

Safe staffing report October 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 90.5% but it has decreased slightly from September (92.6%).

107 staffing incidents were reported (139 in September). Compared to previous month this has reduced. 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 the West the number is increasing. The number of shifts reported with less than two registered nurses (RN) per shift decreased from last month; 51 were reported in October compared to 64 in September. There were 2 staffing incidents recorded as minor and 2 as moderate (1 minor and 1 moderate on Bluebell ward, 1 moderate on Rowan ward and 1 minor on Orchid ward) all other staffing incidents were recorded as low or having no impact due to the mitigation put in place by staff. There was 1 shift initially reported with no registered nurses rostered on duty (Bluebell ward). However registered nurses were redeployed from another ward to cover to ensure the ward was safe.

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 14.51%. This figure accounts for those staff who have been recruited but are having employment checks. Therefore, this is not reflected in the figures for October (Deputy ward manager position filled internally on Daisy ward; Bluebell ward have employed a band 5 staff nurse and offered an additional Deputy Ward Manager post to assist staff retention). Bluebell ward, Daisy 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 90.47% from 92.60% in September, (Bluebell ward 93.10%, Rose ward 92.50%, Daisy ward 86%, and Snowdrop ward 90.30%). Sorrel ward's bed occupancy increased to 99.40% from 89.10% last month. Rowan ward's bed occupancy decreased to 54.50% (56.30% in September); Orchid ward bed occupancy also decreased to 76.30% from 87.70%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for September was 1651; 358 of these were for registered nurse shifts (21.68%). A total of 253 (15.32%) of all temporary staff requests were unfilled for Prospect Park Hospital, 50 of these unfilled requests were for registered nurses (19.76%).

There were 35 shifts with less than two registered nurses on a shift, of these, Bluebell had 13 shifts with less than two registered nurses. On 1 occasion there were initially no RNs on duty. However, staff were redeployed from other wards to ensure the ward was covered.

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.

Two unwitnessed falls were recorded on Datix with a risk matrix recording of moderate (1 on Daisy ward and 1 on Rowan ward). Both were managed appropriately and transferred for treatment to an acute hospital. Neither incident was related to staffing levels.

Campion unit bed occupancy decreased again to 28.30% from 29.6% in September. There were no shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 105; 44 of these were for registered nurse shifts (41.90%). A total of 2 (1.90%) of all temporary staff requests were unfilled. There was one unfilled request for a registered nurse.

The bed occupancy at Willow House increased to 50.50% from 45.90% last month and patient acuity has remained high. Staffing levels have 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 460, with 146 shifts requested for registered nurses (31.74%). 68 shifts were unfilled (14.78%) 19 of which were for registered nurses (27.94%). There was 1 shift 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.

A table to demonstrate the current staffing position at Willow House has been added (table 1a). There are currently 6 WTE staff undergoing pre employment checks. Therefore, the numbers should improve in November.

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	30.24 (26.53%)	83.76 (73.47%)	164.8	32.4 (19.66%)	132.4 (80.34%)

Table 1a. Willow House:

	Registered nurses (wte)	Vacancy (wte)	Total available registered nurses (wte)	Unregistered nurses (wte)	Vacancy (wte)	Total available unregistered nurses (wte)
Willow House	9.21	2.54(27.58%)	6.67 (72.42%)	10.7	4.0 (37.38%)	6.67 (62.62%)

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 increased to 77.92% from 76.6% in September; (Oakwood Unit 80%, Donnington ward 79.50%, Highclere ward 68.10%, Ascot ward 77.40%, Windsor 84.60%). West CHS wards requested 479 temporary shifts, 146 were for registered nurses (30.48%). A total of 118 shifts were unfilled (24.63%); 23 were for registered nurses (19.49%).

