

TRUST BOARD IN PUBLIC		Date: 25th August 2016	
		Agenda Item: 2.3	
REPORT TITLE:		Chief Nurse & Medical Director Report	
EXECUTIVE SPONSOR:		Fiona Allsop, Chief Nurse Des Holden, Medical Director	
REPORT AUTHOR (s):		Fiona Allsop, Chief Nurse Des Holden, Medical Director	
REPORT DISCUSSED PREVIOUSLY: (name of sub-committee/group & date)		N/A	
Action Required:			
Approval (√)	Discussion (√)	Assurance (√)	
Purpose of Report:			
To provide an update on continuing work in relation to safe and quality focussed patient care that sits outside the operational performance reports including monthly Safer Staffing information and exception reports.			
Summary of key issues			
<p>Chief Nurse Report</p> <ul style="list-style-type: none"> • The Safer Staffing report (July 2016 data) indicates that the Trust has delivered the planned versus actual staffing levels in the inpatient areas and maternity unit against existing template. • Care Hours Per Patient Day (CHPPD) reported for July data • Nurse Associate pilot update • Recruitment to Deputy Chief Nurse for Innovation & Improvement <p>Medical Director Report</p> <ul style="list-style-type: none"> • Meeting with SECAMB • Launch of KSS School of Physicians Associates 			
Recommendation:			
To note the report.			
Relationship to Trust Strategic Objectives & Assurance Framework:			
<p>SO1: Safe – Deliver safe high quality and improving services which pursue perfection and be in the top 20% against our peers</p> <p>SO2: Effective – As a teaching hospital deliver effective, improving and sustainable clinical services within the local health economy</p> <p>SO3: Caring – Working in partnership with staff, families and carers</p> <p>SO4: Responsive – Become the secondary care provider of choice our catchment population</p> <p>SO5: Well led - Become an employer of choice and deliver financial and clinical sustainability around a patient focused clinical model</p>			
Corporate Impact Assessment:			
Legal and regulatory impact		Yes	

Financial impact	Yes
Patient Experience/Engagement	Yes
Risk & Performance Management	Yes
NHS Constitution/Equality & Diversity/Communication	Yes
Attachment:	
NA	

TRUST BOARD REPORT – 25th August 2016
Chief Nurse & Medical Director Report

Chief Nurse Report

1. Introduction

To provide an update to the Board on nursing staffing in relation to planned versus actual staffing, an update regarding safer staffing monitoring and on recruitment activity.

