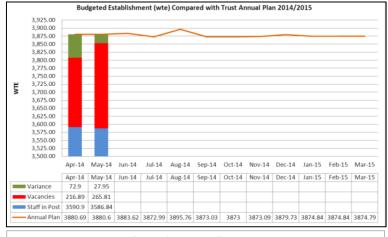
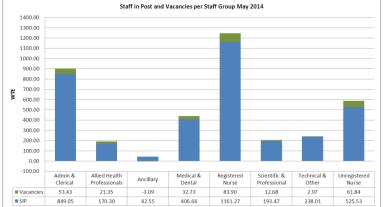
<u>Board of Directors – 26th June 2014</u> <u>Workforce Report – May 2014 Position</u>

1.0 Budgeted Establishment, Staff in Post and Vacancies





2.0 Recruitment

- **55 adverts were placed throughout May 2014**, this compared to April where 49 adverts were placed.
- 10 adverts were placed for Nursing & Midwifery vacancies in May 2014 and 9 for Medical staff.
- International recruitment continues for the Trust in Rome in June 2014.
- **107 posts were offered to candidates** throughout May 2014, compared to 129 posts in April.
- The pre-employment checks for approximately 90 bank health care support workers continues with 21 having already started work.
- At the end of May out of the **245 candidates** within the system there were **32 cases** that breached the 3 week pre-employment check target (13%). The longest breach is 6 weeks meaning the total recruitment time was 9 weeks.
- Reasons for breaches are awaiting reference requests and candidates providing the department with their DBS disclosures.
- There were no Consultant appointments in May 2014.
- Extra resource has been put into the recruitment team temporarily in order to deal with the high volume of work that is going through the department at present.
- Shortage Occupation List the most up to date list was published on the gov.uk website in April 2014, there are a number of roles that are recognised nationally as hard to fill areas:
 - Medical practitioners emergency medicine, haematology, old age psychiatry
 - Non consultant, non training medical staff anaesthetics, general medicine, rehab medicine, psychiatry
 - o Medical trainees paediatrics, anaesthetics
 - o Medical Radiographers diagnostic, therapeutic, sonographers
 - Nurses Neonatal Intensive Care Specialists

If there is a role that the Trust wish to recruit to from outside the European Economic Area (EEA) and Switzerland to fill a vacancy that is on the shortage occupation list, a <u>Tier 2</u> certificate of sponsorship (CoS) can be issued without the need to demonstrate that a resident labour market test (RLMT) has been carried out.

Budgeted Establishment:

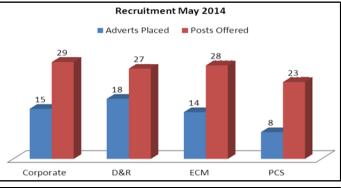
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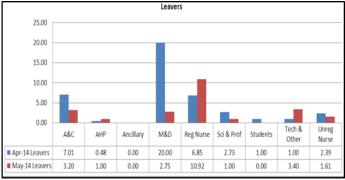
- At the end of May 2014 the budgeted establishment was 3852.65wte's, an increase of 44.86wte's, 32.77wte's are due to rebasing of budgets for unachieved CIP's in 2013/2014.
- Staff in post for May 2014 was 3586.84wte's, figures taken from ESR, a decrease of 4 wte's compared with April 2014.

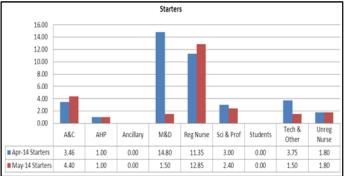
Vacancies:

- The Trust had **265.81 vacancies** at the end of May, the increased numbers are reflective of the rise in establishments described above. There is still further work to do to better understand and report establishments and vacancies which will be rectified in month 3, in which time establishments will incorporate the additional registered nurse overnight therefore meaning more accurate reporting of vacancies. **The vacancy rate stands at 6.90%**.
- Unreg Nurse Vacs The Trust is currently working through implications of the nursing review and are monitoring recruitment to unregistered nursing posts accordingly.
- Ancillary staff group the information states that the ancillary staff group are over established by 3.09 wte's. further investigation is being undertaken by the HR department.

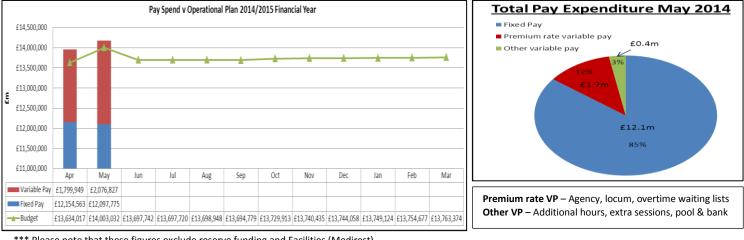
Allied Health Professionals 11.1 Ancillary -7.2 Medical & Dental 7.4 Registered Nurse 6.7	Vacancy Rate - Number of	Incomplex Compared to Budgeted
Allied Health Professionals 11.1 Ancillary -7.2 Medical & Dental 7.4 Registered Nurse 6.7	•	
Ancillary -7.8 Medical & Dental 7.4 Registered Nurse 6.7	Admin & Clerical	5.92%
Medical & Dental 7.4 Registered Nurse 6.7	Allied Health Professional	s 11.14%
Registered Nurse 6.7	Ancillary	-7.84%
	Medical & Dental	7.45%
Coloratific Q Destancianal	Registered Nurse	6.74%
Scientific & Professional 6.1	Scientific & Professional	6.15%
Technical & Other 1.2	Technical & Other	1.23%
Unregistered Nurse 10.5	Unregistered Nurse	10.53%
Grand Total 6.9	Grand Total	6.90%

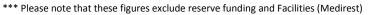


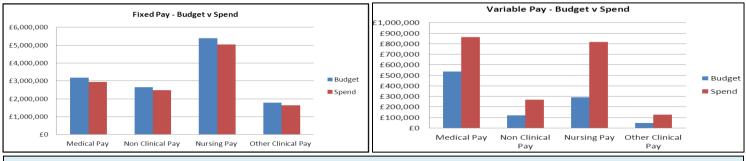




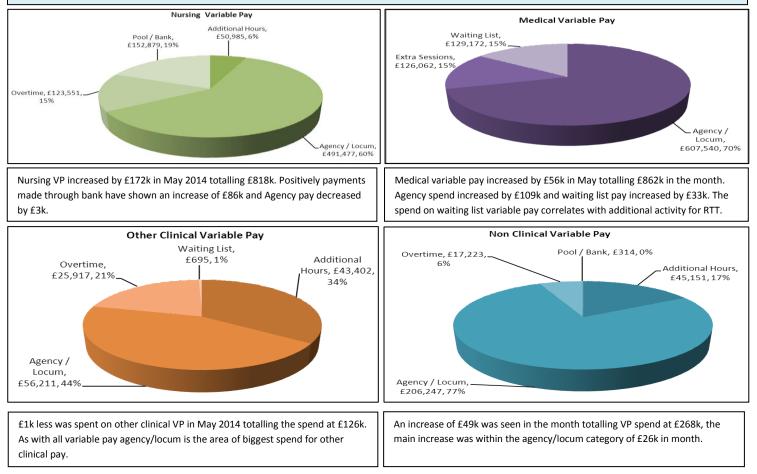
3.0 Pay Spend



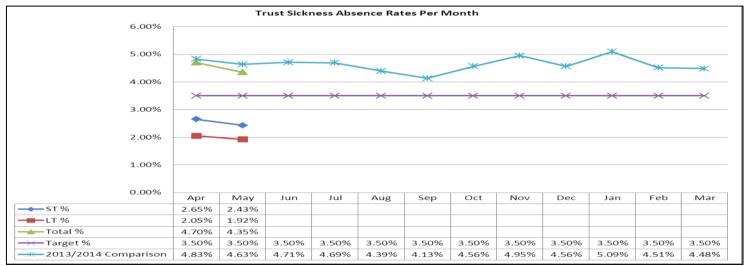




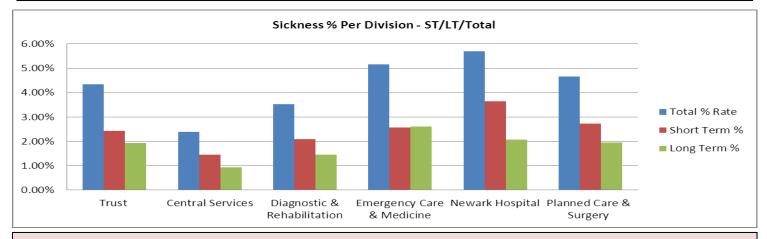
- In May 2014 the pay spend totalled £14.17, which was £171k overspend, this is the normalised pay position and does not have any non recurrent costs within it, for example one off redundancy payments.
- In May 2014 the Trust was within budget for fixed pay against each pay stream, but was overspent on each variable pay stream with . Medical variable pay having the greatest impact.
- Variable Pay cost £2.07m in May 2014 which was a £1.08m overspend. Fixed Pay was within plan by £910k totalling £12.09m.
- The year to date cost of Keogh in the Clinical Divisions is £255k, (£181k ECM and £74k PCS). £100k has been transferred to the Divisions on a pro rata basis as a contribution to Keogh Costs. £76k was allocated to variable pay and £23k was allocated to fixed pay. This has also mean that the budget for May went up, if further Keogh costs are added in June then the budget will increase again.
- . Variable pay budgets were set by taking an average VP rate of three months in the last financial year, October, November and December and then are adjusted to take vacancies into account.



4.0 Sickness Absence

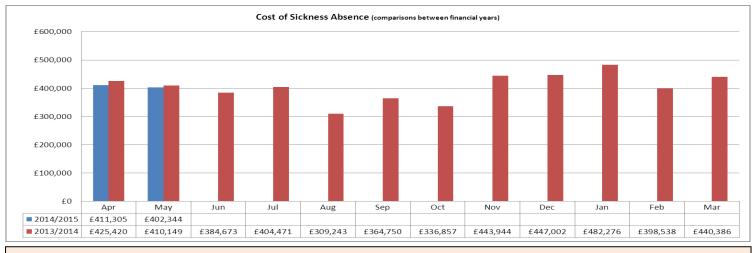


- Sickness absence has decreased in May 2014 by 0.35% to 4.35%, with the impact predominantly being seen within short term sickness.
 Areas with high absence have been escalated to senior management.
- Although sickness is still above target of 3.5%, the percentage of staff off sick compared with this time last year has decreased by 0.28% which is an improvement for the Trust. So far this financial year sickness absence is lower than 2013/2014.

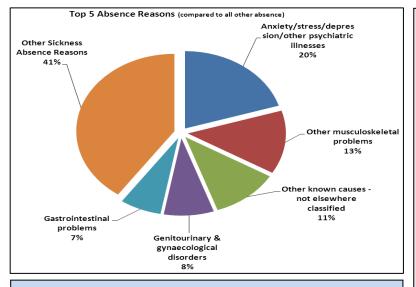


Areas for Concern

- Outpatients Newark Sickness absence increased by 6% in the month all attributable to short term sickness absence.
- Ward 43- a 1.67% increase took place in month with the sickness absence rate closing at 8.26%, 14 episodes of absence took place with long term sickness being the wards main issue.
- A&E KMH In May sickness absence totalled 7.18% with 16 episodes of absence taking place. There was an increase in month of 0.71% with long term sickness being the main reason for absence in the department.
- Ward 14 Gynae An increase of 1.46% in sickness absence took place in May totalling 12.90%.
- KTC Nursing Staff Sickness absence increased by 2.41% in the month totalling 8.46% with 16 episodes of absence taking place.
- Ward 25 and the Neonatal Unit have been escalated to Senior Management as areas for concern also.



• The cost of sickness absence in May 2014 was £402k, the year to date cost is already £811k, this the pure cost of paying staff to be absent from work.



Anxiety/stress/depression continues to challenge the Trust in terms of it being the highest absence reason for a continuing month totalling 20% of total absence. This continues to be monitored and managers are asked to make staff aware of the health and well being initiatives available to them.

Trends & Themes

- Monday continues to be the highest first day absent out of all of the absence that has taken place, something that has been a recognised trend for the last three months. Of the 611 episodes that took place in the month, 131 of those episodes started on a Monday (21%).
- The Health Care Support Worker role has the highest number of days lost due to sickness absence totalling 1354 working days. The sickness absence percentage rate for this group of staff stood at 8.25%, April was 8.58%.
- Band 5 Staff Nurses are the second highest role having lost 1099 working days, and the sickness absence rate for this group of staff In May was 4.64%.
- The total working days lost for the Trust in May 2014 was 4835 a reduction of 199 working days.

Sickness Absence Policy

The Trust has recognised that sickness absence is a particular issue that is affecting productivity and therefore work has been undertaken by the HR department to produce a new Sickness Absence Policy. The policy has now been agreed with staff side after they requested an amendment of the triggers to:

- 2 separate occasions of sickness absence in a rolling 6 month period, excluding pregnancy related illness, to;
- 1 occasion of 15 calendar days or more sickness absence

It was felt by staff side that this amendment would be more equitable for staff and will facilitate ease of management.

