

Safe Staffing Report – November 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.

On Henry Tudor ward there was a cockroach infestation which required patients to be cohorted to other community wards. This has skewed the figures as there were less patients on the ward, which required lower staffing levels.

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, this month there was an increase in the total number of shifts requested and the total temporary shifts unfilled at Prospect Park.

	Total number temporary staffing shifts requested	Number of temporary shifts requested to fill registered staff gap	Total temporary shifts unfilled
PPH	2703	367	124
West Community Wards	604	190	53
East Community Wards	144	36	7
Campion	199	69	6

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	44.70	4.26	6.62	0.27	3.84	3.60	20.10	11.33	40.30	0	98.6
Daisy	44.70	3.62	12.53	0.26	0.15	2.40	13.80	10.78	31.78	2	96.4
Rose	44.70	(+) 1.43	11.75	2.04	1.82 (2.27)	1.50	21.60	13.15	36.42	0	93.1
Snowdrop	44.70	2.26	3.15	1.79 (0.06)	1.89	2.50	12.20	10.65	37.82	0	98.4
Orchid	61.30	1.09	19.02	2.41	2.94 (0.98)	4.40	22.20	13.16	48.32	3	91.1
Rowan	61.30	3.26	17.74	1.08	0.82 (1.06)	1.90	17.00	9.82	46.44	0	79.2
Sorrel	42.90	3.62	13.02	0.00	0.21	1.70	15.90	10.34	33.33	0	94.7
Campion	33.00	(+) 0.20	1.60	0.55	1.95	3.60	7.60	14.05	26.25	1	51.3
Donnington	64.30	1.10	4.77	1.54 (0.99)	2.48 (2.57)	3.60	10.10	26.07	38.48	0	76.7
Highclere										0	89.2
Oakwood	41.70	3.87	6.03	1.36 (0.97)	0.66	2.50	3.60	14.10	20.81	0	90.2
Ascot	55.80	2.31	5.79	2.14 (3.06)	2.46	4.30	7.40	23.09	28.65	0	96.4
Windsor										0	92.5
Henry Tudor	41.50	5.08	1.91	1.22	2.69	0.80	2.20	15.40	18.20	13	77
Jubilee	35.40	5.40	5.49	1.57	0.51	2.00	4.10	4.43	24.10	0	89.5

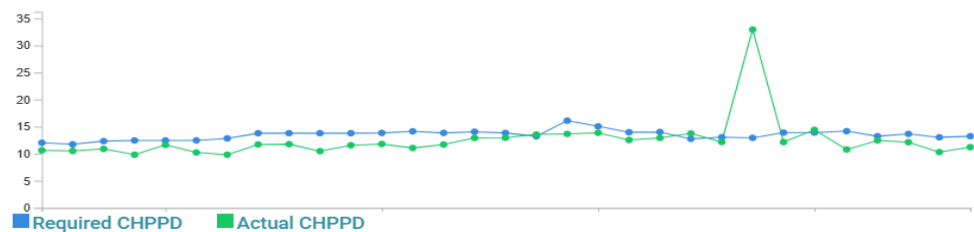
Fill rate analysis (NQB)															Patient experience feedback		
Day Shift						Night Shift											
Ward	% Fill rate Registered nurses	Total monthly planned registered nurses	Total monthly actual hours registered nurses	Total monthly planned hours unregistered staff hours	Total monthly actual 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	103.23	930	960	2325	3037.5	130.65	100.00	666.5	666.5	1333	2483.25	186.29	13.0	0	4.13	2	[A]
Daisy	98.39	930	915	2325	2280	98.06	100.00	666.5	666.5	1333	1978	148.39	10.8	0	4.11	0	[A]
Rose	103.23	930	960	2170	2902.5	133.76	87.12	765	666.5	1333	2440.25	183.06	12.7	0	4.57	1	[A]
Snowdrop	104.03	930	967.5	2325	2970	127.74	100.00	666.5	666.5	1333	2365	177.42	12.7	0	3.64	0	[A]
Orchid	97.58	930	907.5	1860	3885	208.87	100.00	666.5	666.5	999.75	182.75	18.28	12.5	0	4.43	0	[A]
Rowan	101.61	780	795	2325	3802.5	163.55	100.00	666.5	666.5	1333	2741.25	205.65	16.6	0	4.57	0	[A]
Sorrel	100.00	930	930	2325	3000	129.03	100.00	666.5	666.5	1333	2343.5	175.81	21.5	0	4.15	0	[A]
Campion	208.06	780	1785	1860	2992.5	160.89	196.62	333.25	655.25	1333	1515.75	113.71	49.6	0	4.79	0	[G]
Donnington	111.83	1095	1260	2092.5	2610	124.73	150.00	620	930	1240	1300	104.84	9.0	0	4.54	0	[A]
Highclere	65.95	1245	770	2092.5	1140	54.48	100.00	620	620	1240	620	50.00	8.3	0		1	[A]
Oakwood	99.46	1395	1387.5	2325	2262.5	97.31	100.00	620	620	620	650	104.84	7.3	0	4.69	0	[A]
Ascot Windsor	100.00	930	930	1395	1167	83.66	100.00	682	682	341	627	183.87	6.6	0	4.61	0	[A]
	98.92	1395	1380	1627.5	1397	85.84	100.00	682	682	682	682	100.00	6.4	0	4.69	0	
Henry Tudor	66.38	1395	926	2325	1472	63.31	83.87	1023	858	666.5	738.2	110.76	10.0	0	4.83	0	[A]
Jubilee	76.67	930	713	1860	1663	89.41	100.00	713	713	713	1069.5	150.00	9.4	0	4.77	0	[A]

