

Trust Board Meeting

Report to:	Trust Board Meeting 'in public'	Agenda item:	10
Date of Meeting:	1 st September 2016		
Title of Report:	Nurse Staffing Monthly Report		
Status of report: (Approval, position statement, information, discussion)	Information		
Report Approval Route:			
Lead Executive Director:	Fiona Burton , Interim Director of Nursing		
Author:	Helen Byard, Deputy Director of Nursing		
Appendices:	Appendix A - Fill Rate Indicator Return Staffing: Nursing, midwifery and care staff – June 2016 Appendix B – Nurse Sensitive Indicators including School Nursing , Health Visiting and Neighbourhood Teams June 16 Appendix C – Temporary Nursing Staff Statistics June 16		
1. Purpose of the report			
<p>This report presents the latest nurse staffing across all inpatient wards during July 2016. The purpose of this report is to inform the Trust Board of the ward areas that did not meet the expected staffing levels in July 2016 and the levels that actually occurred; how big the difference is and why, if this affected the quality of patient care and that any risks are being mitigated.</p>			
2. Recommendations			
<p>The Trust Board is asked to note the content of the report.</p>			
3. Executive Director Assurance			
<p>This paper provides the Trust Board with an assuring picture that despite the fact that some wards regularly have gaps in their registered nurses numbers compared to those planned, any risks that this gap may pose is being mitigated with very little effect being seen on patient outcome measures.</p>			
4. Summary of Key Issues for discussion			
<p>Key points to note;</p> <ul style="list-style-type: none"> • The fill rate for registered nurses (RN) has remained below 95% since Jan 2016 except for May (95.7). • The fill rate for health care assistant (HCA) was above target for both day and night shift (112% and 119% respectively) for July. • Overall the fill rate for both RN and HCA saw a slight deterioration in comparison to last month. • The strategy to cover an unfilled Registered Nurse (RN) shift with a HCA continues where this is appropriate and is in part driving the >100% fill rate for HCA. • Re-categorisation of additional staffing requirements has taken place this month with expected monthly reporting. 			

5. Please state which Corporate Objective your report relates to:

Strategic Objective	Risk Appetite	✓
1. Improve the quality and safety of care to our patients, their carers and families	High	✓
2. Improve the responsiveness of our services for the benefit of our patients and their families.	Moderate	✓
3. Provide more productive and better value care that improves the sustainability of our services	Low	✓
4. Develop a highly skilled, motivated, healthy and engaged workforce	High	✓
5. Develop first class facilities and technology to support the care we provide	High	
6. Transform health and wellbeing through working with our partners	High	
7. Play our role as an important asset to the people of Herefordshire and the surrounding areas	Low	

6. Reference to the Risk Register or Board Assurance Framework

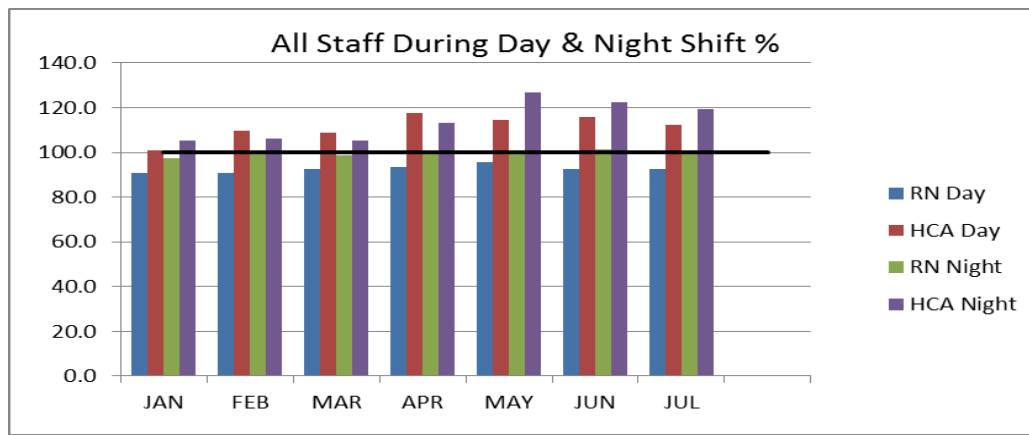
This relates to Board Assurance Risk Number 417. Risk to recruitment of new staff and retaining current staff.

