

Safe Staffing Report – October 2025

Safe Staffing Declaration

Across the last month, based on available data, all the wards and community nursing services have been considered to have been safe and staffed to levels required to meet patient need. There continues to be a reliance on temporary staffing to achieve this position, due primarily to staffing vacancies with the mental health wards being most significantly impacted; and alongside this absence related factors have also contributed to reduced staffing availability. Whilst there is much support available to the wards from senior and specialist staff not factored into staffing rotas as well as therapy staff to achieve the right numbers, the continual reliance on temporary nursing staffing and reduced registered nursing staff on some shifts means that continuity of staffing was not always optimal, and patient experience may have been compromised.

Analysis of staffing position

Right staff, right place, and time

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 seen as a red flag and highlighted in the local dashboard. For Campion Unit (Learning Disability unit) the agreed staffing levels are two registered nurses during the day and one registered nurse at night.

On shifts with less than two registered nursing staff there were senior clinical staff on the wards (Ward Manager, Matron and for the mental health wards there is also a Clinical Development Lead/Charge Nurse) and therapy staff based on the wards 9-5pm during the week that provided support. Out of Hours there is a senior nurse covering Prospect Park mental health wards as well as on call arrangements covering all wards.

These staff are not counted within the safer care tool and need to be factored in when assessing the provision of safe and appropriate care.



At Prospect Park staff were moved across the hospital (including APOS staff) to assist wards including where there were less than 2 registered staff on duty to support meeting their minimal staffing requirements (shifts with less than 2 registered nursing staff are detailed in the dashboard spreadsheet attached to the report).

In the Community West wards some of the vacancies are planned to enable use of NHSP, which supports flexibility.

Triangulation of complaints, patient feedback and clinical patient safety incident data sets involving medication, falls, pressure ulcers, absent and missing patients, seclusions, prone restraints, self-harm and assaults did not reveal any incidents of moderate harm or above during the month because of staffing levels.

Temporary staffing

The need for temporary staff continues to be driven by vacancy, absence, and the need to increase staffing numbers to meet acuity and the need of patients, however, overall, there is a visible improvement this month compared to the previous month in all wards in the need to request additional shifts.

	Total number temporary staffing shifts requested	Number of temporary shifts requested to fill registered staff gap	Total temporary shifts unfilled
PPH	2446	368	89
West Community Wards	504	185	63
East Community Wards	151	34	9
Campion	128	54	1



Berkshire Healthcare Local Dashboard

[G] No identified impact on quality and safety of care provided because of staffing issues

[A] 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

[R] There appears to be a correlation between staffing and specific incidents, safety was compromised

		Vacancy		Sickness % /Mat leave-in brackets		No. of bank /agency used		Total available workforce			
Ward	Budgeted workforce	RN	HCA	RN	HCA	RN	HCA	RN	HCA	No. of shifts with less than 2 RN's	Occupancy
Bluebell	42.90	4.26	6.62	0.07	4.11	4.60	11.90	12.53	16.54	0	98.5
Daisy	42.90	3.26	13.14	0.12	0.85	1.60	12.70	10.48	3.40	0	98.5
Rose	42.90	-0.43	9.75	3.42	2.83 (1.70)	3.40	23.80	12.67	16.54	10	92.8
Snowdrop	42.90	2.26	2.15	2.24	2.68	2.20	10.40	9.96	3.40	2	99.3
Orchid	61.30	2.09	18.30	0.97	3.23 (1.08)	3.40	19.60	12.60	16.54	1	88.4
Rowan	61.30	3.26	17.74	0.75	0.94 (1.08)	2.10	17.20	10.35	3.40	0	68.0
Sorrel	42.90	2.62	13.02	0.13 (0.51)	0.37	1.50	21.40	11.01	16.54	0	100
Campion	33.00	-0.20	1.60	0.29	2.46	2.60	4.80	13.31	3.40	0	53.7
Donnington	64.30	0.10	4.77	1.74 (1.45)	1.23 (2.81)	4.30	7.40	27.11	36.79	0	94.1
Highclere										0	84.2
Oakwood	41.70	4.87	5.03	0.78	0.25	2.20	4.60	14.35	23.22	0	87.3
Ascot	55.80	2.31	6.79	2.34 (3.14)	2.52	4.00	4.70	22.51	24.89	1	86.1
Windsor										0	93.7
Henry Tudor	41.50	4.08	1.91	1.28	2.26	1.00	4.40	16.54	20.83	0	79.0
Jubilee	35.40	3.00	0.17	1.80	0.12	1.20	5.10	3.40	25.81	0	87.4