2. Staffing Planned versus Actual – July 2016

Ward	Ward Specialty	Entries	RN Day	RN Night	NA Day	NA Night	Total Day	Total Night	Overall
Abinger Ward	430 - GERIATRIC MEDICINE	31	99.42%	100%	93.04%	100%	96.08%	100%	97.55%
Acute Medical Unit	300 - GENERAL MEDICINE	31	95.73%	98.62%	85.73%	91.94%	92.79%	96.19%	94.31%
Birthing Centre	501 - OBSTETRICS	31	94.6%	95.16%	N/A	N/A	94.6%	95.16%	94.88%
Bletchingley Ward	300 - GENERAL MEDICINE	31	95.66%	100%	94.88%	100%	95.32%	100%	97.05%
Brockham Ward	502 - GYNAECOLOGY	31	97.3%	98.92%	87.97%	100%	94.14%	99.19%	96.15%
Brook Ward	100 - GENERAL SURGERY	31	98.42%	95.24%	100%	100%	98.96%	95.52%	97.55%
Buckland Ward	101 - UROLOGY	31	98.39%	100%	95.62%	98.39%	97.28%	99.19%	98%
Burstow Ward	501 - OBSTETRICS	31	95.13%	82.8%	81.56%	91.94%	90.6%	86.45%	88.72%
Capel Annex I Ward	100 - GENERAL MEDICINE	31	97.07%	100%	89.32%	100%	93.75%	100%	96.01%
Capel Ward	430 - GERIATRIC MEDICINE	31	93.4%	100%	96.14%	96.77%	94.27%	98.71%	96.22%
Chaldon Ward	300 - GENERAL MEDICINE	31	97.26%	100%	95.8%	95.65%	96.63%	97.4%	96.9%
Charlwood Ward	301 - GASTROENTEROLOGY	31	99.18%	100%	94.3%	100%	97.4%	100%	98.41%
Cophorne Ward	301 - GASTROENTEROLOGY	31	97.56%	100%	95.74%	94%	96.95%	97%	96.97%
Coronary Care Unit	320 - CARDIOLOGY	31	97.85%	100%	N/A	93.55%	97.85%	97.85%	97.85%
Delivery Suite	501 - OBSTETRICS	31	96.19%	97.31%	97.27%	91.94%	96.46%	95.97%	96.21%
Discharge Lounge	300 - GENERAL MEDICINE	31	95.33%	100%	94.67%	93.55%	95%	96.77%	95.63%
Godstone Ward (Haem)	303 - CLINICAL HAEMATOLOGY	31	100%	100%	100%	N/A	100%	100%	100%
Godstone Ward (Med)	300 - GENERAL MEDICINE	31	99.36%	98.92%	91.02%	97.85%	96.24%	98.39%	97.16%
Hazelwood	300 - GENERAL MEDICINE	31	96.77%	100%	95.32%	100%	96.05%	100%	97.63%
Holmwood Ward	320 - CARDIOLOGY	31	96.59%	100%	91.38%	100%	95.18%	100%	96.94%
ITU/HDU	192 - CRITICAL CARE MEDICINE	31	99.3%	98.9%	86.81%	83.33%	97.27%	97.72%	97.48%
Leigh Ward	110 - TRAUMA & ORTHOPAEDICS	31	95.64%	100%	100%	95.7%	97.66%	97.42%	97.57%
Meadvale Ward	430 - GERIATRIC MEDICINE	31	94.21%	100%	98.39%	98.39%	96.4%	99.19%	97.36%
Neonatal Unit	420 - PAEDIATRICS	31	96.98%	98.39%	100%	93.33%	97.94%	96.74%	97.36%
Newdigate Ward	110 - TRAUMA & ORTHOPAEDICS	31	98.04%	100%	95.1%	95.7%	96.8%	97.42%	97.04%
Nutfield Ward	430 - GERIATRIC MEDICINE	31	98.71%	100%	97.85%	100%	98.39%	100%	98.92%
Outwood Ward	420 - PAEDIATRICS	31	98.08%	99.36%	64.85%	63.33%	93.87%	93.58%	93.75%
Rusper Ward	501 - OBSTETRICS	31	96.46%	95.16%	N/A	N/A	96.46%	95.16%	96.03%

Surgical Assessment Unit	100 - GENERAL SURGERY	31	95.97%	100%	93.55%	93.55%	95.48%	96.77%	96.06%
Tandridge Ward	300 - GENERAL SURGERY	31	97.59%	100%	89.23%	90.32%	93.87%	95.16%	94.26%
Tilgate Annex	100 - GENERAL MEDICINE	31	99.35%	90.91%	94.2%	100%	97.42%	95.24%	96.69%
Tilgate Ward	300 - GENERAL MEDICINE	31	98.06%	100%	91.4%	96.77%	95.56%	99.19%	96.77%
Woodland Ward	100 - GENERAL SURGERY	31	97.62%	100%	97.58%	100%	97.6%	100%	98.38%
Total			97.29%	98.35%	93.38%	95.78%	95.95%	97.37%	96.51%

Planned versus actual commentary

The Trust has delivered planned versus actual staffing profile for July. The report shows a stable picture in relation to overall compliance. The red shifts on Outwood were managed by the clinical team with no concerns regarding patient safety.

Care hours per patient day (CHPPD)

