

To:	Trust Board										
From:	Michelle Rhodes, Director of Nursing										
Date:	31 st August 2017										
Essential Standards:	Health and Social Care Act 2008 (Regulated Activities) Regulation 18: Staffing										
Title:	Monthly Nursing/Midwifery Workforce Assurance Paper for July 2017 data										
Author/Responsible Director:	Michelle Rhodes, Director of Nursing Debrah Bates, Deputy Chief Nurse (workforce)										
Purpose of the Report:	<p>This report provides information for the Board to demonstrate that ULHT has provided appropriate nurse staffing levels across all in-patient ward areas and appropriate systems in place to manage or mitigate patient safety risk.</p> <p>The report triangulates staffing levels against appropriate quality measures.</p>										
The Report is provided to the Board for:	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 50%;">Decision</td> <td style="width: 5%;"></td> <td style="width: 50%;">Discussion</td> <td style="width: 5%;">X</td> </tr> <tr> <td>Assurance</td> <td>X</td> <td>Information</td> <td>X</td> </tr> </table>			Decision		Discussion	X	Assurance	X	Information	X
Decision		Discussion	X								
Assurance	X	Information	X								
Summary/Key Points:	Please refer to the report										
Recommendations:	Please refer to the report										
Strategic Risk Register Risk Ref: 2 and 4	Performance KPIs year to date <ul style="list-style-type: none"> • To reduce reliance on agency staffing • To ensure that nursing shifts are filled with the appropriate level of staff • To reduce vacancy rates 										
Resource Implications (e.g. Financial, HR) Continued expenditure on Temporary Staffing, Potential increased expenditure on lower productivity, increased potential for claims and financial expenditure due to low quality care provision											
Assurance Implications:											
Patient and Public Involvement (PPI) Implications. Potential for increased complaints due to inability to achieve 100% fill rate and increased reliance on temporary staffing as a result of nurse vacancies											
Equality Impact											

Information exempt from Disclosure
Requirement for further review?

1 Introduction

This report on ULHT Nurse Staffing contains information for the month of July 2017. The report provides information on staff in post, nurse vacancies and Agency usage.

2 ULHT Staffing Information

2.1 Safe Staffing

The table below shows the UNIFY Fill Rate Indicator, which is the Trust's overall percentage fill rate of Registered Nurses and Support Worker shifts day and night compared to planned numbers for July 2017. The table shows that the fill rate remains good and meets safe staffing levels.

The figures in brackets are the previous month's figures as comparison.

Table One: NQB Average Fill Rates for Registered and Unregistered Staff July 2017

Day		Night	
Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)	Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)
88.20 (91.56)	100.57 (100.02)	91.70 (93.80)	99.91 (100.16)

Table Two provides a breakdown of fill rate on each hospital site (excluding Louth as no wards require data submission) with the previous months in brackets.

Table Two: NQB Average Fill Rates for Registered and Unregistered Staff July 2017 by Hospital Site

Site	Day		Night	
	Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)	Average Fill rate- Registered Nurses/ Midwives (%)	Average fill rate – care staff (%)
GDH	95.30 (95.65)	91.19 (96.62)	93.09 (95.09)	94.93 (94.87)
LCH	90.50 (93.51)	101.21 (98.33)	92.01 (94.29)	98.83 (99.66)
PHB	83.89 (88.32)	100.52 (102.78)	90.89 (92.75)	102.61 (102.12)

Table three also provides the information divided into Nursing, Midwifery and Children’s nursing as below in order to present a more detailed picture;

Table Three: NQB Average Fill Rates for Registered and Unregistered Staff July 2017 by Nursing/Children & Midwifery

Safer Staffing: Summary by Site - General Nursing

Jul-17

Hospital	Total % Registered Day	Total % Unregistered Day	Total % Registered Night	Total % Unregistered Night	Totals
Grantham	95.30%	97.19%	93.09%	94.93%	95.13%
Lincoln	90.15%	101.57%	92.34%	97.31%	94.13%
Pilgrim	83.71%	104.27%	90.70%	105.29%	93.36%
Trust	88.14%	102.27%	91.86%	100.09%	93.93%

