

# Safe Staffing Report – December 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 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 during late October and early November. This has slightly skewed the figures as there were less patients on the ward, which required lower staffing levels however, Henry Tudor ward is now 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 vacancy, 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 all areas apart from the East 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	3070	702	181
West Community Wards	668	243	79
East Community Wards	104	12	6
Campion	292	88	28



## 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	0.07	2.19	2.90	14.90	10.83	36.75	0	99.8
Daisy	44.70	1.62	13.53	0.37	2.12	3.20	12.90	13.47	27.91	6	97.6
Rose	44.70	(+)2. 23	11.75	2.02	0.37 (2.10)	1.70	25.70	14.17	42.14	3	95.5
Snowdrop	44.70	2.26	3.15	1.35	1.56	2.30	6.50	10.95	32.45	1	98.1
Orchid	61.30	(+)0. 91	21.02	1.73	3.07 (0.93)	3.80	24.30	15.24	48.34	11	92.5
Rowan	61.30	2.26	18.74	1.45	1.44 (0.93)	1.90	20.50	10.45	48.45	0	88.5
Sorrel	42.90	2.62	14.02	0.17	0.27	2.00	14.60	11.47	30.97	0	94.5
Campion	33.00	(+)0. 2	1.60	1.52	3.77	3.70	10.50	13.18	27.33	0	58.1
Donnington	64.30	0.90	6.57	1.31 (0.93)	1.92	4.90	6.50	29.66	33.78	0	85.4
Highclere										6	86
Oakwood	41.70	4.53	6.03	1.4 (0.93)	1.68	1.70	5.70	12.64	21.89	1	91.5
Ascot	55.80	2.31	3.79	3.66 (2.58)	2.75	4.70	6.80	22.45	29.76	0	98.4
Windsor										0	91.7
Henry Tudor	41.50	5.08	1.91	1.44	0.93	.30	0.50	14.68	18.26	0	73.3
Jubilee	35.40	5.40	6.49	0.39	0.00	0.50	5.20	9.11	19.71	0	75.8

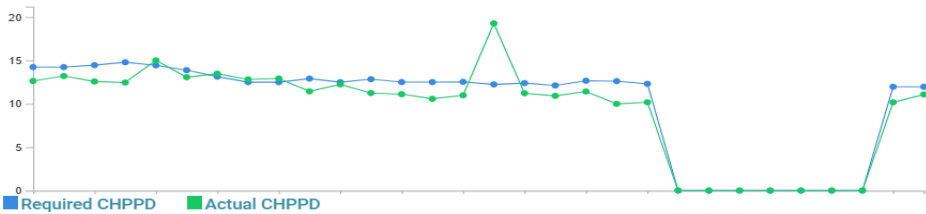
Fill rate analysis (NQB)															Patient experience feedback		
Day Shift						Night Shift											
Ward	% Fill rate Registered nurses	Total monthly planned registered nurses	Total monthly actual hours registered nurses	Total monthly planned hours unregistered staff hours	Total monthly actual 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	102.50	900	922.5	2250	2700	120	100	922.5	645	2700	1290	170.83	10.5	0	3.70	1	[A]
Daisy	95.83	900	862.5	2250	2160	96	100	645	645	1290	1935	150	10.6	0	4.00	0	[A]
Rose	99.17	900	892.50	2100	3615	172.14	86.75	743.5	645	1290	2816.5	218.33	15.2	0	4.53	0	[A]
Snowdrop	100	900	915	2250	2685	132	100	645	634.25	1290	2021	164.17	11.8	0	4.13	0	[A]
Orchid	90	900	810	1800	3990	221.67	100	645	645	967.5	3110	321.45	16.8	0	4.78	0	[A]
Rowan	101.67	750	765	2250	4125	183.33	100	645	645	1290	2913.25	225.83	16.2	0	4.19	0	[A]
Sorrel	100	900	900	2250	2550	113.33	100	645	645	1290	2096.25	162.50	19.8	0	4.33	0	[A]
Campion	214.17	750	1777.5	1800	3375	197.50	200	322.5	645	1290	1773.75	137.50	49.2	0	4.78	0	[G]
Donnington	105	1050	1117.5	2025	2310	114.07	150	600	900	1200	1180	98.33	7.6	0	4.82	0	[A]
Highclere	64.44	1200	720	2025	1072.50	52.96	100	600	600	1200	620	51.67	8.2	0		0	[A]
Oakwood	100.63	1350	1358.5	2250	2557.5	113.67	98.33	600	590	600	780	130	8.0	0	4.78	0	[A]
Ascot Windsor	100	900	900	1350	1012	74.96	100	660	660	330	300	100	5.7	0	4.69	0	[A]
	97.78	1350	1320	1575	1262	80.13	110	660	726	660	726	110	7.0	0	4.79	0	
Henry Tudor	71.26	1350	962	2250	1405.5	62.47	139.69	645	901	645	753.5	116.82	9.4	0	4.86	0	[A]
Jubilee	76.67	900	690	1800	1585	88.06	100	690	690	690	1035	150	11.0	0	4.57	0	[A]

