East Lancashire Hospitals **WHS**

NHS Trust

TRUST BOARD REPORT

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24 June 2015

Purpose Monitoring

Title

Update on Publishing of Nurse Staffing data on NHS

Choices (May 2015 Planed & Actual)

Author

Mrs Julie Molyneaux, Deputy Chief Nurse

Executive sponsor

Mrs Christine Pearson, Chief Nurse

Summary: The paper details the Boards commitment to the publishing of staffing data regarding nursing, midwifery and care staff. It provides details of the staffing fill rates (actual versus planned) in hours published on the NHS Choices Website each month.

Report linkages

Related strategic aim and corporate objective

Put safety and quality at the heart of everything we do

Invest in and develop our workforce

Work with key stakeholders to develop effective

partnerships

Become a successful Foundation Trust

Related to key risks identified on assurance framework

The Trust fails to deliver and develop a safe,

competent workforce

Partnership working fails to support delivery of sustainable safe, personal and effective care

The Trust fails to achieve a sustainable financial

position

The Trust fails to achieve required contractual and national targets and its improvement priorities

Corporate functions fail to support delivery of the

Trust's objectives

Impact

Legal

Yes/No

Financial

Yes/No

Equality

Yes/No

Confidentiality

Yes/No

Previously considered by:



Purpose of the report

- 1. This paper will provide an update to the Trust Board in respect of the expectations set out by the National Quality board (NQB) in November 2013, contained within "Hard Truths" (DoH 2013).
- 2. The report will also provide the Trust Board with an exception report for May 2015 actual and planned staffing figures.

Summary Headlines

- 3. As in previous months, staffing continues to be challenging, however there appears to be a slight improvement overall in actual versus planned hours and in the composite measure. There have been no new causative factors identified for under planned hours and issues remain similar to previous months:
 - a) Vacancies
 - b) Maternity leave
 - c) Sickness and absence levels
 - d) Limited coordinators on daylight shifts
 - e) Extra beds open on various wards
 - f) Escalation wards C9, C2 and D1, which are only partly substantively staffed
 - g) Ability to match demand for nurse staffing with bank and agency fill rate/availability

Areas for Concern – May (below 80% actual versus planned)

- a) 9 wards fell below 80% for actual versus planned for registered nurse hours on daylight shifts. An improvement from 15 wards in April
- b) 1 ward fell below 80% for actual versus planned for care staff for daylight hours
- c) 0 wards fell below 80% actual versus planned for registered nurses for night duty
- d) 1 ward fell below 80% actual versus planned for care staff for night duty

Performance

- 4. There were also shifts under the 95% actual versus planned (see appendix 1) and the themes for them being as such, remains as in other months and will be discussed later in this report
- 5. Areas cumulatively below 80% planned hours





WARD	RN/RM	RN/RM	RN/RM	RN/RM	RN/RM	RN/RM	RN/RM	RN/RM
	DAYS	NIGHTS	Days	Nights	Days	Nights	Days	Nights
	Feb 15	Feb 15	March	Mar15	April 15	April 15	May 15	May 15
			15					
Ward 2 AVH	78.6%							
B6	79.9%		1 - 1 - 1				77.4%	
B8	79.5%				72.5%		78.6%	
C1	70.1%		70.6%		67.5%		67.3%	
C10			79.0%		75.0%			
C11 (now C9)	70.1%		70.6%		70.0%			
C14			79.6%		78.6%			
C2	73.7%		74.2%		71.3%		73.0%	
C3	74.3%		72.3%		69.0%		70.0%	
C4	78.6%				79.2%		75.4%	
C6					79.6%			
C9	62.1%		61.3%					
D3	77.8%		78.8%		77.1%	100		
D1	62.5%		62.9%		71.7%			
Ward C5							75.8%	
Ward 16								Lus II.
Ward 23	79.5%				79.2%			
Ribblesdale								
Hartley	62.5%		67.3%		70.0%		63.7%	es e
Marsden	74.6%		71.4%		78.8%			
Reedyford	71.9%		69.0%		72.5%		74.2%	
Burnley Birth								
Centre	" 1 "							
Blackburn Birth								
Centre								
Ward 28								1
NICU								
Total Areas:	15	0	12	C	15	0	9	



