

Trust Board 28th January 2015	
Safe Staffing Report Submitted by: Liz Morgan Chief Nurse and Families Champion	Paper No
Aims / summary This paper provides assurance that the Trust has safe nurse staffing levels on our in-patient wards and systems in place to manage the demand for nursing staff. In order to provide greater transparency the report also includes nurse quality measures and details of ward safe staffing reports. The paper includes an overview of vacancies and nurse recruitment.	
Action required from the meeting The Board is asked to note: <ul style="list-style-type: none"> • The content of the report and be assured that appropriate information is being provided to meet the national and local requirements. • The information on safe staffing and the impact on quality of care. • To note the key challenges around recruitment and the actions being taken. 	
Contribution to the delivery of NHS Foundation Trust strategies and plans Safe levels of nurse staffing are essential to the delivery of safe patient care and experience. <i>Compliance with <i>How to ensure the right people, with the right skills, are in the right place at the right time – A guide to nursing, midwifery and care staffing and capability</i> (NHS England, Nov 2013) and the <i>'Hard Truths Commitments Regarding the Publishing of Staffing Data'</i> issued by the Care Quality Commission in March 2014.</i>	
Financial implications Already incorporated into 14/15 Division budgets	
Who needs to be told about any decision? Division Management Teams Finance Department	
Who is responsible for implementing the proposals / project and anticipated timescales? Chief Nurse; Assistant Chief Nurse – Workforce; Heads of Nursing	
Who is accountable for the implementation of the proposal / project? Chief Nurse; Division Management Teams	

GOSH NURSE SAFE STAFFING REPORT

November and December 2014

1. Introduction

- 1.1 This report on GOSH Safe Nurse Staffing contains information from the months of November and December 2014. The report follows the same format as previous submissions providing information on staff in post, safe staffing incidents, nurse vacancies, quality measures are reported by exception.

2. Context and Background

- 2.1 The expectation is the Board 'take full responsibility for the care provided to patients and, as a key determinant of quality, take full and collective responsibility for nursing care capacity and capability'.
- 2.2 Monthly nurse staffing updates are submitted to NHS England and the Trust Board with the following information:
1. The number of staff on duty the previous month compared to planned staffing levels.
 2. The reasons for any gaps, highlighting those wards where this is a consistent feature and impacts on the quality of care, to include actions being taken to address issues.
 3. The impact on key quality and safety measures.

3. GOSH Ward Nurse Staffing Information for Trust Board

3.1 Safe Staffing

- 3.1.1 Copies of the UNIFY Fill Rate Indicator for November and December are attached as Appendix 1 and Appendix 1a respectively. The spread sheets contain:
- Total monthly planned staff hours derived from the Heads of Nursing submitting an agreed safe staffing level for each of their wards. These figures are the base level and are set i.e. do not alter month on month.
 - Total monthly actual staff hours are taken from RosterPro, includes registered and non-registered staff dedicated to the ward area, this includes supervisory roles, staff working additional hours, CNS shifts, extra staff booked to cope with changes in patient dependency and acuity from the Nurse Bank. This may exceed 100% to meet the demands of increased dependency and acuity. Heads of Nursing comments regarding staffing numbers in 3.1.2 below.
 - Bed closure information is used to adjust the planned staffing levels.
- 3.1.2 Commentary:
- GOSH is reported on the NHS choices website as 97% staffed in November and 100% in December.
 - During the Christmas and New Year period some wards were closed for a period due to reduction in clinical activity.
 - Managing short notice sickness due to seasonal illnesses has proven difficult at times.

Heads of Nursing are asked to comment on scores of less than 90% or greater than 110%.

ICI – No unsafe shifts reported in November and December

Across ICI wards registered nurse new starters are supernumerary and therefore Bank staff employed whilst new staff being trained. Staff moved within the division to areas of greatest clinical need to maintain safety.

High Dependency Patients are now cohorted on the new Giraffe Ward, this follows reconfiguration of the bed pool. Dependency on Giraffe Ward lower than expected therefore reviewing HCA numbers.

Delays in BMT treatments due to patients being unfit, therefore reduction in registered nurses on some night shifts.

Registered staff moved across wards and division to cover gaps in skills mix, vacancies and a reduction in level of patient dependency and acuity.

Penguin ward planned bed closure over holiday period, staff redeployed across the division.

