

## Safe staffing report March 2023

The following report provides a summary staffing position across the wards for February 2023 in line with national reporting requirements.

### Executive Summary

There were 8 reported staffing issues from Datix, and all were of low impact with no harm reported as a consequence, this is compared to 13 reported in January. Triangulation of complaints and clinical patient safety incident data sets involving medication, falls, pressure ulcers, absent and missing, seclusions, prone restraints, self-harm and assaults did not reveal any incidents of moderate harm or above during the month as a result of staffing levels.

The total number of temporary staff requests decreased during February to 5402 compared with 5674 in January. The need for temporary staff continues to be driven by vacancy, absence and the need to increase staffing numbers to meet acuity and need of patients.

All of 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 seen as a red flag and highlighted in table 1. For Campion Unit (Learning Disability unit) the agreed staffing levels are two registered nurses during the day and one registered nurse at night. The number of shifts reported with less than two registered nurses (RN) per shift in February was 102, an improvement from January 130, and 168 in December. On shifts with less than two registered nursing staff there were senior clinical staff on the wards (Ward Manager, Matron and for PPH there is also a Clinical Development Lead) and therapy staff based on the wards 9-5pm during the week that provided support. At PPH staff were moved across the hospital (including APOS staff) to assist wards with less than 2 registered staff in meeting their minimal staffing requirements and support is also provided by the Designated Senior Nurse on duty. The provision of these staff who are not counted within the safer care tool need to be factored in when assessing the provision of safe and appropriate care.

During February where contact tracing and contact isolation were required, there was either closure or restriction to admissions activity in bays or whole wards across the Trust.

**Current nursing workforce and vacancies:**

	Registered nurses (wte)	Vacancy (wte)	Total available registered nurses (wte)	Unregistered nurses (wte)	Vacancy (wte)	Total available unregistered nurses (wte)
<b>PPH</b>	110.52	41.64 (37.67%)	68.88 (62.33%) [G]	201.24	47.87 (23.79%)	153.37 (76.21%) [G]
<b>Campion</b>	10	0 (0%)	10 (100%) [G]	24	3 (12.5%)	21 (87.5%) [A]
<b>West CHS wards</b>	62.85	1 (1.6%)	61.85 (98.4%) [R]	78.88	1 (1.27%)	77.88 (98.73%) [R]
<b>East CHS wards</b>	21.29	5.6 (26.30%)	15.69 (73.7%) [R]	33.01	7.4 (22.41%)	25.61 (77.59%) [R]
<b>Total CHS wards</b>	84.14	6.6 (7.84%)	77.54 (92.16%)	111.89	8.4 (7.5%)	103.49 (92.5%)
<b>Total all wards</b>	<b>204.66</b>	<b>48.24 (19.67%)</b>	<b>164.42 (80.33%)</b>	<b>337.13</b>	<b>59.27 (17.58%)</b>	<b>277.86 (82.42%)</b>
[G]	Improved position on last month	[A]	Similar position to last month	[R]	Worsening position to last month	

Post recruitment the current overall vacancy rate at PPH is currently 22.44%; the previous month was 20.36%. Current workforce data demonstrates that the Registered Nurse WTE has increased to 62.33% (58.70% January). Turnover has increased to 20.04% from 19.80%. Reasons for leaving were to work for a private provider and work life balance.

As part of the international nursing recruitment pilot the East and West CHS wards are to employ most of the international recruits. As of February 2023, there have been 13 nurses recruited to the community wards. The number of international nurse recruits at PPH remains at 8.

