

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS

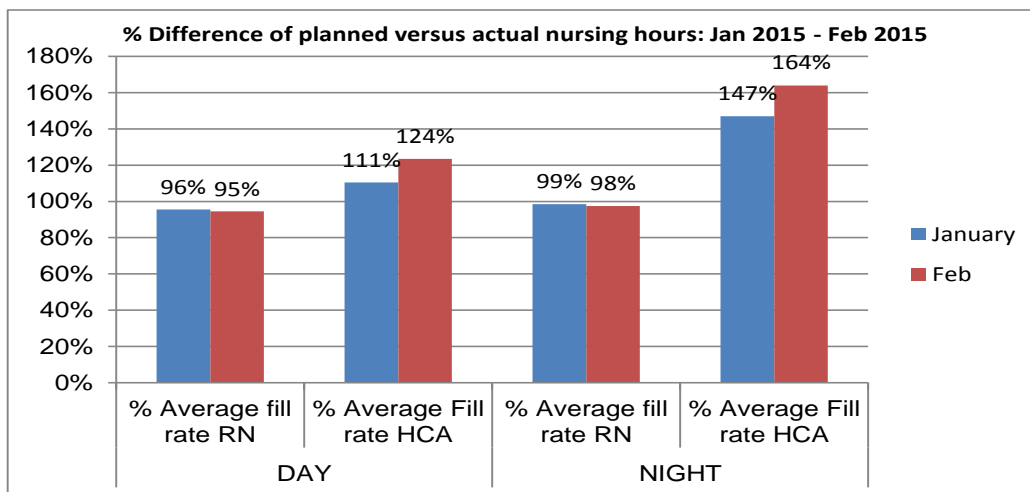
HELD ON 31st March 2015

PURPOSE OF THE REPORT

This report provides the Board of Directors with information on the details of the actual hours of Registered nurses/midwives and Clinical Support staff's time on ward day shifts and night shifts versus planned staffing levels for **February 2015**.

KEY POINTS

- For each of the **76** clinical inpatient areas, the optimal number of hours of nursing or midwifery staff time required for day shifts and night shifts has been calculated for the month and the actual fill rate has been recorded.
- Overall the actual fill rate for shifts for Registered Nurses was **95%** which is **1%** lower than last month and for other care staff against planned levels was **124%** which is **10%** higher than last month during day shifts. Overall the actual fill rate for shifts for Registered Nurses against planned levels was **98%** which is **1%** lower than last month during night shifts and for other care staff the actual fill rate was **164%** which is **17%** higher than last month.
- This report details those areas where there was a variance of greater than 15% between actual fill rates and planned staffing levels. The reasons for the variance are given and any actions that were taken are detailed.



At Kings College NHS Foundation Trust we aim to provide safe, high quality care to our patients and our staffing levels are continually assessed to ensure we meet this aim.

For most wards, there will be a difference between the planned and actual staffing hours. In some cases, departments will have used more hours than they planned to use and in other cases they will have used less hours than they planned. The reasons for using more staff hours than planned could include needing to open and staff additional beds, or needing to care for patients who are either more unwell or who have greater care needs than those patients usually cared for on that ward. The reasons for using less staff hours than planned could include using fewer beds than planned, or caring for patients who are less unwell or with fewer care needs than those patients usually cared for on that ward. The planned staffing level is based on optimal staffing levels and where actual staff is below this on a shift, the Trust has a number of mechanisms to ensure the staffing on that shift remains at a safe and appropriate level.

The average fill rate for the Trust and individual hospital inpatient sites in **February 2015** was as follows:

Site	DAY		NIGHT	
	% Average fill rate RN	% Average Fill rate HCA	% Average fill rate RN	% Average Fill rate HCA
Denmark Hill	94%	108%	97%	159%
PRUH	95%	139%	98%	169%

Appendices:

- Variance report by ward/department (Appendix I)
- Unify upload (Appendix II)

APPENDIX I

VARIANCE REPORT BY WARD / DIVISION

The following wards have been identified as having a variance of greater than 15% against either their day or night staffing for either registered nurses /midwives or care staff during **February**. The Trust website lists the results for all the inpatient wards or departments and details whether there was a deficit or surplus between the planned and actual staffing.

