

Safe staffing report September 2020

The East Community Health Wards, West Berkshire Community Health Wards, Rowan ward and Campion Unit have had lower than expected patient numbers. All acute wards at Prospect Park Hospital have had high bed occupancy this month at 92.6% but it has decreased slightly from August (95%).

139 staffing incidents were reported (75 in August). 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 although in East over the month the number is increasing. The number of shifts reported with less than two registered nurses (RN) per shift increased from last month, 64 were reported in September compared to 58 in August. 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.

Patient Quality

Mental Health wards

Bed occupancy and patient acuity on the acute wards remains high which has resulted in higher levels of observations. Post recruitment the current overall vacancy rate at PPH is currently 15.60%. This figure accounts for those staff who have been recruited but are having employment checks. Therefore, this is not reflected in the figures for September (Rowan ward offered CDL post to external candidate; Daisy have four new preceptees). Bluebell ward, Rose ward, Snowdrop ward and Rowan ward have 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 decreased to 92.60% from 97.25% in August, (Bluebell ward 92.6%, Rose ward 92.4%, Daisy ward 93.7%, and Snowdrop ward 91.8%). Sorrel ward's bed occupancy also decreased to 89.10% from 92.10% last month. Rowan ward's bed occupancy increased to 56.3% (46.9% in August); Orchid ward also increased to 87.7% from 73.4%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for September was 1637; 424 of these were for registered nurse shifts (25.90%). A total of 274 (16.73%) of all temporary staff requests were unfilled for Prospect Park Hospital, 86 of these unfilled requests were for registered nurses (31%).

There were 38 shifts with less than two registered nurses on a shift, of these, Bluebell had 15 shifts with less than two registered nurses. 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 29.6% from 44.1% in August. There were no shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 187; 32 of these were for registered nurse shifts (17.11%). A total of 4 (2.1%) of all temporary staff requests were unfilled. There were no unfilled requests for a registered nurse.

The bed occupancy at Willow House increased to 45.90% from 38.7% last month and 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 386, with 132 shifts requested for registered nurses (34.19%). 90 shifts were unfilled (23.31%) 36 of which were for registered nurses (40%). There were no 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 as needed. There continues to be high levels of temporary staffing on Willow House which affects continuity of care. However, there is a recruitment campaign being undertaken at present to actively increase the permanent staff on the unit with several staff being recruited and going through checks.

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. These reflect the budget for 2020/21 and there are some changes in budgeted staff from the previous month. This is due to the acute wards at Prospect Park (Bluebell, Daisy, Snowdrop and Rose) being allocated an extra 1.8 WTE each for activity coordinators band 3.

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	114	27.24 (23.89%)	86.76 (76.10%)	167.8	33.4 (19.90%)	134.4 (80.09%)

Community Health wards (CHS)

Lower bed occupancy has continued from and has assisted all community wards with the patient dependency.

The average bed occupancy for the West CHS wards decreased to 76.6% from 78.1% in August; (Oakwood Unit 84.3%, Donnington ward 70.70%, Highclere ward 67.10%, Ascot ward 75.10%, Windsor 86.10%). West CHS wards requested 367 temporary shifts, 136 were for registered nurses (37.05%). A total of 104 shifts were unfilled (28.33%); 33 were for registered nurses (31.73%).

Highclere had 12 shifts and Donnington 13 shifts with less than two registered nurses; they supported each other to ensure both the wards were covered and patient safety maintained. Ascot ward had no shifts with less than two registered nurses. Windsor ward also had no shifts with less than two registered nurses. Oakwood had no shifts with less than two registered nurses. The high sickness rate and high levels of annual leave during September has continued to impact on the increased requests for temporary staffing at WBCH.

East wards continue to have a much lower than expected bed occupancy although it is numbers are continuing to increase. The average bed occupancy increased to 62.80% from 44.05% last month; Jubilee ward 63.10%, Henry Tudor ward 62.5%. East CHS wards requested 48 shifts, 29 were for registered nurses (60.41%). No shifts were unfilled. There were no shifts with less than two registered nurses on either Henry Tudor ward or Jubilee ward. Jubilee ward continues to use an extra unregistered nurse at night due to the potential fire risk.