## Temporary Staffing

	Total number temporary staffing shifts requested	Number for temporary shifts requested to fill registered staff gap	Total temporary shifts unfilled
PPH	3848 (3969 January)	594 (646 January)	400 (10.4%)
West community Wards	785 (908 January)	247 (261 January)	105 (13.38%)
East Community Wards	291 (319 January)	106 (91 January)	14 (4.81%)
Campion	478 (478 January)	136 (142 January)	32 (6.69%)

## Average Bed occupancy across the month

	Average occupancy current reporting month (comparison to last month)	
PPH Acute adult	95.45% (97.22%) [R]	
PPH Older adult	88.2% (89.2%) [G]	
West community Wards	93.22% (93.54%) [A]	
East community wards	80.5% (91%) [G]	
Campion	83.3% (76.3%) [G]	
<b>Occupancy 90% and below [G]</b>	<b>Occupancy 90-95% [A]</b>	<b>Occupancy 95% and above [R]</b>

### Risks identified

- Number of current registered nurse vacancies across Prospect Park and East Community wards
- Number of bank and agency staff used to ensure safe staffing levels
- Sickness and absence levels

### Main themes in relation to safe staffing:

- 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 and filling of all rota gaps with temporary staff continues not to be achieved

## **Safe Staffing Declarations.**

Most of the wards have some vacancy, with Prospect Park Hospital experiencing the most significant vacancy. Alongside this sickness absence levels remain high across the wards and as a result, there is continued high use of temporary staff to achieve the position of safe staffing numbers. The continual high use of temporary staffing reduced registered nursing staff on some shifts and inability to fill all temporary staffing requests means that staffing was not always optimal and patient experience may have been compromised. Additional staff including senior registered practitioners not counted in staffing numbers and therapy staff not included in the safer staffing tool work on the wards providing direct patient care which means that the wards have been assessed as safe. There have been no incidents reported as a direct result of staffing.

## **Safe staffing overview table**

In addition to the data within the table below the SafeCare tool which is aligned to e-roster is now used across all wards, this enables wards to capture daily the CHPPD required for the acuity of patients (this is detailed in appendix one alongside more detailed information) and to use this for clinical decision making in terms of staff deployment.

The table below displays the total budgeted workforce and vacancy data. The total monthly planned staff hours versus actual staff hours (percentage fill) along with the care hours per patient day (CHPPD) are also reported. The Care Hours per Patient Day (CHPPD) metric was developed to provide a consistent way of recording and reporting deployment of staff providing care on inpatient wards, 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. This information in the table is split by day shift/night shift and by registered nurses/unregistered care staff. Sickness absence is reported a month in arrears overall for the trust but has been taken from Health Roster for this report as data is available

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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	39.26	10.35	83.93	137.14	0.00	0.00	83.93	176.79	0.00	0.00	93.0	572	2.1	8.8	0.0	0.0	10.9	18	9	1	0	[A]
Daisy	39.95	9.15	103.57	136.43	0.00	0.00	94.64	159.82	0.00	0.00	98.7	543	2.7	8.8	0.0	0.0	11.5	1	3	0	0	[A]
Rose	44.15	19.15	89.29	157.67	0.00	0.00	98.21	165.24	0.00	0.00	94.8	585	2.3	8.7	0.0	0.0	11.0	9	1	1	0	[A]
Snowdrop	38.31	15.03	99.64	150.21	0.00	0.00	100.00	172.73	0.00	0.00	95.3	586	2.5	8.9	0.0	0.0	11.3	12	0	0	0	[A]
Orchid	41.80	16.8	93.75	223.21	0.00	0.00	89.29	267.86	0.00	0.00	88.0	493	2.7	12.5	0.0	0.0	15.2	13	7	2	0	[A]
Rowan	42.60	17	117.57	214.29	64.17	0.00	98.21	254.46	0.00	0.00	88.4	495	2.8	15.3	0.2	0.0	18.3	3	1	0	0	[A]
Sorrel	37.00	14	97.32	127.14	0.00	0.00	92.86	150.00	0.00	0.00	81.8	252	5.5	17.8	0.8	0.0	23.2	3	4	0	0	[A]
Campion	37.11	3	254.35	261.73	5.00	0.00	278.57	171.43	100.00	0.00	83.3	210	10.4	30.8	0.2	0.0	41.9	0	0	0	0	[G]
Donnington	63.46	1	100.77	103.57	59.33	0.00	100.96	99.11	100.00	0.00	89.3	725	2.3	4.2	0.2	0.0	6.7	0	0	0	0	[A]
Highclere			103.26	94.90	50.00	0.00	92.86	92.86	0.00	0.00	95.2	398	3.1	4.8	0.0	0.0	8.1	5	4	1	0	[A]
Oakwood	46.67	1	99.40	106.79	0.00	0.00	98.21	142.86	0.00	0.00	93.3	653	2.8	4.7	0.0	0.0	7.4	0	1	1	0	[A]
Ascot	61.31	0	98.21	90.48	0.00	0.00	91.07	142.86	0.00	0.00	93.9	447	3.1	3.5	0.0	0.0	6.6	2	6	1	0	[A]
Windsor			125.00	106.15	0.00	0.00	100.00	203.57	0.00	0.00	94.4	679	2.5	2.9	0.0	0.0	5.3	0	0	1	0	[A]
Henry Tudor	32.80	9.6	125.83	76.71	0.00	0.00	159.22	115.61	0.00	0.00	79.1	512	3.9	3.9	0.0	0.0	7.8	0	0	0	0	[G]
Jubilee	30.23	3.4	89.82	90.24	0.00	0.00	100.00	107.14	0.00	0.00	82.0	469	3.0	4.7	0.0	0.0	7.7	0	0	0	0	[G]

