West Hertfordshire Hospitals NHS
NHS Trust

Trust Board Meeting

16 April 2015

Title of Paper:	**Safe staffing Nursing and Midwifery Report**
Agenda Item:	**13a/26**
Lead Executive:	Tracey Carter Chief Nurse and Director of Infection Prevention and Control
Author:	Toni Nettleton Lead Nurse Workforce
Trust Objectives:	Achieving continuous improvement in the quality of patient care that we provide and the delivery of service performance across all areas
Purpose:	Provides an update on the progress regarding the arrangements within the Trust for managing safe nursing and midwifery staffing levels within inpatient wards

Please add which panel and/or group that the paper has been previously discussed at prior to TLEC

	Panel/Group	Date
Name:	Quality & Safety Group	Monday 16 March 2015
Date:	TLEC	Thursday 26 March 2015
	PSQR	Tuesday 7 April 2015

Benefits to patients and patient safety implications
To assure we have sufficient qualified, skilled and experienced staff to meet patient's care needs on a shift-by-shift, day-by-day basis to give safe quality care to patients.

Risk implications for the Trust	**Mitigations actions (controls)**
Patient safety and clinical quality of care are likely to suffer as a consequence of not having the right staff with the right skills in the right place at the right time. This will lead to a suboptimal patient experience and potential poor Trust publicity.	Utilisation bank and agency to maintain safe staffing levels. Implementation of a real time database with trust-wide shared access for senior nurses to identify risks and manage nursing and midwifery staffing levels on a day-to-day, shift-by-shift basis. Reporting mechanisms robust and assured

Links to Board Assurance Framework, CQC outcomes, statutory requirements
The Care Quality Commission (CQC), under regulation 10(3) of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2010

Legal implications (if applicable)

Financial implications (if applicable)
Use of temporary staff to support specials use and vacancies.

Recommendations
To note the contents of this report and the progress made.

Agenda Item: 13a/26

Trust Board - 16 April 2015

Nursing and midwifery safe staffing report

Tracey Carter, Chief Nurse and Director of Infection Prevention and Control

1. Purpose

1.1 This paper provides an update on managing safe nursing and midwifery staffing levels within inpatient wards during January 2015.

2. Background

2.1 Papers and reports follow the route of; Quality and Safety Group (QSG), Trust Leadership Executive Committee (TLEC) and Patient Safety, Quality and Risk Group (PSQR).

2.2 The Trust submitted all unify data to NHS England as required by 12 February for January data, which was available to view on NHS Choices website at the end of February. See Appendix 1 for January unify data by site and ward.

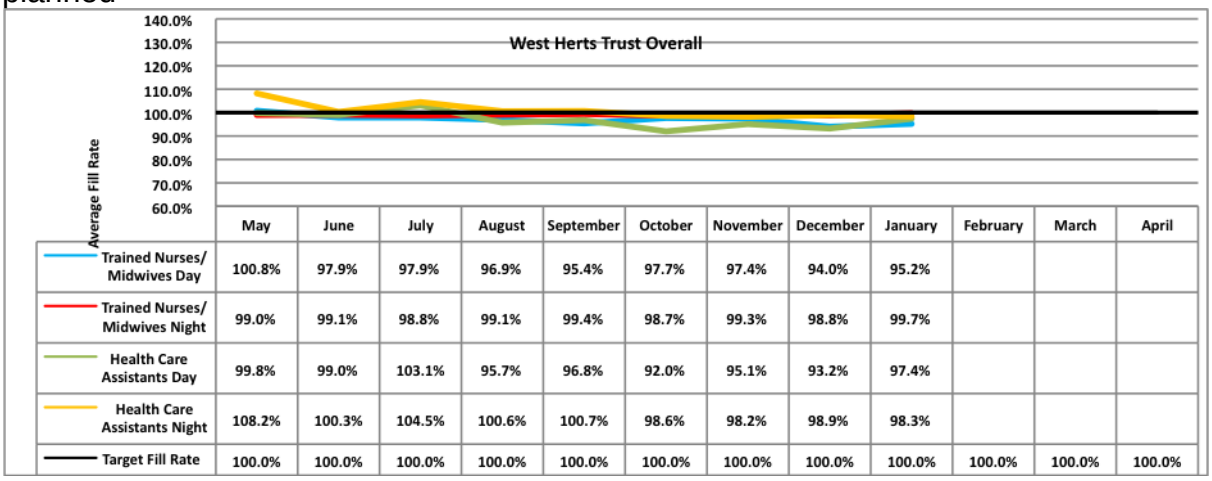
3. Analysis/Discussion

3.1 In January the Trust reported 95.2%of hours were filled for trained nurses and midwives on days and 99.7% on nights. For healthcare assistants 97.4% of hours were filled on days and 98.3% were filled on nights. This shows an increase in filled hours for January in comparison to December on days and nights for both trained nurses and midwives and an increase on days for healthcare assistants. There was a slight decrease in hours filled on nights for healthcare assistants.

3.2 Comparison data and trends overall in the Trust and by hospital can be seen in tables 1-4 below. This shows all staff on duty including unplanned essential staff e.g. 1:1 specials. When compared to December, the overall fill rate shows an increase in filled hours for trained nurses and midwifes on days and night. Healthcare assistants show an increase in filled hours on days and a slight decrease on nights.

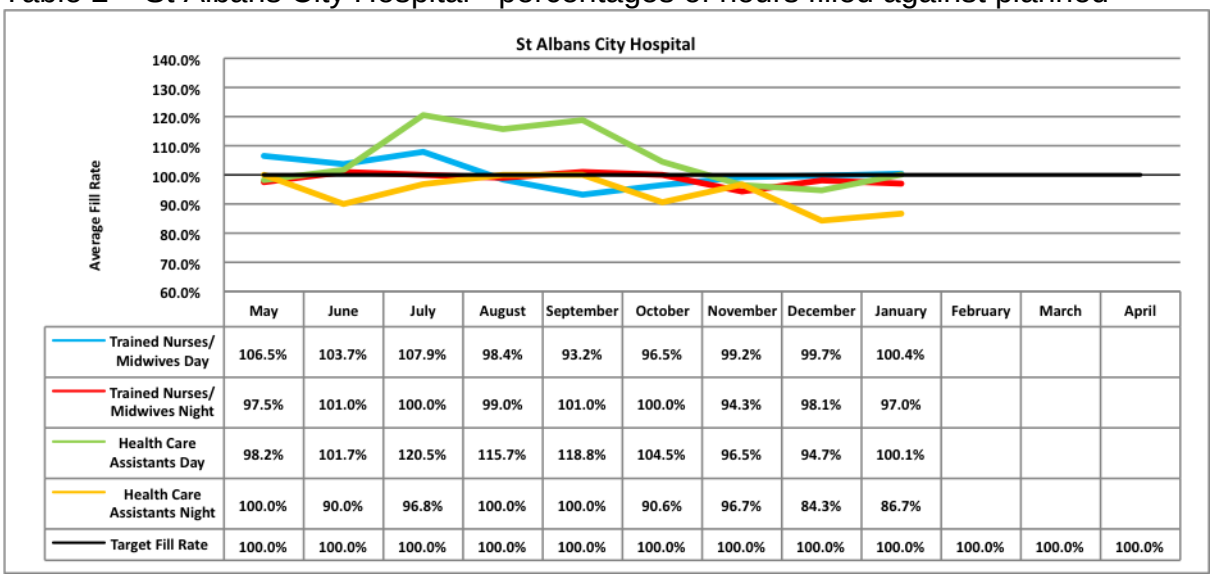
Monthly comparison data and trends of the percentage of filled hours against planned hours by division are shown in appendix 2.

Table 1 – West Hertfordshire Hospitals - overall percentage of hours filled against planned



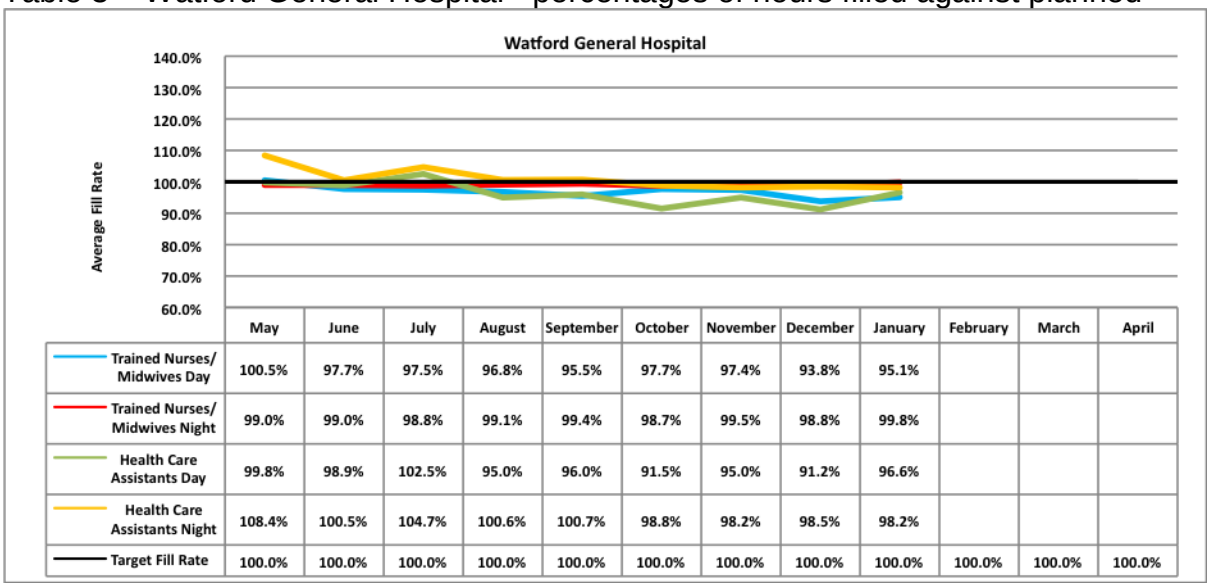
	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day	100.8%	97.9%	97.9%	96.9%	95.4%	97.7%	97.4%	94.0%	95.2%			
Trained Nurses/ Midwives Night	99.0%	99.1%	98.8%	99.1%	99.4%	98.7%	99.3%	98.8%	99.7%			
Health Care Assistants Day	99.8%	99.0%	103.1%	95.7%	96.8%	92.0%	95.1%	93.2%	97.4%			
Health Care Assistants Night	108.2%	100.3%	104.5%	100.6%	100.7%	98.6%	98.2%	98.9%	98.3%			
Target Fill Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 2 – St Albans City Hospital - percentages of hours filled against planned