Ward	Care	Care	Care	Care	Care	Care	Care	Care
	Staff	Staff	Staff	Staff	Staff	Staff	Staff	Staff
	Days	Nights	Days	Nights	Days	Nights	Days	Nights
	Feb	Feb 15	Mar 15	Mar 15	April 15	April 15	May15	May 15
	1515		i i i i i i i i i i i i i i i i i i i					
Ward 2 AVH		In Sv						
C5			79.7%		79.6%			
C9						42.9%		
C10								
C11								
C14	7 TY 1							
C2								
C3					1 - 2 1			
C9		YELL						
D3				74-1-0				
D1								
Ward 15								
Ward 16								
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Hartley				1 8 8				-197
Marsden		197						
Reedyford								
Burnley Birth								" JE
Centre						et, ye		- 2,016
Blackburn	64.3%		59.4%		47.7%		48.7%	
Birth Centre			100					
Ward 28								
NICU	52.7%	57.1%		37.9%		36.7%		58.1%
Total Areas:	2	1	2	1	2	2	1	1



Composite Percentage for all ELHT Wards for May 2015

	Day	1 11	Night	
	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)
May-15	88.5%	108.9%	98.6%	109.4%

6. Appendix 2 highlights safe staffing return and nurse sensitive indicators

Issues Effecting Actual versus Planned

Family Care

- 7. Where areas were under planned hours this was due to:
 - a) NICU sickness, vacancies and maternity leave. Additional pressure of 14 WTE registered nurses waiting to undertake 6 month module in NICU qualification (qualified in speciality), of which 4 weeks is supernumerary
 - b) Maternity long term sickness and vacancies, additionally 2 midwives are subject to a LSA practice programme which requires them to be supernumerary.
- All vacancies are in the process of being recruited to. No care issues were identified 8. as a consequence. Band 7 midwives and ward managers give up management times and work in the numbers as required. The staffing figures do not reflect how many women were in labour or the acuity of the areas.

Surgical and Anaesthetic Service.

- Where areas were over planned hours this was due to 9.
 - a) Increased requirement for 1:1 care and bay tagging (clinical support only)
 - b) Increased capacity extra beds opened on UAU (19 days out of 31 days in May 15)
- Where areas were under planed hours, general themes were: 10.
 - a) Vacancies which are been recruited to many which are pre-registration with start dates in Sept 15
 - b) Maternity leave
 - c) Sickness which is managed within policy
 - d) Unfilled bank or agency shifts
 - e) Third nurse on night duty, being moved to support other areas when required
 - f) No coordinator on-duty during day light hours





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11. No actual harm incidents have been identified as a consequence of staffing

Integrated Care Group

- May continued to be challenging in providing safe staffing across the division due to the availability of temporary staffing during the bank holidays and school holiday period.
- 13. Where areas were over planned hours, this was due as in previous months to:
 - a) Increased health care support workers to compensate for registered nurse gaps
 - b) Increased requirement for 1:1 care.
- 14. Where areas were under planned hours, general themes are as in previous months
 - a) High proportion of under planned hours is as a consequence of having no coordinator on duty during day light hours.
 - b) Vacancies
 - c) Sickness
 - d) Maternity leave
 - e) Unfilled bank or agency shift
 - f) Escalation wards C9, C2 and D1, which are only partly substantively staffed
 - g) "Third" nurse on night duty, being moved to support other areas when required
 - h) Newly qualified practitioners and oversees nurses waiting for NMC registration
- 15. A number of wards fell below recommended staffing level of 1:8 on occasion. Correlated DATIX submitted are:
 - a) C1 Ward, 3 DATIX submitted, fall with low/ minor harm
 - b) C4 Ward, 3 DATIX pertaining to unable to carry out intentional rounding no harms identified
 - c) Hartley Ward, 1 DATIX, fall with no harm
 - d) Reedyford Ward, 1 DATIX, personal injury, low harm.
- 16. ICG are expected to see on-going improvements to staffing levels over the coming months.

Update on Community staffing

- 17. Community services are involved in the daily Trust staffing conference call, they include number of visits per nurse, how many complex and end of life patients as well using the opportunity to raise any red flags
- 18. Daily SITREP reports from each team are submitted for the following day, followed up by a phone call each morning by the Matron to account for any updates in staff



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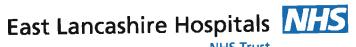
sickness/number of visits etc. District Nursing SITREP is then submitted for inclusion to the wider ICG SITREP. SITREP includes the number of visits for each team broken down by complexity and type e.g. complex, fast track, end of life. Red flags are escalated via the SITREP process, and are raised via twice daily safety huddles and shared with Matrons at weekly team safety huddle. All Matrons / senior nurses have a template for safety huddles used consistently across community. The Palliative Care Coding Rate is a marker for availability of specialist palliative care support for inpatients, ensuring timely access for all patients with complex palliative care needs independent of diagnosis.