Exception Report for Expected and Actual Staffing for Nursing, Midwifery and Care Staffing (Ward Areas)

Summary of Inpatient Nurse Staffing Year to Date

Graph 1 below illustrates the continued challenge this year for covering the required registered nurse staffing levels. The agreed nurse staffing escalation policy for the management of safer staffing levels mitigates this in part, thus when appropriate a Registered Nurse (RN) is replaced by a Health Care Assistant (HCA) during a shift. This is reflected in the % fill rate for HCA with a continued total level of >100% for both day and night shift.

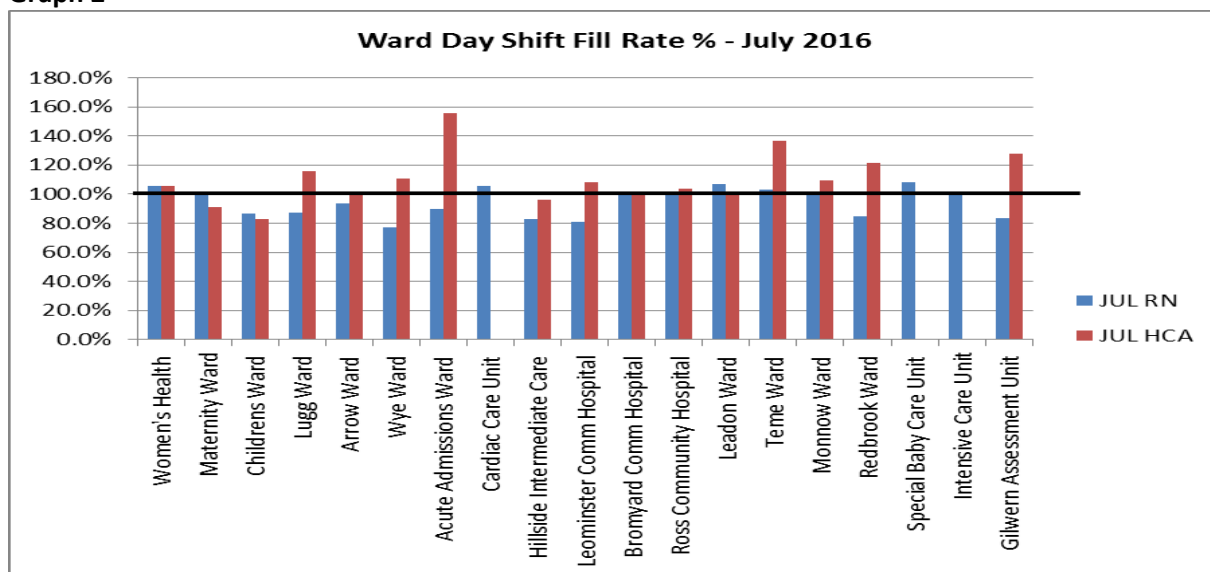
Graph 1



In Month Nurse Staffing Fill Rates

Graph 2 gives a breakdown of the day shift fill rate both registered nurse and healthcare assistant by ward area for the month of July 16. The average fill rate for July: RN Day (92.6%); HCA Day (112.4%); RN Night (99.2%) and HCA Night (119.5)

