

Safe staffing report December 2021

The East Community Health Wards patient numbers have decreased from last month. Henry Tudor ward has 24 beds and Jubilee ward 16 beds in order to meet social distancing requirements. West Berkshire Community Health Wards patient numbers have decreased compared to last month. They also have some beds closed to allow for social distancing (Wokingham 3 beds). Only one of the four acute wards at Prospect Park Hospital have over 90% occupancy this month (Bluebell ward 96.5%) and average occupancy is 87.27% this is due to outbreaks of COVID-19 and the need to cohort patients.

120 staffing incidents were reported (147 in November). The number of shifts reported with less than two registered nurses (RN) per shift increased from last month; 247 were reported in December compared to 192 in November. This is likely due to the effects of the spread of the Omicron variant of the Coronavirus. There were 2 incidents where there were no RNs at the start of a shift. Staff were moved from other wards to cover and ensure 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 12.55% which has increased from the previous month (11.48%). 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 December; international offers have increased to 7 with 1 already in post. Further work is commencing on looking at alternative ways to recruit all levels of staff which appeals more widely such as open evening events via teams/zoom. Recruitment continues to be a challenge across all staff groups as is the national picture.

Average bed occupancy in the acute adults' wards has decreased from last month to 87.27% from 91.9% in November (Bluebell ward 96.5%; Rose ward 84.3%; Snowdrop ward 79.9%; Daisy ward 88.4%). This decrease was due to several outbreaks of COVID-19 and the need to cohort patients. Sorrel ward's bed occupancy decreased to 88.0% (95.5% in November). Rowan ward's bed occupancy decreased to 62.1% (81.5% in November); Orchid ward bed occupancy decreased to 62.1% from 87.3%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for December was 3268; 647 of these were for registered nurse shifts (19.79%). A total of 801 (24.51%) of all temporary staff requests were unfilled for Prospect Park Hospital, 218 of these unfilled requests were for registered nurses (27.21%).

There were 201 shifts with less than two registered nurses on a shift (139 in November). Daisy had 38 shifts and Rose had 59 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 was static in December from the previous month (44.4% December from 42.6% in November). There were 0 shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 201; 74 of these were for registered nurse shifts (36.81%). A total of 26 (12.93%) of all temporary staff requests were unfilled. There were 5 unfilled requests for a registered nurse (19.23%).

Table 1 below shows the current staffing position at PPH by registered and unregistered staff. This is inline with the new finance forecast plan developed this month hence slight changes in establishments. 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	110.52	31.6 (28.60)	78.92 (71.40%)	191.24	42.28 (22.11%)	148.96 (77.89%)

Community Health wards (CHS)

East community ward numbers have stabilised but are lower than 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 45 beds available, and Wokingham have 43 beds available (3 beds closed for social distancing across both Windsor and Ascot wards).

The average bed occupancy for the West CHS wards has increased for December to 84.12% from 76.53% in November; (Oakwood Unit 85.5%, Donnington ward 80.1%, Highclere ward 86.5%, Ascot ward 85.8%, Windsor ward 83%). West CHS wards requested 1094 temporary shifts, 431 were for registered nurses (39.39%). A total of 345 (31.53%) shifts were unfilled; 85 were for registered nurses (24.63%).

Highclere ward had 16 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 19 shifts, Windsor ward 2 shifts and Oakwood unit had 1 shift with less than two registered nurses.

The SafeCare model has been successfully rolled out to the West CHS wards. The data demonstrates that although the wards were safe, the acuity of the patients has meant that the staffing was sub-optimal at times during the month, this was due to being unable to fill all gaps in the staffing rotas. Figures are provided weekly to Senior Managers.

The average bed occupancy for the East wards in December was 70.25% (82.9% in November); Jubilee ward 76.0%, Henry Tudor ward 64.5%. Henry Tudor ward has a bed capacity of 24 beds as patients and Jubilee ward 16 beds to allow for social distancing requirements. East CHS wards requested 299 temporary shifts; 110 (36.78%) were for registered nurses.

A total of 53 shifts (17.72%) were unfilled; 4 were for registered nurses (7.54%). There were 0 shifts with less than two registered nurses on Jubilee ward and 0 on Henry Tudor ward.

Both Henry Tudor ward and Jubilee ward have now adopted a mixed shift pattern of both 7.5 hour shifts and 12 hour shifts to improve both work life balance for staff and manage the increasing acuity and dependency of the patients. This was following a three- month trial on both wards and feedback from staff. The SafeCare model has now been implemented on both East CHS wards and is now live. Early data demonstrates that staffing levels are appropriate for the patient numbers and acuity on both wards.

Table 2: below shows the current staffing position on the community health wards by registered and unregistered staff. These reflect the budget for 2021/22.