## Appendix 1

### Prospect Park

Across the acute wards a total of 233 (11.81%) shifts were unfilled by bank or agency, for Sorrel a total of 51 (12.43%) shifts were unfilled by bank or agency and across the older adult wards a total of 118 (7.95%) shifts were unfilled by bank or agency. At PPH all the wards have dedicated therapy resources which provide care to patients. In addition, there are matrons, clinical development leads and activity co-ordinators who support the wards and are not included in the rota.

Across the wards at PPH the safer care tool appears to indicate that staffing was sufficient for February, and staff are moved across the hospital to ensure safety on all wards with the roster system only showing where staff are allocated originally not where they have been moved to. However, data reporting was variable with data missing over several days on 2 of the 7 wards at PPH.

To illustrate that PPH staffing was safe across the hospital, a random date of 15th February was selected from the month and the CHPPD figures compared. On this date:

	CHPPD required to achieve optimal staffing	Actual CHPPD available
Bluebell	12.44	11.8
Daisy	9.37	10.53
Rose	11.47	10.34
Snowdrop	13.20	17.51
Sorrel	16.45	26.20
Orchid	12.51	12.52
Rowan	14.98	17.54
<b>Total</b>	<b>90.42</b>	<b>106.64</b>

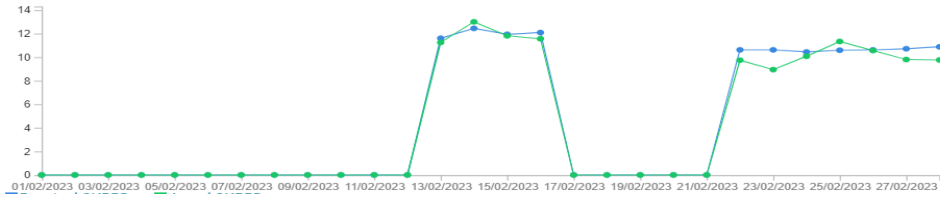
\*Whilst recognising that the tool may not have totally reflected some of the 2:1 staffing required for specific patients at the time. The data demonstrates that staffing across the hospital was sufficient for the patient acuity and dependency on that day.

The percentage of RN shifts covered on the acute wards by bank staff on each ward varied from 5.22% to 10.64% and the non-qualified shifts covered by bank staff varied from 40.75% to 50.16% of all shifts during the month. Sorrel Ward had 12.16% of RN shifts and 46.76% of non-qualified shifts covered by bank staff. Rowan Ward had 5.96% of RN shifts and 46.13% of non-qualified shifts covered by bank staff. There were 20.39% of non-qualified shifts covered by agency. Orchid Ward had 8.68% of RN shifts and 49.79% of non-qualified shifts covered by bank staff. There were 12.91% of non-qualified shifts covered by agency.