The policy will be implemented from the 1st July 2014 with the following implementation steps currently being worked through:

- Managers toolkit currently being devised in order to support managers with the implementation of the policy within their own areas.
- **Communications strategy** it is important that all staff are made aware of the new policy and therefore a comms plan is being put together.
- **Training** training for managers will be put in place and all managers are expected to attend, dates will be communicated in due course.
- Audit tool an audit tool is being produced so that the HR department will be able to monitor whether managers are implementing and managing their staff in line with the policy. If it is found that managers are not implementing the new policy they will be challenged.

The launch of the new Sickness Absence Policy will lead to enhanced performance management of sickness absence. The HR department are preparing a trajectory of proposed reductions.

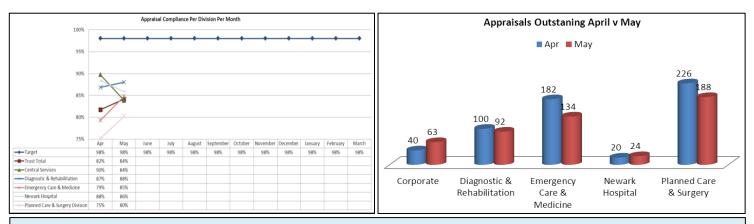
HR are currently scoping additional support required to focus on the implementation of the new policy, it is envisaged that 2 Band 5 posts will be recruited for 6 months and will contribute to managers implementing departmental systems to support the policy.

Benchmark Data - NHS staff sickness absence - latest figures show reduction – Information from the Health & Social Care Information Centre:

The latest NHS staff sickness absence rates released by the Health and Social Care Informatics Centre (HSCIC) show a decrease in overall sickness absence, falling to 4.44 per cent in January 2014 from 4.72 percent in January 2013. The data considers sickness absence rates and total days lost by staff group, Health Education England (HEE) region and organisation are basing the data on a 365 day financial year as the NHS is constantly open to the public. The data tells us:

- each staff group has shown reductions in sickness rate with the highest reduction being in qualified ambulance staff, to 6.94 per cent from 7.57 per cent
- the lowest staff sickness rate of any group were medical and dental staff at 1.33 per cent, decreasing from 1.42 per cent
- at 3.57 per cent North Central and East London has the lowest regional sickness absence whilst both the North East and North West have the highest at 5.09 per cent.
- The Trust's Sickness Absence has also shown a decrease within the same time frame, sickness absence in January 2013 was 5.50% compared with January 2014 when the figure reduced to 5.09%, but absence levels still remain above the average for the NHS.

5.0 Agenda for Change Appraisal Compliance



Movement in Month

- Appraisal compliance stood at 84% in May which was a 2% increase since April 2014.
- The Trust needs to increase appraisal compliance by 14% in order to reach the new 98% target, this means that an extra 55 appraisals need to take place every month between now and the end of March 2015, this will mean a 1.5% increase month on month.
- All divisions have improved their appraisal compliance apart from Corporate and Newark Hospital, with Planned Care & Surgery having the highest amount of appraisals outstanding.
- The Appraisal Policy will be reviewed alongside the quality of appraisals.
- Outstanding appraisals can have an impact on the quality of care delivered at the Trust and there is a risk that if objectives are not set performance will be compromised.
- There are some departments where appraisal compliance is low and sickness is high, HR are working with these areas to introduce organisational development interventions.



6.0 Mandatory Training Compliance

- Overall Trust compliance for Mandatory training at the end of May 2014 was 78%, 12% away from the 90% target.
- 102 staff did not attend training that had been booked for them in May 2014, this means a high number of training places are wasted every month.
- Divisions and staff are being reminded that they must become compliant with their mandatory training in order for the Trust to be assured that a safe and quality service is being delivered to patients They are also reminded that if staff are not compliant with mandatory training requirements it can impact on the quality of care and health and safety within the Trust.

7.0 Hard Truths – Current Staffing Levels

The Board are now required to receive a day by day breakdown of nurse staffing levels across our inpatient wards. May 2014 is the first month we have also needed to upload our staffing information onto unify. The plan going forward is that this information will be accessible to the public via NHS Choices, with the staffing data sitting alongside a range of safety indicators. As well as submitting the staffing data onto unify, Trusts are expected to publish their actual versus planned fill rates, ward by ward, on the Trust website. SFH have been publishing this data for three months. The data submitted onto unify indicated the following:

Trust data	Average Fill %-	Average Fill % -	Average Fill % -	Average Fill % -
	Reg (Day)	Care Staff(Day)	Reg (Night)	Care Staff (Night)
SFH	99%	110%	100%	112%

Shift by Shift Analysis

A shift by shift analysis is provided in Appendix 1. The table shows the planned versus actual staffing levels for all sites. Note: A shortfall is when a shift has less staff than planned. An overfill is when a shift has more staff than planned Key messengers:

The additional Registered Nurse on nights has been sustained

- There were 365 occasions (<1%) where minimal staffing levels were not met. 93/365 occasions were on Ward 23 where
 a professional decision has been made to work the night shift with 1 health care assistant instead of 2 and on days 5
 Registered Nurses instead of 6. This is becomes it is felt the workload is manageable and numbers are flexed according
 to the acuity and dependency of the ward.
- On Ward 52, 56 shifts were not filled to the established staffing levels for Registered Nurses, but this is being mitigated through the use of Health Care Assistants, whilst more Registered Nurses are recruited to support the dementia work.
- Comparing April 2014 and May 2014, there was a 55% reduction in shifts not filled. In April there were 665 shifts not filled, whereas in May this reduced to 365 shifts. This is a healthier position because more wards were included within the May calculation
- There were 1242 overfills during May 2014. This is higher than April 2014, where 1202 overfills were included within the baseline numbers
 - \circ 67 of these overfills were on NICU due to the number of babies on the intensive care unit
 - o In surgery, 82 of these overfills were on Ward 12 to support enhanced observation
- The majority of the overfills / additional staff are to support enhanced observation of our patients, often referred to as 1-1 care. In 2013 we introduced a risk assessment / decision making tool to provide more rigour in the requesting process for enhanced observation support. This tool may be too sensitive and is now triggering more 1-1 requests than is required. We are reassessing this tool, particularly in light of the recent guidance about Deprivation of Liberty as discussed in the May 2014 Trust Board Paper
- Medicine Division have been requested to assess Wards 35, 51, 42, 41 and 44 as these wards have very high overfill rates > 100 per ward per month and predominantly the reason cited for overfill is 'enhanced patient observation'.
- May is the first month we have been able to include inpatient maternity figures and overnight day case numbers. Even though both these areas are demonstrating a combination of shift shortfalls and shift overfills, both areas are flexing their workforce to meet service demand, whilst maintaining patient safety.
- Due to the need to upload the staffing information onto unify and the current upgrade to DATIX, we have been unable to validate and include the harms associated data for this month. We do not anticipate this being a problem from 1st July when we roll out the new DATIX process. However, May's harms data will be interrogated as part of the ward assurance meeting at the end of June.

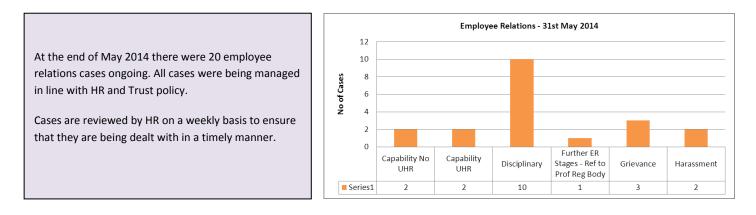
Susan Bowler - Executive Director of Nursing & Quality

8.0 Nurse Bank

	Request	ed Shifts	Banl	k Fill	Agen	cy Fill	Remaine	d Unfilled	Cancelled b	by the ward	% Filled by Bank
	Registered	Unregistered	Registered	Unregistered	Registered	Unregistered	Registered	Unregistered	Registered	Unregistered	
Jan-14	1590	2395	226	1446	1050	431	158	410	156	108	44.93%
Feb-14	1478	2311	202	1470	973	393	158	326	145	122	47.47%
Mar-14	1631	2624	228	1634	1050	510	162	321	191	159	47.68%
Apr-14	1371	2382	190	1413	898	524	90	283	193	162	47.17%
May-14	1511	2361	185	1444	1005	497	119	238	202	182	46.70%
Total Usage	7581	12073	1031	7407	4976	2355	687	1578	887	733	

Nurse bank has successfully recruited another 41 HCA's and 1 Registered Nurse. Since the last report we have a total of 21 HCA's who have fully completed their training and are actively working. The recent advert for Registered Nurses has attracted 3 candidates who will be interviewed shortly. The next Registered Nurse Advert will go onto the NHS Jobs website on the 20th June. Continued work is being undertaken to attract Registered Nurses onto Nurse Bank. Nurse Bank is now visible from the Sherwood Forest Internet site and can be accessed via the link to job vacancies. Work is shortly to be completed to enable Nurse Bank to have its own page on the hospital intranet site. Although bank variable pay spend increased in May 2014 the agency fill is still more than 50% of the fill rate and therefore correlates with the agency spend impact.

9.0 Employee Relations



10.0 Health & Safety Executive – Violence & Aggression

The Trust has been informed by the Health and safety Executive that they wish to conduct an Inspection of the way that the Trust manages work related violence and aggression. An inspector will be visiting the Trust on Wednesday 9 July 2014. The inspection is intended to follow on from a similar exercise conducted by the HSE on 16 May 2011. This inspection itself arose due to the investigation that the HSE undertook following the death of a patient on old ward 7. The patient died in police custody during restraint following a request for police assistance by the Trust.

The Inspection by the HSE on 11 May 2011 examined the topic of the management of violence and aggression, by consideration of a number of specific questions.

These being:

- The suitability of the Trusts violence & aggression policy
- Whether the Trust have identified the right 'vulnerable' staff for training
- The format of the training and whether it is suitable
- The numbers of staff trained and their specialism / locations
- How the Trust ensure that a suitable number of staff are on shift at any one time and spread throughout the departments
- The Trusts arrangements for calling the Police and arrangements for meeting / debriefing them on their arrival. (Is there a MoU between the Trust and Police as per the latest NHS Protect instructions)
- The relationship of the Trust with their security contractor. (Has the Trust made any written agreement with the firm on their role? Does the Trust check relevant training? Does the Trust training of its own staff include awareness of the limits of the security staff role?)

The outcome of the inspection on 11 May 2011 was that the Inspector was of opinion that there were deficiencies within the Trusts management of violence and aggression predominantly relating to the delivery of training.

The Trust response was to submit an action plan to the HSE based on addressing the four highlighted areas of concern. This action plan was signed off by the Trust's Executive Board on 22 June 2011. The HSE sent a letter to the Trust on 8 February 2012 asking for an update on progress with the action plan and a reply was sent form the Chief Executive outlining progress against the action plan.

Trust Actions

Issue	Action(s) Agreed	Current Position
"The Trust should demonstrate the rationale behind the decision making to not provide breakaway training to relevant staff, via a review of its training needs analysis"	Review of training requirements completed. Conclusion that the trust should be providing clinical holding skills to all nurses and HCA's in high risk areas. This would include breakaway skills training.	Clinical holding Skills provided to 11 areas on the basis of a risk assessment. Risk assessment signed off by the Health and Safety Committee.
"The Trust should develop an action plan to meet its policy of all front line staff being "in date" with respect to mandatory conflict resolution training"	Turnover rates, annual leave and sickness absence make it impossible for the trust to achieve to 100% in practice but the Trust aims for an 80% compliance rate. Improvements made on the	The current position on compliance with this mandatory training is monitored by Ted and the Clinical Governance and quality
"The Trust should complete its development of proposals for delivering "partnership training" and develop an action plan to deliver it" "The Trust should review the resource demands for delivering all of the above and make effective arrangements for sufficient resources to meet the need"		

Format for the Current Inspection

The format for the inspection on 9 July 2014 seems similar to the investigation conducted in May 2011. The inspector has asked for copies of the current Trust policy on the management of violence and aggression and relevant risk assessments. They want to see the Health and Safety Manager, The Local Security Management Specialist, a Safety Representative, a Senior Manager, the security contractor and a trust manager of the security contract. The inspector also wants to visit three clinical areas including ward 31, A&E and another to be put forward by the trust.

A team for the inspection is being put together under the leadership of Lisa Dinsdale. Notifications, pre-meets and rooms for the day of the inspection etc. are being arranged.

Main risks

An HSE inspector has considerable powers if they identify material breaches of the Legislation (the Health and Safety at Work Act 1974). These range from prosecutions, prohibition and improvement notices to the recovery of the costs for the inspector's time. Costs for HSE's time are recoverable at a rate of £122 per hour. Typically a letter of concern as received previously may cost the trust in the region of £1,000 if a material breach of the law is identified.

