

**EXECUTIVE SUMMARY**

**REPORT TO THE BOARD OF DIRECTORS**

**HELD ON 24<sup>TH</sup> November 2015**

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 **October 2015** were as follows:

| <b>September 2015</b> |                               |                                |                               |                                |
|-----------------------|-------------------------------|--------------------------------|-------------------------------|--------------------------------|
| <b>Site</b>           | <b>DAY</b>                    |                                | <b>NIGHT</b>                  |                                |
|                       | <b>% Average fill rate RN</b> | <b>% Average Fill rate HCA</b> | <b>% Average fill rate RN</b> | <b>% Average Fill rate HCA</b> |
| <b>Denmark Hill</b>   | <b>92%</b>                    | <b>104%</b>                    | <b>94%</b>                    | <b>136%</b>                    |
| <b>PRUH</b>           | <b>96%</b>                    | <b>111%</b>                    | <b>98%</b>                    | <b>112%</b>                    |

**Appendices:**

- October 2015 Variance report by ward/department (Appendix I)
- October 2015 Unify Upload (Appendix II)



Nursing\_staff\_return(Oct15).zip

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 Nursing, Midwifery and Care staff during **October 2015**. 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.

PRUH/Orpington

| Division   | Ward                     | Day Planned RN | Day Actual RN | % Average fill rate RN - Day | Day Planned HCA | Day Actual HCA | % Average Fill rate HCA - Day | Night Planned RN | Night Actual RN | % Average fill rate RN - Night | Night Planned HCA | Night Actual HCA | % 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 (CCU) | 1415           | 1357          | 96%                          | 23              | 46             | 200%                          | 1139             | 1104            | 97%                            | 0                 | 46               | 400%                            | HCA over due to specials for patient needing 1:1 nursing                                                                        |
| CCTD       | Intensive Care Unit      | 3209           | 2967          | 92%                          | 357             | 276            | 77%                           | 3209             | 2956            | 92%                            | 357               | 265              | 74%                             | 1 HCA on LTS and 1 vacancy. Unable to backfill all shifts via NHSP so moved staff around so that patient care was not effected. |
| Children's | Childrens Ward           | 1300           | 1311          | 101%                         | 311             | 311            | 100%                          | 1127             | 1277            | 113%                           | 230               | 23               | 10%                             | HCA vacancy so used band 5 nurses where required.                                                                               |
| Children's | Special Care Baby Unit   | 1024           | 989           | 97%                          | 23              | 127            | 550%                          | 1024             | 1001            | 98%                            | 35                | 92               | 267%                            | Additional HCAs booked to cover RN shortages.                                                                                   |

| Division | Ward                           | Day Planned RN | Day Actual RN | % Average fill rate RN - Day | Day Planned HCA | Day Actual HCA | % Average Fill rate HCA - Day | Night Planned RN | Night Actual RN | % Average fill rate RN - Nigh <sup>+</sup> | Night Planned HCA | Night Actual HCA | % Average Fill rate HCA - Nigh | Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)                      |
|----------|--------------------------------|----------------|---------------|------------------------------|-----------------|----------------|-------------------------------|------------------|-----------------|--------------------------------------------|-------------------|------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Network  | Acute Stroke Unit (PRUH)       | 1449           | 1415          | 98%                          | 1058            | 1001           | 95%                           | 1369             | 1070            | 78%                                        | 863               | 1047             | 121%                           | There are currently nurses awaiting their Pin and this will reflect in the HCA numbers hence showing higher than planned and lower for RN. |
| Network  | Chartwell Unit                 | 1012           | 1058          | 105%                         | 667             | 690            | 103%                          | 1047             | 1093            | 104%                                       | 426               | 552              | 130%                           | HCA at night due to requirement of one patient for 1:1 care.                                                                               |
| Network  | HASU - Hyper Acute Stroke Unit | 2139           | 1875          | 88%                          | 713             | 679            | 95%                           | 2139             | 1944            | 91%                                        | 713               | 506              | 71%                            | Although Bank shifts were not filled we ensured that staff were moved around to support the ward to ensure patient care was not effected.  |
| Network  | Ontario (ORP)                  | 1070           | 863           | 81%                          | 1035            | 610            | 59%                           | 748              | 736             | 98%                                        | 748               | 518              | 69%                            | 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             | Day Planned RN | Day Actual RN | % Average fill rate RN - Day | Day Planned HCA | Day Actual HCA | % Average Fill rate HCA - Day | Night Planned RN | Night Actual RN | % Average fill rate RN - Nigh <sup>+</sup> | Night Planned HCA | Night Actual HCA | % Average Fill rate HCA - Nigh | Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red)                              |
|----------|------------------|----------------|---------------|------------------------------|-----------------|----------------|-------------------------------|------------------|-----------------|--------------------------------------------|-------------------|------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Surgery  | Boddington (ORP) | 2116           | 1599          | 76%                          | 1070            | 679            | 63%                           | 1104             | 955             | 86%                                        | 702               | 587              | 84%                            | We adjust staffing due to patient numbers and generally the reduced staffing is because we have a lower number of patients on the ward.            |
| Surgery  | Surgical Ward 4  | 1127           | 1139          | 101%                         | 909             | 656            | 72%                           | 748              | 736             | 98%                                        | 690               | 679              | 98%                            | We adjust staffing to reflect patient numbers so are trying to reduce the HCA usage where possible and ensuring that patient care is not effected. |