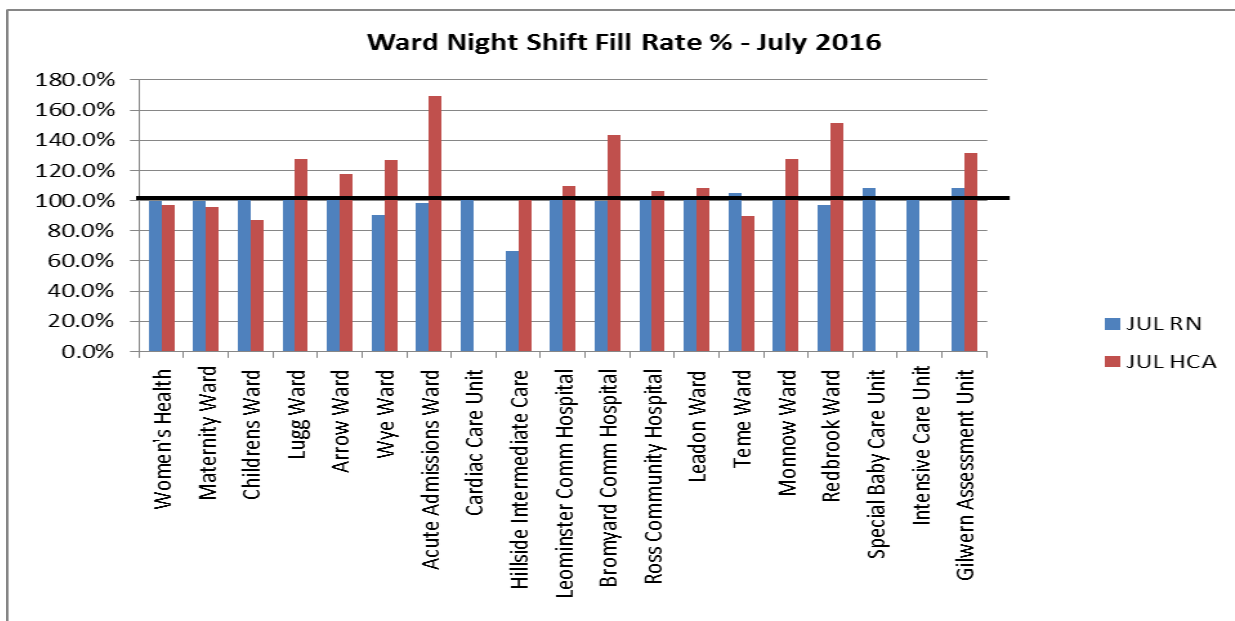
Graph 2



There were 8 areas in month that fell below 90% fill rate for registered nurses: Gilwern Assessment Unit (83.4%); Redbrook Ward (84.7%); Leominster (80.8%); Hillside (82.7%); Wye Ward (76.9%); Lugg (87.1%) and Childrens Ward (86.7%).

Graph 3 gives the breakdown of the night shift fill rate for the month of July 16. A much improved picture for the registered nurse fill rate as only Hillside (66.4%) has shown to be falling below a 95% fill rate.

Graph 3



Indeed a significant reliance on the use of Health Care Assistant above the required safe staffing levels is noted for a number of areas. Key drivers remain a high demand for the use of additional nurse staffing for high dependency patients. As indicated last month the senior nursing team have reviewed the categorisation of patients requiring additional nurse staffing and this now falls into the following categories:

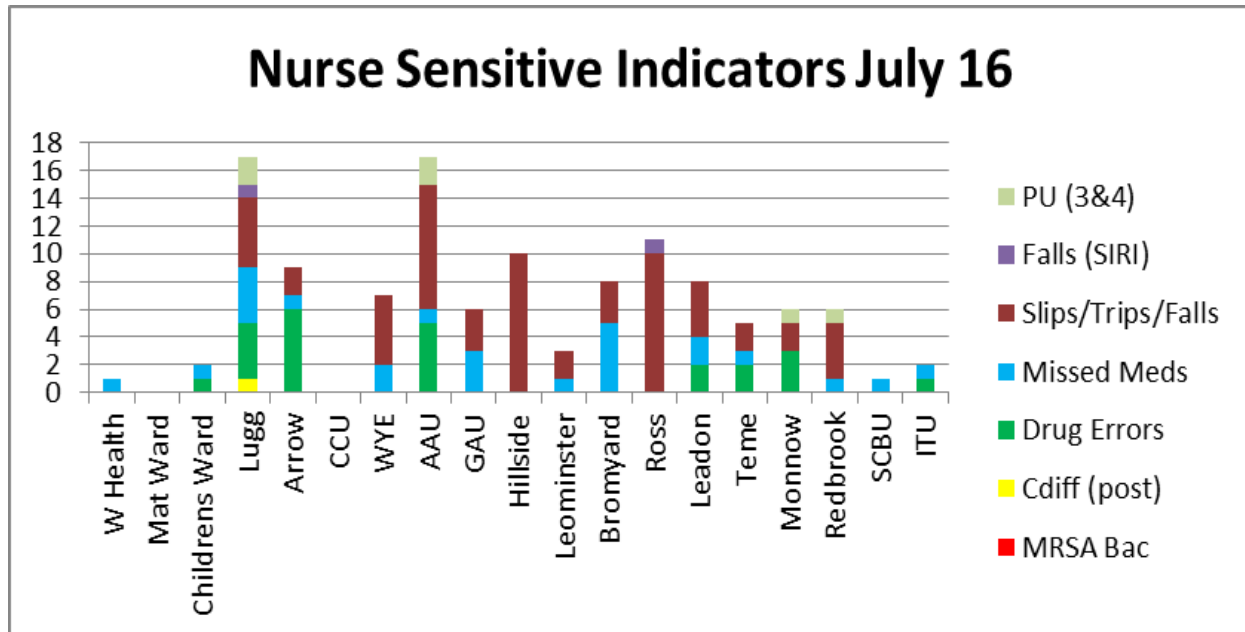
- CAMHS
- Extra Capacity-primarily for DSU
- High Dependency Care –this is for 1:1 care be it higher acuity/confused/risk of falls etc
- Shadow Shift-new bank members only
- Sickness
- Special leave
- Vacant post