11.0 ESR Data Cleansing

The HR department receives a data quality report from Health Education East Midlands (HEEM) every month which informs the Trust of the issues with data quality that is held within ESR, the HR department received some funding from HEEM to reduce data quality issues. In January 2014 a part time project administrator was appointed, who has since been working to improve the quality of the data that is held in ESR. In the May 2014 report the Trust received a special mention which stated:

'Sherwood Forest Hospitals NHS Foundation Trust have shown the largest % improvement in their data quality score, increasing by 3.29% to 7385 points overall.'

This is an achievement for the HR department and work is continuing on the project until the end of July. The next focus is to improve equality and diversity data.

12.0 HR Restructure

The HR department have been undergoing a restructure during previous months, work is still on going but it is envisaged that the new structure will take effect from the 1st July 2014. The aim of the restructure is to move to the Business Partner model and ensure that HR are aligned to the divisions necessarily.

Month		Year				Ward	1																									
May		2014				Mate	ernity	Inpat	ients		Actu	al Off	Dutv																			
								-					-																			1
	DAY		FRI	SAT	SUN	MON	TUE	WED	ΤΗυ	FRI	SAT	SUN	MON	TUE	WED	ΤΗυ	FRI	SAT	SUN	MON	TUE	WED	ΤΗυ		SAT	SUN	MON		WED	ΤΗυ	FRI	SAT
Shifts	Baseline 10	1	2	3	4	5	6 10	7 10	8 10	9	10	11	12	13	14	15 10	16	17 9	18 9	19	20	21 9	22	23 9	24	25	26	27	28	29	30	31 10
Early Trained Early HCA	4	10 6	10 6	9 5	10 4	10 5	4	5	3	10 4	10 4	10 3	10 4	9 4	10 4	4	9 5	9 4	9 4	10 4	9 4	9 4	9 4	5	9 3	9 3	11 4	9 4	8 4	9 5	10 5	3
ate Trained	4 10	10	10	8	4 9	9	4 9	10	3 9	4 9	4 9	3 9	4 9	4 9	4 10	4 10	10	4	4 9	4	4	4 9	4 9	9	3 9	3	4	4 9	8	10	9	3 9
ate HCA	4	5	5	6	4	4	4	4	4	4	4	3	3	4	4	4	4	4	3	4	4	4	5	4	3	3	4	4	4	4	4	3
Night Trained	9	9	9	9	9	9	9	9	10	9	9	9	10	9	9	9	9	9	8	9	9	8	9	9	8	8	9	9	8	9	8	9
Night HCA	4	4	4	4	4	4	4	4	4	4	4	3	4	4	4	4	4	3	4	5	5	4	4	4	3	3	4	4	4	4	3	3
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Incidents (Sta	affing)																															
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-	-					-	-	-								-	-	-	-					Shifts								
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Month		Year				Ward	1																									
May		2014				FCU					Actu	al Off	Duty																			
Shifts	DAY Baseline	<u>ТНU</u> 1	FRI 2	SAT 3	SUN 4	MON 5	TUE 6	WED	THU 8	FRI 9	SAT 10	5UN 11	MON 12	<i>TUE</i> 13	WED 14	15	FRI 16	SAT 17	SUN 18	MON 19	TUE 20	WED 21	THU 22	FRI 23	SAT 24	SUN 25	MON 26	TUE 27	WED 28	THU 29	FRI 30	5AT 31
Early Trained	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Early HCA	2	2	2	2	2	2	2	2	2	2	2	3	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Late Trained	1	1	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Late HCA	2	2	2	2	2	2	2	2	2	2	2	3	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Night Trained	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Night HCA	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Twilight Trained Twilight HCA	0																															
Sister/Charge Nurse	U	v	v				n	v	n	n			v	n	n	n	v			v	v	v	v	v				v	v	v	n	
Supervisory Shifts (Enter Y or N)		y .	<u> </u>					y					Y				y			y y	y	y	y	y				y y	y y	y y		
(Enter For N)	-1-1-1-1-1-1-1-	<u> </u>	<u></u>		1-1-1-1-1-1-1-		1								<u>-:-:-:-:-:</u>			1	-1-1-1-1-1-1-1-1			4	<u>- : - : - : - : - : - : - : -</u>			<u> -:-:-:-:-:</u>						
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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Incidents (Medi	cation)										1																					
Incidents (St																																
incluents (50	ujjing)																															
Total Number o	f Shifts	252		Total	Numhe	r of Sha	ortfall	Shifts				А		Total	Numhei	r of Ov	orfill Sk	nifts				2			'Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	y	13
Total Number o	f Shifts	252		Total	Numbe	r of Sho	ortfall S	Shifts				4		Total	Numbei	r of Ove	erfill Sh	nifts				3		Sister/ Shifts	Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	y	13
Total Number o			n codes	Total	Numbe	r of Sho	ortfall S	Shifts				4		Total	Numbei	r of Ove	erfill Sh	nifts				3			Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	у 	13
			n codes	Total I	Numbe	r of Sha	ortfall S	Shifts				4		Total	Number	r of Ove	erfill Sh	nifts				3			(Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	<i></i>	13
Reasons for Shortfal			n codes	Total I	Numbe	r of Sho	ortfall S	Shifts				4		Total		r of Ove	erfill Sh	nifts				3			(Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	У 	13
Reasons for Shortfal Early Trained			n codes	Total	Numbe	r of Sho	ortfall S	Shifts				4		Total	h	r of Ove	erfill Sh	nifts				3			(Charge	e Nurse		Numbe	r of Sup		у 	13
Reasons for Shortfal Early Trained Early HCA Late Trained			n codes	Total I		r of Sho	ortfall S	5hifts				4			h	r of Ove	erfill Sh	nifts				3			(Charge	e Nurse	Total I	Numbe	r of Sup		у 	13
Reasons for Shortfal Early Trained Early HCA Late Trained Late HCA			n codes			r of Sho		Shifts							h c h c			nifts				3			(Charge	e Nurse		Numbe	r of Sup			13
Reasons for Shortfal Early Trained Early HCA Late Trained Late HCA Night Trained			n codes	Total I	Number	r of Shc		Shifts		h	i	4			h c h c h	h	h	hifts				3			(Charge	e Nurse			r of Sup		У 	13
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Reasons for Shortfal Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Comments: 14th May - RGN short	1/Overfill	and Actio	rm sick	h from Mit	h h	short terr	n sicness	i i i i i i i i i i i i i i i i i i i			i cit there,	hi	at short t	h	h c h c h							3									γ 	13
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Reasons for Shortfal Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Comments: 14th May - RGN shor	1/Overfill	and Actio	rm sick	h	h h	short terr	n sicness	i i i i i i i i i i i i i i i i i i i			i cit there,	hi	at short t	h	h c h c h							3									y	13
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Reasons for Shortfal Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> 14th May - RGN short	Voverfill	and Actio	rm sick rly RGN tated an all Reas ss (shou /Berea	h from Mir d require sons rt notic	h hHCA - s nster, Fer ed more e	short terr mwood H care inpu	m sicness ICA to Sci It for his s			fing defi Code	<mark>Overf</mark> Enhar Super	hi hi HCA nigh ill Reas	ons observ	h erm sick	h c h c h					HCA co RN co	overed vered H	n RN role		Shifts		e Nurse						13
Reasons for Shortfal Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Comments: 14th May - RGN short	Voverfill Voverfill h - trainn t term sicl batient wh	and Actio	rm sick rly RGN tated an all Rea ss (shou /Berea noved t	h from Mir d require sons rt notic	h h hHCA - s nster, Fer ed more e	short terr mwood H care inpu	m sicness ICA to Sci It for his s			fing defi Code i j k	Overf Enhar Super Reduc	HCA night	ons observ	h erm sick	h c h c h				o p q	HCA co RN cov Studei	overed vered H nt Nurs	n RN role ICA role	ed in n	Shifts		e Nurse						
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Month		Year				Ward																										
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hifts	Baseline 2	1 2	2 2	3 2	4	5	6	7 2	8	9	10 2	11 3	12	13	14	15 2	16	17 2	18 2	19 2	20 2	21 2	22 2	23 2	24	25	26	27 2	28	29	30	31
arly Trained arly HCA	4	4	4	2	2 5	2 4	2 4	4	2 4	2 5	4	3	2 5	2 4	3 3	4	3 3	4	4	4	4	4	4	2 5	2 5	2 5	2 3	2 4	2 4	3 3	2 4	2
ate Trained	2	4 2	2	2	2	2	4 2	4 2	2	2	4 2	2	2	4 2	2	4 2	2	4 2	4 2	4 2	4 2	4 2	4 2	2	2	2	2	4 2	2	2	2	4
ate HCA	2	3	3	3	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2	3	3	3	3	2	2	3	2	2	2	2	2	2
Night Trained	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
light HCA	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
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hortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
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Total Number o	f Shifts	364		Total I	Number	r of Sha	ortfall S	Shifts				5		Total	Numbe	r of Ov	erfill Sh	ifts				20				e Nurse	Total I	Numbe	r of Sup	pervisor	ry	7
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Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31 7
Early Trained Early HCA	8 5	8 5	8	8 5	8	9 4	9	8 7	9	8 7	8	8	8	8	8	8	8	8	8	8 7	8	8	8	8	7	6	7	8	8	8	7	
Late Trained	8	8	6 8	8	5 8	4 9	6 8	8	6 9	7	6 8	5 8	5 8	5 8	5 8	6 8	5 8	5 8	5 8	8	6 8	5 8	6 8	5 8	5 7	5 6	6 7	5 8	5 8	5 8	5 7	5 7
Late HCA	° 5	5	6	0 4	5	5	5	6	5	5	6	5	5	5	0 5	6	6	0 5	0 5	0 7	6	5	6	5	5	5	5	5	5	6	5	5
Night Trained	5	5	5	5	5	5	5	5	6	6	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Night HCA	4	4	4	4	5	4	4	4	4	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Twilight Trained	0	-	-		-	-	-	-	-	-		-	-	-		-		-	-			-	-	-		-				-	-	-
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Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	8					1	1		1																1	2	1				1	1
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Total Number of	Shifts	980		Total I	Vumbe	r of Sho	ortfall S	Shifts				17		Total	Numbe	r of Ov	erfill Sl	nifts				32		Sister, Shifts	-	e Nurse	Total	Numbe	r of Sup	pervisor	У	20
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Early Trained	3	3	3				3	3	4	3			3	4	3	4	3			3	4	4	3	3				3	3	2		
Early HCA	2	2	2				2	2	2	2			2	2	2	2	2			2	2	2	1	1				0	1	2		
Late Trained	2	2	1				2	2	2	2			2	2	2	3	2			2	1	1	2	2				1	2	1		
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Early Trained	3	4	4	4	4	5	4	4	4	5	4	4	4	4	4	4	4	4	4	4	3	4	4	4	3	3	4	3	3	3	3	3
Early HCA	1	1	1	1	1	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	1	0	0	1	1	0	1
Late Trained	3	4	4	4	4	5	3	4	4	5	4	4	4	4	4	3	3	4	4	4	3	3	4	4	3	3	4	3	3	3	3	3
Late HCA	1	1	1	1	1	0	1	0	1	0	0	1	1	0	1	1	1	1	0	0	1	1	1	0	1	1	0	0	1	1	0	1
Night Trained	3	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	3	3	3	3
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Twilight Trained	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
Twilight HCA Sister/Charge Nurse	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
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Early Trained	4	4	6	4	4	4	4	4	5	5	5	5	4	4	5	4	4	5	3	4	5	4	4	4	4	3	5	5	4	4	5	5
Early HCA	4	4	4	4	4	4	4	4	5	5	4	3	5	5	4	5	5	3	5	6	4	5	4	4	4	4	4	4	5	4	5	4
Late Trained	4	4	4	4	4	4	4	4	5	4	4	4	4	4	5	4	4	4	3	3	5	3	4	3	4	3	5	5	5	4	4	4
Late HCA	4	4	4	3	4	4	4	4	5	5	4	5	5	5	4	5	5	5	4	4	4	5	4	3	4	4	4	4	3	4	4	5
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	4	4	3	3	3	4	3	3	3	3	4	3	4	3	3
Night HCA	3	4	3	3	3	3	3	3	4	4	4	4	3	4	4	4	4	3	3	4	3	3	3	4	4	4	4	3	4	3	4	4
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Early Trained	4		2						1	1	1	1			1			1	1		1					1	1	1			1	1
Early HCA	4								1	1		1	1	1		1	1	1	1	2		1							1		1	
Late Trained	4								1						1				1	1	1	1		1		1	1	1	1			
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Night HCA	3	1							1	1	1	1		1	1	1	1	1	1	1			1	1	1	1	1	-	1	1	1	1_
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Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Early HCA	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
Late Trained	3	3	3	3	3	3	3 3	3	3 3	3	3	3	3	3	3	3	3 3	3 3	3	3	3	3	3	3 3	3	3 3	3	3	3	3	3	3
Late HCA	3	3	3	-	3	3		3		2	3	3	2	3	2	3			3	2	3	3	3		3		3	3	3	3	3	2
Night Trained	2	3	3	3	3	3	3	3	3	3 2	3	3	3	3	3	3	3	3	3 2	3	3	3	3	3	3	3	3 2	3	3	3	3	3
Night HCA Twilight Trained		2	2	2	2	2	2	2	2		2	2	2	2	2	2	2	2		2	2	2	2	2	2	2		2	2	2	2	2
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Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3	-	-		-		Ū	,	0		10			15	14	15	10		10	15	20		~~	23	24	25	20		20	25	- 50	51
Early HCA	3				-	-				1	-		1													-			-			1
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Total Number of	f Shifts	476		Total	Numbe	er of Sho	ortfall S	Shifts				8		Total	Numbei	of Ove	erfill Sh	ifts				0		Sister/ Shifts	/Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	У	11
				Total	Numbe	er of Sho	ortfall S	Shifts				8		Total	Numbei	of Ove	erfill Sh	ifts				0			/Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	У	11
Reasons for Shortfall				Total	Numbe	er of Sho	ortfall S	Shifts				8		Total	Number	of Ove	erfill Sh	ifts				0			/Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	У	11
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Early Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Early HCA Late Trained	3	4 3	3 3	4	4 3	4 3	4	4	4 3	4	4	4	4	4	4 3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Late HCA	3	3 4	3	3 4	3 4	4	3 4	4	3 4	3 4	4	3 4	3 4	3 4	3 4	3 4	3 4	3 4	4	3 4	4	3 4	3 4	3 4	3 4	3 4	3 4	4	3 4	4	3 4	4
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
Night HCA	2	3	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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Early Trained Early HCA	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3
Late Trained	3	3 3	4 3	3 3	4 3	4 3	4 3	4 3	4 3	4 3	4 3	2 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	2 3	2 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3
Late HCA	3	3	3	1	4	4	4	4	4	4	4	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3
Night Trained	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	2	3	3	3	2	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
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Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> 3.5.14 late - weekend 5.5.14 - night -1:1 in p	d no cover place , hca propriate Code a b c d c d e f g	in trust, i sickness a siy - no ava Shortfa Sicknes Carers/ Staff m DNA Bo Cancell DNA Ag	r worked agency u and inab ailability ailability all Reas s (shor (Bereau oved t oved t ank ed Bar gency ed Age	d ward inable to illity to c of from te cons int notic vemen o anot ok ency	cover/cover am/trust ce) t (short ther are	duty site propriate /bank/a	ly escala gency	aware al	i i Iso no 1:1	availabl ed on ex i j k I m	overfi Enhan Superi Reduc Audit Link M	affing , a Il Reaso ced pt o numery ed Occo /ork	ons observa upancy	ntion	working	explored			o p q r s	Action HCA co RN cov Studer Staff n Decisio	s Taker overed I vered H nt Nurso noved i on take	RN role CA role count n from n not to	ed in ni anothe o cover									