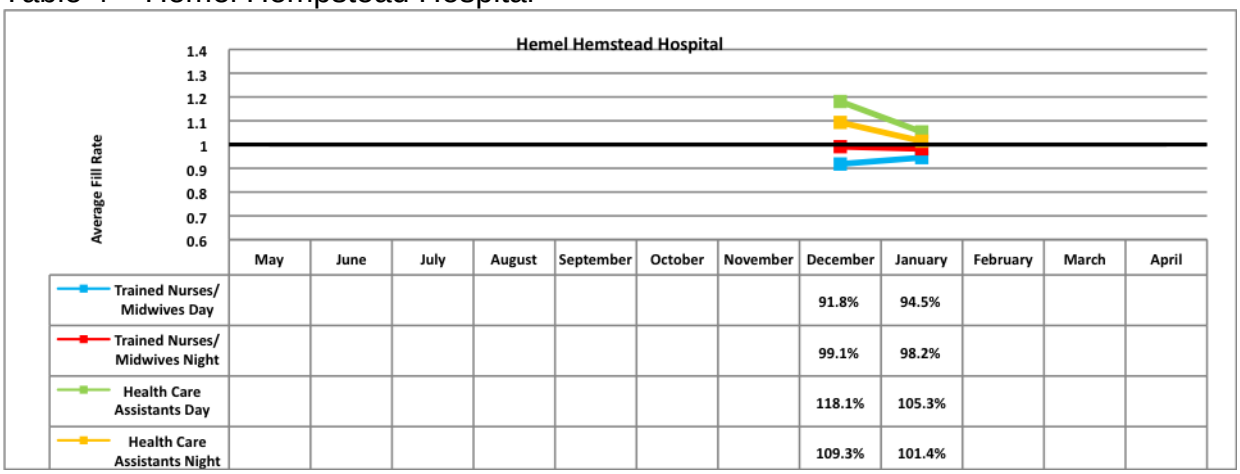
	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day	106.5%	103.7%	107.9%	98.4%	93.2%	96.5%	99.2%	99.7%	100.4%			
Trained Nurses/ Midwives Night	97.5%	101.0%	100.0%	99.0%	101.0%	100.0%	94.3%	98.1%	97.0%			
Health Care Assistants Day	98.2%	101.7%	120.5%	115.7%	118.8%	104.5%	96.5%	94.7%	100.1%			
Health Care Assistants Night	100.0%	90.0%	96.8%	100.0%	100.0%	90.6%	96.7%	84.3%	86.7%			
Target Fill Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 3 – Watford General Hospital - percentages of hours filled against planned



	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day	100.5%	97.7%	97.5%	96.8%	95.5%	97.7%	97.4%	93.8%	95.1%			
Trained Nurses/ Midwives Night	99.0%	99.0%	98.8%	99.1%	99.4%	98.7%	99.5%	98.8%	99.8%			
Health Care Assistants Day	99.8%	98.9%	102.5%	95.0%	96.0%	91.5%	95.0%	91.2%	96.6%			
Health Care Assistants Night	108.4%	100.5%	104.7%	100.6%	100.7%	98.8%	98.2%	98.5%	98.2%			
Target Fill Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4 – Hemel Hempstead Hospital

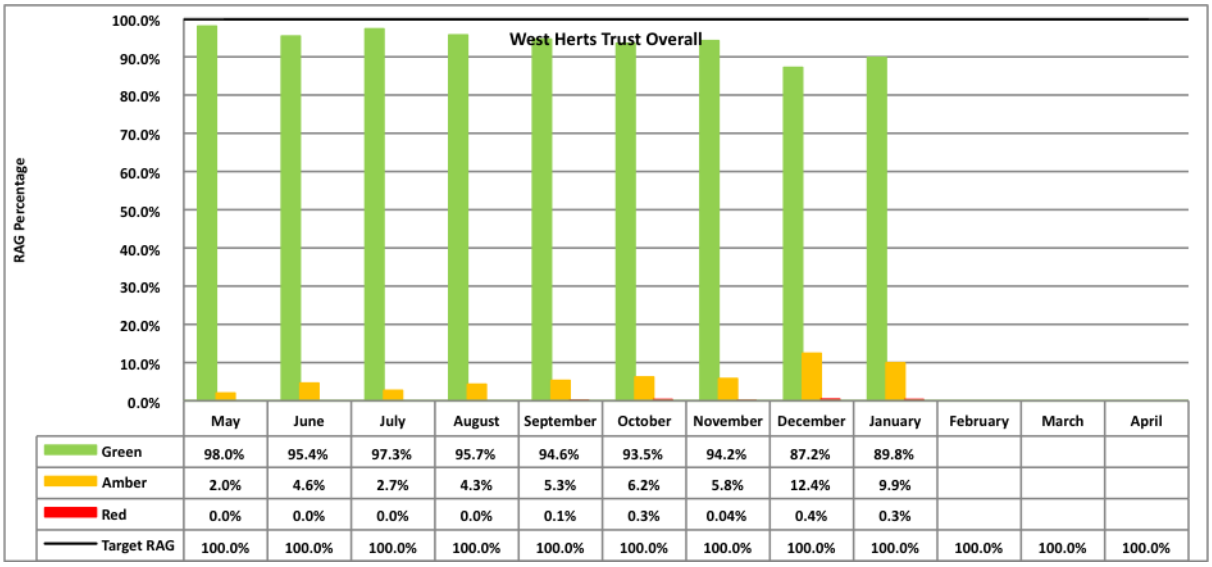


	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day								91.8%	94.5%			
Trained Nurses/ Midwives Night								99.1%	98.2%			
Health Care Assistants Day								118.1%	105.3%			
Health Care Assistants Night								109.3%	101.4%			

3.3 Some clinical areas were noted to have an increase in hours above planned hours for healthcare assistants due to fluctuations in the acuity or dependency of patients on some shifts e.g 1:1 specials and escorts. Clinical areas also mitigated risks on some shifts with a healthcare assistant where a trained nurse could not be sourced to maintain safe care.

3.4 All shifts day and night are professionally judged by the nurse in charge of the clinical area for safety by Red, Amber and Green (RAG) rating. Across all wards and departments there were 2,428 day and night shifts in January. Of these shifts 2,181 (89.8%)were rated green, 240 (9.9%) rated amber and 7 (0.3%) rated red. This shows a decrease in amber and red shifts in comparison to the month of December. All areas that rated red and amber on a day or night shift took action to mitigate risks to maintain patient safety.

3.5 There was a 3% decrease in amber ratings during January in comparison with December, and 0.1% decrease in shifts recorded as red. See below monthly trends for overall percentage of shift RAG rating and appendix 3 for comparison data and trends by division.



	May	June	July	August	September	October	November	December	January	February	March	April
Green	98.0%	95.4%	97.3%	95.7%	94.6%	93.5%	94.2%	87.2%	89.8%			
Amber	2.0%	4.6%	2.7%	4.3%	5.3%	6.2%	5.8%	12.4%	9.9%			
Red	0.0%	0.0%	0.0%	0.0%	0.1%	0.3%	0.04%	0.4%	0.3%			
Target RAG	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

3.6 Details of the safe staffing exception report for January can be found in appendix 4, with mitigations by shift to maintain safe staffing on the red and amber rated days.

3.7 A total of 1057 (24.6%) band 7 supervisory hours was lost in January to mitigate against unfilled hours and maintain safe patient care. This was a decrease of 255 hrs in comparison to December. Supervisory lost hours will impact on the ability of the Band 7s to carry out their full role.

3.8 Workforce red flag events continue to be closely monitored and reported through the daily 'Onion' meetings. In the month of January the Trust recorded 6 red flag shifts where there were less than 2 registered nurses on duty, this is a slight increase in comparison to December. All areas took action to mitigate risks to maintain patient safety.

3.9 In January a total of 210 shifts were recorded where there was more than 8hrs of trained nursing hours less than planned. This was an increase in comparison to December. All areas took action to mitigate risks to maintain patient safety.

3.10 Number and percentage of RAG rated shifts; red flag events and supervisory lost hours by division and ward for January 2015 can be seen in appendix 5 along with comparison supervisory hours lost by ward for the months of November, December 2014 and January 2015.

3.11 The Recruitment and retention of registered nurses remains a challenge and as of 31 January the vacancy for registered nurses and midwives was 17.1% (245.5 wte). This is an increase of 1.9% from December. The Healthcare assistant vacancy is currently 21.3% (116.6 wte).

3.12 Biweekly cohort recruitment continues to take place for registered nurses and for healthcare assistants. As of 31 January there are 111 registered nurses and 32 unqualified healthcare assistants waiting to start. Of this total of 143, 31 have been recruited from staff already working in within the Trust. In addition 55 job offers have been made to nursing and midwifery candidates from February 01 to February 11.

3.13 A business case and recruitment plan is currently being developed to look at all the options available to fill vacant posts by recruiting overseas both internationally in Europe and locally.

3.14 The Chief Nursing Officer for England, Jane Cummings, wrote to all CEO's and Directors of Nursing on 17th February 2015 outlining the next stages of the Safer Staffing work.

3.15 Following a range of actions including the publishing of actual versus planned staffing numbers on a monthly basis, an outstanding requirement of this work is the publication of nursing safer staffing indicators, the aim is to provide an overall RAG rating for Trusts that will be published on the NHC Choices website and also the Trust's own Intranet pages. This will commence late in the spring of 2015 and will be updated monthly. The measures will comprise a set of indicators and an overall composite measure that is calculated from

information available already from the Health and Social Care Information Centre (HSCIC) and the national Electronic Staff Records Central Team and include:

a) Staff sickness rates, taken from the ESR (published by HSCIC)
b) The proportion of mandatory training completed, taken from the National Staff Survey measure
c) Completion of a Performance Development Review (PDR) in the last 12 months, taken from the National staff survey measure
d) Staff views on staffing, taken from the National Staff Survey measure
e) Patient views on staffing, taken from the National Patient Survey measure.

3.14 Trusts can be rated in the following ways:

a) Among the Best - Green
b) Within expected range - Blue
c) Among the Worst - Red

3.15 The Trust has been given first sight of the test-run data and is currently 'within expected range' for all indicators including the overall composite indicator. However, NHS England has advised that this work has yet to get to a position of maturity before it can be published in detail.

3.16 In Jan 2014, The National Institute for Clinical Excellence published their draft guideline on safe staffing for Nursing in Accident and Emergency Departments. The focus of the guideline makes recommendations on safe nurse staffing requirements in Type 1 Accident and Emergency settings based on best available evidence. The Trust made a full response to the consultation document that closed to comments on 12 February.

4. Risks

4.1 Data is currently sourced from both electronic and manual data entry, to enable ratification of robust data collection. User error and administrative failure remain a risk to data quality.