Work is in progress to capture this information from the e-roster, thus producing a monthly review report on the additional staffing position.

4.3 Effects on nurse sensitive indicators

Graph 4 illustrates the in-month reported nurse sensitive indicators by ward area.

Graph 4



Lugg Ward

Notably Lugg Ward reported incidence across 7/8 nurse sensitive indicators (NSI) with a marginal reduction in RN fill rate for the day shift to 87.1%. However this was mitigated with a HCA fill rate of 115.4%. The night shift had a >100% for both RN and HCA.

Acute Admissions Unit

The Acute Admissions Unit also reported incidence across 4/8 NSI with a 90% fill rate for RN (Day shift) offset with a HCA fill rate of 155%. The night shift had a >95% fill rate for both RN and HCA.

Hillside Intermediate Care

Hillside continue to report a high number of slips/trips and falls. Over the last six months average total fill rate of 81% RN and 99% HCA. A Senior Nurse led Falls serious incident panel has been set up and a review of Hillside will take place this month.



4.5 Conclusion

Staffing overall remains a challenge given the number of w.t.e nurse vacancies and short term sickness. Continued issues with both the recruitment and retention of registered nurses impacts on the number of substantive staff available to cover the staffing rosters. However, the overall fill rate remains above 90% for registered nurses and above 100% for HCA.

4.6 Recommendations

A number of the actions recommended last month have been completed:

- Deep dive review of the safer staffing levels
- Full review of the programme milestones for the staff employed within a supernumerary status – including the overseas recruits and the progression bandings.
- Exploration of the role of the HDP, and alternative methods of support for the patient who falls within the ‘specialing’ criteria.

Focus in August is the implementation of an acuity tool and revision to the nurse sensitive indicators.

