West Hertfordshire Hospitals NHS
NHS Trust

# Trust Board Meeting
## 1 October 2015

| | |
|---|---|
| **Title of Paper:** | **Nursing and Midwifery Safe Staffing Report** |
| **Agenda Item:** | **11/30** |
| **Lead Executive:** | **Tracey Carter, Chief Nurse and Director of Infection and Prevention Control** |
| **Author:** | **Gabrielle Leyshon, Lead Nurse Workforce** |
| **Trust Objectives:** | Tick as appropriate:<br>☒Achieving continuous improvement in the quality of patient care that we provide and the delivery of service performance across all areas;<br>☐Setting out our future clinical strategy through clinical leadership in partnership and with whole system working;<br>☐Creating a clear and credible long term financial strategy. |
| **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:**

| | **Panel/Group** | **Committee** |
|---|---|---|
| **Name:** | | Workforce Committee |
| | | 22 September 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.<br><br>This will lead to a suboptimal patient experience and potential poor Trust publicity and reputation. | 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.<br><br>Reducing bed base to mitigate staffing shortages.<br><br>Reporting mechanisms robust and assured. |

**Links to Board Assurance Framework, CQC outcomes, statutory requirements**
The Care Quality Commission (CQC), under regulation 18 and 12 of the Health and Social Care Act 2008 (regulated Activities) Regulations 2010 Safe Staffing letter CNO (2015)

**Legal implications** (if applicable)

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

**Recommendations** (delete as appropriate)
The Trust Board is asked to note the contents of the report for information and assurance.

West Hertfordshire Hospitals NHS
NHS Trust

**Agenda Item: 11/30**

## Trust Board Meeting - 1 October 2015

**Presented by:** 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 August 2015.

## 2. Background

2.1 Papers and reports follow the route of; Workforce Committee and Trust Leadership Executive Committee (TLEC)

2.2 The Trust submitted all unify data to NHS England as required by 15th September (August data). See appendix 1 for unify data returns by site and ward.

## 3. Analysis/Discussion

3.1 Planned versus actual nursing hours for August 2015 was 4.6% below planned hours (Includes trained nurses/midwife and healthcare assistant hours combined). This was a decrease of 1.9% from July2015.

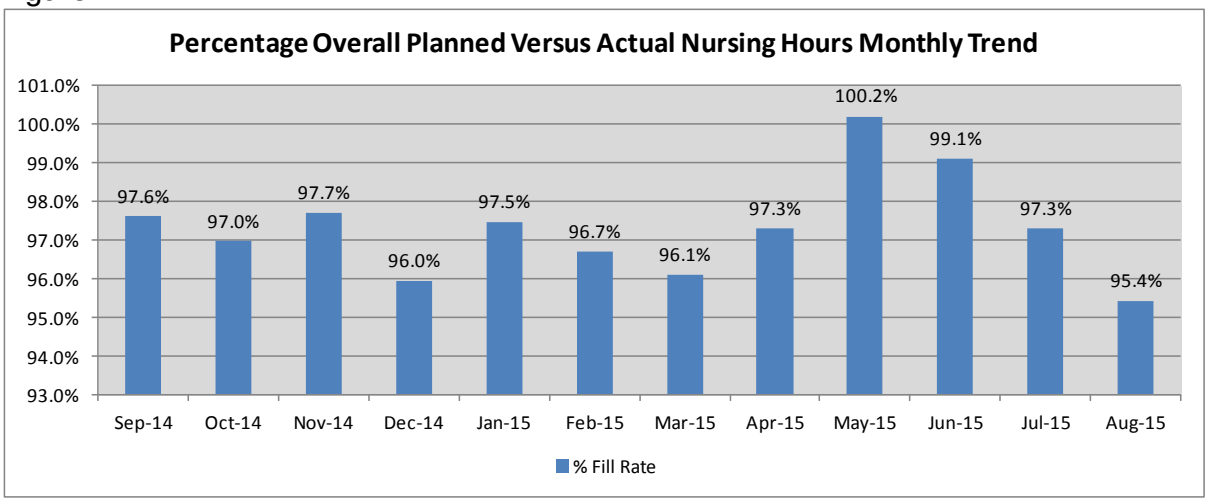
3.2 In August 2015 there were a total of 24 areas out of 31 where staffing fell below planned hours. This was an increase of 2 areas from the 31 reported last month.

3.3 Actual nursing hours were above planned in 7 areas; this was a increase of 1 area from July 2015.

3.4 In August 2015 the actual nursing hours fell below planned hours by more than 5 % in 17 areas of which 6 was above 10%. This was an increase of 5 areas in comparison to the 12 reported in July 2015.

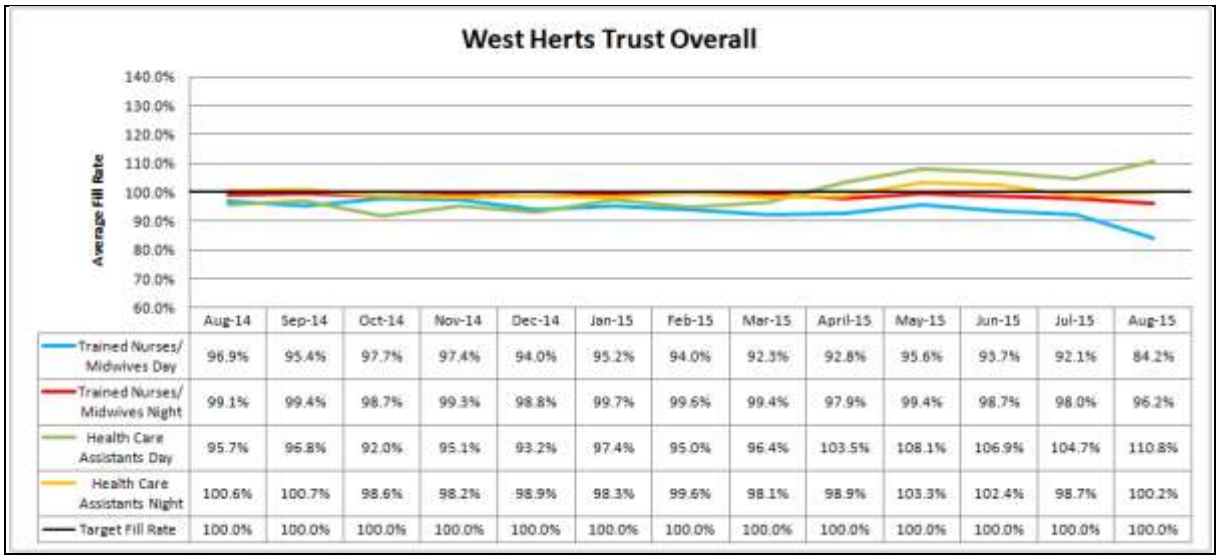
3.5 The monthly trend of planned versus actual nursing hours within our inpatient wards, showed a stable trend between 100.2% and 95.4% since August 2014. The month of August 2015 (95.4%) saw decrease of 1.8% to the 97.3% reported in July. See figure 1

Figure 1




3.6 The monthly trend showing planned vs. actual nursing hours, for trained nurse/midwives filled hours on day and night shifts, showed a decrease of 17.9% (Days) and 1.8% (Nights) in August from July 2015. Health care assistants show an increase in August from July 2015 for both day and night shifts. See figure 2 below and then appendix 2 for average fill rate trends by hospital and division.

Figure 2




| | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 96.9% | 95.4% | 97.7% | 97.4% | 94.0% | 95.2% | 94.0% | 92.3% | 92.8% | 95.6% | 93.7% | 92.1% | 84.2% |
| Trained Nurses/ Midwives Night | 99.1% | 99.4% | 98.7% | 99.3% | 98.8% | 99.7% | 99.6% | 99.4% | 97.9% | 99.4% | 98.7% | 98.0% | 96.2% |
| Health Care Assistants Day | 95.7% | 96.8% | 92.0% | 95.1% | 93.2% | 97.4% | 95.0% | 96.4% | 103.5% | 108.1% | 106.9% | 104.7% | 110.8% |
| Health Care Assistants Night | 100.6% | 100.7% | 98.6% | 98.2% | 98.9% | 98.3% | 99.6% | 98.1% | 98.9% | 103.3% | 102.4% | 98.7% | 100.2% |
| 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% | 100.0% |

3.7 Division of Medicine

- In the month of August 7 areas used more hours than planned; this was an increase of 4 areas from July 2015.

  .
- The 7 areas using increased hours relate to additional shifts due to 1:1 specialing, escorts off site and increased patient acuity and dependency needs of patients.

- In August 2015 out of 16 areas 1 area reported to unify that actual nursing hours fell below planned by more than 5%. This remained the same from the month of July 2015.

- The division of Medicine recorded the highest red and amber alerts in the Month of August 2015 with 29.8% (360 shifts) red and amber shift alerts; this was an increase of 13.2% from July 2015. Out of 20 areas recorded the top three recording red/amber alerts were AAU Triage with 26 alerts of which 1 were red, Cardiac Care with 29 alerts and Heronsgate with 35 shift alerts.

3.8 Division of Surgery

- No areas were recorded to have actual nursing hours over planned in the month of August 2015. This was the same as the previous month of July.

- In August 2015, 5 areas reported that their actual nursing hours fell below planned by more than 5%. This was an increase of 1 area from July 2015.

- The division of surgery recorded 18.8% (97 shifts) red/amber shifts alerts; this was an increase of 6.2% from the month of July 2015. Out of 9 areas the top three who recorded red/amber shifts were Ridge ward with 23 alerts Cleves 20 alerts of which 2 was red and Letchmore ward with 11 alerts of which 1 was red.

3.9 Division of Women and Children

- No areas were recorded to have actual nursing hours over planned in the month of August 2015. This is the same as the previous month of July 2015.

- In July 2015 all 8 areas reported that their actual nursing/midwifery hours fell below planned by more than 5%. This was an increase of 1 area from July 2015.

- The division of Women and children recorded 23% (151shifts) red/amber shift alerts; this is an increase of 1.1% from July 2015. Out of 11 areas the top three who recorded red/amber shifts were Katherine ward with 36 alerts, Delivery Suite with 30 shifts, Neonatal with 26 shifts of which 7 were red.

- Appendix 3 shows by division, at ward level, the 3 months (June – August 2015) percentage of actual vs. planned hours used.

3.10 Workforce red flag events continue to be closely monitored and reported through the daily staffing meetings. See appendix 4 showing monthly trend graphs for red flag events and supervisory hours lost overall and by ward for the months of June, July and August2015.

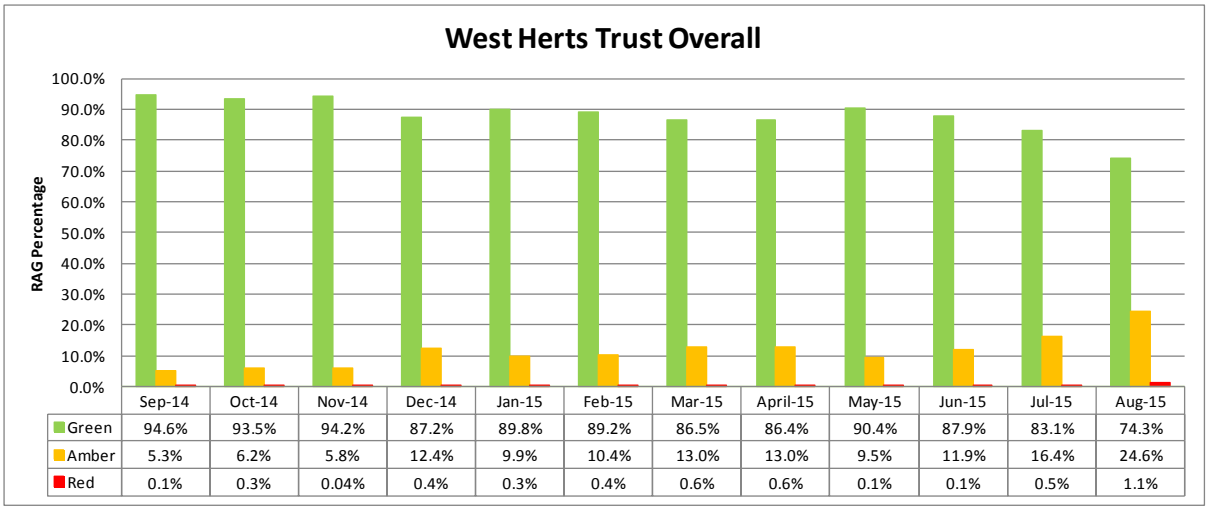
- In August 2015 the Trust recorded 31 (1.6%) red flag shifts where there were less than 2 registered nurses on duty; this was an increase of 29 from July 2015.

- There were (26.4%) red flag shifts recorded where more than 8hrs of trained nursing hours were less than planned. This was an increase of 9.8%from the previous month.

- A total of 272 shifts or 2,043 (40.1%) supervisory hours were lost in August 2015 to mitigate against unfilled hours and maintain safe patient care. This was an increase of 8.1% in comparison to July 2015. Supervisory lost hours will impact on the ability of the Band 7s to carry out their full role.

3.11 Professional judgement shift Red, Amber, and Green (RAG) ratings. See Figure 3 below for overall monthly Trust percentages of shifts raged red amber and green. See appendix 5 for monthly trend graphs by division for the percentage of shifts rated red amber and green.

Figure 3




| | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Green | 94.6% | 93.5% | 94.2% | 87.2% | 89.8% | 89.2% | 86.5% | 86.4% | 90.4% | 87.9% | 83.1% | 74.3% |
| Amber | 5.3% | 6.2% | 5.8% | 12.4% | 9.9% | 10.4% | 13.0% | 13.0% | 9.5% | 11.9% | 16.4% | 24.6% |
| Red | 0.1% | 0.3% | 0.04% | 0.4% | 0.3% | 0.4% | 0.6% | 0.6% | 0.1% | 0.1% | 0.5% | 1.1% |

- All shifts day and night are professionally judged by the nurse in charge of the clinical area for safety by RAG rating. Rag rates across wards and areas also include areas not included in the unify data collection e.g Accident and Emergency.

- In August 2015, 76.4% (1,757shifts) of shifts were rated green and safe. This is a decrease of 6.7% from July2015.

- 23.5% (402 shifts) of shifts were rated red and amber in August 2015; this was an increase of 6.6% from July 2015.

- All red flag events and red/amber alerts triggered in the month of July were responded to with a senior nurse/midwife review at the time of being raised, discussed at the daily safe staffing meetings and mitigations put in place to ensure patient safety.

- The directorate's senior nursing teams continue to maintain support and supervision with the ward sister/charge nurses to ensure safe staffing levels are maintained across the Trust.

- See appendix 6 for exception reports with mitigations by shift for August 2015.

3.12 The Recruitment and retention of nursing staff remains a priority for the Trust, but remains an ongoing challenge. Stabilising and retaining the nursing and midwifery workforce in clinical areas is of great concern and a key focus of the Chief Nurse, Director of Workforces and Trust Board as we move through 2015.

- As of 31 July 2015 the overall N&M vacancy rate has reduced slightly from 21.2% to 20.9%. The vacancy rate for Band 5s alone has dropped from 29.4% to 27.5% and the Healthcare assistant vacancy is currently 10.8%, a decrease of 3.8%. The current vacancy rate does not include new starters in the pipeline to commence at the Trust.

- Biweekly cohort recruitment continues to take place for registered nurses and healthcare assistants. As of 14 August there were 72 registered nurses and midwives and 28 at Band 2-4 waiting to start

- International recruitment took place in May 2015 to support the filling of vacant posts. These recruits are progressing through the Nursing & Midwifery Council (NMC) approval process that will allow them to commence in post towards January of 2016.

- Further European recruitment is being planned for the next few months via skype –so far using this approach 34 have been interviewed and offered positions.

- Appendix 7 shows the current Nursing and Midwifery workforce position with a projected three month vacancy position.

## 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 The Trust continues with high activity levels and vacancy rates. Recruitment and retention of staff is a key to enable the reduction of the vacancy rate and use of temporary staff.

4.3 The risks due to nursing ad midwifery vacancies are part of the divisional risk registers which are regularly reviewed and the controls in place monitored through the Trust governance processes.

4.4 The Chief Nurse with senior nursing and midwifery staff review staffing levels daily and throughout the day using an electronic reporting system. A clear escalation policy is in place and sent out daily to ensure staff are aware of how to raise concerns.

## 5. Recommendation

5.1 The Trust Board is asked to note the contents of the report for information and assurance.

**Tracey Carter**
**Chief Nurse and Director of Infection Prevention and Control**
12 September 2015

## Appendix 1

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

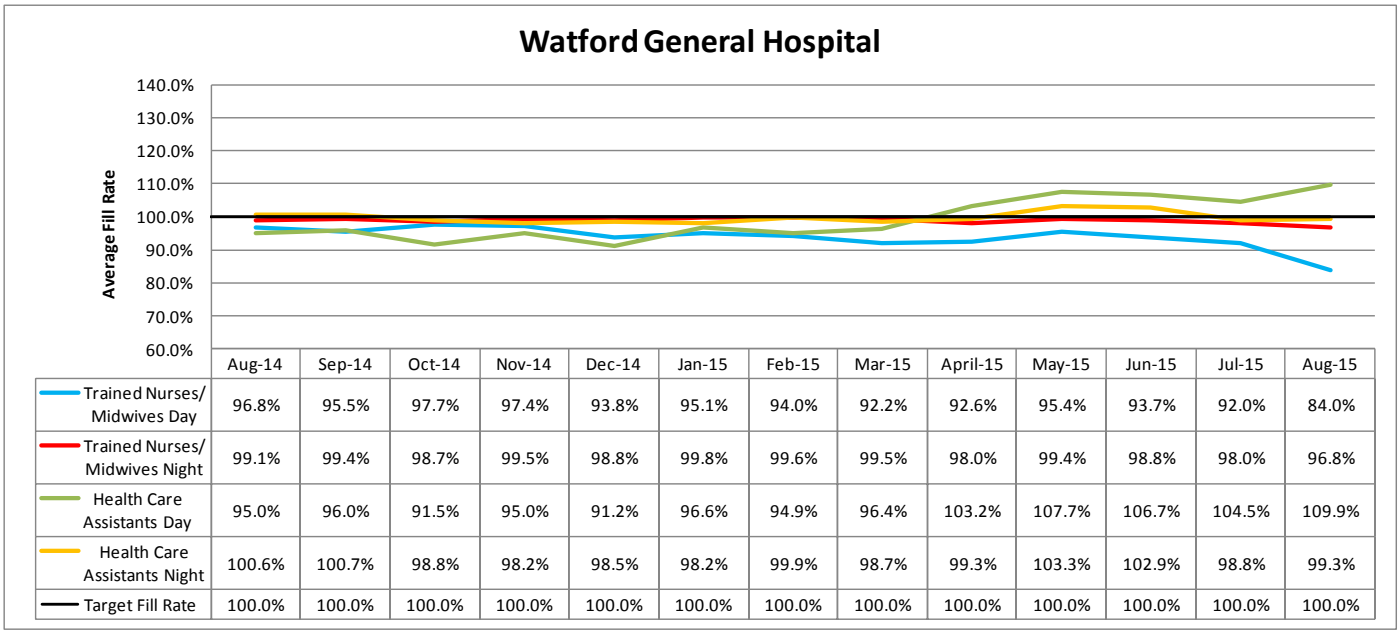
| | Day | | | | Night | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Registered midwives/nurses | | Care Staff | | Registered midwives/nurses | | Care Staff | | Day | | Night | |
| Site Name | Total monthly planned staff hours | Total monthly actual staff hours | Total monthly 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 (%) |
| HARPENDEN MEMORIAL HOSPITAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | 0.0% | 0.0% |
| HEMEL HEMPSTEAD HOSPITAL | 1227 | 1083 | 724.5 | 1046.5 | 1069.5 | 1046.5 | 368 | 736 | 88.3% | 144.4% | 97.8% | 200.0% |
| MOUNT VERNON HOSPITAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% | 0.0% | 0.0% |
| ST ALBANS CITY HOSPITAL | 2101 | 1770 | 989 | 1090 | 1230.5 | 931.5 | 437 | 241.5 | 84.2% | 110.2% | 75.7% | 55.3% |
| WATFORD GENERAL HOSPITAL | 48310 | 40603.5 | 27531 | 30252.5 | 42711 | 41331 | 20090.5 | 19952.5 | 84.0% | 109.9% | 96.8% | 99.3% |