Surgery No unsafe shifts reported in November and December

Squirrel Ward - 2 beds closed for preadmission use in November and December, these beds reopened on 6th January 2015. Where shifts have been short of staff, beds have been closed flexibly.

Sky Ward - Increase in patient acuity requiring a number of 1:1 specials. The ward continues to have up to 4 beds closed while new staff are trained.

CCCR – No unsafe shifts reported in November and December

Badger - Continued high patient dependency and acuity, up to 8 HDU patients (establishment for 4). When isolated in cubicles HDU patients often require 1:1 care. 3 HCA staff recruited. Two extra beds now funded (but are reported as closed), recruitment is not keeping pace with turnover. To cover short term sickness on Miffy ward, staff worked across the Respiratory floor.

Flamingo (CICU), NICU and PICU - Continue to flex above their funded beds to facilitate an increase clinical demand and activity. Increased numbers requiring highly specialist interventions such as on Extra Corporeal Membranous Oxygenation (ECMO) and/or Continuous Veno-Venous Haemofiltration (CVVH) requiring a Nurse: patient ratio of 1.5:1 or 2:1 in these circumstances.

Staff worked flexibly across the ITU's to manage the winter pressure and an increase in short term staff sickness during.

Bear has several Band 4 vacancies, which would account for the lower non registered numbers in this area.

MDTS - No unsafe shifts reported in November and December

Staff moved within the division to areas of greatest clinical need and used Bank HCA's where appropriate.

HCA's recruited for Eagle, Kingfisher and Rainforest wards now on induction and orientation. The variation on Kingfisher is due to a HCA vacancy which is in the HCA cohort recruitment pipeline.

For the purposes of this and future reports Haemodialysis staff actual hours worked have been removed from Eagle Ward (from December onwards), hence the difference between the November and December figures.

Registered Nurse establishment increased by 2 WTE on Rainforest Gastro to increase ward night nursing numbers.

Neurosciences - No unsafe shifts reported in November and December

Koala - Increased registered nurse requirement due patient dependency and acuity and an

increase in elective neurosurgery, several of these patients required 1:1 nursing. Neurosurgical activity which also required 1:1 nursing. Consulting on role of HCAs, plan to roster onto night shifts in future as numbers increase. Mildred Creak Unit - Levels of staff adjusted due clinical requirement and manage patients at risk of self-harming.

IPP - No unsafe shifts reported in November and December

High patient occupancy levels reported on IPP Wards.

Bumblebee - Increased acuity and dependency of patients requiring extra staff e.g. 1:1 care of tracheostomy and palliative care. Staff redeployed across IPP to meet patient needs and shortfalls in staffing. Increase in trache competent HCAs on day shifts and additional staff being trained.

Beds closed periodically to maintain safety due to number of vacancies and during the holiday period due to fewer patients across both wards and daycare area, staff were redeployed.

- 3.1.3 The Clinical Site Practitioners (CSPs) report that no wards were declared unsafe during this period, however there were 6 occasions in November and 7 in December where staff were moved between wards for part or a whole shift to maintain safe care.

3.2 General Staffing Information

- 3.2.1 Appendices 2 and 2a provide a staffing overview for November and December respectively. The tables provide information on staff in post, vacancies and staff in the recruitment pipeline and includes bed closure information. 15 out of 23 inpatient wards closed beds at various points during November. An average of 11.5 beds were closed each day in November, which is a reduction from 15 for the month of September and 20 for the month of August. During December the average increased to 20 beds, this was due to planned closures for the Christmas and New Year period.
- 3.2.2 The Royal College of Nursing (RCN) in their 2014 London Safe Staffing report states that all but 4 London Trusts have increased their nursing establishments following the Francis Report, the report notes a 4% increase in the number of posts. The report also highlights the increase in nurse vacancies from 11% in 2013 to 14% in 2014, with the headline 'London's recruitment crisis continues'.
- 3.2.3 For the inpatient wards, registered and non-registered vacancies for November are 113 Whole Time Equivalents (WTE), 61 registered (7%) and 52 non registered staff (33%), for December the total is 105 WTE, 67 registered (8%) and 38 (24%) non registered staff. Several new posts have been created on Badger Ward, IPP wards, and Rainforest to manage growth and increase resilience on these wards. Temporary nurses, mainly from GOSH Nurse Bank, employed on wards totalled 100 WTE in November the net vacancy rate was therefore 12 WTE for November. Reduced demand due to ward and bed seasonal closures in December meant that 80 WTE were employed leaving a net vacancy of 25 WTE.
- 3.2.4 New starters progressing through pre employment checks for November total 18 registered nurses and 13 non registered staff, totalling 31 WTE. For December there are 43 WTE potential starters 33 registered and 10 non registered. The next large intake of new nurse recruits will be the April 2015 these will be graduates from both the UK and the Republic of Ireland.
- 3.2.5 In December 2014 we held five assessment centres for both HCAs and Newly Registered Nurses (NRN), from these 12 HCAs were successful and will be offered employment, in addition 31 NRN were successful and offered employment this in addition to the 28 Nurses from the Republic of Ireland due to commence at GOSH in April 2015. In February 2015 the first cohort of HCA will commence the paediatric care certificate, GOSH is leading the

