

Safe staffing report July 2021

The East Community Health Wards patient numbers are comparable to last month. Henry Tudor ward has 24 beds and Jubilee ward has 16 beds to meet social distancing requirements. West Berkshire Community Health Wards patient numbers have also remained similar to last month. They also have some beds closed to allow for social distancing (WBCH 2 beds and Wokingham 6 beds). All of the four acute wards at Prospect Park Hospital have over 90% occupancy this month.

108 staffing incidents were reported (57 in June). The number of shifts reported with less than two registered nurses (RN) per shift decreased from last month; 100 were reported in July compared to 127 in June. There was 1 incident where there were no RNs at the start of a shift but staff were moved from other wards to ensure cover and patient safety.

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%. The increase is attributed to increased numbers of resignations by staff being internally promoted and others leaving to commence study. 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 July. HCA recruitment continues to be positive but Registered Nurse recruitment continues to be a challenge. Three band 5 staff nurse posts were offered in July with a further band 5 interviews set up for August.

Average bed occupancy in the acute adults' wards was identical to June at 96.11%. All of the acute adult wards had occupancy of over 90% (Bluebell ward 98.09%; Rose ward 92.38%; Snowdrop ward 97.36; Daisy ward 96.61%).

Sorrel ward's bed occupancy decreased to 94.13% (96.67% in June). Rowan ward's bed occupancy increased to 81.13% (62% in June); Orchid ward bed occupancy increased minimally to 87.10% from 84.83%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for June was 2822; 541 of these were for registered nurse shifts (19.17%). A total of 500 (17.72%) of all temporary staff requests were unfilled for Prospect Park Hospital, 98 of these unfilled requests were for registered nurses (19.60%).

There were 69 shifts with less than two registered nurses on a shift (110 in June). Bluebell had 16 shifts and Daisy ward had 17 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 and Nurse Associates were utilised when available.

Campion unit bed occupancy decreased to 45.88% from 54.81% in June. There were no planned shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 140; 70 of these were for registered nurse shifts (50%). A total of 5 (3.57%) of all temporary staff requests were unfilled. There was 1 unfilled request for a registered nurse (20%).

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. These reflect the budget for 2021/22 and the increase in activity co-ordinators. These figures are less posts offered.

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	29.96 (27.2%)	80.19 (72.8%)	194	38.04 (19.7%)	155.96 (80.3%)

Community Health wards (CHS)

East community ward numbers have stabilised and are now similar to the West community wards. Jubilee ward had 16 beds and Henry Tudor ward has 24 beds available due to meeting social distancing requirements. West wards also have less beds available due to social distancing requirements. West Berkshire have 43 beds available (2 closed for social distancing across Donnington and Highclere wards) and Wokingham have 42 beds available (4 beds closed for social distancing across Windsor and Ascot wards).

The average bed occupancy for the West CHS wards has increased slightly for July to 86.33% from 85.55% in June; (Oakwood Unit 91.58%, Donnington ward 87.67%, Highclere ward 68.76%, Ascot ward 87.01%, Windsor ward 96.64%). West CHS wards requested 842 temporary shifts, 335 were for registered nurses (39.79%). A total of 201 (23.87%) shifts were unfilled; 52 were for registered nurses (25.87%).

Highclere ward had 19 shifts and Donnington ward 1 shift 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 no RN available. Ascot ward had 9 shifts, Windsor ward 1 shift and Oakwood unit had 0 shifts with less than two registered nurses.

The average bed occupancy for the East wards decreased to 79.19% from 82.62% last month: Jubilee ward 82.06%, Henry Tudor ward 76.32%. Henry Tudor ward now has a bed capacity of 24 beds as patients and Jubilee ward 16 beds to allow for social distancing requirements. East CHS wards requested 238 temporary shifts; 94 (39.50%) were for registered nurses. A total of 28 shifts (11.76%) were unfilled; 4 was for registered nurses (14.29%).

There were 0 shifts with less than two registered nurses on Henry Tudor ward or Jubilee ward. Both Henry Tudor ward and Jubilee ward are trialling different shift patterns for 3 months alongside their existing roster to improve both work life balance for staff and manage the increasing acuity and dependency of the patients. This will be reviewed at the end of August 2021 by the business manager and ward managers.

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	6.6 (10.50%)	56.25 (89.50%)	78.88	4 (5.08%)	74.88 (94.92%)
East CHS wards	21.29	5 (23.48%)	16.29 (76.52%)	33.01	1 (3.02%)	32.01 (96.98%)
Total	84.14	11.6 (13.79%)	72.54 (86.21%)	111.89	5 (4.46%)	106.89 (95.54%)

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. No incidents were reported during the month as a result of safe staffing.

