

Safe Staffing Report – March 2026

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 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. All the CHS wards are functioning normally.

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 vacancies, absences, and the need to increase staffing numbers to meet acuity and the need of patients, and there has been a decrease in need at PPH this month compared to the previous month. A contributing factor could be because February is a shorter month.

	Total number temporary staffing shifts requested	Number of temporary shifts requested to fill registered staff gap	Total temporary shifts unfilled
PPH	2612	337	137
West Community Wards	570	140	119
East Community Wards	188	49	46
Campion	289	66	15



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	5.26	6.62	2.02	5.79	4.30	12.70	9.28	12.70	4	99.4
Daisy	42.90	1.09	14.53	1.07	1.28	2.30	12.20	12.40	12.20	0	97.8
Rose	42.90	-2.10	12.75	0.67 (0.75)	0.68 (1.08)	2.80	19.30	15.74	19.30	1	98
Snowdrop	42.90	0.26	3.79	0.48	2.47	2.90	12.30	14.42	12.30	1	99.2
Orchid	61.30	0.09	18.82	2.09	1.67 (1.00)	1.80	16.70	11.88	16.70	2	87.7
Rowan	61.30	1.26	18.74	0.47	1.51 (2.00)	0.90	18.70	11.43	18.70	0	81.3
^Sorrel	42.90	2.62	15.02	0.06	0.21	2.30	20.90	11.88	20.90	5	97.4
Campion	33.00	-0.20	2.60	0.30	2.51 (0.97)	2.50	10.80	13.20	10.80	0	68.8
Donnington	64.30	-0.90	7.49	1.31	3.26	2.20	8.80	26.89	8.80	0	88.9
Highclere				(1.00)	(2.48)					0	87.9
Oakwood	41.70	4.53	6.03	1.31 (1.00)	2.63	1.70	5.20	12.66	5.20	0	89.6
Ascot	55.80	1.31	4.39	2.1	1.11	2.60	8.40	23.49	8.40	0	98.3
Windsor				(2.00)	3.93 (0.61)					0.70	3.00
Henry Tudor	41.50	3.08	1.91	1.02	3.93 (0.61)	0.70	3.00	17.50	3.00	0	91.2
Jubilee	35.40	5.40	7.28	0.00 (1.00)	0.68	2.20	6.00	10.20	6.00	0	80.4

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 Incident s reported where moderate harm or above was caused related to staffing	Patient experience scores (out of 5) lwGC	No. of complaints	RAG Rating
Bluebell	96.43	840	810	2100	2055	97.86	100.00	602	602	1204	1795.25	149.11	10.5	0	4.63	1	[A]
Daisy	108.93	840	915	2100	1965	93.57	100.00	602	602	1204	1806	150.00	10.7	0	4.58	0	[A]
Rose	104.46	840	877.5	1960	2760	140.82	85.94	700.5	602	1204	2010.25	166.96	12.6	0	4.93	0	[A]
Snowdrop	101.79	840	855	2100	2437.5	116.07	100.00	602	602	1204	2053.25	170.54	11.9	0	4.83	1	[A]
Orchid	104.46	840	877.5	2100	3412.5	162.50	100.00	602	602	1204	2504.75	208.04	15.1	0	4.28	2	[A]
Rowan	107.14	690	750	2100	3862.5	183.93	100.00	602	602	1204	2590.75	215.18	17.5	0	4.70	0	[A]
Sorrel	95.54	840	802.5	2100	3000	142.86	100.00	602	602	1204	2300.5	191.07	22.4	0	4.29	0	[A]
Campion	266.96	690	2092.5	1680	3030	180.36	196.43	301	591.25	1204	1655.5	137.50	48.8	0	4.83	0	[G]
Donnington	119.05	960	1200	2310	2100	90.91	103.85	910	945	1204	1382.5	114.83	8.2	0	4.77	0	[A]
Highclere	108.04	690	757.5	1050	952.5	90.71	99.84	630	629	630	525.5	83.41	8.2	0		0	[A]
Oakwood	98.21	1260	1237.5	2226	2185.5	98.18	100.00	644	644	728	716	98.35	7.9	0	4.76	0	[A]
Ascot Windsor	100.00	644	644	1386	1260	90.91	96.43	644	621	742	633	85.31	6.9	0	4.88	0	[A]
	97.74	1064	1040	1466	1364	93.04	96.43	644	621	714	610.5	85.50	6.2	0	4.71	0	
Henry Tudor	87.62	1260	1104	1890	1156	61.16	108.28	924	1000.5	602	609.5	101.25	6.6	0	4.87	1	[A]
Jubilee	76.67	840	644	1680	1496.5	89.08	100.00	644	644	644	966	150.00	10.4	0	4.85	0	[A]