Example of Daily SITREP

SITREP - ELHT D	istrict M	Vurse	s (ICT)		Comm	nunity S	talus		Red			Amber			Green														
DATE	04.0	6.15				of Visits Nurse	per		15-			13 to 15			Up to 13														
Atea	Unregistered staff on duty (Days)	Visits	Unregistered staff on duty (Lates)	Visits	Band 5 on duty (Days)	Visits	Band 5 on duty (Lates)	Visits	Band 6 on duty	Visits	Band 7 on duty	Visits	Bank staff	Visits	Total number of Home Visits	Cancelled Training / Training	Admin	НСА	AP	Staff Nurse Staff	Sister	СП	Total	IV	CC Visits	EOL	Mtgs / GSF	Fast Tracks	New patient
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Burnley Central	05	10	0	0	45	59	1	10	2	15	0	0	0	0	94														
(St Peters)			L"	Ů							Ů	Ľ	Ť	Ľ	ns	0	0	0	0	1	0	0	1	0	21	8	1	0	5
Avg Visits Burnley East	- 20				10			2.0		(6)					-														
(St Peters)	2	21	0	0	5	63	0	0	*	4	2	4	15	13	105	0	1	0	0	31	2	0	4	1	20	0	1	1	5
Avg Visits	10	5		_	12	6			-	0.0	Do H	2.0	118	17	91						_	_					\vdash		
(Kiddrow Lane)	93.0	9	0	0	4.6	57	0.6	12	1	5	10	0	0	0	83	0	1	0	0	0	0	0	1	0	12	8	0	0	4
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Avg Vîsits	- 3	8			18	10	1	0.0		7.6		0.0		_	8.4														
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Hot spots for staffing – and plans to address





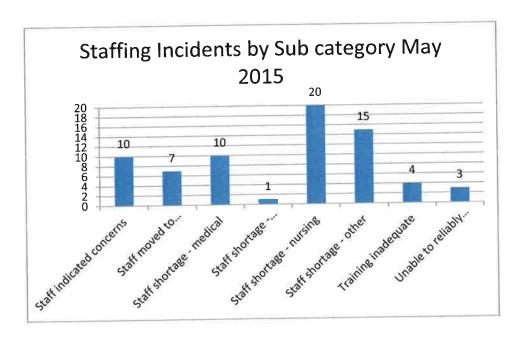
19. Number of home visits are calculated against WTE by staff grade (Unregistered, Staff Nurse, Sister) and shift (days/evenings up to 10pm). If number of visits for any grade per WTE exceed 13 they are coloured amber and if they exceed 15 they are coloured red, in order to identify hotspots. If visits cannot be allocated elsewhere in the locality, staff are moved from another base by the Matron.

Baseline for safe staffing levels.

20. In the absence of national safe staffing guidance, Salford Royal Foundation Trust formula has been used and considers complexity, new patient assessment, skill mix and travel.

Staffing Related DATIX

21. For the month of May 2015, 70 incidents of staffing shortages were reported as compared to 82 incidents reported within April 2015. Of these, no incidents were recorded as causing actual harm to patients. The following graph details incidents by sub-category.



22. 3 red flag incidents relating to unable to carrying out intentional rounding was reported in May 2015 as compared with 2 within March 2015. All three incidents were logged within Ward C4.