| Division | Ward           | Day Planned RN | Day Actual RN | % Average fill rate RN - Day | Day Planned HCA | Day Actual HCA | % Average Fill rate HCA - Day | Night Planned RN | Night Actual RN | % Average fill rate RN - Nigh <sup>+</sup> | Night Planned HCA | Night Actual HCA | % Average Fill rate HCA - Nigh | Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red) |
|----------|----------------|----------------|---------------|------------------------------|-----------------|----------------|-------------------------------|------------------|-----------------|--------------------------------------------|-------------------|------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| TEAM     | Medical Ward 3 | 1254           | 1001          | 80%                          | 1081            | 1127           | 104%                          | 1081             | 1070            | 99%                                        | 736               | 748              | 102%                           | Ward manager and Matron supporting ward when short of RN as required                                                  |
| TEAM     | Medical Ward 4 | 1300           | 1357          | 104%                         | 1311            | 1001           | 76%                           | 1070             | 1047            | 98%                                        | 1070              | 1093             | 102%                           | All shifts where vacancy exists, patient care is assessed and prioritised                                             |
| TEAM     | Medical Ward 6 | 1219           | 1242          | 102%                         | 1047            | 863            | 82%                           | 1070             | 1058            | 99%                                        | 725               | 840              | 116%                           | HCA uplift has just been approve in September as such we are in the process of recruiting to this vacancy             |
| TEAM     | Medical Ward 9 | 2139           | 2013          | 94%                          | 1139            | 897            | 79%                           | 2139             | 1944            | 91%                                        | 1242              | 1035             | 83%                            | AMU HCA recruitment is ongoing - all shifts where vacancy exists patient care is assessed and prioritised             |

| Division | Ward                 | Day Planned RN | Day Actual RN | % Average fill rate RN - Day | Day Planned HCA | Day Actual HCA | % Average Fill rate HCA - Day | Night Planned RN | Night Actual RN | % Average fill rate RN - Nigh <sup>+</sup> | Night Planned HCA | Night Actual HCA | % Average Fill rate HCA - Nigh | Review by HON/Matron/Ward where 15% or more of nursing hours did not meet agreed staffing levels (Highlighted in red) |
|----------|----------------------|----------------|---------------|------------------------------|-----------------|----------------|-------------------------------|------------------|-----------------|--------------------------------------------|-------------------|------------------|--------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Women's  | Maternity Unit (PRU) | 1380           | 1426          | 103%                         | 1001            | 817            | 82%                           | 1047             | 1070            | 102%                                       | 702               | 667              | 95%                            | Unable to fill shift via Bank but moved staff around to ensure patient care was not effected.                         |

## Denmark Hill

| Division | Ward Name                     | Shift pattern | 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 Oram) | 2             | 1070               | 1070              | 100%                         | 322                 | 391                | 121%                          | 1070                 | 1058                | 99%                            | 35                    | 115                  | 333%                            | High HCA levels due to Specialising requirements                                                                      |
| Cardiac  | Cotton                        | 2             | 1725               | 1656              | 96%                          | 1035                | 1024               | 99%                           | 1426                 | 1219                | 85%                            | 357                   | 587                  | 165%                            | High HCA levels due to Specialising requirements                                                                      |
| Cardiac  | Sam Oram                      | 2             | 1403               | 1259              | 90%                          | 615                 | 857                | 139%                          | 1081                 | 1001                | 93%                            | 357                   | 667                  | 187%                            | High HCA levels due to Specialising requirements                                                                      |
| Cardiac  | V&A HDU Ward                  | 2             | 1633               | 1553              | 95%                          | 357                 | 253                | 71%                           | 1438                 | 1403                | 98%                            | 357                   | 322                  | 90%                             | Substantive HCA's moved to Ward to support specialising requirements.                                                 |
| Cardiac  | Victoria & Albert             | 2             | 1392               | 1323              | 95%                          | 322                 | 437                | 136%                          | 1070                 | 1035                | 97%                            | 12                    | 92                   | 800%                            | High HCA levels due to Specialising requirements                                                                      |