way in the development and delivery of this version of the unregistered workforce compulsory training.

4 Key Challenges

- Recruitment of HCAs to achieve target ratios by April 2015.
- Recruitment of Band 6 Nurses

5. Key Quality and Safety Measures and Information

5.1 Hard Truths (Care Quality Commission, March 2014) states 'data alone cannot assure anyone that safe care is being delivered. However research demonstrates that staffing levels are linked to the safety of care and that fewer staff increases the risks of patient safety incidents occurring.' In order to assure the Board of safe staffing on wards the following nursing quality and patient experience information has been collated to demonstrate that the wards were safe during November and December 2014.

5.2 The following quality measures provide a base line report for Trust Board. A number are Key Performance Indicators (KPIs) which are regularly monitored, poor results are challenged and investigated through the Nursing quarterly performance reviews led by the Chief Nurse and Families Champion with each Divisional Nursing team.

5.3 Infection control

	November 2014	December 2015
C Difficile	2 (not HCAI)	0
MRSA Bacteraemias	0	0
MSSA Bacteraemias	2	5 (4 x HCAI requiring RCA's)
E Coli Bacteraemia	0	2
D & V and other outbreaks	Sky–incidence of Chicken Pox. Koala D&V (staff). Safari non isolated case of Influenza No beds closed.	Giraffe/Lion – 1 x outbreak
Carbopenamase resistance	0	3 cases of HCAI (from an index case who was admitted with Carbopenamase in Nov 2014)

5.3.1 All incidents are investigated via a route cause analysis and additional support put in place by the Infection Prevention and Control team. In addition, those areas that experienced small outbreaks of infection are subject to comprehensive chlorine clean.

5.4 Pressure ulcers

	November 2014	December 2014
Grade 3	0	0
Grade 2	4	2 (Flamingo & Bear)

5.4.1 The Trust has achieved a 52% reduction in pressure ulcers in the last 2 years, statistically this is significant, reducing our mean pressure ulcers from 0.8 per 1000 bed days to 0.39 per 1000 bed days. There has not been a grade 3 pressure ulcer since February 2014.

5.5 Deteriorating patient

5.5.1 For the month of November 9 emergency calls were made, of which 2 were respiratory arrests and 2 cardiac arrests. December there were 8 emergency calls, 2 respiratory and 2 cardiac arrests.

5.6 Numbers of safety incidents reported about inadequate nurse staffing levels

0 Incidents reported in November

1 Incident reported in December – Koala ward – Skill mix

5.7 Pals concerns raised by families

November:

1. Peter pan – surgery cancelled on admission then surgery went ahead.
2. Kingfisher – Admission cancelled on arrival, admissions did try and contact family but did not leave a message, family returned call to hospital with no response.
3. Rainforest – delay in admission and comment on poor parent facilities

December:

1. Puffin – admission cancelled on arrival due to lack of beds
2. Koala – Preadmission cancelled due to lack of beds
3. Walrus – Admission cancelled for second time due to lack of beds

5.8 Complaints re safe staffing

November - 0 PALS complaints received about safe nurse staffing

December – 1 complaint regarding a delay in being allocated a bed following an inter-hospital transfer.

5.9 Friends and family test (FFT) data

- Overall response rate for November has increased to 26.5% (Target is 15% progressing to 25% by quarter 4 2014/15) and has increased further in December to 30.47%.
- The FFT score was 73 September, increasing to 86 in October, decreasing in November to 77 and rising again in December to 84.
- No wards scored below a “0” FFT score for December.
- Families that were extremely likely to recommend their friends and family was 78.8% (205) in November and 84.8% (223) in December, with an additional 17.3% (45) likely for November and 14.4% in December.
- There were 3 responses of extremely unlikely (1.2%) in November, these related to Kingfisher, Elephant and Peter Pan, with no extremely unlikely or unlikely responses for December. In November there were 4 (1.5%) and 2 (0.8%) in December that responded neither likely nor unlikely.