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

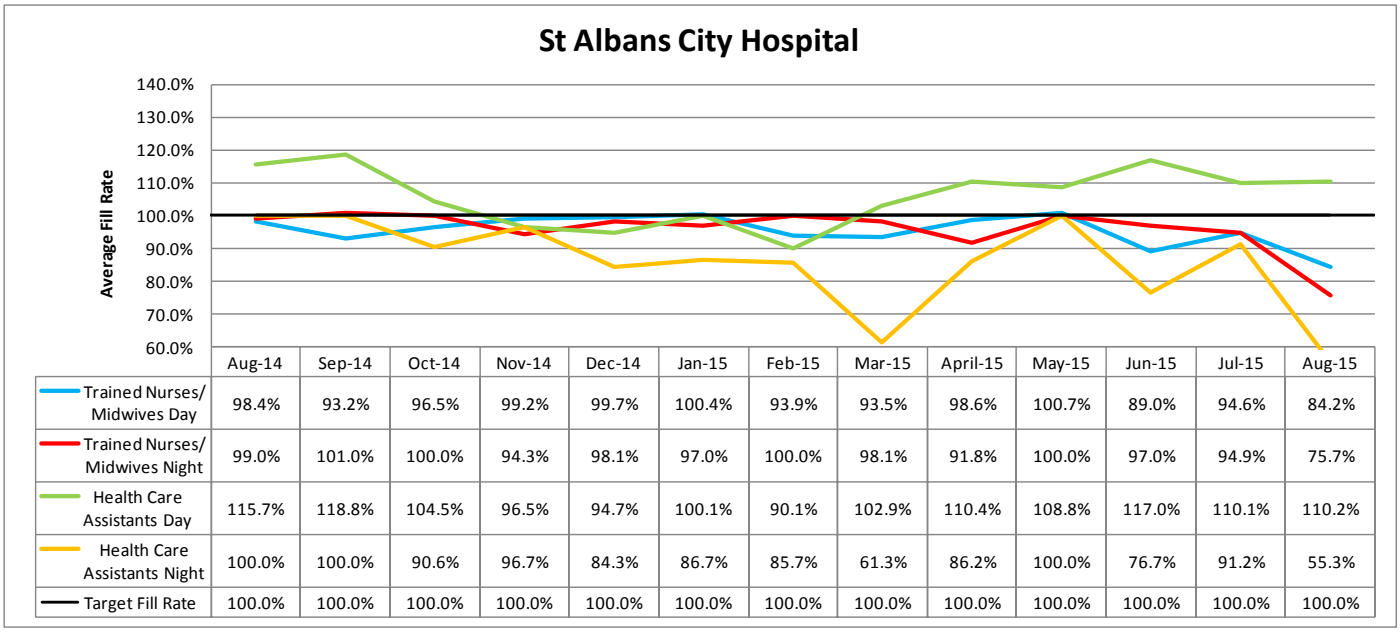
| | | | | | Day | | | | Night | | | | Day | | Night | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Hospital Site Details | | Ward name | Main 2 Specialties on each ward | | Registered midwives/nurses | | Care Staff | | Registered midwives/nurses | | Care Staff | | Average fill rate - registered nurses/midwives (%) | Average fill rate - care staff (%) | Average fill rate - registered nurses/midwives (%) | Average fill rate - care staff (%) |
| Site code *The Site code is automatically populated when a Site name is selected | 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 HOSPITAL - RWG02 | AAU Blue Level 1 | 326 - ACUTE INTERNAL MEDICINE | | 1219.5 | 1127.5 | 713 | 690 | 1069.5 | 1046.5 | 713 | 713 | 92.5% | 96.8% | 97.8% | 100.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | AAU Yellow Level 1 | 326 - ACUTE INTERNAL MEDICINE | | 1260 | 1034 | 713 | 736 | 1069.5 | 1035 | 713 | 713 | 82.1% | 103.2% | 96.8% | 100.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | AAU Green Level 1 | 326 - ACUTE INTERNAL MEDICINE | | 1250 | 1081.5 | 713 | 728 | 1069.5 | 1035 | 713 | 713 | 86.5% | 102.1% | 96.8% | 100.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | AAU Red Suite | 430 - GERIATRIC MEDICINE | | 1242 | 1078 | 713 | 847 | 1069.5 | 1069.5 | 356.5 | 425.5 | 86.8% | 118.8% | 100.0% | 119.4% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | AAU Blue & Yellow Level 3 | 326 - ACUTE INTERNAL MEDICINE | | 2668 | 2580 | 1782.5 | 1920 | 2495.5 | 2472.5 | 1426 | 1230.5 | 96.7% | 107.7% | 99.1% | 86.3% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Cardiac Care | 320 - CARDIOLOGY | | 2311.5 | 2082 | 713 | 828 | 1782.5 | 1702 | 356.5 | 437 | 90.1% | 116.1% | 95.5% | 122.6% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Bluebell | 430 - GERIATRIC MEDICINE | | 1242 | 1166 | 1782.5 | 1794 | 1069.5 | 1104 | 1782.5 | 1851.5 | 93.9% | 100.6% | 103.2% | 103.9% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Winyard | 430 - GERIATRIC MEDICINE | | 1234.5 | 1051.5 | 713 | 847 | 1069.5 | 1069.5 | 356.5 | 391 | 85.2% | 118.8% | 100.0% | 109.7% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Sarratt | 430 - GERIATRIC MEDICINE | | 1598.5 | 1533 | 1426 | 2150.5 | 1426 | 1449 | 1069.5 | 1127 | 95.9% | 150.8% | 101.6% | 105.4% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Croxley | 430 - GERIATRIC MEDICINE | | 1598.5 | 1372.5 | 1426 | 1690.5 | 1426 | 1414.5 | 713 | 1150 | 85.9% | 118.5% | 99.2% | 161.3% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Tudor | 430 - GERIATRIC MEDICINE | | 1242 | 1169.5 | 1426 | 1483.5 | 1069.5 | 1184.5 | 1426 | 1483.5 | 94.2% | 104.0% | 110.8% | 104.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Heronsgate & Gade | 302 - ENDOCRINOLOGY | | 2484 | 2244.5 | 1426 | 1598.5 | 2139 | 2139 | 713 | 713 | 90.4% | 112.1% | 100.0% | 100.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Aldenham | 340 - RESPIRATORY MEDICINE | | 1970.5 | 1824 | 1403 | 1464 | 1748 | 1725 | 391 | 379.5 | 92.6% | 104.3% | 98.7% | 97.1% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Cassio | 301 - GASTROENTEROLOGY | | 1246 | 1136 | 713 | 1196 | 1069.5 | 1035 | 356.5 | 839.5 | 91.2% | 167.7% | 96.8% | 235.5% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Acute Stroke Unit | 328-STROKE MEDICINE | | 2544 | 2202 | 1426 | 1518 | 2139 | 2139 | 1426 | 1460.5 | 86.6% | 106.5% | 100.0% | 102.4% |
| RWG08 | HEMEL HEMPSTEAD HOSPITAL - RWG08 | Simpson | 314 - REHABILITATION | | 1242 | 1165.5 | 713 | 759 | 1069.5 | 1069.5 | 356.5 | 356.5 | 93.8% | 106.5% | 100.0% | 100.0% |
| RWG03 | ST ALBANS CITY HOSPITAL - RWG03 | De La Mare/Beckett | 100 - GENERAL SURGERY | | 1690.5 | 1599 | 759 | 836 | 1127 | 1069.5 | 391 | 356.5 | 94.6% | 110.1% | 94.9% | 91.2% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Letchmore | 100 - GENERAL SURGERY | | 1242 | 1074 | 713 | 759 | 1069.5 | 1069.5 | 356.5 | 368 | 86.5% | 106.5% | 100.0% | 103.2% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Flaunden | 100 - GENERAL SURGERY | | 1591 | 1430 | 1069.5 | 1099.5 | 1426 | 1345.5 | 356.5 | 460 | 89.9% | 102.8% | 94.4% | 129.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Ridge | 110 - TRAUMA & ORTHOPAEDICS | | 1598.5 | 1238.5 | 1069.5 | 1023.5 | 1069.5 | 1046.5 | 713 | 644 | 77.5% | 95.7% | 97.8% | 90.3% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Cleves | 110 - TRAUMA & ORTHOPAEDICS | | 1242 | 997 | 1069.5 | 1138 | 1069.5 | 1046.5 | 713 | 701.5 | 80.3% | 106.4% | 97.8% | 98.4% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Langley | 100 - GENERAL SURGERY | | 1150 | 894 | 448.5 | 552 | 713 | 713 | 356.5 | 356.5 | 77.7% | 123.1% | 100.0% | 100.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Combined ITU | 192 - CRITICAL CARE MEDICINE | | 4807 | 4671.5 | 379.5 | 368 | 5014 | 4634.5 | 333.5 | 310.5 | 97.2% | 97.0% | 92.4% | 93.1% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Starfish | 420 - PAEDIATRICS | | 1484 | 1382.5 | 379.5 | 391 | 1069.5 | 989 | 356.5 | 310.5 | 93.2% | 103.0% | 92.5% | 87.1% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | SCBU | 420 - PAEDIATRICS | | 2139 | 2311 | 1069.5 | 793 | 2139 | 1943.5 | 1069.5 | 621 | 108.0% | 74.1% | 90.9% | 58.1% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Elizabeth | 502 - GYNAECOLOGY | | 1587 | 1364 | 1058 | 1023 | 1069.5 | 1058 | 713 | 713 | 85.9% | 96.7% | 98.9% | 100.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Delivery Suite | 501 - OBSTETRICS | | 3411 | 3412 | 713 | 386.5 | 3208.5 | 3197 | 713 | 471.5 | 100.0% | 54.2% | 99.6% | 66.1% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | ABC | 501 - OBSTETRICS | | 1084.5 | 1053.5 | 356.5 | 266 | 1069.5 | 1069.5 | 356.5 | 333.5 | 97.1% | 74.6% | 100.0% | 93.5% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Victoria | 501 - OBSTETRICS | | 720.5 | 716 | 356.5 | 267 | 713 | 713 | 356.5 | 253 | 99.4% | 74.9% | 100.0% | 71.0% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Katherine | 501 - OBSTETRICS | | 1441 | 1467.5 | 1069.5 | 632 | 1069.5 | 1127 | 1069.5 | 736 | 101.8% | 59.1% | 105.4% | 68.8% |
| RWG02 | WATFORD GENERAL HOSPITAL - RWG02 | Knutsford | 501 - OBSTETRICS | | 356.5 | 363.5 | 356.5 | 241 | 356.5 | 345 | 356.5 | 172.5 | 102.0% | 67.6% | 96.8% | 48.4% |

## Appendix 2

Trend graphs by percentage for average fill rates by hospital and division

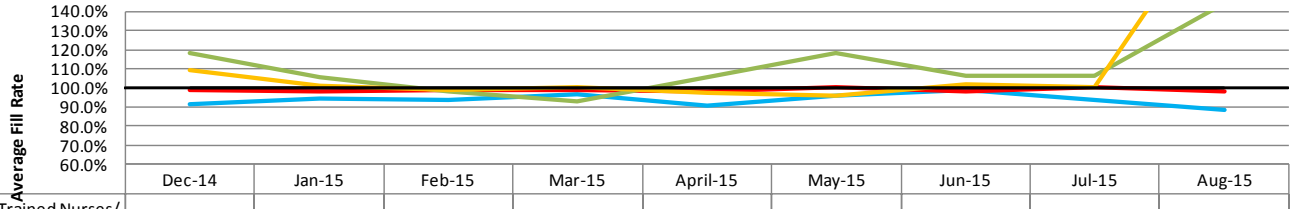



| | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 96.8% | 95.5% | 97.7% | 97.4% | 93.8% | 95.1% | 94.0% | 92.2% | 92.6% | 95.4% | 93.7% | 92.0% | 84.0% |
| Trained Nurses/ Midwives Night | 99.1% | 99.4% | 98.7% | 99.5% | 98.8% | 99.8% | 99.6% | 99.5% | 98.0% | 99.4% | 98.8% | 98.0% | 96.8% |
| Health Care Assistants Day | 95.0% | 96.0% | 91.5% | 95.0% | 91.2% | 96.6% | 94.9% | 96.4% | 103.2% | 107.7% | 106.7% | 104.5% | 109.9% |
| Health Care Assistants Night | 100.6% | 100.7% | 98.8% | 98.2% | 98.5% | 98.2% | 99.9% | 98.7% | 99.3% | 103.3% | 102.9% | 98.8% | 99.3% |
| 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% | 100.0% |



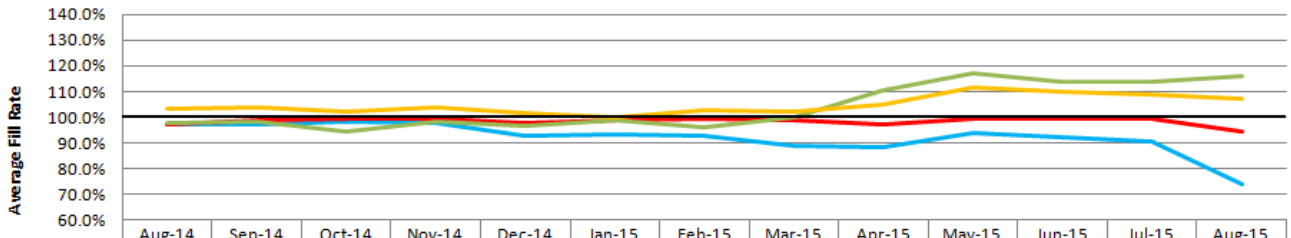

| | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 98.4% | 93.2% | 96.5% | 99.2% | 99.7% | 100.4% | 93.9% | 93.5% | 98.6% | 100.7% | 89.0% | 94.6% | 84.2% |
| Trained Nurses/ Midwives Night | 99.0% | 101.0% | 100.0% | 94.3% | 98.1% | 97.0% | 100.0% | 98.1% | 91.8% | 100.0% | 97.0% | 94.9% | 75.7% |
| Health Care Assistants Day | 115.7% | 118.8% | 104.5% | 96.5% | 94.7% | 100.1% | 90.1% | 102.9% | 110.4% | 108.8% | 117.0% | 110.1% | 110.2% |
| Health Care Assistants Night | 100.0% | 100.0% | 90.6% | 96.7% | 84.3% | 86.7% | 85.7% | 61.3% | 86.2% | 100.0% | 76.7% | 91.2% | 55.3% |
| 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% | 100.0% |

## Hemel Hempstead General Hospital



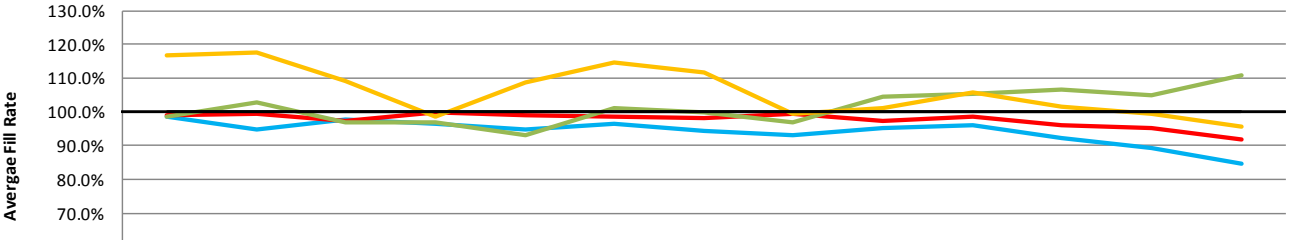

| | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 91.8% | 94.5% | 93.8% | 96.3% | 90.6% | 95.9% | 99.1% | 93.8% | 88.3% |
| Trained Nurses/ Midwives Night | 99.1% | 98.2% | 98.9% | 98.9% | 98.1% | 100.0% | 97.9% | 100.0% | 97.8% |
| Health Care Assistants Day | 118.1% | 105.3% | 97.8% | 93.1% | 105.8% | 117.9% | 106.4% | 106.5% | 144.4% |
| Health Care Assistants Night | 109.3% | 101.4% | 98.9% | 100.0% | 97.6% | 96.2% | 101.6% | 100.0% | 200.0% |
| Target Fill Rate | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

## Medicine

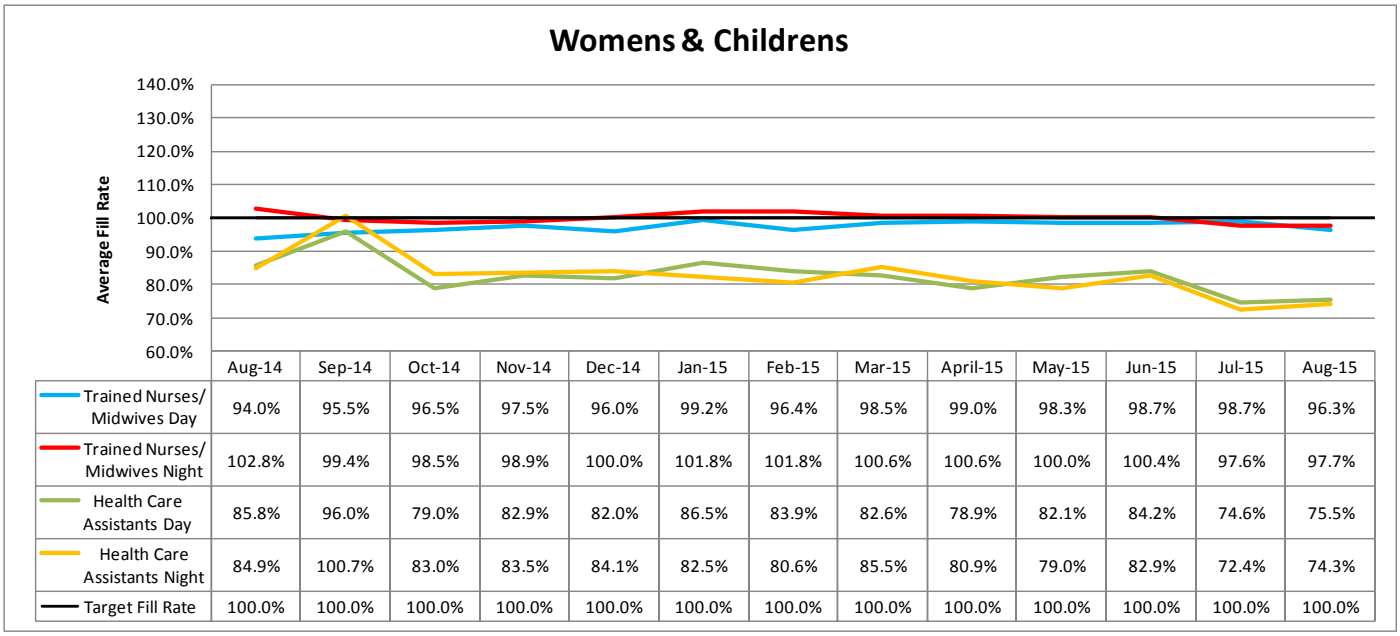



| | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 97.2% | 97.0% | 98.3% | 98.0% | 92.7% | 93.1% | 92.8% | 89.1% | 88.6% | 94.1% | 92.1% | 90.5% | 74.1% |
| Trained Nurses/ Midwives Night | 97.5% | 98.9% | 99.6% | 99.3% | 98.0% | 99.1% | 99.2% | 98.9% | 97.0% | 99.6% | 99.4% | 99.6% | 94.2% |
| Health Care Assistants Day | 97.7% | 98.4% | 94.2% | 98.2% | 96.5% | 99.0% | 96.3% | 100.1% | 110.3% | 117.0% | 113.8% | 113.8% | 116.0% |
| Health Care Assistants Night | 103.2% | 103.7% | 102.1% | 103.8% | 101.7% | 99.8% | 102.6% | 102.2% | 105.2% | 111.8% | 109.8% | 108.7% | 107.0% |
| 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% | 100.0% |

## Surgery



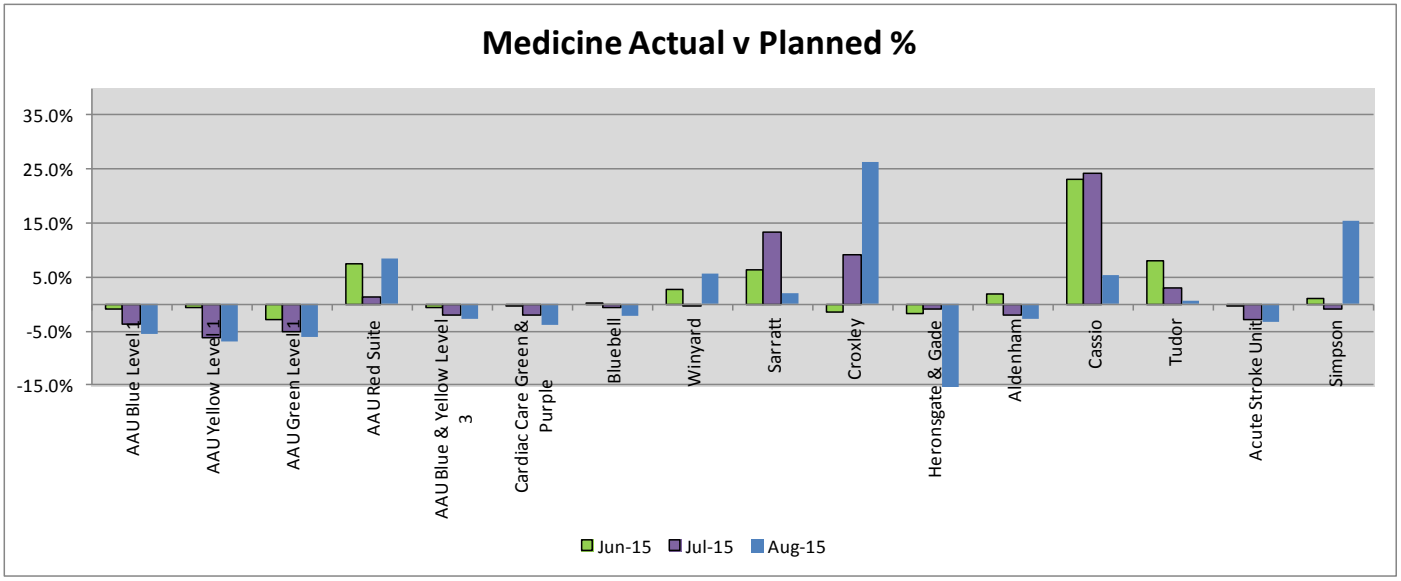

| | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April 15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 98.5% | 94.9% | 97.6% | 96.4% | 94.7% | 96.3% | 94.3% | 92.9% | 95.4% | 95.9% | 92.1% | 89.4% | 84.8% |
| Trained Nurses/ Midwives Night | 98.9% | 99.6% | 97.3% | 99.9% | 98.8% | 98.6% | 98.3% | 99.3% | 97.2% | 98.5% | 95.9% | 95.1% | 91.7% |
| Health Care Assistants Day | 98.7% | 103.0% | 96.8% | 97.0% | 93.2% | 101.3% | 99.9% | 96.9% | 104.4% | 105.2% | 106.8% | 104.9% | 110.7% |
| Health Care Assistants Night | 116.8% | 117.5% | 109.1% | 98.5% | 108.8% | 114.8% | 111.8% | 99.3% | 101.1% | 105.9% | 101.5% | 99.3% | 95.7% |
| 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% | 100.0% |

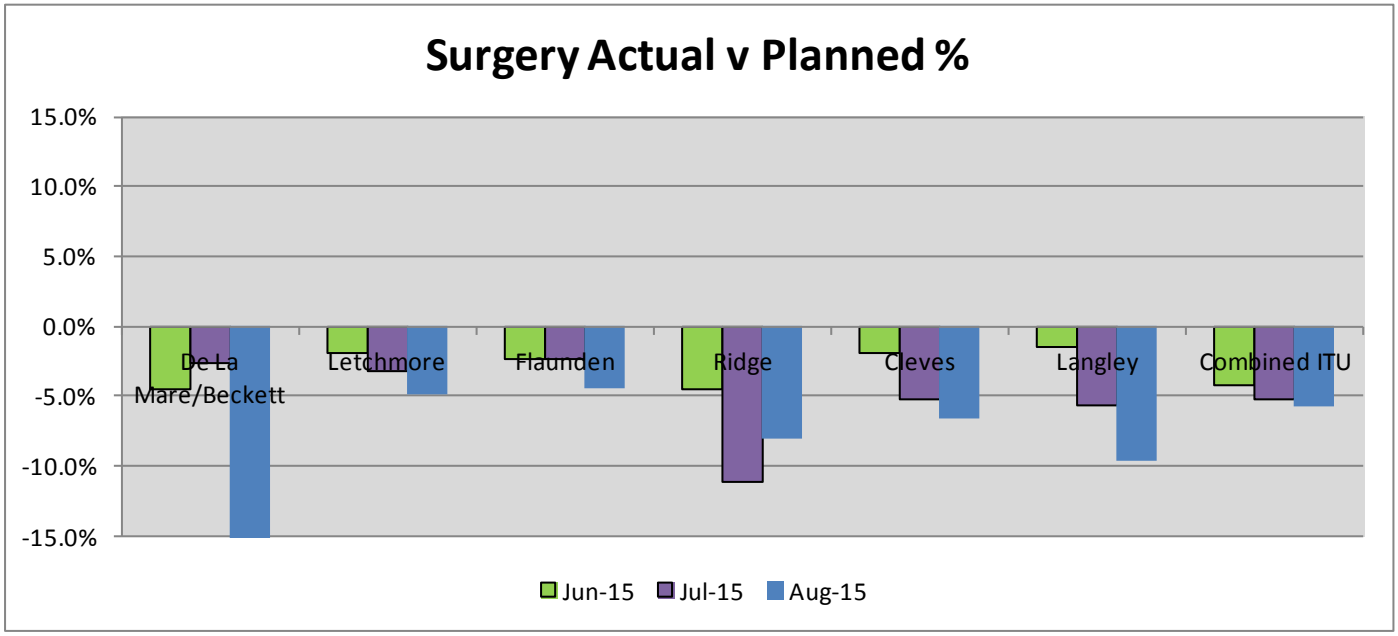


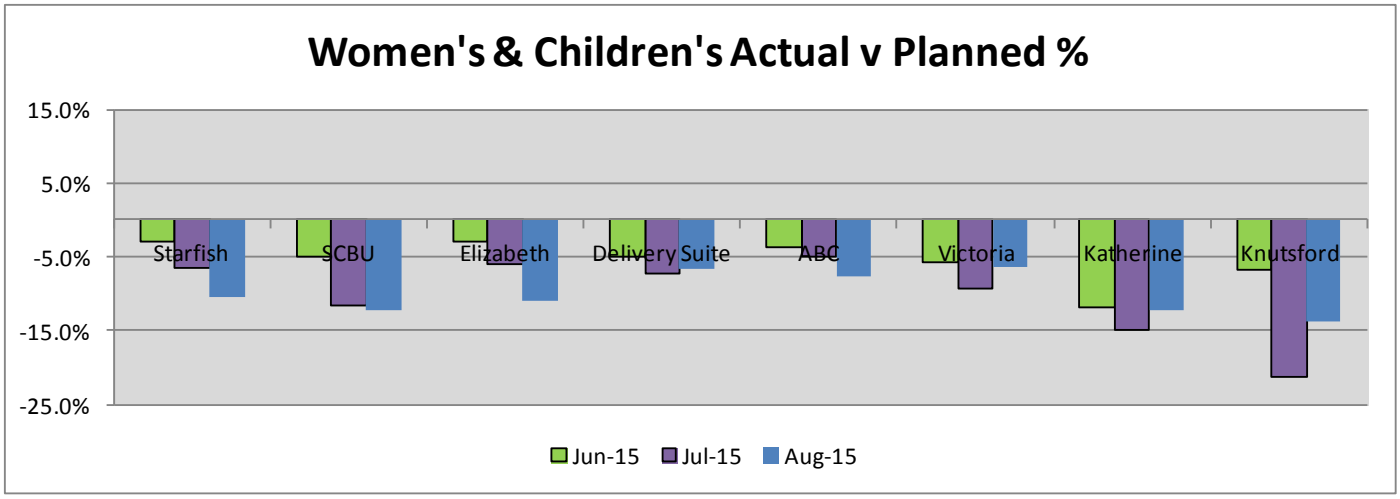

| | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Trained Nurses/ Midwives Day | 94.0% | 95.5% | 96.5% | 97.5% | 96.0% | 99.2% | 96.4% | 98.5% | 99.0% | 98.3% | 98.7% | 98.7% | 96.3% |
| Trained Nurses/ Midwives Night | 102.8% | 99.4% | 98.5% | 98.9% | 100.0% | 101.8% | 101.8% | 100.6% | 100.6% | 100.0% | 100.4% | 97.6% | 97.7% |
| Health Care Assistants Day | 85.8% | 96.0% | 79.0% | 82.9% | 82.0% | 86.5% | 83.9% | 82.6% | 78.9% | 82.1% | 84.2% | 74.6% | 75.5% |
| Health Care Assistants Night | 84.9% | 100.7% | 83.0% | 83.5% | 84.1% | 82.5% | 80.6% | 85.5% | 80.9% | 79.0% | 82.9% | 72.4% | 74.3% |
| 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% | 100.0% |