July																				
RTP04	EAST SURREY HOSPITAL - RTP04	Albinger Ward	430 - GERIATRIC MEDICINE		1302	1167	1466.5	1405.5	690	678.5	805	782	89.6%	95.8%	98.3%	97.1%	706	2.6	3.1	5.7
RTP04	EAST SURREY HOSPITAL - RTP04	Acute Medical Unit	300 - GENERAL MEDICINE		3473	3222.5	1414.5	1229	2495.5	2438	1426	1403	92.8%	86.9%	97.7%	98.4%	1025	5.5	2.6	8.1
RTP04	EAST SURREY HOSPITAL - RTP04	Birthing Centre	501 - OBSTETRICS		713	676.5	0	0	713	632.5	0	0	95.2%	-	88.7%	-	59	22.2	0.0	22.2
RTP04	EAST SURREY HOSPITAL - RTP04	Bletchingley Ward	300 - GENERAL MEDICINE	302 - ENDOCRINOLOGY	3023	2817.5	2821.5	2745.5	1782.5	1746	1426	1403	93.2%	97.3%	98.1%	98.4%	645	7.1	6.4	13.5
RTP04	EAST SURREY HOSPITAL - RTP04	Brookham Ward	502 - GYNAECOLOGY		1448	1333.5	697	632	908.5	865.5	471.5	460	92.1%	90.7%	97.5%	97.6%	563	3.9	1.9	5.9
RTP04	EAST SURREY HOSPITAL - RTP04	Brook Ward	100 - GENERAL SURGERY		716.5	716.5	352	344.5	713	713	92	92	100.0%	97.9%	100.0%	100.0%	312	4.6	1.4	6.0
RTP04	EAST SURREY HOSPITAL - RTP04	Buckland Ward	101 - UROLOGY		1628	1563	747.5	736	667	632.5	667	598	96.0%	98.5%	94.8%	89.7%	620	3.5	2.2	5.7
RTP04	EAST SURREY HOSPITAL - RTP04	Burston Ward	501 - OBSTETRICS		1426	1183.5	713	597	1068.5	724.5	713	667	83.0%	83.7%	67.7%	93.5%	591	3.2	2.1	5.4
RTP04	EAST SURREY HOSPITAL - RTP04	Capel Annex I Ward	300 - GENERAL MEDICINE		1433.5	1399	1069.5	1069.5	713	667	713	690	97.6%	100.0%	93.5%	96.8%	639	3.2	2.8	6.0
RTP04	EAST SURREY HOSPITAL - RTP04	Capel Ward	430 - GERIATRIC MEDICINE		1633	1498.5	713	696.5	1069.5	977.5	713	678.5	86.3%	97.7%	91.4%	95.2%	608	3.9	2.3	6.2
RTP04	EAST SURREY HOSPITAL - RTP04	Chaldon Ward	300 - GENERAL MEDICINE		2668	2405.5	2139	2047	1426	1334	1391.5	1345.5	90.2%	95.7%	93.5%	96.7%	879	4.3	3.9	8.1
RTP04	EAST SURREY HOSPITAL - RTP04	Charwood Ward	301 - GASTROENTEROLOGY		1388	1176.5	773.5	628	552	552	563.5	517.5	84.2%	81.2%	100.0%	91.8%	606	2.9	1.9	4.7
RTP04	EAST SURREY HOSPITAL - RTP04	Chorstone Ward	301 - GASTROENTEROLOGY		1426	1372	707.5	692.5	713	678.5	713	701.5	96.2%	97.9%	95.2%	98.4%	587	3.5	2.4	5.9
RTP04	EAST SURREY HOSPITAL - RTP04	Coronary Care Unit	320 - CARDIOLOGY		1046.5	977.5	23	46	690	678.5	333.5	276	93.4%	200.0%	98.3%	82.8%	232	7.1	1.4	8.5
RTP04	EAST SURREY HOSPITAL - RTP04	Delivery Suite	501 - OBSTETRICS		2139	1932	713	582.5	2139	1966.5	713	632.5	90.3%	81.7%	91.9%	88.7%	184	21.2	6.6	27.8
RTP04	EAST SURREY HOSPITAL - RTP04	Discharge Lounge	300 - GENERAL MEDICINE		666.5	610	628	586	345	345	356.5	356.5	91.5%	93.3%	100.0%	100.0%	200	4.8	4.7	9.5