Appendix

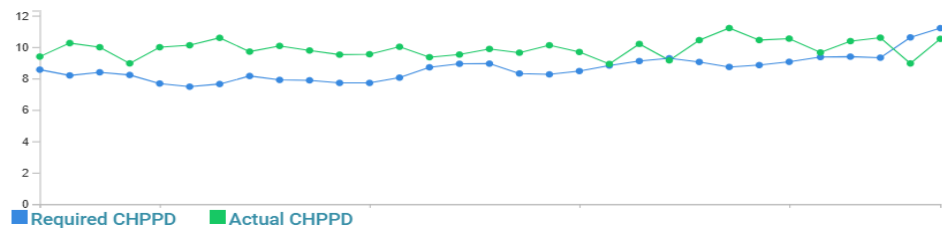
Safecare Data for all Berkshire Healthcare Wards October 2025

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. There were some suboptimal staffing levels on Bluebell ward, Rose ward and Snowdrop ward but available data demonstrated that the wards were safely staffed during October need and staff are moved as necessary to cover shortfall.

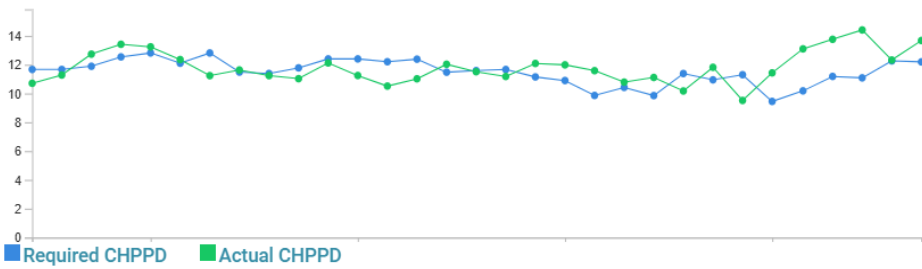
Bluebell:



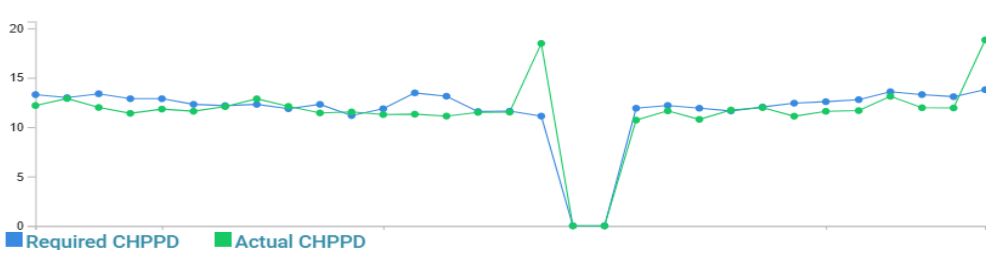
Daisy:



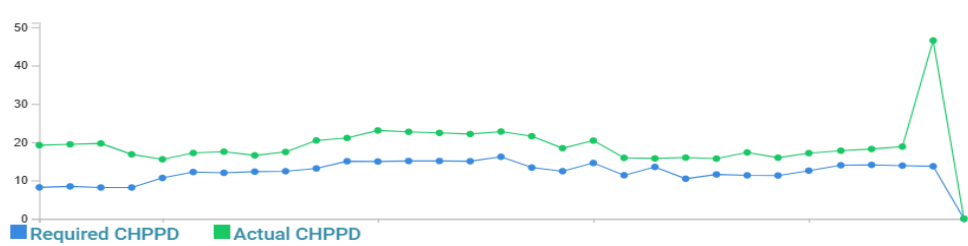
Rose:



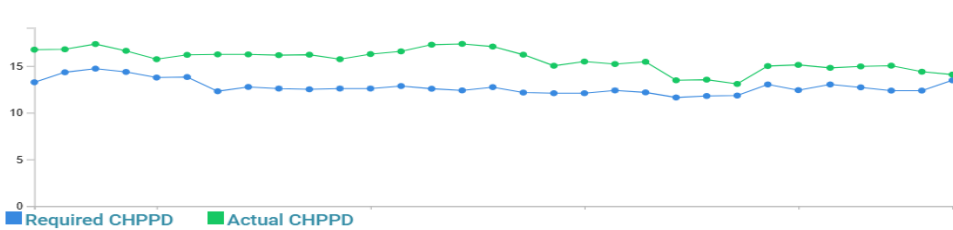
Snowdrop:



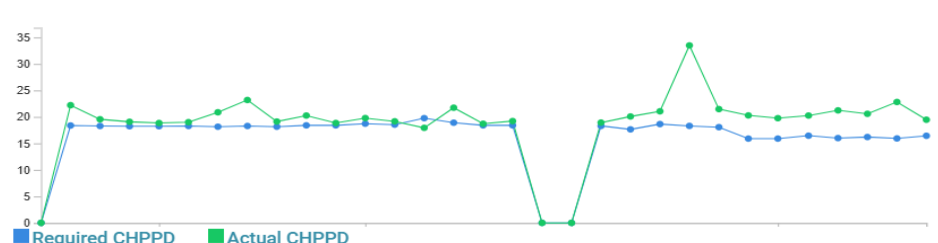
Orchid:



Rowan:



Sorrel:

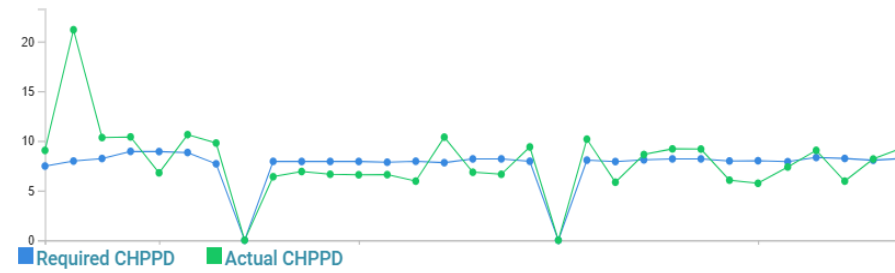


West Community Health Service Wards

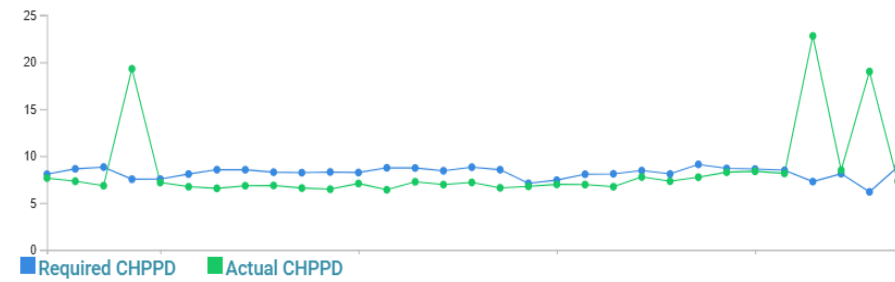
All the rehabilitation wards across the Trust have therapy staff (Oakwood 6.18 WTE, Wokingham wards 13.67 WTE and West Berkshire wards 14.21 WTE). Across all the wards the data indicates that the staffing was suboptimal for the acuity of patients on occasion although data demonstrates some inconsistency in reporting. All the West wards had high acuity in patients. Oakwood ward had high levels of sickness amongst qualified staff and Wokingham wards had higher 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.



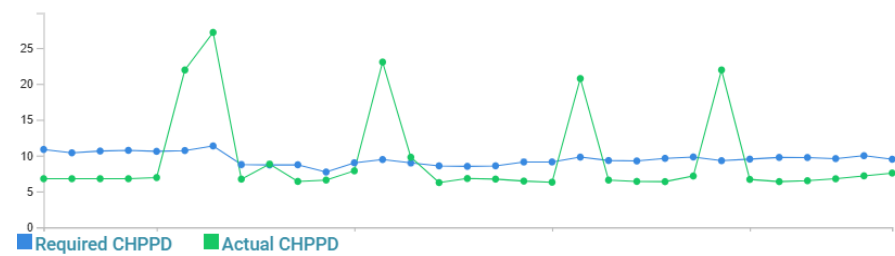
Wokingham In Patient Unit:



West Berkshire In Patient Unit:



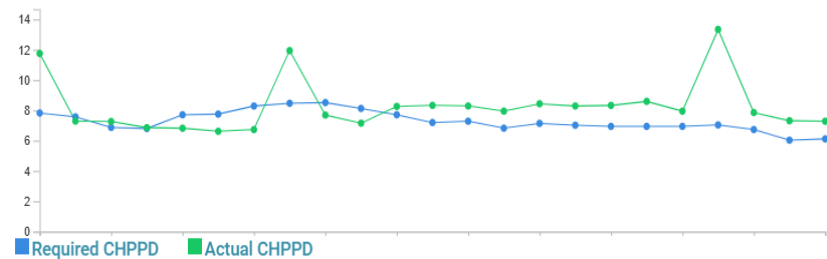
Oakwood Ward:



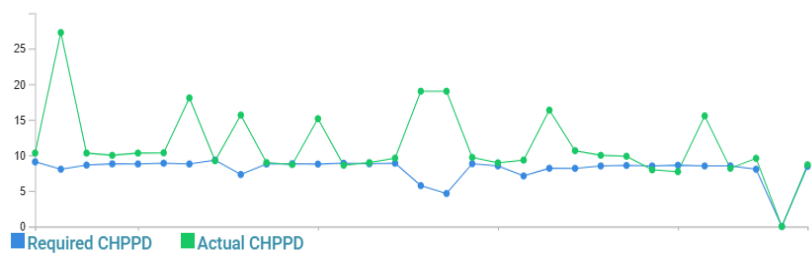
East Community Health Service Wards

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. Due to a cockroach infestation on Henry Tudor ward patients were cohorted onto other community wards whilst the situation was treated. During this time, there were no patients on the ward, and staff were moved to work on the other wards. Jubilee ward had high levels of sickness amongst the qualified nursing staff and 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:

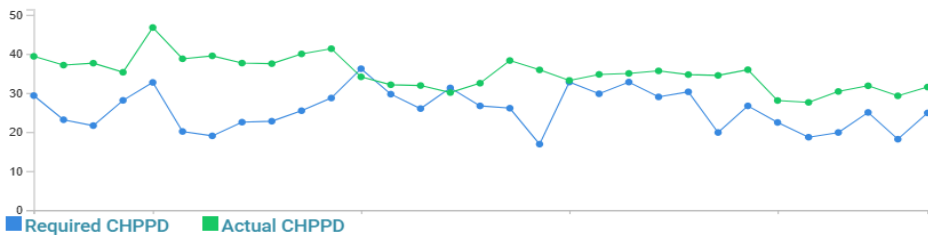


Jubilee Ward:



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.