Only complete sites your organisation is accountable for				Day				Night				Day		Night		
				Hospital Site Details		Main 2 Specialties on each ward		Registered midwives/physios		Care Staff		Registered midwives/physios		Care Staff		Average fill rate - registered nurses/midwives (%)
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				
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Women's Health	502 - GYNAECOLOGY		697.5	738.5	465	489.5	294.5	293	589	570	105.9%	105.3%	99.5%	96.8%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Maternity Ward	501 - OBSTETRICS		775	775	775	705	775	775	562.5	537.5	100.0%	91.0%	100.0%	95.6%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Childrens Ward	171 - PAEDIATRIC SURGERY	420 - PAEDIATRICS	1890	1638	465	383.75	589	608.5	294.5	257	86.7%	82.5%	103.3%	87.3%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Lugg Ward	430 - GERIATRIC MEDICINE	301 - GASTROENTEROLOGY	1860	1619.75	2557.5	2951	883.5	912	883.5	1129.5	87.1%	115.4%	103.2%	127.8%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Arrow Ward	320 - CARDIOLOGY		2092.5	1957.75	1395	1387.75	1178	1197.75	589	693.5	93.6%	99.5%	101.7%	117.7%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Wye Ward	302 - ENDOCRINOLOGY		2557.5	1966.5	2092.5	2318.5	1472.5	1329	883.5	1121	76.9%	110.8%	90.3%	126.9%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Acute Admissions Ward	326 - ACUTE INTERNAL MEDICINE		3255	2925	1860	2888	2061.5	2022.5	883.5	1495	89.9%	155.3%	98.1%	169.2%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Cardiac Care Unit	192 - CRITICAL CARE MEDICINE		930	982			589	608			105.6%		103.2%	
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Hillside Intermediate Care	314 - REHABILITATION		1245	1029.25	1935	1857.25	883.5	587	883.5	884.5	82.7%	96.0%	66.4%	100.1%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Leominster Community Hospital	314 - REHABILITATION		1395	1126.5	2325	2510.25	589	608	883.5	970	80.8%	108.0%	103.2%	109.8%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Bromyard Community Hospital	314 - REHABILITATION		930	936	1395	1392.75	589	589	589	845.5	100.6%	99.8%	100.0%	143.5%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Ross Community Hospital	314 - REHABILITATION		1395	1400	2325	2406	589	605.5	1178	1251.5	100.4%	103.5%	102.8%	106.2%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Leadon Ward	100 - GENERAL SURGERY		1395	1486.25	1162.5	1171.75	589	599.5	589	636.5	106.5%	100.8%	101.8%	108.1%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Teme Ward	110 - TRAUMA & ORTHOPAEDICS		1395	1434.5	1162.5	1590.25	589	617.5	589	528	102.8%	136.8%	104.8%	89.6%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Monnow Ward	100 - GENERAL SURGERY		1395	1391.5	1162.5	1269	589	594.75	589	751.75	99.7%	109.2%	101.0%	127.6%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Redbrook Ward	110 - TRAUMA & ORTHOPAEDICS		1627.5	1378	1627.5	1978.75	883.5	854.5	589	892.5	84.7%	121.6%	96.7%	151.5%
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Special Baby Care Unit	420 - PAEDIATRICS		1162.5	1255.5			1162.5	1256.5			108.0%		108.1%	
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Intensive Care Unit	192 - CRITICAL CARE MEDICINE		2320	2314.25			2100	2157.5			99.8%		102.7%	
RLQ01	HEREFORD COUNTY HOSPITAL - RLQ01	Gilwern Assessment Unit	300 - GENERAL MEDICINE		1395	1162.75	1395	1778	589	636.5	589	775.25	83.4%	127.5%	108.1%	131.6%

This information includes data for July 2016

Medical Division	Arrow Ward		CCU		Frome AAU/SSU		Gilwern unit		Lugg Ward		Wye Ward		Bromyard CH		Hillside		Leominster CH		Ross CH	
	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days
Complaints - Communication with Nursing staff	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Complaints - Clinical/Patient care	0	0.0	0	0.0	2	2.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Complaints - Attitude of Nursing staff	0	0.0	0	0.0	1	1.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Compliments	0	n/a	19	n/a	0	n/a	8	n/a	10	n/a	0	n/a	0	n/a	6	n/a	0	n/a	0	n/a
Friends and Family Test Response Rate	27.8%	n/a	86.1%	n/a	44.4%	n/a	74.5%	n/a	43.9%	n/a	59.3%	n/a	100%	n/a	100%	n/a	100%	n/a	92.6%	n/a
Friends and Family Test Recommendation Percentage	91%	n/a	97%	n/a	91%	n/a	100%	n/a	97%	n/a	97%	n/a	100%	n/a	100%	n/a	100%	n/a	96%	n/a
MRSA Bacteraemia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Clostridium Difficile (post)	0	0.0	0	0.0	0	0.0	0	0.0	1	1.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Drug Errors (exc. Missed medication)	6	7.5	0	0.0	5	5.4	0	0.0	4	4.2	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Missed Medication Incidents	1	1.3	0	0.0	1	1.1	3	7.0	4	4.2	2	2.6	5	10.2	0	0.0	1	1.3	0	0.0
Slips, trips and falls	2	2.5	0	0.0	9	9.8	3	7.0	5	5.3	5	6.5	3	6.1	10	15.2	2	2.7	10	11.3
Patient falls - Moderate harm or above (SIRI)	0	0.0	0	0.0	0	0.0	0	0.0	1	1.1	0	0.0	0	0.0	0	0.0	0	0.0	1	1.1
Pressure Ulcers (3&4) Internal Investigation	0	0.0	0	0.0	2	2.2	0	0.0	2	2.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Pressure Ulcers (3&4) SI reportable	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Bed Days	798	n/a	159	n/a	918	n/a	431	n/a	945	n/a	768	n/a	489	n/a	657	n/a	746	n/a	886	n/a
Sickness																				