RTP04	EAST SURREY HOSPITAL - RTP04	Godstone Ward (Haem)	303 - CLINICAL HAEMATOLOGY		713	713	0	0	713	713	0	0	100.0%	-	100.0%	-	183	7.8	0.0	7.8
RTP04	EAST SURREY HOSPITAL - RTP04	Godstone Ward (Med)	300 - GENERAL MEDICINE	410 - RHEUMATOLOGY	1077	1019.5	713	655.5	713	713	713	701.5	94.7%	91.9%	100.0%	98.4%	795	2.2	1.7	3.9
RTP04	EAST SURREY HOSPITAL - RTP04	Holmwood Ward	320 - CARDIOLOGY		1793	1709	690	644	713	713	713	701.5	95.3%	93.3%	100.0%	98.4%	845	2.9	1.6	4.5
RTP04	EAST SURREY HOSPITAL - RTP04	ITU/HDU	192 - CRITICAL CARE MEDICINE		4999.5	4512	752	699	4508	4393	356.5	345	98.1%	93.0%	97.4%	98.8%	464	19.2	2.3	21.4
RTP04	EAST SURREY HOSPITAL - RTP04	Leigh Ward	110 - TRAUMA & ORTHOPAEDICS		1590.5	1495.5	1161.5	1071.5	713	644	713	644	94.0%	90.7%	90.3%	90.3%	834	2.6	2.1	4.6
RTP04	EAST SURREY HOSPITAL - RTP04	Meadale Ward	430 - GERIATRIC MEDICINE		1257	1159	1426	1403	713	713	713	701.5	92.2%	98.4%	100.0%	98.4%	711	2.6	3.0	5.6
RTP04	EAST SURREY HOSPITAL - RTP04	Neonatal Unit	420 - PAEDIATRICS		1506	1425.5	651.5	598	1414.5	1391.5	678.5	608.5	94.7%	91.8%	96.4%	89.8%	506	5.6	2.4	8.0
RTP04	EAST SURREY HOSPITAL - RTP04	Newdigate Ward	110 - TRAUMA & ORTHOPAEDICS		1628.5	1495	1190	1149	713	736	713	563.5	91.8%	96.6%	103.2%	79.0%	817	2.7	2.1	4.8
RTP04	EAST SURREY HOSPITAL - RTP04	Nuffield Ward	430 - GERIATRIC MEDICINE		1786	1663.5	1030	1022.5	713	713	713	713	93.1%	99.3%	100.0%	100.0%	850	2.8	2.0	4.8
RTP04	EAST SURREY HOSPITAL - RTP04	Outwood Ward	420 - PAEDIATRICS		2636.5	2528.5	401.5	359.5	2104.5	1999.5	402.5	299	95.9%	89.5%	94.5%	74.3%	510	8.9	1.3	10.2
RTP04	EAST SURREY HOSPITAL - RTP04	Rusper Ward	501 - OBSTETRICS		1150	1058	11.5	11.5	650	621	0	0	82.0%	100.0%	90.0%	-	252	6.7	0.0	6.7
RTP04	EAST SURREY HOSPITAL - RTP04	Surgical Assessment Unit	100 - GENERAL SURGERY		1426	1317	356.5	345	713	609.5	713	667	95.2%	96.8%	85.5%	93.5%	249	7.9	4.1	12.0
RTP04	EAST SURREY HOSPITAL - RTP04	Tandridge Ward	300 - GENERAL MEDICINE	340 - RESPIRATORY MEDICINE	1426	1314	1069.5	951.5	713	701.5	713	644	92.1%	89.0%	98.4%	90.3%	712	2.8	2.2	5.1
RTP04	EAST SURREY HOSPITAL - RTP04	Tilgate Annex	300 - GENERAL MEDICINE		1782.5	1686.5	1069.5	1023.5	1058	966	713	690	94.6%	95.7%	91.3%	96.8%	650	4.1	2.6	6.7
RTP04	EAST SURREY HOSPITAL - RTP04	Tilgate Ward	300 - GENERAL MEDICINE	340 - RESPIRATORY MEDICINE	1782.5	1702	1069.5	1007.5	966	954.5	322	310.5	95.5%	94.2%	98.8%	96.4%	787	3.4	1.7	5.1
RTP04	EAST SURREY HOSPITAL - RTP04	Woodland Ward	100 - GENERAL SURGERY		1782.5	1644	966	986.5	690	667	690	655.5	92.2%	103.2%	96.7%	95.0%	694	3.3	2.4	5.7

