

Safe staffing report June 2021

The East Community Health Wards patient numbers continue to increase. Henry Tudor ward has 20 beds and Jubilee ward 16 beds in order to meet social distancing requirements. West Berkshire Community Health Wards patient numbers have remained similar to last month. They also have some beds closed to allow for social distancing (WBCH 2 beds and Wokingham 4 beds). Three out of the four acute wards at Prospect Park Hospital have over 90% occupancy this month.

57 staffing incidents were reported (64 in May). The number of shifts reported with less than two registered nurses (RN) per shift increased from last month; 127 were reported in June compared to 54 in May. There was an increase in COVID-19 patients on Rowan ward from 14 to 29 June, which increased the need for extra temporary staff requests due to 5 qualified staff who were high risk being moved to other wards to work. There were 2 incidents with 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 10.37%. 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 June. HCA recruitment continues to be positive but Registered Nurse recruitment continues to be a challenge. However last month there was some active recruitment with positive outcomes; 10 RMN posts have been recruited to: 7 external appointments (1 x band 7, 6 x band 5 newly qualified) and 3 x band 5 as a result of an international recruitment campaign. The international recruitment although positive in the long term will not have an imminent impact on RN numbers due to the checks required for international candidates. But individuals can work as Healthcare Assistants until their registration is complete.

Average bed occupancy in the acute adults' wards was comparable at 96.11% from 97.62% in May. Three of the acute adult wards had occupancy of over 90% (Bluebell ward 97.58%; Rose ward 89.09%; Snowdrop ward 98.94%; Daisy ward 98.83%). Sorrel ward's bed occupancy increased to 96.67% (92.38% in May). Rowan ward's bed occupancy increased marginally to 62% (61.77 in May); Orchid ward bed occupancy decreased minimally to 84.83% from 84.84%. The number of temporary staffing shifts requested for the wards at Prospect Park Hospital for June was 2482; 539 of these were for registered nurse shifts (21.71%). A total of 709 (28.56%) of all temporary staff requests were unfilled for Prospect Park Hospital, 344 of these unfilled requests were for registered nurses (48.51%).

There were 110 shifts with less than two registered nurses on a shift (43 in May). Rowan had 34 shifts and Rose ward had 22 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, several AHPs worked on the wards to support existing nursing staff. From 14 to 29 June; Rowan ward had an increase in COVID-19 patients which resulted in 5 vulnerable RN staff being moved to other areas. This increased the need for extra temporary staffing during this timeframe.

Campion unit bed occupancy increased to 54.81% from 48.38% in May. There were no planned shifts with less than two registered nurses. The number of temporary staffing shifts requested for Campion unit was 206; 86 of these were for registered nurse shifts (41.74%). A total of 8 (3.88%) of all temporary staff requests were unfilled. There were 3 unfilled requests for a registered nurse (37.5%).

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	109.15	29.96 (27.45%)	79.19 (72.55%)	192	39.64 (20.65%)	152.36 (79.35%)

Community Health wards (CHS)

Lower bed occupancy in East has continued to assist with their patient dependency although numbers have increased considerably this month. Jubilee ward had 16 beds and Henry Tudor ward has 20 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 decreased slightly for June to 85.55%; (Oakwood Unit 90.37%, Donnington ward 88.93%, Highclere ward 69.82%, Ascot ward 83.68%, Windsor ward 94.96%). West CHS wards requested 640 temporary shifts, 265 were for registered nurses (41.40%). A total of 188 (29.37%) shifts were unfilled; 44 were for registered nurses (23.40%).

Highclere ward had 7 shifts and Donnington ward 0 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 8 shifts and both Windsor ward and Oakwood unit had 1 shifts with less than two registered nurses.

The average bed occupancy for the East wards increased to 82.62% from 70.94% last month: Jubilee ward 79.58%, Henry Tudor ward 85.67%. Henry Tudor ward now has a bed capacity of 20 beds as patients and Jubilee ward 16 beds to allow for social distancing requirements. East CHS wards requested 121 temporary shifts; 48 (39.66%) were for registered nurses. A total of 10 shifts (8.26%) were unfilled; 0 was for registered nurses.

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 in August 2021.