	Emergency Dept.	CAU	Discharge Lounge	MRU
	Number	Number	Number	Number
Complaints - Communication with Nursing staff	0	0	0	0
Complaints - Clinical/Patient care	3	0	0	0
Complaints - Attitude of Nursing staff	1	0	0	0
Compliments	0	12	0	0
Friends and Family Test Response Rate	11.9%	64.3%	n/a	n/a
Friends and Family Test Recommendation Percentage	80%	98%	n/a	100%
MRSA Bacteraemia	0	0	0	0
Clostridium Difficile (post)	0	0	0	0
Drug Errors (exc. Missed medication)	2	0	0	1
Missed Medication Incidents	1	0	0	0
Slips, trips and falls	1	0	0	0
Patient falls - Moderate harm or above (SIRI)	0	0	0	0
Pressure Ulcers (3&4) Internal Investigation	0	0	0	0
Pressure Ulcers (3&4) SI reportable	0	0	0	0
Sickness				

Surgical Division	Leadon Ward		ITU		Monnow Ward		Redbrook Ward		Teme Ward		Daycase Unit/Endoscopy		Childrens Ward		Maternity Ward		Womens Health Ward		SCBU		Delivery Suite		Outpatients	
	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	Per 1000 bed days	Number	
Complaints - Communication with Nursing staff	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Complaints - Clinical/Patient care	1	1.6	0	0.0	0	0.0	1	1.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	3
Complaints - Attitude of Nursing staff	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Compliments	16	n/a	0	n/a	0	n/a	0	n/a	76	n/a	5	n/a	0	n/a	0	n/a	22	n/a	0	n/a	0	n/a	0	n/a
Friends and Family Test Response Rate	72%	n/a	n/a	n/a	67.2%	n/a	55.4%	n/a	70.7%	n/a	21.0%	n/a	9.1%	n/a	41.3%	n/a	45.4%	n/a	0.0%	n/a	49%	n/a	0	n/a
Friends and Family Test Recommendation Percentage	90%	n/a	n/a	n/a	100%	n/a	89%	n/a	100%	n/a	97%	n/a	95%	n/a	90%	n/a	98%	n/a	0%	n/a	92%	n/a	0	100%
MRSA Bacteraemia	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Clostridium Difficile (post)	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Drug Errors (exc. Missed medication)	2	3.3	1	7.4	3	5.6	0	0.0	2	4.1	0	0.0	1	3.6	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Missed Medication Incidents	2	3.3	1	7.4	0	0.0	1	1.4	1	2.0	1	4.3	1	3.6	0	0.0	1	5.3	1	4.0	0	0.0	0	0
Slips, trips and falls	4	6.6	0	0.0	2	3.7	4	5.5	2	4.1	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Patient falls - Moderate harm or above (SIRI)	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0
Pressure Ulcers (3&4) Internal Investigation	0	0.0	0	0.0	1	1.9	1	1.4	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	n/a
Pressure Ulcers (3&4) SI reportable	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	n/a
Bed Days	609	n/a	136	n/a	540	n/a	724	n/a	493	n/a	233	n/a	276	n/a	329	n/a	187	n/a	251	n/a	*	n/a	0	n/a
Sickness																								

*Discharge figures are unavailable from this area as they can have multiple bed occupancies a day

Key		FFT Response rate key	
Colour		Colour	%
Green	0	Green	Over 40%
Yellow	1 & 2	Yellow	30-40%
Red	3 +	Red	Under 30%