Safer Staffing: Summary by Site - Children

Jul-17

Hospital	Total % Registered Day	Total % Unregistered Day	Total % Registered Night	Total % Unregistered Night	Totals
Grantham	n/a	n/a	n/a	n/a	n/a
Lincoln	89.05%	99.13%	84.29%	131.45%	93.21%
Pilgrim	79.60%	72.50%	85.36%	78.10%	78.97%
Trust	83.84%	84.74%	84.75%	99.44%	85.81%

Safer Staffing: Summary by Site - Midwifery

Jul-17

Hospital	Total % Registered Day	Total % Unregistered Day	Total % Registered Night	Total % Unregistered Night	Totals
Grantham	n/a	n/a	n/a	n/a	n/a
Lincoln	102.34%	98.78%	103.75%	97.28%	100.32%
Pilgrim	94.68%	83.00%	99.27%	98.97%	95.72%
Trust	97.96%	95.63%	100.93%	97.62%	98.25%

The following hotspots are highlighted on the dashboard:

- Frailty Assessment Unit, Lincoln, are reporting low registered nurse fill rates. This corresponds to high numbers of vacancies which was discussed through a risk summit and action was taken to reduce the number of beds on this unit. Use of alternate skill mix has also been considered and

further risk summits have been called to manage this issue in the future and to look at establishments and pathways alongside the MEAU

- ICU at Lincoln are reporting low fill rates on nights. This corresponds to numbers of vacant posts. The template is being reviewed and the unit is recruiting newly qualified nurses in September which will have an impact on fill rates. Agency shifts continue to manage gaps in rotas to a safe staffing level.
- Nocton Ward at Lincoln are reporting low fill rates for registered nurses which corresponds to vacancies and maternity leave. The staffing issues within children's nursing has been escalated and region-wide actions have been taken to attempt to address the shortfall in registered nurses. Discussions and actions are ongoing.
- Stroke Unit at Boston appear to be reporting low fill rates, however, these figures do not account for the reduction in the number of beds on the unit since the fire.
- 6A and 6B at Boston are reporting low Registered fill rates on days which have been sent out to bank and agency but have remained unfilled. On these occasions staff are redeployed from other clinical areas if required.
- AMU at Boston are reporting low registered fill rates which remain unfilled when sent out to bank and agency. On these occasions staff are redeployed from other clinical areas if required.

3. Staffing Information

3.1 Vacancies

The current vacancy position continues to be a main focus and challenge in delivering the staffing needs of the wards and departments.

Table three reports latest vacancies rates. Key points to note:

- The actual number of registered nurses in post has decreased in the month of July
- The actual number of unregistered nurses in post has increased in the month of July

Table Three: July 2017 vacancy position

VACANCY POSITION								
	Apr-17		May-17		Jun-17		Jul-17	
	Data from Payroll		Data from Payroll		Data from Payroll		Data from Payroll	
	R	UR	R	UR	R	UR	R	UR
Lincoln	84.14	33.80	90.98	30.46	90.24	30.73	94.22	27.71
Pilgrim	87.60	11.34	92.63	9.58	95.73	11.26	99.07	9.60
Grantham	15.75	5.72	17.43	2.80	19.02	-0.92	20.90	-0.21
Main Site Nursing & Midwifery Sub-total	187.49	50.86	201.04	42.84	204.99	41.07	214.19	37.10
Paediatrics & Neonatal	19.77	-0.97	18.77	-0.97	19.16	-0.97	21.36	1.04
Obs & Gynae	4.79	3.82	4.23	3.55	4.23	3.55	5.83	3.55
Total	212.05	53.71	224.04	45.42	228.38	43.65	241.38	41.69
Nursing & Midwifery In Post	865.14	512.04	853.35	520.33	845.80	521.47	832.80	525.07

3.2 Recruitment

The number of student nurses who will be qualifying in September 2017 and who have been given a conditional offer of employment with the trust has fallen due to job offers in other Trusts. A piece of work is being undertaken to look at ways that we can encourage more of our students to take up employment within the Trust in future years, and to streamline the application process. The expected numbers of new starters are 59 at Lincoln, 28 at Boston and 6 at Grantham.

The plans to commence cohort recruitment for band 2 HCSW will commence in September and it is expected that cohort recruitment for Band 5 nurses will follow shortly afterwards, once the generic job description supporting these plans has been seen at an Agenda for Change job matching panel.

