

Safe Staffing Report – September 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 factor 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 slight decrease in need at PPH this month compared to the previous month.

	Total number temporary staffing shifts requested	Number of temporary shifts requested to fill registered staff gap	Total temporary shifts unfilled
PPH	2925	457	60
West Community Wards	746	212	142
East Community Wards	218	58	34
Campion	233	92	5



Berkshire Healthcare Local Dashboard



		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	2.26	8.42	0.89 (0.05)	4.11 (1.87)	5.20	17.50	14.26	33.76	1	99.6%
Daisy	42.90	1.73	12.53	1.14	0.00	2.30	13.70	11.69	31.83	2	100%
Rose	42.90	3.30	11.70	0.51 (0.75)	2.13	4.80	18.00	12.50	34.83	0	98.8%
Snowdrop	42.90	0.26	3.79	0.07	2.77	2.50	13.60	14.43	37.70	3	99.3%
Orchid	61.30	1.09	18.82	1.59	2.58	2.80	23.40	12.38	51.06	2	86.9%
Rowan	61.30	1.26	16.74	0.00	3.11 (0.95)	1.20	16.90	12.20	45.16	0	86.1%
Sorrel	42.90	3.62	14.02	0.00	0.06	3.20	23.40	11.84	39.98	1	90%
Campion	33.00	-0.20	2.60	0.53	1.66	3.60	7.60	14.07	25.54	0	66.7%
Donnington	64.30	0.10	6.57	2.58	1.65 (0.50)	3.50	5.10	26.92	34.58	0	83.6%
Highclere										2	90.8%
Oakwood	41.70	5.53	8.30	1.02	1.15 (0.23)	1.70	8.30	12.95	22.52	0	89.8%
Ascot	55.80	2.50	2.27	2.7 (1.70)	2.79	4.30	9.20	23.50	33.64	0	99.8%
Windsor										0	93.5%
Henry Tudor	41.50	4.08	3.91	1.24 (1.94)	4.86 (0.62)	1.20	3.00	18.02	19.69	0	99.6%
Jubilee	35.40	5.40	8.28			2.60	6.20	11.60	18.92	0	86.9%



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 CHPP D	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	111.29	930	1035.00	2325.00	2336.00	100.47	100.00	666.50	666.50	1333.00	2008.10	150.65	10.9	0	4.04	0	[A]
Daisy	101.61	930	945.00	2325.00	2415.00	103.87	100.00	666.50	666.50	1333.00	2031.75	152.42	10.8	0	4.40	0	[A]
Rose	103.23	930	960.00	2170.00	2655.00	122.35	87.12	765.00	666.50	1333.00	2085.50	156.45	11.5	0	4.20	2	[A]
Snowdrop	100.00	930	1035.00	2325.00	2662.50	132.00	100.00	666.50	645.00	1333.00	2225.25	164.17	11.9	0	4.21	1	[A]
Orchid	100.00	930	930.00	2325.00	3787.50	162.90	100.00	666.50	666.50	1333.00	2977.75	223.39	15.5	0	4.14	0	[A]
Rowan	102.42	780	802.50	2325.00	3772.50	162.26	100.00	666.50	666.50	1333.00	2698.25	202.42	18.6	0	4.33	0	[A]
Sorrel	99.19	930	922.50	2325.00	3420.00	147.10	100.00	666.50	666.50	1333.00	2719.75	204.03	25.2	0	3.96	0	[A]
Campion	231.51	780	2003.00	1860.00	2767.50	148.79	199.85	333.25	666.00	1333.00	1333.00	100.00	37.2	0	4.77	0	[G]
Donnington	101.08	1095	1110.00	2557.50	2542.50	99.41	103.87	1007.50	1046.50	1333.00	1552.50	116.47	8.9	0	4.65	0	[A]
Highclere	98.39	780	765.00	1162.50	1117.50	96.13	102.22	697.50	713.00	697.50	368.00	52.76	7.9	0		0	[A]
Oakwood	98.64	1395	1376.00	2464.50	2406.00	97.63	100.00	713.00	713.00	806.00	1047.50	129.96	8.4	0	4.59	0	[A]
Ascot Windsor	101.47	713	723.50	1534.50	1397.00	91.04	100.00	713.00	713.00	821.50	779.50	94.89	7.2	0	4.56	0	[A]
	147.55	713	1052.00	1534.50	1619.35	105.53	100.00	713.00	713.00	821.50	854.50	104.02	6.7	0	4.64	0	
Henry Tudor	74.19	1395	1035.00	2092.50	1373.70	65.65	100.05	1023.00	1023.50	666.50	595.50	89.35	7.8	0	4.66	0	[A]
Jubilee	76.67	930	713.00	1860.00	1461.50	78.58	100.00	713.00	713.00	713.00	1069.50	150.00	9.2	0	4.69	1	[A]