May 2015 Recruitment Update



East Lancashire Hospitals NHS Trust

Division	April 14 - I in post (W	May 15	In pipelii (WTE)	ne recruitment	Outstanding per division (not include pipeline) (ding in
	RN	HCA	RN	HCA	RN	HCA
ICG	130.40	33	84	5	74.74	15.99
SAS	42.75	26.06	31	7	18.57	-2.39
Family Care	59.94	12.53	6		22.26	15.4
DCS	2.65	0.96		3	6.19	7.2
Total:	235.75	72.56	121	15	121.75	36.20

Predicted Start Dates for New staff

	Numbers of		Numbers of	
	Registered Nur	ses	Health Care	
			Assistants	
	ICG		ICG	
April	SAS		SAS	
	F/Care		F/Care	
	ICG	7	ICG	
May	SAS		SAS	1
	F/Care		F/Care	
	ICG	5	ICG	2
	SAS	8	SAS	2
June	F/Care	1	F/Care	
			DCS	1
	ICG	8	ICG	3
Lide	SAS	5	SAS	4
July	F/Care	1	F/Care	
			DCS	2
	ICG	12	ICG	
August	SAS		SAS	
	F/Care		F/Care	
September	ICG	50	ICG	
September	SAS	18	SAS	



	Numbers of Registered No	ırses	Numbers of Health Care Assistants	NHS T
	F/Care	4	F/Care	
100	ICG	2	ICG	
October	SAS		SAS	
	F/Care		F/Care	
Total		121		15

23. Active recruitment continues via:

- a) Marketing via social media
- b) International recruitment event to take place to the Philippines, provisional date of the 22nd August 2015
- c) Another Recruitment open day is in the planning stage
- d) National recruitment events being attended

		% of shif	fts filled by	y Bank or	Agency	% of shift unfilled	fts
RN	HCA	RN Bank	RN Agency	HCA Bank	HCA Agency	RN	HCA
1581	1565	40.67%	26.76%	77.89%	7.92%	32.57%	14.19%
479	760	22.96%	37.16%	68.95%	12.37%	39.87%	18.68%
375	174	51.20%	29.07%	90.23%	0.57%	19.73%	9.20%
2435	2499	38.81%	29.16%	76.03%	8.76%	32.03%	15.21%
	Reques RN 1581 479 375	1581 1565 479 760 375 174	Requested RN HCA RN Bank 1581 1565 40.67% 479 760 22.96% 375 174 51.20%	Requested RN HCA RN Bank RN Agency 1581 1565 40.67% 26.76% 479 760 22.96% 37.16% 375 174 51.20% 29.07%	Requested RN HCA RN RN HCA Bank Agency Bank 1581 1565 40.67% 26.76% 77.89% 479 760 22.96% 37.16% 68.95% 375 174 51.20% 29.07% 90.23%	Requested RN HCA RN RN HCA Bank Agency 1581 1565 40.67% 26.76% 77.89% 7.92% 479 760 22.96% 37.16% 68.95% 12.37% 375 174 51.20% 29.07% 90.23% 0.57%	Requested unfilled RN HCA RN RN HCA HCA RN Bank Agency Bank Agency 7.92% 32.57% 479 760 22.96% 37.16% 68.95% 12.37% 39.87% 375 174 51.20% 29.07% 90.23% 0.57% 19.73%

Bank & Agency Fill rates May 2015

- 24. Actions to Support Staffing:
 - a) 3 times a day staffing safety huddles, staff moved across organisation to support and mitigate risk.
 - b) Increased Matron cover on site at weekends continue
 - c) Contingency staffing plans for the weekend agreed and disseminated on Friday





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- d) Trust continuing to recruit locally, nationally and soon internationally
- e) Part time staff have been given the opportunity to increase their hours
- f) Staff on 36 hour contracts have been offered 37.5
- g) The potential for staff to "buy" back annual leave
- h) Staff who have retired offered the opportunity to return
- i) Staff being paid their substantive pay rate for bank shifts (5,6,7)
- i) Weekly pay role for bank staff agreed
- k) Funded vacancies for band 5, 6,7 nurses exempt from vacancy review panel, thus speeding up recruitment time.
- Consultation underway to agree 8 week notice for band 5 staff as opposed to 4 weeks' notice.

Summary

- 25. Staffing continues to be problematic, compounded by escalation beds, vacancies, sickness and absence and bank and agency fill rates, whilst recruiting to the staffing levels of 1:8 and coordinator shifts in day light hours
- 26. The senior nursing team continue to work hard to ensure wards are supported. staff are moved on the premise of risk assessment and in order to mitigate risk. This may mean that staff are moved for part shifts.
- 27. Many of the shifts not filled are as a consequence of there being no coordinator on duty and because of the investment the Trust has made into the nursing budgets being beholden to filling the vacancies created.
- 28. There are currently 121 registered nurses in the recruitment pipeline. It should be noted that this changes frequently due to start times changing, depending on recruitment checks etc.
- 29. The business case for the Allocate Safer Care module has been agreed. A conference call is due to take place on the 17th June to agree implementation programme.