3.3 Reducing Reliance and Expenditure on Agency Staff

The number of agency shifts used in July has fallen which reflects a downwards trend over the past year. The number of agency shifts booked through the most expensive off framework agencies is being closely scrutinised and continues to require 'Gold' approval prior to booking. Since implementing this action, no off-framework agency nurses have been booked.

The number of shifts booked that breached Framework and price cap has continued to reduce and Heads of nursing have been scrutinising their block-booked agency shifts which are more expensive as they are generally provided by tier 4 nursing agencies.

A robust agency reduction plan has been developed with clear actions, and this is being monitored fortnightly by the Director of Nursing.

The plan has recently been refreshed and actions identified and implemented that aim to convert agency shifts to bank shifts, thus using our own staff to fill rota gaps which will have an impact on quality of care, and will reduce the cost of agency spend further. This includes incentivising bank shifts for band 5 shifts by paying these at a rate of pay point 24 on the Agenda for Change pay scale and capping the use of agency shifts with agency and overtime requiring Gold approval before being authorised. Future staffing reports will be able to provide the progress of these plans.

Table Five: Summary of July 2017 figures against Agency (framework and cap)

Staff Group	Week Commencing 	03/07/2017	10/07/2017	17/07/2017	24/07/2017	31/07/2017
Nursing, Midwifery & Health Visiting	Framework only	0	0	0	0	0
Nursing, Midwifery & Health Visiting	Price cap only	397	425	465	452	448
Nursing, Midwifery & Health Visiting	Both framework & price cap	0	0	0	0	0
Healthcare assistant and other support	Framework only	0	0	0	0	0
Healthcare assistant and other support	Price cap only	0	0	0	0	0
Healthcare assistant and other support	Both framework & price cap	0	0	0	0	0

Table Six: Agency/bank/substantive skill mix by site.

Date	12/07/20	13/07/20	14/07/20	15/07/20	16/07/20	17/07/20	18/07/20	19/07/20	20/07/20	21/07/20	22/07/20	23/07/20	24/07/20	25/07/20	26/07/20	27/07/20	28/07/20	29/07/20	30/07/20
Day	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Site	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln	Lincoln
Unfilled Bank requests	144.5	158.5	172.3	343	280.5	225.5	86	80.5	88.5	183.5	201	159	292.5	181.75	139.66	204	348.06	276.26	217
Filled temp staffing	432	415.75	483	350.5	459	334.17	397	473.66	416.66	404.16	443.5	439.5	283	457.5	412.16	302	413.5	426	
Agency	327	357.5	382.5	296.5	318.5	269.66	296.5	376.2	348.1	342.16	349	329	206.5	340	304	337.16	246	338	320.5
Total registered hours	2012.5	1987.25	2014	1811	1893.6	2042	2063.5	2088.7	2060.6	1969.16	1959	2012.25	1902.66	2009.5	2056.25	1999.66	1856.5	1911	1945.5
Planned staffing on template	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195	2195
Required staffing	2157	2145.75	2186.3	2154	2174.1	2267.5	2149.5	2169.2	2149.1	2152.66	2160	2171.25	2195.16	2191.25	2195.91	2203.66	2204.56	2187.26	2162.5
Contracted hours	1580.5	1571.5	1531.0	1460.5	1434.6	1707.8	1666.5	1615.0	1643.9	1565.0	1515.5	1572.8	1619.7	1552.0	1636.8	1587.5	1554.5	1497.5	1519.5
Percentage contracted staff	73%	73%	70%	68%	66%	75%	78%	74%	76%	73%	70%	72%	74%	71%	75%	72%	71%	68%	70%
Total temp percentage	21%	21%	24%	19%	24%	16%	19%	23%	20%	21%	23%	22%	15%	23%	20%	21%	16%	22%	22%
Agency percentage	16%	18%	19%	16%	17%	13%	14%	18%	17%	17%	18%	16%	11%	17%	15%	17%	13%	18%	16%
Total bank requests	576.5	574.25	655.3	693.5	739.5	559.67	483	554.16	505.16	587.66	644.5	598.5	575.5	639.25	559.16	616.16	650.06	689.76	643
Percentage bank fill	75%	72%	74%	51%	62%	60%	82%	85%	82%	69%	69%	73%	49%	72%	75%	67%	46%	60%	66%
Total percentage staffing against required	93%	93%	92%	84%	87%	90%	96%	96%	96%	91%	91%	93%	87%	92%	94%	91%	84%	87%	90%
Total substantive and bank	1685.5	1629.75	1631.5	1514.5	1575.1	1772.34	1767	1712.5	1712.5	1627	1610	1683.25	1696.16	1669.5	1752.25	1662.5	1610.5	1573	1625
Total percentage staffing without agency	78%	76%	75%	70%	72%	78%	82%	79%	80%	76%	75%	78%	77%	76%	80%	75%	73%	72%	75%
Minimal staffing level	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%