6. Conclusion

- 6.1 This paper has provided Trust Board with a general overview and assurance that all wards were safely staffed during November and December; appropriate actions were taken when concerns were raised. We are required to ensure the validity of data by triangulating information from different sources, this has been key to compiling this report. Reduced activity over the festive season has resulted in increased planned bed/ward closures and reduced occupancy and acuity, as a consequence some areas have a corresponding reduction in nursing hours worked from those planned.

7. Recommendations

Trust Board to note:

- 7.1 The content of the report and be assured that appropriate information is being provided to meet the national and local requirements.
- 7.2 The information on safe staffing and the impact on quality of care.
- 7.3 To note the key challenges around recruitment and the actions being taken.

Appendix 1: UNIFY Safe Staffing Submission November 2014

**Fill rate indicator return
Staffing: Nursing, midwifery and care staff**

Org: RP4 Great Ormond Street Hospital For Children NHS Foundation Trust
Period: November_2014-15

Please provide the URL to the page on your trust website where your staffing information is available

<http://www.gosh.nhs.uk/about-us/our-corporate-information/publications-and-reports/safe-nurse-staffing-report/>

Validation alerts (see control panel)

Hospital Site Details			Main 2 Specialties on each ward		Day				Night				Day		Night	
					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	Ward 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				
RP401	Great Ormond Street Hospital Central Londc	Badger Ward	340 - RESPIRATORY MEDICINE	321 - PAEDIATRIC CARDIOLOGY	1783	2412.8	297	149.5	1486	1685.4	297	67.6	135.3%	50.3%	113.4%	22.8%
RP401	Great Ormond Street Hospital Central Londc	Bear Ward	170 - CARDIOTHORACIC SURGERY		2647	2748	551	437.5	2647	2210.9	330	249.8	103.8%	79.4%	83.5%	75.7%
RP401	Great Ormond Street Hospital Central Londc	Flamingo Ward	192 - CRITICAL CARE MEDICINE		5405	7005.75	345	333.5	5175	6617.4	184	151.2	129.6%	96.7%	127.9%	82.2%
RP401	Great Ormond Street Hospital Central Londc	Miffy Ward (TCU)	340 - RESPIRATORY MEDICINE		690	879.77	345	453	690	684.3	345	310.1	127.5%	131.3%	99.2%	89.9%
RP401	Great Ormond Street Hospital Central Londc	Neonatal Intensive Care Unit	192 - CRITICAL CARE MEDICINE		2518	3204.8		4	2203	2647.7		7	127.3%		120.2%	
RP401	Great Ormond Street Hospital Central Londc	Paediatric Intensive Care Unit	192 - CRITICAL CARE MEDICINE		5865	6571.3	345	281.8	5865	5038.04	345	140.4	112.0%	81.7%	85.9%	40.7%
RP401	Great Ormond Street Hospital Central Londc	Elephant Ward	370 - MEDICAL ONCOLOGY	823 - HAEMATOLOGY	1605	1934.45	343	253	1375	1326.7	343	286.3	120.5%	73.8%	96.5%	83.5%
RP401	Great Ormond Street Hospital Central Londc	Fox Ward	303 - CLINICAL HAEMATOLOGY	313 - CLINICAL IMMUNOLOGY and ALLERGY	2277	1970.65	341	241.5	1889	1604.7	341	265.3	86.5%	70.8%	84.9%	77.8%