4.2 Recruitment and retention of staff is a key to enable the reduction of the vacancy rate and use of temporary staff.

5. Recommendation

4.1 The Trust Board is asked to note the contents of the report.

Tracey Carter
Chief Nurse and Director of Infection Prevention and Control

20 March 2015

APPENDIX 1

April 2015

West Hertfordshire Hospitals Unify Fill rate indicator return Staffing: Nursing, midwifery and care staff January 2015

	Day				Night							
	Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Day		Night	
Site Name	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
Hemel Hempstead Hospital	2844.5	2688.5	2599	2737	2495.5	2449.5	2438	2472.5	94.5%	105.3%	98.2%	101.4%
St Albans City Hospital	1917	1925.5	881.5	882.5	1150	1115.5	345	299	100.4%	100.1%	97.0%	86.7%
Watford General Hospital	50094.5	47634	26350	25447.5	43780.5	43700	19331.5	18975	95.1%	96.6%	99.8%	98.2%

APPENDIX 1

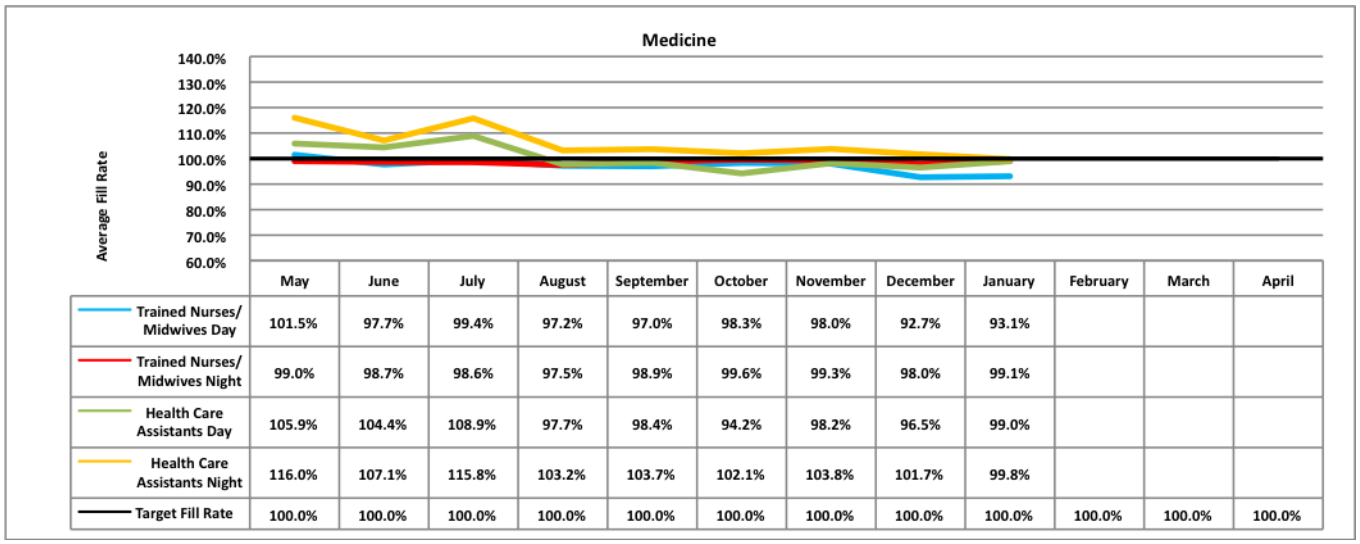
April 2015

West Hertfordshire Hospitals NHS Trust Unify Fill rate indicator return by ward January 2015

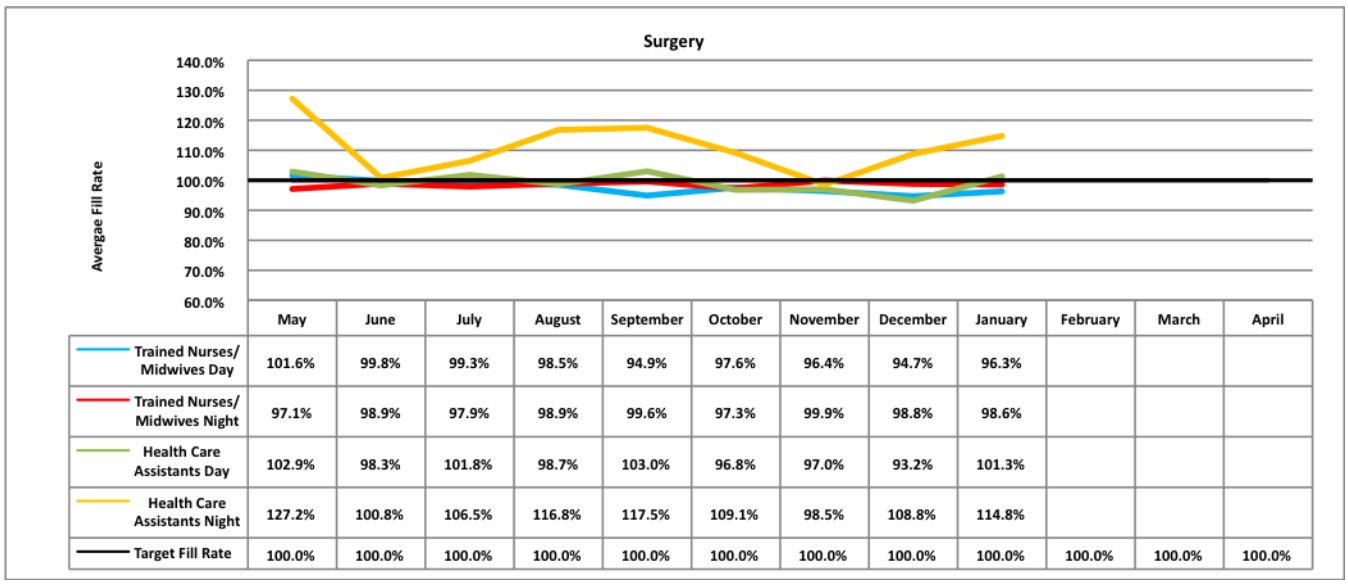
					Day				Night				Day		Night	
Hospital Site Details		Ward name	Main 2 Specialties on each ward		Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
	Hospital Site name		Specialty 1	Specialty 2	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours				
RWG02	Watford General	AAU Blue Level 1	300 - GENERAL MEDICINE		1219.5	1181.5	713	713	1069.5	1035	713	701.5	96.9%	100.0%	96.8%	98.4%
RWG02	Watford General	AAU Yellow Level 1	300 - GENERAL MEDICINE		1212	1150.5	713	713	1069.5	1046.5	713	678.5	94.9%	100.0%	97.8%	95.2%
RWG02	Watford General	AAU Green Level 1	300 - GENERAL MEDICINE		1197	1155	713	655.5	1069.5	1058	713	701.5	96.5%	91.9%	98.9%	98.4%
RWG02	Watford General	AAU Red Suite	300 - GENERAL MEDICINE		1219.5	1123.5	713	690	1069.5	1069.5	356.5	356.5	92.1%	96.8%	100.0%	100.0%
RWG02	Watford General	AAU Blue & Yellow Level 3	300 - GENERAL MEDICINE		2653	2573	1782.5	1786	2495.5	2449.5	1426	1414.5	97.0%	100.2%	98.2%	99.2%
RWG02	Watford General	Cardiac Care Green & Purple	320 - CARDIOLOGY		2296.5	2227.5	724.5	885.5	1782.5	1771	356.5	540.5	97.0%	122.2%	99.4%	151.6%
RWG02	Watford General	Bluebell	430 - GERIATRIC MEDICINE		1591	1376.5	1426	1449	1426	1449	1426	1380	86.5%	101.6%	101.6%	96.8%
RWG02	Watford General Hospital	Winyard	430 - GERIATRIC MEDICINE		1174.5	1071	713	690	1069.5	1023.5	713	713	91.2%	96.8%	95.7%	100.0%
RWG02	Watford General Hospital	Sarratt	430 - GERIATRIC MEDICINE		3501	3173.5	3197	2855	2852	3082	2139	1782.5	90.6%	89.3%	108.1%	83.3%
RWG02	Watford General Hospital	Oxhey	430 - GERIATRIC MEDICINE		833	779.5	713	644	713	713	356.5	402.5	93.6%	90.3%	100.0%	112.9%
RWG02	Watford General Hospital	Heronsgate & Gade	300 - GENERAL MEDICINE		2446.5	2152	1426	1414.5	2139	2104.5	713	736	88.0%	99.2%	98.4%	103.2%
RWG02	Watford General Hospital RWG02	Aldenham	300 - GENERAL MEDICINE		2296.5	2046.5	1069.5	1072	1782.5	1736.5	356.5	379.5	89.1%	100.2%	97.4%	106.5%
RWG02	Watford General Hospital	Cassio	300 - GENERAL MEDICINE		1212	1147	713	828	1069.5	1000.5	356.5	517.5	94.6%	116.1%	93.5%	145.2%
RWG02	Watford General Hospital	Tudor	300 - GENERAL MEDICINE		673	627	632.5	540.5	552	517.5	506	506	93.2%	85.5%	93.8%	100.0%
RWG02	Watford General Hospital	Acute Stroke Unit	300 - GENERAL MEDICINE		2554	2452.5	1326	1314.5	2426.5	2380.5	1138.5	1115.5	96.0%	99.1%	98.1%	98.0%
RWG08	Hemel Hempstead Hospital	Churchill	300 - GENERAL MEDICINE		1583.5	1481	1426	1529.5	1426	1391.5	1426	1426	93.5%	107.3%	97.6%	100.0%
RWG08	Hemel Hempstead Hospital	Simpson	300 - GENERAL MEDICINE		1261	1207.5	1173	1207.5	1069.5	1058	1012	1046.5	95.8%	102.9%	98.9%	103.4%
RWG03	St Albans City Hospital	De La Mare/Beckett	100 - GENERAL SURGERY		1917	1925.5	881.5	882.5	1150	1115.5	345	299	100.4%	100.1%	97.0%	86.7%
RWG02	Watford General Hospital	Letchmore	100 - GENERAL SURGERY		1219.5	1139	713	920	1069.5	1069.5	356.5	586.5	93.4%	129.0%	100.0%	164.5%
RWG02	Watford General Hospital	Flaunden	100 - GENERAL SURGERY		1380.5	1358	1265	1230.5	1414.5	1334	368	425.5	98.4%	97.3%	94.3%	115.6%
RWG02	Watford General Hospital	Ridge	100 - GENERAL SURGERY		1553.5	1465.5	1069.5	1000.5	1069.5	1046.5	713	690	94.3%	93.5%	97.8%	96.8%
RWG02	Watford General Hospital	Cleves	100 - GENERAL SURGERY		1219.5	1200.5	1069.5	1052.5	1069.5	1058	713	989	98.4%	98.4%	98.9%	138.7%