| Division   | Ward Name          | Shift pattern | 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               | 2             | 1116               | 1208              | 108%                         | 368                 | 253                | 69%                           | 1104                 | 1058                | 96%                            | 81                    | 92                   | 114%                            | There are vacancies here but we have moved staff around based on acuity to support the shortages and to ensure patient care is not effected. |
| Children's | Princess Elizabeth | 2             | 1139               | 1081              | 95%                          | 368                 | 495                | 134%                          | 1081                 | 1024                | 95%                            | 161                   | 265                  | 164%                            | The ward has a vacancy factor and where possible have used HCA's to support as well as to special 1:1.                                       |
| Children's | Rays Of Sunshine   | 2             | 2473               | 2093              | 85%                          | 357                 | 322                | 90%                           | 2162                 | 1967                | 91%                            | 311                   | 207                  | 67%                             | There are vacancies here but we have moved staff around based on acuity to support the shortages and to ensure patient care is not effected. |
| Children's | Toni & Guy         | 2             | 2139               | 1668              | 78%                          | 334                 | 311                | 93%                           | 1760                 | 1438                | 82%                            | 161                   | 322                  | 200%                            | The ward has a vacancy factor and where possible have used HCA's to support as well as to special 1:1.                                       |

| Division    | Ward Name           | Shift pattern | 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            | 2             | 1760               | 1547              | 88%                          | 690                 | 667                | 97%                           | 1426                 | 1277                | 90%                            | 368                   | 541                  | 147%                            | Increase of CSW usage in the night due cover RN shortfall, therefore running shifts in amber. Substantive/bank RN usage is diluted within the unit to facilitate an amber shift. |
| Haematology | Derek Mitchell Unit | 2             | 1783               | 1484              | 83%                          | 357                 | 707                | 198%                          | 1116                 | 1104                | 99%                            | 357                   | 667                  | 187%                            | Increase of CSW usage in the night due cover RN shortfall, therefore running shifts in amber. Substantive/bank RN usage is diluted within the unit to facilitate an amber shift. |
| Haematology | ELF & LIBRA Ward    | 2             | 1783               | 1432              | 80%                          | 702                 | 633                | 90%                           | 1438                 | 1334                | 93%                            | 368                   | 477                  | 130%                            | Increase of CSW usage in the night due cover RN shortfall, therefore running shifts in amber. Substantive/bank RN usage is diluted within the unit to facilitate an amber shift. |
| Haematology | Waddington          | 2             | 1070               | 1012              | 95%                          | 357                 | 339                | 95%                           | 1070                 | 1047                | 98%                            | 23                    | 35                   | 150%                            | Increase of CSW usage in the night due cover RN shortfall, therefore running shifts in amber. Substantive/bank RN usage is diluted within the unit to facilitate an amber shift. |

| Division        | Ward Name   | Shift pattern | 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 Renal | Cheere Ward | 2             | 1058               | 932               | 88%                          | 357                 | 437                | 123%                          | 736                  | 713                 | 97%                            | 357                   | 391                  | 110%                            | Increase of CSW00 usage is due cover RN shortfall, therefore running shifts in amber. Substantive/bank RN usage is diluted within the unit to facilitate an amber shift. |
| Liver and Renal | Fisk Ward   | 2             | 1426               | 1265              | 89%                          | 529                 | 587                | 111%                          | 1426                 | 1334                | 94%                            | 391                   | 541                  | 138%                            | Increase of CSW00 usage is due cover RN shortfall, therefore running shifts in amber. Substantive/bank RN usage is diluted within the unit to facilitate an amber shift. |
| Liver and Renal | Howard Ward | 2             | 1300               | 1288              | 99%                          | 633                 | 713                | 113%                          | 1104                 | 1070                | 97%                            | 414                   | 541                  | 131%                            | Howard ward had a high usage of HCA specialising which Specialising Team were unable to cover                                                                            |
| Liver and Renal | Liver ICU   | 2             | 6590               | 7372              | 112%                         | 161                 | 69                 | 43%                           | 6532                 | 6613                | 101%                           | 81                    | 46                   | 57%                             | One HCA on long term sick                                                                                                                                                |