## Appendix 3

Actual percentage of nursing hours vs. planned by division and ward for the months of June July and August 2015

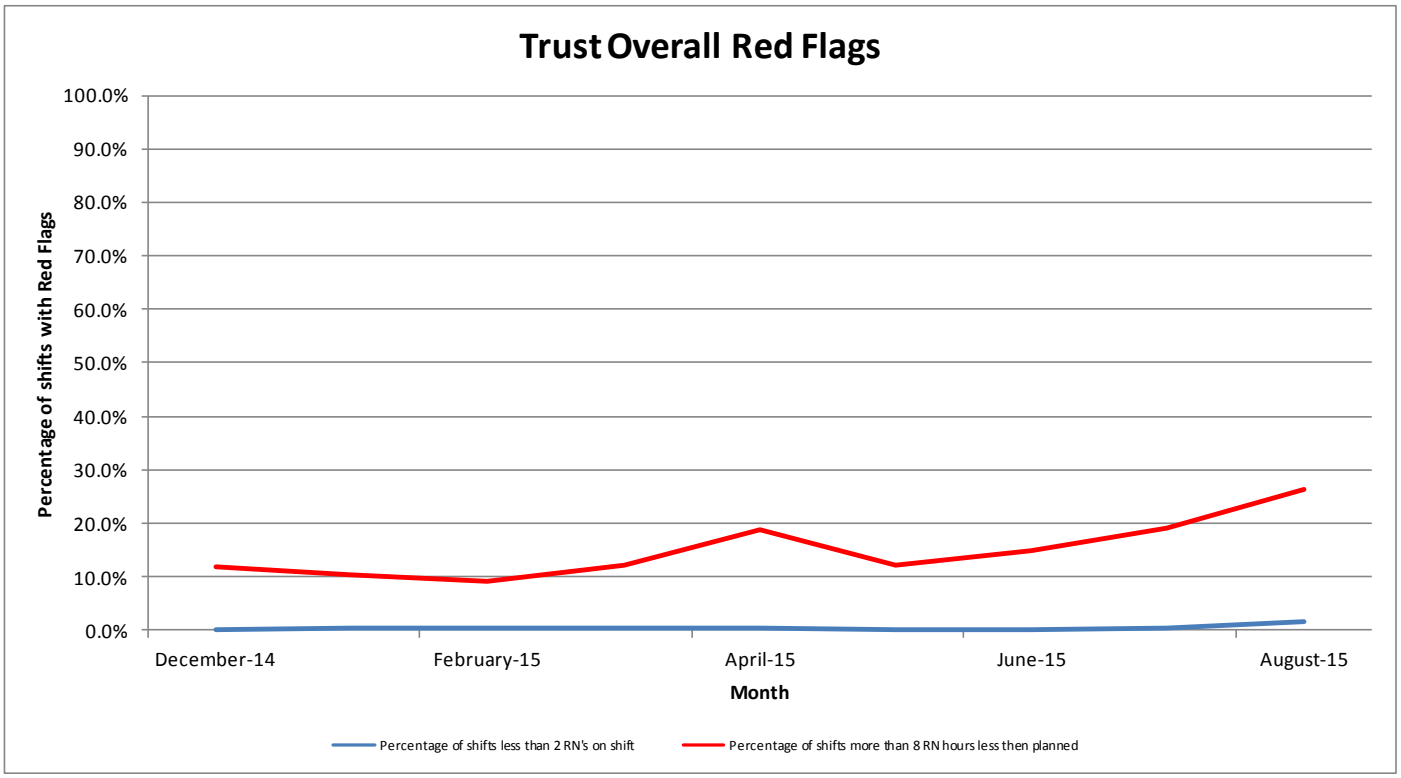


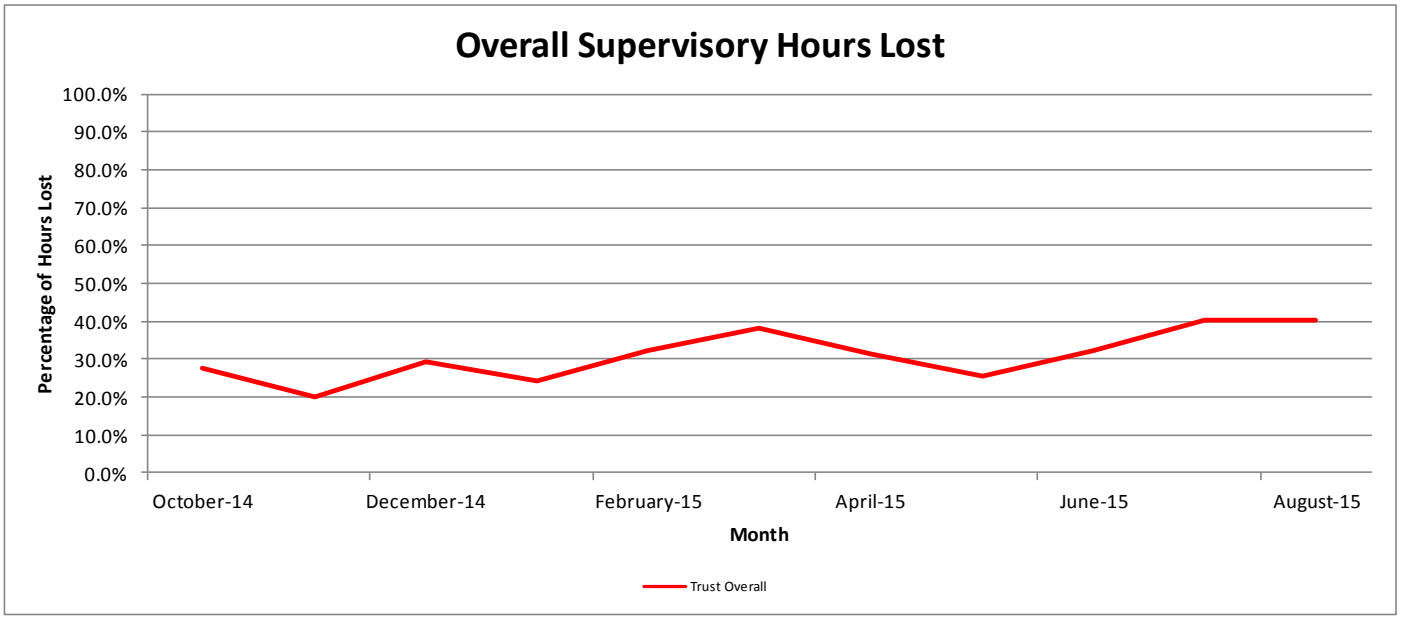

Women's & Children's Actual v Planned %
15.0%
5.0%
-5.0%
-15.0%
-25.0%
Starfish
SCBU
Elizabeth
Delivery Suite
ABC
Victoria
Katherine
Knutsford
Jun-15
Jul-15
Aug-15

## Appendix 4

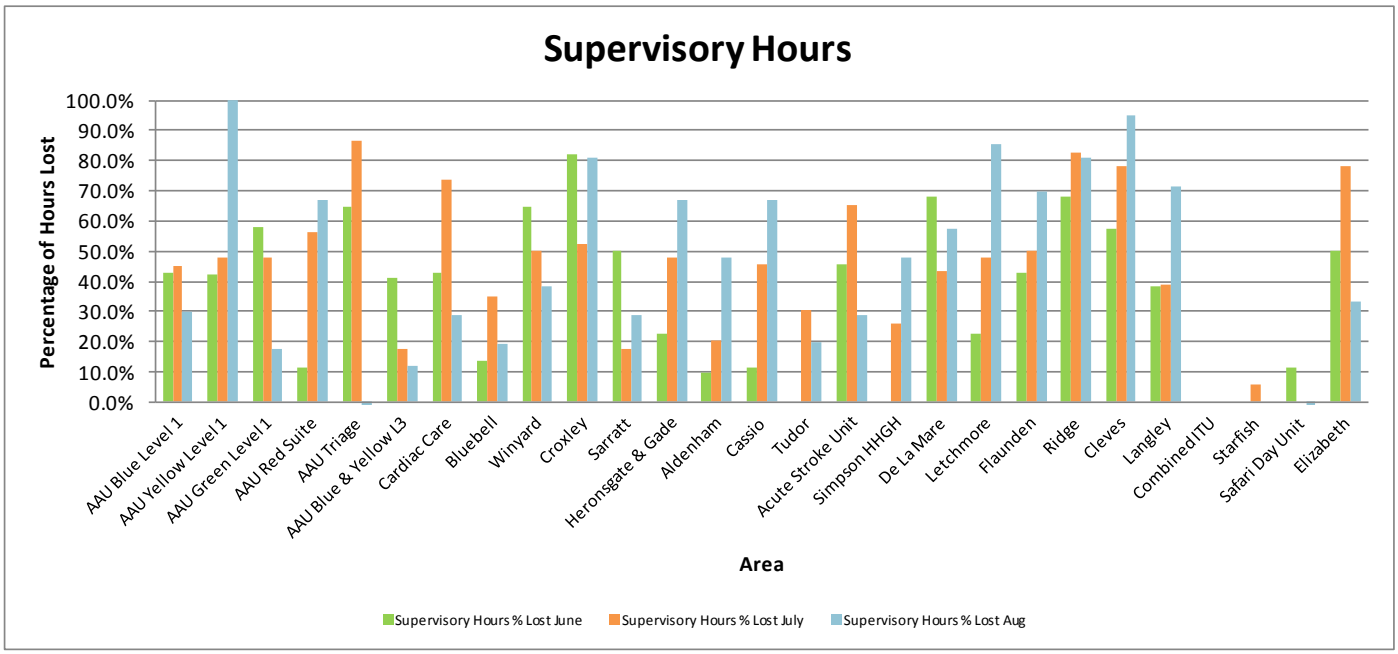
Monthly trend graph for the percentage of shifts with red flag events




Monthly trend graph for the percentage of supervisory hours lost

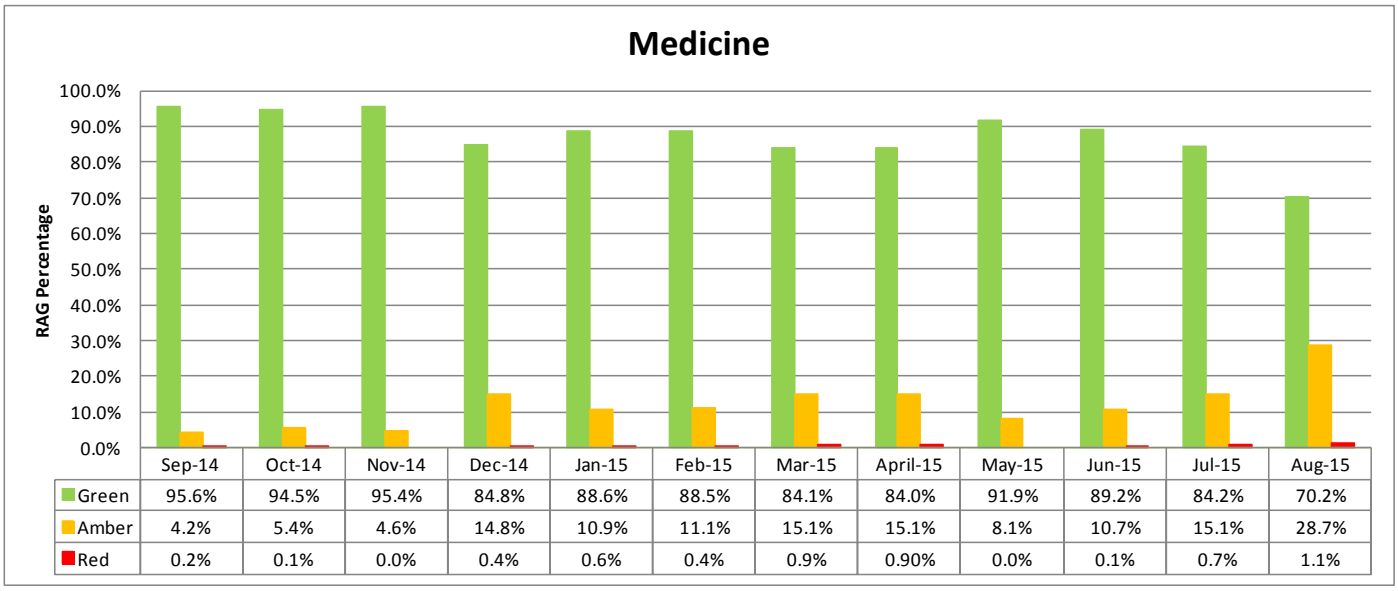


Percentage of supervisory hours lost by ward for the months of June July and August 2015

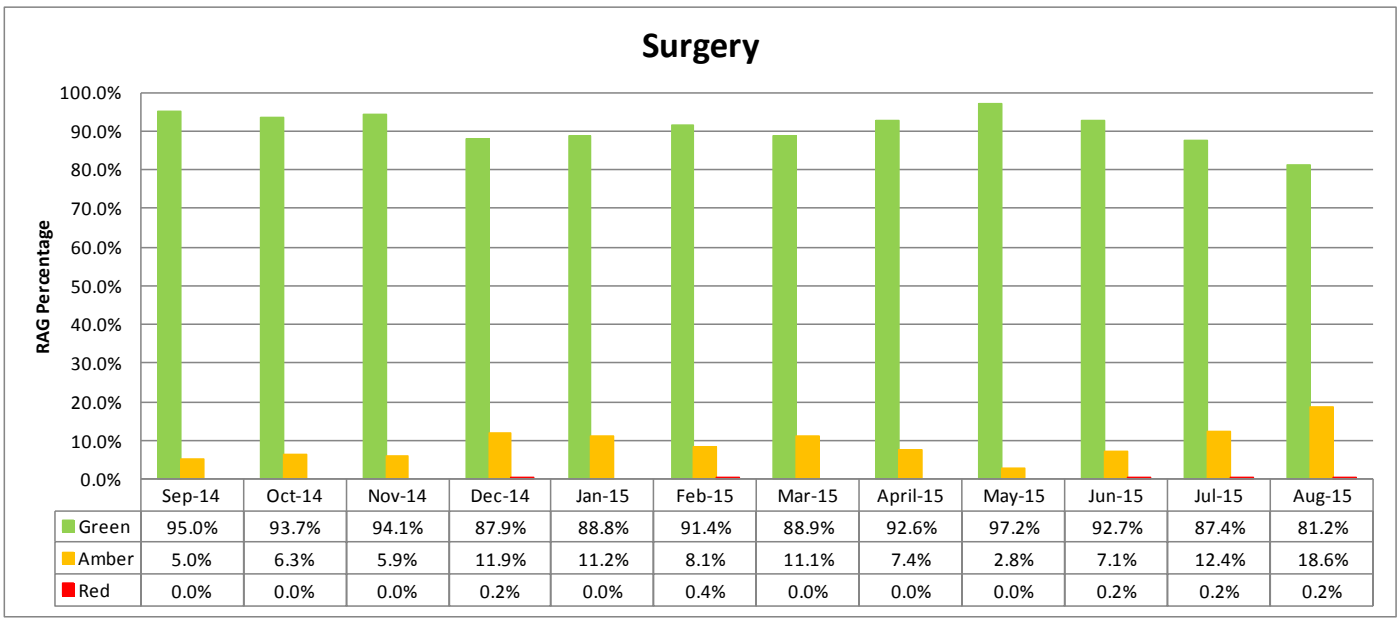


## Appendix 5

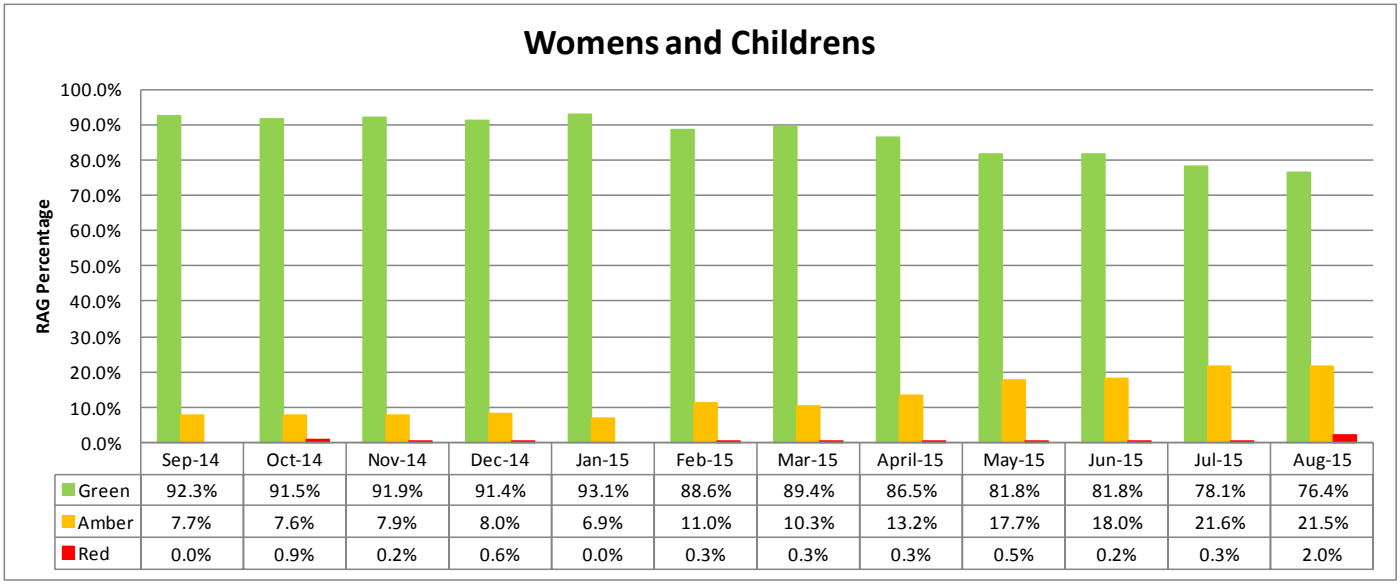
Monthly trend graphs by division for the percentage of shifts rated Red Amber and Green




| | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Green | 95.6% | 94.5% | 95.4% | 84.8% | 88.6% | 88.5% | 84.1% | 84.0% | 91.9% | 89.2% | 84.2% | 70.2% |
| Amber | 4.2% | 5.4% | 4.6% | 14.8% | 10.9% | 11.1% | 15.1% | 15.1% | 8.1% | 10.7% | 15.1% | 28.7% |
| Red | 0.2% | 0.1% | 0.0% | 0.4% | 0.6% | 0.4% | 0.9% | 0.90% | 0.0% | 0.1% | 0.7% | 1.1% |




| | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Green | 95.0% | 93.7% | 94.1% | 87.9% | 88.8% | 91.4% | 88.9% | 92.6% | 97.2% | 92.7% | 87.4% | 81.2% |
| Amber | 5.0% | 6.3% | 5.9% | 11.9% | 11.2% | 8.1% | 11.1% | 7.4% | 2.8% | 7.1% | 12.4% | 18.6% |
| Red | 0.0% | 0.0% | 0.0% | 0.2% | 0.0% | 0.4% | 0.0% | 0.0% | 0.0% | 0.2% | 0.2% | 0.2% |




| | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | April-15 | May-15 | Jun-15 | Jul-15 | Aug-15 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Green | 92.3% | 91.5% | 91.9% | 91.4% | 93.1% | 88.6% | 89.4% | 86.5% | 81.8% | 81.8% | 78.1% | 76.4% |
| Amber | 7.7% | 7.6% | 7.9% | 8.0% | 6.9% | 11.0% | 10.3% | 13.2% | 17.7% | 18.0% | 21.6% | 21.5% |
| Red | 0.0% | 0.9% | 0.2% | 0.6% | 0.0% | 0.3% | 0.3% | 0.3% | 0.5% | 0.2% | 0.3% | 2.0% |