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Early Trained	4	4	4	4	4	4	5	4	5	4	4	4	4	5	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Early HCA Late Trained	4	4	4	4	4	4	4 5	4	5 5	4	3 4	4	4	3 4	4	4	4 4	4	4	4 4	4	4	4	4	4	4	4	3 4	4	4	4	4
Late HCA	4	4	4	4	4	4	3	4	4	4	3	4	4	4 3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Night Trained	3	4	4	4	4	3	4	4	3	4	4	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	3	3	3	3	3	3	3	3	3	2	2	4	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Twilight Trained																																
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Early Trained	4	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Early HCA Late Trained	3	3	3 4	4	4	3	3 4	3 4	3 4	4	3 4	4	3 4	3 4	3 4	3 4	3 4	3	3 4	4	3 4	3	3 4	3 3	3	3	3	3	3	3	3	4
Late HCA	3	4	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	4	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Twilight Trained		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
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(Enter Y or N)																																
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Early Trained	3	3	3	3	3	3	3	4	3	4	3	4	3	4	3	3	3	3	2	3	3	3	4	3	3	3	3	3	3	3	3	3
Early HCA Late Trained	3	4	4 3	3 3	3	4	3 3	3	3 3	3 4	3	2	3	3	3	3	3	3	3 2	3 3	3 3	3 3	3 4	5	4	4 3	3	4	4	4	4	4
Late HCA	3	3 4	3 4	3	3 3	3 4	3	4 3	3	4	3 3	4 2	3 3	4	3 3	3 3	3 3	3 3	2	3	3	3	4	3 5	3 4	3	3 3	3	3 3	3 4	3 4	3 4
Night Trained	3	4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	2	3	3	2	3
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Twilight HCA																																
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Total Number of	^r Shifts	476		Total	Numbe	r of Sho	ortfall S	shifts							tunno ci	0,01	21 jili 31							Shifts								
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Comments:	Establis	hment is 2	HCA on	nights. V	Ve have	decided	to only h	ave 1 as v	workload	is easily	managea	ble with	1 genera	lly, addit	ional HC/	A used w	hen requ	ired or to	or 1-1 car	e. Also, a	s previou	sly stated	destablis	shment is	6 nurses	through	out the d	day, whil	st this is o	optimal v	vard is sa	felyr
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Month		Year				Ward	1																									
May		<mark>2014</mark>				<mark>25</mark>					<mark>Actu</mark>	<mark>al Off</mark>	Duty																			
	DAY	τηυ	FRI	SAT	SUN	MON	TUE	WED	τηυ	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	τηυ	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	7	9	7	6	6	6	9	7	10	6	6	6	7	7	7	8	7	6	6	7	7	6	8	9	6	6	6	8	8	9	7	6
Early HCA	2	2	2	2	2	2	2	3	2	2	2	2	2	2	3	2	3	2	2	2	2	2	1	3	2	2	1	3	2	2	2	2
Late Trained	7	7	7	6	6	6	8	7	7	6	6	6	7	6	7	7	6	6	6	7	7	6	6	8	6	6	6	7	7	6	6	5
Late HCA	2	2	2	2	2	2	2	3	2	2	2	2	2	2	3	2	3	2	1	2	2	3	1	2	2	2	1	3	2	2	2	2
Night Trained	6	6	6	6	5	5	5	5	6	5	6	6	6	5	6	6	6	6	5	5	6	5	4	5	6	6	6	6	6	6	6	6
Night HCA Twilight Trained	1	0	0	1	1	0	0	1	1	1	0	1	0	0	0	0	1	1	1	0	0	1	0	0	0	0	0	0	1	0	0	0
Twilight HCA	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
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Supervisory Shifts (Enter Y or N)																								l í								
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Early Trained	7	2		1	ļ		2		3	1		-		-		1						1	1	2				1	1	2		
Early HCA	2							1		1					1		1						1	1			1	1				
Late Trained Late HCA	7			1			1	1					<u> </u>	1	1		1		1			1	1	1		<u> </u>	1	1	<u> </u>	1	1	1
Night Trained	6				1	1	1	1		1			<u> </u>	1	-		-		1	1		1	2	1				-				
Night HCA	1	1	1		_	1	1			_	1		1	1	1	1			_	1	1		1	1	1	1	1	1		1	1	1
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				Total	Numbe	er of Sho	ortfall S	Shifts				49		Total	Numbe	r of Ove	erfill Sh	nifts				27				e Nurse		Numbe	r oj sup		,	10
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Reasons for Shortfa Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Comments member of staff. Over	I/Overfill	and Actio n h staff drop t	h h o 6 on a s o a clinic	h h sat/sun/b	h h h	a a h Other shu	i n a h	i i a s all put o		h h encies but	h h not filled.	h h	or trained	a h h staff are o	i i h	i h	i a i S and foo	h h	h a a ges - both k, therefo	h n reqire a re unable	trained to cover	a i a	a i a	Shifts i i a	h	h	h a h a	i i	i	i h	h	h a
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Month		Year				Ward	1																									
May		2014				31					Actus	al Off	Duty						-	-							-			_		-
inay	-	2014				<u>J</u>					Actu		Duty																			1
	DAY	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained Early HCA	3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	3 3	4 3	3 3	3 3
Late Trained	3	3	3 4	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	<u> </u>	3	3	3	3	3	3
Late HCA	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Twilight Trained	0																															
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Sister/Charge Nurse Supervisory Shifts		у	у			n	n	n	n	у			n	у	У	У	n			у	У	Ŷ	у	У					<u> </u>			
(Enter Y or N)																																
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3					-										-					-									1		
Early HCA	3																															
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Total Number of	f Shifts	476		Total I	Numbe	r of Sho	ortfall S	Shifts				2		Total I	Numbe	r of Ove	erfill Sh	ifts				3		Shifts								11
Reasons for Shortfall	l/Overfill ;	and Actio	1 codes																										<u> </u>			
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Month		Year				Ward																										
may	1	2014				43					Actu	al Off	Duty																			
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	DAY		FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Shifts Early Trained	Baseline 4	1 4	2 4	3 4	4 4	5 4	6 4	7 4	8 4	9 4	10 4	11 4	12 4	13 4	14 4	15 4	16 4	17 4	18 4	19 4	20 4	21 4	22 4	23 4	24 4	25 4	26 4	27 4	28 4	29 4	30 5	31 5
Early HCA	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	4	3	3	3	3	3	3	3	2	2
Late Trained	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Late HCA	3	3	3	3	3	3	3	3	3	3	2	3	3	3	2	3	3	3	3	2	3	3	3	2	3	3	3	3	3	3	3	2
Night Trained	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Night HCA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Twilight Trained																																
Twilight HCA																																
Sister/Charge Nurse Supervisory Shifts		n	у	• . • . • . • . • . • . •		n			n	У			у	У	у		у				n	у		у								
(Enter Y or N)																																
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	4	-	-	,		,	3	, ·			10			15			10		10	15											1	1
Early HCA	3			1		1															1		1								1	1
Late Trained	4																													1		
Late HCA	3										1				1					1				1								1
Night Trained	4											1	1																			
Night HCA	2																															
Twilight Trained	0																															
Twilight HCA	0																															
Incidents	s (Falls)																															
Incidents (Media	cation)																															
Incidents (St	affina)																															
Total Number of	f Shifts	560		Total	Numbei	r of Sho	ortfall S	Shifts				9		Total	Number	r of Ov	erfill Sh	nifts				5			Charge	e Nurse	Total	Numbe	r of Sup	pervisor	'Y	8
					1	-		-									-	-	-					Shifts	1		1	1	1	1		
Reasons for Shortfall	I/Overfill	and Actio	n codes								1			1				1			1							1		1		1
Early Trained		а				n																									р	р
Early HCA			j	j		а			а	i	i	i	1	I.	1			I.	i i		n	i	i	i i	1	i i		ı.	i i	1	р	р
Late Trained											а												n	а			1					
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Late HCA			j	j		а			а	i	i	g	1	i	а			i	1	а		i			1			i	а	1	1	
Night Trained													с	t						t												
												i i	1	i	1	i	i	1	1	1		i i	i	i.	1	i i	i	i	1	1	1	
Night HCA				i	i	i	i	i	1																							
Twilight Trained				i	i	i	i	i	I																							
Twilight Trained				i	i	i	i	i	i	-																						
Twilight Trained Twilight HCA	5th Shift	out to ba	nk/agen		i Die to cov	er	i	i	i																							
Twilight Trained Twilight HCA Comments:					i Die to cov	i er	i	i	i																							
Twilight Trained Twilight HCA	team sup	ported al	l day	cy - unal	i Die to cov	er	i	i	i																							
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms	team sup . Bank/ ag	ported all ency unat	l day ole to cov	cy - unal	i ble to cov	er	i	i	i																							
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	team sup . Bank/ ag arrived. S	ported all ency unab ent one to	l day de to cov anothe	cy - unal ver r ward	i le to cov	er	i	i	i																							
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	team sup . Bank/ ag	ported all ency unab ent one to	l day ole to cov	cy - unal ver r ward	i ble to cov	er	i	i	i	Code		ll Reas	ons						Code	Action	ns Take	n										
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	team sup . Bank/ ag arrived. S	ported all ency unab ent one to Shortfa Sicknes	l day ole to cov o anothe all Rea: ss (shoi	cy - unal ver r ward sons rt notic	e)			i	i	Code	Overfi	ll Reas		ation					Code	HCA c	overed	RN role										
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	Eteam sup Bank/ agarrived. So Code a b	ported all ency unak ent one to Shortfa Sicknes Carers,	l day ole to cov o anothe all Reas ss (shou /Berea	cy - unal ver r ward sons rt notic	e) t (short	notice		i	i	i j	<mark>Overfi</mark> Enhan Superi	ced pt numery	observa '						o p	HCA c RN co	overed vered H	RN role CA role										
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	Bank/ag arrived. So Code a b C	ported all ency unab ent one to Shortfa Sicknes Carers, Staff m	l day ole to cov o anothe all Reas as (shoi /Berea noved t	cy - unal ver r ward sons rt notic	e)	notice		i	i	i j k	<mark>Overfi</mark> Enhan Superi Reduc	ced pt numery ed Occi	observa '						o p q	HCA co RN co Stude	overed vered H nt Nurs	RN role CA role e count	ed in n									
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	Eteam sup Bank/ ag arrived. So Code a b C c d	Shortfa Shortfa Sicknes Staff m DNA B	i day ole to com o anothe all Reas ss (shou /Berea noved t ank	cy - unal rer r ward sons rt notic vemen o anot	e) t (short	notice			i	i j k	<mark>Overfi</mark> Enhan Superi Reduc Audit	ced pt numery ed Occi	observa '						o p q r	HCA co RN co Stude Staff r	overed vered H nt Nurs noved i	RN role CA role e count n from	ed in n anothe									
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	team sup Bank/ ag arrived. So Code a b c d e	Shortfa Shortfa Sicknes Staff m DNA B Cancel	l day ole to com o anothe all Reas ss (shou /Berea hoved t ank led Bau	cy - unal rer r ward sons rt notic vemen o anot	e) t (short	notice			i	i j k l m	Overfi Enhan Super Reduc Audit Link W	ced pt numery ed Occi /ork	observo upancy						o p q r s	HCA co RN co Stude Staff r Decisi	overed vered H nt Nurs noved i on take	RN role CA role e count n from n not to	ed in n anothe o cover									
Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	team sup Bank/ ag arrived. S Code a b c c d e f	ported all ency unable ent one to Shortfa Sicknes Carers, Staff m DNA B Cancel DNA A	l day ole to com o anothe all Reas ss (shou /Berea hoved t ank led Bau gency	cy - unat rer r ward sons rt notic vemen o anot nk	e) t (short	notice			i	i j k	Overfi Enhan Super Reduc Audit Link W	ced pt numery ed Occi	observo upancy						o p q r	HCA co RN co Stude Staff r Decisi	overed vered H nt Nurs noved i on take	RN role CA role e count n from	ed in n anothe o cover									
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Twilight Trained Twilight HCA <i>Comments:</i> 8th -Reducing harms 19th - vacancy cover.	team sup Bank/ ag arrived. S Code a b c c d e f	ported all ency unable ent one to Shortfa Sicknes Carers, Staff m DNA B Cancel DNA A	a day ole to cov o anothe anothe ss (shou /Berea noved t ank led Bau gency led Ag	cy - unal ver r ward sons rt notic vemen ro anot nk ency	e) t (short her are	notice				i j k l m	Overfi Enhan Super Reduc Audit Link W	ced pt numery ed Occi /ork	observo upancy						o p q r s	HCA co RN co Stude Staff r Decisi	overed vered H nt Nurs noved i on take	RN role CA role e count n from n not to	ed in n anothe o cover									