RWG02	Watford General Hospital	Langley	100 - GENERAL SURGERY		1119.5	1050.5	471.5	483	713	701.5	356.5	356.5	93.8%	102.4%	98.4%	100.0%
RWG02	Watford General Hospital	Combined ITU	192 - CRITICAL CARE MEDICINE		5259	5021.5	333.5	310.5	5117.5	5117.5	253	218.5	95.5%	93.1%	100.0%	86.4%
RWG02	Watford General Hospital	Starfish	321 - PAEDIATRIC CARDIOLOGY		1450	1431	356.5	310.5	1069.5	1069.5	356.5	356.5	98.7%	87.1%	100.0%	100.0%
RWG02	Watford General Hospital	SCBU	321 - PAEDIATRIC CARDIOLOGY		2277	2410	931.5	720.5	2185	2449.5	1023.5	655.5	105.8%	77.3%	112.1%	64.0%
RWG02	Watford General Hospital	Elizabeth	502 - GYNAECOLOGY		1576	1525.5	713	724	1069.5	1046.5	713	701.5	96.8%	101.5%	97.8%	98.4%
RWG02	Watford General Hospital	Delivery Suite	501 - OBSTETRICS		3388.5	3251	713	594	3208.5	3197	713	563.5	95.9%	83.3%	99.6%	79.0%
RWG02	Watford General Hospital	ABC	501 - OBSTETRICS		1069.5	1042.5	356.5	333.5	1069.5	1058	356.5	299	97.5%	93.5%	98.9%	83.9%
RWG02	Watford General Hospital	Victoria	501 - OBSTETRICS		713	720.5	356.5	352.5	713	713	356.5	299	101.1%	98.9%	100.0%	83.9%
RWG02	Watford General Hospital	Katherine	501 - OBSTETRICS		1433.5	1437	1069.5	877.5	1069.5	1069.5	713	598	100.2%	82.0%	100.0%	83.9%
RWG02	Watford General Hospital	Knutsford	501 - OBSTETRICS		356.5	345	356.5	287.5	356.5	333.5	356.5	310.5	96.8%	80.6%	93.5%	87.1%

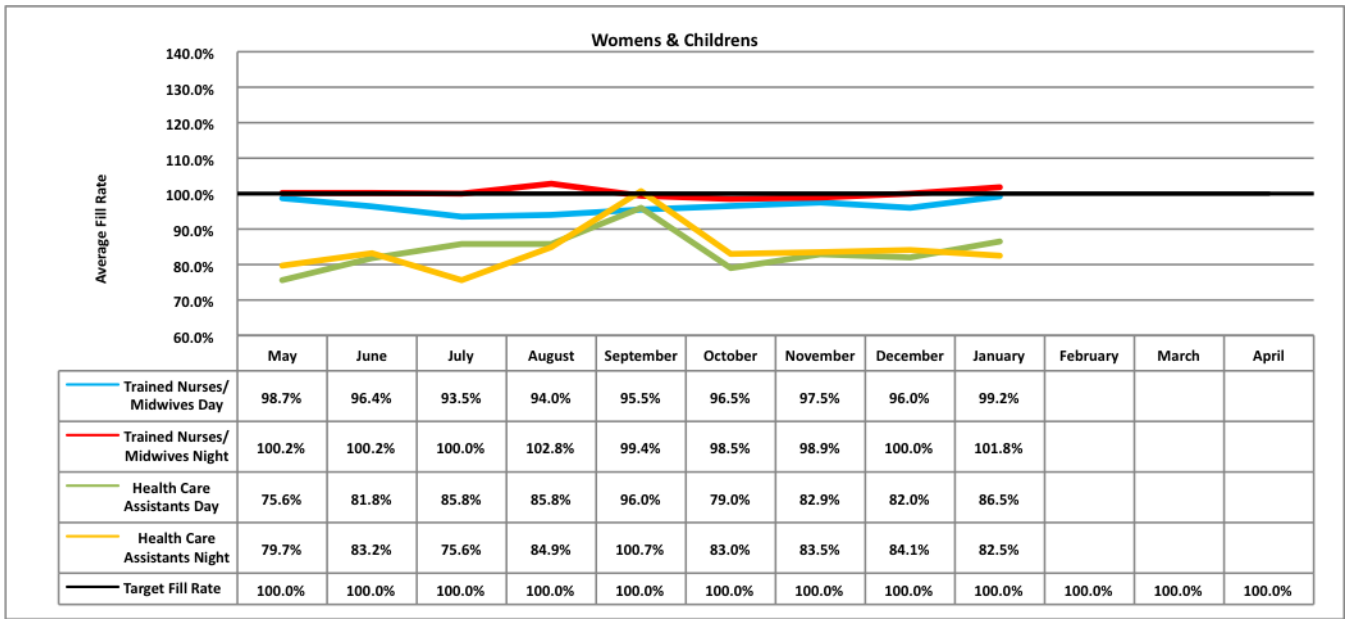
Monthly comparison data and trends of the percentage of filled hours against planned by division



	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day	101.5%	97.7%	99.4%	97.2%	97.0%	98.3%	98.0%	92.7%	93.1%			
Trained Nurses/ Midwives Night	99.0%	98.7%	98.6%	97.5%	98.9%	99.6%	99.3%	98.0%	99.1%			
Health Care Assistants Day	105.9%	104.4%	108.9%	97.7%	98.4%	94.2%	98.2%	96.5%	99.0%			
Health Care Assistants Night	116.0%	107.1%	115.8%	103.2%	103.7%	102.1%	103.8%	101.7%	99.8%			
Target Fill Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day	101.6%	99.8%	99.3%	98.5%	94.9%	97.6%	96.4%	94.7%	96.3%			
Trained Nurses/ Midwives Night	97.1%	98.9%	97.9%	98.9%	99.6%	97.3%	99.9%	98.8%	98.6%			
Health Care Assistants Day	102.9%	98.3%	101.8%	98.7%	103.0%	96.8%	97.0%	93.2%	101.3%			
Health Care Assistants Night	127.2%	100.8%	106.5%	116.8%	117.5%	109.1%	98.5%	108.8%	114.8%			
Target Fill Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

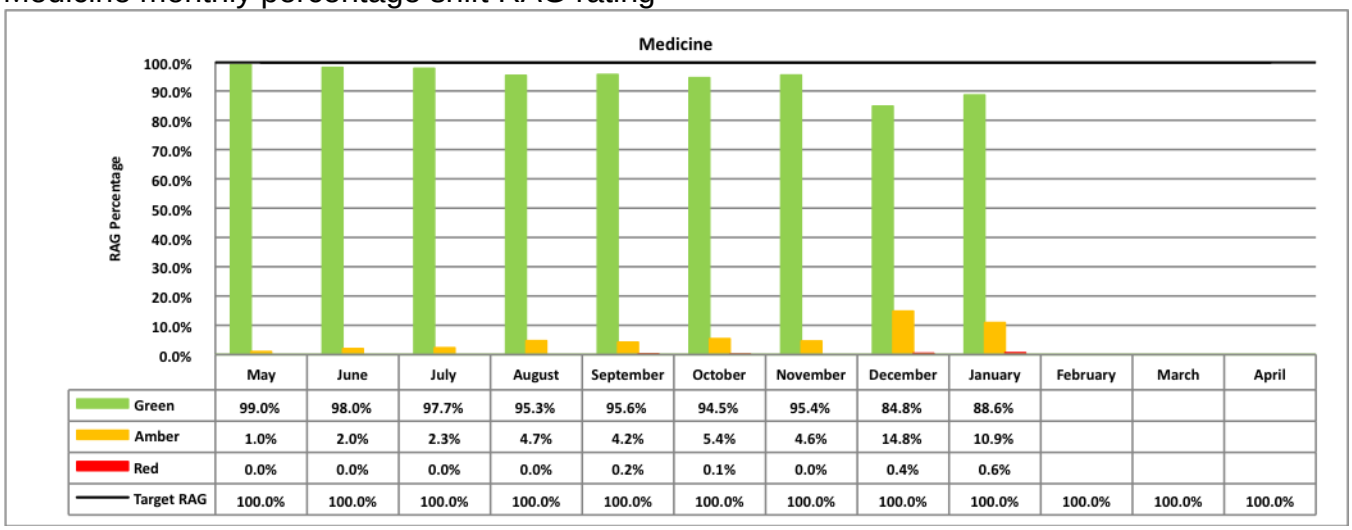


	May	June	July	August	September	October	November	December	January	February	March	April
Trained Nurses/ Midwives Day	98.7%	96.4%	93.5%	94.0%	95.5%	96.5%	97.5%	96.0%	99.2%			
Trained Nurses/ Midwives Night	100.2%	100.2%	100.0%	102.8%	99.4%	98.5%	98.9%	100.0%	101.8%			
Health Care Assistants Day	75.6%	81.8%	85.8%	85.8%	96.0%	79.0%	82.9%	82.0%	86.5%			
Health Care Assistants Night	79.7%	83.2%	75.6%	84.9%	100.7%	83.0%	83.5%	84.1%	82.5%			
Target Fill Rate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Monthly RAG rate comparison data and trends by division

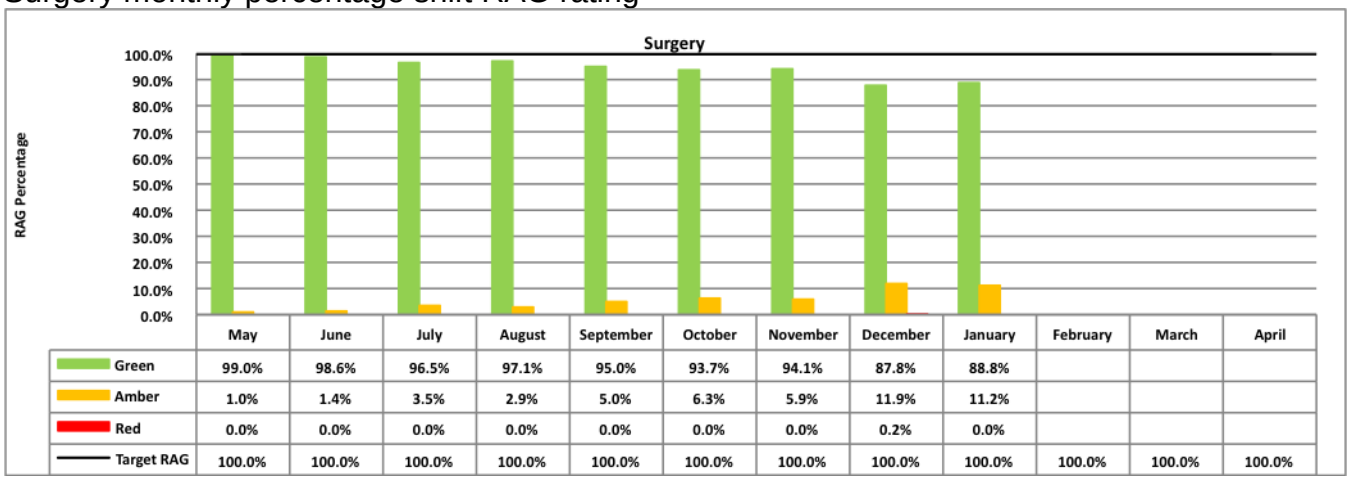
In January the Division of Medicine reported a decrease in amber rated shifts of 3.9%, Surgery a decrease of 0.7% and Women and Children a decrease of 1.1% when compared to December. Seven red shifts were recorded in January all in the division of medicine.