Denmark Hill

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Cardiac	Coronary Care Unit (Sam Ora	966	966	100%	288	299	104%	966	966	100%	35	92	267%	No HCAs on the ward @ night - this is all attributed to specials shifts.
Cardiac	Cotton	1587	1472	93%	1001	1254	125%	1288	1277	99%	368	759	206%	High B5 vacancy rate, using HCAs when RN shifts are not filled. Confused patients requiring specials as well - taking care of hypoxic brain injured patients
Cardiac	Recovery Ward	1277	1162	91%	46	58	125%	1058	1058	100%	0	23	200%	2 HCA shifts: high acuity - on days when we have done 9 cases requiring cardiac anaesthetic
Cardiac	Victoria & Albert	1288	1288	100%	449	483	108%	966	932	96%	0	127	1100%	No HCAs on the ward @ night - this is all attributed to specials shifts.

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Children's	Lion	966	943	98%	299	265	88%	966	943	98%	12	58	500%	Ward operating at safe staffing levels within the planned number. There are occasions where additional HCAs at night are used to support RNs.
Children's	Princess Elizabeth	966	851	88%	322	299	93%	966	897	93%	0	81	700%	Ward operating at safe staffing levels within the planned number. There are occasions where additional HCAs at night are used to support RNs.
Children's	Rays Of Sunshine	2243	2001	89%	311	247	80%	1944	1840	95%	322	150	46%	Vacancy and sickness. Safety of shifts maintained by moving staff from other paediatric wards.
Children's	Toni & Guy	1794	1426	79%	299	288	96%	1645	1357	83%	150	242	162%	short term sickness. Shifts not filled with RNs have been filled with HCA and staff moved from other areas to ensure safety

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Haematology	Davidson	1610	1576	98%	621	587	94%	1300	1254	96%	334	621	186%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering.
Haematology	Derek Mitchell Unit	1587	1426	90%	322	541	168%	989	955	97%	322	541	168%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering.

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Liver and Surgery	Cheere Ward	1196	989	83%	345	334	97%	690	656	95%	334	322	97%	Although the numbers were low for RNs during the day shift where applicable this was escalated to Matron level who sourced support from PDNs and Acute team.
Liver and Surgery	Fisk Ward	1794	1254	70%	391	529	135%	1300	1300	100%	334	357	107%	Although the numbers were low for RNs during the day shift where applicable this was escalated to Matron level who sourced support from PDNs and Acute team. The HCAs usage was a mixture between specialling of patients this month but equally this was trying to top up the shortage for RNs.
Liver and Surgery	Howard Ward	1196	1104	92%	552	863	156%	978	1047	107%	345	541	157%	Had 4.71 Vacancies of RN. Usually we work on an average on 3 RN in Days. Due to RN unavailability HCA's have been utilised instead where possible and Ward Manager covers shifts where possible. HCA over utilisation is for specials which have been authorised by the Matron.
Liver and Surgery	Liver ICU	5325	5716	107%	46	0	25%	5555	6176	111%	46	0	25%	Increased staffing levels due to 2 additional beds opened for 2 weeks and to one patient on ECMO treatment. Two vacancy in HCA which we haven't recruited too as we have 15 ONP nurses.

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Neuro	David Marsden	2254	1938	86%	966	1771	183%	2254	1668	74%	966	2070	214%	Continue vacancy at band 5 - use band 2 if possible to fill as bank & agency trained nurses cannot do medication and neuro obs. We do need to book RN's to maintain a minimum of 5 per shift. High use of specials continues but at RN for earlier in February and at Band 2, on average two patients per shift required specialling. This increased to three pateints later in February.
Neuro	Kinnier Wilson	1599	1564	98%	955	1208	127%	1300	1300	100%	656	943	144%	Over on HCAs - ONP staff awaiting PINs
Neuro	Kinnier Wilson HDU	1932	1898	98%	311	334	107%	1932	1944	101%	161	69	43%	Establishment 2 WTE HCA. 1 HCA vacancy - due to interview with next Trust campaign

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Surgery	Coptcoat Ward	1518	1185	78%	322	357	111%	1012	851	84%	230	311	135%	The areas in red pertain to nights mostly these unfilled shifts are at the weekend when acuity slightly lower. During the day the ward manager is backfilling clinically when acuity high and bank not filled. Ward is safe and assessed daily.
Surgery	Matthew Whiting	1840	1656	90%	1288	1311	102%	1806	1242	69%	667	633	95%	The areas in red pertain to nights mostly these unfilled shifts are at the weekend when acuity slightly lower. During the day the ward manager is backfilling clinically when acuity high and bank not filled. Ward is safe and assessed daily.
Surgery	Trundle	1087	1024	94%	621	633	102%	713	713	100%	552	449	81%	The areas in red pertain to nights mostly these unfilled shifts are at the weekend when acuity slightly lower. During the day the ward manager is backfilling clinically when acuity high and bank not filled. Ward is safe and assessed daily.

Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
TEAM	Twining	2475	2070	84%	1260	1343	107%	1541	1288	84%	966	1035	107%	RN establishment working at amber staffing level (1:6 during the day and 1:7 at night)

PRUH

Division	Ward Name	Day Planned RN	Day Actual RN	%	Day Planned HCA	Day Actual HCA	%	Night Planned RN	Night Actual RN	%	Night Planned HCA	Night Actual HCA	%	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
CCTD	Intensive Care Unit	2898	2921	101%	322	299	93%	2898	3025	104%	322	184	57%	1.0 WTE Vacancy plus 2 HCAs long term sick and shifts not filled by NHSP.

Division	Ward Name	Day Planned RN	Day Actual RN	%	Day Planned HCA	Day Actual HCA	%	Night Planned RN	Night Actual RN	%	Night Planned HCA	Night Actual HCA	%	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Children's	Special Care Baby Unit	851	863	101%	69	219	317%	909	920	101%	23	150	650%	Additional HCAs booked to cover Milk Bank. Some HCAs moved from night shift to day shift

Division	Ward Name	Day Planned RN	Day Actual RN	%	Day Planned HCA	Day Actual HCA	%	Night Planned RN	Night Actual RN	%	Night Planned HCA	Night Actual HCA	%	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Network	Coronary Care Unit (CCU)	1208	1311	109%	12	46	400%	989	955	97%	322	368	114%	No HCAs in the day shift est. These are specials only, covering unfilled RN shifts, and increased acuity during the month

Division	Ward Name	Day Planned RN	Day Actual RN	%	Day Planned HCA	Day Actual HCA	%	Night Planned RN	Night Actual RN	%	Night Planned HCA	Night Actual HCA	%	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
Surgery	Boddington (ORP)	1886	1392	74%	955	1001	105%	1081	886	82%	552	587	106%	We adjust staffing due to patient numbers and generally the reduced staffing is because we have a lower number of patients on the ward.

Division	Ward Name	Day Planned RN	Day Actual RN	%	Day Planned HCA	Day Actual HCA	%	Night Planned RN	Night Actual RN	%	Night Planned HCA	Night Actual HCA	%	Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)
TEAM	Darwin 1 (S1)	1208	1070	89%	966	1714	177%	966	966	100%	322	1150	357%	High usage of HCAs is due to the specials we require - at least 2 additional HCA's per shift.
TEAM	Darwin 2 (S2)	966	1012	105%	966	1466	152%	966	920	95%	368	1219	331%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering. Dementia care ward
TEAM	Emergency Assessment Unit (EAU)	1944	1817	93%	644	1116	173%	1610	1622	101%	483	1208	250%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering - Agreement at December Safer care Forum to place an additional 2 HCA's on each shift
TEAM	Farnborough Ward	1426	1156	81%	1288	1725	134%	1024	978	96%	713	1162	163%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering. Additional HCAs also booked if unable to fill RN shifts.
TEAM	Medical Ward 2	1219	1035	85%	966	1219	126%	966	932	96%	345	437	127%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering. Additional HCAs also booked if unable to fill RN shifts.
TEAM	Medical Ward 3	1219	966	79%	679	989	146%	966	943	98%	345	621	180%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering. Additional HCAs also booked if unable to fill RN shifts.
TEAM	Medical Ward 4	1219	1127	92%	644	920	143%	966	978	101%	334	621	186%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering.
TEAM	Medical Ward 7	1288	1116	87%	966	1024	106%	978	943	96%	345	529	153%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering.
TEAM	Medical Ward 9	1932	1852	96%	644	1104	171%	1610	1541	96%	322	1231	382%	Requirement for additional HCA's due to patient specialling requirement to mitigate risk of falls/wandering.

