

<b>TRUST BOARD IN PUBLIC</b>		<b>Date: 29 September 2016</b>	
		<b>Agenda Item: 2.2</b>	
<b>REPORT TITLE:</b>		Chief Nurse & Medical Director Report	
<b>EXECUTIVE SPONSOR:</b>		Fiona Allsop, Chief Nurse Dr Des Holden, Medical Director	
<b>REPORT AUTHOR (s):</b>		Fiona Allsop, Chief Nurse Dr Des Holden, Medical Director	
<b>REPORT DISCUSSED PREVIOUSLY:</b> (name of sub-committee/group & date)		N/A	
<b>Action Required:</b>			
<b>Approval (√)</b>		<b>Discussion (√)</b>	<b>Assurance (√)</b>
<b>Purpose of Report:</b>			
To provide an update on continuing work in relation to safe and quality focused patient care that sits outside the operational performance reports including monthly Safer Staffing information and exception reports.			
<b>Summary of key issues</b>			
<b>Chief Nurse Report</b>			
<ul style="list-style-type: none"> <li>The Safer Staffing report (August 2016 data) indicates that the Trust has delivered the planned versus actual staffing levels in the inpatient areas and maternity unit against existing template.</li> <li>Care Hours Per Patient Day (CHPPD) reported for August data</li> <li>Launch of Open Visiting</li> </ul>			
<b>Medical Director Report</b>			
<ul style="list-style-type: none"> <li>Review of infection control practice by external consultant</li> <li>Successful appointment to consultant vacancies</li> </ul>			
<b>Recommendation:</b>			
To note the report.			
<b>Relationship to Trust Strategic Objectives &amp; Assurance Framework:</b>			
<p><b>SO1:</b> Safe – Deliver safe high quality and improving services which pursue perfection and be in the top 20% against our peers</p> <p><b>SO2:</b> Effective – As a teaching hospital deliver effective, improving and sustainable clinical services within the local health economy</p> <p><b>SO3:</b> Caring – Working in partnership with staff, families and carers</p> <p><b>SO4:</b> Responsive – Become the secondary care provider of choice our catchment population</p> <p><b>SO5:</b> Well led - Become an employer of choice and deliver financial and clinical sustainability around a patient focused clinical model</p>			
<b>Corporate Impact Assessment:</b>			
<b>Legal and regulatory impact</b>		Yes	
<b>Financial impact</b>		Yes	
<b>Patient Experience/Engagement</b>		Yes	
<b>Risk &amp; Performance Management</b>		Yes	

<b>NHS Constitution/Equality &amp; Diversity/Communication</b>	Yes
<b>Attachment:</b>	
NA	