## Appendix 6

August 2015 Trust safe staffing exception report by shift

| 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** | 02/08/2015 | Day | **A** | Supervisory to support bay. |
| | | 03/08/2015 | Day | **A** | supervisory to support |
| | | 05/08/2015 | Day | **A** | Supervisory to support clinically. |
| | | 07/08/2015 | Day | **A** | Supervisory to work clinically. |
| | | 10/08/2015 | Day | **A** | Supervisory to support. |
| | | 11/08/2015 | Day | **A** | HCA has called in sick, out to bank but shift not filled. Supervisory to support. |
| | | 12/08/2015 | Day | **A** | Supervisory to support. |
| | | 15/08/2015 | Day | **A** | Supervisory to support. |
| | | 16/08/2015 | Day | **A** | Moved HCA from green to make safe |
| | | 17/08/2015 | Night | **A** | Shift out for tonight as RN off sick. |
| | | 18/08/2015 | Day | **A** | Supervisory to support |
| | | 19/08/2015 | Day | **A** | Supervisory to support. |
| | | 20/08/2015 | Day | **A** | Supervisory to support. |
| | | 21/08/2015 | Day | **A** | Supervisory on late will support. |
| | | 23/08/2015 | Night | **A** | rn cancelled shift |
| | | 26/08/2015 | Day | **A** | Supervisory to support. |

| | | | | | |
|---|---|---|---|---|---|
| | | 29/08/2015 | Day | A | supervisory to support |
| | | 30/08/2015 | Day | A | Supervisory to support. |
| | AAU Green L1 | 03/08/2015 | Day | A | HCA down ; Supervisory to support. |
| | | 04/08/2015 | Day | A | RN shift not filled |
| | | 05/08/2015 | Day | A | Supervisory to support. |
| | | 07/08/2015 | Day | A | Supervisory to support. |
| | | 08/08/2015 | Day | A | 1 HCA short but 3rd year St/N on \|LD |
| | | 08/08/2015 | Night | A | 1 HCA short but 3rd year St/N on \|LD |
| | | 09/08/2015 | Day | A | 2X RN agency in green for the night shift- will swap perm staff from other bay. |
| | | 09/08/2015 | Night | A | 2X RN agency in green for the night shift- will swap perm staff from other bay. |
| | | 10/08/2015 | Day | A | Supervisory to support |
| | | 11/08/2015 | Day | A | Band 7's working clinically |
| | | 12/08/2015 | Day | A | Matron based on AAU level 1 to support. 2X 3rd year students. |
| | | 14/08/2015 | Day | A | Band 7 to support clinically |
| | | 15/08/2015 | Day | A | RN DNA. Phoned NHSP no answer. Supervisory to help. |
| | | 16/08/2015 | Day | A | HCA down |
| | | 18/08/2015 | Day | A | Band 7 to support all the unit |
| | | 19/08/2015 | Day | A | Supervisory to support. |
| | | 22/08/2015 | Day | A | HCA- given as down an RN. |
| | | 23/08/2015 | Day | A | unfilled RN shift- HCA instead |
| | | 24/08/2015 | Night | A | HCA down for the night shift not covered |
| | | 25/08/2015 | Day | A | RN down for the day shift not covered |
| | | 26/08/2015 | Day | A | Supervisory to support. |
| | | 27/08/2015 | Day | A | RN down for the day- shift not covered |
| | | 29/08/2015 | Day | A | RN shift not covered for day |
| | AAU Yellow L1 | 03/08/2015 | Day | A | band 7 to support |
| | | 04/08/2015 | Day | A | band 7 to support |
| | | 06/08/2015 | Day | A | Band 7 to support |

| | | | | | |
|---|---|---|---|---|---|
| | | 07/08/2015 | Day | **A** | Supervisory to work clinically. RN from Croxley ward. |
| | | 08/08/2015 | Day | **A** | 1 RN short but 2 3rd year St/n and 1 2 yr students on LD |
| | | 09/08/2015 | Day | **A** | An gency HCA cancelled shift at 7:15 |
| | | 10/08/2015 | Day | **A** | Supervisory to support. |
| | | 11/08/2015 | Day | **A** | Supervisory to support. |
| | | 12/08/2015 | Day | **A** | Matron basing herself on level one to support. |
| | | 13/08/2015 | Day | **A** | Supervisory to support. |
| | | 14/08/2015 | Day | **A** | Band 7 to support clinically |
| | | 15/08/2015 | Day | **A** | RN transferred from Triage. Supervisory to support. |
| | | 16/08/2015 | Day | **A** | Supervisory to support |
| | | 17/08/2015 | Day | **A** | Supervisory to help. |
| | | 18/08/2015 | Day | **A** | band 7 to support |
| | | 20/08/2015 | Day | **A** | Supervisory to support. |
| | | 23/08/2015 | Day | **A** | Had to move an RN to triage to give them 3 RN as down 2 rn. |
| | | 24/08/2015 | Day | **A** | Supervisory to support. |
| | | 25/08/2015 | Day | **A** | Supervisory to support. |
| | | 26/08/2015 | Day | **A** | supervisory from other areas to support |
| | | 27/08/2015 | Day | **A** | supervisory to support |
| | | 28/08/2015 | Day | **A** | Supervisory to support. |
| | | 29/08/2015 | Day | **A** | SSR to support |
| | **AAU Triage** | 02/08/2015 | Day | **A** | Supervisory to support. RN sick this morning- sent home. |
| | | 03/08/2015 | Day | **A** | Extra healthcare given. Supervisory to support. |
| | | 03/08/2015 | Day | **A** | Extra healthcare given. Supervisory to support. |
| | | 04/08/2015 | Day | **A** | Supervisory to support during day. |
| | | 04/08/2015 | Day | **A** | Night shift covered- RN DNA. Phoned NHSP and attempted to phone worker- unsuccessful. |
| | | 05/08/2015 | Day | **A** | Supervisory to support. |
| | | 06/08/2015 | Day | **A** | SSR to support |
| | | 07/08/2015 | Day | **A** | Supervisory to help. 1:1 was given for Dols patient. |

| | | | | | |
|---|---|---|---|---|---|
| | | 08/08/2015 | Day | A | Band 7 coordinator to support triage |
| | | 10/08/2015 | Day | R | Extra healthcare given. Supervisory to support and other bay supporting. |
| | | 11/08/2015 | Day | A | Supervisory to support. |
| | | 12/08/2015 | Day | R | Matron basing herself on level one to support. Support from A&E with GP referrals. |
| | | 13/08/2015 | Day | A | RN down Band 7 in numbers |
| | | 14/08/2015 | Day | R | Band 7 and matron to support clinically. A&E to support with GP patients. |
| | | 15/08/2015 | Day | A | Had to send 1xRN to yellow and they only had 1 nurse. Supervisory to help. |
| | | 16/08/2015 | Day | A | Supervisory to help. |
| | | 17/08/2015 | Day | A | Supervisory on Early- to support clinically till 15.00. |
| | | 18/08/2015 | Day | A | Supervisory to support. |
| | | 19/08/2015 | Day | A | Supervisory to support. |
| | | 19/08/2015 | Day | A | Night shift out to NHSP. |
| | | 22/08/2015 | Day | A | Down a HCA |
| | | 23/08/2015 | Day | A | RN unfilled. Band 7 to support. |
| | | 24/08/2015 | Day | A | Supervisory to support. |
| | | 25/08/2015 | Day | A | Supervisory to support. |
| | | 26/08/2015 | Day | A | Supervisory to work clinically. No nurse controller on shift today. |
| | | 27/08/2015 | Day | A | Supervisory to support. |
| | | 29/08/2015 | Day | A | 1xRN does not start till 12.45. Supervisory to support. |
| | | 31/08/2015 | Day | A | HCA down for the day. Supervisory to support. |
| | **AAU Blue & Yellow Level 3** | 04/08/2015 | Day | A | band 7 will do LD |
| | | 07/08/2015 | Day | A | band 7 to help |
| | | 10/08/2015 | Day | R | down by x3 RN band 7 will be in numbers for the LD, band 5 sent from another area now have 6 RN |
| | | 11/08/2015 | Day | A | band 7 will work LD |
| | | 12/08/2015 | Day | A | RN supporting from Cardiac care and band 7 in numbers |
| | | 14/08/2015 | Day | A | band 7 work LD |
| | | 17/08/2015 | Day | A | awaiting NHSP to cover LD's. band 7 will be in numbers ward ok |
| | | 18/08/2015 | Day | A | There is 2 band 5 outstanding. Band 7 is counted in numbers |

| | | | | | |
|---|---|---|---|---|---|
| | | 19/08/2015 | Day | A | band 7 will be in numbers |
| | | 22/08/2015 | Day | A | band 5 sent from level 1 night took x1 band 5 for another ward (stroke) but gave a hca in returned |
| | | 23/08/2015 | Day | A | band 5 sent from level 1. 1 hca sent to level 1 from 11am to 19.45 another hca set to cassio from 14hrs to 19.45 which left ward with 6 band 5's and 5 hca's |
| | | 24/08/2015 | Day | A | band 7 in numbers. Trained nurse being sent from Medicine for late shift. |
| | | 26/08/2015 | Night | A | agency DNA at last min ,ward had to help each other |
| | **Cardiac Care Green & Purple** | 01/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA. |
| | | 01/08/2015 | Night | A | 1 RN SHORT FOR NIGHT,COVERED BY HCA. |
| | | 02/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA. |
| | | 02/08/2015 | Night | A | 1 RN SHORT FOR NIGHT,COVERED BY HCA. |
| | | 03/08/2015 | Day | A | I RN SHORT FOR LONG DAY-OTB . |
| | | 03/08/2015 | Night | A | 1 RN SHORT FOR NIGHT-COVERED BY HCA. |
| | | 04/08/2015 | Day | A | 1 HCA SHORT FOR LD AS PULLED OUT TO L3 B/Y. |
| | | 04/08/2015 | Night | A | .1 RN SHORT FOR NIGHT ,COVERED BY HCA. |
| | | 07/08/2015 | Day | A | I RN SHORT FOR LONG DAY, out to bank |
| | | 08/08/2015 | Day | A | 2RN SHORT-COVERED BY 1 HCA FOR LD ,1 RN SHORT FOR NIGHT-NOT COVERED |
| | | 09/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA |
| | | 10/08/2015 | Day | A | SHORT RN FOR LD COVERED, SSR in numbers. |
| | | 12/08/2015 | Day | A | One RN short for LD AS MOVED TO ANOTHER WARD |
| | | 12/08/2015 | Night | A | X1 RN SHORT FOR NIGHT SHIFT WHICH IS COVERED BY HCA. One RN short for LD AS MOVED TO ANOTHER WARD, 2 RN SHORT FOR LATE SHIFT ,SSR IN NUMBER FOR EARLY ,1 RN FOR ESCORT. |
| | | 15/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA |
| | | 16/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA |
| | | 17/08/2015 | Day | A | 1 RN SHORT FOR LD-OTB |
| | | 19/08/2015 | Day | A | one RN moved to Level 1 HON FOR LD. |
| | | 19/08/2015 | Night | A | 1 RN SHORT FOR NIGHT -COVERED BY HCA. |
| | | 20/08/2015 | Day | A | I RN SHORT FOR LONG DAY AND NIGHT ,COVERED BY HCA |
| | | 20/08/2015 | Night | A | I RN SHORT FOR LONG DAY AND NIGHT ,COVERED BY HCA |
| | | 22/08/2015 | Day | A | 1 RN SHORT FOR LONG DAY,COVERED BY HCA |

| | | | | | |
|---|---|---|---|---|---|
| | | 23/08/2015 | Day | A | 2 RN SHORT FOR LONG DAY, covered by ONE HCA |
| | | 24/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA |
| | | 25/08/2015 | Day | A | X2 RN SHORT, ONE IS COVERED BY CSW.High acuity in CCU-PURPLE.PERI-ARREST ON-GOING. SSR IN NUMBERS |
| | | 26/08/2015 | Day | A | ONE RN SHORT,SSR IN NUMBERS.TWO NURSES FOR ESCORT TO H,SMITH FROM 3 PM PURPLE WILL BE RED.ONE RN WAS SENT TO AAU-1 FOR HELP IN THE MORNING. |
| | | 27/08/2015 | Day | A | ONE RN SHORT, COVERED BY HCA.TWO PATIENTS REQUIRED CLOSE MONITORING AND ONE PATIENT NEEDS ONE TO ONE CARE. |
| | | 29/08/2015 | Day | A | I RN SHORT FOR LONG DAY,TO BE COVERED BY HCA BUT NOT FILLED |
| | | 31/08/2015 | Day | A | I RN SHORT FOR LONG DAY,COVERED BY HCA |
| | **A&E** | 01/08/2015 | Day | A | Day shift Amber as no ANP due to sickness no cover |
| | | 04/08/2015 | Day | A | RN day shifts not covered |
| | | 07/08/2015 | Day | A | no patient safety officer, band 4 as queue nurse, one ENP |
| | | 09/08/2015 | Day | A | rn sent to cover UCC, sickness not covered |
| | | 10/08/2015 | Day | A | No ENPs, no patient safety officer, no queue nurse |
| | | 10/08/2015 | Night | A | No ENPs, no patient safety officer, no queue nurse |
| | | 16/08/2015 | Day | A | not covered by agency and sickness |
| | | 16/08/2015 | Night | A | not covered by agency and sickness |
| | | 17/08/2015 | Day | A | Managed - Staff had to help each other. |
| | | 18/08/2015 | Day | A | no patient safety nurse hca working in resus hca as queue nurse |
| | | 22/08/2015 | Night | A | shift not covered, 1 RN sent to UCC |
| | | 23/08/2015 | Night | A | rn sent to UCC |
| | | 26/08/2015 | Day | A | not covered by agency |
| | | 31/08/2015 | Night | A | x2 RN down agency didn't arrive |
| | **Urgent Care Centre** | 01/08/2015 | Day | A | band 5 n shift sent from watford |
| | | 01/08/2015 | Night | R | band 5 n shift sent from watford |
| | | 02/08/2015 | Day | A | Enp sent from watford 9.00 - 19.45 hrs |
| | | 05/08/2015 | Day | A | HCA 1/2 shift on bank band 5 night sent from watford |
| | | 06/08/2015 | Day | A | no HCA on day shift and down 1 ENP |
| | | 08/08/2015 | Day | A | down 2x ENP and 1x HCA - matron aware |

| | | | | | |
|---|---|---|---|---|---|
| | | 09/08/2015 | Day | A | Enp from Wgh |
| | | 11/08/2015 | Day | A | down 1x ENP and HCA |
| | | 13/08/2015 | Day | A | matron aware down 1x ENP and HCA |
| | | 14/08/2015 | Day | A | down 1x HCA and ENP on night shift |
| | | 15/08/2015 | Day | A | bank HCA 11.45 - 19.45 hrs |
| | | 16/08/2015 | Day | A | down 1x ENP and HCA - not covered |
| | | 17/08/2015 | Night | R | band 5 sent from A&E to cover night |
| | | 18/08/2015 | Day | A | Band 5 O.T |
| | | 20/08/2015 | Day | A | no RN or HCA - covered by ENP |
| | | 23/08/2015 | Day | A | ENP 7 - 10 |
| | | 24/08/2015 | Day | A | Triage from M.I.U |
| | | 26/08/2015 | Day | A | no |
| | | 27/08/2015 | Day | A | down 1x ENP and HCA - matron aware |
| | | 28/08/2015 | Day | R | 2x ENP down - sent from A&E |
| | | 29/08/2015 | Day | A | down 1x ENP |
| | | 30/08/2015 | Night | R | RN sent from A&E to cover night |
| | **AAU Red Suite** | 01/08/2015 | Day | A | Supervisory to stay in the bay as short of Health care Assistants. One patient is confused ,not co-operative and risk of fall . |
| | | 02/08/2015 | Day | A | Short of one HCA special for a confused and wandering Patient.Also had 4 dementia patients in the same bay who are risk of Fall. |
| | | 04/08/2015 | Day | A | 1 RN down. Supervisory in numbers until 3pm then only 1 RN to 18npatients. RN sent for another area. Patient care safe but compromised. |
| | | 05/08/2015 | Day | A | 7 in numbers until 3 then 2 R/N Special in place |
| | | 07/08/2015 | Day | A | Supervisory not in numbers as doing interviews all day. |
| | | 11/08/2015 | Day | A | 1 RN down. Not filled by NHSP. Supervisory to go into numbers until 3pm. |
| | | 13/08/2015 | Day | A | Rn sent home sick. Supervisory sent into numbers to support. CSW sent from Oxhey ward to support. Patient care prioritised. |
| | | 15/08/2015 | Day | A | 1 RN down. Workload to be prioritised accordingly. |
| | | 16/08/2015 | Day | A | 1 RN shift not filled. CSW back filled to make care safe. |
| | | 17/08/2015 | Day | A | band 7 in the nursing numbers as mitigation |

| | | | | | |
|---|---|---|---|---|---|
| | | 18/08/2015 | Day | A | Band 7 in the nursing numbers as mitigation |
| | | 19/08/2015 | Day | A | band 7 in the nursing numbers as a mitigation |
| | | 20/08/2015 | Day | A | Band 7s in numbers, in mitigation |
| | | 22/08/2015 | Day | A | 1 RN shift not filled. Numbers adjusted and care prioritised. |
| | | 24/08/2015 | Day | A | Amber on late due to being x1 trained short. Mitigation additional HCA |
| | | 28/08/2015 | Day | A | 1 RN down shift not filled by NHSP. Supervisory in numbers. Extra CSW sent from Croxley wards. Patient care prioritised. |
| | | 29/08/2015 | Day | A | RN shift out to NHSP but not filled. ! Substantive on ward and 1 agency nurse who has never worked on ward before. Escalated to matron O'Donnell. Winyard and Bluebell unable to support. Will backfill with CWS. Patient care will be compromised. |
| | | 30/08/2015 | Day | A | 1 RN shift not filled by NHSP. CSW booked to backfill. |
| | **Bluebell** | 01/08/2015 | Day | A | Shift on the system not filled hca available, shift vacant exculated. |
| | | 20/08/2015 | Day | A | Red on the late. Supported by Winyard and Red Suite |
| | | 29/08/2015 | Day | A | 2 specials put out for LD. One covered. " specials for night still out |
| | **Winyard** | 01/08/2015 | Day | A | Hca shift day covering Band 5 day and night and Hca day and night cover1ng 1-1 |
| | | 01/08/2015 | Night | A | Hca shift day covering Band 5 day and night and Hca day and night cover1ng 1-1 |
| | | 03/08/2015 | Day | A | Band 5 name down for the LD - currently chasing why not turned up. Extra HCA for day 1-1. N not covered yet 1-1. No Substantive staff on at night - will request Red Suite or Bluebell to swap Band 5 substantive. Band 7 to cover clinically on LD |
| | | 04/08/2015 | Day | A | Supervisory to support. HCA for 1-1 |
| | | 05/08/2015 | Day | A | 1 R/N Down extra csw and special/ Supervisory to clinically support |
| | | 06/08/2015 | Day | A | Band 2 covering Band5 shift/hca 1-1 day and night/supervisory to support clinically |
| | | 07/08/2015 | Day | A | Hca covering Band 5 shift during day, HCA for one to one day and night. Band 7 unable to support clinically as back to back interviewing and meetings today. Band 6 is in charge today. |
| | | 10/08/2015 | Day | A | Still needs 1:1 HCA for 1 more delirium male patient and needs 1 RN for this pm as not covered by bank or agency. Band 7 to support clinically |
| | | 11/08/2015 | Day | A | 1 HCA for special. We have new wanderer as well. Band 6 covering supervisory who will support clinically |
| | | 12/08/2015 | Day | A | 2 extra HCA for 1:1 for 2 male patients who are very confused and aggressive. Short of 1 RN L/D but 1 extra HCA has been provided to us. |
| | | 14/08/2015 | Day | A | extra healthcare assistant booked for one to one. Authorised.Ward manageable as 3rd year student good support clinically |
| | | 18/08/2015 | Day | A | matron aware. Band 7 supporting clinically and 3rd year supporting well clinically |

| | | | | | |
|---|---|---|---|---|---|
| | | 20/08/2015 | Day | A | Band 7s in numbers, in mitigation. |
| | | 21/08/2015 | Day | A | supervisory working clinically to support. |
| | | 22/08/2015 | Day | A | Band 2 to cover Band 5 shift |
| | | 25/08/2015 | Day | A | Band 7 to support clinically. |
| | | 26/08/2015 | Day | A | Extra Band 2 to cover Band 5 |
| | | 27/08/2015 | Day | A | x1 RN down for LD, Mitigation- band 7 in nursing numbers and aldenham supplied an RN for LD. Also have extra HCA |
| | | 28/08/2015 | Day | A | Band 7 to support clinically and Band 2 substantive came from Tudor to support |
| | | 29/08/2015 | Day | A | Substantive NIC unable to do Ivs she is aware to contact Amanda Johnson/ Band 2 put out as secondary assignment for LD - Extra HCA covered for HK duties and 1 x substantive HCA is on light duties. IV's covered |
| | **Aldenham** | 02/08/2015 | Day | A | LD - agency RN sent to Gade Ward |
| | | 06/08/2015 | Day | A | LD - agency RN cancelled. supervisory in the numbers |
| | | 07/08/2015 | Day | A | Supervisory working clinically to support. |
| | | 08/08/2015 | Day | A | LD - agency RN sent to Sarratt. HCA came from Tudor |
| | | 10/08/2015 | Day | A | Band 7 supporting clinically |
| | | 11/08/2015 | Day | A | LD - Band 4 taking a bay |
| | | 14/08/2015 | Day | A | LD - HCA instead of RN to secure numbers Night- 1 RN called sick - shift not covered; 1 Agency RN not turned up - escalated to bed manager and spoken with NHSP to chase |
| | | 14/08/2015 | Night | R | LD - HCA instead of RN to secure numbers Night- 1 RN called sick - shift not covered; 1 Agency RN not turned up - escalated to bed manager and spoken with NHSP to chase |
| | | 15/08/2015 | Day | A | LD - band 4 taking a bay |
| | | 16/08/2015 | Day | A | LD - band 4 taking a bay |
| | | 17/08/2015 | Day | A | LD - 1 agency RN sent to red suite. Band 7/supervisory in numbers |
| | | 19/08/2015 | Day | A | Band 7 supporting in numbers, Extra CSW booked for support of nurse shortfall. |
| | | 20/08/2015 | Day | A | Supported by Gade/Heronsgate and RN did L from discharge lounge |
| | | 20/08/2015 | Night | A | Supported by Gade/Heronsgate and RN did L from discharge lounge |
| | | 21/08/2015 | Day | A | 1 HCA as escort on early shift. Supervisory in numbers |
| | | 22/08/2015 | Day | A | LD - 2 experienced HCA's took charge of bay |
| | | 23/08/2015 | Night | A | N - agency RN DNA to cover RN sickness. Escalated to bed manager/NHSP |
| | | 26/08/2015 | Night | A | N - RN Shift not covered |