FFT Score key	
Colour	%
Green	100-95%
Yellow	90-94%
Red	0-89%

Neighbourhood Team Nurse Sensitive Indicators - July 2016

Urgent Care

	City	East	West	Virtual
	Number	Number	Number	Number
Complaints - Communication staff	0	0	0	0
Complaints - Clinical care	0	0	0	0
Complaints - Attitude of staff	0	0	0	0
Compliments	0	0	0	0
Friends and Family Test Recommendation Percentage	100%			
Drug Errors (exc. Missed medication)	0	1	2	0
Missed Medication Incidents	2	0	0	0
Slips, trips and falls	0	0	0	0
Patient falls - Moderate harm or above (SIRI)	0	0	0	0
Pressure Ulcers (3&4) Internal Investigation	1	0	0	0
Pressure Ulcers (3&4) SI reportable	0	0	0	0
Sickness				

data not split per team

Key

Colour	Number
Green	0
Yellow	1 - 2
Red	3+

FFT Score key

Colour	%
Green	100-95%
Yellow	90-94%
Red	0-89%

School Nursing & Health Visiting Nurse Sensitive Indicators - July 2016

IFHS	School Nursing	Health Visitors
	Number	Number
Complaints - Communication staff	0	0
Complaints - Clinical care	0	0
Complaints - Attitude of staff	0	0
Compliments	0	0
Friends and Family Test Recommendation Percentage	0%	0%
Drug Errors (exc. Missed medication)	0	0
Missed Medication Incidents	0	0
All SIRIs reported	0	0
Internal RCAs	0	0
Sickness		

Key

Colour	Number
Green	0
Yellow	1 - 2
Red	3+

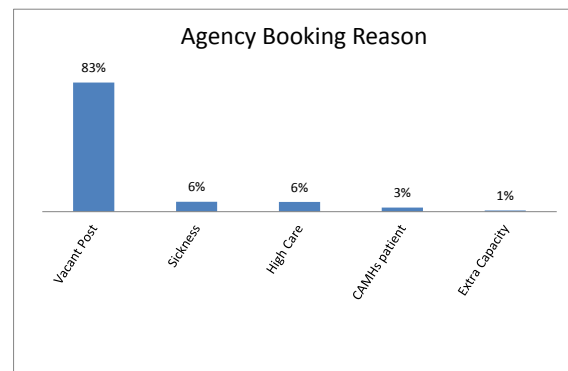
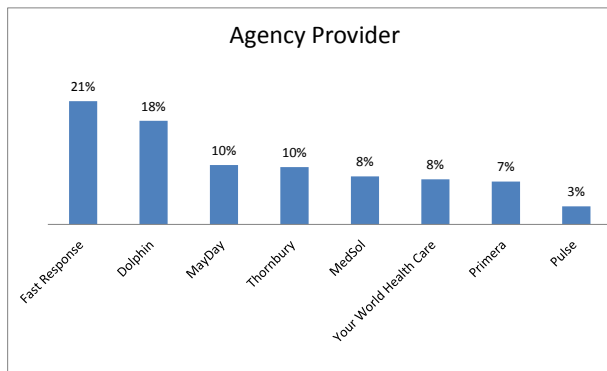
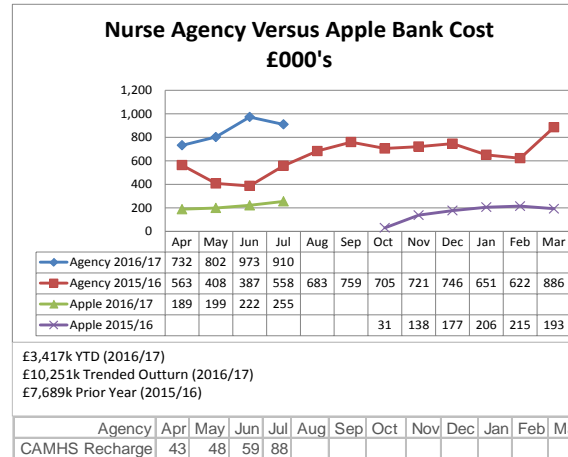
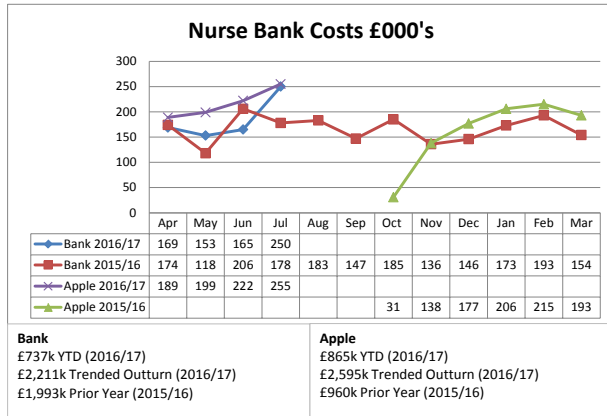
FFT Score key