APPENDIX II

Safer staffing Numbers - February 2015 - Denmark Hill - Final														
Division	Ward Name	Planned RN/RMW Day	Actual RN/RMW Day	% Average fill rate RN - Day	Planned HCA/MSW Day	Actual HCA/MSW Day	% Average Fill rate HCA - Day	Planned RN/RMW Night	Actual RN/RMW Night	% Average fill rate RN - Night	Planned HCA/MSW Night	Actual HCA/MSW Night	% Average Fill rate HCA - Night	
TEAM	Annie Zunz	2205	1883	85%	1350	1350	100%	1426	1323	93%	1035	1104	107%	
Women's	Brunel	1288	1185	92%	564	633	112%	966	955	99%	322	334	104%	
TEAM	Byron	2318	2078	90%	1260	1253	99%	1346	1300	97%	966	966	100%	
Liver and Surgery	Cheere Ward	1196	989	83%	345	334	97%	690	656	95%	334	322	97%	
CCTD	Christine Brown CCU	5152	5463	106%	322	362	113%	5152	5624	109%	322	322	100%	
Surgery	Coptcoat Ward	1518	1185	78%	322	357	111%	1012	851	84%	230	311	135%	
Cardiac	Coronary Care Unit (Sam Ora	966	966	100%	288	299	104%	966	966	100%	35	92	267%	
Cardiac	Cotton	1587	1472	93%	1001	1254	125%	1288	1277	99%	368	759	206%	
Neuro	David Marsden	2254	1938	86%	966	1771	183%	2254	1668	74%	966	2070	214%	
Haematology	Davidson	1610	1576	98%	621	587	94%	1300	1254	96%	334	621	186%	
Liver and Surgery	Dawson	1507	1323	88%	644	771	120%	1288	1231	96%	644	817	127%	
Haematology	Derek Mitchell Unit	1587	1426	90%	322	541	168%	989	955	97%	322	541	168%	
TEAM	Donne	2258	2010	89%	1643	1575	96%	1323	1265	96%	978	1070	109%	
Haematology	ELF & LIBRA Ward	1610	1599	99%	644	575	89%	1288	1300	101%	426	587	138%	
Liver and Surgery	Fisk Ward	1794	1254	70%	391	529	135%	1300	1300	100%	334	357	107%	
Neuro	Frank Cooksey	1238	1095	88%	1020	1058	104%	748	725	97%	667	702	105%	
CCTD	Frank Stansil Critical Care	4508	4336	96%	311	288	93%	4508	4428	98%	311	322	104%	
Children's	Frederick Still (Newborn Unit)	4520	5486	121%	0	0	100%	4520	5543	123%	0	0	100%	
Private Patients	Guthrie Ward	1921	1771	92%	322	299	93%	978	1012	104%	322	322	100%	
Liver and Surgery	Howard Ward	1196	1104	92%	552	863	156%	978	1047	107%	345	541	157%	
CCTD	Jack Steinberg Critical Care	5152	5399	105%	322	276	86%	5152	5503	107%	322	299	93%	
Surgery	Katherine Monk	2611	2346	90%	1231	1242	101%	1967	1702	87%	794	943	119%	
Neuro	Kinnier Wilson	1599	1564	98%	955	1208	127%	1300	1300	100%	656	943	144%	
Neuro	Kinnier Wilson HDU	1932	1898	98%	311	334	107%	1932	1944	101%	161	69	43%	
Children's	Lion	966	943	98%	299	265	88%	966	943	98%	12	58	500%	
Surgery	Lister	2220	2277	103%	656	690	105%	1288	1438	112%	667	702	105%	
Liver and Surgery	Liver ICU	5325	5716	107%	46	0	25%	5555	6176	111%	46	0	25%	
TEAM	Lonsdale	2483	2273	92%	930	1013	109%	1656	1599	97%	679	633	93%	
TEAM	Marjorie Warren	2265	2100	93%	1680	1568	93%	1300	1300	100%	978	978	100%	
TEAM	Mary Ray	2505	2348	94%	1260	1395	111%	1622	1518	94%	966	1196	124%	
Surgery	Matthew Whiting	1840	1656	90%	1288	1311	102%	1806	1242	69%	667	633	95%	
Neuro	Murray Falconer	2266	1978	87%	713	943	132%	1909	1748	92%	656	771	118%	
TEAM	Oliver	2940	2640	90%	840	953	113%	1967	1737	88%	644	748	116%	
Children's	Paediatric Short Stay	575	598	104%	288	322	112%	598	587	98%	299	311	104%	
Women's	Postnatal William Gilliat	2852	2783	98%	1932	1725	89%	2013	2093	104%	1587	1553	98%	
Children's	Princess Elizabeth	966	851	88%	322	299	93%	966	897	93%	0	81	700%	
TEAM	R D Lawrence	2940	2655	90%	840	945	113%	1944	1668	86%	644	702	109%	
Children's	Rays Of Sunshine	2243	2001	89%	311	247	80%	1944	1840	95%	322	150	46%	
Cardiac	Recovery Ward	1277	1162	91%	46	58	125%	1058	1058	100%	0	23	200%	
Cardiac	Sam Oram	1271	1190	94%	644	759	118%	978	863	88%	299	403	135%	
Neuro	The Friends Stroke Unit	2940	2850	97%	1268	1335	105%	2254	2151	95%	966	1047	108%	
Children's	Thomas Cook CCCC	3531	3381	96%	311	334	107%	3531	3381	96%	322	288	89%	
Liver and Surgery	Todd	1783	1840	103%	920	1024	111%	1576	1587	101%	656	702	107%	
Children's	Toni & Guy	1794	1426	79%	299	288	96%	1645	1357	83%	150	242	162%	
Surgery	Trundle	1087	1024	94%	621	633	102%	713	713	100%	552	449	81%	
TEAM	Twining	2475	2070	84%	1260	1343	107%	1541	1288	84%	966	1035	107%	
Cardiac	V&A HDU Ward	1495	1518	102%	322	380	118%	1334	1518	114%	311	322	104%	
Cardiac	Victoria & Albert	1288	1288	100%	449	483	108%	966	932	96%	0	127	1100%	
Haematology	Waddington	966	943	98%	322	310.5	96%	966	954.5	99%	46	57.5	125%	