| | | | | | |
|---|---|---|---|---|---|
| | | 27/08/2015 | Day | A | RN sent to Winyard. Ward safe |
| | | 28/08/2015 | Day | A | supervisory in the numbers |
| | | 29/08/2015 | Night | A | N- agency RN cancelled - shift not covered |
| | | 30/08/2015 | Day | A | Bed manager informed and aware of shortage. |
| | | 30/08/2015 | Night | A | Bed manager informed and aware of shortage. |
| | | 31/08/2015 | Night | A | N - chased NHSP re agency RN who did not show. Escalated to bed manager |
| | Cassio | 10/08/2015 | Day | A | Band 7 in numbers HCA sent to support Tudor 3 students |
| | | 12/08/2015 | Day | A | I RN short for the late shift |
| | | 17/08/2015 | Day | A | x1 special |
| | | 19/08/2015 | Day | A | Band 6 in nursing numbers. |
| | | 20/08/2015 | Day | A | Band 6 in nursing numbers. |
| | | 27/08/2015 | Day | A | amber on late shift when supervisory Rn goes but safe. |
| | | 28/08/2015 | Day | A | x1 Rn down but have an assistant practitioner. |
| | | 29/08/2015 | Day | A | x1 RN out to NHSP/agency but has an Assistant Practitioner |
| | Croxley | 04/08/2015 | Day | A | 1 X RN down LD, band4 taken from sarratt LD, extra hca booked for 1.1(night and day) |
| | | 05/08/2015 | Day | A | Supervisory working clinically to support. |
| | | 06/08/2015 | Day | A | band 6 in numbers, 1RN permanent sarratt moved to croxley, 2hca extra booked for 1.1 |
| | | 10/08/2015 | Day | A | hca booked during the night for 1.1 |
| | | 14/08/2015 | Day | A | I RN down for LD, band 6 in numbers, extra hca for 1.1 |
| | | 15/08/2015 | Day | A | extra hca for 1.1 |
| | | 20/08/2015 | Day | A | Band 6 in numbers, hca extra 1. |
| | | 21/08/2015 | Day | A | band 6 in numbers, extra for 1.1 and for 1RN down |
| | | 22/08/2015 | Day | A | 1RN permanent from sarrat and sent 1agency there, extra hca booked for down rn and 1.1 |
| | | 23/08/2015 | Day | A | 1RN permanent from sarrat moved to here and 1 agency sent there, hca extra for 1.1 and 1rn down |
| | | 24/08/2015 | Day | A | Band 6 supervisory in numbers to maintain safety.Matron and bed manager aware. Put shifts out.Extra hca booked |
| | | 25/08/2015 | Day | A | band 6 in numbers, shifts out, matron and bed manager aware, extra hca booked |
| | | 26/08/2015 | Day | A | Band 6 in nursing numbers as a mitigation |

| | | | | | |
|---|---|---|---|---|---|
| | | 26/08/2015 | Night | A | Band 6 in nursing numbers as a mitigation |
| | | 29/08/2015 | Day | A | one RN permanent from sarratt will be moved to croxley and we send one RN agency to sarratt in LD, matron aware |
| | | 30/08/2015 | Day | R | 1 RN permanent in sarratt will need to be in charge in sarratt and croxley, matron aware |
| | Sarratt | 01/08/2015 | Day | A | One nurse down, band 4 in charge of bay. |
| | | 02/08/2015 | Day | A | one nurse down on day shift, band 4 in bay |
| | | 03/08/2015 | Day | A | 1 R/N DOWN. Band 7 support till 3pm |
| | | 04/08/2015 | Day | A | One band 4 to take a bay. Band 7 to support. One band 4 sent to croxley |
| | | 05/08/2015 | Day | A | band 7 support till 3pm. Band 4 to take charge of bay. One special to 3 patients |
| | | 07/08/2015 | Day | A | band 7 to support till 3pm. One newly qualified RN. One extra hca to special 3 pts |
| | | 08/08/2015 | Day | A | special for day and night shift. 3 nurses to 30 patients. |
| | | 10/08/2015 | Day | A | Band 7 to support till 3pm |
| | | 11/08/2015 | Day | A | band 7 support till 3pm. Band 4 in charge of a bay. |
| | | 12/08/2015 | Day | A | band 7 support till 3pm. Band 4 in charge of bay |
| | | 13/08/2015 | Day | A | One special hca. One hca doing management and drug assessments. Band 7 support till 3pm. Nurse sent from other area at 3pm |
| | | 15/08/2015 | Day | R | 2 nurses for 30 patients. 2 band 4s in bay. Night shift, one extra hca special |
| | | 17/08/2015 | Day | A | Band 7 support till 3pm |
| | | 18/08/2015 | Day | A | band 7 support till 3pm. |
| | | 19/08/2015 | Day | A | band 7 supporting in numbers and doing assessments on new nurse with new pin. |
| | | 20/08/2015 | Day | A | 2 support workers are band 4s. |
| | | 29/08/2015 | Day | A | one nurse and hca down on days. One special for day and night |
| | | 29/08/2015 | Night | A | one hca down night shift. One special for day and night. |
| | | 30/08/2015 | Day | A | 3 hca down on days, one hca down night shift. One special for day and night. |
| | Tudor | 01/08/2015 | Day | A | 1 HCA called off sick |
| | | 02/08/2015 | Day | A | 1 HCA called off sick for morning |
| | | 03/08/2015 | Night | A | 1 RN sent to ASU, 1 HCA sent to AAU L1 Yellow, 2 HCA sent to Heronsgate, 1 RN has called off sick tonight. |
| | | 07/08/2015 | Day | A | 1 RN down LD. Supernumary in numbers |
| | | 08/08/2015 | Night | A | RN went off during the shift and no extra staff found to back fill the shift either RN or CSW |

| | | | | | |
|---|---|---|---|---|---|
| | | 13/08/2015 | Night | A | 3 supernumerary untrained 1 hca sent to simpson |
| | | 17/08/2015 | Day | A | band 6 doing long day to cover late shift |
| | | 18/08/2015 | Day | A | BAND 6 IN NURSING NUMBERS AS MITIGATION |
| | | 19/08/2015 | Day | A | BAND 6 IN THE NURSING NUMBERS AS MITIGATION one HCA to ESU and one to stroke on long day and one hca sick for night duty |
| | | 24/08/2015 | Night | R | 2 hca sent to simpson for help 1 to stroke and at night short of 3rn one awol and 2 agency not turn up staffing made safe from 21:30 with 3rn and 3 hca |
| | | 27/08/2015 | Day | A | One RN short 2 extra healthcare |
| | | 28/08/2015 | Day | A | Short of 1 RN and 2 extra HCA |
| | | 29/08/2015 | Day | A | short Of 1 RN, late cancelled NHSp. 2xCSW sent to Stroke & Flaunden |
| | **Simpson** | 02/08/2015 | Day | A | 1 HCA out in the bank but unfilled |
| | | 06/08/2015 | Day | A | 1 R.N DOWN but safe |
| | | 08/08/2015 | Day | A | Needed 3 trained staff however unable to cover so had extra hca |
| | | 09/08/2015 | Night | A | NHSP called that trained staff for night shift cancelled @ 17:30. Still out in the bank but unfilled. |
| | | 10/08/2015 | Day | A | 1 trained nurse pulled out to go to WGH AAU1 as per Angela White instruction @08:15. |
| | | 13/08/2015 | Day | A | 1 trained nurse short out in the bank. Additional 1 HCA for longday as patient increased(bay 5 reopened w/6 beds). 1 HCA added for night shift as well due to increased bed. |
| | | 19/08/2015 | Day | A | Patient needed specials due to confusion am |
| | | 22/08/2015 | Day | A | extra Hca due to patients needing special |
| | **Heronsgate/Gade** | 01/08/2015 | Day | A | one shift remains out standing for rn. Will put out extra hca to support. |
| | | 02/08/2015 | Day | A | one rn shift not filled will put out to agency for extra hca to support. |
| | | 03/08/2015 | Day | A | support from Matron and Aldenham Band 6 to cover breaks |
| | | 04/08/2015 | Day | A | 3 RN shifts not covered with agency. Extra HCA's booked to support. Band 7 will step into numbers to support on am shift will be red as of 3pm. |
| | | 05/08/2015 | Day | A | 2xrn shifts not covered by agency nurses, extra HCA out to support. |
| | | 06/08/2015 | Day | A | short of one rn on late shift. Extra HCA booked to support. |
| | | 07/08/2015 | Day | A | one rn unfilled on system. Supervisory to step into numbers for early. Extra HCA booked to support. |
| | | 08/08/2015 | Day | A | one rn shift remains unfilled. Will book extra HCA to support. |
| | | 09/08/2015 | Day | A | 2 rn shifts remain unfilled. Will book extra HCA to support ward. |
| | | 10/08/2015 | Day | A | one rn moved to support letchmore. Supervisory to support. |

| | | | | |
|---|---|---|---|---|
| | | 12/08/2015 | Day | A | one rn moved to sarratt ward, one hca to replace. Supervisory to step into numbers to support on early. |
| | | 13/08/2015 | Day | A | one rn shift not filled on system. Extra 2 hca booked to support. 1:1 booked for night shift to special confused patient who fell on 12/8/15 night. |
| | | 16/08/2015 | Day | A | one rn moved to aau l 1 blue. Extra hca to support |
| | | 17/08/2015 | Day | A | safe for ealt shift, short of 2 rn on late. 4 x patients with neautipinic sepsis should have 1:2 nursing ratio. |
| | | 18/08/2015 | Day | A | All vacant shifts out to bank not covered. EXTRA HCA booked to support staff. |
| | | 19/08/2015 | Day | A | one rn short out to agency not covered. Extra HCA booked to cover. . |
| | | 20/08/2015 | Day | A | one nurse moved to support croxley. Extra hca to support. |
| | | 22/08/2015 | Day | A | 1 rn out to bank not covered with agency. Extra HCA booked to support. |
| | | 22/08/2015 | Night | A | 2X RN cancelled sat night at 18:45. |
| | | 23/08/2015 | Day | A | one rn cancelled on night shift. |
| | | 24/08/2015 | Day | A | one rn out to agency not covered. Extra HCA booked to support and Band 7 not supervisory. |
| | | 25/08/2015 | Day | A | 1 RN down but 2 extra HCA (Day shift ). Only agency on Heronsgate on night. Gade staff to support. Regular agency booked who are known to the ward. |
| | | 25/08/2015 | Night | A | 1 RN down but 2 extra HCA (Day shift ). Only agency on Heronsgate on night. Gade staff to support. Regular agency booked who are known to the ward. |
| | | 26/08/2015 | Day | A | 2 rn shifts down not covered with agency. Extra HCA'S booked to support. |
| | | 26/08/2015 | Night | A | Night duty-heronsgate side with out permanent staff. RN on gade to take charge and regular agency booked for Heronsgate. |
| | | 27/08/2015 | Day | A | rn shift out to agency not covered. Extra HCA booked to support. |
| | | 27/08/2015 | Night | A | Night duty only 1 substantive rn due to sickness. Will ensure agency had take charge competency. |
| | | 28/08/2015 | Day | A | 1 rn not filled extra hca's booked to support. Covered at 15:00 yesterday cancelled shifts 23:00 last night. New patient from AAU over night required 1:1 +++ confusion and high risk of falls. 2 bartiric patients who require 4 people to move patient. Night staff only one substantive staff on nights. will ensure in charge competency is completed for night staff. |
| | | 28/08/2015 | Night | A | 1 rn not filled extra hca's booked to support. Covered at 15:00 yesterday cancelled shifts 23:00 last night. New patient from AAU over night required 1:1 +++ confusion and high risk of falls. 2 bartiric patients who require 4 people to move patient. Night staff only one substantive staff on nights. will ensure in charge competency is completed for night staff. |
| | | 29/08/2015 | Night | A | Night shift on Heronsgate not covered with substantive staff. Will ensure that agency has take charge competency. |
| | | 30/08/2015 | Day | A | extra hca for support of patient who requires 1:1 and for support with 2 x bariatric patients who require 4 staff to reposition. |
| | | 30/08/2015 | Night | A | Night shift on Heronsgate ward only covered with agency, will ensure that agency nurse has shift lead competency. Will have support from gade nursing team. |

| | | | | | |
|---|---|---|---|---|---|
| | | 31/08/2015 | Night | A | extra hca for support of patient who requires 1:1 and for support with 2 x bariatric patients who require 4 staff to reposition. |
| | | 31/08/2015 | Night | A | Night shift on Heronsgate ward only covered with agency, will ensure that agency nurse has shift lead competency. Will have support from gade nursing team. |
| | Acute Stroke Unit | 02/08/2015 | Day | A | Supervisory supporting clinically in the morning |
| | | 03/08/2015 | Day | A | Supervisory supporting in the morning. Short of one nurse, one HCA and one special at night |
| | | 03/08/2015 | Night | A | Supervisory supporting in the morning. Short of one nurse, one HCA and one special at night |
| | | 04/08/2015 | Day | A | Supervisory helping in the morning |
| | | 06/08/2015 | Day | R | Supervisory will support clinically in the morning. Rag rated red for this afternoon as only four RNs on for the late shift |
| | | 07/08/2015 | Day | A | Supervisory supporting clinically. One AP in numbers for HCA. |
| | | 10/08/2015 | Day | A | Supervisory will support clinically. AP included in HCA numbers. |
| | | 11/08/2015 | Day | A | Supervisory will help clinically |
| | | 12/08/2015 | Day | A | Supervisory supporting clinically for early shift. HCA booked for 1:1 nursing for pt with DOLS. |
| | | 13/08/2015 | Day | A | Short one early RN. Special for 1:1 for patient with DOLs |
| | | 14/08/2015 | Day | A | Two RN short on the early shift one RN short on the late shift. One AP included in the HCA numbers. One special booked for patient with DOLs and another special needed. |
| | | 15/08/2015 | Day | A | two long day and early RN short. AP included in HCA numbers. 2 HCA's booked for 1:1 cover for patients who need supervision. |
| | | 16/08/2015 | Day | A | One RN short on the long day/ ! AP included in the HCA numbers. 2 specials booked for 1:1 nursing. |
| | | 19/08/2015 | Day | A | RN early will be escorting a patient to queens square. 1:1 HCA booked for patient with high risk of falls. |
| | | 20/08/2015 | Day | A | 1 RN short for the long day. 1:1 booked for patient with high risk of falls. |
| | | 21/08/2015 | Day | A | 1:1 booked for patients with high risk of falls. |
| | | 22/08/2015 | Day | A | No supervisory nurse. 1:1 booked for patients with high risk of falls. |
| | | 23/08/2015 | Day | A | 1 RGN short on the LD. 2 patients needed 1:1 |
| | | 24/08/2015 | Day | A | 1 RGN short am and x2 pm but mitigated by additional HCA x2<br>Specials x2 authorised by Matron for x2 patients due to level of risk of patients. |
| | | 25/08/2015 | Day | A | 1 RN short for the long day. 1:1 patient booked for patient who is high risk of falls. |
| | | 26/08/2015 | Day | A | Band 6 in nursing numbers as a mitigation. |
| | | 27/08/2015 | Day | A | x1 RN short on the LD and HCA for special. Mitigation- HCA sent from oxhey as closed. Band 7 in numbers |
| | | 28/08/2015 | Day | A | 1 RN short for the long day. 1:1 booked for patient who is high risk of falls. |

| | | | | | |
|---|---|---|---|---|---|
| | | 29/08/2015 | Day | A | Short RN for long day and early. No 1:1 for lady who was high risk of falls. |
| | | 30/08/2015 | Day | A | 1 RN short. HCA booked for 1:1 patient who is high risk of falls |
| | | 31/08/2015 | Night | A | 1:1 booked for patient with high risk of falls. Night shift. One RN and one HCA short at night. |
| Surgery | Combined ITU | 09/08/2015 | Night | A | x1 staff went off sick whilst on shift. Only 1 RMN for a patient that requires 2(section 3). One level 1 patient needed 1:1 due to agitation. Need to discharge in order to admit a level 3 patient. |
| | | 21/08/2015 | Day | A | Outreach pulled to cover unit until midday. No admitting capacity |
| | | 24/08/2015 | Day | A | Outreach pulled to take a patient for LD |
| | | 26/08/2015 | Day | A | No staffed admission bed. Outreach 7.30 - 17.00 due to phased return of staff member |
| | | 28/08/2015 | Day | A | One level 3 patient in recovery, In charge also has ITU patient, Outreach cancelled to take patient, Infection control audit cancelled nurse needed to take a patient, 1 nurse with a hca and student to three patients, two on dialysis no wardable patients to discharge |
| | Flaunden | 02/08/2015 | Day | A | 4th a grade is band 4 taking a bay and band 7 working clinically |
| | | 06/08/2015 | Day | A | 4th a grade long day is band 4 plus band 7 working clinically |
| | | 10/08/2015 | Day | A | band 7 working clinically |
| | | 11/08/2015 | Day | A | band 7 working clinically |
| | | 12/08/2015 | Day | A | band 7 working clinically / a grade late notice absence |
| | | 13/08/2015 | Day | A | band 7 working clinically, band 6 late notice sickness, nurse moved from discharge lounge |
| | | 14/08/2015 | Day | A | band 7 working clinically and matron in a bay |
| | | 15/08/2015 | Day | A | 2 RN s not filled. 1 RN from Letchmore and matron in a bay for early |
| | | 17/08/2015 | Day | A | Nurse moved to Letchmore |
| | | 19/08/2015 | Day | A | band 7 working clinically , 2nd a grade night is band 4 taking a bay |
| | | 20/08/2015 | Day | A | band 7 working clinically, RN moved to Ridge 2nd a grade night is band 4 taking a bay |
| | | 25/08/2015 | Day | A | band 7 working clinically |
| | | 26/08/2015 | Day | A | band 7 working clinically |
| | | 28/08/2015 | Day | A | band 7 working clinically , 4th a grade is band 4 taking a bay |
| | Cleves | 03/08/2015 | Day | A | Nurse moved to Letchmore.Band 7 taking a bay |
| | | 04/08/2015 | Day | A | 1 RN moved to Letchmore |
| | | 05/08/2015 | Day | A | 1 Agency nurse to move in Letchmore.Senior sister taking bay.1 HCA night shift moved from Tudor ward |
| | | 06/08/2015 | Day | A | Senior Sister taking a bay and working LD and Assistant Practitioner taking a bay |

| | | | | |
|---|---|---|---|---|
| | 07/08/2015 | Day | **A** | Senior Sister taking a bay |
| | 09/08/2015 | Day | **A** | one assistant practioner taking a bay. One hca short at present will inform senior nurse on call. |
| | 10/08/2015 | Day | **A** | Nurse taken from cleves to Ridge, band 7 ion numbers |
| | 11/08/2015 | Day | **A** | Senior Sister and Assistant Practitioner taking bay each. 1 RN on a late replacing band 7 |
| | 12/08/2015 | Day | **A** | 1 RN moved to Ridge |
| | 14/08/2015 | Day | **A** | Senior Sister to work in a bay.1 RN on night moved to Langley and HCA moved from Oxhey ward |
| | 17/08/2015 | Day | **A** | 1 RN moved to Ridge ,Senior Sister taking a bay |
| | 18/08/2015 | Day | **A** | Senior Sister taking a bay |
| | 19/08/2015 | Day | **A** | 1 RN moved to Ridge ,Senior Sister taking a bay |
| | 20/08/2015 | Day | **A** | Senior sister taking a bay |
| | 21/08/2015 | Day | **A** | Senior Sister taking a bay |
| | 24/08/2015 | Day | **A** | Senior Sister taking a bay and Band 4 taking 1 bay. |
| | 26/08/2015 | Day | **A** | Senior Sister taking a bay |
| | 27/08/2015 | Day | **A** | Assistant Practitioner taking a bay |
| | 28/08/2015 | Day | **A** | Senior Sister taking a bay |
| | 31/08/2015 | Night | **A** | HCA Special for SR3.1 RN moved to Flaunden night shift |
| **Langley** | 10/08/2015 | Day | **A** | RN moved to Ridge. Band 7 taking bay |
| | 12/08/2015 | Day | **A** | Band 7 off site - interviewing. |
| | 17/08/2015 | Day | **A** | 1 x RN outstanding. Band 7 working clinically to support. 1 RN moved to Letchmore for early |
| | 21/08/2015 | Day | **A** | no band 7 today, extra shift not covered. Enhanced recovery nurse to help with rounds. |
| | 24/08/2015 | Day | **A** | Band 7 covering matron. Band 5 moved to Letchmore. Band 2 to Ridge for morning. |
| **Ridge** | 02/08/2015 | Day | **A** | Awaiting name from NHSP long day |
| | 03/08/2015 | Day | **A** | 1 RN not covered |
| | 04/08/2015 | Day | **A** | 1 RN called Sick |
| | 06/08/2015 | Day | **A** | 1 RN shift not filled. Band 4 taking a bay. RN moved from Langley |
| | 07/08/2015 | Day | **A** | band 7 supporting in a bay |
| | 08/08/2015 | Day | **A** | 1 RN not covered for LD. |
| | 09/08/2015 | Day | **A** | 1 RN unfilled |