Month		Year				Ward	1																									
May	1	2014			· ·	35		_			Actu	al Off	Duty	_																_		
Iviay		2014				33					Actu		Duty																			
	DAY	τηυ	FRI	SAT	SUN	MON	TUE	WED	тни	FRI	SAT	SUN	MON	TUE	WED	τηυ	FRI	SAT	SUN	MON	TUE	WED	τηυ	FRI	SAT	SUN	MON	TUE	WED	τηυ	FRI	SAT
Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	4	4	3	4	3	3	3	3	4	3	3	3	4
Early HCA	3	4	4	3	4	4	3	5	5	4	4	5	4	6	4	4	4	4	4	5	4	6	5	5	6	5	3	3	5	4	4	3
Late Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	4	4	3	4	3	3	3	3	4	3	3	3	4
Late HCA	3	5	4	2	4	3	3	5	4	4	5	5	4	6	4	4	4	4	4	5	4	5	5	5	6	5	4	3	5	4	4	2
Night Trained	3	3	3	3	3	4	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	3	4	3	4	3	4	3	3	4	4	4	4	4	4	4	3	4	4	4	4	4	4	5	5	5	4	4	4	5	4	4
Twilight Trained	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
Twilight HCA	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
Sister/Charge Nurse Supervisory Shifts		у	у				у	у	у	у			у	У		n	у			у	у							у	n	у		
(Enter Y or N)																																
			-	-		_	-	-		-																						
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3															1				1	1		1					1				1
Early HCA	3	1	1		1	1		2	2	1	1	2	1	3	1	1	1	1	1	2	1	3	2	2	3	2			2	1	1	
Late Trained	3	_									_	_		_		1				1	1		1	_	_			1				1
Late HCA	3	2	1	1	1			2	1	1	2	2	1	3	1	1	1	1	1	2	1	2	2	2	3	2	1		2	1	1	1
Night Trained	3		_			1	_	1	1	_		_	_	_				_	_	_				_	_		-				_	
Night HCA	2	1	2	1	2	1	2	1	1	2	2	2	2	2	2	2	1	2	2	2	2	2	2	3	3	3	2	2	2	3	2	2
Twilight Trained	0																															
Twilight HCA	0																															
Incidents	(Falls)																															
Incidents (Media	cation)																															
Incidents (St	affina)																															
			1																					Sister/	Charge	Nurse	Total I	Numbei	r of Sup	ervisor	v	
Total Number of	Shifts	476		Total I	Number	r of Sho	ortfall S	Shifts				2		Total I	Number	r of Ove	erfill Sh	lifts				155		Shifts							-	13
Reasons for Shortfall	/Overfill	and Action	1 codes		1	1	1	r –	1		1	1		1			[1		I	I		r –		r –	1		
Early Trained																j				j	j		j					j				j
Early HCA		i.	i i		i	i		i.	i	i	i	i.	i	i	i	i i	i i	i	i	i	i	i	i	i	i	i			i.	i	i	
Late Trained																i				i	i		i					i				i
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Late HCA		i	í	а	i			i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i		i	i	i	р
Night Trained		i	i	а	i	i		i	i	i	i	i		i	i	-		i	i	-	,	i	i	i	I	i	i		i	i	i	р
		i	i	a	i	i	i	i i	i i	i	i	i	i	i	i	-	i	i	i	-	,	-	i i	i	i	i	i	i	i	i	i	p
Night Trained			i	a i	i		i	i i							i	i			i	-	,		i	i			i	i	i		i	p i
Night Trained Night HCA Twilight Trained			i	i	i		i	i							i	i			i	-	,		; ; ;	i			i	i	i		i	i
Night Trained Night HCA Twilight Trained Twilight HCA			i	i	i		i	i							i	i			i	-	,		i i	i			i	i	i		i	i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>		i	i i	i	i	i	i i	i	i						i	i			i	-	,		i i	i			i	i	i		i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a		i	i i er 3+4 (LC	i	i i	i	i risk of fa	i i i	i						i	i			i	-	,		i i	i			i	i	i		i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	pm.	i ng numbe		i)) 3+3 (N		i s as high			ohorted	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i		i i	i	i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a	pm.	i ng numbe		i)) 3+3 (N		i s as high			ohorted	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i	i		i i abbs is av	i	i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	pm. Ider trem	i ng numbe endous pr	essure a	i) 3+3 (N nd at tim		i s as high			ohorted	i	i rs of staff	i f to enhai	i nce care.	i	i	i	i	i	i ng enhan	i i ced care	i i in Bbay a	i nd Cbay.	i	i	i	i	i		i i abbs is av	i	i i	P i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. Ider trem Code	i ng numbe endous pr Shortfa	essure a Ill Reas	i)) 3+3 (N nd at tim ONS	nes throu	i s as high			ohorted	i member Code	i rs of staff	i f to enhau	i nce care.	i Now has	i	i	i	i	i ng enhan Code	i ced care	i i in Bbay a s Taker	i nd Cbay.	i	i	i	i	i		i i abbs is av	i	i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. Ider trem Code a	i i i i i i i i i i i i i i i i i i i	essure a III Reas is (shor	i) 3+3 (N nd at tim ons t notic	nes throu ce)	i s as high ghout the	e month		ohorted	i	i rs of staff Overfi Enhan	i f to enhan II Reas ced pt o	i nce care. ons observe	i Now has	i	i	i	i	i ng enhan Code O	i ced care Action	i in Bbay a s Taker	i nd Cbay. 1 <i>RN role</i>	i Security	i	i	i	i		i i abbs is av	i	i i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. der tremo Code a b	i ng numbe endous pr Shortfa Sicknes Carers/	essure a Ill Reas is (shor Bereau	i) 3+3 (N nd at tim ons t notic vement	nes throu ce) t (short	s as high ghout the	e month		ohorted	i member Code i j	i overfi Enhan Superi	i f to enhau II Reas ced pt o numery	i nce care. ons observe	i Now has	i	i	i	i	i Code O P	i i Action HCA co	i Bbay a s Taker overed H	i nd Cbay. 1 <i>RN role</i> <i>CA role</i>	i Security	i is now ro	i bunding t	i	i		i i abbs is av	i	i i	p i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. Ider trem Code a b C	ng numbe endous pr Shortfa Sickness Carers/ Staff m	essure a II Reas ss (shor /Bereau poved t	i) 3+3 (N nd at tim ons t notic vement	nes throu ce)	s as high ghout the	e month		ohorted	i member Code	rs of staff Overfi Enhan Superi Reduc	i f to enhan II Reas ced pt o	i nce care. ons observe	i Now has	i	i	i	i	i Code o p q	i i Action HCA co Studen	in Bbay a s Taker overed H rered H	nd Cbay. N RN role CA role e count	i Security	i is now ro	i bunding t	i	i		i i abbs is av	i	i i	р і
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. der trem Code a b c d	ng numbe endous pr Shortfa Sickness Carers/ Staff m DNA Bo	essure a all Reas as (shor /Bereau boved t ank) 3+3 (N nd at tim ons t notic yement o anot	nes throu ce) t (short	s as high ghout the	e month		ohorted	i member Code i j k I	s of staff	i f to enhai Il Reaso ced pt o numery ed Occo	i nce care. ons observe	i Now has	i	i	i	i	i Code O P q r	i Action HCA co Studer Staff n	in Bbay a s Taker overed H rered H nt Nurso noved i	nd Cbay. N RN role CA role e count n from	Security Security eed in n anothe	i is now ro umbers r area	i bunding t	i	i		i i abbs is av	i	i i	р і
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	Code a b c d e	ng number endous pr Shortfa Sickness Carers Staff m DNA Bo Cancell	essure a Ill Reas ss (shor /Bereau boved t ank led Bar) 3+3 (N nd at tim ons t notic yement o anot	nes throu ce) t (short	s as high ghout the	e month		ohorted	i Code i j k I m	s of staff Overfi Enhan Superr Reduc Audit Link M	i f to enhai Il Reas ced pt o numery ed Occo	i nce care. ons observo	i Now has	i	i	i	i	i Code o p q r s	i Action HCA co Studer Staff n Decisio	in Bbay a s Taken overed vered H nt Nurss noved i on take	nd Cbay. n RN role CA role e count n from n not to	security	i is now ro umbers r area	i bunding t	i	i		abbs is av	i	i i	P i i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. der trem Code a b c d e f	ng numbe endous pr Shortfe Sicknes Carers/ Staff m DNA Be Cancell DNA Ag	essure a all Reas as (shor /Bereau oved t ank led Bar gency	i) 3+3 (N nd at tim ons t notic vement o anot bk	nes throu ce) t (short	s as high ghout the	e month		ohorted	i member Code i j k I	s of staff Overfi Enhan Superr Reduc Audit Link M	i f to enhai Il Reaso ced pt o numery ed Occo	i nce care. ons observo	i Now has	i	i	i	i	i Code O P q r	i Action HCA co Studer Staff n Decisio	in Bbay a s Taker overed H rered H nt Nurso noved i	nd Cbay. n RN role CA role e count n from n not to	security	i is now ro umbers r area	i bunding t	i	i		i i abbs is av	i	i i	P i i i i i i i i i i i i i i i i i i i
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. der trem Code a b c d e f g	i ng numbe endous pr Shortfa Sickness Carersy Staff m DNA Ba Cancell DNA Ag Cancell	essure a ll Reas ss (shor /Bereau oved t ank led Bar gency led Age	i o) 3+3 (N on at tim o anotic vement o anotic ok	nes throu re) t (short her are	s as high ghout the	e month		ohorted	i Code i j k I m	s of staff Overfi Enhan Superr Reduc Audit Link M	i f to enhai Il Reas ced pt o numery ed Occo	i nce care. ons observo	i Now has	i	i	i	i	i Code o p q r s	i Action HCA co Studer Staff n Decisio	in Bbay a s Taken overed vered H nt Nurss noved i on take	nd Cbay. n RN role CA role e count n from n not to	security	i is now ro umbers r area	i bunding t	i	i		abbs is av	i	i i	р і і
Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i> Patient held under a 8.5.14 HCA short for p	om. der trem Code a b c d e f	ng numbe endous pr Shortfe Sicknes Carers/ Staff m DNA Be Cancell DNA Ag	essure a ll Reas ss (shor /Bereau oved t ank led Bar gency led Age	i o) 3+3 (N on at tim o anotic vement o anotic ok	nes throu re) t (short her are	s as high ghout the	e month		ohorted	i Code i j k I m	s of staff Overfi Enhan Superr Reduc Audit Link M	i f to enhai Il Reas ced pt o numery ed Occo	i nce care. ons observo	i Now has	i	i	i	i	i Code o p q r s	i Action HCA co Studer Staff n Decisio	in Bbay a s Taken overed vered H nt Nurss noved i on take	nd Cbay. n RN role CA role e count n from n not to	security	i is now ro umbers r area	i bunding t	i	i		i i abbs is av	i	i i	p i i