Date	12/07/2017	13/07/2017	14/07/2017	15/07/2017	16/07/2017	17/07/2017	18/07/2017	19/07/2017	20/07/2017	21/07/2017	22/07/2017	23/07/2017	24/07/2017	25/07/2017	26/07/2017	27/07/2017	28/07/2017	29/07/2017	30/07/2017
Day	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Site	Boston																		
Unfilled Bank requests	104	27.5	68	73	142	191	83.3	120	124	189.5	105.5	160.5	123	73	121.5	112.5	108.5	180	134.5
Filled temp staffing	331.5	283.5	307.5	332	262	279	332	326	325	319.5	313	360.5	242.75	302.25	325.75	357	360	265	290.8
Agency	295.5	230.5	260.5	254	194	203.5	277.5	281.5	265.5	272	271.5	289.5	213	270.5	263	315.5	314.5	217	251.5
Total registered hours	1302.25	1349.5	1317.5	1291.5	1211.5	1260	1352.5	1124.25	1333.5	1321.75	1328	1286	1332.25	1376.25	1351	1361.5	1367.98	1274.25	1298.8
Planned staffing on template	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5	1553.5
Required staffing	1406.25	1377	1385.5	1364.5	1353.5	1451	1435.8	1244.25	1457.5	1511.25	1433.5	1446.5	1455.25	1449.25	1472.5	1474	1476.48	1454.25	1433.3
Contracted Hours	970.8	1066.0	1010.0	959.5	949.5	981.0	1020.5	798.3	1008.5	1002.3	1015.0	925.5	1089.5	1074.0	1025.3	1004.5	1008.0	1009.3	1008.0
Percentage Contracted staff	69%	77%	73%	70%	70%	68%	71%	64%	69%	66%	71%	64%	75%	74%	70%	68%	68%	69%	70%
Total temp percentage	25%	21%	23%	26%	22%	22%	25%	29%	24%	24%	24%	28%	18%	22%	24%	26%	26%	21%	22%
Agency percentage	23%	17%	20%	20%	16%	16%	21%	25%	20%	21%	20%	23%	16%	20%	19%	23%	23%	17%	19%
Total bank requests	435.5	311	375.5	405	404	470	415.3	446	449	509	418.5	521	365.75	375.25	447.25	469.5	468.5	445	425.3
Percentage bank fill	76%	91%	82%	82%	65%	59%	80%	73%	72%	63%	75%	69%	66%	81%	73%	76%	77%	60%	68%
Total percentage staffing against required	93%	98%	95%	95%	90%	87%	94%	90%	91%	87%	93%	89%	92%	95%	92%	92%	93%	88%	91%
Total substantive and bank	1006.75	1119	1057	1037.5	1017.5	1056.5	1075	842.75	1068	1049.75	1056.5	996.5	1119.25	1105.75	1088	1046	1053.48	1057.25	1047.3
Total percentage staffing without agency	72%	81%	76%	76%	75%	73%	75%	68%	73%	69%	74%	69%	77%	76%	74%	71%	71%	73%	73%

4.0 Recommendations

The board is requested to:

- Note the content of the report and the information presented in relation to the vacancy position, staffing fill rates and the workforce dashboard.
- Consider the potential impact of new agency rules on nursing staffing levels
- Note the mitigation that has been taken in the hotspot areas