Recommendation

30. The trust board is asked to receive the report and agree its content

Mrs C Pearson, Chief Nurse, 17 June 2015

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GOAR EASTE GOAR E											1 3				
GOAR EASTE GOAR E	AND THE PROPERTY OF THE PARTY O		340 RESHRATORY SHEDWISE	2,325	2.085	L,163	1000	1,000	989	987	467	83.74	56.7%	56.6%	100 0%
200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200 MONA, BACKS, 200	NLACKELINI HIZSPITAL - RANZO	CO	NO SERVIN VENOV	1,860		1,163		66)		14.Y	(A)	83.1%	D879	101.6%	100 0%
ACT OF THE PROPERTY OF THE PRO	SLACKSLIEN HOSPITAL REPORT		420 PAIDATING	4,092		1,116		3,355	3,129	126	326	103.9%	1 53.0%	96.14	100.0%
ACVA BACKER ACVAL AC	BLACKBURN HOSPITAL BIX220		70 March and	1.860		465		1.000			1 9.6	37.4%	124 2%	100/04	0.0%
ACCO MOYAL BLACKB	BLACKBURN HOSPITAL RXR20		193 CALCH CHE MANOR	6,877		671		1.166	5,769		903	50.8W	1825	100.0%	0.0%
AND MOTAL BACKBI AND MO	BLACKBURN HOSPITAL RXR20	Critical Care Unit	SO CHAMP ADOM	1,860		1,163		667		667		#1.9%	103.3%	100.84	100.0%
NOVAL BLACKBURGE POPUL BURGE POPUL BU	BLACKBURN HOSPITAL - RXR20	Medical Assessment Unit IVe		3,488		L,744		1.139		1 046		55.8%	101.3%	96.4%	98 9% 58 1%
ROYAL BLACKBURGE BLACKBURG BLACKBU	BLACKBURN HOSPITAL - RKR20	Neutral Ortans of Earl One		4,662		372		1.72		172		94.2%	17.1%	93.1%	58 1% 98 9%
LIG BURNLY SENSE	BLACKBURN HOSPITAL RXR20	Surgical Dilege (Ant.	THE CHARGE PROPER	1,612		793	367	1.021		527	525	26.8%	59.2%	100.04	0.0%
TO BURNLEY GEME	FY SENERAL HOSPITAL - WARLS	Antonutut World	NUMBER OF	3,311				761			346	100.7%	11.65	100.0%	96.7%
ATO BURNLEY GENE	ET CENERAL HOSPITAL - KRALD		SOL DRITTER CS	1,810		156		1.16		MO		95.8% 97.3%	99.2%	93.0%	100.0%
ALIA BURNLET CENE DI BURNLET CENE DI BURNLET CENE DI BURNLET CENE DI BURNLET CENE BURNLET CENE BURNLET CENE BURNLET CENE	EYGENERAL HOSPITAL REBUS	Central Birth Suite	M: DISTURES	3,720		156		1000		764		10.00	101.0%	100 0%	100.0%
DESCRIPTION BUT SUMMER OF SERVICE BUT SUMME	EF CENERAL HOSPITAL - RENDO	Gynaeology and Snear Care	NO WARRED	1,850		526		210		1,418		100 0%	100.0%	100.000	98.4%
DESCRIPTION BUT SUMMER OF SERVICE BUT SUMME	EF GENERAL POSPITAL RYBES	Portnatal Wand	ATT - CARLLEG CZ	2,232		1,116		1.862		399		88.2V	95 2%	100.0%	100.0%
13D BURNLEY GENE 13D BURNLEY GENE 11D BURNLEY GENE	EY GENERAL HOSPITAL - REASO	Askehead	NOTHTHEATCH BIB	2-77		1,860		64		552		112.0%	98.2%	100.09	104.0%
SURMEY GENE	EXIGENERAL HOSPITAL - RANGE	Ward 13	III. TALAHA (POSPE)	1,414				65		917		BS 874	LINE	100.0%	132 3%
LO BURNLEY GENE	EXCENSIVE HOSPITAL HARTO	Search 16	THE SEASON AND SERVICE	2,125		1,629		68		507		92.3%	124.9%	100 I/N	182 3%
	EVICENCIAL HOSPITAL - REKID	Ward 33	BIR CERENT ACTOM	1,860		100		11				362.4%	94.2%	100.414	100 0%
970 CLITHEROE COP	EY GENERAL HOSPITAL - RXX10	Ward 28	300 CENSAL VID ONE	1,245		1.931		97		937		85.5%	117.1%	98.978	126 9%
	ROE COMMUNITY HOSPITAL - RXR70	Ribblesdale	J14 REPARLEST ON	2,325		1,163		66				63.2%	168.4%	100.0%	109.7%
	E COMMUNITY HOSPITAL RIXESO	Hartley	314 PEFABU 41 ON	1,860		1,163 L860		es				61.0%	58.5%	100.004	100 0%
	E COMMUNITY HOSPITAL - RXASO I COMMUNITY HOSPITAL - RXASO	Marsden Reedyford	SUR BEHABIL HICH	1,860		1,163							120.34	100.0%	106.5%
Control of the contro	-EF-														
44 of #7 killimpli							55.60	411.64	1000	27.567	30,170	88 554	1 108 9%	98 6%	I 109.4%