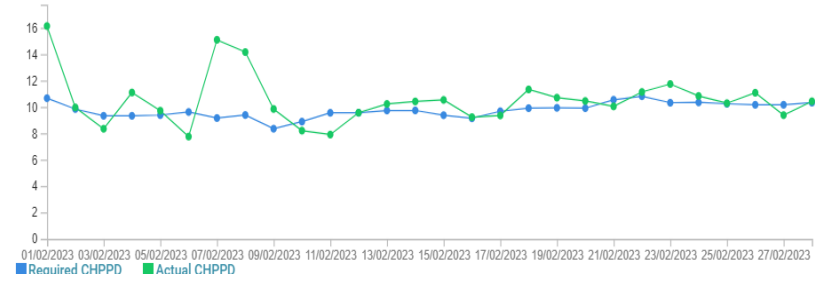
Many of the bank shifts are worked by staff who also have a permanent contract in the trust or who work with the hospital regularly. Both RN and non-qualified shifts needed to be covered by agency and this accounted for a small proportion of shifts. Qualified agency usage ranged from 0.81% on Rose ward to 4.31% on Snowdrop ward. Non-qualified agency usage ranged from 1.13% on Daisy ward to 20.39% on Rowan ward.

Sickness absence has been very variable across the wards for February. Orchid Ward had significant sickness at 10.81% and Daisy ward at 8.87%, whilst Rose ward was 7.72%, Snowdrop ward 6.20%, Bluebell ward 6.37%, Rowan ward 6.70% and Sorrel ward 5.26%.