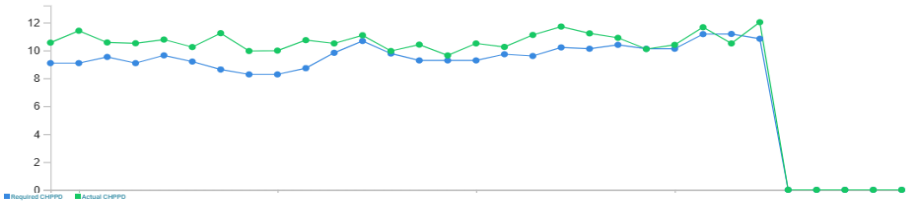
Appendix

Safecare Data for all Berkshire Healthcare Wards August 2026

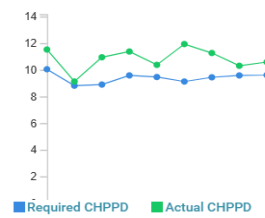
Prospect Park Hospital.

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 3 of the acute mental health wards on occasion, but available data demonstrated that the wards were safely staffed during August and staff are moved as necessary to cover shortfall.

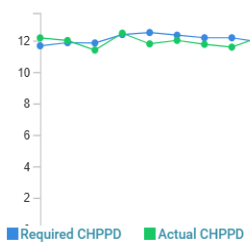
Bluebell:



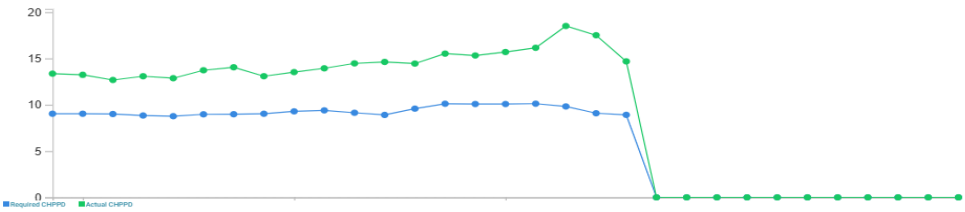
Rose:



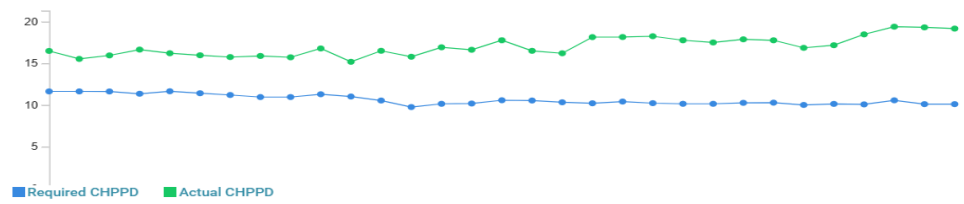
Snowdrop:



Orchid:



Rowan:



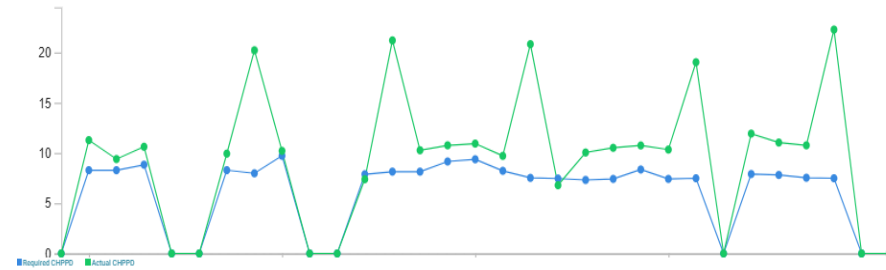
Sorrel:



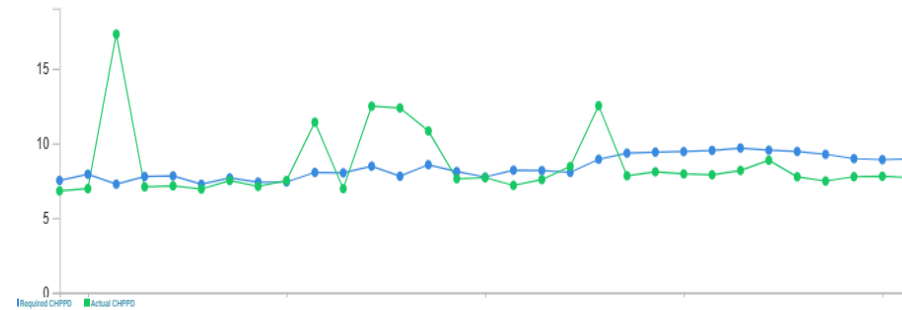
West Community Health Service Wards

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 and West Berkshire wards to determine accuracy. All the West wards had high acuity in patients. Wokingham wards, West Berkshire wards and Oakwood ward all had high levels of sickness amongst qualified staff and Oakwood ward, and Wokingham wards 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. There was some inconsistency with reporting on the Wokingham wards which has been fed back to the Unit Manager.

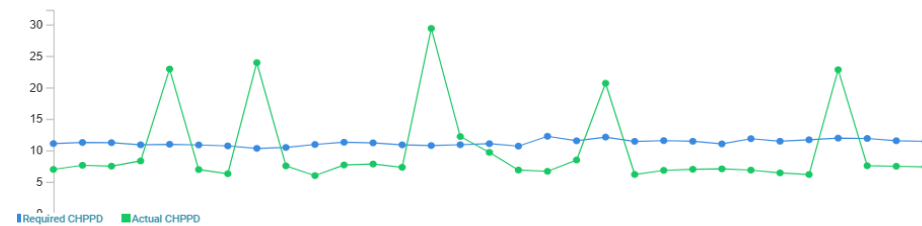
Wokingham In Patient Unit:



West Berkshire In Patient Unit:



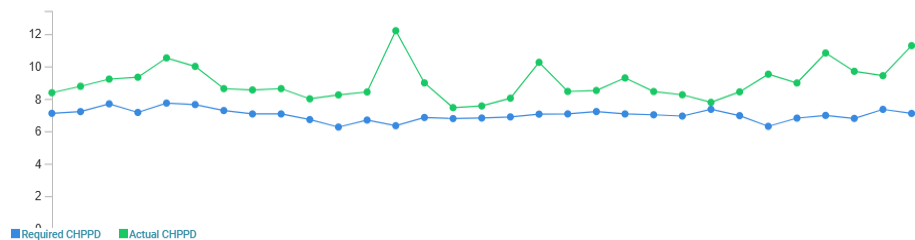
Oakwood Ward:



East Community Health Service Wards

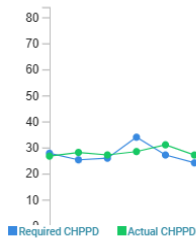
The East wards staffing to patient ratios appear to be sufficient for the acuity of patients on the ward for the month of August. There continues to be high levels of sickness amongst non-qualified staff. In addition, like the west community wards, there are therapists and therapy assistants working on the wards who support the nursing staff but are not captured in the Health Roster figures. From 6th July 2026 both Safecare data and rota data for Henry Tudor and Jubilee wards is being captured jointly under St. Marks in patient wards in preparation for the relocation of Jubilee ward from Upton to St. Marks hospital in Maidenhead proposed in November 2026.