Org	RXR East Lancashire Hospitats NHS Trust		rate indicator return ing, midwifery and care staff		
Period	Mary_2015-16				
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			Only complete sites your organisation is accountable				0	ay			Ni	ght		D	ay	Niç	pht .
		Hospital Site Delaits		Main 2 Specialiti	as on each ward	Registered m	dwives/nurses	Care	Staff	Registered in		Care	Staff	Average (8)	Average fill	Average (III)	Average
ation alerts (see	code is code is automatically populated when Sits rame is	Hospital Sria rame	Ward name	Specialty 1	Specialty 2	Plain bearing Fauce	Total monthly actual staff bours	planned staff hours	hours	Total country planned staff hours	Total monthly actual staff hours	Total costily planned staff hours	Total monthly actual staff hours	registered nurses/midwiv es (%)	(%) 97.8%	registered es (%)	rate - ce staff (*)
	RXR60	ACCRINGION VICTORIA HOSPITAL	Ward 2	314 - REHABILITATION		1395	1267.5	1005	982 5	651	651	_	-				-
	RXR20	HOYAL BLACKBURN HOSPITAL - ROSE20	Acute Stroke Unit (ASU)	300 - GENERAL MEDICINE		1860	1537.5	1162.5	1192.5	976.5	913.5	651	651	82.7%	102.6%	93.5%	100.0
_	RXFQS	HOYAL BLACKBURN FOGPITAL ROOGS	818	DD - CARD OLOGY		2092.5	1845	930	935	666.5	565.5	606.5	855.70	MA2%	125.0%	101.6%	167.7
	RXR20	BOYAL BLACKBURN HOSPITAL RARZE	840	145 - CRAL & WAXELO FACIAL SUBCERY		1410.5	1241.5	806	1007,5	682	693	341	572	88,0%			
	IUR25	HOYAL BLACKBURN HOSPITAL RXR20	B22	ONTHOPALOICS		1612	1358 5	1612	1826 5	682	683	1023	1243	84.3%	113.3%	101 6%	121
	RXR20	BOYAL BLACKBURN HOSPITAL BURSO	B24	ORTHOPACOCS		1812	1677	1209	1176.5	682	682	682	741	104 0%	97.3%		
	RXR20	BOYAL BLACKBURN HOSPITAL - BXR20	B4	430 - GERATR C		1880	1635	1627.5	1590	651	651	651	651	87,9%	97.7%	100.0%	100 (
	RXR20	ROYAL BLACKBURBLHOSPYTAL - RXR20	86	130 GER'ATR'C MEDICINE		1860	1440	1552.5	1612.5	651	651	651	693	77.4%	103 9%	100,0%	106
	RXR20	ROYAL BLACKBURN HOSPITAL RURGO	88	100 - GENERAL MEDIC NE		1860	1462 5	11025	1807.5	688.5	666 5	666.5	967.5	78 6%	155 5%	100.0%	145
	100020	HOYAL BLACKBURN HOSPITAL ROOM	Brackborn Bath Centre	SOT OBSTETHES		1390	1185.8	465	224.5	999.75	100.5	232.25	200.5	85.0%	48.7%	100.1%	02
	FIXR20	ROYAL BLACKBURN HOSPITAL ROXIGE	C1	100 - GENERAL MEDICAL		1860	1252.5	1162.5	1327 5	666 5	666.5	666.5	666 5	673%	114.2%	100.0%	100