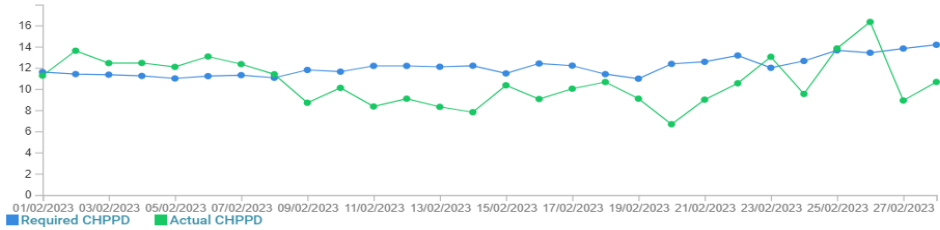
### Bluebell Ward



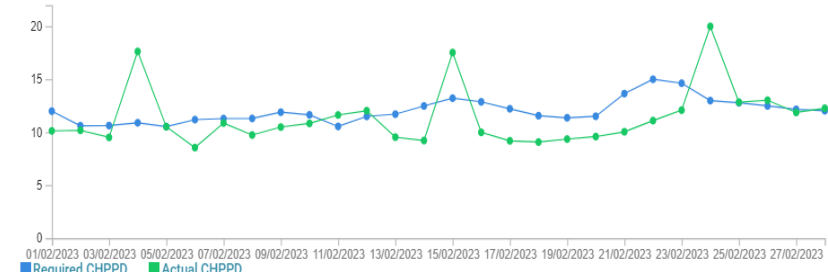
### Daisy Ward



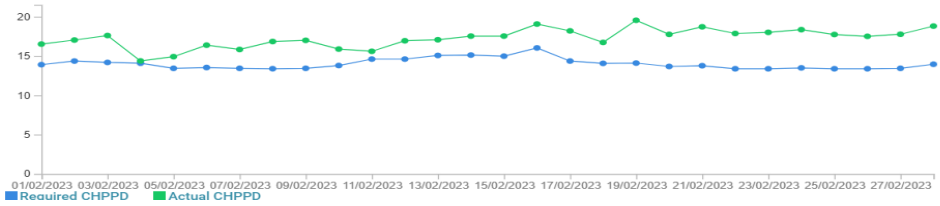
### Rose Ward



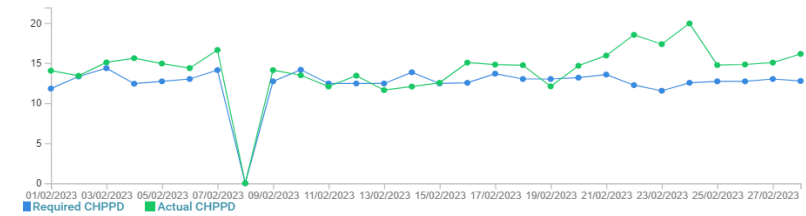
### Snowdrop Ward



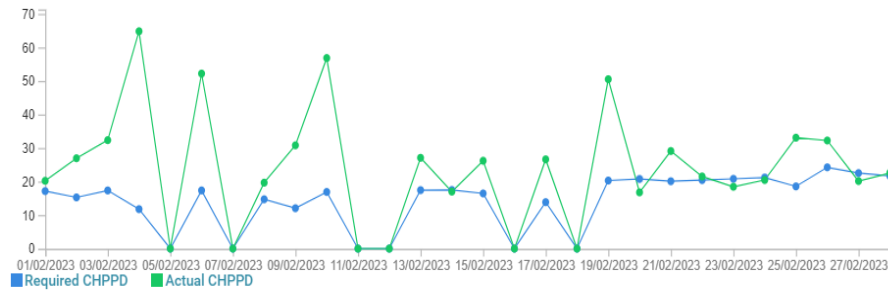
### Rowan Ward



### Orchid Ward



## Sorrel Ward



## West Community Health Service Wards

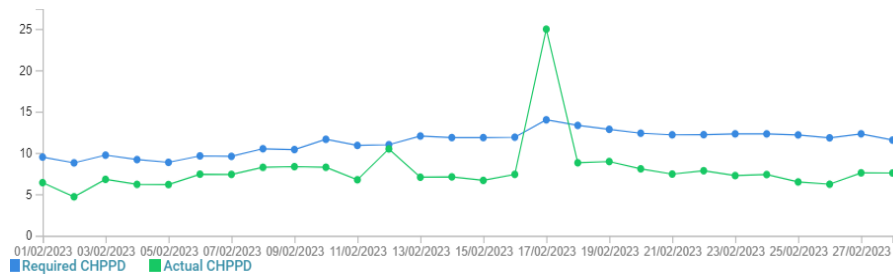
Across all of the wards the safer care tool is indicating that the staffing was suboptimal for the acuity of patients, however, there are staff not counted within this including managers and therapy staff who were on the ward to provide care and support to the patients.

On Oakwood Unit 8.16% of RN staff on shift were bank staff (6.86% in January) and 20.11% of non-qualified staff (22.72% in January) were bank staff. There were no shifts filled by agency. On the West Berkshire Community Hospital wards 8.87% of rostered RN staff were bank staff (9.87% in January) and 14.75% of non-qualified shifts (16.93% in January) were covered by bank staff. No RN shifts were covered by agency staff but 6.99% were covered by non-qualified agency staff. On Wokingham wards 10.13% of qualified nursing shifts (8.4% in January) and 16.02% of unqualified shifts (20.14% in January) were filled by bank staff. 1.55% of shifts were covered non-qualified by agency staff.

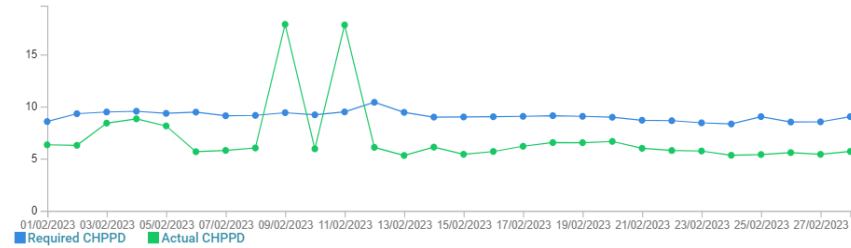
Sickness data taken from Health Roster for January showed that average sickness absence on Oakwood was 10.13%, for WBCH this was 7.02% and for Wokingham unit this was 10.57%.