Safe Staffing Declaration

Whilst patient safety was maintained across all wards and no incidents were directly reported in relation to safe staffing; all of the wards at PPH have the highest 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 and therefore, patient experience may have been 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 April and provides comparison with available data in model hospital when comparing with other Trusts with the same CQC rating.

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	6.7	10.67	10.72
Daisy	9.7		
Rose	8.1		
Snowdrop	8.5		
Rowan	14.9	11.97	11.95
Orchid	15.1		
Sorrel	19.2	21.90	21.23
Campion	39.3	29.27	30.75
Donnington	6.8	7	7
Highclere	7.9		
Oakwood	7.1		
Ascot	7.4		
Windsor	6.0		
Henry Tudor	8.0		
Jubilee	9.4		

Comparison with the national and peer medians demonstrate a continued variance between BHFT wards and other comparable trusts. Due to the lower than expected bed occupancy, particularly on Rowan ward, Orchid 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 unit) 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.

Main themes from this month's report:

- All four mental health wards had occupancy of over 90%
- Recruitment of Registered Nurses remains challenging in line with the national picture
- There continues to be a high level of temporary staff usage to cover vacancies, absences and high levels of observations

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.



Berkshire Healthcare

NHS Foundation Trust

[Green]	[Amber]	[Red]
No identified impact on quality and safety of care provided because 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 HOURS 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	6.35	92.74	95.56	0.0	0.0	88.71	122.48	0.0	0.0	98.09%	669	2.2	4.5	0.0	0.0	6.7	9	7	2	0	[A]
Daisy	35.95	13.15	102.50	109.03	32.00	0.0	96.43	133.87	100	0.0	96.61%	599	2.3	7.2	0.2	0.0	9.7	15	2	35	0	[A]
Rose	34.15	14.15	98.39	100.01	0.0	78.18	98.39	102.42	0.0	0.0	92.38%	630	2.5	5.4	0.0	0.2	8.1	5	1	0	0	[A]
Snowdrop	35.95	8.03	98.39	106.45	0.0	0.0	100.00	118.55	0.0	0.0	97.36%	664	2.4	6.1	0.0	0.0	8.5	9	0	0	0	[A]
Orchid	36.00	5.16	103.23	192.34	0.0	0.0	100.00	294.62	0.0	0.0	87.10%	540	3.0	12.1	0.0	0.0	15.1	9	1	0	0	[A]
Rowan	42.00	6.4	107.26	155.47	0.0	115.65	90.32	176.61	0.0	0.0	81.13%	503	3.2	11.4	0.0	0.3	14.9	0	6	6	0	[A]
Sorrel	38.00	7	107.26	121.94	0.0	0.0	100.00	125.81	0.0	0.0	94.13%	321	5.2	14.1	0.0	0.0	19.2	5	0	0	0	[A]
Campion	37.11	6	137.90	115.41	0.0	69.32	100.00	100.00	0.0	0.0	45.88%	128	12.6	25.8	0.0	0.8	39.3	0	0	2	0	[G]
Donnington	63.46	2.6	99.36	98.21	84.83	0.0	98.21	96.77	100	0.0	87.67%	761	2.2	4.3	0.4	0.0	6.8	0	1	14	0	[G]
Highclere			105.16	75.80	64.16	108.33	85.48	87.10	0.0	0.0	68.76%	405	2.9	4.1	0.5	0.4	7.9	10	9	47	0	[G]
Oakwood	46.67	1	93.56	96.13	0.0	0.0	100.00	109.68	0.0	0.0	91.58%	686	2.8	4.2	0.0	0.0	7.1	0	1	1	0	[G]
Ascot	61.31	6	98.39	87.63	0.0	0.0	90.32	109.68	0.0	0.0	87.01%	422	3.6	3.8	0.0	0.0	7.4	3	6	1	0	[G]
Windsor			94.09	102.30	0.0	0.0	98.39	98.39	0.0	0.0	96.64%	719	2.8	3.2	0.0	0.0	6.0	0	1	0	0	[G]
Henry Tudor	32.80	2	120.11	79.74	0.0	0.0	124.23	144.94	0.0	0.0	76.32%	531	3.7	4.4	0.0	0.0	8.0	0	0	0	0	[G]
Jubilee	30.23	4	85.32	85.99	0.0	0.0	100.00	100.00	0.0	0.0	82.06%	407	3.7	5.7	0.0	0.0	9.4	0	0	0	0	[G]