| | | | | |
|---|---|---|---|---|
| | 10/08/2015 | Day | **A** | 1 RN only on ward, 2 shifts unfilled. 1 RN sick, nurse moved from Cleves and Langley, only 2 trained nurses after 3 |
| | 11/08/2015 | Day | **A** | No band 7, 2 agency staff working with 1 substantive |
| | 13/08/2015 | Day | **A** | No band 7 and 1 trained down |
| | 14/08/2015 | Day | **A** | No band 7, 1 RN shift unfilled |
| | 15/08/2015 | Day | **A** | 2 RN s not filled, band 7 came in to do early and band 4 in a bay |
| | 17/08/2015 | Day | **A** | 2 RN shifts not filled, 1 moved from Cleves and band 4 in a bay |
| | 19/08/2015 | Day | **A** | 2 RN shifts unfilled. Nurse moved from Cleves. Extra band 2 to cover RN shift |
| | 20/08/2015 | Day | **A** | band 4 taking a bay |
| | 21/08/2015 | Day | **A** | 1 hca working as band 4 |
| | 23/08/2015 | Day | **A** | 1 RN not covered day and night. |
| | 23/08/2015 | Night | **A** | 1 RN not covered day and night. |
| | 24/08/2015 | Day | **A** | 1 hca working as band 4 |
| | 24/08/2015 | Night | **A** | one RN not covered for night shift |
| | 25/08/2015 | Day | **A** | 1 hca band four. Band 7 working clinically |
| | 26/08/2015 | Day | **A** | 2 RNs unfilled, band 7 in numbers. Red after 3 pm |
| | 29/08/2015 | Day | **A** | Band 7 came into do early as 2 RN shifts not covered. |
| **Letchmore** | 03/08/2015 | Day | **A** | 2 RNs down, 1 moved from Langley and 1 moved from Cleves. No band 7 |
| | 04/08/2015 | Day | **A** | 1 RN unfilled, nurse moved from Cleves to cover |
| | 05/08/2015 | Day | **A** | Only 1 RN, moved agency nurse from cleves |
| | 06/08/2015 | Day | **A** | No band 7, and RN shift not filled. |
| | 07/08/2015 | Day | **A** | X1RN not filled and no supervisory |
| | 10/08/2015 | Day | **A** | Only one substantive member of staff. RN agency nurse moved to Letchmore. |
| | 11/08/2015 | Day | **A** | 1 RN not covered, extra HCA given |
| | 12/08/2015 | Day | **A** | 1 RN down |
| | 13/08/2015 | Day | **A** | X1 TAP and 3rd yr student assigned on the bay supported by nurse in charge |
| | 14/08/2015 | Day | **A** | Short of 1 RN, matron helping. |
| | 17/08/2015 | Day | **A** | 2 shifts unfilled, RN moved from Flaunden. Band 4 in a bay |
| | 18/08/2015 | Day | **A** | 1 shift unfilled, nurse moved from langley band 4 taking a bay. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 19/08/2015 | Day | A | 2 RNs LD unfilled, 1 RN moved from Langley band 7 working clinically until 3 |
| | | | 20/08/2015 | Day | A | 2 RN LD unfilled, band 7 working clinically until 3. RN given from ITU |
| | | | 21/08/2015 | Day | A | 1 RN LD unfilled, given nurse from flaunden, AP in a bay , band 7 working clinically until 3pm |
| | | | 24/08/2015 | Day | A | 1 RN sick, band 7 working clinically until 3pm, RN moved from Langley and Ridge |
| | | | 25/08/2015 | Day | A | 1 RN LD carer leave, 1 RN LD unfilled, 3rd HCA is AP who will take bay, band 7 working clinically until 3. RN moved from Ridge |
| | | | 27/08/2015 | Day | A | 2 Aps working and taking a bay. RN moved from Langley. |
| | | | 28/08/2015 | Day | A | Band 7 working clinically in ESAU until 3. Band 4 in a bay |
| | | ESAU | 02/08/2015 | Day | A | Down by 1 HCA. |
| | | | 03/08/2015 | Day | A | 1 RN not covered. |
| | | | 06/08/2015 | Day | A | One RN not filled, student nurse to work in there. |
| | | | 07/08/2015 | Day | A | 2nd RN not filled |
| | | | 10/08/2015 | Day | A | 4 patients in beds. 1 RN in ESAU |
| | | | 11/08/2015 | Day | A | 4 patients bedded in ESAU. Only 1 RN |
| | | | 14/08/2015 | Day | A | No nurse at ESAU, moving from Langley |
| | | | 17/08/2015 | Day | A | RN not filled. 1 moved from Langley for early then trauma co-ordinator on late |
| | | | 19/08/2015 | Day | A | 2nd RN LD unfilled |
| | | | 20/08/2015 | Day | A | RN LD agency |
| | | | 28/08/2015 | Day | A | 2nd LD HCA. Shift unfilled. Band 7 to work here until 3 then trauma co-ordinator to cover |
| Womens & Childrens | Paediatrics | Neonatal Unit | 01/08/2015 | Night | A | night shift 2 bank staff nurses book to cover |
| | | | 02/08/2015 | Night | A | 2 RN Staff booked to cover shifts |
| | | | 04/08/2015 | Night | A | 2 Bank staff booked for safe delivery of care. |
| | | | 05/08/2015 | Day | A | agency nurse x2 working night shift |
| | | | 05/08/2015 | Night | A | agency nurse x2 working night shift |
| | | | 06/08/2015 | Night | A | risk reduced by getting 2 bank nurses and one nursery nurse. |
| | | | 07/08/2015 | Night | A | risk reduced by additional 3 nurses. |
| | | | 09/08/2015 | Day | A | No information provided |
| | | | 10/08/2015 | Night | A | Shift opened up to agency to meet patient -nursing care need |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | 11/08/2015 | Night | A | 1QIS and 1 Rn is booked to cover. |
| | | | 12/08/2015 | Day | A | No information provided |
| | | | 12/08/2015 | Night | A | No information provided |
| | | | 13/08/2015 | Day | A | 2 QIS booked to cover night shift |
| | | | 13/08/2015 | Night | A | 2 QIS booked to cover night shift |
| | | | 14/08/2015 | Night | A | 2 x QIS booked to cover night shifts |
| | | | 16/08/2015 | Night | R | Unit is safe by booking additional 3 QIS for night shift |
| | | | 17/08/2015 | Night | R | X2 QIS Bank and X1 agency nurses are booked for night shift to be safe. |
| | | | 18/08/2015 | Night | A | No information provided |
| | | | 21/08/2015 | Day | R | 1 QiS LD and 1 QIS Early booked to make it safe. Booked x3 QIS. Unit is safe. |
| | | | 21/08/2015 | Night | R | 1 QiS LD and 1 QIS Early booked to make it safe. Booked x3 QIS. Unit is safe. |
| | | | 22/08/2015 | Day | A | needed 1 QIS as unit busy/increased workload. Taken I nursery nurse from TC to help. Starfish helped relieved lunch. Booked 1 agency for night shift. |
| | | | 22/08/2015 | Night | A | needed 1 QIS as unit busy/increased workload. Taken I nursery nurse from TC to help. Starfish helped relieved lunch. Booked 1 agency for night shift. |
| | | | 23/08/2015 | Day | A | Shift opened to agency, |
| | | | 23/08/2015 | Night | A | Shift opened to agency, |
| | | | 24/08/2015 | Day | A | Minor adjustments made to bring staffing to a reasonable level. Booked agency staff for night shift. |
| | | | 24/08/2015 | Night | A | Minor adjustments made to bring staffing to a reasonable level. Booked agency staff for night shift. |
| | | | 25/08/2015 | Night | A | X1 agency staff booked for night shift. |
| | | | 26/08/2015 | Day | A | extremely premature baby born, very sick, required transfer. Another extremely premature baby due to be sectioned soon. Only 3 QIS including nurse in charge. x3 ITU and x3 HDU. Agency self cancelled in the afternoon. |
| | | | 26/08/2015 | Night | R | extremely premature baby born, very sick, required transfer. Another extremely premature baby due to be sectioned soon. Only 3 QIS including nurse in charge. x3 ITU and x3 HDU. Agency self cancelled in the afternoon. |
| | | | 30/08/2015 | Day | R | x3 QIS bank for day and night shift |
| | | | 30/08/2015 | Night | R | x3 QIS bank for day and night shift |
| | | | 31/08/2015 | Day | A | No information provided |
| | | | 31/08/2015 | Night | A | No information provided |
| | | Elizabeth | 02/08/2015 | Day | R | Difficult shift, as 2 Agency staff did not attend for shift. The ward was left with 1 permanent RN and 1 Agency RN who had not worked on the ward before. Escalated to the Senior Nurse on duty. Unable to assist |

| | | | |
|---|---|---|---|
| 03/08/2015 | Day | R | Request out for 1x trained nurse LD not yet covered. Only two trained nurses 1600-1915 hrs. High acuity today with 7 for theatre . shift was not covered and 5 of those Onco.6 surg and 3 med outliers = 9 with only 20 beds total. With the ward acuity we will be red after 4pm. - No cover available to support the ward after 4pm, Matron stayed to support until the night staff came on duty. |
| 04/08/2015 | Day | A | 24 beds open. X8 TCI for elective surgery. 5 surgical patients. 3 medical patients. X1 RN agency cancelled yesterday for today . Situation escalated to matron as we only had 20 beds open yesterday. Hca left ward 1130 on emergency leave. Therefore 2HCA only on late shift |
| 05/08/2015 | Day | A | x2 medical patients. X2 surgical patients. X3 patients TCI. No empty beds. 24 beds open. After 17:00 only 1 substantive RN with 1 agency, Band 7 staying to support ward. 1x substantive staff now doing a late shift. Therefore three trained staff will be on duty until night staff arrive. 1x Rn training (mandatory) 1300-1500. Day shift remains amber |
| 07/08/2015 | Day | R | Short B5 for long day but with extra beds opened and the acuity of the ward we are on red. Have x7 pt's tci for theatre today. Unable to get support as other areas short - Matron stayed on shift to support the Ward until 1900hrs. RN for night shift cancelled at 1815hrs - shift not covered. |
| 07/08/2015 | Night | A | Short B5 for long day but with extra beds opened and the acuity of the ward we are on red. Have x7 pt's tci for theatre today. Unable to get support as other areas short - Matron stayed on shift to support the Ward until 1900hrs. RN for night shift cancelled at 1815hrs - shift not covered. |
| 10/08/2015 | Day | R | B5 LD cancelled late last night so short. Acuity high as 6 tci so may be red after 4pm. - No support available - supported by Senior Nurse as able. Band 7 working clinically |
| 11/08/2015 | Day | R | Short B5 for LD as cx late yesterday. Will leave only 2 B5 after 4pm.x6 pt's tci, no ring fenced, 8 surgical and 4 possible discharges. May be red after 4pm. B7 clinical. No support available Senior Nurse informed and will be contacted if required. Matron stayed until 1830hrs. |
| 14/08/2015 | Day | A | Band 2 ND called sick this morning, now on system. Will keep checking for cover. No beds and x3 tci with 1 confirmed . Senior nurse aware discharge presently. Night Duty only 2 RN's on duty and 1 HCA |
| 15/08/2015 | Day | A | 1x trained LD down. 3x Agency trained night. No substantive RN on night shift. Senior nurse on call aware of status |
| 15/08/2015 | Night | A | 1x trained LD down. 3x Agency trained night. No substantive RN on night shift. Senior nurse on call aware of status |
| 16/08/2015 | Day | A | Only 2x RN long day on 20 bed ward. No substantive trained nurses on night shift but covered with experienced agency that has taken charge before. Is Band 7 on own ward. £ RN's on duty for a LD, vacant shift covered. |
| 18/08/2015 | Day | R | Agency B5 LD DNA. B7 clinical until 3pm. Amber until then but then Red. Acuity high in the afternoon as 6 post ops, all onco.4 confirmed discharges presently. Unable to get support as other areas short. Matron stayed to support. |
| 19/08/2015 | Day | A | X4 electives TCI. X6 outliers. Band 7 will support clinically. Acuity high due to the 4 patient s that had oncology surgery yesterday and 4 going to theatre today. |
| 21/08/2015 | Day | A | Short Band 2 for LD but safe on the ward with current staffing. X3 pt's tci with 4 confirmed discharges. 1 RN DNA night shift. Senior nurse on call aware |
| 22/08/2015 | Day | A | B5 agency DNA so short ND. Bed managers informed but help unavailable due to other wards short.therefore night shift remains amber status |
| 23/08/2015 | Day | A | B5 DNA from agency. Managers informed but no help available.. Split workload accordingly. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 25/08/2015 | Day | A | Only 1 B5 on duty as both agency dna and no warning. X8 tci with 6 onco. B7 around until 2 pm but still unsafe for the ward. Will highlight at ops meeting. Update at 08.30, being sent B5 agency from C of E. own agency now arrived. No supervisory |
| | | | 27/08/2015 | Day | A | No supervisory shift today. 5 TCI's for surgery today. 8 beds remain closed. 1 HCA booked but not arrived as of 0720hrs |
| | Maternity | Delivery Suite | 01/08/2015 | Day | A | High activities shortage of staff. Shifts have been put out to NHSP and AGENCY but no cover as yet. Surge MW for the night to cover theatre work |
| | | | 03/08/2015 | Day | A | No HCA on day shift. Shift on NHSP unfilled. No HCA on night shift midwives available |
| | | | 03/08/2015 | Night | A | No HCA on day shift. Shift on NHSP unfilled. No HCA on night shift midwives available |
| | | | 04/08/2015 | Day | A | Vacancy for HCA on long day. Shift out to NHSP. High activity and acuity mitigated by matron and band 7 into numbers. Community midwife called in to assist |
| | | | 05/08/2015 | Day | A | Surge midwife requested for day shift due to high activity in the unit, shift vacant on ABC shift unfilled staff redeployed from ABC- AMBER due to activity and acuity levels although mitigated by band 7 into numbers. Escalated to HOM and bed manager |
| | | | 06/08/2015 | Day | A | Day shift high acuity and activity staff redeployed from ABC to support |
| | | | 08/08/2015 | Night | A | 1 HCA short, out to NHSP midwives available |
| | | | 10/08/2015 | Day | A | down RM on long day and RM on early shift. Also HCA down on long day. All shifts on NHSP. |
| | | | 11/08/2015 | Day | A | No HCA in triage for LD. Shift out on NHSP |
| | | | 12/08/2015 | Day | A | High activity on DS - Surge Midwife booked (E) unfilled |
| | | | 13/08/2015 | Day | A | NO HCA for delivery suite. |
| | | | 14/08/2015 | Night | A | no triage HCA on nights |
| | | | 15/08/2015 | Day | A | No triage HCA on long day or night shift |
| | | | 15/08/2015 | Night | A | No triage HCA on long day or night shift |
| | | | 18/08/2015 | Day | A | **early shift unfilled midwives redeployed to manage acuity** |
| | | | 19/08/2015 | Day | A | No HCA on day shift for triage. Shift on NHSP unfilled I midwife shift unfilled |
| | | | 20/08/2015 | Day | A | Staff relocated to ensure safe environment shifts requested. I HCA down on day shift, HCA redeployed from another area to work. HCA vacant shift on night for DS, out to NHSP |
| | | | 20/08/2015 | Night | A | Staff relocated to ensure safe environment shifts requested. I HCA down on day shift, HCA redeployed from another area to work. HCA vacant shift on night for DS, out to NHSP |
| | | | 21/08/2015 | Day | A | RM and HCA down on LD. Also surge RM requested for late shift as >50% HCA' s down in unit<br>High levels of activity and acuity redeployed Matron, Clinical Facilitator and Quality assurance lead midwife to make safe. |
| | | | 22/08/2015 | Night | A | HCA short on night shift acuity increased surge MW requested |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 23/08/2015 | Night | A | No HCA for delivery suite and triage for night shift. HCA on Victoria ward to be redeployed to delivery suite and support triage. NO maternity bleep holder/ second band 7 the night shift. Surge midwife to work on delivery suite. |
| | | | 24/08/2015 | Day | A | Acuity at increased levels, 2 unfilled shifts all requested on NHSP, support staff shifts unfilled |
| | | | 24/08/2015 | Night | A | Acuity at increased levels, 2 unfilled shifts all requested on NHSP, support staff shifts unfilled |
| | | | 25/08/2015 | Day | A | 1 unfilled RM cancelled at 06.00, night shift unfilled due to sickness, 1 support shift unfilled all requested on NHSP |
| | | | 25/08/2015 | Night | A | 1 unfilled RM cancelled at 06.00, night shift unfilled due to sickness, 1 support shift unfilled all requested on NHSP |
| | | | 26/08/2015 | Day | A | 1RM shift unfilled, staff redeployed within area to manage acuity, 1 support shift unfilled. |
| | | | 26/08/2015 | Night | A | 1RM shift unfilled, staff redeployed within area to manage acuity, 1 support shift unfilled. |
| | | | 29/08/2015 | Day | A | Night-1 x RM DNA out to agency and NHSP. Remained Unfilled |
| | | | 30/08/2015 | Day | A | 1 x HCA short on day and night- shifts out with NHSP will re deploy from areas with less acuity. |
| | | | 30/08/2015 | Night | A | 1 x HCA short on day and night- shifts out with NHSP will re deploy from areas with less acuity. |
| | | **ABC** | 01/08/2015 | Day | A | MW short out to NHSP redeployment within clinical area to manage acuity. |
| | | | 02/08/2015 | Day | A | HCA short on long day out out to NHSP midwives available |
| | | | 04/08/2015 | Day | A | Midwife redeployed from ABC to support activity on delivery suite |
| | | | 05/08/2015 | Day | A | staff redeployed due to acuity in other clinical areas. |
| | | | 06/08/2015 | Day | A | Day shift Midwife redeployed to support high dependancy (4 women) on delivery suite<br><br>Night shift HCA sent home emergency leave. Support from Victoria ward HCA |
| | | | 06/08/2015 | Night | A | Day shift Midwife redeployed to support high dependancy (4 women) on delivery suite<br><br>Night shift HCA sent home emergency leave. Support from Victoria ward HCA |
| | | | 08/08/2015 | Day | A | x1 MW short Day and Night requested NHSP, activity managed within available skill mix. |
| | | | 08/08/2015 | Night | A | x1 MW short Day and Night requested NHSP, activity managed within available skill mix. |
| | | | 11/08/2015 | Day | A | No HCA on ABC for LD. Shift out of NHSP unfilled. |
| | | | 13/08/2015 | Night | A | midwives redeployed dependant on acuity |
| | | | 19/08/2015 | Day | A | 1 mw shift unfilled requested NHSP acuity managed within current staffing |
| | | | 20/08/2015 | Day | A | I day midwife redeployed to assist on DS; workload allows for this. |
| | | | 21/08/2015 | Day | A | NO HCA on late or night<br>High activity levels during the day. Midwife redeployed from Clinic to make safe and clinical support from MUBH |
| | | | 21/08/2015 | Night | A | NO HCA on late or night<br>High activity levels during the day. Midwife redeployed from Clinic to make safe and clinical support from MUBH |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 22/08/2015 | Day | A | HCA redeployed to Katherine ward to make safe on day shift |
| | | | 24/08/2015 | Night | A | 1RM and 1 support shift unfilled, staff redeployment as acuity indicates |
| | | | 25/08/2015 | Day | A | 1 RM shift unfilled, 1 support shift unfilled all requested on NHSP. |
| | | | 26/08/2015 | Day | A | 1RM shift redeployed due to acuity in other clinical areas. |
| | | | 27/08/2015 | Day | A | 1RM unfilled for late activity managed with available staff |
| | | | 30/08/2015 | Day | A | 1 x HCA short on late shift |
| | | | 31/08/2015 | Night | A | x 1 RM short on night shift. Shift out on NHSP unfilled. |
| | | **Victoria** | 02/08/2015 | Night | A | HCA short on night shift midwives available |
| | | | 04/08/2015 | Day | A | Delay in IOL transfer due to high activity and acuity on delivery suite |
| | | | 05/08/2015 | Day | A | Delay in transfer of IOL x4 to delivery suite due to high activity and acuity<br>No HCA for night shift |
| | | | 06/08/2015 | Day | A | Delay in transfer to delivery suite of IOL x4 due to high activity and acuity on delivery suite. |
| | | | 09/08/2015 | Day | A | HCA for early shift only |
| | | | 09/08/2015 | Night | A | no HCA for night shift. |
| | | | 10/08/2015 | Day | A | HCA down on late shift |
| | | | 21/08/2015 | Day | A | NO HCA on late or night |
| | | | 21/08/2015 | Night | A | NO HCA on late or night |
| | | | 24/08/2015 | Night | A | support shifts remain unfilled |
| | | | 29/08/2015 | Night | A | no HCA- duties covered by ABC HCA. |
| | | | 31/08/2015 | Night | A | x 1 HCA short for night shift. Shift on NHSP unfilled. |
| | | **Katherine** | 02/08/2015 | Day | A | HCA or NN short on long day, RM short on LD redeployment to manage acuity |
| | | | 03/08/2015 | Day | A | No HCA on day shift. Shift on NHSP unfilled Only x 1 NN on LD shift unfilled on NHSP. Vacancy for HCA on night shift . Shift out to NHSP. |
| | | | 03/08/2015 | Night | A | Vacancy for HCA on night shift . Shift out to NHSP. |
| | | | 05/08/2015 | Day | A | No HCA for day shift and only one nursery nurse. HCA to be redeployed from another area. |
| | | | 08/08/2015 | Day | A | 1 Nursery Nurse and 1 HCA requested NHSP midwives available, unable to fill vacant shifts. |
| | | | 08/08/2015 | Night | A | 1 Nursery Nurse and 1 HCA requested NHSP midwives available, unable to fill vacant shifts. |
| | | | 10/08/2015 | Day | A | HCA/NN down on long day. Shifts on NHSP |
| | | | 10/08/2015 | Night | A | HCA and NN down on night shift. Shifts on NHSP |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 11/08/2015 | Day | A | x 1 NN short on LD |
| | | | 11/08/2015 | Night | A | x1 NN short on Night duty |
| | | | 14/08/2015 | Day | A | only 1 NN on night shift, x 2 support staff down. Surge Rm requested shift unfilled. |
| | | | 15/08/2015 | Day | A | 2 x HCA down on long day |
| | | | 15/08/2015 | Night | A | 1 x HCA down on night shift |
| | | | 19/08/2015 | Day | A | One NN short for LD One HCA short for early shift. Both shifts on NHSP. |
| | | | 21/08/2015 | Day | A | NN short on long day |
| | | | 22/08/2015 | Day | A | Short HCA on day as DNA. High activity on ward. Staff redeployed to support<br>Nursery nurse short on day and night |
| | | | 22/08/2015 | Night | A | High activity on ward. Staff redeployed to support<br>Nursery nurse short on day and night |
| | | | 24/08/2015 | Day | A | support shifts remain unfilled. |
| | | | 27/08/2015 | Day | A | no support of NN additional midwife to cover. |
| | | | 29/08/2015 | Day | A | 2 x HCA short on LD |
| | | | 29/08/2015 | Night | A | 1 x HCA short on nights all shifts out to NHSP |
| | | **Knutsford** | 03/08/2015 | Night | A | HCA did not turn up for shift. NHSP informed, midwives available. |
| | | | 04/08/2015 | Night | A | Vacancy for HCA night shift. Shift out to NHSP. |
| | | | 10/08/2015 | Day | A | no HCA on long day |
| | | | 11/08/2015 | Day | A | No HCA on LD or night shift. Shifts on NHSP |
| | | | 11/08/2015 | Night | A | No HCA on LD or night shift. Shifts on NHSP |
| | | | 13/08/2015 | Day | A | NO HCA for knutford suite. No RM arrived on shift - Rm used from ABC depleting ABC |
| | | | 13/08/2015 | Night | A | NO HCA for knutford suite. No RM arrived on shift - Rm used from ABC depleting ABC |
| | | | 14/08/2015 | Day | A | No HCA cover on long day or night shift |
| | | | 14/08/2015 | Night | A | No HCA cover on long day or night shift |
| | | | 18/08/2015 | Day | A | No HCA on night duty. Activity low. Kath ward to assist. |
| | | | 21/08/2015 | Day | A | HCA short on night |
| | | | 29/08/2015 | Day | A | 1 x HCA short on dayshift |
| | | | 30/08/2015 | Day | A | 3 x HCA day shift - shift out on NHSP. ! |

| Division | Area | Date | Shift | Professional Judgement Rag Rating | Comments, Mitigation - Actions taken to Ensure safe Staffing Levels |
|---|---|---|---|---|---|
| Medicine | AAU Blue L1 | 03/07/2015 | Day | A | Supervisory from AAU L1 Yellow to support. |
| | | 04/07/2015 | Day | A | Supervisory to support. |
| | | 06/07/2015 | Day | A | Supervisory in AAU to support. |
| | | 07/07/2015 | Day | A | Extra HCA given. |
| | | 10/07/2015 | Day | A | 1 RN down, band 7 to support. |
| | | 13/07/2015 | Day | A | Supervisory to help. Skill mix unsafe at present. Escalated. |
| | | 14/07/2015 | Day | A | Supervisory to support. |
| | | 20/07/2015 | Day | A | Supervisory on the floor to support (AAU band 7). |
| | | 23/07/2015 | Day | A | supervisory to support on late |
| | | 25/07/2015 | Night | A | Sister's in L1P and L1G to support staff overnight. |
| | | 27/07/2015 | Night | A | Band 6 in AAUL1G and L1Y to support overnight. |
| | | 28/07/2015 | Day | A | Supervisory to support. |
| | | 31/07/2015 | Day | A | Supervisory to support. Head of nursing attempting to move staff from other areas to make ward safe. |
| | AAU Green L1 | 01/07/2015 | Night | A | night shift still out to nhsp |
| | | 02/07/2015 | Day | A | Supervisory to support clinically. |
| | | 03/07/2015 | Day | A | rn down for LD, |
| | | 04/07/2015 | Day | A | Band 6 off sick for day band 7 support on the long day |
| | | 10/07/2015 | Day | A | Supervisory to support clinically |
| | | 13/07/2015 | Day | A | Supervisory to help. |
| | | 14/07/2015 | Night | A | Support from purple bay. |
| | | 15/07/2015 | Day | A | Supervisory to support. |
| | | 17/07/2015 | Day | A | Supervisory to support. |
| | | 18/07/2015 | Day | A | SSr to support |
| | | 21/07/2015 | Day | A | Supervisory will support |
| | | 25/07/2015 | Day | A | Band 7 on LD for AAU to support |
| | | 28/07/2015 | Day | A | Supervisor supporting clinically, |
| | | 31/07/2015 | Day | A | Supervisory to support. |
| | AAU Yellow L1 | 02/07/2015 | Day | A | band 7 to support |
| | | 03/07/2015 | Day | A | band 7 to support |
| | | 04/07/2015 | Day | A | RN not filled for day shift. Support from AAU supervisory. |
| | | 04/07/2015 | Night | A | Night shift - support from AAU Level 1. |
| | | 05/07/2015 | Day | A | extra RN needed as 8 pts acutely unwell and one on BIPAP |
| | | 07/07/2015 | Day | A | band 7 to support. |
| | | 09/07/2015 | Day | A | Supervisory to support. |
| | | 13/07/2015 | Day | A | Supervisory to help |
| | | 15/07/2015 | Day | A | supervisory to support |
| | | 16/07/2015 | Day | A | band 7 to support long day |

