

Safe Staffing Report – February 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, absence, and the need to increase staffing numbers to meet acuity and the need of patients, and there has been an increase in need in the East and West CHS wards 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 | 3132 | 353 | 284 |
| West Community Wards | 705 | 240 | 117 |
| East Community Wards | 197 | 41 | 24 |
| Campion | 280 | 96 | 19 |



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 | 0.60 | 3.78 | 3.40 | 13.30 | 10.80 | 33.56 | 3 | 98.9 |
| Daisy | 42.90 | 1.09 | 14.53 | 0.42 | 2.07 | 1.50 | 14.10 | 12.25 | 28.16 | 2 | 98.7 |
| Rose | 42.90 | -2.10 | 12.75 | 1.57 | 2.51 (1.82) | 3.50 | 26.10 | 16.29 | 39.68 | 1 | 98.2 |
| Snowdrop | 42.90 | 0.26 | 3.79 | 0.42 | 2.11 | 2.60 | 8.20 | 14.18 | 32.96 | 2 | 99.5 |
| Orchid | 61.30 | 0.09 | 19.82 | 1.31 | 2.40 (0.91) | 2.60 | 26.80 | 13.06 | 52.73 | 8 | 95.6 |
| Rowan | 61.30 | 1.26 | 18.74 | 0.94 | 2.00 (1.84) | 2.20 | 25.40 | 12.26 | 51.88 | 0 | 99.5 |
| Sorrel | 42.90 | 1.62 | 15.02 | 0.39 | 0.07 | 2.30 | 23.70 | 12.55 | 39.27 | 5 | 96.5 |
| Campion | 33.00 | -0.20 | 1.60 | 0.62 | 2.10 | 4.10 | 9.50 | 14.48 | 28.00 | 0 | 62.5 |
| Donnington | 64.30 | -0.89 | 8.49 | 2.87 | 2.44 | 2.80 | 6.10 | 26.00 | 31.09 | 0 | 89.2 |
| Highclere | | | | (0.92) | (2.28) | | | | | 0 | 95 |
| Oakwood | 41.70 | 4.54 | 6.03 | 1.20 (0.92) | 1.11 | 2.20 | 3.10 | 13.34 | 19.86 | 0 | 92.6 |
| Ascot | 55.80 | 1.31 | 4.39 | 3.96 | 1.50 | 6.50 | 11.00 | 25.09 | 34.61 | 4 | 97.8 |
| Windsor | | | | (2.44) | | | | | | 1 | 92.4 |
| Henry Tudor | 41.50 | 3.09 | 1.91 | 0.57 | 2.84 (0.69) | 0.70 | 2.90 | 17.94 | 18.06 | 0 | 81.2 |
| Jubilee | 35.40 | 5.40 | 6.28 | 0.59 (0.90) | 0.28 | 2.20 | 5.80 | 9.71 | 20.24 | 0 | 85.2 |

