

Safe staffing report August 2020

The East Community Health Wards and Oakwood Unit continued to have lower than expected patient numbers. All acute wards at Prospect Park Hospital have had bed occupancy over 95% this month.

75 staffing incidents were reported (27 in July). Compared to previous months this is much higher. Staffing has improved overall across the Trust and the 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, 58 were reported in August compared to 60 in July. 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 nurses rostered on duty.

Staff incidents

On Bluebell ward there was a reported incident of an assault on a staff member by a patient, the ward was experiencing staffing issues at the time. These incidents not captured in the data as the data reflects incidents related to patients safety. There was no affect on patient care.

Patient quality

Mental Health wards

Bed occupancy and patient acuity on the acute wards remains high which has resulted in higher levels of observations. The staff vacancy rate has continued to improve due to the focused work on recruitment and retention. Post recruitment the current overall vacancy rate at PPH is currently 13.87%. This figure accounts for those staff who have been recruited but are having employment checks. Therefore this is not reflected in the figures for August (Daisy ward have recruited to all their band 5 vacancies. Permanent Deputy Ward Manager post recruited to on Rose ward). Bluebell ward, Rose ward and Rowan ward has the highest number of vacancies and have 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 increased to 97.25% from 92.25% in July, (Bluebell ward 97.2%, Rose ward 96%, Daisy ward 98.1%, and Snowdrop ward 97.7%). Sorrel ward's bed occupancy also decreased to 92.1% from 96.5% last month. Rowan ward's bed occupancy increased to 46.9% (39.8% in July); Orchid ward also decreased to 73.4% from 69%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for July was 1573, 414 of these were for registered nurse shifts (26.32%).

A total of 313 (19.9%) of all temporary staff requests were unfilled for Prospect Park Hospital, 56 of these unfilled requests were for registered nurses (17.89%).

There were 33 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 44.1% from 66.3% in July. There were no shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 268, 54 of these were for registered nurse shifts (20.15%). A total of 20 (7.46%) of all temporary staff requests were unfilled. There were 3 unfilled requests for a registered nurse.

Although the bed occupancy at Willow House decreased significantly to 38.7% from 70.6% last month, patient acuity has remained high. Staffing has been increased with the unit working with three registered nurses and five support staff during the day and three registered nurses and three support staff at night to manage the patient acuity and support the high levels of observations for the very challenging young people on the unit. The number of temporary shifts requested was 247, with 128 shifts requested for registered nurses (51.82%). 44 shifts were unfilled (17.81%) 24 of which were for registered nurses (54.55%).

There were five 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. There continues to be high levels of temporary staffing on Willow House which affects continuity of care.

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)
PPH	105	31.24 (29.75%)	73.76 (70.25%)	141	26.20 (18.58%)	114.8 (81.42%)

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)
West CHS wards	62.85	6.40 (10.18%)	56.45 (89.82%)	78.88	6.60 (8.37%)	72.28 (91.63%)
East CHS wards	21.45	2.30 (10.8%)	19.15 (89.2%)	39.83	1.00 (2.51%)	38.83 (97.49%)
Total	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. There 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	7.5	8	9
Daisy	8.6		
Rose	8.9		
Snowdrop	8.6		
Rowan	21.9	13	11
Orchid	10.1		
Sorrel	21.4	18	18
Campion	57.9	33	28
Willow House	47.5	20	17
Donnington	7.2	7	7
Highclere	7.1		
Oakwood	7.9		
Ascot	8		
Windsor	5.7		
Henry Tudor	13.5		
Jubilee	16.7		

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	34.15	13.15	100.81	111.85	0	0	88.71	138.71	0	0	97.20	663	2.3	5.2	0	0	7.5	2	7	4	1	[A]
Daisy	32.15	4.51	100.00	133.06	0	0	100.00	113.98	0	0	98.10	608	2.6	5.9	0	0	8.6	0	0	1	0	[G]
Rose	32.15	12.15	97.90	141.86	0	69.83	100.00	172.04	0	0	96.00	655	2.4	6.3	0	0.2	8.9	8	0	3	0	[A]
Snowdrop	32.15	7.43	107.26	134.27	0	0	98.39	158.06	0	100	97.70	666	2.5	5.9	0	0.2	8.6	1	1	0	0	[A]
Orchid	32.15	2.8	106.45	151.21	0	0	98.39	188.16	0	0	73.40	455	3.6	6.5	0	0	10.1	3	1	0	0	[G]
Rowan	34.5	11	96.77	129.97	0	115.50	90.32	184.95	0	0	46.90	291	5.2	16.1	0	0.6	21.9	5	5	1	0	[A]
Sorrel	30	6.4	118.12	168.15	0	0	101.61	181.72	0	0	92.10	314	5.7	15.7	0	0	21.4	0	0	0	0	[A]
Campion	31.46	2.68	129.03	183.77	0	0	106.45	181.45	0	0	44.10	123	12.6	45.2	0	0	57.9	0	0	2	0	[G]
Willow House	23.42	12.3	118.58	143.27	0	0	129.87	172.58	0	0	38.70	108	17.8	29.6	0	0	47.5	3	2	0	0	[A]
Donnington	64.4	4	92.47	102.23	0	54.16	103.23	97.41	0	100	77.60	710	2.7	4.2	0	0.3	7.2	0	0	25	0	[G]
Highclere			90.12	69.54	97.92	80.92	93.55	95.16	0	0	76.90	453	2.9	2.9	0.3	1.1	7.1	12	4	36	0	[G]
Oakwood	40.32	1	93.55	104.68	0	0	100.00	100.00	0	0	62.17	634	3.0	4.8	0	0	7.9	0	0	2	0	[G]
Ascot	61.31	1.5	80.65	101.61	0	0	98.39	167.74	0	0	80.80	451	3.6	4.4	0	0	8.0	0	1	1	0	[G]
Windsor			85.48	110.60	0	98.33	100.00	114.52	0	0	93.70	784	2.4	3.1	0	0.2	5.7	0	0	0	0	[G]
Henry Tudor	31.06	2.8	99.19	89.04	0	25.00	67.52	63.02	0	0	44.50	273	5.7	7.8	0	0.1	13.7	1	2	0	0	[G]
Jubilee	31.52	4.8	92.20	89.38	0	0	100	96.83	0	0	43.60	230	6.6	10.1	0	0	16.7	0	0	0	0	[G]