Medicine monthly percentage shift RAG rating



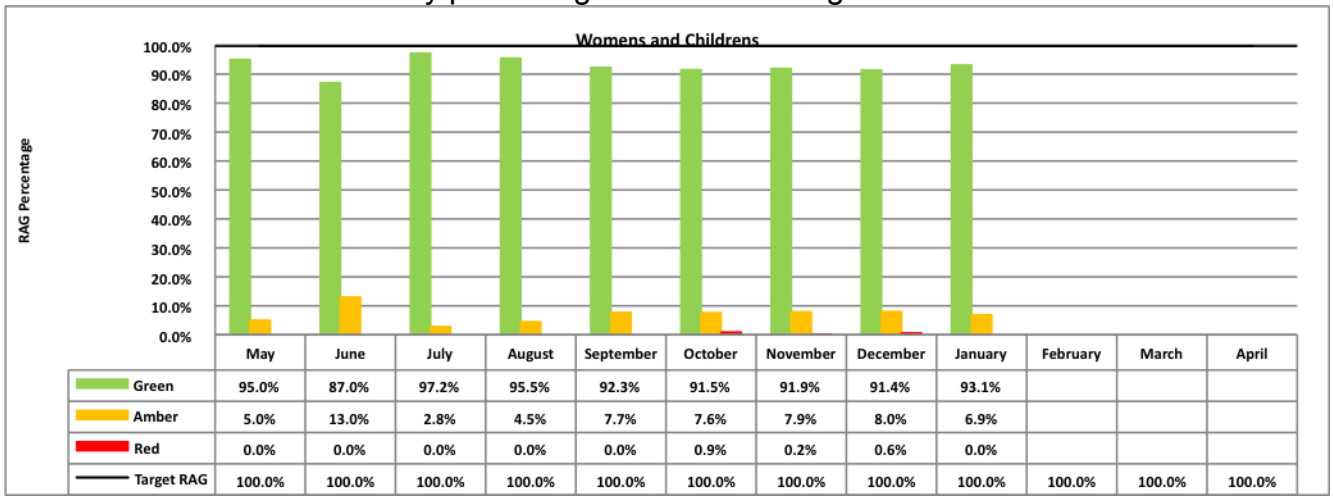
	May	June	July	August	September	October	November	December	January	February	March	April
Green	99.0%	98.0%	97.7%	95.3%	95.6%	94.5%	95.4%	84.8%	88.6%			
Amber	1.0%	2.0%	2.3%	4.7%	4.2%	5.4%	4.6%	14.8%	10.9%			
Red	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%	0.0%	0.4%	0.6%			
Target RAG	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Surgery monthly percentage shift RAG rating



	May	June	July	August	September	October	November	December	January	February	March	April
Green	99.0%	98.6%	96.5%	97.1%	95.0%	93.7%	94.1%	87.8%	88.8%			
Amber	1.0%	1.4%	3.5%	2.9%	5.0%	6.3%	5.9%	11.9%	11.2%			
Red	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%			
Target RAG	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Women and children's monthly percentage shift RAG rating



	May	June	July	August	September	October	November	December	January	February	March	April
Green	95.0%	87.0%	97.2%	95.5%	92.3%	91.5%	91.9%	91.4%	93.1%			
Amber	5.0%	13.0%	2.8%	4.5%	7.7%	7.6%	7.9%	8.0%	6.9%			
Red	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.2%	0.6%	0.0%			
Target RAG	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

January 2015 Trust safe staffing exception report

Nursing & Midwifery Professional Judgement safe staffing RAG Rates
Green - Staffing numbers are as expected on the rota and ward is assessed as being safely staffed taking into consideration workload and patient acuity. Staffing numbers are not as expected but safe according to current workload.
Amber - Staffing numbers are not as expected and minor adjustments need to be made to bring staffing to a reasonable level given workload and acuity or staffing numbers are as expected but given workload and acuity additional staff are required.
Red - Staffing levels inadequate to cope with current patient needs.

Division	Area	Date	Shift	Professional Judgement Rag Rating	Comments, Mitigation - Actions taken to Ensure safe Staffing Levels
Medicine	AAU Blue L1	01/01/2015	Night	A	RN shift is out to bank. Shift filled.
		02/01/2015	Day	A	Band 7 to support the bay
		30/01/2015	Day	A	No supervisory. Supporting clinically
	AAU Yellow L1	08/01/2015	Day	A	1 HCA from blue will help in the afternoon. No supervisory
		19/01/2015	Day	A	Supervisory to support and work in the bay
		23/01/2015	Day	A	Supervisory will work in numbers but should be interviewing from 10.30
		26/01/2015	Day	A	Supervisory in the numbers supporting clinically
		30/01/2015	Night	A	Support from AAU level 1
	AAU Green L1	02/01/2015	Day	A	Band 7 to support the bay
		05/01/2015	Night	A	Had to send a RN to the cath lab- no surge staff to swap back to green. Support from AAU level 1
		08/01/2015	Day	A	1 HCA short- purple will support if needed
		09/01/2015	Night	A	Support from AAU Level 1
		25/01/2015	Day	A	Support from AAU Level 1
		26/01/2015	Day	A	1 CSW down, SSR will work in the number
		29/01/2015	Day	A	Amber in the afternoon- band 7 to support bay on the early
		30/01/2015	Day	A	RN down in the day, another RN DNA on NHSP. Taken RN from blue level 1. Band 7 in the bay amber in the afternoon.
	AAU Triage	02/01/2015	Night	A	Support from AAU Level 1
		05/01/2015	Day	A	2 RN down for the day shift, 1 RN down for the night shift.SSR will work in the number
		07/01/2015	Day	A	1 RN and 1 HCA down for the day shift, SSR will work in the number
		12/01/2015	Day	A	1 RN down for the day shift. Support from AAU Level 1
		26/01/2015	Day	A	3 RN down, 2 RN's were replaced with HCA's. Senior sister will be working in the number
		30/01/2015	Day	A	Band 7 on a late- to work in the bay
	AAU Red Suite	01/01/2015	Day	A	RN sent to work in Cath lab. Supervisory to go into numbers but will leave at 3pm. Then only 2 RNs on ward so patient care will be compromised. Matron aware.
		02/01/2015	Day	A	RN shift out to NHSP but not filled. Supervisory in numbers until 3pm. Then 2 RNs to 18 patients. Ward workload heavy patient's very dependant. Therefore patient care will compromised.
		05/01/2015	Day	A	RN down out to NHSP but shift not filled. Will leave short staffed at 3pm. Supervisory in the numbers to help support clinically.

		08/01/2015	Day	**A**	.RN down. Out to NHSP but not filled. Supervisory on shift 7-7pm. Patient care not compromised.
		09/01/2015	Day	**A**	1 RN off sick. Shift out on NHSP but not filled. Supervisory to go into numbers until 3pm. Then workload will be prioritised.
		15/01/2015	Day	**A**	2 RNs off sick. Supervisory to go into numbers but only until 4pm. Cannot stay any later. Will only leave 1 RN to 18 patients after 4pm. Senior nurse in AAU aware, bed manager aware. Shifts out to NHSP.
		29/01/2015	Day	**A**	2 RNs off sick. Supervisory in numbers until 3pm, then RN sent to help from Bluebell ward. Matron aware.
		31/01/2015	Day	**A**	1 RN off sick supervisory in numbers then RN sent from surge.
	AAU Blue & Yellow L3	01/01/2015	Night	**A**	Unable to get additional staff to support. Staff prioritised care delivery over night, ward safe.
		06/01/2015	Day	**A**	RN x1 unfilled on days, no staff redeployed to support. Care prioritised according to patient needs. Ward safe.
		12/01/2015	Day	**A**	Supervisory to be working in bay
		19/01/2015	Day	**A**	supervisory in numbers until 15:05
	Cardiac Care Green & Purple	02/01/2015	Day	**A**	One band 6 off sick for day. Band 7 in the numbers.
		05/01/2015	Day	**A**	Two patients needs escort. SSR in numbers. One RN and HCA not covered.
		16/01/2015	Day	**A**	Band 7 to support clinically
		21/01/2015	Day	**A**	SSR is in numbers
	Bluebell	02/01/2015	Day	**A**	RN shifts not filled, mitigated with extra HCA's. Band 7 in the numbers supporting clinically.
		07/01/2015	Day	**A**	RN REDEPLOYED TO RED SUITE. Extra HCA to mitigate. Band 7 supporting clinically.
		09/01/2015	Day	**A**	Band 7 supporting clinically
		13/01/2015	Day	**A**	Sr in numbers till 3
		15/01/2015	Day	**A**	Sr in the numbers till 3
		18/01/2015	Night	**A**	To prioritise care according to patient need.
		22/01/2015	Day	**A**	Supervisory in the numbers to help support clinically
		24/01/2015	Day	**A**	To prioritise care according to patient need.
		25/01/2015	Day	**A**	To prioritise care according to patient need.
		26/01/2015	Day	**A**	A band 5 and band 2 gone to support ambulatory. To prioritise care according to patient need.
		30/01/2015	Day	**A**	supervisory in numbers
	Winyard	01/01/2015	Night	**A**	X1 band 5 short for night shift. Out to agency. Senior nurse on call aware
		02/01/2015	Day	**A**	X2 band RN off sick out to agency. Bed managers aware. RN doing LD to keep ward safe.
		05/01/2015	Day	**A**	supervisory in the numbers on early
		05/01/2015	Night	**A**	Support from Bluebell
		07/01/2015	Day	**A**	supervisory in numbers and working LD to make ward safe
		08/01/2015	Day	**A**	Bluebell supporting
		11/01/2015	Day	**A**	Band 5 agency nurse DNA. Ward ok
		12/01/2015	Day	**A**	Band 6 off sick out to agency and requested on workforce. Matron aware.
		15/01/2015	Night	**A**	band 5 from bluebell
		16/01/2015	Day	**A**	x1 RN agency hasn't DNA extra band 2 form PJL agency and band 7 in numbers
		26/01/2015	Night	**A**	X1 band 5 down out to agency. Ward safe
	A&E	02/01/2015	Day	**A**	No ENP cover as working in main department & senior nurse supporting
		03/01/2015	Day	**A**	staff redeployed within department
		04/01/2015	Day	**A**	staff redeployed within department
		12/01/2015	Day	**A**	staff redeployed within department
		23/01/2015	Day	**A**	staff redeployed within department
		26/01/2015	Day	**A**	staff redeployed within department
		26/01/2015	Night	**A**	staff redeployed within department