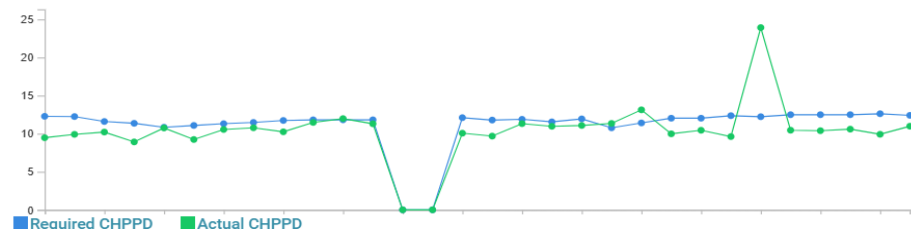
Fill rate analysis (NQB)														Patient experience feedback			
Day Shift						Night Shift											
Ward	% Fill rate Registered nurses	Total monthly planned registered nurses	Total monthly actual hours registered nurses	Total monthly planned hours unregistered staff hours	Total monthly actual hours unregistered staff hours	% Fill rate unregistered nurses (including N/As)	% Fill rate Registered nurses	Total monthly planned hours registered nurses	Total monthly actual hours, registered nurses	Total monthly planned hours unregistered staff	Total monthly actual hours, unregistered staff	% Fill rate unregistered nurses (including NAs)	Overall CHPPD	No. of Incidents reported where moderate harm or above was caused related to staffing	Patient experience scores (out of 5) lwGC	No. of complaints	RAG Rating
Bluebell	100.00	900	900	2250	2572.5	100.00	100.00	645	645	1290	1967.25	152.50	11.3	0	4.25	2	[A]
Daisy	100.00	900	900	2250	2287.5	100.00	100.00	645	645	1290	1924.25	149.17	10.8	0	4.02	1	[A]
Rose	94.17	900	847.5	2100	2872.5	94.17	85.31	743.5	634.25	1290	2343.5	187.50	13.3	0	4.24	1	[A]
Snowdrop	100.00	900	922.5	2250	2805	100.00	100.00	645	634.25	1290	2150	164.17	12.1	0	4.45	1	[A]
Orchid	100.83	900	907.5	1800	3532.5	100.83	100.00	645	645	967.5	2569.25	265.56	17.0	0	4.81	1	[A]
Rowan	100.00	750	750	2250	3600	100.00	100.00	645	645	1290	2580	200.00	18.9	0	4.61	0	[A]
Sorrel	100.00	900	900	2250	2985	100.00	100.00	645	645	1290	2375.75	184.17	20.9	0	4.78	0	[A]
Campion	195.83	750	1612.5	1800	2775	195.83	190.00	322.5	612.75	1290	1429.75	110.83	45.4	0	4.83	0	[G]
Donnington	106.11	1050	1132.5	2025	2430	106.11	151.67	600	910	1200	1200	100.00	7.1	0	4.71	0	[A]
Highclere	65.56	1200	735	2025	1095	65.56	100.00	600	600	1200	600	50.00	8.4	0		0	[A]
Oakwood	100.00	1350	1350	2250	2250	100.00	100.00	600	600	600	770	128.33	8.1	0	4.62	0	[A]
Ascot	100.00	900	900	1350	1042	100.00	98.33	660	649	330	363	110.00	6.9	0	5.00	0	[A]
Windsor	96.67	1350	1305	1575	1447.5	96.67	100.00	660	660	660	660	100.00	7.0	0	4.85	0	
Henry Tudor	131.12	900	1180.1	1800	1699.5	131.12	153.33	645	989	645	897	144.42	7.8	0	4.88	0	[A]
Jubilee	76.89	900	692	1800	1624.5	76.89	100.22	690	691.5	690	1035	150.00	9.9	0	4.70	0	[A]