Month		Year				Ward	ł																									
May		2014				36	-				Actu	al Off	Duty										_									
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	DAY		FRI	SAT	SUN 4	MON 5	TUE	WED		FRI	FRI		MON		WED	THU	FRI	SAT	SUN	MON		WED	THU	FRI	SAT	SUN	MON	TUE				SAT
Shifts Early Trained	Baseline 3	1 3	2 4	3 3	4	4	6 4	3	8 3	9 3	10 3	11 3	12 3	13 3	14 3	15 3	16 4	17 3	18 3	19 3	20 3	21 3	22 3	23 3	24 3	25 3	26 4	27 4	28 4	29 4	30 4	31 4
Early HCA	3	3	3	3	2	2	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3	3	2
Late Trained	3	3	3	3	3	4	4	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	4	3	4	4	4	3
Late HCA	3	3	3	3	2	2	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	2
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	2
Twilight Trained																																
Twilight HCA																																
Sister/Charge Nurse Supervisory Shifts		У					У	У	У	У			У	У	У	У	n			У	У	У	У	У			У	У	У	У	У	У
(Enter Y or N)																																
Chartfall (Quarfill	Deselling	1	2	2	4	5	6	7	8	9	10	11	12	12	14	15	10	17	10	10	20	21	22	22	24	25	26	27	20	20	20	21
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16 1	17	18	19	20	21	22	23	24	25	26 1	27	28	29	30	31
Early Trained Early HCA	3		1		-	1	-				1						1	1					1				- 1	1	1	-	1	1
Late Trained	3			1		1	1		1								1										1		1	1	1	
Late HCA	3				1	1					1				1		-	1						1	1		-		-	-	-	1
Night Trained	3				_	_					_							_														_
Night HCA	2							1				1			1	1								1								
Twilight Trained	0																															
Twilight HCA	0																															
Incidents	(Falls)																															
Incidents (Medic																																
	-																															
Incidents (Sto	affing)																															
													-										1	Sister	Charae	e Nurse	Total	lumher	r of Sur	pervisor	· · ·	
Total Number of	f Shifts	476		Total I	Numbe	r of Sho	ortfall S	Shifts				11		Total	Numbe	r of Ove	erfill Sh	ifts				20		Shifts							,	20
Reasons for Shortfall	/Overfill a	and Actio	n codes																													
Early Trained			i			n	n										n										n	n	n	n	n	n
	100000000000000000000000000000000000000										d							а					а									e
Early HCA					b	b																										-
Early HCA			,		b	b					u																					
Late Trained						n	n										n										n		n	n	n	
					b		n				d						n	а									n		n	n	n	е
Late Trained						n	n										n	а									n		n	n	n	e
Late Trained Late HCA						n	n	i								i	n	а									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA						n	n	i								i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained						n	n	i								i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA			·		b	n b	n	i								i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>					b b bank/age	n b					d					i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>					b b bank/age	n b			/Co-ordin	nate discl	d					i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>					b b bank/age	n b			/Co-ordin	nate discl	d					i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>					b b bank/age	n b			/Co-ordin	hate discl	d					i	n	a									n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA Comments:	HCA short	fall, All o	other N	shifts to s	b b bank/age	n b			/Co-ordin		d					i	n	a	Code	Action							n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA Comments:	HCA short Code	fall, All o Shortfa	other N	shifts to s	b bank/ag	n b			/Co-ordin	Code	d harges	ll Reaso				i	n	a	Code		ns Take						n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA Comments:	HCA short Code	fall, All o Shortfa Sicknes	other Na all Rea ss (sho	shifts to s sons rt notic	b bank/ag support p	n b ency preceptor	rship nurs		/Co-ordin		d harges Overfi Enhan	ced pt o	observ	ation		i	n	a	o	HCA c	overed	RN role					n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	HCA short Code a b	fall, All o Shortfa Sicknes Carers,	all Rea ss (sho /Berea	shifts to s sons rt notic	bank/age bank/age support p	n b ency preceptor	rship nurs		/Co-ordir	Code i j	d harges Overfi Enhan Superi	ced pt o numery	observo '			i	n	a	o p	HCA co RN co	overed vered H	RN role ICA role	2				n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA Comments:	Code a b c	fall, All o Shortfa Sicknes Carers, Staff m	all Rea ss (sho /Berea	shifts to s sons rt notic	bank/age bank/age support p	n b ency preceptor	rship nurs		/Co-ordin	Code	d harges Overfi Enhan Superi Reduc	ced pt o	observo '			i	n	a	o p q	HCA co RN co Studer	overed vered H nt Nurs	RN role ICA role e count	e ed in n	umbera	s		n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA Comments:	Code a b c d	Shortfa Sicknes Carers, Staff m DNA B	ali Rea ss (sho /Berea noved i ank	shifts to s sons rt notic avemen to anot	bank/age bank/age support p	n b ency preceptor	rship nurs		/Co-ordir	Code i j k l	d harges Overfi Enhan Super Reduc Audit	ced pt o numery ed Occo	observo '			i	n	a	o p q r	HCA co RN cou Studer Staff r	overed vered H nt Nurs noved i	RN role ICA role e count n from	e ed in n anothe	er area	S		n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	Code a b c d e	fall, All o Shortfa Sicknes Carers, Staff m DNA B Cancel	all Rea ss (sho /Berea noved i ank led Ba	shifts to s sons rt notic avemen to anot	bank/age bank/age support p	n b ency preceptor	rship nurs		/Co-ordir	Code i j k l m	d harges Overfi Enhan Superi Reduc Audit Link W	ced pt o numery ed Occo /ork	observo upancy	,		I	n	a	o p q r s	HCA co RN co Studer Staff r Decisio	overed vered H nt Nurs noved i on take	RN role ICA role e count in from en not t	e ed in n anothe o cover	er area	s		n		n	n	n	e
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	Code a b c d e	fall, All o Shortfa Sicknes Carers, Staff n DNA B Cancel DNA A	all Rea ss (sho /Berea noved : ank led Ba gency	shifts to s sons rt notic ivemen to anot nk	bank/age bank/age support p	n b ency preceptor	rship nurs		/Co-ordin	Code i j k l	d harges Overfi Enhan Superi Reduc Audit Link W	ced pt o numery ed Occo	observo upancy	,		i	n	a	o p q r	HCA co RN co Studer Staff r Decisio	overed vered H nt Nurs noved i	RN role ICA role e count in from en not t	e ed in n anothe o cover	er area	5 5		n		n	n	n	
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	Code a b c d e f g	fall, All o Shortfa Sickne: Carers, Staff m DNA B Cancel DNA A Cancel	all Rea ss (sho /Berea noved i ank led Ba gency led Ag	shifts to s sons rt notic svemen to anot nk ency	b bank/ago support p t (short her are	n b ency preceptor	rship nurs		/Co-ordir	Code i j k l m	d harges Overfi Enhan Superi Reduc Audit Link W	ced pt o numery ed Occo /ork	observo upancy	,			n	a	o p q r s	HCA co RN co Studer Staff r Decisio	overed vered H nt Nurs noved i on take	RN role ICA role e count in from en not t	e ed in n anothe o cover	er area	S		n		n	n		
Late Trained Late HCA Night Trained Night HCA Twilight Trained Twilight HCA	Code a b c d e f g	fall, All o Shortfa Sickne: Carers, Staff m DNA B Cancel DNA A Cancel	all Rea ss (sho /Berea noved i ank led Ba gency led Ag	shifts to s sons rt notic ivemen to anot nk	b bank/ago support p t (short her are	n b ency preceptor	rship nurs		/Co-ordir	Code i j k l m	d harges Overfi Enhan Superi Reduc Audit Link W	ced pt o numery ed Occo /ork	observo upancy	,			n	a	o p q r s	HCA co RN co Studer Staff r Decisio	overed vered H nt Nurs noved i on take	RN role ICA role e count in from en not t	e ed in n anothe o cover	er area	S		n		n			

Month		Year				Ward	1																									
may		2014				41	-				Actu	al Off	Duty			_	_									_						
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	DAY		FRI 2	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	MON	TUE		THU	FRI	SAT	SUN
Shifts Early Trained	Baseline 3	1 3	2	3 3	4 3	5 3	6 3	7 3	8 3	9 3	10 3	11 3	12 3	13 3	14 3	15 3	16 3	17 3	18 3	19 3	20 4	21 3	22 3	23 3	24 3	25 3	26 4	27 3	28 3	29 3	30 3	31 3
Early HCA	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5	5	5	4	5	5	5	5	5
Late Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Late HCA	3	4	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	5
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3
Twilight Trained	0																															
Twilight HCA Sister/Charge Nurse	0																															
Supervisory Shifts			у	У	У	У	У	y	у												У	y	У	y			У	у	У	У	У	
(Enter Y or N)																																
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3																				1						1					
Early HCA	3	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2
Late Trained	3																															
Late HCA	3	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2
Night Trained	3																															
Night HCA	2	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1
Twilight Trained	0																											-				
Twilight HCA	0																															
Incidents																																
Incidents (Medic	cation)																															
Incidents (St	affina)																															
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						6.01											<i>611 61</i>							Sister/	/Charge	Nurse	Total	Numbe	r of Sup	pervisor	ry	
Total Number of		476		Total	Numbe	r of Sho	ortfall S	Shifts				о		Total	Numbei	r of Ove	erfill Sk	nifts				144		Sister/ Shifts	(Charge	e Nurse	Total	Numbe	r of Sup	pervisoi	'Y	16
	Shifts			Total	Numbe	r of Sho	ortfall S	Shifts				0		Total	Number	r of Ove	erfill Sh	nifts				144			/Charge	e Nurse	Total	Numbe	r of Sup	pervisor	ry	16
Total Number of	Shifts			Total	Numbe	r of Sho	ortfall S	Shifts				0		Total	Numbei	r of Ove	erfill Sh	nifts			I	144			Charge	e Nurse	Total	Numbe	r of Sup	pervisoi	у 	16
Total Number of Reasons for Shortfall,	Shifts			Total I	Numbe	r of Sho	ortfall S	Shifts	i	i	i	0 i	i	Total I	Number	r of Ove	erfill Sk	nifts	i	i	I	144			(Charge	e Nurse	Total	Numbe	r of Sup	pervisor	ry i	16
Total Number of Reasons for Shortfall, Early Trained	Shifts	and Actio	n codes	Total I					i	i	i		i						i	i	I i								r of Sup			
Total Number of Reasons for Shortfall, Early Trained Early HCA	Shifts	and Actio	n codes	Total I					i	i	i		i						i	i	I i								r of Sup			
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained	Shifts	and Actio	n codes i	i	i	i	i	i				i	i	i	i	i	i	- I			i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained	Shifts	and Actio	n codes i	i	i	i	i	i				i	i	i	i	i	i	- I			i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA	Shifts	and Actio	n codes i	i	i	i	i	i	i			i	i	i	i	i	- i	- i	1		i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight Trained	Shifts	and Actio	n codes i	i	i	i	i	i	i			i	i	i	i	i	- i	- i	1		i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts	and Actio	n codes i	i	i	i	i	i	i			i	i	i	i	i	- i	- i	1		i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight Trained	Shifts	and Actio	n codes i	i	i	i	i	i	i			i	i	i	i	i	- i	- i	1		i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts	and Actio	n codes i	i	i	i	i	i	i			i	i	i	i	i	- i	- i	1		i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts	and Actio	n codes i	i	i	i	i	i	i			i	i	i	i	i	- i	- i	1		i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts /Overfill	and Actio	i i	i	i	i	i	i	i	i	i	i		i	i	i	- i	- i	i	i	i	i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Code	and Actio	n codes i i	i i i sons	i	i	i	i	i		i i Overfi	i i i i	ons		i	i	- i	- i	1	Action	i i i s Take	i i i	i	Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Twilight HCA	Shifts /Overfill / Code a	and Actio	i i all Reas	i i sons	i i	i i i	- i i i	i	i	i	overfi Enhan	i i i ill Reas	ons		i	i	- i	- i	i	Action	i i i s Take	i i RN role		Shifts	i	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts /Overfill	and Actio	i i i all Reas ss (shou /Berea	i i sons rt notic	i i i :e)	i i i t notice	- i i i	i	i	i i Code i j	overfi Enhan Superi	i i i i i i i i i i i i i i i i i i i	ons	i i i	i	i	- i	- i	Code	Action HCA c RN co	i i i s Take overed H	i i RN rold		Shifts		i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Code a b c	and Actio	i i all Reas ss (shou /Berea noved t	i i sons rt notic	i i i :e)	i i i t notice	- i i i	i	i	i i Code i j k	Overfi Enhan Superi Reduc	i i i i i i i i i i i i i i i i i i i	ons	i i i	i	i	- i	- i	i Code o p	Action HCA c RN co Stude	i i i s Take overed vered H nt Nurs	n RN rold ECA rold e count	i i e e e ted in n	Shifts i i	i i i S	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts /Overfill Code a b c d	shortfa Shortfa Sicknes Carers, Staff m DNA B	n codes	i i sons rt notic vemen to anot	i i i :e)	i i i t notice	- i i i	i	i	i i Code i j k I	overfi Enhan Superi Reduce Audit	i i i i i i i i i i i i i i i i i i i	ons	i i i	i	i	- i	- i	Code o p q r	Action HCA c RN co Stude Staff I	i i s Take overed vered h t Nurs noved i	n RN rold ICA rold in from	i i i e e ted in n anothe	Shifts i i umberser area	i i i S	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Shifts /Overfill Code a b c d e	Shortfi Sicknes Cares, Staff m DNA B Cancel	i i i i i i i i i i i i i i i i i i i	i i sons rt notic vemen to anot	i i i :e)	i i i t notice	- i i i	i	i	i i Code i j k l m	overfi Enhan Superi Reduc Audit Link W	i i i i i i i i i i i i i i i i i i i	ons observe upancy	ation	i	i	- i	- i	i i Code o p q r s	Action HCA c RN co Stude Staff i Decisi	i i is Take overed vered int Nurs noved i on take	n RN rold cCA rold e count in from en not t	e e ted in n another	Shifts i i umberser area	i i i S	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Code a b c d e f	Short fr Sicknes Carers, Staff m DNA Bi Cancel DNA A	i i i ss (shou Berea Berea ank led Bai	i i sons rt notic vemen to anot nk	i i i :e)	i i i t notice	- i i i	i	i	i i Code i j k I	overfi Enhan Superi Reduc Audit Link W	i i i i i i i i i i i i i i i i i i i	ons	i i i	i	i	- i	- i	Code o p q r	Action HCA c RN co Stude Staff i Decisi	i i s Take overed vered h t Nurs noved i	n RN rold cCA rold e count in from en not t	e e ted in n another	Shifts i i umberser area	i i i S	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA	Code a b c d e f g	shortfa Shortfa Sicknes Carers, Staff m DNA B Cancel DNA A Cancel	n codes i i i i i i i i i i i i i	i i sons rt notic vemen to anot nk ency	i i e) t (short her are	i i i t notice	- i i i	i	i	i i Code i j k l m	overfi Enhan Superi Reduc Audit Link W	i i i i i i i i i i i i i i i i i i i	ons observe upancy	i i i	i	i	- i	- i	i i Code o p q r s	Action HCA c RN co Stude Staff i Decisi	i i is Take overed vered int Nurs noved i on take	n RN rold cCA rold e count in from en not t	e e ted in n another	Shifts i i umberser area	i i i S	i	i	i	i	i	i	i
Total Number of Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Fwilight Trained Fwilight HCA	Code a b c d e f	Short fr Sicknes Carers, Staff m DNA Bi Cancel DNA A	n codes i i i i i i i i i i i i i	i i sons rt notic vemen to anot nk ency	i i e) t (short her are	i i i t notice	- i i i	i	i	i i Code i j k l m	overfi Enhan Superi Reduc Audit Link W	i i i i i i i i i i i i i i i i i i i	ons observe upancy	i i i	i	i	- i	- i	i i Code o p q r s	Action HCA c RN co Stude Staff i Decisi	i i is Take overed vered int Nurs noved i on take	n RN rold cCA rold e count in from en not t	e e ted in n another	Shifts i i umberser area	i i i S	i	i	i	i	i	i	i