| 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 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 | 99.19 | 930 | 922.5 | 2325 | 2257.5 | 97.10 | 100.00 | 666.5 | 666.5 | 1333 | 1935 | 145.16 | 10.5 | 0 | 3.90 | 0 | [A] |
| Daisy | 103.23 | 930 | 960 | 2325 | 2145 | 92.26 | 100.00 | 666.5 | 666.5 | 1333 | 1999.5 | 150.00 | 10.5 | 0 | 4.18 | 1 | [A] |
| Rose | 108.87 | 930 | 1012.5 | 2170 | 3240 | 149.31 | 87.12 | 765 | 666.5 | 1333 | 2612.25 | 195.97 | 13.7 | 0 | 4.68 | 2 | [A] |
| Snowdrop | 101.61 | 930 | 945 | 2325 | 2482.5 | 106.77 | 103.23 | 666.5 | 688 | 1333 | 2064 | 154.84 | 11.1 | 0 | 0.00 | 1 | [A] |
| Orchid | 100.00 | 930 | 930 | 2325 | 3997.5 | 171.94 | 96.77 | 666.5 | 645 | 1333 | 3096 | 232.26 | 14.6 | 0 | 4.21 | 1 | [A] |
| Rowan | 100.00 | 780 | 780 | 2325 | 4657.5 | 200.32 | 100.00 | 666.5 | 666.5 | 1333 | 3235.75 | 242.74 | 15.4 | 0 | 4.87 | 0 | [A] |
| Sorrel | 95.97 | 930 | 892.5 | 2325 | 3052.5 | 131.29 | 100.00 | 666.5 | 666.5 | 1333 | 2418.75 | 181.45 | 21.4 | 0 | 4.69 | 0 | [A] |
| Campion | 223.17 | 780 | 1925.5 | 1860 | 3180 | 170.97 | 196.77 | 333.25 | 655.75 | 1333 | 1698.5 | 127.42 | 49.1 | 0 | 4.85 | 0 | [G] |
| Donnington | 112.90 | 1095 | 1275 | 2557.5 | 2167.5 | 84.75 | 90.32 | 1007.5 | 910 | 1333 | 1230 | 92.27 | 7.7 | 0 | 4.76 | 0 | [A] |
| Highclere | 106.45 | 780 | 840 | 1162.5 | 1065 | 91.61 | 88.89 | 697.5 | 620 | 697.5 | 620 | 88.89 | 7.5 | 0 | | 0 | [A] |
| Oakwood | 100.00 | 1395 | 1395 | 2464.5 | 2460 | 99.82 | 100.00 | 713 | 713 | 806 | 803 | 99.63 | 7.8 | 0 | 4.62 | 0 | [A] |
| Ascot Windsor | 101.89 | 713 | 726.5 | 1504.5 | 1405.6 | 93.43 | 100.00 | 713 | 713 | 775.5 | 764 | 98.52 | 6.8 | 0 | 4.60 | 0 | [A] |
| | 85.19 | 1178 | 1003.5 | 1626.5 | 1621.5 | 99.69 | 133.87 | 713 | 954.5 | 821.5 | 968 | 117.83 | 6.6 | 0 | 4.33 | 0 | |
| Henry Tudor | 79.14 | 1395 | 1104 | 2092.5 | 1526 | 72.93 | 104.55 | 1023 | 1069.5 | 666.5 | 724.5 | 108.70 | 8.2 | 0 | 4.76 | 0 | [A] |
| Jubilee | 77.04 | 930 | 716.5 | 1860 | 1661 | 89.30 | 100.00 | 713 | 713 | 713 | 1069.5 | 150.00 | 9.9 | 0 | 4.72 | 0 | [A] |

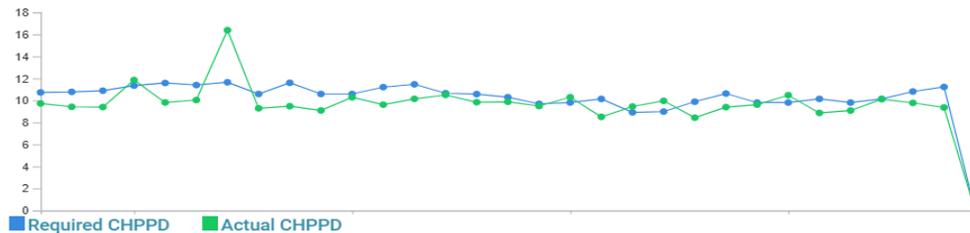
Appendix

Safecare Data for all Berkshire Healthcare Wards January 2026

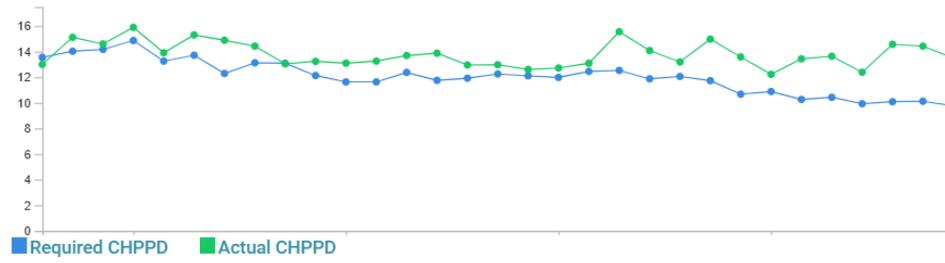
Prospect Park Hospital.