| Division | Ward Name          | Shift pattern | 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      | 2             | 2496               | 2024              | 81%                          | 1173                | 1875               | 160%                          | 2358                 | 1863                | 79%                            | 1208                  | 1978                 | 164%                            | RN vacancies x 8; have 3 ONP's in training plus LTS x 1 RN. Bank RN do not have the neuro skills so backfill many shifts with HCA. Also HCA specials. |
| Neuro    | Kinnier Wilson     | 2             | 1783               | 1714              | 96%                          | 1070                | 1035               | 97%                           | 1426                 | 1242                | 87%                            | 748                   | 909                  | 122%                            | Bank RN does not have the skills for neuro patients/trache so often backfill RN sickness with HCA                                                     |
| Neuro    | Kinnier Wilson HDU | 2             | 2139               | 2070              | 97%                          | 242                 | 46                 | 19%                           | 2139                 | 2139                | 100%                           | 92                    | 46                   | 50%                             | Have one HCA vacancy - new starter Dec. Only use HCA if RN down or to special until we have our substantive staff.                                    |

| Division | Ward Name       | Shift pattern | 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   | 2             | 1518               | 1288              | 85%                          | 322                 | 449                | 139%                          | 1070                 | 955                 | 89%                            | 265                   | 322                  | 122%                            | Had to staff Twining ward due to bed pressures so moved staff around to ensure patient care was not effected.         |
| Surgery  | Katherine Monk  | 2             | 2841               | 2473              | 87%                          | 1357                | 1645               | 121%                          | 2185                 | 2070                | 95%                            | 1139                  | 1541                 | 135%                            | Had to staff Twining due to bed pressures. Increased patients that need specialising with CSW & RMN.                  |
| Surgery  | Lister          | 2             | 2576               | 1978              | 77%                          | 736                 | 920                | 125%                          | 1530                 | 1392                | 91%                            | 759                   | 1012                 | 133%                            | Increase in RMN as some patients requiring 1:2 RMN                                                                    |
| Surgery  | Matthew Whiting | 2             | 2116               | 1794              | 85%                          | 1472                | 1599               | 109%                          | 1472                 | 1300                | 88%                            | 736                   | 1081                 | 147%                            | Increase in HCA usage as patients required 1:1 specialising.                                                          |

| Division | Ward Name       | Shift pattern | 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     | Annie Zunz      | 2             | 1691               | 1645              | 97%                          | 863                 | 920                | 107%                          | 1461                 | 1415                | 97%                            | 874                   | 1070                 | 122%                            | Additional HCA requirements at night for 1:1 care & to support fundamental nursing care                                                                  |
| TEAM     | Byron           | 2             | 2128               | 1737              | 82%                          | 1070                | 1231               | 115%                          | 1783                 | 1415                | 79%                            | 1058                  | 1196                 | 113%                            | ward operating at amber nursing levels. Additional HCA support (day and night shifts) to ensure fundamental care needs for patients are consistently met |
| TEAM     | Lonsdale        | 2             | 2059               | 1518              | 74%                          | 1070                | 1116               | 104%                          | 1783                 | 1495                | 84%                            | 725                   | 863                  | 119%                            | ward operating at amber nursing levels. Additional HCA support (day and night shifts) to ensure fundamental care needs for patients are consistently met |
| TEAM     | Marjorie Warren | 2             | 2369               | 2001              | 84%                          | 1208                | 1357               | 112%                          | 1426                 | 1438                | 101%                           | 1070                  | 1116                 | 104%                            | ward operating at amber nursing levels. Additional HCA support (day and night shifts) to ensure fundamental care needs for patients are consistently met |
| TEAM     | Mary Ray        | 2             | 2128               | 1737              | 82%                          | 1104                | 1242               | 113%                          | 1898                 | 1472                | 78%                            | 1104                  | 1219                 | 110%                            | ward operating at amber nursing levels. Additional HCA support (day and night shifts) to ensure fundamental care needs for patients are consistently met |
| TEAM     | Oliver          | 2             | 2496               | 2024              | 81%                          | 1024                | 1150               | 112%                          | 2162                 | 1760                | 81%                            | 748                   | 909                  | 122%                            | ward operating at amber nursing levels. Additional HCA support (day and night shifts) to ensure fundamental care needs for patients are consistently met |
| TEAM     | R D Lawrence    | 2             | 2576               | 2116              | 82%                          | 851                 | 863                | 101%                          | 2220                 | 1932                | 87%                            | 736                   | 759                  | 103%                            | ward operating at amber nursing levels. Additional HCA support (day and night shifts) to ensure fundamental care needs for patients are consistently met |

| Division | Ward Name | Shift pattern | 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) |
|----------|-----------|---------------|--------------------|-------------------|------------------------------|---------------------|--------------------|-------------------------------|----------------------|---------------------|--------------------------------|-----------------------|----------------------|---------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Women's  | Brunel    | 2             | 1426               | 1403              | 98%                          | 587                 | 483                | 82%                           | 1093                 | 1081                | 99%                            | 380                   | 368                  | 97%                             | HCA day fill rate below due to vacancy post recruited to but staff ensure that patient care was not effected.         |