Wider Nursing services

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 information in relation to staffing against establishment, sickness absence, and generic organisational metrics related to quality such as incidents, complaints and patient experience.

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. One set of data was completed in June, and the next set of data will be completed in January. Once completed, this data will be reported into the six-monthly safe staffing report. Community nursing teams also 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	1.04	0.54 (1.0)	0.9	0.0	11.5	4.42	0	4.87	0
Community nursing Slough	35.8	1.02	0.5	2.21 (1.72)	1.76 (0.1)	0.1	0.0	24.54	6.3	0	4.94	0
Community nursing WAM	41.94	7.07	-2.42	2.82 (1.04)	0.36	0.0	0.0	29.10	13.80	0	4.95	0
Community nursing Bracknell	34.84	-0.09	-1.12	3.21	2.21	1.2	0.1	25.28	9.30	0	5.00	0
Community nursing Wokingham	42.92	2.32	0.2	1.39 (2.09)	0.35	0.4	0.3	33.03	8.28	0	4.93	0
Community nursing Reading	48.64	4.61	-1.53	1.59 (3.11)	1.4 (1.0)	3.8	0.2	38.67	9.91	0	4.93	0
Community nursing West Berks (Newbury)	38.69	-0.16	-3.53	3.56 (3.57)	0.59	1.0	0.4	26.98	8.28	0	4.99	0
UCR East	9.21	0.2	0	1.45 (0.76)	0.00	0.0	0.0	7.80	0.00	0	4.68	0
UCR West	35.30	0	-2	3.3 (1.71)	0.42	0.2	0.0	20.56	6.19	0	N/A	0
CMHT Slough	9.80	0	0	2.12	0.00	3.5	0.1	11.78	0.10	0	4.74	0
CMHT WAM	10.95	-0.38	-1	1.48	1.43	1.0	1.1	10.12	0.67	0	4.88	0
CMHT Bracknell	13.83	-0.32	0	0.48	0.40	0.0	0.0	13.00	1.60	0	4.41	0
CMHT Wokingham	12.77	-0.3	-1	1.89	0.12	1.6	0.0	9.51	0.88	0	4.96	0
CMHT Reading	19.24	0.65	0	3.81 (1.04)	1.26	0.1	2.0	11.45	4.74	0	N/A	0
CMHT West Berks	18.31	1.65	0	2.80	0.00	0.4	0.1	14.11	3.10	0	5.00	0
CCN East	10.61	-3.37	0	0.48	0.40	0.1	0.6	9.13	1.08	0		0
CCN West	8.11	3.42	-3.06	0.06	0.00	0.0	0.0	8.15	0.00	0	5.00	0
Phoenix	14.86	0.17	-0.07	1.06	2.10	0.0	0.0	5.54	4.96	0	5.00	0

HV Bracknell	19.32	-0.1	-0.12	0.12	0.00	0.1	0.0	10.38	8.00	0	4.98	0
HV Wokingham	25.67	0.1	0	1.12 (0.81)	0.00	0.7	0.0	13.80	7.20	0	4.94	0
HV Reading	31.23	-2.46	1.16	2.07	0.00	0.3	0.5	20.23	8.70	0	4.99	0
HV West Berks	20.72	-2.52	0	0.82 (0.59)	0.00	0.0	0.4	15.06	5.09	0	5.00	0
School nursing Bracknell	5.26	-3.04	-1	0.36	0.00	0.0	0.0	2.61	0.80	0	5.00	0
School nursing Wokingham	5.13	-1.03	-0.2	0.18 (0.45)	0.00	0.0	0.0	3.99	2.26	0	4.92	0
School nursing Reading	6.35	0.85	-0.41			0.0	0.0	6.32	1.74	0	4.86	0
School nursing West Berks	6.64	-1.22	-0.27			0.0	0.0	6.60	1.50	0	5.00	0

Debbie Fulton

Director of Nursing and Therapies 7/11/2025