Month		Year				Ward	ł																									
MAY		2014				42	-				Actu	al Off	Duty														-					
	_	2014			_	76		1	1		7000		Duty						1													
	DAY	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Shifts Early Trained	Baseline 3	1 3	2 3	3 3	4	5 3	6 3	7	8 3	9 3	10 3	11 3	12 3	13 3	14 3	15 3	16 3	17 3	18 3	19 3	20 3	21 4	22 3	23 3	24 3	25 3	26 3	27 4	28 4	29 3	30 4	31 3
Early HCA	3	5	5	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	3	5	3	3	3	3	5	4	4	3	4	4
Late Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	4	4	3	4	3
Late HCA	3	5	5	4	4	5	5	4	5	4	5	5	5	5	5	5	5	5	5	5	3	4	3	3	3	3	5	3	4	3	4	4
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	4	5	3	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	2	4	2	4	2	2	3	4	3	3	3	3
Twilight Trained	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
Twilight HCA Sister/Charge Nurse	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
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(Enter Y or N)									<u> </u>																							
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Early Trained	3																					1						1	1		1	
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Late HCA	3	2	2	1	1	2	2	1	2	1	2	2	2	2	2	2	2	2	2	2		1					2		1		1	1
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Twilight HCA	0																															
Incidents	(Falls)																															
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Total Number of	f Shifts	476		Total	Numbe	r of Sha	ortfall	Shifts				0		Total	Number	r of Ov	orfill Sk	oifte				141		Sister/	Charge	Nurse	e Total I	Numbe	r of Sup	ervisor	y	12
Total Number og	f Shifts	476		Total	Numbe	r of Sho	ortfall :	Shifts				о		Total	Numbei	r of Ov	erfill Sh	nifts				141		Sister/ Shifts	/Charge	e Nurse	e Total I	Numbe	r of Sup	ervisor	У	13
Total Number of			on codes	Total	Numbe	r of Sho	ortfall	Shifts				0		Total	Numbei	r of Ov	erfill Sh	nifts				141			/Charge	Nurse	e Total I	Numbe	r of Sup	ervisor	У	13
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Reasons for Shortfall Early Trained			n codes	Total i	Number	r of Sho	ortfall :	Shifts	i	i	i	0		Total I	Number	r of Ov	erfill SP	nifts	i			141			(Charge	Nurse	e Total I	J j	r of Sup	pervisor	у ј i	13
Reasons for Shortfal Early Trained Early HCA		and Actio			Number	r of Sho		Shifts	i	i	i		i	Total I			erfill SP		i			i			Charge	Nurse		j	i i	ervisor	y j i	13
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Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3	4	3	3	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	4	3	3	4	3	3	3	3	3	3	3	3	3
Early HCA	3	5	5	5	5	4	4	5	5	5	5	4	4	5	4	4	4	4	4	4	4	4	4	4	3	4	4	3	3	4	3	3
Late Trained	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	4	3	3	3
Late HCA	3	5	4	5	4	4	4	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3	4	4	4	3	4	3	3
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	4	4	4	3	3	4	3	3	4	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
Twilight Trained																																
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Shortfall/Overfill Early Trained		1	2	3	4	5	0	1	0	9	10	11	12	15	14	15	10	1/	10	19	20	21	22	25	24	25	20	27	20	29	50	21
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Night Trained	3	2	-	2	-	-	-	2	2	2	-	-	-	-	1	-	1	-	-	-	1	-	-			-	-	1		-		
Night HCA	2	2	2	2	1	1	2	1	1	2	1	1	1	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
Twilight Trained	0	2	~	~	-	-	~	-		2	-	-		~	2	-	-	-	-	-	-	-		-	-	-	-	-	-	-		
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Early Trained Early HCA		i		i	i	i	i	i	i	i	i	i	i	i	í	i	i	i	i	i	i	i	i	i		i	i	i		i		
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	Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Comments: 8th - Reducing harms 1 19th - vacancy cover.	/Overfill Sth Shift team sup Bank/ age mrived. So Code a b C C d e	and Actio a a out to ba ported al ency unaba ent one to Shortff Sicknes Carers, Staff m DNA B Cancel DNA A	n codes j j j lank/agen l day ble to cov p anothe all Rea ss (shou /Berea noved t ank led Ban gency	j j i ccy - unat ver r ward sons rt notic vemen to anot nk	i ble to cov	n a i i er			а	i i Code i j k l m	a i i Overfi Enhan Super Reduc Audit Link W	i g i i i i i i i i i i i i i i i i i i	i c i i ons observe	i t i ation	i			i i	i i Code o p q r s	t Actior HCA c RN co Stude Staff r Decisio	ns Take overed H nt Nurs moved i oon take	n RN rold i CA rold e count in from en not t	e e ted in n consthe	Shifts i a i umbers er area		i	i	i	i	1	р р 1	р
	Reasons for Shortfall, Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight HCA Comments: 8th - Reducing harms 1 19th - vacancy cover.	/Overfill I	and Actio a a a a a a a a a a a a a a a a a a a	i codes j j i day oble to coo o anothe all Rea ss (shoi /Berea noved t ank led Bai gency led Agu	j i icy - unat ver r ward sons rt notic vemen to anot nk ency	ble to cov	n a i i er			а	i i Code i j k l m	a i i Overfi Enhan Super Reduc Audit Link W	i g i i i i i i i i i i i i i i i i i i	i c i i ons observe	i t i ation	i			i i	i i Code o p q r s	t Actior HCA c RN co Stude Staff r Decisio	ns Take overed H nt Nurs moved i noved i oon take	n RN rold i CA rold e count in from en not t	e e ted in n consthe	Shifts i a i umbers er area		i	i	i	i	1	р р 1	р

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May		2014			1	War	d 51				Actu	al Off	Duty																			
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	DAY	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU		SAT	SUN	MON		WED		FRI	SAT
	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31 4
Early Trained Early HCA	4	4 4	4	4	4	4	4 5	4	4	4	4	4	3 4	4	4 4	4	4 4	4	4 5	4	4 5	4	4	4	4	4	4 5	3 5	4	3 5	4 5	4 5
Late Trained	4	4	4 4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	4	3	4	4
Late HCA	3	4	4	4	4	4	3	4	3	4	4	4	4	4	4	4	5	5	5	4	5	4	4	4	4	4	5	5	5	5	5	5
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3
Night HCA	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	4	4	5	4	4	3	3	3	3	3	4	3	3	3	4	4
Twilight Trained	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
Twilight HCA	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
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Supervisory Shifts (Enter Y or N)																																
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	4												1															1		1		
Early HCA	3	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	2	2	1	2	1	1	1	1	1	2	2	2	2	2	2
Late Trained	4												1															1		1		
Late HCA	3	1	1	1	1	1		1		1	1	1	1	1	1	1	2	2	2	1	2	1	1	1	1	1	2	2	2	2	2	2
Night Trained	3					-	-								-										-			1				
Night HCA	2		1	1	1	1	1	1	1	1	1	1	1	1	1		2	2	3	2	2	1	1	1	1	1	2	1	1	1	2	2
Twilight Trained	0																															
Twilight HCA	0																															
Incidents ((Falls)																															
Incidents (Medica	ation)																															
Incidents (Sta	affing)																															
Total Number of S	Shifts	532		Total	Numbe	r of Sh	ortfall	hifts				7		Total	Numbe	r of Ov	erfill St	hifts				118				e Nurse	Total	Numbe	er of Sup	perviso	'y	18
	,				1	,	,				-					.,								Shifts								
Reasons for Shortfall/C	Overfill a	and Actio	n codes																											<u>.</u>		
Early Trained													f															а		а		
Early HCA		i	i	1	i	i	i	1	1	i		i.	i	1	1	i	i	i.	i.	i.	1	1	I.	1	i	i.	i	i.	1	1	I.	i
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Late Trained													f															а		а		
Late HCA		i	i	i	i	i		i i		i	i	i	i	i.	i i	i i	i	i	i	i	i	i i	i	i	i	i	i	i	i.	i	i	i
Night Trained																	T T							T .			T T	f				
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Night HCA			I	i	i	i	1																									
Night HCA Twilight Trained			i	i	i	i	'																									
Night HCA Twilight Trained			i	i	i	i																										
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Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	Code	Shortfa	il Rea	sons	i 	i				Code		ll Reas																				
Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	а	Sicknes	ll Rea	sons rt notic		i				Code	Enhan	ced pt	observ	ation					o	НСА с	overed	RN role										
Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	a b	Sicknes Carers,	ill Reas	sons rt notic vemen	t (short					i j	Enhan Super	ced pt numery	observ						o p	HCA c RN co	overed vered F	RN role ICA role	?									
Night HCA Twilight Trained Twilight HCA Comments:	a b c	Sicknes Carers, Staff m	ill Reas ss (shoi /Berea ioved t	sons rt notic vemen						i j k	Enhan Superi Reduc	ced pt	observ						o p q	HCA c RN co Stude	overed vered F nt Nurs	RN role ICA role e count	e ed in n									
Night HCA Twilight Trained Twilight HCA Comments:	a b c d	Sicknes Carers, Staff m DNA Bi	ill Reas ss (shoi /Berea oved t ank	sons rt notic vemen o anot	t (short					i j k	Enhan Superi Reduc Audit	ced pt numery ed Occi	observ						o p q r	HCA c RN co Stude Staff i	overed vered F nt Nurs noved	RN role ICA role e count in from	ed in n anoth	er area								
Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	a b c d e	Sicknes Carers, Staff m DNA Bo Cancel	ill Rea ss (shoi /Berea poved t ank led Bai	sons rt notic vemen o anot	t (short					i j k I m	Enhan Super Reduc Audit Link W	ced pt numery ed Occi /ork	observ upancy	/					o p q r s	HCA c RN co Stude Staff I Decisi	overed vered F nt Nurs noved on take	RN role ICA role e count in from en not t	ed in n anoth o cove	er area								
Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	a b c d e f	Sicknes Carers, Staff m DNA Be Cancel DNA A	ill Reas ss (shou /Berea oved t ank led Bau gency	sons rt notic vemen o anot nk	t (short					i j k	Enhan Super Reduc Audit Link W	ced pt numery ed Occi	observ upancy	/					o p q r	HCA c RN co Stude Staff I Decisi	overed vered F nt Nurs noved on take	RN role ICA role e count in from	ed in n anoth o cove	er area								
Night HCA Twilight Trained Twilight HCA <i>Comments:</i>	a b c d e	Sicknes Carers, Staff m DNA Bo Cancel	ill Reas ss (shou /Berea oved t ank led Bau gency led Ag	sons et notic vemen o anot nk ency	t (short her are					i j k I m	Enhan Super Reduc Audit Link W	ced pt numery ed Occi /ork	observ upancy	/					o p q r s	HCA c RN co Stude Staff I Decisi	overed vered F nt Nurs noved on take	RN role ICA role e count in from en not t	ed in n anoth o cove	er area								

