

Safe staffing report January 2021

The East Community Health Wards continue to have lower than expected patient numbers. However, Henry Tudor ward has increased its capacity from 24 to 29 beds to manage the extra patients with COVID-19. West Berkshire Community Health Wards, Henry Tudor Ward and Campion Unit patient numbers have increased on last month. All acute wards at Prospect Park Hospital have seen a decrease in occupancy this month except for Bluebell ward whose occupancy is still over 90% (92.5%). The fluctuating occupancy across all wards in the Trust (with the exception of Campion) is predominantly due to management of COVID-19 and infection control requirements around this (closure of beds due to outbreaks and need to ensure that patients remain within cohort area relevant to their COVID-19 status)

176 staffing incidents were reported (122 in December). Compared to the previous month this has increased. The lower than expected bed occupancy on the community wards has enabled the wards to manage their patient dependency although the number is now increasing due to acute unit pressures and the need to transfer COVID-19 positive patients. The number of shifts reported with less than two registered nurses (RN) per shift decreased from last month; 117 were reported in January compared to 162 in December. There were no shifts reported with no RNs at the start of a shift. 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. In addition, a number of AHPs have been working on the mental health wards to support existing nursing staff. This is reflected in the AHP CHPPD data.

Patient Quality

Mental Health wards

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 14.67%. 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 January (Daisy ward all activity coordinator posts now filled; Snowdrop ward all HCA vacancies filled). HCA recruitment is good currently; but Qualified Nurse recruitment remains challenging. Work is currently underway in recruitment to try and attract staff via social media platforms to RN positions.

Average bed occupancy in the acute adults' wards decreased slightly to 83.3% from 91.73% in December, this average figure is skewed by slightly lower occupancy on wards to enabling cohorting of COVID-19 positive patients where required. Three of the acute adult wards all had occupancy under 90% (Bluebell ward 92.5%; Rose ward 83.1%; Snowdrop ward 74.2%; Daisy ward 83.4%). Sorrel ward's bed occupancy increased to 86.8% (71.3% in December). Rowan ward's bed occupancy increased slightly to 65.8% (57.9% in December); Orchid ward bed occupancy increased to 73.70% from 71.80%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for December was 2648; 660 of these were for registered nurse shifts (24.92%). A total of 1028 (38.82%) of all temporary staff requests were unfilled for Prospect Park Hospital, 361 of these unfilled requests were for registered nurses (35.11%).

There were 86 shifts with less than two registered nurses on a shift (137 in December). Snowdrop ward had 21 shifts and Rowan ward and Rose ward each had 19 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. In addition, a number of AHPs worked on the wards to support existing nursing staff. There were no incidents where there were no RNs at the start of shifts.

Campion unit bed occupancy increased slightly to 48.70% from 39.80% in December. There were no shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 291; 125 of these were for registered nurse shifts (42.95%). A total of 83 (28.52%) of all temporary staff requests were unfilled. There were 27 unfilled requests for a registered nurse (32.53%).

The bed occupancy at Willow House during January remained comparable with December at 76% and patient acuity has remained high. The unit is 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 459, with 155 shifts requested for registered nurses (33.77%). 185 shifts were unfilled (40.30%) 77 of which were for registered nurses (41.62%). There were no shifts with less than two registered nurses. The Ward Manager continued to support 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, the recent recruitment campaign has actively increased the permanent staff on the unit with several staff being recruited as demonstrated in Table 1a. Therefore, the numbers are much improved especially in relation to unregistered staff for which there are currently no vacancies.

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	110.15	28.96 (26.29%)	81.19 (73.71%)	162.8	26.68 (16.39%)	138.12 (83.61%)

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 (37.56%)	5.75 (62.44%)	10.7	0 (0%)	10.7 (100%)

Community Health wards (CHS)

Lower bed occupancy in East has continued to assist with their patient dependency. In January Jubilee ward numbers decreased but Henry Tudor ward numbers increased; this was due to proactively placing COVID-19 positive patients on Henry Tudor ward and a COVID-19 outbreak on Jubilee ward which closed some beds. The West Community Health wards also saw an increased occupancy in January.

The average bed occupancy for the West CHS wards increased to 84.28% from 81.02% in December; (Oakwood Unit 78.80%, Donnington ward 93.10%, Highclere ward 72.0%, Ascot ward 83.30%, Windsor ward 94.20%). West CHS wards requested 1195 temporary shifts, 411 were for registered nurses (34.39%). A total of 626 (52.38%) shifts were unfilled; 220 were for registered nurses (35.14%).

Highclere ward had 19 shifts and Donnington ward 3 shifts with less than two registered nurses; they supported each other to ensure both the wards were covered and patient safety maintained. In addition, Nurse Associates were utilised when there was only RN available. Ascot ward had 4 shifts with less than two registered nurses. Windsor ward had 0 shifts with less than two registered nurses. Oakwood Unit had 0 shifts with less than two registered nurses.