CHPPD commentary

The report for July is shown above. The data comparison with June shows that the CHPPD are broadly similar for June and July across the acute inpatient wards.

Care hours per patient day are calculated by dividing the total numbers of nursing hours on a ward or unit by the number of patients in beds at the midnight census. This calculation provides the average number of care hours available for each patient on the ward or unit. Currently the hours reported for nursing only in acute inpatient wards which are shown the white. The orange areas are excluded.

This tool links with planned versus actual reporting and other data such as safety thermometer, incident reporting, sickness rates, vacancy rates and professional Judgement to determine the appropriate staffing levels for a ward or unit.

Agency Cap reporting to NHS Improvement

Since November 2015, the Trust has been required to report to NHSI shifts that are above the rate cap, off of a framework or both. The Trust use Mayday nursing agency as the main tier 1 provider. At the current time, the majority of these shifts are above the agency capped rate.

All shifts above the rate cap are subject to use only in 'break glass' circumstances. The justification of use for each shift is recorded on the Healthroster system. The total number of break glass shifts for all staff groups in July 2016 were 3448 compared with 2,655 shifts for June.

Nurse Associate pilot submission

The Trust has submitted an application to be a pilot site for the proposed nursing associate role. This has been submitted in partnership with Farnham College and the Hallmark Group who provide nursing home care in Surrey. If successful the Trust will provide placement support for approximately 10 nurse associate students commencing in January 2017.

Deputy Chief Nurse, Innovation and Improvement

Paula Tucker has been appointed to this role and will commence in November 2016.

Medical Director Report

SECAMB Summit

Chief operating officer and medical director attended a summit with SECAMB, other acute providers, commissioners and both NHSi and NHSE on 17th August discussing the regional problem of delays in offloading patients at emergency departments to return crews to readiness for further calls. A useful discussion occurred with agreement that metrics other than time to offload should be developed (for instance time to attend a 999 call) and that a well consulted and agreed escalation plan appropriate system wide was needed and should be developed. There was very little appetite for a policy of immediate unloading where no nursing team could accept, which has been muted as a national response.

Launch of KSS School of Physicians Associates

On the evening of 24th August the launch of the KSS school of Physicians Associates will happen in the atrium. This will be attended by established PAs, faculty from sash, and representatives from the 4universities hosting courses.

3. Recommendation

The Board is asked to note the report.

Fiona Allsop
Chief Nurse
August 2016

Dr Des Holden
Medical Director

Care Hours Per Patient Day

Care hours per patient day have been developed to quantify the nursing time available to each patient by the available registered nursing staff and nursing assistants.