Month		Year				Ward																										
May		2014				52					Actu	al Off	Duty																			
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	DAY	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Shifts Early Trained	Baseline 5	1 4	2 4	3 4	4 5	5 4	6 5	7 4	8 5	9 4	10 3	11 4	12 3	13 4	14 4	15 4	16 4	17 4	18 4	19 5	20 6	21 4	22 3	23 5	24 6	25 3	26 5	27 5	28 5	29 4	30 4	31 4
Early HCA	3	4	5	5	4	5	3	5	3	4	4	4	4	4	4	3	4	4	3	3	3	4	4	3	3	3	3	4	3	3	3	3
ate Trained	5	4	4	4	4	4	4	4	4	5	3	4	4	4	4	5	4	4	4	5	6	4	3	5	5	3	3	4	4	4	4	4
Late HCA	3	4	5	5	5	5	4	5	3	2	4	4	3	4	4	3	4	4	3	3	3	4	4	3	3	3	3	4	4	3	3	4
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	3	3	3	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2	1	2	2	2	2
wilight Trained																																
wilight HCA																																
Sister/Charge Nurse Supervisory Shifts			у				У		n				у	у	у	у	у							у				У		У	n	n
Enter Y or N)																																
Shortfall/Overfill	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
arly Trained	5	1	1	3		1	5	1		9	2	1	2	15	14	15	10	1	18	15	1	1	22	23	1	25	20		20	1	1	1
Early HCA	3	1	2	2	1	2		2		1	1	1	1	1	1		1	1			-	1	1		-			1	-			
ate Trained	5	1	1	1	1	1	1	1	1	-	2	1	1	1	1		1	1	1		1	1	2			2	2	1	1	1	1	1
Late HCA	3	1	2	2	2	2	1	2		1	1	1		1	1		1	1				1	1					1	1			1
Night Trained	3																															
Night HCA	2	1	1	1	1	1																				1		1				
Twilight Trained	0																															
Twilight HCA	0																															
Incidents	; (Falls)																															
Incidents (Media	cation)																															
Incidents (St	affina)																															
Total Number of	f Shifts	588		Total	Numhe	r of Sho	ortfall 9	hifts				56		Total	Numhe	r of Ov	erfill Sh	nifts				53		Sister/	'Charge	e Nurse	Total	Numbe	r of Sup	pervisor	ry	10
	0					,										<i>c</i> , <i>c</i> .								Shifts								
Reasons for Shortfall	/Overfill	and Actio	n codes																													
arly Trained		o	o	ō	o	o		o		ō	so	o	so	ō	ō	j	ō	o	s		j	o	so		j	ā				s	s	s
Early HCA		o	oi	oi	o	oi		oi		o	o	o	o	o	o		o	o	1			o	o			а		i				
										-																-						
Late Trained		0	0	0	0	0	0	0	1		so	0	so	0	0		0	0	S		J	0	so			a	а	0	0	s	s	so
Late HCA		o	oi	oi	oi	oi	0	oi		i	0	o	0	0	0		0	0				0	0			а		0	0			0
Night Trained																																
Night HCA																										i		а				
Twilight Trained																			1													
Fwilight HCA	76	line (- h			Ma /	/		. f 11			<u> </u>	L .										 	<u> </u>	
Comments:	The base	eline for t	rained w	as adjus	ted when	n given 6	extra sta	ff nurses	in establ	shment	to suppo	rt demen	tia work,	as we ha	ive neve	r fully re	ruited to	o the pos	ts we hav	e worke	d the wa	rd 4 traine	ed and 4	carers as	a baselin	e while t	tring to re	ecruit. Th	e trained	l shifts th	iat are in	green a
		Charles A.	all Rea	sons						Code	Overfi	ll Reaso	ons						Code	Action	s Take	n										
	Code	Snortta			e)							ced pt o		tion				-	0			RN role	,									
			ss (sho	rt notic														1	p			ICA role					ĺ					
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	а		/Berea	vemen	t (shor		<u>)</u>			j k		numery ed Occu							q	Stude	nt Nurs	e count	ed in n	umbers	5							
	a b c d	Sicknes Carers, Staff n DNA B	/Berea noved t ank	vemen o anot	t (shor		·)			j k I		ed Occu							q r			e count in from										
	a b c d	Sickne: Carers, Staff n DNA B Cancel	/Berea noved t ank led Ba	vemen o anot nk	t (shor					l m	Reduc Audit Link W	ed Occu /ork	ıpancy							Staff r	noved		anothe	er area								
	a b c d e f	Sicknes Carers, Staff m DNA B Cancel DNA A	/Berea noved t ank led Bau gency	vemen o anot nk	t (shor		·)			l m	Reduc Audit Link W	ed Occi	ıpancy						r	Staff r Decisi	noved i on take	n from	anothe o cover	er area								
	a b c d e f g	Sicknes Carers, Staff m DNA B Cancel DNA A Cancel	/Berea noved t ank led Bau gency led Ag	vemen o anot nk ency	t (shor her are		•)			l m	Reduc Audit Link W	ed Occu /ork	ıpancy						r s	Staff r Decisi	noved i on take	in from en not t	anothe o cover	er area								
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Month		Year				Ward																										
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	DAY		FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
Shifts Early Trained	Baseline 3	1 3	2 3	3 3	4	5 3	6 3	7	8 4	9 4	10 3	11 3	12 3	13 3	14 3	15 3	16 3	17 3	18 3	19 2	20 3	21 3	22 3	23 3	24 3	25 3	26 3	27 3	28 4	29 3	30 3	31 3
Early HCA	3	3	3	3	3	3	3	3	3	4 2	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3	3	3
Late Trained	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3
Late HCA	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3
Night Trained	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Twilight Trained	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
Twilight HCA	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
Sister/Charge Nurse Supervisory Shifts		у	У					у	У	У					у	У	у				У	у	У	У			n	У	У	n	У	
(Enter Y or N)																																
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Shortfall/Overfill Early Trained	Baseline 3	1	2	3	4	5	6	7	8	9 1	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28 1	29	30	31
Early HCA	3									1										-									1			
Late Trained	3									1																		-	1			
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Night Trained	3																		1													
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Incidents	(Falls)																															
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Incidents (Sto	affing)																															
																								Sister	/Charae	e Nurse	Total	Numbe	r of Sur	pervisor	ν ν	
Total Number of	Shifts	476		Total I	Numbei	r of Sho	ortfall S	Shifts				7		Total I	Numbei	r of Ov	erfill Sh	nifts				5		Shifts							-	15
Reasons for Shortfall	/Overfill	and Actio	n codes								<u> </u>																					
Early Trained									j	hp										ah									h			
Early HCA									-	hp																			h			
Late Trained										hp										ah									h			
Late HCA							h			hp														hp					h			
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Comments:			ank requ	uest.																												
9/5/14 - x1 Ca down s																																
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	n LD so X4									Code	Overf	II Reas	ne						Code	Action	ne Take	n										
	Code	Shortfa	II Reas	sons						Code		ll Reas				1			Code		ns Take			1		1						
	Code a	Shortfa Sicknes	ill Reas	ions t notic						Code i	Enhan	ced pt o	observa	ation					ο	HCA c	overed	RN role				[
	Code a b	<mark>Shortfa</mark> Sicknes Carers,	ill Reas s (shor Berea	sons rt notic vemen	t (short)			i j	Enhan Super	ced pt o numery	observa						o p	HCA co RN co	overed vered H	RN role ICA role	?	umb c=								
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Shifts	Baseline	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Early Trained	3	4	3	3	3	4	3	4	4	5	4	3	3	3	3	3	3	3	3	3	3	3	4	4	3	3	3	3	3	4	3	3
Early HCA	3	3	3	3	3	2	2	3	4	3	3	2	3	3	4	3	3	3	3	3	4	4	3	3	3	4	4	3	4	3	3	3
Late Trained	3	4	3	3	3	3	3	4	3	4	4	3	3	3	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3	4	3	3
Late HCA	3	3	3	3	3	2	3	3	4	3	3	2	3	3	3	3	3	3	3	3	4	3	3	3	3	4	3	3	3	3	3	3
Night Trained	3	3	3	4	2	3	3	3	3	3	2	2	3	3	3	4	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Night HCA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Twilight Trained																																
Twilight HCA Sister/Charge Nurse	111111111111																															
Supervisory Shifts		У	у										у	У	у		У		n	n	У	у	<u>y</u>	У		n	n	y	У	У	У	
(Enter Y or N)																																
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Early Trained	3	1	2	3	4	1		1	1	2	10		12	13	14	15	10	17	10	15	20	21	1	1	24	25	20	21	20	1	30	31
Early HCA	3	1				1	1	-	1	- 2	-	1			1				-		1	1	4	-		1	1	-	1	-		
Late Trained	3	1		-	-		-	1	-	1	1				-						-	4	1			-	- 1		- 1	1		
Late HCA	3	1						-	1	1	-	1									1		1			1				-		
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Total Number oj	f Shifts	476		Total	Numbe	r of Sho	ortfall	Shifts				9		Total	Number	r of Ove	erfill Sh	nifts				28		Sister/ Shifts	Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	у У	14
				Total	Numbe	r of Sho	ortfall :	Shifts				9		Total	Number	of Ove	erfill Sh	nifts				28		-	(Charge	e Nurse	Total I	Numbe	r of Sup	ervisor	У	14
Reasons for Shortfall				Total	Numbe	r of Sho	ortfall	Shifts				9		Total	Number	of Ove	erfill Sh	hifts				28		-	Charge	e Nurse	Total I	Numbe	r of Sup	pervisor	у У	14
Reasons for Shortfall Early Trained				Total	Numbe	r of Sho	ortfall :	Shifts j		j	j	j		Total	Number	r of Ove	erfill Sh	hifts						-	(Charge		Total I	Numbe	r of Sup	pervisor j	y	14
Reasons for Shortfall				Total	Numbe	r of Sho	ortfall :	Shifts j		j	j	9 j ar		Total	Number	r of Ove	erfill Sh	hifts			n	28		-	(Charge	e Nurse	Total I	Numbe	r of Sup	j	у 	14
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Reasons for Shortfall Early Trained Early HCA Late Trained		a <mark>nd Actio</mark> j		Total	Numbe	a		j		j	j	j ar			i	r of Ove	erfill Sh	nifts			n		j	-	(Charge	n		Numbe		j j	у 	14
Reasons for Shortfall Early Trained Early HCA Late Trained Late HCA		a <mark>nd Actio</mark> j		Total				j		j	j	j ar j		Total I	i			iifts					j	-	(Charge			Numbe		j j	y	14
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Reasons for Shortfall Early Trained Early HCA Late Trained Late HCA Night Trained Night HCA Twilight Trained		a <mark>nd Actio</mark> j		Total		a		j		j	j	j ar j		Total I	i								j	-	(Charge	n		Numbe		j j		14
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