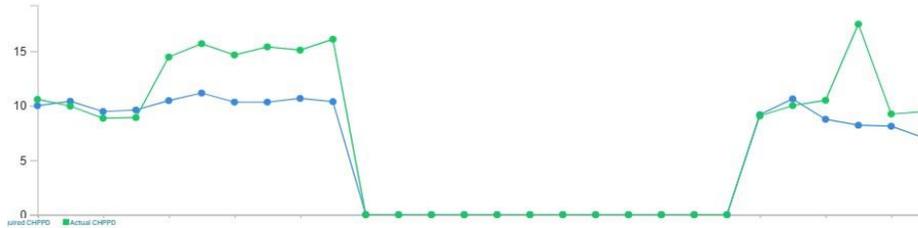
Appendix

Safecare Data for all Berkshire Healthcare Wards January 2026

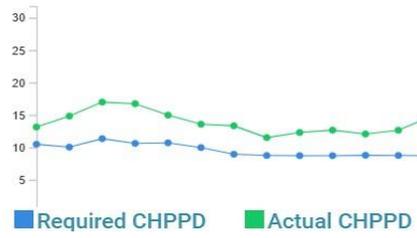
Prospect Park Hospital.

At 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. There were some suboptimal staffing levels on all of the acute mental health wards on occasion, but available data demonstrated that the wards were safely staffed during February and staff are moved as necessary to cover shortfall. There were some recording gaps on Bluebell ward which accounts for the erratic data on occasion, which has been picked up with the ward.

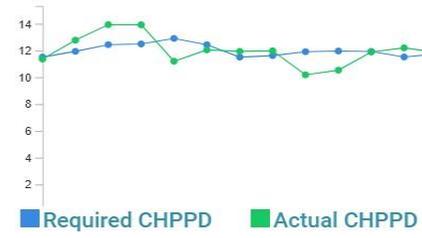
Bluebell:



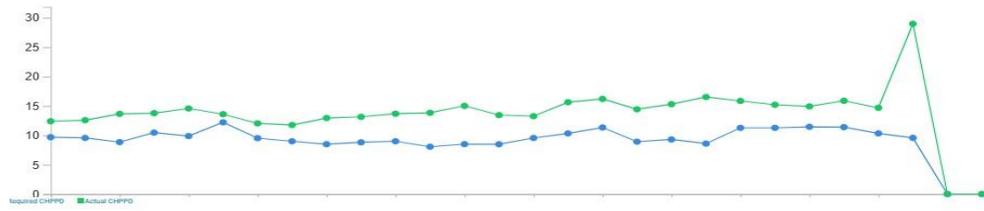
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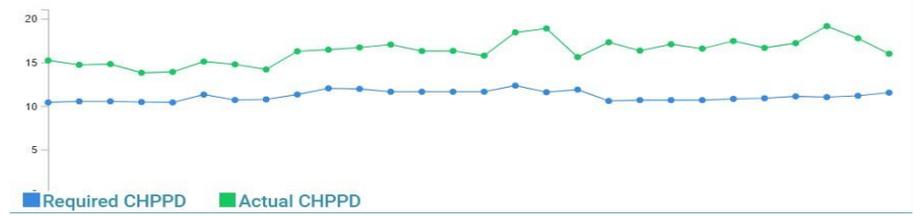
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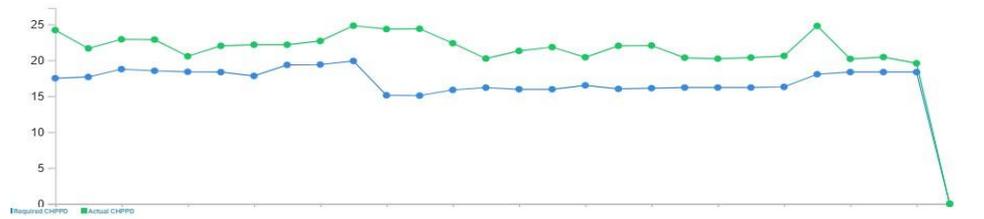
Orchid:



Rowan:



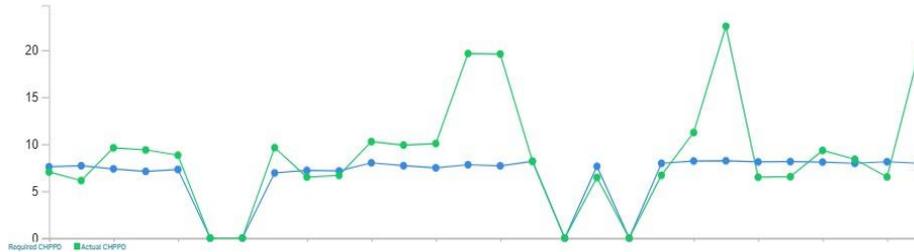
Sorrel:



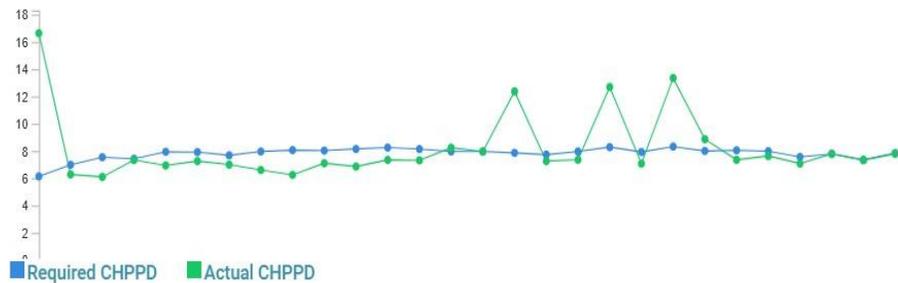
West Community Health Service Wards

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, and data demonstrates some inconsistency in reporting on Wokingham wards to determine accuracy. All the West wards had high acuity in patients. Wokingham wards and Oakwood ward had high levels of sickness amongst qualified staff and West Berkshire wards and Oakwood ward had high levels of sickness amongst 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.

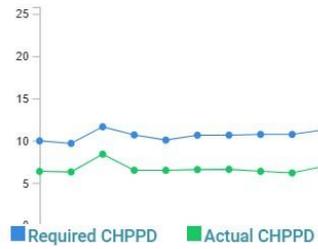
Wokingham In Patient Unit:



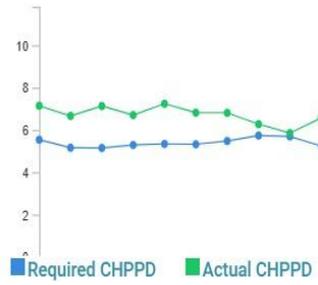
West Berkshire In Patient Unit:



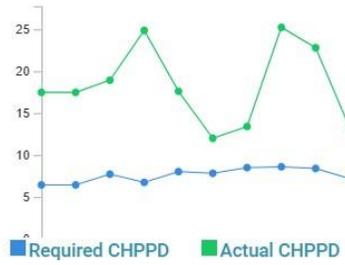
Oakwood Ward:



Henry Tudor Ward:

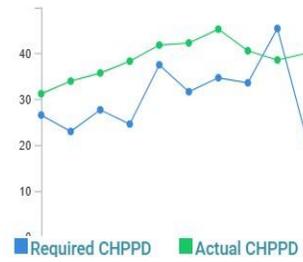


Jubilee Ward:



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.



Community nursing

Across Berkshire, community nursing services use an Internal Escalation Triggers tool, where community nursing teams undertake a daily capacity assessment and the result from the capacity assessments are collated to allow an escalation process when services are unable to meet their commissioned service specifications. The daily capacity assessment produces a RAG rating, and this enables teams to move staffing resources accordingly.