Only complete sites your organisation is accountable for			Day				Night				Day		Night		Care Hours Per Patient Day (CHPPD)			
Ward name	Main 2 Specialties on each ward		Registered midwives/nurses		Care Staff		Registered midwives/nurses		Care Staff		Average fill rate - registered nurses/midwives (%)	Average fill rate - care staff (%)	Average fill rate - registered nurse/midwives (%)	Average fill rate - care staff (%)	Cumulative count over the month of patients at 23:59 each day	Registered midwives/nurses	Care Staff	Overall
	Specialty 1	Specialty 2	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours	Total monthly planned staff hours	Total monthly actual staff hours								
Abinger Ward	430 - GERIATRIC MEDICINE		1,302	1,287	1,422	1,361	713	713	1,070	1,070	98.8%	95.7%	100.0%	100.0%	711	2.8	3.4	6.2
Acute Medical Unit	300 - GENERAL MEDICINE		3,462	3,435	1,426	1,376	2,496	2,496	1,426	1,380	99.2%	96.5%	100.0%	96.8%	991	6.0	2.8	8.8
Birthing Centre	501 - OBSTETRICS		713	713	-	-	713	667	-	-	100.0%	-	93.5%	-	41	33.7	0.0	33.7
Bletchingley Ward	300 - GENERAL MEDICINE	302 - ENDOCRINOLOGY	1,426	1,422	1,155	1,178	1,070	1,058	713	736	99.7%	102.0%	98.9%	103.2%	731	3.4	2.6	6.0
Brockham Ward	502 - GYNAECOLOGY		1,426	1,403	713	679	1,070	1,070	357	334	98.4%	95.2%	100.0%	93.5%	556	4.4	1.8	6.3
Brook Ward	100 - GENERAL SURGERY		713	713	345	333	713	713	-	-	100.0%	96.7%	100.0%	-	308	4.6	1.1	5.7
Buckland Ward	101 - UROLOGY		1,445	1,403	932	928	713	702	713	702	97.1%	99.6%	98.4%	98.4%	624	3.4	2.6	6.0
Burstow Ward	501 - OBSTETRICS		1,426	1,403	713	659	1,070	955	713	679	98.4%	92.4%	89.2%	95.2%	531	4.4	2.5	7.0
Capel Annex I Ward	300 - GENERAL MEDICINE		1,426	1,403	1,070	1,024	713	713	713	702	98.4%	95.7%	100.0%	98.4%	665	3.2	2.6	5.8
Capel Ward	430 - GERIATRIC MEDICINE		1,539	1,539	713	740	1,070	1,047	713	713	100.0%	103.7%	97.8%	100.0%	614	4.2	2.4	6.6
Chaldon Ward	300 - GENERAL MEDICINE		1,955	1,853	1,426	1,380	713	713	1,070	1,058	94.8%	96.8%	100.0%	98.9%	821	3.1	3.0	6.1
Charlwood Ward	301 - GASTROENTEROLOGY		1,375	1,409	838	830	713	713	713	713	102.5%	99.1%	100.0%	100.0%	604	3.5	2.6	6.1
Copthorne Ward	301 - GASTROENTEROLOGY		1,426	1,415	730	707	713	690	713	713	99.2%	96.8%	96.8%	100.0%	588	3.6	2.4	6.0
Coronary Care Unit	320 - CARDIOLOGY		1,070	1,047	-	-	725	713	345	357	97.8%	-	98.4%	103.3%	227	7.8	1.6	9.3
Delivery Suite	501 - OBSTETRICS		2,139	2,066	713	671	2,139	2,105	667	644	96.6%	94.0%	98.4%	96.6%	134	31.1	9.8	40.9
Discharge Lounge	300 - GENERAL MEDICINE		611	596	602	590	357	357	357	357	97.5%	98.1%	100.0%	100.0%	74	12.9	12.8	25.7
Godstone Ward (Haem)	303 - CLINICAL HAEMATOLOGY		713	702	311	306	713	713	-	-	98.4%	98.6%	100.0%	-	182	7.8	1.7	9.5
Godstone Ward (Med)	300 - GENERAL MEDICINE	410 - RHEUMATOLOGY	1,783	1,737	1,070	1,104	1,070	1,070	1,070	1,058	97.4%	103.2%	100.0%	98.9%	788	3.6	2.7	6.3
Holmwood Ward	320 - CARDIOLOGY		1,783	1,771	713	690	713	713	713	702	99.4%	96.8%	100.0%	98.4%	841	3.0	1.7	4.6
ITU/HDU	192 - CRITICAL CARE MEDICINE		4,536	4,387	745	650	4,451	4,405	357	345	96.7%	87.2%	99.0%	96.8%	468	18.8	2.1	20.9
Leigh Ward	110 - TRAUMA & ORTHOPAEDICS		1,591	1,568	1,201	1,254	713	702	1,070	1,070	98.6%	104.4%	98.4%	100.0%	852	2.7	2.7	5.4
Meadvale Ward	430 - GERIATRIC MEDICINE		1,280	1,208	1,426	1,380	713	713	713	713	94.4%	96.8%	100.0%	100.0%	709	2.7	3.0	5.7
Neonatal Unit	420 - PAEDIATRICS		1,598	1,502	701	724	1,449	1,380	690	633	94.0%	103.3%	95.2%	91.7%	560	5.1	2.4	7.6
Newdigate Ward	110 - TRAUMA & ORTHOPAEDICS		1,599	1,604	1,160	1,264	713	713	1,058	1,058	100.3%	109.0%	100.0%	100.0%	826	2.8	2.8	5.6
Nutfield Ward	430 - GERIATRIC MEDICINE		1,783	1,756	1,081	1,069	713	713	713	702	98.5%	98.9%	100.0%	98.4%	857	2.9	2.1	4.9
Outwood Ward	420 - PAEDIATRICS		2,421	2,344	322	230	1,783	1,760	357	299	96.8%	71.4%	98.7%	83.9%	571	7.2	0.9	8.1
Rusper Ward	501 - OBSTETRICS		1,426	1,392	-	-	713	713	-	-	97.6%	-	100.0%	-	248	8.5	0.0	8.5
Surgical Assessment Unit	100 - GENERAL SURGERY		1,426	1,403	357	357	713	713	713	713	98.4%	100.0%	100.0%	100.0%	254	8.3	4.2	12.5
Tandridge Ward	300 - GENERAL MEDICINE	340 - RESPIRATORY MEDICINE	1,820	1,793	1,414	1,380	713	702	713	656	98.5%	97.6%	98.4%	91.9%	684	3.6	3.0	6.6
Tilgate Annex	300 - GENERAL MEDICINE		1,783	1,783	1,070	1,058	736	713	713	702	100.0%	98.9%	96.9%	98.4%	642	3.9	2.7	6.6
Tilgate Ward	300 - GENERAL MEDICINE	340 - RESPIRATORY MEDICINE	1,786	1,752	1,070	1,035	1,081	1,081	357	357	98.1%	96.8%	100.0%	100.0%	797	3.6	1.7	5.3
Woodland Ward	100 - GENERAL SURGERY		1,783	1,783	1,047	1,024	713	713	713	713	100.0%	97.8%	100.0%	100.0%	666	3.7	2.6	6.4