| | | | | | |
|---|---|---|---|---|---|
| | | 17/07/2015 | Day | A | Supervisory to support. |
| | | 17/07/2015 | Night | A | Night shift - support from AAU level 1. |
| | | 20/07/2015 | Day | A | band 7 to support |
| | | 21/07/2015 | Day | A | Supervisory for blue will support on late |
| | | 22/07/2015 | Day | A | band 7 to support |
| | | 23/07/2015 | Day | A | supervisory to green to support |
| | | 27/07/2015 | Day | A | Band 7 to supervise and support the Triage bay. |
| | | 28/07/2015 | Day | A | Supervisory to support on a long day |
| | | 31/07/2015 | Day | A | Supervisory from AAU Blue/Purple to support. |
| | **AAU Triage** | 01/07/2015 | Day | A | Supervisory to help |
| | | 02/07/2015 | Day | A | Supervisory to support bay. |
| | | 03/07/2015 | Day | R | Supervisory to help in bay. Escalated to Matron. |
| | | 04/07/2015 | Day | A | RN shift not filled. Supervisory to support bay. |
| | | 08/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 09/07/2015 | Day | A | Supervisory to support clinically. |
| | | 10/07/2015 | Day | A | Supervisory to support clinically. |
| | | 13/07/2015 | Day | R | Supervisory to help on LD. Escalated to seniors. |
| | | 14/07/2015 | Day | A | Supervisory to help clinically. |
| | | 15/07/2015 | Day | R | Escalated to Matron. Supervisory to help clinically. |
| | | 16/07/2015 | Day | A | Supervisory to help clinically. |
| | | 17/07/2015 | Day | A | Supervisory to support. |
| | | 20/07/2015 | Day | A | Supervisory to support clinically. |
| | | 21/07/2015 | Day | A | Agency Nurse not turned up for shift, called NHS P they have left message with Nurse. Supervisory for green L1 will support on early. Red after 15.00. |
| | | 22/07/2015 | Day | A | Supervisory to support clinically. |
| | | 23/07/2015 | Day | A | Extra HCA given as down one R/N and supervisory to support clinically. |
| | | 24/07/2015 | Day | R | Band 7 on late working in numbers. Band 7 chasing discharges to support. Escalated to matron. |
| | | 25/07/2015 | Day | A | Band 7 for AAU to support |
| | | 26/07/2015 | Day | A | SSR for AAU to support |
| | | 27/07/2015 | Day | R | Supervisory to support clinically. Escalated to matron. |
| | | 28/07/2015 | Day | R | Supervisory to support clinically. Escalated to matron. |
| | | 30/07/2015 | Day | A | Supervisory to support clinically. Night shift RN covered- DNA. Called NHSP but could not contact worker. Escalated to bed managers. |
| | | 30/07/2015 | Night | A | Night shift RN covered- DNA. Called NHSP but could not contact worker. Escalated to bed managers. |
| | | 31/07/2015 | Day | R | Supervisory to support locally all day. |
| | **AAU Blue & Yellow Level 3** | 02/07/2015 | Day | A | x1 RN+1HCA outstanding. Safe as we have students and Band 7 |
| | | 16/07/2015 | Day | A | band 7 work LD |
| | | 25/07/2015 | Day | A | Two RNs short, one of them covered as HCA sent From CCU to Isolation 1 HCA working till 15:00 extra support for 1 RN in yellow Still leaves 1 RN - 12 patients after 15:00 |
| | | 31/07/2015 | Day | A | sent HCA to level 1 blue ,band 7 to help bay inform that agency worker(RN) been Cx has not been filled Hca set from level 1 for 3hrs will inform bed manager to see if staff can be given from else where |

| | | | | | |
|---|---|---|---|---|---|
| | | 31/07/2015 | Night | A | sent HCA to level 1 blue ,band 7 to help bay inform that agency worker(RN) been Cx has not been filled Hca set from level 1 for 3hrs will inform bed manager to see if staff can be given from else where |
| | **Cardiac Care Green & Purple** | 01/07/2015 | Day | A | RN COVERED BY HCA |
| | | 02/07/2015 | Day | A | request for 1 extra hca for special due to 2 confused pts both. SSR working clinically |
| | | 03/07/2015 | Day | A | SSSR in numbers , to do late shift bank to support junior staff. Needs escort, not filled by the bank. |
| | | 04/07/2015 | Day | A | LD ONE RN SHORT,COVERED BY HCA |
| | | 05/07/2015 | Day | A | one RN short, band 6 ensured the safety of the ward. Night shift RN covered by HCA. |
| | | 06/07/2015 | Day | A | RN not filled, SSR supporting clinically. |
| | | 06/07/2015 | Night | A | Night shift RN covered by HCA |
| | | 07/07/2015 | Day | A | 1 hca for escort, rn shift not filled |
| | | 08/07/2015 | Day | A | LD 2 RN SHORT,COVERED BY 2 HCA,NEED ONE ESCORT . |
| | | 08/07/2015 | Night | A | ,NIGHT 1 RN SHORT COVERED BY HCA; Supervisory supporting clinically |
| | | 09/07/2015 | Day | A | LD ONE RN SHORT COVERED BY HCA,ONE RN BOOKED FOR ESCORT, |
| | | 09/07/2015 | Night | A | 1 RN SHORT AT NIGHT COVERED BY HCA |
| | | 10/07/2015 | Day | A | one patient needs rn escort. Patient is going for cmri and ctca to hammersmith.shift uncovered yet. |
| | | 13/07/2015 | Day | A | one nurse was moved to AAU1 band 7 support clinically |
| | | 14/07/2015 | Day | A | one rn sick for ld.shift out to bank. Supervisor supporting clinically. |
| | | 16/07/2015 | Day | A | QUALIFIED OTB FOR LD, not covered. Supervisory supporting clinically |
| | | 18/07/2015 | Day | A | 1RN FOR LD SHORT,OUT TO BANK |
| | | 21/07/2015 | Day | A | 1XRN FOR LD out to bank,but not covered. Supervisory 7 to be on the floor for early shift ,1 RN short for late shift. |
| | | 23/07/2015 | Day | A | QUALIFIED FOR LD OTB |
| | | 25/07/2015 | Day | A | RN 1 short for night,covered with HCA |
| | | 26/07/2015 | Day | A | 1RN short for LD out to bank . |
| | | 26/07/2015 | Night | A | 1 RN short for night covered with HCA |
| | | 29/07/2015 | Day | A | x1 RN still outstanding.A senior sister of the unit will help out in the morning. One RN needed for escorting to H'smith for Cardiac MRI |
| | **A&E** | 08/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 10/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 11/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 20/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 22/07/2015 | Day | A | 1 ENP down. 1 Patient Safety Officer down. Band 4 looking after cubicles. |
| | | 24/07/2015 | Day | A | 1 queue nurse and 1 HCA down |
| | | 26/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 26/07/2015 | Night | A | No band 7 Patient safety officer (PSO) |
| | | 27/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 28/07/2015 | Day | A | No band 7 Patient safety officer (PSO) |
| | | 31/07/2015 | Day | A | One ENP sent to Hemel UCC due to staff sickness |
| | **Urgent Care Centre** | 02/07/2015 | Day | A | support from Doctor |
| | | 06/07/2015 | Day | A | agency ENP half shift-went off sick 12:00 |
| | | 09/07/2015 | Day | A | agency nurse on enp 3 cancelled at shirt notice as double booked |
| | | 10/07/2015 | Day | A | ENP working as assessment nurse support from Doctor |

| | | | | | |
|---|---|---|---|---|---|
| | | 11/07/2015 | Day | A | band 5 sent from watford to cover night shift |
| | | 12/07/2015 | Day | A | support from Doctor |
| | | 16/07/2015 | Day | A | support from Doctor |
| | | 19/07/2015 | Day | A | no ucc doctor from 08:00- 18:00 |
| | | 23/07/2015 | Day | A | ENP Agency sent from watford |
| | AAU Red Suite | 02/07/2015 | Day | A | 1x RN sent from Bluebell making ward currently amber. Band 7 on Bluebell has informed us she can only send her for early shift therefore ward would revert to RED at 15.00. Matron Bella aware. |
| | | 13/07/2015 | Day | A | No Band seven today and one RN filled not filled. Matron to made aware |
| | | 14/07/2015 | Day | A | No supervisory. |
| | | 20/07/2015 | Day | A | 1 RN off sick shift out to NHSP but not filled. Supervisory to go into numbers until 2pm then off ward. Confused agitated patient needs 1-1. Not filled . |
| | | 21/07/2015 | Day | A | 1 RN down. Not filled by NHSP. Supervisory to work in the numbers until 3pm then ward will be short and patient care needs to be prioritized. |
| | | 24/07/2015 | Day | A | Supervisory to support clinically. |
| | | 28/07/2015 | Day | A | Rn off sick. Supervisory into numbers. |
| | | 31/07/2015 | Day | A | Special required. RN shift not filled secondary Assignment filled. SR in SSR place until 3pm. |
| | Bluebell | 02/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 21/07/2015 | Day | A | band 7 to clinically support early shift. |
| | | 27/07/2015 | Day | A | Patient on the ward requiring mental health nurse, as awaiting a mental health placement, due to extreme challenging behaviours. Bed managers and matron aware |
| | | 27/07/2015 | Night | A | patient on the ward requiring mental health nurse, as awaiting a mental health placement, due to extreme challenging behaviours. Bed managers and matron aware |
| | | 29/07/2015 | Day | A | Patient awaiting mental health bed |
| | Winyard | 13/07/2015 | Day | A | Escalated to matron/Supervisory supporting clinically. |
| | | 20/07/2015 | Day | A | Student to support as HCA - She is happy with this and supervisory clinically to support |
| | | 21/07/2015 | Day | A | one trained nurse phoned in sick at 05.15. |
| | | 25/07/2015 | Day | A | Escalated matron Friday/extra HCAs put out for flexibility for senior nurse to swap - Swapped for my Band 6 substantive so she can escalate appropriately in my absence and prioritise and risk asses safety on ward. |
| | | 29/07/2015 | Day | A | Additional Note: Patient needs 1:1 of which is needed tonight please and tomorrow long day. The following shifts will based on the condition of the patient. |
| | | 29/07/2015 | Night | A | Additional Note: Patient needs 1:1 of which is needed tonight please and tomorrow long day. The following shifts will based on the condition of the patient. |
| | Aldenham | 09/07/2015 | Night | A | Escort for early shift not covered, 1 nurse from ward will go. Band 7 coming in on a Late shift to cover as no nurse in charge cover pm. |
| | Cassio | 02/07/2015 | Day | A | x 2 specials Band 7 in numbers |
| | | 03/07/2015 | Day | A | Band 7 in numbers will be 2 r/n from 13:30 x2 specials |
| | | 20/07/2015 | Day | A | Band 6 in numbers |
| | | 21/07/2015 | Day | A | X 1 SPECIAL |
| | | 25/07/2015 | Day | A | ! RN outstanding in a Long day |
| | | 26/07/2015 | Day | A | 1 CSW outstanding on a long day |
| | | 27/07/2015 | Night | A | x1 special |

| | | | | | |
|---|---|---|---|---|---|
| | | 29/07/2015 | Day | A | 1 RN deployed to another ward on the late shift - that left 2 RNs on the late shift. 1 Special |
| | Croxley | 02/07/2015 | Day | A | Rn shifts out to bank. Supernumerary band 6 and 7 helping in the numbers. Two extra hca's to cover RN's |
| | | 13/07/2015 | Night | A | shifts out to bank. |
| | | 14/07/2015 | Day | R | ratio after 3pm will be 1:14; Supervisor supporting clinically. |
| | | 15/07/2015 | Day | A | Supervisory nurses working clinically to support. Staff redeployed to support |
| | | 20/07/2015 | Day | A | short of 1 RN for LD, shift out on NHSP, band 7 in the numbers if not covered, L shift 1RN:11 patients down 2 hcas not turned in. |
| | | 24/07/2015 | Day | A | Supervisory working clinically to support. |
| | | 27/07/2015 | Night | A | shifts out to bank. Extra HCA to support. |
| | | 29/07/2015 | Day | A | Supervisory supporting clinically |
| | | 30/07/2015 | Day | A | AP PLUS 3 R/N on long day AP plus 2 R/N on late |
| | | 31/07/2015 | Day | A | Band 7 covering ward |
| | Sarratt | 01/07/2015 | Day | A | band 7 support til 3pm. Band 4 in charge of bay |
| | | 02/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 20/07/2015 | Day | A | Matron and Band 7 covering on ward |
| | | 29/07/2015 | Day | A | Sent band 4 to croxley, 1 HCA special to two patients with high risk of falls. Supervisory supporting |
| | | 30/07/2015 | Day | A | special 1:3 |
| | Tudor | 02/07/2015 | Day | A | 1 x agency have not arrived for LD. Supervisory supporting clinically. |
| | | 06/07/2015 | Day | A | 1 RN LD sick - band 7 in the no's |
| | | 20/07/2015 | Day | A | AMBER ON LATE SHIFT AS RN SUPPORTED OXHEY WARD. CASTLE WARD SUPPORTED TUDOR WARD AND RAN AS ONE WARD FOR THE LATE SHIFT. |
| | | 21/07/2015 | Day | A | supernumary gone into numbers. May have agency coming in a/w confirmation. Put out shift for LD /late shift. |
| | Simpson | 06/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 07/07/2015 | Day | A | Supervisory support clinically |
| | | 11/07/2015 | Day | A | support from wards up stairs |
| | | 14/07/2015 | Day | A | 9 patient doubles, 1 faller and 1 wanderer |
| | | 29/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 31/07/2015 | Day | A | One staff nurse short for a long day as Bank not covered. Band 7 support clinically |
| | Heronsgate & Gade | 02/07/2015 | Day | A | short of 1 RN on long day due to sickness. Supervisory to step into numbers in morning but will be short on pm shift. |
| | | 03/07/2015 | Day | A | one extra hca booked for escort to royal free. One rn short sue to sickness. Supervisory to step into numbers on early but will be short in pm. |
| | | 13/07/2015 | Day | A | one nurse short due to not being covered on NHSP. Extra HCA booked to support. Supervisory to support on early shift |
| | | 14/07/2015 | Day | A | Supervisor supporting clinically. |
| | | 15/07/2015 | Day | A | 2 x rn not covered on system. Exta HCA'S booked to support team and make ward safe. |
| | | 17/07/2015 | Day | A | will be one short on late shift. Exta HCA booked to support. Supervisory to step into numbers to support in morning. |
| | | 20/07/2015 | Day | A | 2X RN not covered on the long day. Supervisory will step into numbers. Extra HCA Booked to support. |
| | | 24/07/2015 | Day | A | Down 3 RN as 1 gone off sick and 2 put out on NHSP but not covered, 2 extra CSW to support ward but 1 did not turn up to the shift and supervisory to support numbers on the ward and matron informed. 1 CSW booked for escort. |
| | | 27/07/2015 | Day | A | , one nurse last minute called in sick with 3x unfilled rn shifts on system, 4 extra hca's out to support. Band 7 to complete long day to support ward. Extra staff moved from Croxley to support. |
| | | 29/07/2015 | Day | A | one hca short as shift not filled on system. |
| | | 31/07/2015 | Day | A | 2 rn shifts out standing on long day. Supervisory to support in the am. Extra HCA's booked to support. |

| | | | | | |
|---|---|---|---|---|---|
| Surgery | Acute Stroke Unit | 01/07/2015 | Day | A | Supervisory will support clinically |
| | | 02/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 07/07/2015 | Day | A | Supervisory will be supporting clinically. |
| | | 09/07/2015 | Day | A | Supervisory supporting clinically |
| | | 10/07/2015 | Day | A | Supervisory will support clinically |
| | | 14/07/2015 | Day | A | Supervisory will support clinically |
| | | 20/07/2015 | Day | A | Supervisory clinically helping in the morning. |
| | | 27/07/2015 | Day | A | Supervisory helping in the morning |
| | | 29/07/2015 | Day | A | Supervisory supporting clinically |
| | Combined ITU | 07/07/2015 | Day | A | Unit Full, numbers as expected but workload heavy |
| | | 14/07/2015 | Day | A | One staff nurse doing a late shift due to illness . Outreach to help until the late shift nurse start. |
| | | 30/07/2015 | Day | A | Poor skill mix on the unit due to emergency annual leave, non clinical staff, sickness and sudden termination of employment with the trust. |
| | | 30/07/2015 | Night | A | Poor skill mix on the unit due to emergency annual leave, non clinical staff, sickness and sudden termination of employment with the trust. |
| | | 31/07/2015 | Day | A | Outreach pulled to cover unit - no capacity to admit 3x elective pts booked currently no beds to admit them |
| | Flaunden | 01/07/2015 | Day | A | 2nd a grade on night is band 4 taking a bay. Band 7 working clinically |
| | | 02/07/2015 | Day | A | band 7 working clinically. RN moved from Langley for LD |
| | | 03/07/2015 | Day | A | Supervisory supporting clinically. |
| | | 06/07/2015 | Day | A | band 7 working clinically |
| | | 07/07/2015 | Day | A | band 7 working clinically, will move from Langley on the late |
| | | 14/07/2015 | Day | A | , agency outstanding for long day |
| | | 17/07/2015 | Day | A | band 4 in a bay band 7 in numbers |
| | | 27/07/2015 | Day | A | band 7 working clinically |
| | Cleves | 07/07/2015 | Day | A | Band 7 worked in a bay |
| | | 13/07/2015 | Day | A | Band 7 to work in a bay |
| | | 17/07/2015 | Day | A | Band 7 to work in the bay |
| | | 20/07/2015 | Day | A | Senior Sister taking a bay.3rd year student being supervised in a bay. |
| | | 29/07/2015 | Day | A | Senior Sister taking a bay LD and Assistant Practitioner taking a bay. |
| | | 30/07/2015 | Day | A | Band 7 taking a bay and 3rd year student being supervised in a bay. |
| | | 31/07/2015 | Day | A | 3rd year final placement taking a bay with HCA and supervision from nurses. |
| | Langley | 01/07/2015 | Day | A | Band 7 covering Matron on AL. 1 x RN moved to Cleves to cover shortfall, no housekeeper. |
| | | 02/07/2015 | Day | A | Band 7 covering matron on AL. Band 5 moved to cover shortfall. HCA off sick. No Housekeeper. |
| | | 03/07/2015 | Day | A | Band 7 covering Matron on AL and supporting clinically. 1 X RN moved to Flaunden to cover shortfall. No housekeeper. |
| | | 06/07/2015 | Day | A | 1 Band 6 off sick. Band 7 working clinically to support |
| | | 10/07/2015 | Day | A | 1 X RN moved to Flaunden. Band 7 working clinically to support. |
| | | 21/07/2015 | Day | A | Band 7 on annual leave. 1 RN not covered on NHSP. 1 HCA off sick LD. |
| | | 27/07/2015 | Day | A | RN moved to Letchmore, no supervisory |
| | Ridge | 01/07/2015 | Day | A | Band 7 working clinically |
| | | 02/07/2015 | Day | R | Band 7 taking a bay. Only 2 trained after 15.15.hrs. bleep holder aware |
| | | 04/07/2015 | Day | A | 1 r/n name awaiting. 1 tap |
| | | 06/07/2015 | Day | A | Band 7 working clinically |

| | | | | | |
|---|---|---|---|---|---|
| | | 07/07/2015 | Day | A | 1 R/N not covered by NHSP.Band 7 working clinically. |
| | | 08/07/2015 | Day | A | Band 7 working clinically |
| | | 10/07/2015 | Day | A | 1 tap to take a bay.Band 7 working clinically |
| | | 13/07/2015 | Day | A | R/N outstanding,band 7 working clinically |
| | | 14/07/2015 | Day | A | 1 trained sent from Langley ward.to help. Band 7 working clinically |
| | | 17/07/2015 | Day | A | 1 R/N long day not covered. Band 7 working clinically |
| | | 19/07/2015 | Day | A | 1 RN not covered for LD |
| | | 20/07/2015 | Day | A | 1 r/n off sick,1 r/n not covered by nhsp. Band 7 working clinically. Matron aware 1 TAP and 1 RN moved from ESAU 10- 6 |
| | | 28/07/2015 | Day | A | Tap covering bay .Band 7 working clinically |
| | | 29/07/2015 | Day | A | Band 7 working clinically |
| | | 30/07/2015 | Day | A | band 7 to working clinically |
| | | 31/07/2015 | Day | A | awaiting name from NHSP for R/N-night duty band 7 working clinically. |
| | | 31/07/2015 | Night | A | Night shift - support given from Flaunden ward |
| | **Letchmore** | 02/07/2015 | Day | A | Sen Sr D summers informed, RN agency sent over from Ridge ward |
| | | 07/07/2015 | Day | A | Short of HCA as one off sick |
| | | 10/07/2015 | Day | A | 3rd RN LD working 10-6 |
| | | 18/07/2015 | Day | A | 1 RN down in ESAU, trained moved to ESAU and bay covered by TAP. |
| | | 21/07/2015 | Day | A | RN LD unfilled |
| | | 23/07/2015 | Day | A | AP covering bay LD |
| | | 24/07/2015 | Day | A | 1 RN sick LD + AP sent to another ward to swap for trained to cover ESAU, band 7 working clinically until 3.1 RN moved from Langley ward |
| | | 27/07/2015 | Day | A | 1 RN LD unfilled, 1 RN senior LD sick, band 7 working clinically until 3, trained nurse moved from Langley. Band 4 in a bay |
| | | 28/07/2015 | Day | A | 2 RNs LD unfilled, band 7 working clinically until 3, after 3 there will be 1 trained |
| | | 29/07/2015 | Day | A | Band 7 in a bay |
| | | 31/07/2015 | Day | A | 1 RN down, band 7 in a bay |
| | **ESAU** | 02/07/2015 | Day | A | A/W booked HCA agency. Support from Letchmore. |
| | | 06/07/2015 | Day | A | Support from Letchmore. |
| | | 07/07/2015 | Day | A | 2nd RN LD moved to Letchmore to cover unfilled shift |
| | | 08/07/2015 | Day | A | 2nd RN LD moved to Letchmore to cover unfilled shift, student also working LD |
| | | 10/07/2015 | Day | A | 2nd RN LD (10-6) moved to Letchmore to cover unfilled shift |
| | | 17/07/2015 | Day | A | 1 RN sick LD, 2nd RN working 10-6. Support from Letchmore. |
| | | 18/07/2015 | Day | A | Down by 1 HCA. Support from Letchmore. |
| | | 20/07/2015 | Day | A | 2nd RN moved to Ridge as down 2 trained. Support from Letchmore. |
| | | 24/07/2015 | Day | A | I RN LD sick and 1 RN LD unfilled, 1 agency nurse sent from another ward.1 HCA from Cleves |
| | | 25/07/2015 | Day | A | 1 LD AP sent to Letchmore to cover unfilled shift. Support from Letchmore. |
| | | 27/07/2015 | Day | R | 1 RN LD sick, unable to open ESAU at present, opened in afternoon by trauma co-ordinator |
| | | 30/07/2015 | Day | A | 1 RN only. Support from Letchmore. |
| | **De La Mare SACH** | 01/07/2015 | Day | A | supervisory supported clinically |
| | | 29/07/2015 | Day | A | 1 RN down. Post-op patients coming from Beckett. |
| | | 29/07/2015 | Night | R | Supervisory supporting clinically. |