# Appendix

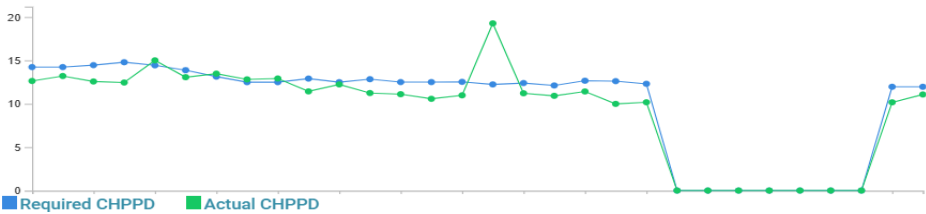
## Safecare Data for all Berkshire Healthcare Wards November 2025

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 all of the acute mental health wards on occasion, but available data demonstrated that the wards were safely staffed during November need and staff are moved as necessary to cover shortfall. In addition, there was some inconsistency in recording on Bluebell ward, Snowdrop ward, Orchid ward and Sorrel ward.

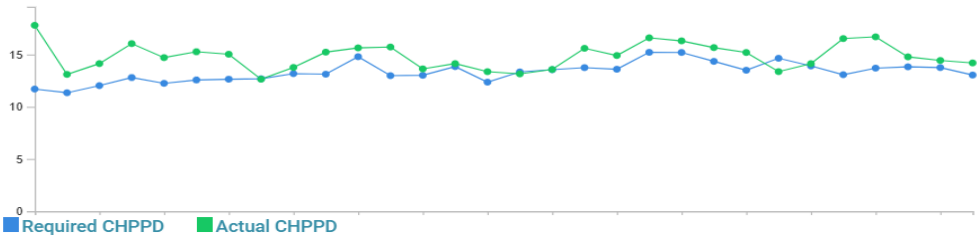
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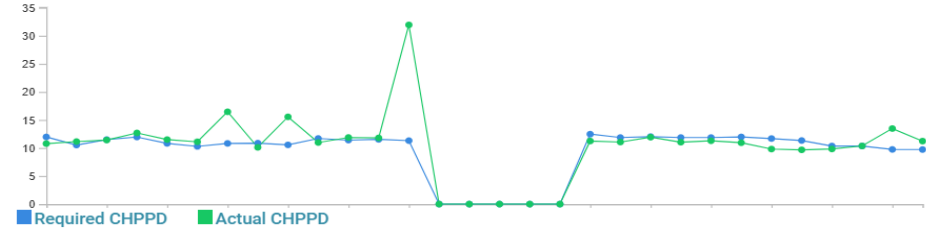