	RXR20	PROYAL BLACKBURN HOSPITAL - RXXXXX	Q10	300 GENERAL MEDIC NE		1860	1575	1627.5	1672.5	651	651	551	777	84.7%	102.8%	100 0%	119
	RXR20	HOYAL BLACKBURN HOSPITAL ROSEO	C14	100 GENERAL SURGERY		2418	2028	1612	1566.1	1023	1001	1023	990	83.9%	97.2%	97.8%	96
	RXR20	ROYAL BLACKBURN HOSPITAL - RARDS	C18	100 - GENERAL SURGERY		2418	2060 5	1612	2158	1023	1012	1364	1496	85 2%	133 9%	98.9%	105
N.	RXR20	BOYAL BLACKBURN HOSPITAL FIXED	C2	300 - GENERAL MEDICINE		1860	1357.5	1162 5	1372 5	666.5	688	686.5	698.75	73.0%	118.1%	103.2%	104
	RXR20	BOYAL BLACKBURN HOSPITAL RXSGO	C29	101 - UHOLOGY		1813.5	1718	14103	1358.5	1023	1923	692	682	91.6%	34.3%	100.0%	5.00
	FLXR20	MOYAL BLACKBURN HOSPITAL - HURGO	c)	300 GENERAL MEDICINE		2325	1627.5	1395	1822 5	999.75	956 75	666 5	989	70.0%	130.6%	95.7%	148
	RXR20	ROYAL BLACKBURN HOSPITAL RX829	C4	300 GENERAL MED.C NE		1860	1402 5	1395	1485	666.5	566,5	666.5	666.5	75.4%	106 5%	-	
	RXR20	ROYAL BLACKBURN HOSPITAL - RXRSS	C5	130 GERATR C VEO C NE		1116	846	1490	1286	651	601	651	651	75 8%	86 3%	100.0%	100
	RXR20	ROYAL BLACKBURN HOSPITAL - RXPOD	C4	MEDICAL MEDICAL	300 - GENERAL MEDICAL	1860	1545	1162.5	1227.5	666.5	666.5	666 5	666 5	83 1%	106.5%	100.0%	100
	RXR20	ROYAL BLACKBURN HOLPSTAL - RXIVO	CI CI	MOCKS	500 - GENERAL MEDICALE	1860	1557.5	1162.5	1155	666.5	666.5	566.5	688	84 3%	99.4%	100 0%	10
0.1	RXR20	ROYAL BLACKBURN HOSPITAL - RORSO	C8	WE-RESPRATORT VED C NE	300 - GENERAL MEDICINE	2325	2085	1162.3	1147.5	999.75	969	666.5	666.5	89.7%	98.7%	98.9%	10
	RXR20	BOYAL BLACKBURN HOSPITAL - BXRD0	C9	300 - GENERAL MEDICINE		1860	1545	1162.5	1380	666.5 3255	677 25	666.5 325.5	666.5 325.5	83 1%	93.0%	96.1%	10
	RXR20	IROYAL BLACKBURN HOSPITAL - RXR20 IROYAL BLACKBURN HOSPITAL - RXR20	Chicher's Unit Connery Care Lint (CCU)	326 - CARDIOLOGY		1860	1815	665	577.5	999.75	999.75	0	0	97.6%	124.2%	100.0%	
	RXR20	ROYAL BLACKBURN HOSPITAL - RARZE	Critical Care Unit	192 - CRITICAL CARE		6877	6864	871	858	5269	5269	0	6	99.8%	98.5%	100.0%	
	RXR20	ROYAL BLACKBURGI HOSPITAL - RXRDG	D3	300 CEAEHAL NED CHE		1860	1522.5	1167.5	1200	666 5	666.5	666.5	666.5	81.9%	103.2%	100.0%	10
	RXR20	ROYAL BEACKBURN HOSPITAL - RX820	Medical Assessment Unit	300 - GENERAL MEDICINE		3487 5	3270	1743.75	1766 25	3138 75	3026 25	1014.25	1035	93.8%	101.3%	96.4%	96
	RXR20	ROYAL BLACKBURN HOSPITAL - HXH2G	Neonatal Intensive Care Unit	20 - PAED'ATRICS		4662	4393	372	324	3720	3512	372	216	94.2%	87.1%	97.1%	5