		28/01/2015	Day	A	staff redeployed within department
		29/01/2015	Day	A	staff moved within department - matron supporting
		30/01/2015	Day	A	Amber for day shift, matron aware and supporting
	Acute Stroke Unit	05/01/2015	Day	A	RN redeployed from Cassio and Sarrat.
		05/01/2015	Night	A	RN to be redeployed to Sarrat N shift
		09/01/2015	Day	A	Sister off ward at interviews so unable to support clinically during morning
		20/01/2015	Day	A	No supervisory, 3 patients in the gym surge not covered. Matron aware but no help available from elsewhere
		26/01/2015	Day	A	Early shift and LD shift not covered. Band 7 working clinically to support
		28/01/2015	Day	A	Supervisory to step into the numbers shifts are out to NHSP. Own staff telephoned - none available to work
	Aldenham	01/01/2015	Night	A	staff on long day stayed late and the next day came early to support night shift as no bank/agency staff available
		23/01/2015	Day	A	One RN sent mid-morning to Gade. Supervisory in the numbers to help support clinically.
		25/01/2015	Day	A	Bleep Holder Informed. Support given from Sarratt.
	Sarratt	01/01/2015	Day	A	Prioritised care according to the patient's needs. Staff work across bays
		01/01/2015	Night	A	Prioritised care according to the patient's needs. Staff work across bays
		02/01/2015	Day	R	band 4 in charge of a bay band 7 in number for long day
		03/01/2015	Day	A	staff redeployed to support
		04/01/2015	Night	R	Prioritisation of patient's care according to their needs. Staff working across bays
		05/01/2015	Day	A	RN LD redeployed to ASU.
		05/01/2015	Night	R	RN from ASU to cover N shift
		06/01/2015	Day	R	Green up until 3pm when early staff go home. Band 7 in numbers doing LD Band 6 Earlies in numbers
		07/01/2015	Day	R	Band 6 in numbers but on early shifts. 2 band 4 taking charge on bays on late duty with RN doing drug rounds.
		14/01/2015	Night	A	2 band 4 taking charge of bays 1 HCA outstanding on night with NHSP - clinical care prioritised
		15/01/2015	Day	A	1 RN band 6 in bay for early shift RN and 1 HCA LD uncovered
		19/01/2015	Day	R	Band 4 in charge of bay. Band 6 assisting in bays. Trying to contact staff to ask to come in. HCA help from Heronsgate for late duty
		26/01/2015	Day	R	2 HCA short on LD on Sarratt side 1 RN supervision supporting
		27/01/2015	Day	A	band 4 in bay with team Coordinator supporting Green on early but from 3pm 1:12 RN to patient (bays 1 -3)
		29/01/2015	Day	A	Two nurses short on late shift - clinical care prioritised. All breaks taken before early shift ends
		30/01/2015	Day	A	Down staff nurses on late - all breaks taken before early shift ends. Care prioritised to patients needs
		31/01/2015	Day	A	Band 4 in bay. Staff working across bays to support. Care prioritised accordingly
	Heronsgate & Gade	01/01/2015	Day	A	One agency worker did not fill and another regular staff sent home sick, day shift left short to manage with number of dependent patients. Bed manager aware. No supervisory, working clinically to support
		05/01/2015	Day	A	Early supervisory roles will step into numbers for morning. Will be Red in PM. Staff contacted to try and get cover for tonight. Agency shifts out to bank but not covered.
		06/01/2015	Day	A	2 x agency shifts not covered, staff called to swap shifts and unable to. Supervisory role into number in the am but will be amber in pm.
		07/01/2015	Day	A	Will be down to only 4 staff nurses by 3pm to cover 37 patients. No supervisory working clinically to support
		12/01/2015	Day	A	Supervisory role in numbers due to agency/bank not filled. Will be amber after 15:00. 1 x CSW short as agency not filled.
		17/01/2015	Day	A	support from Aldenham
		22/01/2015	Day	A	Awaiting for one HCA from AAU Blue for One to one. Amber Rating as One RN short for the morning and Two RN short for the afternoon. Matron is Aware
		22/01/2015	Night	A	Matron is Aware
		23/01/2015	Day	A	Rated Amber as one RN short for Long day and One RN short for late, One RN still outstanding for Night shift. Staff did not come for patient who needs specialling.
		23/01/2015	Night	A	One RN still outstanding for Night shift. Staff did not come for patient who needs specialling.

		24/01/2015	Day	A	HCA re-deployed to support.
	Oxhey	09/01/2015	Day	A	HCA out to bank. Supervisory supporting clinically.
		20/01/2015	Day	A	band 7 in the numbers
		28/01/2015	Day	A	Have requested on NHSP and with Matron surge
	Tudor	19/01/2015	Day	A	Supervisory in the numbers to help support clinically
		23/01/2015	Day	A	supervisory supporting clinically
		30/01/2015	Day	A	Supervisory in the numbers to help support clinically
	Churchill HHGH	01/01/2015	Day	A	Staffing covered by bank and agency staff familiar with ward.
		01/01/2015	Night	A	Staffing covered by bank and agency staff familiar with ward.
		02/01/2015	Day	A	Supervisory is with numbers.
		02/01/2015	Night	A	Staffing covered by bank and agency nurses familiar with ward
		04/01/2015	Day	A	support from Simpson ward
		05/01/2015	Day	A	supervisory is with the numbers
		05/01/2015	Night	A	Staffing covered by bank and agency staff familiar with ward
		08/01/2015	Day	A	Staffing covered by bank and agency staff familiar with ward.
		08/01/2015	Night	A	Staffing covered by bank and agency staff familiar with ward.
		09/01/2015	Day	A	supervisory is with the numbers on LD. Staffing covered by bank and agency staff familiar with the ward
		09/01/2015	Night	A	Staffing covered by bank and agency staff familiar with the ward
		10/01/2015	Day	A	Staffing covered by bank and agency staff familiar with the ward, Support from Simpson.
		10/01/2015	Night	A	Staffing covered by bank and agency staff familiar with the ward, Support from Simpson.
		11/01/2015	Day	A	Shifts filled by bank and agency staff familiar with the ward.
		11/01/2015	Night	A	Shifts filled by bank and agency staff familiar with the ward.
		12/01/2015	Day	A	No supervisory. In the numbers supporting clinically.
		12/01/2015	Night	A	Supervisory is with the numbers. Majority of staff are regular bank and agency staff familiar with the ward
		13/01/2015	Night	A	Majority of staff are regular bank and agency staff familiar with the ward
		17/01/2015	Day	A	Shifts filled by bank and agency staff familiar with the ward.
		17/01/2015	Night	A	Shifts filled by bank and agency staff familiar with the ward.
		18/01/2015	Day	A	Shifts filled by bank and agency staff familiar with the ward.
		18/01/2015	Night	A	Shifts filled by bank and agency staff familiar with the ward.
		19/01/2015	Day	A	No supervisory. In the numbers supporting clinically .Majority of staff are bank and agency staff familiar with the ward
		19/01/2015	Night	A	Majority of staff are bank and agency staff familiar with the ward
		26/01/2015	Day	A	CSW for LD not covered. CSW for LD not covered for specialing Bna d 7 working clinically to support
	Simpson HHGH	05/01/2015	Day	A	Supervisory in the numbers to help support clinically.
		09/01/2015	Day	A	supervisory is with the numbers
		12/01/2015	Day	A	Supervisory is with the numbers and will support clinically.
		12/01/2015	Night	A	Night shift covered by bank and agency staff familiar with the ward
		17/01/2015	Day	A	Staffing mainly bank and agency staff familiar with the ward
		17/01/2015	Night	A	Staffing mainly bank and agency staff familiar with the ward
		27/01/2015	Day	A	CSW not turned in. have contacted NHSP and awaiting reply from given agency. Supervisory supporting clinically.
Surgery	Cleves	06/01/2015	Day	A	Band 7 to work in a bay.
		07/01/2015	Day	A	1 HCA LD cancelled as booked in other ward. Supervisory in the numbers to support clinically
	Combined ITU	03/01/2015	Day	A	Admitting capacity 1 HDU bed only. Outreach pulled to unit
		03/01/2015	Night	A	Admitting capacity 1 HDU bed only. Outreach pulled to unit

		05/01/2015	Day	**A**	Outreach pulled to run unit.
		05/01/2015	Night	**A**	Outreach pulled to run unit.
		06/01/2015	Day	**A**	Unit is busy no HCA on duty. Outreach pulled to unit
		17/01/2015	Day	**A**	2 staff off sick. Outreach pulled
		26/01/2015	Day	**A**	Outreach pulled to unit
		27/01/2015	Night	**A**	Two Agency nurses did not turn up hence we pulled out our Outreach nurse to cover the unit.
		28/01/2015	Day	**A**	Outreach nurse working on the unit.
		30/01/2015	Night	**A**	Outreach pulled to unit
		31/01/2015	Night	**A**	Outreach pulled to unit
	Flaunden	06/01/2015	Day	**A**	4th HCA is band 4 taking charge of bay, band 7 to work clinically
	Langley	02/01/2015	Day	**A**	Band 7 working clinically
		06/01/2015	Day	**A**	Band 7 working clinically
		08/01/2015	Day	**A**	RN moved to Letchmore. Band 7 working clinically.
		23/01/2015	Day	**A**	Agency nurse has not turned up for long day, borrowed HCA from Cleves. Band 7 working clinically to support.
	Letchmore	02/01/2015	Day	**A**	1 RN LD sick, agency nurse to be moved from ESAU to ward but not turned up as yet. High acuity due to 21 medical patients.
		06/01/2015	Day	**A**	1 RN unfilled and 1 RN sick for LD, 2nd RN moved from ESAU
		08/01/2015	Day	**A**	I RN 1 HCA sick and 1 RN unfilled LD, RN moved from ESAU and Langley, additional HCA required per shift due to increased work load
		09/01/2015	Day	**A**	2 RNs off sick LD-1 covered, the other unfilled. Additional HCA per shift due to increased workload.
		12/01/2015	Day	**A**	1 RN not turned up for shift, trying to cover late. Band 7 in numbers
		21/01/2015	Day	**A**	Additional HCA required due to increased workload. Will request additional HCA per shift whilst workload is increased. Supervisory to support clinically
		22/01/2015	Day	**A**	Currently requiring 3 HCAs LD due to increased workload. HCA sick for LD. 2nd RN from ESAU to help when possible. Supervisory to support clinically.
		23/01/2015	Day	**A**	2 RNs sick LD-shifts not filled, RN moved from ESAU, currently requiring 3 HCAs LD due to increased workload, 3rd HCA request unfilled. Supervisory supporting clinically.
		25/01/2015	Day	**A**	3rd RN has to go to Langley Ward to cover staff shortage. Senior Nurse on-call fully aware.
	ESAU	02/01/2015	Day	**A**	1 RN LD moved to Letchmore to cover sickness. Support from Letchmore if required.
		03/01/2015	Day	**A**	2nd RN for ESAU has to go to Letchmore to cover sickness. Support from Letchmore if required.
		04/01/2015	Day	**A**	2nd RN has to go to Letchmore to cover sickness. Support from Letchmore if required.
		05/01/2015	Day	**A**	RN LD Letchmore unfilled, 2nd nurse moved to Letchmore. Support from Letchmore if required.
		06/01/2015	Day	**A**	2nd RN moved to Letchmore. Support from Letchmore if required.
		08/01/2015	Day	**A**	1 RN moved to Letchmore. Support from Letchmore if required.
		09/01/2015	Day	**A**	2nd RN LD unfilled. Support from Letchmore if required.
		12/01/2015	Day	**A**	2nd RN LD unfilled. Support from Letchmore if required.
		14/01/2015	Day	**A**	RN LD moved to Letchmore to cover absent staff. Support from Letchmore if required.
		16/01/2015	Day	**A**	2nd RN LD unfilled. Support from Letchmore if required.
		23/01/2015	Day	**A**	2nd RN LD moved to Letchmore to cover sickness. Support from Letchmore if required.
		24/01/2015	Day	**A**	2nd RN unfilled. Letchmore to help as required. Support from Letchmore if required.
		25/01/2015	Day	**A**	2nd RN unfilled. Support from Letchmore if required.
		26/01/2015	Day	**A**	2nd RN LD unfilled. Support from Letchmore if required.
		28/01/2015	Day	**A**	1 RN LD unfilled, band 7 to help as required. Support from Letchmore if required.
		30/01/2015	Day	**A**	2nd RN sent to Letchmore to cover sickness. Letchmore to help as required.
	Ridge	04/01/2015	Day	**A**	Support from Langley ward
		05/01/2015	Day	**A**	R/N LD outstanding. HCA sent from Cleves to help .Enhanced Recovery Nurse helped on the ward. R/N outstanding on nights
		06/01/2015	Day	**A**	R/N L.D outstanding. Band 7 working clinically
		07/01/2015	Day	**A**	1 R/N long day outstanding. Band 7 in the numbers