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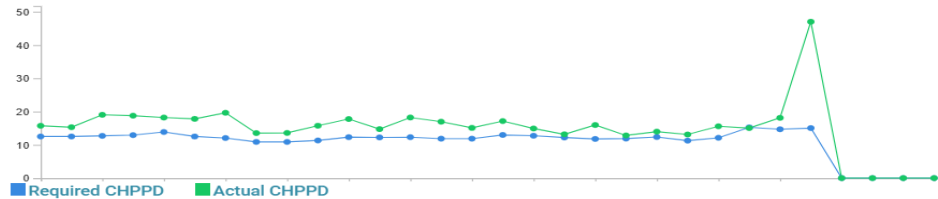
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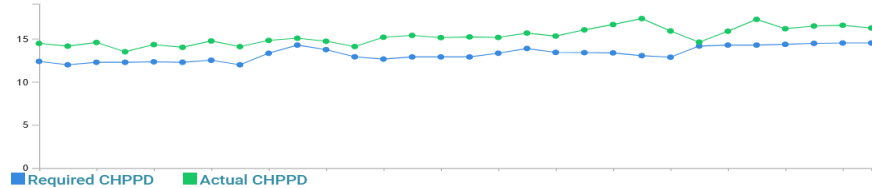
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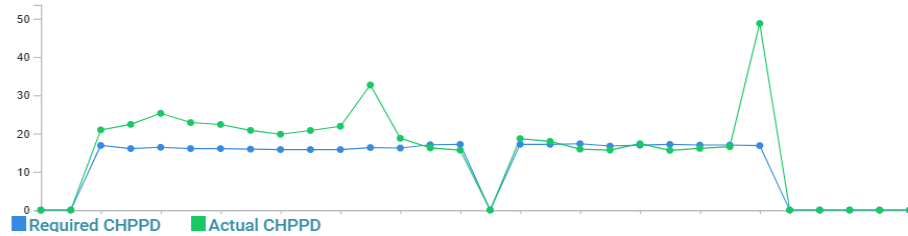
Orchid:



Rowan:



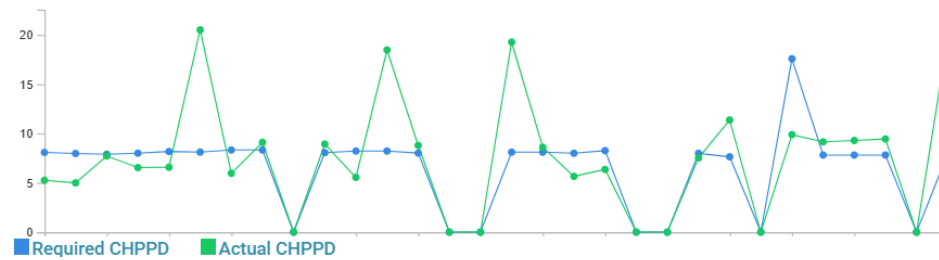
## Sorrel:



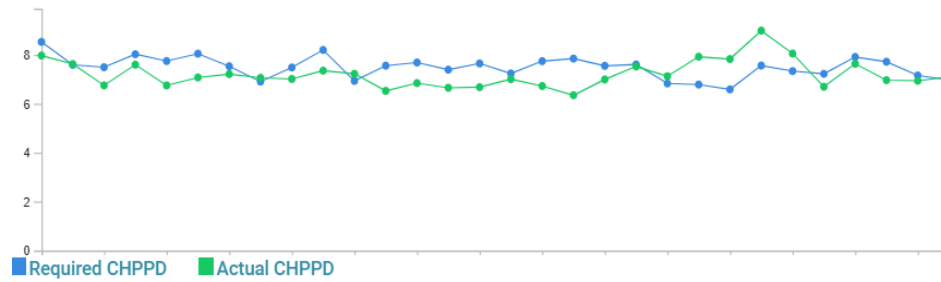
## West Community Health Service Wards

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. Oakwood ward and Wokingham wards had high levels of sickness amongst both qualified and 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.