Appendix One: July 2017 Workforce Dashboard

Lincoln County Hospital July 2017

Safe Staffing Performance Dashboard - JULY 2017													
Ward Level Staffing - Average Fill Rates for month JULY 2017													
SITE/ Ward	Actual Fill Rates for Staffing				Staffing Levels Vs Activity/Acuity	CHPPD	Patient Safety					Patient Experience	
	Day		Night				Si's	Falls with Harm (Moderate, Severe and Death)	Grade 3/4 PU	Med Errors	New ST Harm Free %	Complaints	FFT
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)									
LINCOLN COUNTY HOSPITAL													
Ashby	93.0%	113.6%	100.0%	183.4%	Fill rates at [Night shifts] for HCSW correspond to enhanced care, High dependency.	8.3	0	0	0	0	100.00%	0	100%
Bardney	102.2%	99.9%	104.5%	96.5%		12.1	1	0	0	0	100.00%	0	100%
Branston	92.6%	113.5%	98.4%	74.2%	Using alternate grad in the day and not back filling HCSW at night	15.5	0	0	0	0	100.00%	0	89%
Burton	87.2%	113.6%	87.3%	98.5%	Skill Mix - AP used to cover RN shifts in the day	5.6	0	0	0	4	100.00%	0	100%
Carlton Coleby	89.3%	99.1%	120.3%	100.1%	Enhanced Care - High Dependency Temporary uplift in shifts has been agreed to assist with NIV service. This is being recommended through the establishment review process	5.8	0	0	0	3	100.00%	0	89%
Clayton	85.5%	101.9%	97.6%	99.9%		6.0	0	0	0	1	100.00%	0	80%
Dixon	113.2%	98.1%	96.8%	99.8%	Optional RN Duties used appropriately as agreed via risk summit process.	5.2	1	0	1	3	100.00%	1	94%
Frailty Assessment Unit	67.9%	138.1%	77.4%	98.8%	Skill Mix - in recognition of high vacancies beds have been closed and alternate skill mixed used where appropriate	6.3	0	0	0	3	100	0	N/C
Greetwell	86.0%	95.4%	97.9%	98.4%		5.1	1	1	0	4	96.00%	0	87%
Hatton	100.5%	109.8%	108.2%	98.9%		8.1	0	0	0	5	100.00%	0	76%
ICU	85.7%	76.5%	79.7%	37.3%	HCSW not always replaced - not a new issue, suggest discussions re template	31.2	0	0	0	4	100.00%	0	N/C
Johnson	90.9%	97.2%	92.8%	95.2%		11.9	0	0	0	2	100.00%	0	100%
Lancaster	93.4%	99.0%	97.0%	98.4%		5.5	0	1	0	1	100.00%	0	96%
Navenby	90.8%	112.6%	92.6%	96.7%	Sighting 'Temporary Uplift to Template' - recommending this in establishment review	5.2	1	0	0	2	100.00%	1	63%
Nettleham	102.7%	97.7%	102.3%	98.0%		2.5	1	1	0	1	100.00%	0	N/C
Neustadt Welton	89.0%	103.3%	94.6%	85.7%		5.7	1	0	1	0	100.00%	0	94%
Nocton	79.7%	76.3%	78.3%	97.8%	Shifts not sent to Bank - Several staff on Maternity leave	10.9	0	0	0	0	N/C	0	N/C
Rainforest	97.4%	131.0%	94.2%	165.1%	Alternate grade used (skill mix)	11.1	0	0	0	5	N/C	0	N/C
Scampton	91.4%	97.7%	92.0%	95.4%		5.7	0	0	1	0	100.00%	0	100%
Shuttleworth	92.6%	102.1%	95.2%	98.3%		6.6	0	0	0	2	96.00%	0	100%
Stroke Unit	84.3%	95.6%	93.7%	98.2%		6.8	1	0	0	1	96.00%	0	80%
Waddington Unit	100.4%	94.2%	102.5%	100.0%		6.0	0	0	0	4	100.00%	1	94%
MEAU	91.6%	89.0%	81.3%	100.0%		11.4	0	0	0	1	100.00%	0	97%
SEAU	92.3%	100.5%	89.5%	96.8%		7.5	0	0	0	4	100.00%	1	74%