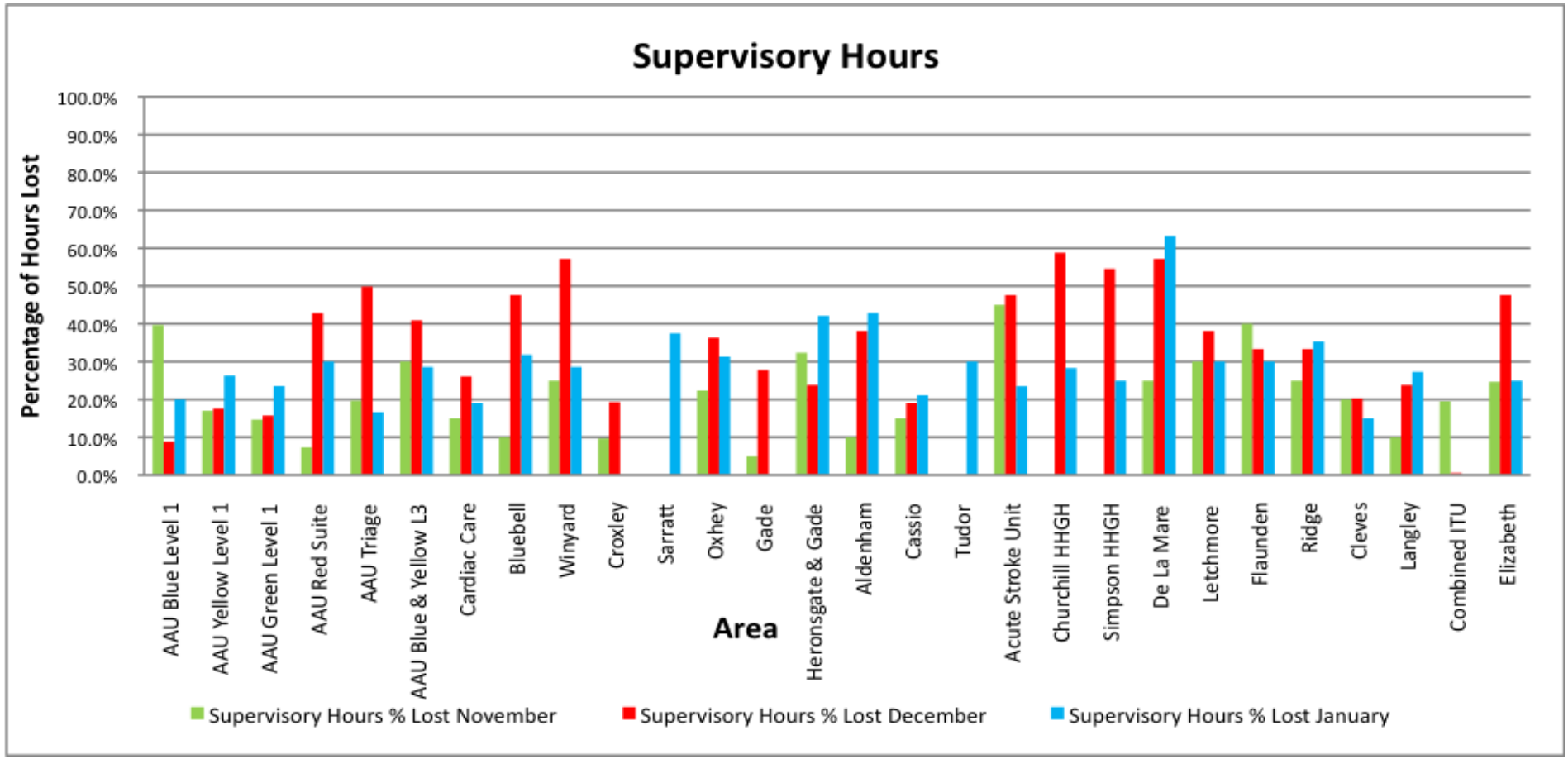
			08/01/2015	Day	**A**	1 R/N outstanding on long day. Band 7 in the numbers
			09/01/2015	Day	**A**	1 R/N long day outstanding. Band 7 in the numbers
			12/01/2015	Day	**A**	1 R/N long day outstanding. Band 7 in the numbers
			13/01/2015	Night	**A**	1 R/N outstanding. Support from Langley ward
			21/01/2015	Day	**A**	No Band 7 and 1 HCA down. Support from Langley ward
			25/01/2015	Night	**A**	1 R/N night duty did not turn up. Support from Langley ward
		De La Mare SACH	02/01/2015	Day	**A**	17 TCIs today. 1 x Registered Nurse off sick - Long day/ 1 x HCA .band 7 working clinically to support
			06/01/2015	Day	**A**	pm 1 RN down request made for late shift 26 patients 9 of which are for op today. Band 7 in the numbers.
			21/01/2015	Day	**A**	Band 7 working clinically on the Ward. 2 x RNs outstanding on the system. Matron aware. 19 admissions due to come in today.
			27/01/2015	Day	**A**	1 RN outstanding 7.30 admissions to DLM later admissions to Beckett. Band 7 in the numbers.
			29/01/2015	Day	**A**	All patients accommodated on DLM Ward today- 11 admissions. 1 x Agency Nurse is only able to work up until 6pm. Beckett Ward likely to close this evening bed permitting on DLM Ward. 1 x Substantive R/N not turned up for duty today- Call given- no answer, band 7 supporting clinically.
Women's & Children's		**Neonatal Unit**	28/01/2015	Day	**A**	Staffing issues; 2 ITU & 6 HDU babies, tried to cover shift no available bank/agency. Support from Specialist nurses.
	Gynaecology	**Elizabeth**	02/01/2015	Day	**A**	Short band 5 for long day. Band 7 in numbers for early. X5 TCI and 2 bedded with 2 possible discharges at this time.
			05/01/2015	Day	**A**	Amber for late as down band 5. X6 pts TCI and no beds with x3 confirmed discharges. Band 7 in numbers for early.
			17/01/2015	Day	**A**	Booked band 5 all week has now cancelled, still on system and trying other staff.
			20/01/2015	Day	**A**	No band 7 on duty today. Only 1 HCA. X16 medical patients. X 8 electives to come in, including breast patients.
			21/01/2015	Day	**A**	No beds or ring fenced with 6 pts TCI and 3 confirmed discharges. Also have A&E pt awaiting admission in dept. Band 5 went off sick at 1pm and no cover. Band 7 in numbers all day to assist with basic care needs.
			30/01/2015	Day	**A**	Short band 5 for LD as not covered by NHSP/agency. B7 in numbers for AM to assist with admissions and discharges. X3 TCI and 2 bedded with no confirmed discharges.
	Maternity	**Delivery Suite**	01/01/2015	Night	**A**	1 midwife shift vacant unfilled staff moved to cover acuity, 1xLD 1xN uncovered with support staff
			02/01/2015	Day	**A**	High acuity all day; midwives redeployed from all other areas at various different times during the day, to maximum of 11 midwives at one time. Only 1 band 7 in unit on night shift, therefore 1 x surge midwife for night shift booked to make status red to amber, as agreed by Matron. No HCA on DS or triage, HCA redeployed from Victoria ward to cover (night shift).
			02/01/2015	Night	**A**	High acuity all day; midwives redeployed from all other areas at various different times during the day, to maximum of 11 midwives at one time. Only 1 band 7 in unit on night shift, therefore 1 x surge midwife for night shift booked to make status red to amber, as agreed by Matron. No HCA on DS or triage, HCA redeployed from Victoria ward to cover (night shift).
			04/01/2015	Night	**A**	1 midwife shift vacant unfilled staff redeployed to cover acuity
			05/01/2015	Day	**A**	2 midwife shift unfilled/1 support shift unfilled redeployment within unit depending on acuity
			05/01/2015	Night	**A**	2 midwife shift unfilled/1 support shift unfilled redeployment within unit depending on acuity
			06/01/2015	Day	**A**	x 1 RM down on long day, staff redeployed from management day and ABC/KATH ward to cope with high workload on d/s. x 1 RM down tonight, all shifts on NHSP. To redeploy from Knutsford overnight as Knutsford ward closed to maternity patients.
			06/01/2015	Night	**A**	x 1 RM down on long day, staff redeployed from management day and ABC/KATH ward to cope with high workload on d/s. x 1 RM down tonight, all shifts on NHSP. To redeploy from Knutsford overnight as Knutsford ward closed to maternity patients.
			09/01/2015	Day	**A**	2 XRM short on LD, out to agency. Will redeploy from other areas to cover. 1 X HCA shift short for Night , out on NHSP will redeploy locally dependant on acuity
			15/01/2015	Day	**A**	1 shift unfilled local redeployment to manage acuity
			19/01/2015	Day	**A**	1x LD midwife unfilled local redeployment HCA shift not filled.
			21/01/2015	Day	**A**	1 HCA short in triage. Shift out to NHSP but will need to redeploy HCA from another area if not filled. One midwife short on long day. Shift out to NHSP. Able to cope at the moment given workload. Will deploy midwife from another area.
			24/01/2015	Day	**A**	1x LD unfilled redeploy locally to cover acuity