	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	8 (12.72%)	54.85 (87.28%)	78.88	4 (5.08%)	74.88 (94.92%)
East CHS wards	21.29	4 (18.78%)	17.29 (81.22%)	33.01	1 (3.02%)	32.01 (96.98%)
Total	84.14	12 (14.26%)	72.14 (85.74%)	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.

Safe Staffing Declaration

All 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.

Patient safety was maintained across all wards and no incidents were directly reported in relation to safe staffing. However patient experience was likely to be 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	7.0	11.77	11.29
Daisy	8.7		
Rose	15.5		
Snowdrop	9.2		
Rowan	15.5	11.32	13.09
Orchid	15.7	11.32	13.09
Sorrel	17.4	21.48	21.73
Campion	37.4	27.78	29.64
Donnington	7.2	7	7
Highclere	8.6		
Oakwood	7.6		
Ascot	7.4		
Windsor	5.8		
Henry Tudor	8.2		
Jubilee	9.8		

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 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.

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 in the following table.



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 HOUSE PER PATIENT DAY						No. of shifts with less than 2 RN		No. of incidents reported linked to staffing	No incidents where harm caused because 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	7.35	90.00	111.25	0.0	0.0	85.00	121.11	0.0	0.0	97.58%	644	2.1	4.9	0.0	0.0	7.0	12	9	2	0	[A]
Daisy	35.95	10.15	83.40	107.00	117.99	0.0	95.00	104.17	0.0	0.0	98.83%	593	2.1	6.3	0.3	0.0	8.7	14	3	16	0	[A]
Rose	34.15	12.15	87.50	103.64	0.0	87.65	90.00	433.16	0.0	0.0	89.09%	588	2.3	12.9	0.0	0.2	15.5	16	6	0	0	[A]
Snowdrop	35.95	10.03	111.67	116.67	0.0	0.0	100.00	135.46	0.0	0.0	98.94%	653	2.5	6.7	0.0	0.0	9.2	6	0	0	0	[A]
Orchid	36.00	8.16	103.33	195.83	0.0	0.0	101.67	298.89	0.0	0.0	84.83%	509	3.1	12.6	0.0	0.0	15.7	6	2	2	0	[A]
Rowan	42.00	8.4	88.33	124.26	0.0	55.00	80.00	137.53	0.0	0.0	62.00%	372	3.5	11.8	0.0	0.2	15.5	22	12	5	0	[A]
Sorrel	38.00	7	103.33	107.89	0.0	0.0	100.00	120.83	0.0	0.0	96.67%	319	4.9	12.5	0.0	0.0	17.4	1	0	0	0	[A]
Campion	37.11	3	164.17	125.31	0.0	63.33	100.00	121.85	0.0	100	54.81%	148	12.2	24.5	0.0	0.7	37.4	0	0	0	0	[G]
Willow House	63.46	3	111.24	107.78	53.17	0.0	100.00	104.17	100	0.0	88.93%	747	2.2	4.6	0.4	0.0	7.2	0	0	9	0	[G]
Donnington	46.67	0	121.58	91.58	54.33	95.00	91.67	91.67	0.0	0.0	69.82%	398	3.2	4.7	0.4	0.4	8.6	2	5	22	0	[G]
Highclere			90.56	107.00	0.0	0.0	98.33	133.33	0.0	0.0	90.37%	664	2.7	4.8	0.0	0.0	7.6	0	1	1	0	[G]
Oakwood	61.31	9	93.33	87.78	0.0	0.0	100.00	100.00	0.0	0.0	83.68%	405	3.7	3.7	0.0	0.0	7.4	8	0	0	0	[G]
Ascot	32.80	0	91.11	105.24	0.0	0.0	98.33	91.67	0.0	0.0	94.96%	716	2.6	3.2	0.0	0.0	5.8	0	1	0	0	[G]
Windsor			127.28	95.18	0.0	45.00	113.10	114.92	0.0	100	85.67%	521	3.6	4.4	0.0	0.2	8.2	0	0	0	0	[G]
Henry Tudor	30.23	5	86.39	87.08	0.0	0.0	100.00	100.00	0.0	0.0	79.58%	382	3.8	5.9	0.0	0.0	9.8	0	0	0	0	[G]
Jubilee	35.00	7.35	90.00	111.25	0.0	0.0	85.00	121.11	0.0	0.0	97.58%	644	2.1	4.9	0.0	0.0	7.0	12	9	2	0	[G]