

Safe staffing report November 2020

The East Community Health Wards still continue to have lower than expected patient numbers. West Berkshire Community Health Wards, Rowan ward, Willow House and Campion Unit patient numbers have increased on last month. All acute wards at Prospect Park Hospital except Daisy ward have had high bed occupancy this month. Daisy ward occupancy is lower than the other acute wards due to having 4 beds allocated for cohorting working age adult COVID-19 patients if required.

103 staffing incidents were reported (107 in October). Compared to the 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 now increasing. Some of the lower occupancy is due to requirement to close beds at times during the month as a result of covid-19. The number of shifts reported with less than two registered nurses (RN) per shift increased from last month; 144 were reported in November compared to 50 in October. Orchid ward had one incident whereby there were no RNs on shift. This was managed by moving staff across the hospital. The second COVID-19 wave has meant that there have been increased incidences of staff sickness which has affected both the staffing levels and the availability of temporary staff.

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 12.74%. This figure accounts for those staff who have been recruited but are still undergoing employment checks to enable them to commence. Therefore, this is not reflected in the figures for November (Band 5 position filled on Sorrel ward; Rose ward offered a preceptee post; Bluebell ward filled 1.4 WTE Activity Coordinator post). With the exception of Sorrel, the wards continue to have over 20% vacancy in registered nursing posts.

Average bed occupancy in the acute adults' wards decreased slightly to 89.85% from 90.47% in October, this average figure is skewed by the lower occupancy on Daisy ward due to beds being kept to enable cohorting of COVID positive patients if required; the remaining 3 acute adult wards all had occupancy over 95% (Bluebell ward 96.50%, Rose ward 97.60%, Daisy ward 70.30%, and Snowdrop ward 95.0%). Sorrel ward's bed occupancy remaining static at 99.%. Rowan ward's bed occupancy increased slightly to 59.20% (54.50% in October); Orchid ward bed occupancy decreased to 52.20% from 76.30%, this was as a result of being closed for part of November due to COVID-19. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for November was 1602; 329 of these were for registered nurse shifts (20.54%). A total of 440 (27.46%) of all temporary staff requests were unfilled for Prospect Park Hospital, 121 of these unfilled requests were for registered nurses (27.50%).

There were 80 shifts with less than two registered nurses on a shift (35 in October), this increase was due to staff absence, of these, Rowan ward had 32 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 increased slightly to 35.20% from 28.30% in October. There were no shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 225; 70 of these were for registered nurse shifts (31.11%). A total of 24 (10.66%) of all temporary staff requests were unfilled. There were 10 unfilled requests for a registered nurse (41.66%).

The bed occupancy at Willow House increased to 69.60% from 50.50% 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 448, with 161 shifts requested for registered nurses (35.94%). 159 shifts were unfilled (35.49%) 66 of which were for registered nurses (45.51%). There were 10 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 as demonstrated in Table 1a. Therefore, the numbers should improve in December.

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. These reflect the budget for 2020/21. The acute wards at Prospect Park (Bluebell, Daisy, Snowdrop and Rose) were 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	111	27.24 (24.54%)	83.76 (75.46%)	164.8	27.6 (16.75%)	137.2 (83.25%)

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	3.46 (37.57%)	5.75 (62.43%)	10.7	4.0 (37.38%) 1 starting 7 th December. 3 in employment checks.	6.67 (62.62%)

Community Health wards (CHS)

Lower bed occupancy in East has continued to assist with their patient dependency. The West Community Health wards saw an increase in occupancy in November.

The average bed occupancy for the West CHS wards increased slightly to 80.40% from 77.92% in October; (Oakwood Unit 67.70%, Donnington ward 91.20%, Highclere ward 68.20%, Ascot ward 94.90%, Windsor 80.00%). West CHS wards requested 807 temporary shifts, 346 were for registered nurses (42.87%). A total of 203 shifts were unfilled (25.15%); 57 were for registered nurses (28.08%).

Highclere had 11 shifts and Donnington 2 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 6 shifts with less than two registered nurses. Windsor ward had no shifts with less than two registered nurses. Oakwood had 5 shifts with less than two registered nurses, these were covered by managerial and AHP support.