RP401	Great Ormond Street Hospital Central Londc	Giraffe Ward	313 - CLINICAL IMMUNOLOGY and ALLERGY	350 - INFECTIOUS DISEASES	1035	1052.1	345	80.5	690	709.7	345	223.75	101.7%	23.3%	102.9%	64.9%
RP401	Great Ormond Street Hospital Central Londc	Lion Ward	370 - MEDICAL ONCOLOGY	303 - CLINICAL HAEMATOLOGY	1380	1836.25	345	391	1380	1270.85	345	310.1	133.1%	113.3%	92.1%	89.9%
RP401	Great Ormond Street Hospital Central Londc	Penguin Ward	330 - DERMATOLOGY	410 - RHEUMATOLOGY	920	1151.15	345	363.65	690	637.6	345	218.5	125.1%	105.4%	92.4%	63.3%
RP401	Great Ormond Street Hospital Central Londc	Robin Ward	350 - INFECTIOUS DISEASES	313 - CLINICAL IMMUNOLOGY and ALLERGY	1955	1845	345	138	1725	1242.7	345	239.7	94.4%	40.0%	72.0%	69.5%
RP401	Great Ormond Street Hospital Central Londc	Bumblebee Ward	171 - PAEDIATRIC SURGERY	420 - PAEDIATRICALS	2397	2679.5	342	690	2055	2170.2	685	422.15	111.8%	201.8%	105.6%	61.6%
RP401	Great Ormond Street Hospital Central Londc	Butterfly Ward	370 - MEDICAL ONCOLOGY	420 - PAEDIATRICALS	2274	2469.5	682	405.5	2047	1623.35	341	141.1	108.6%	59.5%	79.3%	41.4%
RP401	Great Ormond Street Hospital Central Londc	Eagle Ward	361 - NEPHROLOGY		2177	3050.2	687	993.2	1375	1393.6	343	253.3	140.1%	144.6%	101.4%	73.8%
RP401	Great Ormond Street Hospital Central Londc	Kingfisher Ward	420 - PAEDIATRICALS		1437	1499.65	862	364.5	294	370		97.2	104.4%	42.3%	125.9%	
RP401	Great Ormond Street Hospital Central Londc	Rainforest Ward (Gastro)	301 - GASTROENTEROLOGY		681	850.12	681	363.35	681	694.4	681	245.3	124.8%	53.4%	102.0%	36.0%
RP401	Great Ormond Street Hospital Central Londc	Rainforest Ward (Endo/Met)	302 - ENDOCRINOLOGY		1022	1054.95	381	247.55	1022	728.55	340	276.3	103.2%	65.0%	71.3%	81.3%
RP401	Great Ormond Street Hospital Central Londc	Mildred Creak	711- CHILD and ADOLESCENT PSYCHIATRY		971	1181.95	516	672.85	446	325.4	397	537.2	121.7%	130.4%	73.0%	135.3%
RP401	Great Ormond Street Hospital Central Londc	Koala Ward	150 - NEUROSURGERY	421 - PAEDIATRIC NEUROLOGY	2641	2999.72	316	327	3021	2945.15		21.6	113.6%	103.5%	97.5%	
RP401	Great Ormond Street Hospital Central Londc	Peter Pan Ward	120 - ENT	160 - PLASTIC SURGERY	1495	1518	575	333.5	1403	1157.4		34.5	101.5%	58.0%	82.5%	
RP401	Great Ormond Street Hospital Central Londc	Sky Ward	110 - TRAUMA & ORTHOPAEDICS	171 - PAEDIATRIC SURGERY	1585	2202.83	559	727	1548	1751.69			139.0%	130.1%	113.2%	
RP401	Great Ormond Street Hospital Central Londc	Squirrel Ward	171 - PAEDIATRIC SURGERY	101 - UROLOGY	2822	2720.12	677	566.5	2551	2300.75			96.4%	83.7%	90.2%	

Appendix 1a: UNIFY Safe Staffing Submission December 2014

Fill rate indicator return
Staffing: Nursing, midwifery and care staff

Org: RP4 Great Ormond Street Hospital For Children NHS Foundation Trust
 Period: December_2014-15

Please provide the URL to the page on your trust website where your staffing information is available

Validation alerts (see control panel)