Highclere had 7 shifts and Donnington 0 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 1 shift with less than two registered nurses. Windsor ward had no shifts with less than two registered nurses. Oakwood also 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. The average bed occupancy decreased to 47.50% from 62.80% last month; Jubilee ward 45.0%, Henry Tudor ward 50.0%. East CHS wards requested 108 shifts, 34 were for registered nurses (31.48%). There were 2 shifts which 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	6.0 (9.54%)	56.85 (90.46%)	78.88	2.0 (2.53%)	76.88 (97.47%)
East CHS wards	21.29	-0.51 (-2.39%)	21.80 (+102.39%)	33.01	0.98 (2.97%)	32.03 (97.03%)
Total	84.14	5.49 (6.52%)	78.65 (93.48%)	111.89	2.98 (2.66%)	108.91 (97.34%)

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 October 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 from August 2020 to compare Berkshire Healthcare to other Outstanding Trusts.

Table 3

Table 3: Reported CHPPD per ward during October 2020		Data taken from Model Hospital's latest available report August 2020	
Ward	BHFT	Peer median	National median
Bluebell	8.6	8	9
Daisy	9.0		
Rose	8.4		
Snowdrop	8.3		
Rowan	16.6	13	11
Orchid	14.7		
Sorrel	17.9	18	18
Campion	66.4	33	28
Willow House	39.3	20	17
Donnington	7.9	7	7
Highclere	8.5		
Oakwood	8.2		
Ascot	9.9		
Windsor	8.3		
Henry Tudor	12.1		
Jubilee	16.0		

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, Willow House 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 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	35.00	12.95	90.32	100.65	88.00	0	0	0	98.39	123.39	93.10%	635	2.1	6.3	0.2	0	8.6	13	0	9	0	[A]
Daisy	35.95	8.31	116.94	86.13	0	0	0	0	100.00	79.03	86.00%	533	3.3	5.7	0	0	9.0	2	0	10	0	[A]
Rose	34.15	8.95	102.42	103.69	0	10	0	0	98.39	107.26	92.50%	631	2.5	5.8	0	0	8.4	2	0	3	0	[A]
Snowdrop	35.95	9.83	108.06	89.03	0	0	0	0	100.00	104.03	90.30%	616	2.7	5.6	0	0	8.3	4	0	1	0	[A]
Orchid	36.00	7.8	115.32	126.13	0	0	0	0	106.45	166.94	76.30%	473	3.8	10.9	0	0	14.7	4	3	5	0	[A]
Rowan	42.00	8	103.23	116.45	0	16	0	100	82.26	105.65	54.50%	338	4.5	11.9	0	0.3	16.6	5	0	5	0	[A]
Sorrel	38.00	4.4	106.45	119.68	0	0	0	0	98.39	123.39	99.40%	339	4.9	13.1	0	0	17.9	5	0	0	0	[A]
Campion	37.11	1	147.10	107.26	0	0	0	0	112.90	112.90	28.30%	79	22.1	44.3	0	0	66.4	0	0	0	0	[G]
Willow House	23.42	6.54	88.22	102.95	0	0	0	0	96.43	120.43	50.50%	141	15.2	24.1	0	0	39.3	1	0	0	0	[A]
Donnington	63.46	1	95.16	91.40	78.17	0	100	0	100.00	99.19	79.50%	643	2.4	4.9	0.6	0	7.9	0	0	34	0	[G]
Highclere			93.55	64.98	61.84	82	0	0	95.16	88.71	68.10%	359	3.1	4.1	1.1	0.3	8.5	7	0	40	0	[G]
Oakwood	46.67	2	97.31	95.81	0	0	0	0	100.00	100.00	80.00%	586	3.4	4.9	0	0	8.2	0	0	0	0	[G]
Ascot	61.31	5	100.00	81.72	0	0	0	0	93.55	112.90	77.40%	312	5.0	4.9	0	0	9.9	1	0	0	0	[G]
Windsor			85.48	95.85	110	0	0	0	100.00	100.00	84.60%	494	3.5	4.5	0.3	0	8.3	0	0	0	0	[G]
Henry Tudor	32.80	1.36	97.58	81.21	0	0	0	0	98.34	100.00	50.00%	310	5.0	7.0	0	0	12.1	3	0	0	0	[G]
Jubilee	30.23	-0.89	97.69	83.28	0	0	0	0	100.00	98.41	45.00%	237	6.6	9.3	0	0	16.0	0	0	0	0	[G]