The average bed occupancy for the East wards increased to 68.70% from 66.10% last month: Jubilee ward 63.20%, Henry Tudor ward 74.20%. Henry Tudor ward has temporarily increased its bed capacity from 24 to 29 to accommodate COVID-19 patients from secondary care. Staffing allocation has been increased temporarily to accommodate this. East CHS wards requested 491 shifts, 163 (33.20%) were for registered nurses. There were no shifts with less than two registered nurses on Jubilee ward or Henry Tudor. Jubilee ward continues to use an extra unregistered nurse at night due to the potential fire risk.

	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	7 (11.13%)	56.85 (88.87%)	78.88	2 (2.53%)	76.88 (97.47%)
East CHS wards	21.29	4 (18.78%)	17.29 (81.22%)	33.01	1 (3.03%)	32.01 (96.97%)
Total	84.14	11 (13.07%)	73.14 (86.93%)	111.89	3 (2.68%)	108.89 (97.32%)

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. This did not demonstrate any incidents of moderate or above harm as a result of staffing levels during January.

Safe Staffing Declaration

All of the acute mental health wards and Rowan ward have high numbers of registered nurse vacancies and as a result continues to use high levels of temporary staff to achieve the position of safe staffing numbers. During January staffing on all of the wards across the trust was impacted by COVID-19 due to absence and also need to ensure that our staff assessed as high risk were not directly involved in care for COVID-19 patients. This has resulted in increased request for temporary staffing in some areas to support achieving safe staffing levels.

Whilst patient safety was maintained across all wards and no incidents reported in relation to safe staffing were of moderate or above harm; 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 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 January 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	9.4	9.34	10.33
Daisy	11		
Rose	11		
Snowdrop	10.2		
Rowan	9.1	14.2	12.29
Orchid	11	13.86	12.29
Sorrel	20	19.73	22.24
Campion	44.6	25.84	28.99
Willow House	29.4	23.31	19.72
Donnington	6.5	7	7
Highclere	7.7		
Oakwood	7.2		
Ascot	8.2		
Windsor	5.2		
Henry Tudor	7.7		
Jubilee	11.8		

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 (Willow House).

Due to the lower than expected bed occupancy, particularly on the Rowan ward, 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 as indicated below:



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	
			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	7.95	98.39	111.29	0	0	94.19	133.87	0	0	92.5%	631	2.4	6.9	0	0	9.4	7	5	5	0	[A]
Daisy	35.95	9.31	99.19	101.48	68.5	0	101.61	133.87	0	0	83.4%	517	2.9	7.9	0.2	0	11	9	6	74	0	[A]
Rose	34.15	8.95	91.13	77.33	0	108.67	88.71	90.32	0	0	83.1%	567	3.5	7.1	0	0	11	12	7	0	0	[A]
Snowdrop	35.95	6.23	87.90	94.84	0	0	91.94	113.71	0	0	74.2%	506	2.8	7.4	0	0	10.2	16	5	4	0	[A]
Orchid	36.00	3.8	108.87	104.19	0	0	93.55	8.87	0	0	73.7%	457	3.6	5.6	0	0	9.1	0	4	5	0	[G]
Rowan	42.00	10	97.58	129.82	0	16	83.87	144.86	0	0	65.8%	408	2.6	8.4	0	0	11	13	6	21	0	[A]
Sorrel	38.00	6	104.84	110.65	0	0	100.00	128.23	0	0	86.8%	296	5.5	14.5	0	0	20	0	0	0	0	[A]
Campion	37.11	3	154.03	146.87	0	0	174.19	115.32	0	0	48.7%	136	14.8	29.8	0	0	44.6	0	0	0	0	[G]
Willow House	23.42	3.46	91.74	121.81	0	0	97.85	143.75	0	0	76%	212	10.4	19.0	0	0	29.4	0	1	1	0	[G]
Donnington	63.46	3	107.31	111.11	60.83	0	94.59	102.42	100	0	93.1%	856	2.0	4.2	0.3	0	6.5	0	3	20	0	[G]
Highclere			82.06	85.28	126.83	60	74.19	87.10	0	0	72%	424	2.3	4.2	0.9	0.2	7.7	4	15	43	0	[G]
Oakwood	46.67	1	91.94	103.55	0	0	100.00	112.90	0	0	78.8%	699	2.7	4.4	0	0	7.2	0	0	0	0	[G]
Ascot	61.31	5	96.77	98.39	0	0	100.00	174.19	0	0	83.3%	435	3.6	4.5	0	0	8.2	4	0	2	0	[G]
Windsor			89.92	88.48	83.67	0	100.00	125.81	0	0	94.2%	814	2.2	2.8	0.2	0	5.2	0	0	0	0	[G]
Henry Tudor	32.80	3	97.92	97.58	0	0	92.85	121.42	0	0	74.2%	574	3.1	4.6	0	0	7.7	0	0	1	0	[G]
Jubilee	30.23	2	95.48	103.66	0	0	100.00	132.26	0	0	63.2%	371	4.2	7.6	0	0	11.8	0	0	0	0	[G]