Safer staffing Numbers - February 2015 - PRUH - Final

Division	Ward Name	Day Planned RN	Day Actual RN	%	Day Planned HCA	Day Actual HCA	%	Night Planned RN	Night Actual RN	%	Night Planned HCA	Night Actual HCA	%
Network	Acute Stroke Unit (PRUH)	1288	1231	96%	955	978	102%	1288	1254	97%	679	690	102%
Surgery	Boddington (ORP)	1886	1392	74%	955	1001	105%	1081	886	82%	552	587	106%
Network	Chartwell Unit	978	1012	104%	633	656	104%	978	955	98%	357	391	110%
Children's	Children's Ward	828	1047	126%	230	288	125%	955	1081	113%	0	12	100%
Network	Coronary Care Unit (CCU)	1208	1311	109%	12	46	400%	989	955	97%	322	368	114%
TEAM	Darwin 1 (S1)	1208	1070	89%	966	1714	177%	966	966	100%	322	1150	357%
TEAM	Darwin 2 (S2)	966	1012	105%	966	1466	152%	966	920	95%	368	1219	331%
TEAM	Emergency Assessment Unit (EAU)	1944	1817	93%	644	1116	173%	1610	1622	101%	483	1208	250%
TEAM	Farnborough Ward	1426	1156	81%	1288	1725	134%	1024	978	96%	713	1162	163%
Network	HASU - Hyper Acute Stroke Unit	1932	1748	90%	644	667	104%	1932	1829	95%	644	621	96%
CCTD	Intensive Care Unit	2898	2921	101%	322	299	93%	2898	3025	104%	322	184	57%
Women's	Maternity Unit (PRU)	1265	1242	98%	886	851	96%	955	989	104%	621	598	96%
TEAM	Medical Ward 1	633	621	98%	621	621	100%	644	644	100%	322	322	100%
TEAM	Medical Ward 2	1219	1035	85%	966	1219	126%	966	932	96%	345	437	127%
TEAM	Medical Ward 3	1219	966	79%	679	989	146%	966	943	98%	345	621	180%
TEAM	Medical Ward 4	1219	1127	92%	644	920	143%	966	978	101%	334	621	186%
TEAM	Medical Ward 6	1288	1185	92%	667	759	114%	1001	966	97%	380	518	136%
TEAM	Medical Ward 7	1288	1116	87%	966	1024	106%	978	943	96%	345	529	153%
Network	Medical Ward 8	1208	1242	103%	598	794	133%	978	978	100%	633	759	120%
TEAM	Medical Ward 9	1932	1852	96%	644	1104	171%	1610	1541	96%	322	1231	382%
Children's	Special Care Baby Unit	851	863	101%	69	219	317%	909	920	101%	23	150	650%
Surgery	Surgical Ward 3	1507	1426	95%	644	621	96%	955	955	100%	380	403	106%
Surgery	Surgical Ward 4	966	932	96%	633	621	98%	702	644	92%	587	598	102%
Surgery	Surgical Ward 5	1622	1622	100%	1196	1426	119%	1530	1564	102%	736	897	122%
Surgery	Surgical Ward 6	1403	1380	98%	633	771	122%	978	1001	102%	437	518	118%
Surgery	Surgical Ward 7	1714	1587	93%	1622	1645	101%	1587	1507	95%	1530	1530	100%
women's	Surgical Ward 8	1196	1162	97%	644	633	98%	966	955	99%	311	311	100%