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	automatically populated when a	Hospital Sits ruma		Specially 1	Specialty 2	Visto harrests		Plate December	actual staff	Pate bereatq	hours	planted staff hours	lours	= (%)		m (%)	1
Validation alerts	Site name is					hours	hours	hours	MOUNT	moure	aburs	Isouro	NOW 8				
control pane	(d) minutes										7000	2322	409 5	90.9%	97.8%	100.0%	(25.8%)
	RXR60	ACCRNGTON VICTORIA HOSPITAL	Wart 2	314 - REHABILITATION		1395	1267_5	1005	962.5	651	651	315.5					
	RXR20	- www.comence.comence.com	Surgical Triage Unit	100 - GENERAL SURGERY		1612	1592 5	793	786.5	1023	1034	527	521	98.8%	99.2%	101 1%	98.9%
	HXR70	ROYAL BLACKBURN HOSPITAL - RURGO BURNLEY CENERAL HOSPITAL - RURGO	Arteriate/Want	NOT - CHISTETRICS		1161	1169	0	0	744	744	. 0	.0	100.7%	-0.0	100.0%	00.7%
	HXR10	BURNLEY CENERAL HOSPITAL - RARTO	Burney Birth Certin	ISOT - CHSTETRICS		1550	1293	255.5	325.5	1104	1104	360	744	97.3%	91,8%	90.0%	100.0%
	RXR10	BURNLEY CENERAL HOSPITAL BURGO	Central Birth Suite	SOL DESTETRICS		3720	3620	756	710	3720	3460				-		100000
	RXR10	BURNEY GENERAL HOSPITAL - RARTO	Gynaecology and Breatil Care Ward	502 - GYNAECOLOGY		1350	1344	576	582	736.5	736 5	420	420	99.8%	101.0%	100.0%	100.0%
	RXR10	BURNLEY CENERAL HOSPITAL - RIXETO	Postnatal Want	SOT OBSTETRICS		2232	2232	1116	1116	1860	1800	1188	1464	100.0%	100,0%	100.0%	95.4%
	NXN10	BURDLEY OFMERAL HOSPITAL - AXRIO	Represed	DIA REMADERATION		1395	1245	1660	1770	589	589	500	549	89.2%	95.2%	100.0%	100.0%
	RXR10	- Management and American Committee of the Committee of t	Ward 15	110 - TRAUMA &		1657.5	1660	1137.5	1066	682	682	550	572	102.0%	93.7%	100.0%	104.0%
	PORTO	BURNLEY GENERAL HOSPITAL - RXR10	1180.0	ORTHOPALTICS		+				-	-	976.5	1291.5	85.8%	123.5%	100.0%	132.3%
	RXR10	BURNLEY GENERAL HOSPITAL - RUFING	Ward 16	100 - GENERAL MEDICINE		2325	1995	1627.5	2010	651	651	9/6.5	1291.5	020%	123.5%	100,078	132.316
			Ward 23	100 - GENERAL MEDICINE		1860	1530	1627.5	2032.5	682	682	682	1243	82.3%	124.9%	100.0%	182.3%
	RXR10	BURNLEY CENERAL HOSPITAL - FORTO	Ward 23			_	_	_			_				0.0	400.00	100.0%
	RXR10	BURNACY GENERAL HOSPITAL - RXXIII	Ward 28	100 GENERAL MEDICINE		1245	1275	390	367.5	150.5	150 5	150.5	150.5	102.4%	94 2%	100.0%	
	600000	CUITHERIOE COMPLETE HOSPITAL	Rispesture	354 REPAREITATION		2325	1987.5	1935	2295	974.5	964	876.5	1239	85.5%	117.1% MA4%	100.0%	129.9%
	10X50	PENDLE COMMUNITY HOSPITAL RXRS	Mattey	DIA - REMARKITATION		1800	1185	1102.5	1957.5	666.5	666.5	666.5	731	63.5%	38.0%	190.0%	100.0%
	100650	FENDLE COMMUNITY HOSPITAL - RXRS0	Maraden	S1E REPAREITATION		1800	1507.5	1000	1822.5	666.5	566.5	666.5	709.5	24.2%	150.3%	100.0%	100.5%
	80000	PENGLE COMMUNITY HOSPITAL - RKRS6	Resolutions -	S14 REPAREITATION		1860	1300	1162-5									