Hospital Site Details			Main 2 Specialties on each ward		Day				Night				Day		Night	
					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	Ward 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				
RP401	Great Ormond Street Hospital Central Londc	Badger Ward	340 - RESPIRATORY MEDICINE	321 - PAEDIATRIC CARDIOLOGY	1794	2166.3	299	221.5	1495	1800.9	299	112.9	120.8%	74.1%	120.5%	37.8%
RP401	Great Ormond Street Hospital Central Londc	Bear Ward	170 - CARDIOTHORACIC SURGERY		2802	2801.7	610	408.67	2802	2651.3	350	281.5	100.0%	67.0%	94.6%	80.4%
RP401	Great Ormond Street Hospital Central Londc	Flamingo Ward	192 - CRITICAL CARE MEDICINE		5612	6770.15	356	310.5	5347	6310.95	218	141.1	120.6%	87.2%	118.0%	64.7%
RP401	Great Ormond Street Hospital Central Londc	Miffy Ward (TCU)	340 - RESPIRATORY MEDICINE		692	795.9	346	533.5	692	515.3	346	351.9	115.0%	154.2%	74.5%	101.7%
RP401	Great Ormond Street Hospital Central Londc	Neonatal Intensive Care Unit	192 - CRITICAL CARE MEDICINE		2589	3584.25		161	2265	2807.25		86.4	138.4%		123.9%	
RP401	Great Ormond Street Hospital Central Londc	Paediatric Intensive Care Unit	192 - CRITICAL CARE MEDICINE		5888	5996.85	346	448.5	5888	4968.72	346	324	101.8%	129.6%	84.4%	93.6%
RP401	Great Ormond Street Hospital Central Londc	Elephant Ward	370 - MEDICAL ONCOLOGY	823 - HAEMATOLOGY	1690	2009.5	356	474.8	1426	1442.7	356	189.9	118.9%	133.4%	101.2%	53.3%
RP401	Great Ormond Street Hospital Central Londc	Fox Ward	303 - CLINICAL HAEMATOLOGY	313 - CLINICAL IMMUNOLOGY and ALLERGY	2369	1664	351	231.55	1972	1411	351	230.3	70.2%	66.0%	71.6%	65.6%
RP401	Great Ormond Street Hospital Central Londc	Giraffe Ward	313 - CLINICAL IMMUNOLOGY and ALLERGY	350 - INFECTIOUS DISEASES	1062	996	354	138	708	794.7	354	126.5	93.8%	39.0%	112.2%	35.7%
RP401	Great Ormond Street Hospital Central Londc	Lion Ward	370 - MEDICAL ONCOLOGY	303 - CLINICAL HAEMATOLOGY	1426	1684.7	356	448.5	1426	1227.9	356	244.6	118.1%	126.0%	86.1%	68.7%
RP401	Great Ormond Street Hospital Central Londc	Penguin Ward	330 - DERMATOLOGY	410 - RHEUMATOLOGY	941	1076.35	343	385.05	686	646.3	343	34.5	114.4%	112.3%	94.2%	10.1%
RP401	Great Ormond Street Hospital Central Londc	Robin Ward	350 - INFECTIOUS DISEASES	313 - CLINICAL IMMUNOLOGY and ALLERGY	2037	1771.25	354	207	1774	1410.35	354	305.2	87.0%	58.5%	79.5%	86.2%
RP401	Great Ormond Street Hospital Central Londc	Bumblebee Ward	171 - PAEDIATRIC SURGERY	420 - PAEDIATRICALS	2438	2430.5	348	586.5	2090	1913.85	696	472.65	99.7%	168.5%	91.6%	67.9%
RP401	Great Ormond Street Hospital Central Londc	Butterfly Ward	370 - MEDICAL ONCOLOGY	420 - PAEDIATRICALS	2339	2161.15	694	457.5	2082	1550.9	347	164.8	92.4%	65.9%	74.5%	47.5%
RP401	Great Ormond Street Hospital Central Londc	Eagle Ward	361 - NEPHROLOGY		2193	1886.35	676	609.5	1353	1300.6	338	355.4	86.0%	90.2%	96.1%	105.1%
RP401	Great Ormond Street Hospital Central Londc	Kingfisher Ward	420 - PAEDIATRICALS		1552	1492	931	546.75	349	337.6		21.6	96.1%	58.7%	96.7%	
RP401	Great Ormond Street Hospital Central Londc	Rainforest Ward (Gastro)	301 - GASTROENTEROLOGY		679	998.1	679	326.5	679	698.35	679	282.9	147.0%	48.1%	102.8%	41.7%
RP401	Great Ormond Street Hospital Central Londc	Rainforest Ward (Endo/Met)	302 - ENDOCRINOLOGY		1069	1133.05	713	253	1069	736.5	356	205.9	106.0%	35.5%	68.9%	57.8%
RP401	Great Ormond Street Hospital Central Londc	Mildred Creak	711- CHILD and ADOLESCENT PSYCHIATRY		1003	1212.45	563	370	455	399.85	414	470.7	120.9%	65.7%	87.9%	113.7%
RP401	Great Ormond Street Hospital Central Londc	Koala Ward	150 - NEUROSURGERY	421 - PAEDIATRIC NEUROLOGY	2484	3020.7	292	370	2815	2797.7		56.1	121.6%	126.7%	99.4%	
RP401	Great Ormond Street Hospital Central Londc	Peter Pan Ward	120 - ENT	160 - PLASTIC SURGERY	1179	1259.75	458	345	1111	1042.4			106.8%	75.3%	93.8%	
RP401	Great Ormond Street Hospital Central Londc	Sky Ward	110 - TRAUMA & ORTHOPAEDICS	171 - PAEDIATRIC SURGERY	1732	1649.5	603	514.5	1693	1493.1		80.5	95.2%	85.3%	88.2%	
RP401	Great Ormond Street Hospital Central Londc	Squirrel Ward	171 - PAEDIATRIC SURGERY	101 - UROLOGY	2854	2557.35	672	506	2561	2327.91			89.6%	75.3%	90.9%	