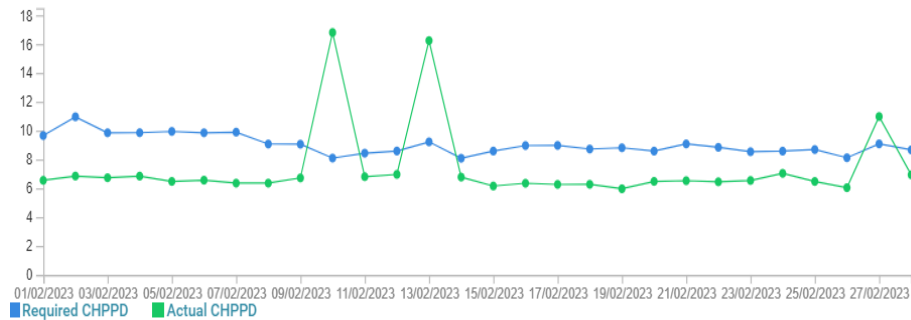
### Oakwood Unit:



### Wokingham Wards:



### West Berkshire Community Hospital:

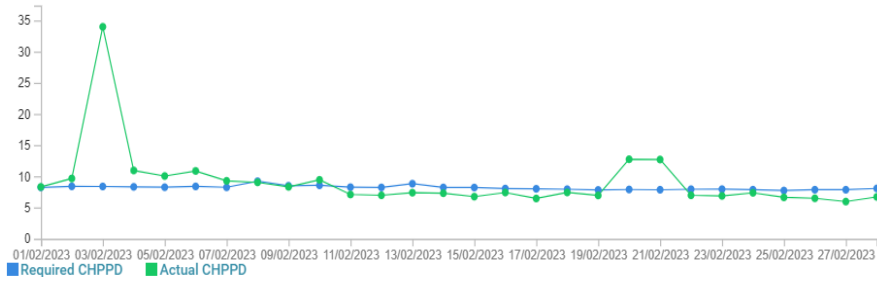


### East Community Health Service Wards

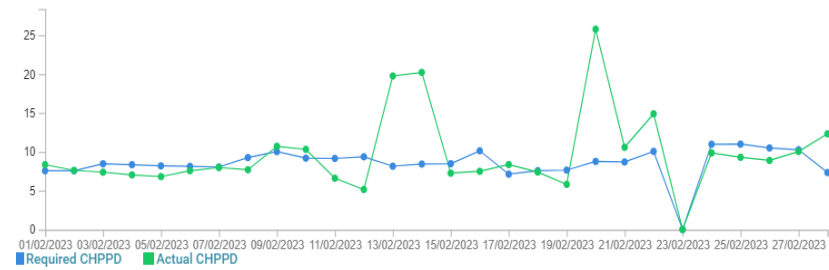
The East wards staffing to patient ratios appear to be sufficient for the acuity of patients on the ward. In addition, like the west community wards, there are therapists and therapy assistants working on the wards who support the nursing staff but are not captured in the Safecare figures. Henry Tudor had 22.23% of RN shifts (17.14% in January) and 27.60% of non-qualified shifts (21.54% in January) covered by bank staff and on Jubilee ward 6.29% of RN shifts (3.67% in January) and 17.29% of non-qualified shifts (18.82% in January) were covered by bank staff. There were no shifts covered by agency on either ward.

Sickness in January on Henry Tudor ward was 9.39% and for Jubilee ward it was 3.05%

### Henry Tudor Ward:



### Jubilee Ward:



### Campion Unit

There were 0 shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 478; 136 of these were for registered nurses (28.45%). A total of 32 (6.69%) of all temporary staff requests were unfilled. There were 3 unfilled requests for a registered nurse (9.38%).

### Community Nursing

A National tool devised by Keith Hurst has been launched by NHSE to examine caseload dependency scores. Workshops have been delivered to representatives from community nursing teams and the training presentation is expected shortly so that local roll out can commence. Roll out was delayed nationally for three months due to pressures on community services. It is envisaged that this will enable greater understanding of the staffing requirements needed to meet demand and patient acuity. Community nursing is currently working on aligning heat maps across the trust in order that reporting can be compared across each locality and locally we plan to pilot the CNSST tool with two localities, starting in June.

Debbie Fulton

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06/3/2023