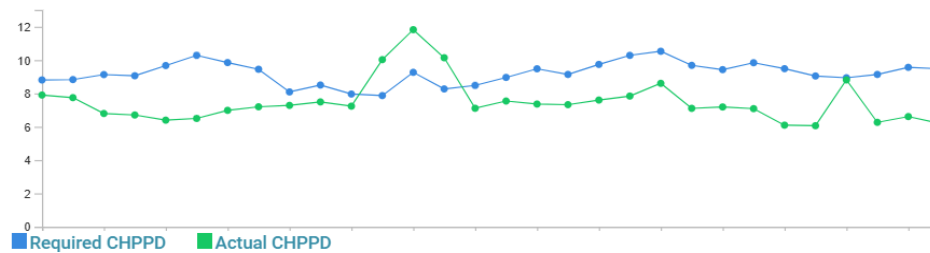
### Wokingham In Patient Unit:



### West Berkshire In Patient Unit:



### Oakwood Ward:

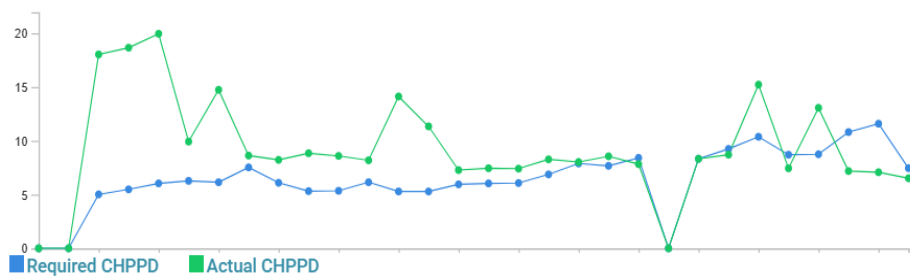




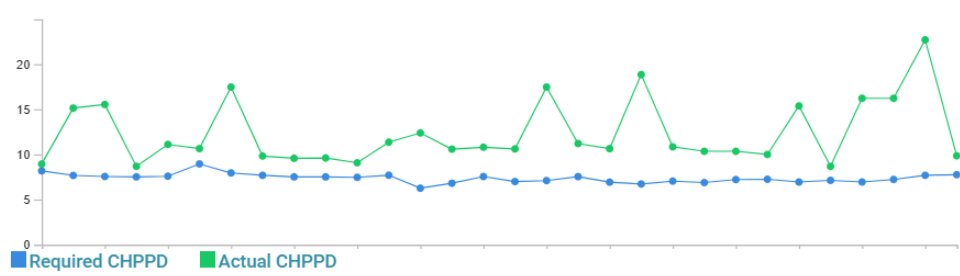
## East Community Health Service Wards

The East wards staffing to patient ratios appear to be sufficient for the acuity of patients on the ward for the month of November. There was a cockroach infestation on Henry Tudor ward which resulted in patients being cohorted onto other community wards whilst the situation was treated at the end of October and the beginning of November. During this time, there were less patients in the ward, which required lower staffing levels. Henry Tudor ward had high levels of sickness amongst both qualified and 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:

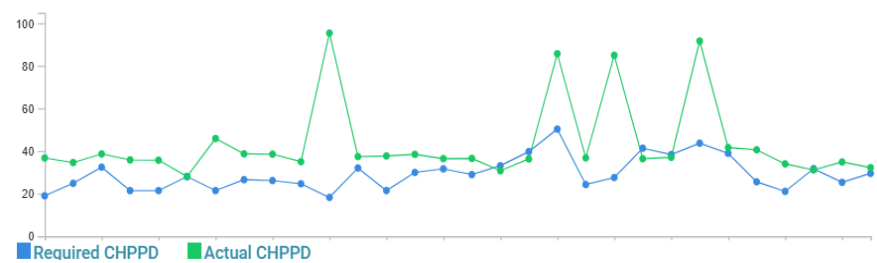


Jubilee Ward:



## 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	-1.34	1.03	1.13	0.19 (0.93)	1.0	0	11.51	4.88	0	4.79	0
Community nursing Slough	35.8	2.02	0.5	2.38 (2.19)	1.07	0	0	26.8	7.13	0	4.95	1
Community nursing WAM	41.94	6.07	-3.22	2.92 (0.93)	0.42	0	0	29.11	11.94	0	4.87	0
Community nursing Bracknell	34.84	-0.49	-1.52	3.81	2.24	0.7	0.1	24.98	7.68	0	4.98	0
Community nursing Wokingham	42.92	2.32	0.20	1.01 (1.92)	0.21	0.5	0.3	33.68	9.42	0	4.88	0
Community nursing Reading	48.64	4.01	-1.53	2.05 (2.80)	1.10 (0.93)	3.9	0.5	38.02	10.62	0	4.93	0
Community nursing West Berks (Newbury)	38.69	1.84	-4.53	4.82 (3.55)	1.07	0.5	0.7	27.24	6.10	0	4.98	0
UCR East	9.21	0.20	0	1.35 (0.19)	0	0.1	0	8.57	0	0	4.84	0
UCR West	35.30	0.30	-3.00	2.48 (0.87)	0.07	1.0	0.1	23.64	6.64	0	4.78	0
CMHT Slough	9.80	-0.30	-1.00	1.91	0.00	3.6	0.4	11.09	0.40	0	4.36	0
CMHT WAM	10.95	2.65	0	0.87	0.92	0.3	1.0	12.03	1.08	0	4.08	0
CMHT Bracknell	13.83	1.65	0	1.21 (0.47)	0.28	0	0	11.80	1.72	0	4.70	0
CMHT Wokingham	12.77	-2.37	0	1.31	0.05	0.2	0	9.19	0.95	0	4.48	0
CMHT Reading	19.24	4.42	-3.06	3.22 (0.65)	0.72	0.7	0.5	15.03	2.78	0	4.78	0
CMHT West Berks	18.31	-0.83	-0.07	1.26	0.14	1.6	0.1	15.85	2.96	0	4.78	0
CCN East	10.61	-0.10	-0.12	0.00	0.00	0.1	0.9	9.61	1.78	0	5.00	0

CCN West	<b>8.11</b>	0.10	0.00	0.26	0.82	0	0	7.95	-0.82	0	4.78	0
Phoenix	<b>14.86</b>	<b>-1.46</b>	1.16	0.27	1.36	0	0	7.33	5.72	0	4.50	0
HV Bracknell	<b>19.32</b>	<b>-2.12</b>	0.00	0.79	0	0.2	0	8.61	8.00	0	4.95	0
HV Wokingham	<b>25.67</b>	<b>-3.14</b>	<b>-1.60</b>	0.61 (0.75)	0	0.7	0.0	13.67	6.60	0	4.96	0
HV Reading	<b>31.23</b>	<b>-0.93</b>	<b>-0.20</b>	1.45	0	0.5	0.4	21.15	8.40	0	4.87	0
HV West Berks	<b>20.72</b>	0.85	<b>-0.41</b>	0.43 (0.56)	0	0	0.7	15.48	5.39	0	4.78	0
School nursing Bracknell	<b>5.26</b>	<b>-0.42</b>	0.40	0.09	0	0.1	0	3.78	1.47	0	4.91	0
School nursing Wokingham	<b>5.13</b>	0.92	0.35	0.65	0.09	0	0	4.29	1.37	0	4.93	0
School nursing Reading	<b>6.35</b>	0.62	0.35			0	0	5.58	1.74	0	4.42	0
School nursing West Berks	<b>6.64</b>	0.82	0.35			0	0	6.30	1.51	0	5.00	0

Debbie Fulton

Director of Nursing and Therapies 07/12/2025