Appendix 2: Staffing Overview – November 2014

Division	Ward	Registered Nursing staff				Non Registered				Recruitment Pipeline						
		Established Bed Numbers	Proposed Funded Establishment	Staff in Post	Vacancies	Proposed Funded establishment	Staff in Post	Vacancies	Total Establishment	Total Vacancies	Bank Used	Net Vacant	Registered Starters	Non-registered Starters	Number of unsafe shifts	Average Bed Closures
CCCR	Badger	15	39.5	31.0	8.5	7.5	1.0	6.5	47.0	15.0	3.9	11.1		2	0	1.8
	Bear	22	47.8	44.1	3.7	9.0	7.0	2.0	56.8	5.7	7.6	-1.9	1.0		0	0.9
	Flamingo	17	121.0	111.0	10.0	10.8	3.0	7.8	131.8	17.8	18.0	-0.2	4.0	4	0	0.0
	Miffy (TCU)	5	14.0	10.5	3.5	7.8	5.0	2.8	21.8	6.3	3.4	2.9	0.6	1	0	0.0
	NICU	8	51.5	47.0	4.5	5.2	1.0	4.2	56.7	8.7	8.8	-0.1	1.0	1	0	0.7
	PICU	13	85.4	96.0	-10.6	8.9	6.0	2.9	94.3	-7.7	9.8	-17.5			0	0.7
ICI-LM	Elephant	13	25.7	25.1	0.6	4.9	3.1	1.8	30.6	2.4	2.5	-0.1			0	0.1
	Fox	10	31.0	29.5	1.5	5.2	4.0	1.2	36.2	2.7	1.7	1.0			0	0.1
	Giraffe	7	19.0	17.0	2.0	1.0	1.0	0.0	20.0	2.0	3.2	-1.2			0	0.0
	Lion	11	22.0	20.8	1.2	5.2	4.0	1.2	27.2	2.4	3.7	-1.3			0	0.0
	Penguin	9	15.2	13.8	1.4	5.5	6.0	-0.5	20.7	0.9	3.1	-2.2			0	0.0
	Robin	10	27.2	25.3	1.9	5.2	4.4	0.8	32.4	2.7	0.4	2.4			0	0.0
IPP	Bumblebee	21	38.3	27.8	10.5	9.7	8.5	1.2	48.0	11.7	8.8	2.9	1.6		0	0.2
	Butterfly	18	37.2	30.1	7.1	10.5	7.0	3.5	47.7	10.6	4.4	6.2	4.0	3	0	0.2
MDTS	Eagle	21	39.5	34.0	5.5	10.5	5.0	5.5	50.0	11.0	2.8	8.2			0	0.1
	Kingfisher	16	18.2	15.8	2.4	6.2	5.0	1.2	24.4	3.6	1.2	2.4			0	0.0
	Rainforest Gastro	8	16.0	12.6	3.4	5.2	5.0	0.2	21.2	3.6	3.3	0.3	3.0		0	0.1
	Rainforest Endo/Met	8	15.7	14.0	1.7	5.2	5.0	0.2	20.9	1.9	1.3	0.6	1.0		0	0.1
Neuro-sciences	Mildred Creak	10	11.8	12.2	-0.4	7.8	6.5	1.3	19.6	0.9	2.1	-1.2			0	0.9
	Koala	24	44.7	52.9	-8.2	7.1	4.0	3.1	51.8	-5.1	2.9	-8.0		1	0	2.0
Surgery	Peter Pan	16	24.5	22.0	2.5	5.0	4.0	1.0	29.5	3.5	2.7	0.8			0	0.0
	Sky	18	31.0	23.6	7.4	5.2	4.0	1.2	36.2	8.6	3.1	5.6	2.0	1	0	3.4
	Squirrel	22	43.6	42.6	1.0	7.0	4.0	3.0	50.6	4.0	2.0	2.0			0	0.4
TRUST TOTAL:		322	819.8	758.7	61.1	155.6	103.5	52.1	975.4	113.2	100.4	12.8	18.2	13.0	0.0	11.5