	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 (7.95%)	57.85 (92.05%)	78.88	6 (7.60%)	72.88 (92.4%)
East CHS wards	21.29	3.4 (15.96%)	17.89 (84.04%)	33.01	6 (18.17%)	27.01 (81.83%)
Total	84.14	8.4 (9.98%)	75.74 (90.02%)	111.89	12 (10.72%)	99.89 (89.28%)

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 as moderate or above 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. Nationally 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 and provides comparison with available data in model hospital when comparing with other Trusts with the same CQC rating. The model hospital is no longer providing accessible individual ward data for CHPPD to be compared to other similar units therefore this will be the last time the table below will be included in this report. The CHPPD data will still be available in table 4.

Table 3: Reported CHPPD per ward during November 2020		Data taken from Model Hospital's latest available report September 2020	
Ward	Berkshire Healthcare	Peer median	National median
Bluebell	9.4	10.51	10.16
Daisy	11.7		
Rose	10.1		
Snowdrop	11.2	12.73	12.77
Rowan	18.2		
Orchid	13.1		
Sorrel	19.5	21.39	22.27
Campion	43.4	28.40	30.59
Donnington	6.7	7	7
Highclere	7.6		
Oakwood	7.3		
Ascot	6.9		
Windsor	6.3		
Henry Tudor	9.5		
Jubilee	10.0		

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 Campion Unit, 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:

- Three out of the four mental health wards had occupancy of over 90%
- Recruitment of both Registered Nurses and HCAs 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.

Overall RAG rating for the table is indicated as:



Berkshire Healthcare

NHS Foundation Trust

Green [G]	Amber [A]	Red [R]
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	4.35	100.00	144.76	0.00	0.00	90.32	198.92	0.00	0.00	96.5	658	2.3	7.1	0.0	0.0	9.4	18	8	1	0	[A]
Daisy	35.95	13.15	82.56	126.77	56.00	0.00	83.98	161.29	0.00	0.00	88.4	548	2.2	9.3	0.2	0.0	11.7	40	19	43	0	[A]
Rose	34.15	13.15	68.55	128.42	0.00	55.67	69.35	151.61	0.00	0.00	84.3	575	1.9	8.0	0.0	0.1	10.1	28	10	4	0	[A]
Snowdrop	35.95	8.87	99.19	113.87	0.00	0.00	80.65	151.61	0.00	0.00	79.9	545	2.7	8.6	0.0	0.0	11.2	10	12	2	0	[A]
Orchid	36.00	6.8	95.97	115.81	0.00	0.00	85.48	157.25	0.00	0.00	77.1	478	3.1	10.0	0.0	0.0	13.1	12	11	5	0	[A]
Rowan	42.00	13.4	106.45	138.26	0.00	64.00	85.48	176.61	0.00	0.00	62.1	385	4.1	13.9	0.0	0.2	18.2	2	9	0	0	[A]
Sorrel	38.00	7.36	89.52	117.10	0.00	0.00	100.00	122.58	0.00	0.00	88.0	300	5.0	14.5	0.0	0.0	19.5	10	12	0	0	[A]
Campion	37.11	1	131.56	116.11	0.00	0.00	106.38	123.39	0.00	0.00	44.4	124	12.7	30.7	0.0	0.0	43.4	0	0	0	0	[G]
Donnington	63.46	0	89.29	92.86	74.08	0.00	100.00	97.58	0.00	0.00	80.1	745	2.1	4.2	0.3	0.0	6.7	1	0	23	0	[G]
Highclere			92.95	64.97	43.33	70.00	91.94	90.32	0.00	0.00	86.5	402	3.2	3.8	0.3	0.3	7.6	11	5	27	0	[G]
Oakwood	46.67	3	88.17	92.90	0.00	0.00	98.39	130.65	0.00	0.00	85.5	661	2.8	4.5	0.0	0.0	7.3	0	1	4	0	[G]
Ascot	61.31	8	93.55	70.57	0.00	0.00	83.87	116.13	0.00	0.00	85.8	411	3.5	3.4	0.0	0.0	6.9	9	10	9	0	[G]
Windsor			84.95	85.25	0.00	0.00	96.77	101.61	0.00	0.00	83.0	622	3.0	3.3	0.0	0.0	6.3	0	2	2	0	[G]
Henry Tudor	32.80	4	113.01	73.12	0.00	56.00	146.26	144.94	0.00	0.00	64.5	457	4.4	4.8	0.0	0.2	9.5	0	0	0	0	[G]
Jubilee	30.23	5.4	81.67	83.74	0.00	0.00	91.94	109.96	0.00	0.00	76.0	377	3.8	6.2	0.0	0.0	10.0	2	5	0	0	[G]