Appendix

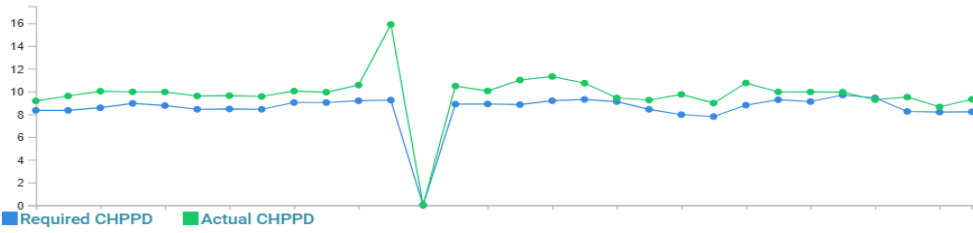
Safecare Data for all Berkshire Healthcare Wards September 2025

Prospect Park Hospital. PPH all the wards have dedicated therapy resources which provide care to patients, there are also matrons and clinical development leads/charge nurses who are not included in the ward numbers or data below. Available data demonstrated that the wards were safely staffed during September with available staffing matching patient need. However, data input for some of the wards was not optimal, especially on Orchid ward and Sorrel ward.

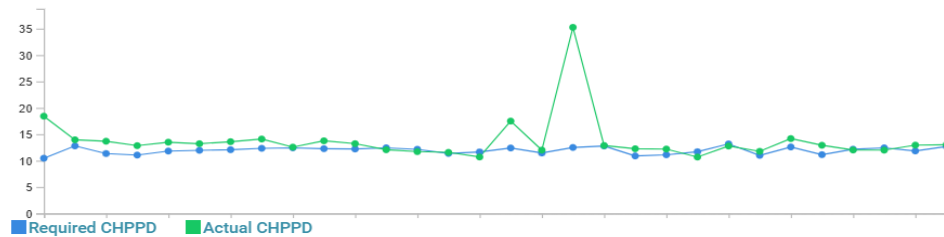
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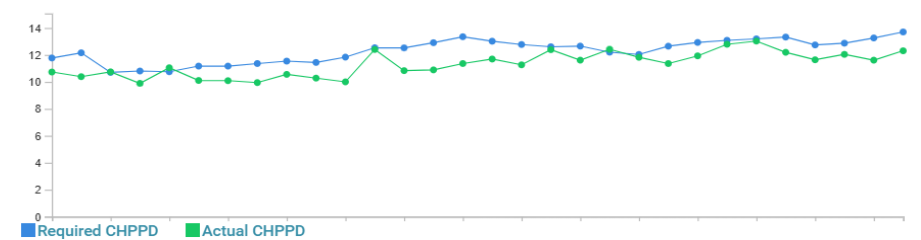
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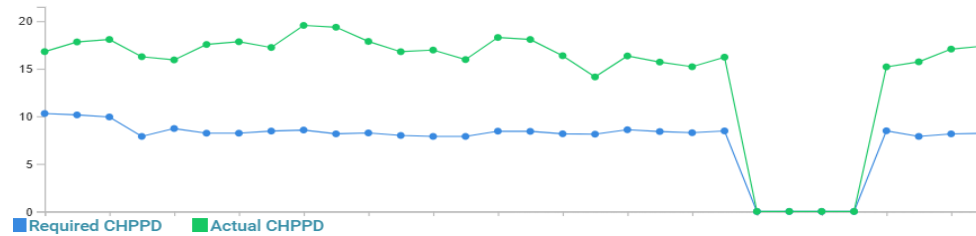
Rose:



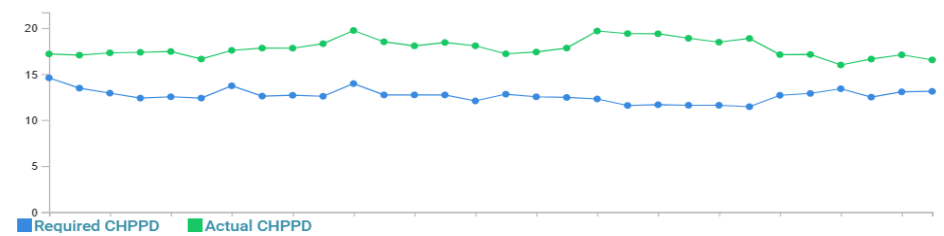
Snowdrop:



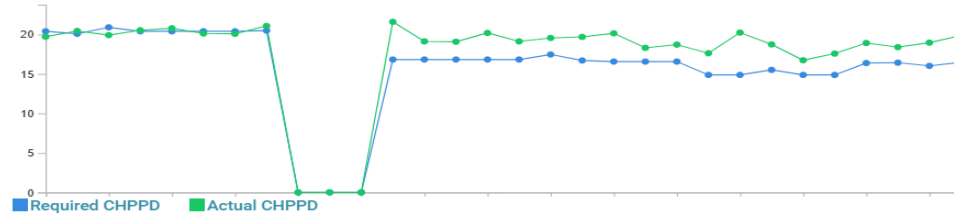
Orchid:



Rowan:



Sorrel:

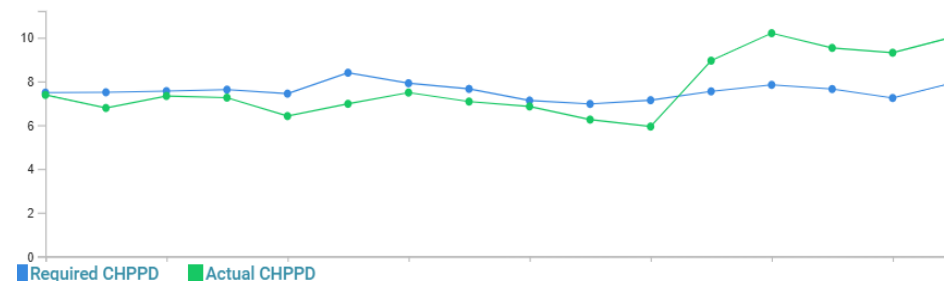


West Community Health Service Wards

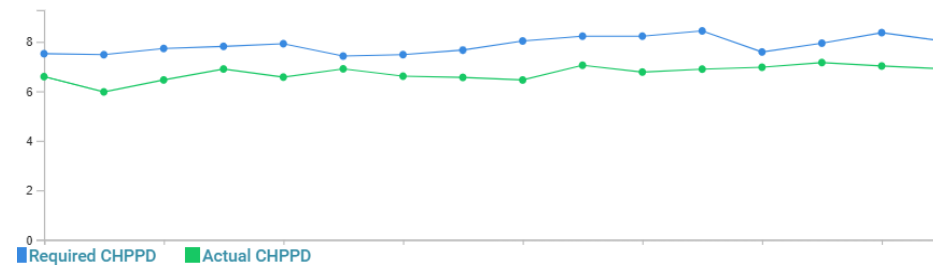
The use of the updated version of the Safer Nursing Care Tool data commenced on 12th May. Due to functionality issues with its application to Safecare the CHPPD could not be displayed for a period of time. This was relaunched on 13th September and is included in this report.

All the rehabilitation wards across the Trust have therapy staff (Oakwood 6.18 WTE, Wokingham wards 13.67 WTE and West Berkshire wards 14.21 WTE). Across all the wards the data indicates that the staffing was suboptimal for the acuity of patients on occasion. All the West wards had high acuity in patients. Oakwood ward, and West Berkshire wards all had high levels of sickness amongst qualified staff and Wokingham wards had higher levels of sickness amongst both qualified and non-qualified staff resulting in the need for a higher level of temporary staffing. High acuity is part of the reason for the difference between the actual and required at West Berkshire, Wokingham, and Oakwood wards. In addition, there are staff vacancies across all the wards. There are staff not counted within Safecare, including ward managers and therapy staff who were on the ward to provide care and support to the patients.