| | | | | | | |
|---|---|---|---|---|---|---|
| Womens & Childrens | Paediatrics | Neonatal Unit | 01/07/2015 | Night | R | only 2 qualified ITU nurses( in charge included) on the night with 2 ITU babies and 2 HDU babies. The rest are band 5 nurses. Status for admission reviewed with consultant on call and delivery suite team informed of plan:Open only to 34 wks above and close tro less than 34wks . Bed manager, core midwife and EBS informed. |
| | | | 02/07/2015 | Night | A | night shift risk reduced by 4 bank/agency staff |
| | | | 03/07/2015 | Day | A | unit have 4 ITU and 1 HDU with 4 QIS including the nurse in charge |
| | | | 04/07/2015 | Night | A | night shift covered by one bank and one agency staff. |
| | | | 10/07/2015 | Night | A | 2 bank nurses for night shift to make it safe. |
| | | | 24/07/2015 | Night | A | Risk mitigated by booking 2 bank and 1 agency . |
| | | | 25/07/2015 | Day | A | 2 bank staff required to bring staffing to 7 |
| | | | 26/07/2015 | Night | A | night shift risk reduced by 2 bank/agency staff. |
| | | | 27/07/2015 | Day | A | Green am but amber at lunch time due to 2 admissions (x1 HDU added) |
| | | | 27/07/2015 | Night | A | Pulled 1 RN staff from TC at 16:00. Night shift unit safe with 1 bank staff. |
| | | | 30/07/2015 | Night | A | 2 bank staff booked to cover |
| | Gynaecology | Elizabeth | 01/07/2015 | Day | A | Only 2 RN's for a long day, no Band 7 supervisory to support. Update 0930hrs: 1 RN Agency sent from SACH to support the Ward. Now Amber. 3 TCI's for Theatre, 5 surgical & 4 medical patients. 1 bed to admit the elective patients to this morning. |
| | | | 02/07/2015 | Day | A | Short B5 for LD. B7 clinical in numbers on early.X5 pt's tci all gynae onc.Teams split to accommodate shortage making it safer |
| | | | 03/07/2015 | Day | A | Short B5 LD but B7 will be clinical for early.X4 pt's tci with no beds including ring fenced and no confirmed discharges at this time. Update as all pt's bedded by time B7 home. |
| | | | 06/07/2015 | Day | A | No Supervisory shift today, 1 RN short for a long day. 6 TCI's for surgery., 4 beds to start, & 2 Emergency beds. 7 medical & 2 surgical. With 3 RN's it will be difficult for the staff to respond quickly to all patients. Escalated at ops meeting but other wards in the same scenario |
| | | | 15/07/2015 | Day | A | 1 RN and 1 HCA on a long day short. Supervisory Sister will support until 1600hrs. 1 HCA on early to support Housekeeping duties. |
| | | | 16/07/2015 | Day | A | All pt's tci bedded. Short B5 LD and B7 will work clinical. |
| | | | 17/07/2015 | Day | A | Amber after 4pm but all pt's bedded for theatre and skill mix good so will be safe. |
| | | | 19/07/2015 | Day | A | B5 agency dna so short LD. Will rearrange bays to accommodate and be safe. |
| | | | 20/07/2015 | Day | A | will be amber after 4 pm as short B5 and B2 LD B7 to be clinical. All pt's bedded for the days list tere by taking off the pressure for the late shift. |
| | | | 21/07/2015 | Day | A | Short B5 LD and B7 clinical until 4pm, so Amber after that time. X4 gynae pt's tci and x4 breast with no beds and only 3 confirmed discharges. |
| | | | 23/07/2015 | Day | A | x2 RNs agency. Only 1 substantive RN on duty. X5 electives TCI. RN moved from Tudor to work LD. B7 in numbers until nurse from Tudor arrived. |
| | | | 24/07/2015 | Day | A | x2 patients tci and both bedded. Short B5 LD as cx last night and B2 DNA but still on system. B7 in numbers until 4pm but will be safe with acuity on ward. Have 3rd st/n sign off/management placement. |
| | | | 25/07/2015 | Day | A | Short B5 for LD however no theatre lists and no med mgt to contend with. |
| | | | 26/07/2015 | Day | A | Short B5 for ND and no cover available when escalated to Bed Managers. However beds were empty on the ward for admissions and 4 beds closed hence making the acuity less and the ward, although Amber was safe. |
| | | | 27/07/2015 | Day | A | 1X RN removed and working Early on stroke unit. Therefore RN short for LD. Band 7 working clinically to reduce risks. |
| | | | 29/07/2015 | Day | A | Only 20 beds open therefore green. Only one substantive RN on duty with 2 agency RNs. At 17:00 when E RN goes off duty another one substantive is coming to work 4 hours to make the ward safe. X2 medical patients. X2 surgical patients. X5 electives TCI. Band 7 supporting clinically due to activity and skill mix. |
| | | | 30/07/2015 | Day | A | High acuity on the ward today with 8 tci and the PM list is all minors for a quick turn around of beds. B2 moved to Cassio and B5 moved to Winyard which now puts us on Amber. Band 7 supporting. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Maternity | Delivery Suite | 02/07/2015 | Day | A | Vacancy for HCA 's on long day x 2 and late shifts. Put out to NHSP. Also late shift for midwife put out to NHSP to cover HCA vacancies. |
| | | | 03/07/2015 | Day | R | No band 7 on shift. Tried to call and text the band 7's to fill shift. Nobody on shift to co ordinate labour ward. Matron for DS co-ordinating labour ward. Surge midwife put out but not filled at start of shift. |
| | | | 04/07/2015 | Day | A | x 1 HCA shift short on LD. staff redeployed to support. |
| | | | 06/07/2015 | Day | A | No HCA on LD. Shift out on NHSP. |
| | | | 07/07/2015 | Day | A | No HCA on late shift. Shift put out to NHSP. Sur |
| | | | 08/07/2015 | Day | A | HCA to be redeployed from other area for d/s |
| | | | 09/07/2015 | Day | A | HCA to be redeployed to cover d/s |
| | | | 13/07/2015 | Day | A | Vacancy for midwife and HCA on long day. Shifts out to NHSP. |
| | | | 14/07/2015 | Day | A | Vacancy for HCA on long day; shift out to NHSP. |
| | | | 14/07/2015 | Night | A | X 1 RM DNA night shift. staff redeployed to support. |
| | | | 15/07/2015 | Day | A | HCA down on long day. High percentage of agency staff on night shift. |
| | | | 16/07/2015 | Day | A | HCA shifts requested to nhsp, not filled at present |
| | | | 16/07/2015 | Night | A | HCA shifts requested to nhsp, not filled at present |
| | | | 18/07/2015 | Day | A | Vacancy for HCA on long day and night shifts. Shifts out to NHSP |
| | | | 19/07/2015 | Day | A | Vacancy for HCA on night shift. Shift out to NHSP. |
| | | | 20/07/2015 | Day | A | I HCA short on Triage, shift out to NHSP. Midwife from Knuts redeployed to DS due to sickness on DS. |
| | | | 24/07/2015 | Day | A | Requested surge midwife due to high activity on delivery suite |
| | | | 25/07/2015 | Day | A | Poor skill mix re heavy agency use over who unit tonight. Escalated to Matron. Agency cancelled night shift so x 1 rm down on night. Out on NHSP |
| | | | 26/07/2015 | Day | A | both LD and night have HCA shortage. Have gone out to agency for SURGE RM to cover lack of agency in the unit. |
| | | | 26/07/2015 | Night | A | 3 x LD and3 on the night shift. staff redeployed to support. |
| | | | 27/07/2015 | Day | A | I x HCA down on triage both day and night shifts, out to NHSP. |
| | | | 27/07/2015 | Night | A | I x HCA down on triage both day and night shifts, out to NHSP. |
| | | | 28/07/2015 | Day | A | Vacancy for midwife on early shift and HCA on long day., Shift out to NHSP |
| | | | 29/07/2015 | Day | A | Vacancy for HCA on night and longday. Shifts out to NHSP. To redeploy from another area if possible. |
| | | | 29/07/2015 | Night | A | Vacancy for HCA on night and longday. Shifts out to NHSP. To redeploy from another area if possible. |
| | | ABC | 02/07/2015 | Day | A | Vacancy for HCA on late shift. Shift out to NHSP |
| | | | 06/07/2015 | Day | A | No HCA on LD. Shift out on NHSP. staff redeployed to support. |
| | | | 07/07/2015 | Day | A | No HCA on late shift, put out to NHSP. I midwife redeployed to DS at 08:00 hours. |
| | | | 08/07/2015 | Day | A | x 1 HCA late shift not covered. staff redeployed to support. |
| | | | 14/07/2015 | Day | A | Vacancy for HCA on late shift. Shift out to NHSP. staff redeployed to support. |
| | | | 15/07/2015 | Day | A | HCA down on late shift. staff redeployed to support. |
| | | | 18/07/2015 | Day | A | Vacancy for HCA on late shift and for midwife on long day. Both shifts out to NHSP. |
| | | | 24/07/2015 | Day | A | Staff redeployed within division. |
| | | | 27/07/2015 | Day | A | No HCA, shift out to NHSP, unfilled. I midwife redeployed to Kath ward to help with discharges, due to high acuity on Kath ward and no HCA present. No core midwife for ABC on shift for night duty but 3 substantive members of staff redeployed to cover. |
| | | | 27/07/2015 | Night | A | No HCA, shift out to NHSP, unfilled. I midwife redeployed to Kath ward to help with discharges, due to high acuity on Kath ward and no HCA present. No core midwife for ABC on shift for night duty but 3 substantive members of staff redeployed to cover. |
| | | | 30/07/2015 | Day | A | Vacancy for HCA. Shift out to NHSP. HCA from Victoria ward to help where necessary. Midwife on long day working 10.5hrs |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | **Victoria** | 03/07/2015 | Day | **A** | No HCA on day shift. ABC HCA also helping on Victoria ward. Mo HCA on shift as redeployed to knutsford due to high activity. |
| | | | 03/07/2015 | Night | **A** | No HCA on day shift. ABC HCA also helping on Victoria ward. Mo HCA on shift as redeployed to knutsford due to high activity. |
| | | | 05/07/2015 | Day | **A** | No HCA on Night duty. staff redeployed to support. |
| | | | 08/07/2015 | Day | **A** | x 1 HCA late shift not covered. staff redeployed to support. |
| | | | 09/07/2015 | Day | **A** | Staff redeployed to support. staff redeployed to support. |
| | | | 10/07/2015 | Day | **A** | Support from ABC HCA. staff redeployed to support. |
| | | | 11/07/2015 | Day | **A** | 1 HCA short, HCA from Victoria covering both areas |
| | | | 12/07/2015 | Day | **A** | HCA vacancy on late shift and night shift. Shift out to NHSP. Will need redeploy HCA from another area to help. |
| | | | 12/07/2015 | Night | **A** | HCA vacancy on late shift and night shift. Shift out to NHSP. Will need redeploy HCA from another area to help. |
| | | | 13/07/2015 | Day | **A** | Vacancy for HCA on late shift. Shift out to NHSP but to redeploy staff from another area to help. |
| | | | 16/07/2015 | Day | **A** | redeploy HCA if possible to cover from 12.45. staff redeployed to support. |
| | | | 18/07/2015 | Day | **A** | Vacancy for HCA on night shift. Shifts out to NHSP. Will need to redeploy HAC from another area. |
| | | | 19/07/2015 | Day | **A** | Vacancy for HCA on night shift. Shift out to NHSP. HCA to be redeployed to help. |
| | | | 27/07/2015 | Day | **A** | Surge midwife redeployed to Victoria ward due to sickness. staff redeployed to support. |
| | | | 27/07/2015 | Night | **A** | HCA on duty until 16:00 - this HCA overlooking ABC also. No HCA on night duty, shift out to NHSP. |
| | | | 28/07/2015 | Day | **A** | Agency midwife DNA and NHSP unable to replace. Staff redeployed to support and make safe. |
| | | | 28/07/2015 | Night | **A** | vacancy for HCA on night shift. Shift out to NHSP. staff redeployed to support. |
| | | | 31/07/2015 | Day | **A** | Amber late and night shift as no HCA fill available from NHSP. Rest of unit short on HCA unable to redeploy to support. Area is safe |
| | | | 31/07/2015 | Night | **A** | Amber late and night shift as no HCA fill available from NHSP. Rest of unit short on HCA unable to redeploy to support. Area is safe |
| | | **Katherine** | 03/07/2015 | Day | **A** | x 1 NN short for LD. Shift unfilled on NHSP. staff redeployed to support. |
| | | | 04/07/2015 | Day | **A** | X 1 HCA shift short on LD and Night duty. X 1 extra RM on shift to compensate |
| | | | 04/07/2015 | Night | **A** | X 1 HCA shift short on LD and Night duty. X 1 extra RM on shift to compensate |
| | | | 05/07/2015 | Day | **A** | 1 x HAC short on LD<br>2 X NN and 1 X HCS SHORT OVER NIGHT 1 X EXTRA MIDWIFE BOOKED TO ASSIST |
| | | | 06/07/2015 | Day | **A** | Only 1 HCA 1 NN on shift. Surge RM shift to replace. |
| | | | 07/07/2015 | Day | **A** | Extra midwife redeployed to DS due to high activity on DS. No HCA on long day- shift out out to NHSP |
| | | | 08/07/2015 | Day | **A** | NO HCA on shift. staff redeployed to support. |
| | | | 09/07/2015 | Day | **A** | DOWN 1 NURSERY NURSE NHSP UNABLE TO FILL. VICTORIA WARD HCA REDEPLOYED |
| | | | 10/07/2015 | Day | **A** | Area safe. Support from Housekeepers on the early shift. Out to NHSP for late |
| | | | 11/07/2015 | Day | **A** | 1 Nursery Nurse short on day, extra MW redeployed to assist. |
| | | | 11/07/2015 | Night | **A** | 1 NN short on night out to NHSP. staff redeployed to support. |
| | | | 12/07/2015 | Day | **A** | NN/HCA vacancies on longday and nignt shift. Shifts out to NHSP. Will need to redeploy staff from another area to help. |
| | | | 12/07/2015 | Night | **A** | NN/HCA vacancies on longday and night shift. Shifts out to NHSP. Will need to redeploy staff from another area to help. |
| | | | 13/07/2015 | Day | **A** | Vacancies for HCA and NN on late shift. Out to NHSP . Short one NN on night shift. Shift out to NHSP. |
| | | | 13/07/2015 | Night | **A** | Vacancies for HCA and NN on late shift. Out to NHSP . Short one NN on night shift. Shift out to NHSP. |
| | | | 14/07/2015 | Day | **A** | vacancies for HCA/NN on long day and night shift. staff redeployed to support. |
| | | | 14/07/2015 | Night | **A** | vacancies for HCA/NN on long day and night shift. staff redeployed to support. |
| | | | 15/07/2015 | Day | **A** | NN down on night shift. staff redeployed to support. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 18/07/2015 | Day | A | Vacancy for HCA/NN on long day and late shift. Shifts out to NHSP. Will need to redeploy from another area. |
| | | | 19/07/2015 | Day | A | Vacancy for HCA /NN for long day. Shift out to NHSP. staff redeployed to support. |
| | | | 22/07/2015 | Day | A | x 1 Surge RM on LD an ND as HCA shifts not filled. staff redeployed to support. |
| | | | 22/07/2015 | Night | A | x 1 Surge RM on LD an ND as HCA shifts not filled. staff redeployed to support. |
| | | | 24/07/2015 | Day | A | Requested surge midwife due to high activity on Katherine Ward and no HCA for day shift. |
| | | | 25/07/2015 | Day | A | NN down both LD and Night shift. Surge RM shift out for LD but unfilled. Katherine ward full (except x 1 TC bed) from the morning. 19 potential discharges today |
| | | | 25/07/2015 | Night | A | NN down both LD and Night shift. Surge RM shift out for LD but unfilled. Katherine ward full (except x 1 TC bed) from the morning. 19 potential discharges today |
| | | | 26/07/2015 | Day | A | both LD and night have HCA shortage. Have gone out to agency for SURGE RM to cover lack of agency in the unit. 3 x LD and3 on the night shift |
| | | | 26/07/2015 | Night | A | both LD and night have HCA shortage. Have gone out to agency for SURGE RM to cover lack of agency in the unit. 3 x LD and3 on the night shift |
| | | | 27/07/2015 | Day | A | No HCA, shift out to NHSP. Only 1 x Nursery nurse, shift out to NHSP. Surge midwife put out, but used for Victoria ward. Midwife from ABC sent to help with discharges. No nursery nurses on night shift, surge midwife obtained. |
| | | | 27/07/2015 | Night | A | No HCA, shift out to NHSP. Only 1 x Nursery nurse, shift out to NHSP. Surge midwife put out, but used for Victoria ward. Midwife from ABC sent to help with discharges. No nursery nurses on night shift, surge midwife obtained. |
| | | | 28/07/2015 | Day | A | Vacancy for longday x2 for HCA/NN and x1 shift on night. All shifts out to NHSP. Will need to redeploy HCA from another area to help |
| | | | 28/07/2015 | Night | A | Vacancy for longday x2 for HCA/NN and x1 shift on night. All shifts out to NHSP. Will need to redeploy HCA from another area to help |
| | | | 29/07/2015 | Day | A | Vacancy for 1 HCA and 1NN on longday. Shifts out to NHSP. staff redeployed to support. |
| | | | 30/07/2015 | Day | A | Vacancy for NN x2 on long day and vacancy for HCA/NN on night shift. All shifts out to NHSP. Will need to redeploy staff from other areas. |
| | | | 30/07/2015 | Night | A | Vacancy for NN x2 on long day and vacancy for HCA/NN on night shift. All shifts out to NHSP. Will need to redeploy staff from other areas. |
| | | | 31/07/2015 | Day | A | 1Nursery nurse short day and night shift. Area safe but potential delays in observations and feeding support |
| | | | 31/07/2015 | Night | A | 1Nursery nurse short day and night shift. Area safe but potential delays in observations and feeding support |
| | | **Knutsford** | 04/07/2015 | Day | A | No HCA on shift. Shift on NHSP unfilled. staff redeployed to support. |
| | | | 04/07/2015 | Night | A | Night shift - staff redeployed to support. |
| | | | 06/07/2015 | Day | A | No HCA on LD. Shift out on NHSP. staff redeployed to support. |
| | | | 07/07/2015 | Day | A | No HCA, put out to NHSP. staff redeployed to support. |
| | | | 08/07/2015 | Day | A | No HCA on shift. staff redeployed to support. |
| | | | 09/07/2015 | Day | A | x1 HCA shift out for longday - not filled. staff redeployed to support. |
| | | | 13/07/2015 | Day | A | Vacancy for HCA on long day. Shift out to NHSP. staff redeployed to support. |
| | | | 16/07/2015 | Day | A | attempt to redeploy HCA to cover shift, staff redeployed to support. |
| | | | 16/07/2015 | Night | A | nhsp shifts put out, not filled as yet. staff redeployed to support. |
| | | | 20/07/2015 | Day | A | Midwife redeployed to DS due to sickness. Shift out on NHSP. I patient on Knuts ? Going home. Staff on Katherine looking after patient. |
| | | | 22/07/2015 | Day | A | No HCA on Night shift. Shift out on NHSP. staff redeployed to support. |
| | | | 25/07/2015 | Day | A | HCA down on night shift. Shift on NHSP will need to move staff to accommodate this if unfilled. |
| | | | 26/07/2015 | Day | A | both LD and night have HCA shortage. Have gone out to agency for SURGE RM to cover lack of agency in the unit. 3 x LD and3 on the night shift |
| | | | 26/07/2015 | Night | A | both LD and night have HCA shortage. Have gone out to agency for SURGE RM to cover lack of agency in the unit. 3 x LD and3 on the night shift |
| | | | 27/07/2015 | Day | A | HCA on early shift only, late out to NHSP, not filled. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | 27/07/2015 | Night | A | No night HCA, shift out to NHSP. staff redeployed to support. |
| | | | 28/07/2015 | Day | A | vacancy for HCA on night shift. Shift out to NHSP. staff redeployed to support. |
| | | | 30/07/2015 | Day | A | Vacancy for HCA's on day shifts. staff redeployed to support. |
| | | | 30/07/2015 | Night | A | Vacancy for HCA's on night shifts. staff redeployed to support. |
| | | | 31/07/2015 | Day | A | No HCA cover however support from housekeeper on the early. Area safe however delays in HCA tasks |

## Appendix 7

**Recruitment Planning Report – Nursing & Midwifery Summary - 31 July 2015**

| Vacancy rate - All N&M | establishment at month end | staff in post at month end (1) | joiners in month | staff in post at month end (2) | vacancies | vac % | *pipeline* | |
|---|---|---|---|---|---|---|---|---|
| June | 2038.9 | 1607.3 | 24 | | 431.5 | 21.2 | *197* | |
| **July** | **2045.3** | | **36** | **1618** | **427.4** | **20.9** | ***210*** | *plus 168 Philippines* |
| *Forecast 3 months ahead* | | | | | *309.4* | *15.1* | | |

| Vacancy rate - Unqualified | establishment at month end | staff in post at month end (1) | joiners in month | staff in post at month end (2) | vacancies | vac % | *pipeline* |
|---|---|---|---|---|---|---|---|
| June | 591.5 | 505.1 | 11 | | 86.3 | 14.6 | *74* |
| **July** | **605.1** | | **18** | **539.5** | **65.6** | **10.8** | ***61*** |
| *Forecast 3 months ahead* | | | | | *31.9* | *5.3* | |

| Vacancy rate - Qualified | establishment at month end | staff in post at month end (1) | joiners in month | staff in post at month end (2) | vacancies | vac % | *pipeline* | |
|---|---|---|---|---|---|---|---|---|
| May | 1447.4 | 1102.2 | 13 | | 345.2 | 23.8 | *123* | |
| **June** | **1440.2** | | **18** | **1078.5** | **361.7** | **25.1** | ***149*** | *plus 168 Philippines* |
| *Forecast 3 months ahead* | | | | | *277.5* | *19.3* | | |

*Forecast assumes:*

*All candidates currently in the pipeline start within next 3 months*
*Turnover continues at a rate of 1.5% per month (18% per year)*
*New recruits from the Philippines do not yet figure in the forecast as they may not start within 3 months*

**Commentary**

1) The number of qualified joiners was exceeded by the number of leavers resulting in an increase in the vacancy rate from 23.8% to 25.1%
2) The number of unqualified joiners was higher than the number of leavers, hence the vacancy rate fell from 14.6% to 10.8%
3) The number of offers remains high and there are currently 149 qualified and 61 unqualified in the pipeline
4) Retention of qualified staff remains a key issue