			25/01/2015	Day	**A**	redeployed locally to cover acuity
			26/01/2015	Day	**A**	1x LD shifts vacant on day shift. Shifts out to NHSP .Supernumerary midwives will be utilise to assist. 1xnight to cover another area
			26/01/2015	Night	**A**	1x LD shifts vacant on day shift. Shifts out to NHSP .Supernumerary midwives will be utilise to assist. 1xnight to cover another area
		ABC	01/01/2015	Night	**A**	1midwife shift vacant -unfilled staff moved to cover acuity
			02/01/2015	Night	**A**	1 midwife redeployed to DS at start of shift and second midwife redeployed during day shift. I midwife redeployed on night shift to DS. No HCA on night shift.
			06/01/2015	Day	**A**	X 1 RM down sent home sick at start of shift. Current workload on abc manageable. Shift on NHSP
			15/01/2015	Night	**A**	Shift out to NHSP. HCA from another ward area will cross cover.
			17/01/2015	Day	**A**	no HCA for LD and N out to NHSP will share HCA with Victoria ward
			17/01/2015	Night	**A**	no HCA for LD and N out to NHSP will share HCA with Victoria ward
			20/01/2015	Day	**A**	X1(HCA) late shift OUT STANDING SHIFT ALREADY OUT TO NHSP. Mitigated with HCA from Victoria ward assisting on ABC as required. 2 midwives redeployed as 1 patient on ABC at handover, 1 on hospital transfer and 1 to DS.
		Victoria	02/01/2015	Day	**A**	High acuity on ward; ward manager working clinically all day. No HCA on night shift. Only 1 bed available at night shift.
			02/01/2015	Night	**A**	High acuity on ward; ward manager working clinically all day. No HCA on night shift. Only 1 bed available at night shift.
			08/01/2015	Night	**A**	1 X HCA short- will redeploy from other areas to cross cover
			20/01/2015	Night	**A**	X1(HCA) OUT STANDING SHIFT ALREADY OUT TO NHSP. Will redeploy from other areas to cover
		Katherine	06/01/2015	Day	**A**	x 1 Late RM shift short, also x 1 RM redeployed to d/s to cover high workload and ward manager asked to work clinically to support ward
			15/01/2015	Day	**A**	No HCA shift on NHSP /house support on Early
			20/01/2015	Day	**A**	I midwife from ABC to help with discharges and transfer of patient to L and D. No free beds and approx 8 to be discharged. No HCA on late shift; mitigated by 2 x nursery nurses.
			21/01/2015	Night	**A**	No HCA on night shift. Shift out to NHSP will need to get HCA from another area to help if not filled.
			23/01/2015	Night	**A**	x 1 HCA shift short out on NHSP for night shift
			26/01/2015	Day	**A**	Support staff unfilled. Cross cover with midwifery staff.
			27/01/2015	Night	**A**	One vacant HCA shift out to NHSP. Will redeploy HCA from another area to help
		Knutsford	16/01/2015	Day	**A**	No Midwife on day shift. Knustford has no patients at present. Shift however put out to NHSP. HCA on day and staff at night to be utilised in other areas.
			20/01/2015	Day	**A**	X1HCA DOWN FOR EARLY SHIFT OUT TO NHSP. Staff redeployed from within division
			30/01/2015	Night	**A**	Cover from Katherine ward

Number and percentage of RAG rated shifts, red flag events and supervisory lost hours by division and ward January 2015

Division	Area	No. of Days & Nights in the Month Rag Rated green	% Days & Nights in the Month Rag Rated Green	No. of Days & Nights in the Month Rag Rated Amber	% Days & Nights in the Month Rag Rated Amber	No. of Days & Nights in Month Rag Rated Red	% Days & Nights in the Month Rag Rated Red	No. of Shifts Red Flag Min of 2 RN's on Shift	% Shifts Red Flag Min of 2 RN's on Shift	No. of Shifts Red Flag More than 8 Hours Less than Planned	% Shifts Red Flag More than 8 Hours Less than Planned	Supervisory Hours			
												Planned	Actual	Lost	% Lost
Medicine	AAU Blue Level 1	59	95%	3	5%	0	0%	0	0.0%	0	0.0%	150	120	30	20.0%
	AAU Yellow Level 1	57	92%	5	8%	0	0%	0	0.0%	2	3.2%	142.5	105	37.5	26.3%
	AAU Green Level 1	54	87%	8	13%	0	0%	0	0.0%	2	3.2%	127.5	97.5	30	23.5%
	AAU Red Suite	54	87%	8	13%	0	0%	1	1.6%	2	3.2%	150	105	45	30.0%
	AAU Triage	56	90%	6	10%	0	0%	0	0.0%	15	24.2%	135	112.5	22.5	16.7%
	AAU Blue & Yellow L3	58	94%	4	6%	0	0%	0	0.0%	6	9.7%	157.5	112.5	45	28.6%
	Cardiac Care	58	94%	4	6%	0	0%	0	0.0%	4	6.5%	157.5	127.5	30	19.0%
	Bluebell	51	82%	11	18%	0	0%	0	0.0%	10	16.1%	165	112.5	52.5	31.8%
	Winyard	51	82%	11	18%	0	0%	0	0.0%	9	14.5%	105	75	30	28.6%
	A&E	52	84%	10	16%	0	0%	0	0.0%	20	32.3%	N/A	N/A	N/A	N/A
	UCC Hemel	62	100%	0	0%	0	0%	0	0.0%	0	0.0%	N/A	N/A	N/A	N/A
	MIU SACH	31	100%	0	0%	0	0%	0	0.0%	0	0.0%	N/A	N/A	N/A	N/A
	Sarratt	45	73%	10	16%	7	11%	0	0.0%	18	29.0%	180	112.5	67.5	37.5%
	Oxhey	59	95%	3	5%	0	0%	4	6.5%	1	1.6%	120	82.5	37.5	31.3%
	Heronsgate & Gade	51	82%	11	18%	0	0%	0	0.0%	18	29.0%	142.5	82.5	60	42.1%
	Aldenham	59	95%	3	5%	0	0%	0	0.0%	14	22.6%	157.5	90	67.5	42.9%
	Cassio	62	100%	0	0%	0	0%	0	0.0%	8	12.9%	142.5	112.5	30	21.1%
	Tudor	59	95%	3	5%	0	0%	0	0.0%	4	6.5%	75	52.5	22.5	30.0%
	Acute Stroke Unit	56	90%	6	10%	0	0%	0	0.0%	10	16.1%	127.5	97.5	30	23.5%
	Churchill HHGH	37	60%	25	40%	0	0%	0	0.0%	8	12.9%	157.5	113	44.5	28.3%
	Simpson HHGH	55	89%	7	11%	0	0%	0	0.0%	3	4.8%	180	135	45	25.0%
Total		**1128**	**88.7%**	**136**	**10.7%**	**7**	**0.6%**	**5**	**0.4%**	**154**	**12.1%**	**2573**	**1845.5**	**727**	**28.3%**

Division	Area	No. of Days & Nights in the Month Rag Rated green	% Days & Nights in the Month Rag Rated Green	No. of Days & Nights in the Month Rag Rated Amber	% Days & Nights in the Month Rag Rated Amber	No. of Days & Nights in Month Rag Rated Red	% Days & Nights in the Month Rag Rated Red	No. of Shifts Red Flag Min of 2 RN's on Shift	% Shifts Red Flag Min of 2 RN's on Shift	No. of Shifts Red Flag More than 8 Hours Less than Planned	% Shifts Red Flag More than 8 Hours Less than Planned	Supervisory Hours			
												Planned	Actual	Lost	% Lost
Surgery	Beckett SACH	21	100%	0	0%	0	0%	0	0.0%	0	0.0%	N/A	N/A	N/A	N/A
	De La Mare SACH	57	92%	5	8%	0	0%	0	0.0%	4	6.5%	142.5	52.5	90	63.2%
	Letchmore	53	85.5%	9	14.5%	0	0.0%	0	0.0%	3	4.8%	150	105	45	30.0%
	Flaunden	61	98%	1	2%	0	0%	0	0.0%	7	11.3%	150	105	45	30.0%
	Ridge	52	84%	10	16%	0	0%	0	0.0%	4	6.5%	127.5	82.5	45	35.3%
	Cleves	60	97%	2	3%	0	0%	0	0.0%	1	1.6%	150	127.5	22.5	15.0%
	Langley	58	94%	4	6%	0	0%	0	0.0%	0	0.0%	165	120	45	27.3%
	Combined ITU	51	82%	11	18%	0	0%	0	0.0%	28	45.2%	682	682	0	0.0%
	ESAU	46	74%	16	26%	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
Total		**459**	**88.8%**	**58**	**11.2%**	**0**	**0.0%**	**0**	**0.0%**	**47**	**10.3%**	**1567**	**1274.5**	**292.5**	**18.7%**

Division		Area	No. of Days & Nights in the Month Rag Rated green	% Days & Nights in the Month Rag Rated Green	No. of Days & Nights in the Month Rag Rated Amber	% Days & Nights in the Month Rag Rated Amber	No. of Days & Nights in Month Rag Rated Red	% Days & Nights in the Month Rag Rated Red	No. of Shifts Red Flag Min of 2 RN's on Shift	% Shifts Red Flag Min of 2 RN's on Shift	No. of Shifts Red Flag More than 8 Hours Less than Planned	% Shifts Red Flag More than 8 Hours Less than Planned	Supervisory Hours			
													Planned	Actual	Lost	% Lost
Women's & Children's	Paediatrics	Starfish	62	100%	0	0%	0	0%	0	0.0%	4	6.5%	159	130.5	28.5	17.9%
		CED	62	100%	0	0%	0	0%	0	0.0%	1	1.6%	N/A	N/A	N/A	N/A
		Safari Day Unit	21	100%	0	0%	0	0%	1	4.8%	0	0.0%	97.5	82.5	15	15.4%
		Neonatal Unit	61	98%	1	2%	0	0%	0	0.0%	2	3.2%	N/A	N/A	N/A	N/A
		Transitional Care Unit	61	98%	0	0%	0	0%	0	N/A	0	N/A	N/A	N/A	N/A	N/A
	Gynaecology	Elizabeth	56	90%	6	10%	0	0%	0	0.0%	2	3.2%	150	112.5	37.5	25.0%
	Maternity	Delivery Suite	46	74%	16	26%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Alexandra BC	55	89%	7	11%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Victoria	58	94%	4	6%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Katherine	55	89%	7	11%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Knutsford	59	95%	3	5%	0	0%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total			**596**	**93.1%**	**44**	**6.9%**	**0**	**0.0%**	**1**	**0.4%**	**9**	**3.3%**	**150**	**112.5**	**37.5**	**25.0%**

Percentage of supervisory hours lost by ward for the months of November, December 2014 and January 2015