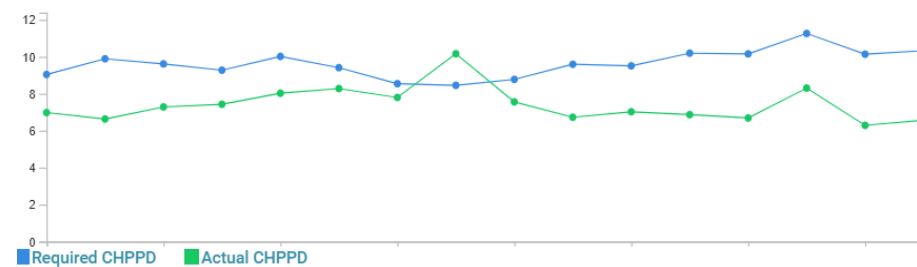
Wokingham In Patient Unit:



West Berkshire In Patient Unit:



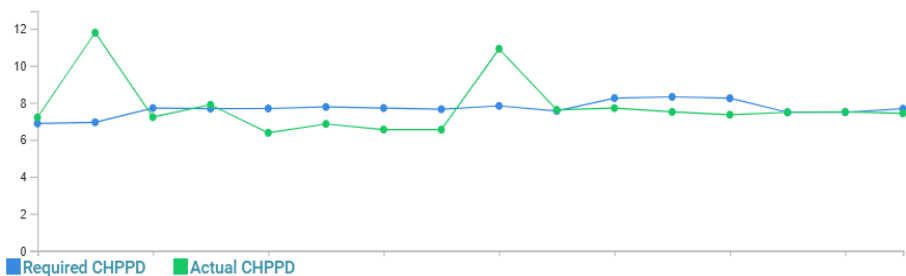
Oakwood Ward:



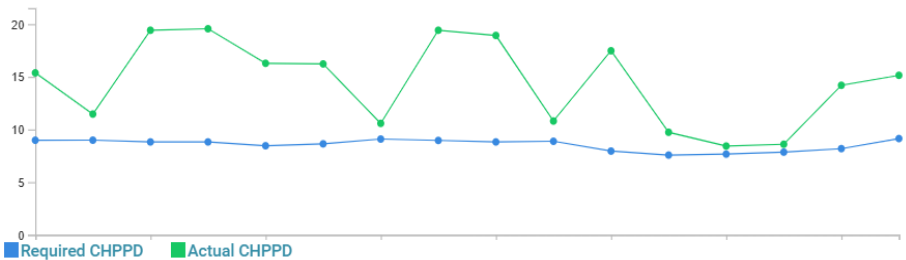
East Community Health Service Wards

The East wards staffing to patient ratios appear to be sufficient for the acuity of patients on the ward for the month although was suboptimal on Henry Tudor ward on occasion. Jubilee ward had high levels of sickness amongst the qualified nursing staff. 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 Health Roster figures.

Henry Tudor Ward:

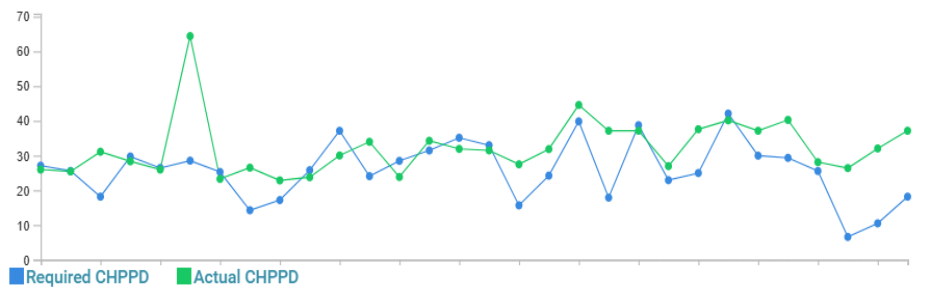


Jubilee Ward:



Campion Unit

Campion unit staffing appears sufficient for the acuity of the patients, but some data is not optimal. As on the other in-patient wards, there are therapists and therapy assistants working on the wards who support the nursing staff but are not captured in the Safecare figures.



Wider Nursing services

For District Nursing, a revised version of the Community Nursing Safer Staffing Tool (CNSST) has now been released, and it is advised that two rounds of the tool are undertaken before the data is used to support staffing need within services. Once completed over Quarter three, this data will be reported into the six-monthly safe staffing report.