Pilgrim Hospital Boston July 2016

Ward Level Staffing - Average Fill Rates for month JULY 2017													
SITE/ Ward	Actual Fill Rates for Staffing				Staffing Levels Vs Activity/Acuity	CHPPD	Patient Safety					Patient Experience	
	Day		Night				SI's	Falls with Harm (Moderate, Severe and Death)	Grade 3/4 PU	Med Errors	New ST Harm Free %	Complaints	FFT
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)									
PILGRIM HOSPITAL, BOSTON													
Acute Cardiac Unit	80.2%	101.0%	80.1%	114.1%	HCSW shifts being used for Enhanced Care - High Dependency	6.7	0	0	0	1	100.00%	0	88%
Labour Ward	94.7%	83.0%	99.3%	99.0%		31.3	1	0	0	0	100.00%	0	N/C
Neonatal	85.8%	110.4%	75.3%	136.5%	HCSW shifts being used where safe to cover RN gaps	18.5	0	1	0	0	N/C	0	N/C
Stroke Unit	70.1%	112.3%	72.9%	107.7%	Skill mix and many shifts not sent to bank as a number of beds have been closed.	8.7	0	0	0	3	100.00%	1	78%
3A	130.8%	116.3%	96.8%	100.0%	Fill rates correspond to enhanced care and authorised use of additional staff to manage medical outliers	6.2	0	0	0	0	100.00%	1	86%
3B	86.5%	98.8%	93.6%	104.8%		5.6	1	2	0	2	100.00%	1	100%
4A	75.7%	65.0%	95.4%	48.9%	Shifts not sent to bank to fill - Suggest template review	17.2	0	0	0	3	N/C	0	N/C
5A	109.4%	110.9%	93.9%	114.4%	Fill rates correspond to enhanced care, High dependency and acuity	7.2	0	0	0	2	100.00%	0	77%
5B	69.6%	117.8%	89.9%	121.5%	Alternate grade used (skill mix) - reviewing as part of establishment review	6.6	1	0	0	2	96.00%	0	100%
6A	78.5%	102.3%	93.8%	103.6%	Registered Day shifts remain unfilled by Bank/Agency	6.1	0	0	0	8	100.00%	1	100%
6B	78.8%	109.8%	98.0%	94.7%	Registered Day shifts remain unfilled by Bank/Agency	6.0	0	0	0	4	100.00%	0	100%
7A	84.8%	95.1%	100.0%	99.7%		5.3	1	2	0	5	100.00%	0	100%
7B	82.2%	109.4%	95.7%	112.5%	RN shifts in the Day not sent to Bank. HCSW fill rates correspond to high dependency	7.3	0	0	0	1	96.00%	0	81%
8A	91.6%	98.3%	93.7%	104.1%		6.3	1	2	0	1	96.00%	1	92%
1B	100.0%	100.0%	100.0%	100.0%		12.4	0	0	0	2	N/C	0	N/C
AMU	67.8%	110.4%	88.9%	94.8%	Alternate grade used - high vacancies not filled by bank / agency	8.9	0	0	0	1	100.00%	1	81%
Bostonian	89.1%	93.8%	96.8%	125.2%	Fill rates reflect Enhanced Care - High Dependency (brought to attention of HoN)	6.3	0	0	0		100.00%	1	84%
ICU	80.5%	72.8%	87.9%	-	Small HCSW team - not backfilled when absent	28.0	0	0	0	2	100.00%	0	N/C

Grantham Hospital July 2017

Safe Staffing Performance Dashboard - JULY 2017													
Ward Level Staffing - Average Fill Rates for month JULY 2017													
SITE/ Ward	Actual Fill Rates for Staffing				Staffing Levels Vs Activity/Acuity	CHPPD	Patient Safety				Patient Experience		
	Day		Night				SI's	Falls with Harm (Moderate, Severe and Death)	Grade 3/4 PU	Med Errors	New ST Harm Free %	Complaints	FFT
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)									
Exemption report					GRANTHAM DISTRICT HOSPITAL								
Ward 1	97.8%	91.5%	94.5%	95.2%		6.4	0	0	0	5	100%	0	0%
Ward 2	93.2%	109.9%	83.8%	89.7%		6.1	0	0	0	0	100.00%	0	93%
Ward 6	100.5%	95.0%	100.0%	98.4%		8.3	0	0	0	1	100.00%	0	89%
EAU	86.0%	87.3%	97.2%	93.3%		7.4	0	0	0	5	100.00%	0	92%
Acute Care Unit	104.7%	113.6%	92.2%	-	Supernumary - Phased return hours for HCSW staff member	16.8	1	0	0	0	100.00%	0	100%