The wider nursing services in attachment two inform the Trust board of the staffing position for the wider Nursing services across Berkshire Healthcare. Whilst there are no national tools available for other community services, we are able to provide and review information in relation to staffing against establishment, sickness absence, and generic organisational metrics related to quality such as incidents, complaints and patient experience.



		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	3.18	-0.03	1.55	0.2	0.9	0.0	9.15	4.8	0	4.91	0
Community nursing Slough	35.8	-4.77	-0.30	2.95 (2.30)	1.8	0.0	0.1	28.87	6.3	0	4.88	0
Community nursing WAM	41.94	-4.85	4.22	5.68 (1.00)	1.05	0.2	0.0	25.26	10.31	0.00	4.93	0
Community nursing Bracknell	34.84	-0.71	2.25	1.63	0.30	2.0	0.3	29.66	9.09	0.00	4.98	0
Community nursing Wokingham	42.92	-3.32	0.60	2.73 (1.45)	1.59	0.6	0.2	33.53	7.14	0.00	4.84	0
Community nursing Reading	48.64	-4.08	3.73	0.85 (4.00)	0.11 (1.6)	4.0	0.4	38.19	8.64	0.00	4.96	1
Community nursing West Berks (Newbury)	38.69	-2.01	5.73	2.73 (3.30)	0.35	2.1	0.3	31.78	5.22	0.00	4.98	0
UCR East	9.21	-0.04	0.00	1.05 (0.25)	0.00	0.2	0.2	8.75	0.20	0.00	4.85	0
UCR West	35.30	-1.30	3.00	3.55 (2.72)	0.15	0.6	0.0	21.32	6.46	0.00	4.83	0
CMHT Slough	9.80	-1.70	1.00	2.52	0.00	2.2	0.2	11.08	0.20	0.00	4.94	0
CMHT WAM	10.95	-3.65	0.00	1.73	0.15	0.2	1.9	12.07	2.75	0.00	3.87	0
CMHT Bracknell	13.83	-1.65	0.00	0.35	0.00	0.0	0.0	13.13	2.00	0.00	4.71	0
CMHT Wokingham	12.77	2.17	0.00	1.75 (0.55)	0.00	1.6	0.0	9.80	1.00	0.00	4.26	0
CMHT Reading	19.24	-4.42	2.06	2.78	0.00	0.8	0.0	16.22	4.00	0.00	4.83	0
CMHT West Berks	18.31	-0.17	0.07	4.18	0.20	0.9	0.1	13.23	2.90	0.00	4.83	0
CCN East	10.61	-1.10	0.12	0.06 (1.00)	0.00	0.0	0.0	9.65	0.88	0.00	5.00	0
CCN West	8.11	-0.10	0.00	0.00	0.00	0.0	0.0	8.21	0.00	0.00	5.00	0
Phoenix	14.86	1.46	-0.95	0.00	0.12	0.0	0.0	7.60	6.75	0.00	3.50	0
HV Bracknell	19.32	1.32	1.00	2.2	0.00	1.3	0.0	8.50	7.00	0.00	4.83	0

				(0.60)								
HV Wokingham	25.67	3.14	1.60	0.22 (0.80)	0.00	0.8	0.0	14.11	6.60	0.00	5.00	0
HV Reading	31.23	1.03	0.20	0.95	0.00	0.3	0.6	21.35	8.60	0.00	4.99	1
HV West Berks	20.72	-0.25	1.01	2.43	0.00	0.0	0.0	13.44	4.09	0.00	5.00	0
School nursing Bracknell	5.26	0.42	-0.40	0.04	0.00	0.0	0.0	3.73	1.47	0.00	4.82	0
School nursing Wokingham	5.13	-0.92	-0.35	0.52	0.00	0.0	0.0	4.42	1.46	0.00	5.00	0
School nursing Reading	6.35	-0.62	-0.35			0.1	0.0	5.68	1.74	0.00	4.65	0
School nursing West Berks	6.64	-0.82	0.23			0.0	0.0	6.30	0.93	0.00	4.83	0

Debbie Fulton

Director of Nursing and Therapies 05/3/2026