Appendix 2a: Staffing Overview – December 2014

Division	Ward	Registered Nursing staff				Non Registered				Recruitment Pipeline				Number of unsafe shifts	Average Bed Closures	
		Established Bed Numbers	Proposed Funded Establishment	Staff in Post	Vacancies	Proposed Funded establishment	Staff in Post	Vacancies	Total Establishment	Total Vacancies	Bank Used	Net Vacant	Registered Starters			Non-registered Starters
CCCR	Badger	15	39.5	32.0	7.5	7.5	3.0	4.5	47.0	12.0	3.2	8.8	0.0	2	0	2.1
	Bear	22	47.8	43.2	4.6	9.0	6.0	3.0	56.8	7.6	3.8	3.8	5.0	0	0	0.3
	Flamingo	17	121.0	112.7	8.3	10.8	3.0	7.8	131.8	16.1	14.6	1.5	4.0	4	0	0.0
	Miffy (TCU)	5	14.0	10.5	3.5	7.8	6.0	1.8	21.8	5.3	2.3	3.0	0.0	0	0	0.2
	NICU	8	51.5	45.6	5.9	5.2	1.0	4.2	56.7	10.1	9.2	0.9	1.0	0	0	0.7
	PICU	13	85.4	92.2	-6.8	8.9	6.0	2.9	94.3	-3.9	9.4	-13.3	0.0	0	0	0.4
ICI-IM	Elephant	13	25.7	23.7	2.0	4.9	4.9	0.0	30.6	2.0	2.3	-0.3	2.0		0	0.0
	Fox	10	31.0	29.9	1.1	5.2	4.2	1.0	36.2	2.1	1.6	0.5		1	0	0.2
	Giraffe	7	19.0	17.0	2.0	1.0	1.0	0.0	20.0	2.0	2.8	-0.8				0.1
	Lion	11	22.0	21.0	1.0	5.2	5.2	0.0	27.2	1.0	1.9	-0.9			0	0.0
	Penguin	9	15.2	13.3	1.9	5.5	5.0	0.5	20.7	2.4	1.5	0.9			0	0.4
	Robin	10	27.2	23.5	3.7	5.2	5.2	0.0	32.4	3.7	1.0	2.7			0	0.1
IPP	Bumblebee	21	38.3	31.7	6.6	9.7	10.0	-0.3	48.0	6.3	8.0	-1.7	4.0		0	0.4
	Butterfly	18	37.2	26.7	10.5	10.5	8.0	2.5	47.7	13.0	4.4	8.6	4.0		0	0.5
MDTS	Eagle	21	39.5	33.0	6.5	10.5	10.0	0.5	50.0	7.0	1.9	5.1	3.0	1	0	0.8
	Kingfisher	16	18.2	17.0	1.2	6.2	3.8	2.4	24.4	3.6	1.6	2.0			0	0.0
	Rainforest Gastro	8	16.0	13.2	2.8	5.2	5.0	0.2	21.2	3.0	1.7	1.3	2.0		0	0.4
	Rainforest Endo/Met	8	15.7	15.0	0.7	5.2	5.0	0.2	20.9	0.9	0.4	0.5	1.0		0	0.0
Neuro-sciences	Mildred Creak	10	11.8	12.2	-0.4	7.8	6.3	1.5	19.6	1.1	1.1	0.1			0	1.2
	Koala	24	44.7	49.9	-5.2	7.1	4.8	2.3	51.8	-2.9	2.6	-5.5			0	4.3
Surgery	Peter Pan	16	24.5	22.6	1.9	5.0	4.0	1.0	29.5	2.9	0.7	2.2	1.0	1	0	4.6
	Sky	18	31.0	25.0	6.0	5.2	5.0	0.2	36.2	6.2	2.0	4.2	6.0	1	0	2.6
	Squirrel	22	43.6	41.6	2.0	7.0	5.0	2.0	50.6	4.0	2.3	1.7	0.0	0	0	1.4
TRUST TOTAL:		322	819.8	752.5	67.3	155.6	117.4	38.2	975.4	105.5	80.2	25.3	33.0	10.0	0.0	20.7