East wards continue to have a much lower than expected bed occupancy. The average bed occupancy increased slightly to 51.15% from 47.50% last month; Jubilee ward 54.80%, Henry Tudor ward 47.50%. East CHS wards requested 66 shifts, 42 were for registered nurses (63.64%); this was as a result of staff absence. There were no shifts with less than two registered nurses on Jubilee ward, Henry Tudor had 29, these shifts were covered by support from the management, students in their final year and allied health professionals on the unit. 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	5.2 (8.27%)	57.65 (91.73%)	78.88	6.0 (7.60%)	72.88 (92.40%)
East CHS wards	21.29	3.8 (17.85%)	17.49 (82.15%)	33.01	1 (3.03%)	32.01 (96.97%)
Total	84.14	9 (10.70%)	75.14 (89.30%)	111.89	7 (6.26%)	104.89 (93.74%)

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 mental health wards, Rowan 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 November and provides comparison with available data in model hospital when comparing with other Trusts with the same CQC rating. Model Hospital has now been updated from September 2020 to compare Berkshire Healthcare to other Outstanding Trusts.

Table 3

Table 3: Reported CHPPD per ward during November 2020		Data taken from Model Hospital's latest available report September 2020	
Ward	BHFT	Peer median	National median
Bluebell	8.0	9.34	10.33
Daisy	11.1		
Rose	7.4		
Snowdrop	7.7		
Rowan	18.4	14.2	12.10
Orchid	18.3	13.86	12.10
Sorrel	18.1	19.73	22.84
Campion	56.9	25.84	27.77
Willow House	27.8	23.81	19.72
Donnington	7.3	7	7
Highclere	8.4		
Oakwood	8.6		
Ascot	8.3		
Windsor	8.3		
Henry Tudor	10.7		
Jubilee	13.7		

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 Rowan ward, Orchid ward, Willow House, Jubilee ward 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	35.00	9.95	106.67	96.67	0	0	90.00	106.67	0	0	96.50%	637	2.4	5.6	0	0	8	6	6	2	0	[A]
Daisy	35.95	7.31	129.00	88.67	40	0	62.77	64.66	0	0	70.30%	422	3.7	7.2	0.1	0	11.1	4	5	20	0	[A]
Rose	34.15	8.95	107.00	97.31	0	30	96.67	98.33	0	0	97.60%	644	2.5	4.9	0	0.1	7.4	2	2	4	0	[A]
Snowdrop	35.95	8.03	104.17	88.00	0	0	96.67	105.21	0	0	95.00%	633	2.5	5.3	0	0	7.7	1	3	1	0	[A]
Orchid	36.00	7.8	99.17	107.67	0	0	100.00	137.27	0	0	52.20%	313	4.9	13.4	0	0	18.3	14	4	6	0	[A]
Rowan	42.00	7	89.17	157.71	0	22	81.05	145.41	0	0	59.20%	355	3.7	14.5	0	0.2	18.4	17	15	12	0	[A]
Sorrel	38.00	4.4	103.33	117.67	0	0	98.33	132.50	0	0	99.10%	327	4.8	13.3	0	0	18.1	0	1	1	0	[G]
Campion	37.11	1	144.67	119.17	0	0	133.33	156.62	0	0	35.20%	95	18.2	38.7	0	0	56.9	0	0	0	0	[G]
Willow House	23.42	7.46	93.07	102.56	0	0	96.67	104.44	0	0	69.60%	188	11.4	16.5	0	0	27.8	7	3	0	0	[A]
Donnington	63.46	3	120.95	95.93	44.17		96.22	100.83	100	0	91.20%	706	2.5	4.5	0.3		7.3	0	2	13	0	[G]
Highclere			97.92	71.40	67.78	21.67	83.91	80.00	100	0	68.20%	348	3.0	4.3	1	0.1	8.4	2	9	40	0	[G]
Oakwood	46.67	2.8	90.56	89.33	0	0	95.00	103.33	0	0	67.70%	515	3.5	5.1	0	0	8.6	2	3	0	0	[G]
Ascot	61.31	5.4	100.00	80.56	0	0	96.67	130.00	0	0	94.90%	370	4.2	4.1	0	0	8.3	4	2	2	0	[G]
Windsor			89.04	90.48	80	0	100.00	95.00	100	0	80.00%	469	3.9	4.4	0	0	8.3	0	0	0	0	[G]
Henry Tudor	32.80	2.8	84.17	71.67	0	0	85.00	69.77	0	0	47.50%	285	4.6	6.1	0	0	10.7	20	9	2	0	[G]
Jubilee	30.23	2	92.44	89.44	0	0	100.00	95.24	0	0	54.80%	273	5.4	8.3	0	0	13.7	0	0	1	0	[G]