We have also considered how we might start to provide assurance to the executive and sub-board committee in relation to nursing in other community services. Whilst there are no national tools available for other community services, we are able to provide information in relation to staffing against establishment, sickness absence, generic organisational metrics related to quality such as incidents, complaints and patient experience. Spreadsheet 2 details this information. For community nursing the teams use a daily capacity assessment that produces a RAG rating, and this enables teams to move staffing resources accordingly. We have used this to support the overall RAG rating for community nursing.



		Vacancy (+ over establishment)		Sickness % Mat leave		No. of bank /agency used		Total available workforce		No. of Incidents reported where moderate harm or above was caused related to staffing	Patient experience feedback	
Ward	Budgeted workforce	RN	HCA	RN	HCA	RN	HCA	RN	HCA		Patient experience scores (out of 5) lwGC	No. of complaints
Sexual Health	17.55	1.34	1.03 +	0.51	0.09 (1.03)	1.0	0	12.13	4.88	0	5.00	0
Community nursing Slough	35.8	0.98	0.5 +	2.21 (1.59)	2.19 (0.84)	0	0	24.57	5.17	0	4.95	0
Community nursing WAM	41.94	6.07 +	1.42	2.50 (1.03)	0.72	0	0	29.43	13.44	0	4.97	1
Community nursing Bracknell	34.84	1.29	0.07 +	1.55	1.51	0.7	0.1	26.44	10.00	0	N/A	0
Community nursing Wokingham	42.92	2.32 +	0.80	1.18 (2.15)	0.26	0.5	0.3	33.28	8.37	0	5.00	0
Community nursing Reading	48.64	4.61 +	1.53	1.76 (3.09)	1.74 (1.03)	3.9	0.3	38.62	9.68	0	4.94	0
Community nursing West Berks (Newbury)	38.69	0.16	2.53	2.86 (2.89)	0.93	0.5	0.7	27.86	8.24	0	4.97	0
UCR East	9.21	0.2 +	0	1.14 (0.89)	0	0.2	0	8.18	0.00	0	5.00	0
UCR West	35.30	0.32	3.00	4.50 (1.76)	0.29	1.1	1.4	20.21	7.72	0	N/A	0
CMHT Slough	9.80	0.7 +	1.00	2.43	0.05	3.3	0.4	11.27	0.35	0	4.65	0
CMHT WAM	10.95	0.65 +	0	1.40	1.34	0.2	1.0	9.40	0.66	0	5.00	0
CMHT Bracknell	13.83	1.65 +	0	1.21 (1.03)	0	0	0	11.24	2.00	0	5.00	0
CMHT Wokingham	12.77	2.87	0	1.26	0	0.2	0	8.74	1.00	0	4.50	0
CMHT Reading	19.24	2.42 +	2.06	3.26 (1.03)	1.59	0.7	0.4	12.61	2.81	0	N/A	0
CMHT West Berks	18.31	0.17 +	0	1.54	0.23	1.6	0.1	16.57	2.87	0	5.00	0
CCN East	10.61	0.10	0.12	0.00	0	0	0.9	9.51	1.78	0	N/A	0
CCN West	8.11	0.1 +	0	0.05	0	0	0	8.16	0.00	0	5.00	0
Phoenix	14.86	2.40	1.22 +	0.35	1.16	0	0	6.25	5.92	0	4.89	0
HV Bracknell	19.32	0.92	0	1.07	0	0.2	0	9.53	8.00	0	4.93	2
HV Wokingham	25.67	2.44	1.00	0.09 (1.17)	0	0.7	0	14.47	7.20	0	4.97	0
HV Reading	31.23	1.03	0	1.47	0	0.5	0.4	21.03	8.60	0	4.90	0

HV West Berks	20.72	0.85 +	0.41	0.51 (0.65)	0	0	0.6	15.31	5.29	0	5.00	0
School nursing Bracknell	5.26	1.22	0.27	0.00	0	0	0	2.97	0.80	0	4.91	0
School nursing Wokingham	5.13	0.03 +	1.15 +	0.09 (0.84)	0	0	0	4.02	2.26	0	4.84	0
School nursing Reading	6.35	1.42 +	0.35 +			0	0	6.35	1.74	0	N/A	0
School nursing West Berks	6.64	1.63 +	0.34 +			0	0	6.24	1.50	0	N/A	0

Debbie Fulton
Director of Nursing and Therapies 7/10/2025