St. Marks In Patient Wards (Henry Tudor Ward and Jubilee Ward):



Campion Unit

Campion unit staffing appears sufficient for the acuity of the patients. 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	17.14	2.84	-0.5	0.95 (0.27)	0.68	1.0	0.0	9.58	4.32	0.00	4.86	0
Community nursing Slough	37.1	-3.02	0.5	2.3 (0.9)	2.11	0.0	0.0	29.32	4.99	0.00	4.90	0
Community nursing WAM	42.05	3.16	1.14	0.54	0.91	0.6	0.1	26.45	10.55	0.00	4.95	0
Community nursing Bracknell	38.56	1.87	0.49	3.08	0.33	1.7	0.2	24.62	10.07	0.00	4.95	1
Community nursing Wokingham	42.48	0.94	2.23	2.85	0.68	0.6	0.1	30.26	6.22	0.00	4.88	0
Community nursing Reading	47.34	0.13	0.93	1.93 (2.48)	0.09 (0.14)	1.9	0.6	33.82	10.32	0.00	4.88	0
Community nursing West Berks (Newbury)	42.10	1.43	3.33	0.27 (1.85)	0.54	1.6	0.8	30.55	6.53	0.00	4.94	0
UCR East	8.61	-1.64	0.00	0.00	0.00	1.0	0.1	11.25	0.10	0.00	4.91	0
UCR West	34.87	0.21	2.00	2.78 (6.72)	0.42	1.3	0.0	17.85	6.19	0.00	4.93	0
CMHT Slough	15.70	-4.50	2.00	2.12	0.14	1.1	0.1	17.18	-0.04	0.00	4.47	0
CMHT WAM	15.37	-3.23	1.00	2.12	0.00	0.2	0.9	14.68	1.90	0.00	4.59	0
CMHT Bracknell	18.13	-1.47	0.00	1.70	0.18	0.0	0.0	14.90	2.82	0.00	4.72	0
CMHT Wokingham	20.60	-0.50	0.80	1.81 (0.90)	0.00	0.7	0.0	16.49	1.80	0.00	4.34	0
CMHT Reading	24.60	-4.56	3.56	0.62 (0.90)	1.22	1.1	0.0	23.18	0.78	0.00	4.51	0
CMHT West Berks	22.74	-1.47	0.00	2.30	0.05	0.8	0.5	19.71	3.45	0.00	4.49	0
CCN East	10.93	-0.07	0.00	0 (1.85)	0.09	0.0	0.0	8.27	0.79	0.00	4.89	0
CCN West	7.81	0.00	0.00	0.00	0.00	0.0	0.0	7.81	0.00	0.00	4.95	1
Phoenix	16.41	1.80	1.42	0.00	0.13	0.0	0.0	6.80	6.26	0.00	4.33	0
HV Bracknell	19.52	1.52	1.00	1.35 (0.54)	0.00	0.6	0.0	8.71	7.00	0.00	4.94	0

HV Wokingham	21.30	1.97	-1.00	0.49 (0.09)	0.00	1.2	0.0	14.95	6.00	0.00	4.93	0
HV Reading	33.80	2.60	1.20	0.95 (0.72)	0.00	0.1	0.1	21.43	7.10	0.00	4.93	1
HV West Berks	19.50	3.72	0.75	0.89 (0.77)	0.00	0.0	0.2	10.62	2.95	0.00	4.78	0
School nursing Bracknell	3.89	-0.01	0.01	0.00	0.00	0.2	0.0	3.03	1.06	0.00	4.84	0
School nursing Wokingham	4.27	-0.73	-0.01	0 (0.95)	0.00	0.0	0.0	2.95	1.11	0.00	4.75	0
School nursing Reading	7.34	1.43	0.70			0.3	0.8	4.81	1.50	0.00	4.70	0
School nursing West Berks	5.05	0.90	0.05			0.0	0.0	2.94	1.16	0.00	4.79	0

Debbie Fulton

Director of Nursing and Therapies 06/09/2026