Colour	%
Green	100-95%
Yellow	90-94%
Red	0-89%

Nurse Statistics – July 2016

1] Trust-wide Substantive and Temporary Nursing Staff Position

2016-17 BUDGETED ESTABLISHMENT												
	WTE by Month											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
All Nursing Budgeted Establishment	1426.53	1427.24	1431.84	1443.16								
Bank	58.42	60.57	65.46	69.92								
Agency	108.48	106.95	123.15	124.33								
Apple	33.23	36.97	40.74	42.71								
Substantive	1250.01	1237.31	1213.21	1212.71								
Under/(Over) Establishment	(23.61)	(14.56)	(10.72)	(6.51)								



2] Usage By Area

WTE By Area	Bank	Apple	Agency	Total
AAU	6.47	2.71	16.39	25.57
A & E	1.65	6.54	15.52	23.71
Lugg Ward	6.17	1.08	9.31	16.56
Wye Ward	2.67	1.32	10.59	14.58
Arrow Ward	2.81	2.93	7.79	13.53
Theatre Suite	0.21	1.18	12.09	13.48
Redbrook Ward	4.03	1.26	5.83	11.12
Maternity Ward/Delivery Suite Pay	3.73	6.28		10.01
Gilwene Assessment Unit (GAU)	2.00	0.55	7.12	9.67
Bromyard - Nursing	2.94	2.02	3.98	8.94
CAU	3.75	0.76	3.03	7.54
Childrens Ward	1.14	1.13	4.59	6.86
Ross - Nursing	1.83	1.86	3.01	6.70
Teme Ward	0.71	2.66	3.19	6.56
Monnow (Surgical) Ward	1.18	0.45	4.93	6.56
Leominster - Nursing	2.40	1.63	2.38	6.41
Women's Health	2.68	1.34	2.08	6.10
Leadon (Surgical) Ward	2.00	1.19	2.52	5.71
Discharge Lounge	1.92	0.22	2.69	4.83
DC Overspill	1.62	0.72	2.13	4.47
Hillside Unit	3.58		0.18	3.76
Daycase	0.64	1.09	1.63	3.36
McMillan Renton Unit	1.78		1.05	2.83
SCBU	0.16	2.29		2.45
Oxford Suite	2.20		0.02	2.22
Cardiology	1.55			1.55
Theatres - Recovery			1.51	1.51
Nursing No 1 Ledbury Road	0.47	0.52	0.18	1.17
Outpatients - Ophthalmology	1.07			1.07
ITU/HDU	0.74		0.31	1.05
Outpatient ENT	0.69	0.10		0.79
Radiology	0.64		0.07	0.71
Gynae - Outpatients	0.50	0.08		0.58
Podiatric Surgery	0.57			0.57
Gynae CNS	0.49			0.49
CNS Haematology	0.47			0.47
CNS Gastroenterology		0.45		0.45
Education & Development	0.44			0.44
East Locality Team	0.40			0.40
New Born Hearing Screening Program	0.36			0.36
Endoscopy	0.16		0.05	0.21
CCU	0.03		0.16	0.19
Maternity - Community		0.19		0.19
Physiotherapy	0.18			0.18
Pre-Op Assessment	0.15			0.15
Vascular Laboratory	0.15			0.15
CNS Rheumatology		0.10		0.10
City Locality Team - City	0.09			0.09
Paediatric Outpatient Nursing	0.08			0.08
Podiatry	0.07			0.07
Muscular Skeletal	0.07			0.07
Diabetic Retinopathy	0.06			0.06
Community Nursing		0.06		0.06
Resus	0.06			0.06
Ross Community Hospital - Outpatients	0.06			0.06
Oncology Admin Support	0.05			0.05
Outpatients - Maxillo Facial	0.05			0.05
Total	69.92	42.71	124.33	236.96