

Table 4 below displays the total budgeted workforce, vacancy, sickness and maternity leave. The total monthly planned staff hours versus actual staff hours (percentage fill) along with the care hours per patient day (CHPPD) are also reported. This information is split by day shift/night shift and by registered nurses/unregistered care staff. Sickness and maternity leave data not available in time for this report.

Overall RAG rating for the table is indicated as follows.



# Berkshire Healthcare

NHS Foundation Trust

[Green]	[Amber]	[Red]
No identified impact on quality and safety of care provided as a result of staffing issues	Although there appears to be no direct correlation between staffing and any specific incidents that occurred during the month, the high number of temporary staff required throughout the month provides a challenge with delivering continuity of care and may compromise patient experience	There appears to be a correlation between staffing and specific incidents, safety was compromised

Ward	Budgeted workforce (wte)	Vacancy (wte)	% DAY FILL RATE				% NIGHT FILL RATE				Bed Occupancy %	CARE HOUSE PER PATIENT DAY					No. of shifts with less than 2 RN		No. of incidents reported linked to staffing	No incidents where harm caused as a result of reduced staffing	RAG rating	
			RN	HCA	Q NA	UnQ NA	RN	HCA	Q NA	UnQ NA		Month cumulative patient count	RN	HCA	Q RA	UnQ RA	Total	Day				Night
Bluebell	35.15	9.15	101.61	157.47	0	0	88.71	151.61	0	0	90.50	617	2.5	7.2	0	0	9.7	8	7	3	0	[A]
Daisy	32.15	4.15	102.42	137.50	0	0	98.39	122.58	0	0	87.00	588	2.7	6.4	0	0	9.2	0	1	0	0	[G]
Rose	34.15	6.15	102.42	144.88	0	55.0	99.98	141.94	0	0	97.40	664	2.4	5.7	0	0.1	8.3	1	0	1	0	[A]
Snowdrop	33.55	3.73	114.52	133.06	0	0	100.00	163.34	0	100	94.10	642	2.7	5.9	0	0.3	8.8	0	0	0	0	[G]
Orchid	36	3.8	115.32	165.32	0	0	98.39	129.0	0	0	69.00	428	4	7.5	0	0	11.5	0	1	0	0	[G]
Rowan	41	7	100.81	111.17	0	113	93.55	154.01	0	0	39.80	247	6.3	15.3	0	0.7	22.3	2	4	2	0	[A]
Sorrel	37	4.4	108.06	164.92	0	0	100.00	183.87	0	0	96.50	329	5.1	14.9	0	0	20.0	1	0	0	0	[G]
Campion	35.68	7	123.71	125.81	0	0	112.90	139.52	0	0	66.30	185	8.3	22.7	0	0	31.0	5	0	4	0	[A]
Willow House	23.42	5	102.45	136.72	0	0	105.10	183.23	0	0	70.60	197	8.2	16.6	0	0	24.7	2	1	0	0	[R]
Donnington	61.52	2	94.62	105.38	0	21.67	98.39	99.19	0	100	59.70	557	3.5	5.5	0	0.3	9.3	0	1	10	0	[G]
Highclere			106.79	87.54	41.67	71.33	91.94	100.00	0	0	54.00	318	4.4	3.4	0.2	1.3	9.3	6	5	6	0	[G]
Oakwood	33.67	3	97.85	100.48	0	0	100.00	100.00	0	0	80.90	531	3.7	5.6	0	0	9.3	0	0	0	0	[G]
Ascot	46.54	8	78.71	85.48	0	0	100.00	119.35	0	0	80.60	450	3.5	3.6	0	0	7.1	2	0	1	0	[A]
Windsor			97.85	107.15	0	28	101.61	100.00	0	0	81.60	683	3.0	3.1	0	0.2	6.3	0	0	0	0	[A]
Henry Tudor	29.10	2.1	98.39	76.40	0	0	100.00	80.11	0	0	23.70	168	9.4	11.6	0	0	21.0	2	0	0	0	[G]
Jubilee	32.72	3	87.63	80.78	0	0	90.32	92.06	0	0	25.90	166	8.5	12.8	0	0	21.3	5	6	0	0	[G]