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	3.58 (5.69%)	59.27 (94.31%)	78.88	0 (0%)	78.88 (100%)
East CHS wards	21.29	-0.51 (-2.39%)	21.80 (+102.39%)	33.01	1.04 (3.15%)	31.97 (96.84%)
Total	84.14	3.07 (3.65%)	81.07 (96.35%)	111.89	1.04 (0.93%)	110.85 (99.07%)

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 level. Patient safety was maintained on all wards; however, it is possible that patient experience was compromised.

Safe Staffing Declaration

All of the acute wards, Rowan ward, Sorrel ward, and Willow House 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.

Financial Implications

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

Risk Implications

- Number of current 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 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 August 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 September 2020		Data taken from Model Hospital's latest available report August 2020	
Ward	BHFT	Peer median	National median
Bluebell	7.7	8	9
Daisy	8.3		
Rose	8.1		
Snowdrop	9.0		
Rowan	17.2	13	11
Orchid	12.2		
Sorrel	20.6	18	18
Campion	70.7	33	28
Willow House	39.1	20	17
Donnington	7.9	7	7
Highclere	8.0		
Oakwood	8.0		
Ascot	8.6		
Windsor	6.9		
Henry Tudor	10.2		
Jubilee	12.0		

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 and Campion, 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 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	11.95	93.33	122.36	0	24.00	83.33	134.44	0	0	92.60%	611	2.3	5.4	0	0.1	7.7	8	7	0	0	[A]
Daisy	32.15	7.31	94.17	122.92	0	0	96.59	103.13	0	0	93.70%	562	2.6	5.7	0	0	8.3	7	0	0	0	[A]
Rose	32.15	8.85	101.67	119.42	0	61.33	100.00	133.33	0	0	92.40%	610	2.6	5.3	0	0.2	8.1	6	0	0	0	[A]
Snowdrop	32.15	8.83	120.00	122.08	0	0	100.00	161.11	0	0	91.80%	606	2.8	6.2	0	0	9.0	0	0	0	0	[A]
Orchid	32.15	5.8	101.67	147.08	0	0	101.67	226.20	0	0	87.70%	526	3.0	9.2	0	0	12.2	5	0	0	0	[A]
Rowan	34.5	8	110.83	125.36	0	85.00	95.04	149.72	0	0	56.30%	338	4.8	12.1	0	0.4	17.2	1	1	0	0	[A]
Sorrel	30	5.4	105.83	153.75	0	0	98.33	174.44	0	0	89.10%	294	5.4	15.2	0	0	20.6	2	1	0	0	[A]
Campion	31.46	2.68	125.82	131.67	0	0	106.67	140.37	0	0	29.60%	80	18.5	52.3	0	0	70.7	0	0	0	0	[G]
Willow House	23.42	9.4	112.18	131.92	0	0	140.00	165.00	0	0	45.90%	124	15.3	23.8	0	0	39.1	0	0	0	0	[A]
Donnington	63.46	1.18	95.30	90.09	0	34.50	98.33	90.73	0	100	70.70%	587	3.2	4.3	0	0.4	7.9	11	2	0	0	[G]
Highclere			108.65	74.67	0	37.42	93.33	89.12	0	100	67.10%	365	3.9	3.1	0	1.0	8.0	9	3	0	0	[G]
Oakwood	40.32	1	106.67	98.67	0	0	100.00	100.00	0	0	84.30%	607	3.4	4.6	0	0	8.0	0	0	0	0	[G]
Ascot	61.31	2.4	78.67	88.89	0	0	100.00	100.00	0	0	75.10%	358	4.3	4.3	0	0	8.6	1	0	0	0	[G]
Windsor			91.67	108.28	0	76.33	98.33	100.00	0	0	86.10%	608	3.1	3.6	0	0.2	6.9	0	0	0	0	[G]
Henry Tudor	31.06	1.16	100.00	91.25	0	0	100.00	100.00	0	0	62.50%	375	4.1	6.1	0	0	10.2	0	0	0	0	[G]
Jubilee	31.52	0.37	94.28	94.47	0	0	100.00	103.39	0	0	63.10%	322	4.6	7.4	0	0	12.0	0	0	0	0	[G]