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 January need and staff are moved as necessary to cover shortfall. There were some recording gaps on Orchid ward and Sorrell wards which accounts for the erratic data on occasion.

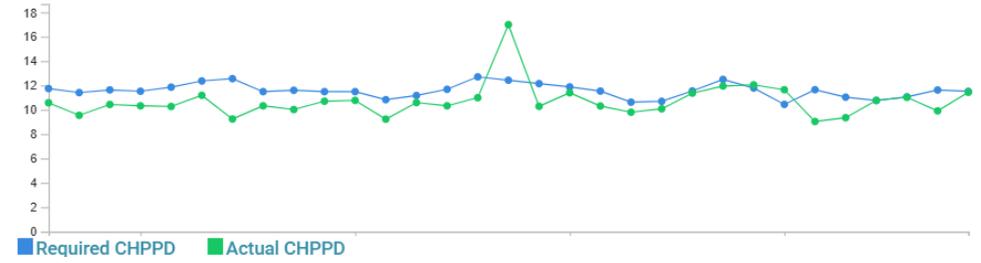
Bluebell:



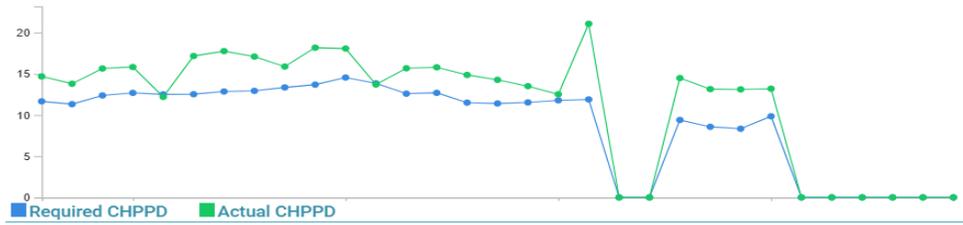
Rose:



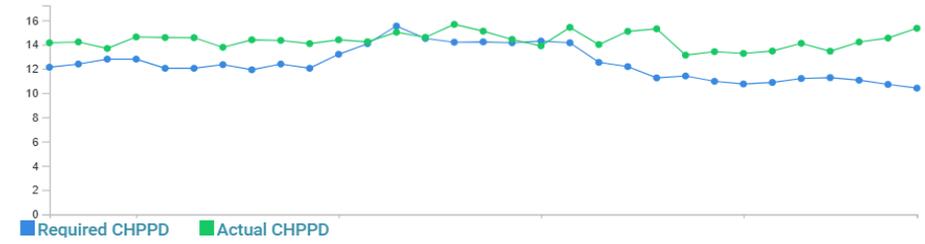
Snowdrop:



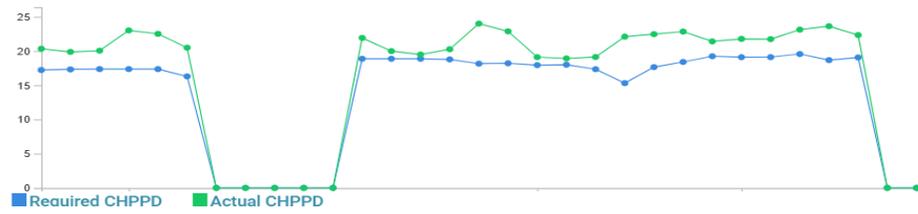
Orchid:



Rowan:



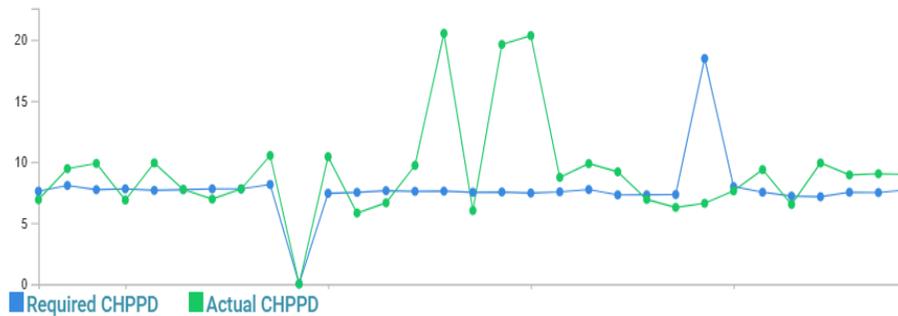
Sorrel:



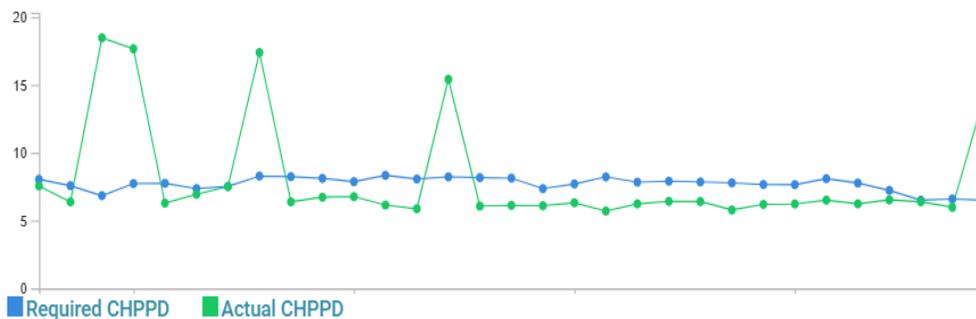
West Community Health Service Wards

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 to determine accuracy. All the West wards had high acuity in patients. Wokingham wards, West Berkshire wards and Oakwood ward had high levels of sickness amongst 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.

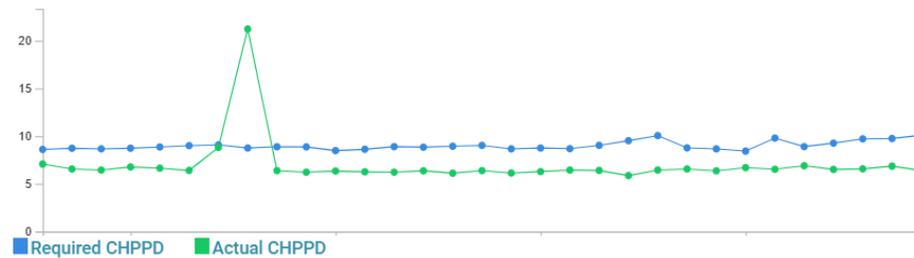
Wokingham In Patient Unit:



West Berkshire In Patient Unit:



Oakwood Ward:

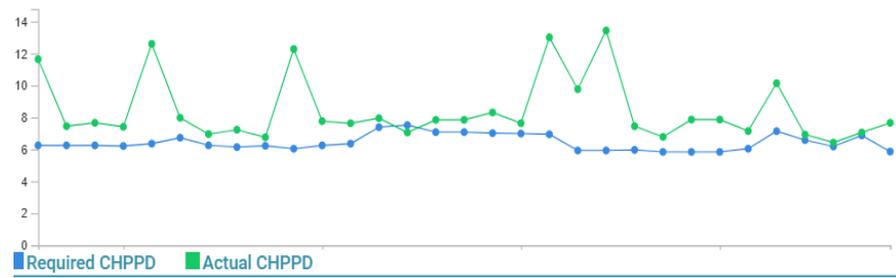


East Community Health Service Wards

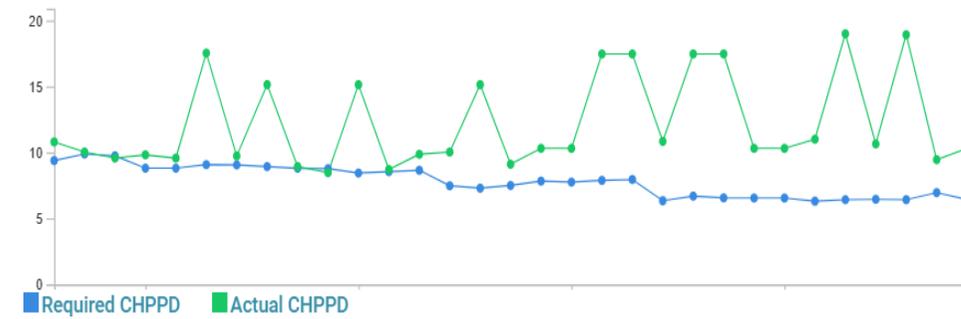
The East wards staffing to patient ratios appear to be sufficient for the acuity of patients on the ward for the month of December. Henry Tudor ward had high levels of sickness amongst non-qualified staff. In addition, like the west community wards, there are therapists and therapy assistants working on the wards who support the nursing staff but are not captured in the Health Roster figures.



Henry Tudor Ward:

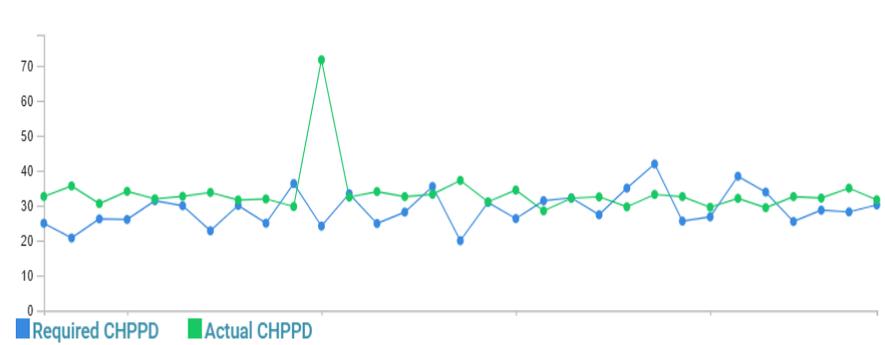


Jubilee Ward:



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 | 2.38 | -1.03 | 0.59 (0.90) | 0.28 | 1.0 | 0.0 | 10.11 | 5.72 | 0 | 4.92 | 0 |
| Community nursing Slough | 35.8 | -3.77 | -0.30 | 4.09 (2.62) | 0.71 | 0.0 | 0.0 | 26.41 | 7.29 | 0 | 4.93 | 0 |
| Community nursing WAM | 41.94 | -4.75 | 4.22 | 3.94 (0.99) | 1.06 | 0.2 | 0.1 | 26.91 | 10.40 | 0 | 4.97 | 0 |
| Community nursing Bracknell | 34.84 | -0.51 | 2.26 | 1.35 | 1.15 | 1.2 | 0.5 | 28.94 | 8.43 | 0 | 5.00 | 0 |
| Community nursing Wokingham | 42.92 | -3.31 | 0.60 | 3.37 (1.41) | 0.54 | 0.7 | 0.2 | 33.02 | 8.19 | 0 | 4.79 | 0 |
| Community nursing Reading | 48.64 | -2.88 | 3.93 | 0.53 (3.82) | 0 (1.60) | 3.6 | 0.2 | 37.09 | 8.35 | 0 | 4.83 | 2 |
| Community nursing West Berks (Newbury) | 38.69 | -1.84 | 5.73 | 4.68 (3.75) | 0.36 | 2.6 | 0.6 | 29.28 | 5.51 | 0 | 5.00 | 0 |
| UCR East | 9.21 | -0.04 | 0.00 | 1.15 | 0.00 | 0.3 | 0.0 | 9.00 | 0.00 | 0 | 4.92 | 0 |
| UCR West | 35.30 | -1.29 | 3.00 | 5.58 (1.72) | 0.21 | 0.9 | 0.1 | 20.58 | 6.50 | 0 | 4.85 | 0 |
| CMHT Slough | 9.80 | -0.70 | 1.00 | 1.99 | 0.23 | 2.9 | 0.0 | 11.31 | -0.23 | 0 | 4.55 | 0 |
| CMHT WAM | 10.95 | -3.65 | 0.00 | 0.67 | 0.09 | 1.0 | 1.9 | 13.93 | 2.81 | 0 | 4.63 | 0 |
| CMHT Bracknell | 13.83 | -1.65 | 0.00 | 0.54 | 0.32 | 0.0 | 0.0 | 12.94 | 1.68 | 0 | 4.89 | 0 |
| CMHT Wokingham | 12.77 | 2.17 | 0.00 | 0.59 | 0.09 | 1.2 | 0.0 | 11.11 | 0.91 | 0 | 3.90 | 0 |
| CMHT Reading | 19.24 | -4.42 | 2.06 | 1.57 | 0.99 | 1.7 | 0.0 | 18.33 | 3.01 | 0 | 5.00 | 0 |
| CMHT West Berks | 18.31 | 0.83 | 0.07 | 4.05 | 0.00 | 0.8 | 0.1 | 12.26 | 3.10 | 0 | 5.00 | 0 |
| CCN East | 10.61 | -0.50 | 0.12 | 0.5 (0.27) | 0.79 | 0.0 | 0.0 | 9.34 | 0.09 | 0 | 4.85 | 0 |
| CCN West | 8.11 | -0.10 | 0.00 | 0.05 | 0.00 | 0.0 | 0.0 | 8.16 | 0.00 | 0 | 4.96 | 0 |
| Phoenix | 14.86 | 1.46 | -0.04 | 0.44 | 0.66 | 0.0 | 0.0 | 7.16 | 5.30 | 0 | 4.42 | 0 |
| HV Bracknell | 19.32 | 2.12 | 1.00 | 3.26 | 0.00 | 0.6 | 0.0 | 6.54 | 7.00 | 0 | 4.78 | 1 |
| HV Wokingham | 25.67 | 3.14 | 1.60 | 0.06 (0.77) | 0.00 | 1.1 | 0.1 | 14.60 | 6.70 | 0 | 5.00 | 0 |
| HV Reading | 31.23 | 1.03 | 0.20 | 2.82 | 0.00 | 0.5 | 0.0 | 19.68 | 8.00 | 0 | 4.98 | 0 |

| | | | | | | | | | | | | |
|---------------------------|--------------|-------|-------|----------------|------|-----|-----|-------|------|---|------|---|
| HV West Berks | 20.72 | -0.25 | 1.00 | 1.05 (0.41) | 0.00 | 0.0 | 0.2 | 14.41 | 4.30 | 0 | 5.00 | 0 |
| School nursing Bracknell | 5.26 | 0.43 | -0.40 | 0.00 | 0.00 | 0.0 | 0.0 | 3.76 | 1.47 | 0 | 4.89 | 0 |
| School nursing Wokingham | 5.13 | -0.92 | -0.35 | 0.36 | 0.00 | 0.0 | 0.0 | 4.58 | 1.46 | 0 | 5.00 | 0 |
| School nursing Reading | 6.35 | -0.60 | -0.35 | | | 0.1 | 0.0 | 5.66 | 1.74 | 0 | 4.98 | 0 |
| School nursing West Berks | 6.64 | -0.82 | -0.33 | | | 0.0 | 0.0 | 6.30 | 1.49 | 0 | 4.46 | 0 |

Debbie Fulton

Director of Nursing and Therapies 08/1/2026