## Trust Board Report - 29 September 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 – August 2016

Ward	Ward Specialty	Entries	RN Day	RN Night	NA Day	NA Night	Total Day	Total Night	Overall
<a href="#">Abinger Ward</a>	430 - GERIATRIC MEDICINE	31	95.97%	100%	91.3%	100%	93.58%	100%	96.12%
<a href="#">Acute Medical Unit</a>	300 - GENERAL MEDICINE	31	97.52%	100%	93.79%	92.74%	96.42%	97.36%	96.84%
<a href="#">Birthing Centre</a>	501 - OBSTETRICS	31	87.59%	93.55%	N/A	N/A	87.59%	93.55%	90.57%
<a href="#">Bletchingley Ward</a>	300 - GENERAL MEDICINE	31	100%	100%	96.76%	98.39%	98.62%	99.19%	98.83%
<a href="#">Brockham Ward</a>	502 - GYNAECOLOGY	31	98.43%	95.7%	96.77%	83.87%	97.89%	92.74%	95.85%
<a href="#">Brook Ward</a>	100 - GENERAL SURGERY	31	100%	96.72%	96.77%	88.89%	98.92%	95.71%	97.55%
<a href="#">Buckland Ward</a>	101 - UROLOGY	31	98.67%	100%	95.72%	96.72%	97.47%	98.37%	97.8%
<a href="#">Burstow Ward</a>	501 - OBSTETRICS	31	89.01%	69.89%	85.18%	85.48%	87.75%	76.13%	82.47%
<a href="#">Capel Annex I Ward</a>	100 - GENERAL MEDICINE	31	97.58%	100%	94.62%	98.39%	96.31%	99.19%	97.36%
<a href="#">Capel Ward</a>	430 - GERIATRIC MEDICINE	31	98.06%	97.85%	90.6%	96.77%	95.68%	97.42%	96.44%
<a href="#">Chaldon Ward</a>	300 - GENERAL MEDICINE	31	96.13%	91.94%	96.54%	93.55%	96.3%	92.9%	95.13%
<a href="#">Charlwood Ward</a>	301 - GASTROENTEROLOGY	31	99.47%	100%	103.02%	96.67%	100.72%	98.33%	99.79%
<a href="#">Cophorne Ward</a>	301 - GASTROENTEROLOGY	31	100%	100%	100%	100%	100%	100%	100%
<a href="#">Coronary Care Unit</a>	320 - CARDIOLOGY	31	95.7%	100%	N/A	93.1%	95.7%	97.75%	96.7%
<a href="#">Delivery Suite</a>	501 - OBSTETRICS	31	93.42%	97.25%	97.17%	96.72%	94.35%	97.12%	95.73%
<a href="#">Discharge Lounge</a>	300 - GENERAL MEDICINE	31	92.87%	100%	94.48%	93.55%	93.66%	96.77%	94.78%
<a href="#">Godstone Ward (Haem)</a>	303 - CLINICAL HAEMATOLOGY	31	98.44%	100%	100%	N/A	98.89%	100%	99.34%
<a href="#">Godstone Ward (Med)</a>	300 - GENERAL MEDICINE	31	99.35%	98.92%	96.77%	96.77%	98.39%	97.85%	98.16%
<a href="#">Hazelwood</a>	300 - GENERAL MEDICINE	31	100%	100%	93.55%	100%	96.77%	100%	98.06%
<a href="#">Holmwood Ward</a>	320 - CARDIOLOGY	31	100%	100%	98.32%	95.16%	99.53%	97.58%	98.82%
<a href="#">ITU/HDU</a>	192 - CRITICAL CARE MEDICINE	31	98.49%	99.17%	92.2%	82.76%	97.58%	97.95%	97.75%
<a href="#">Leigh Ward</a>	110 - TRAUMA & ORTHOPAEDICS	31	96.93%	100%	94.53%	98.92%	95.98%	99.35%	97.33%
<a href="#">Meadvale Ward</a>	430 - GERIATRIC MEDICINE	31	97.07%	100%	95.97%	100%	96.49%	100%	97.7%
<a href="#">Neonatal Unit</a>	420 - PAEDIATRICS	31	101.49%	99.2%	89.39%	93.33%	97.51%	97.3%	97.41%
<a href="#">Newdigate Ward</a>	110 - TRAUMA & ORTHOPAEDICS	31	89.8%	100%	95.25%	93.55%	92.1%	96.13%	93.67%
<a href="#">Nutfield Ward</a>	430 - GERIATRIC MEDICINE	31	98.29%	100%	96.77%	100%	97.72%	100%	98.48%
<a href="#">Outwood Ward</a>	420 - PAEDIATRICS	31	95.23%	93.55%	60.13%	92.86%	90.65%	93.44%	91.83%
<a href="#">Rusper Ward</a>	501 - OBSTETRICS	31	89.52%	90.32%	N/A	N/A	89.52%	90.32%	89.78%

<a href="#">Surgical Assessment Unit</a>	100 - GENERAL SURGERY	31	100%	100%	100%	95.16%	100%	97.58%	98.92%
<a href="#">Tandridge Ward</a>	300 - GENERAL SURGERY	31	99.16%	98.39%	95.68%	98.39%	97.62%	98.39%	97.85%
<a href="#">Tilgate Annex</a>	100 - GENERAL MEDICINE	31	98.3%	84.72%	102.13%	100%	99.74%	91.54%	96.94%
<a href="#">Tilgate Ward</a>	300 - GENERAL MEDICINE	31	94.16%	98.92%	90.69%	96.77%	92.85%	98.39%	94.7%
<a href="#">Woodland Ward</a>	100 - GENERAL SURGERY	31	99.35%	100%	97.85%	100%	98.79%	100%	99.19%
<b>Total</b>			<b>97.05%</b>	<b>97.11%</b>	<b>94.89%</b>	<b>95.98%</b>	<b>96.32%</b>	<b>96.67%</b>	<b>96.46%</b>

### Planned versus actual commentary

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

### Care hours per patient day (CHPPD)

Ward	Specialist	1302	1249.5	1368.5	1249.5	713	713	1035	1035	96.0%	91.3%	100.0%	100.0%	705	2.8	3.2	6.0	
Abinger Ward	430 - GERIATRIC MEDICINE																	
Acute Medical Unit	300 - GENERAL MEDICINE	3421.5	3336.5	1426	1337.5	2495.5	2495.5	1426	1322.5	97.5%	93.8%	100.0%	92.7%	990	5.9	2.7	8.6	
Birthright Centre	501 - OBSTETRICS	713	624.5	0	0	713	667	0	0	87.9%		93.5%		41	31.5	0.0	31.5	
Blechnage Ward	300 - GENERAL MEDICINE	1426	1426	1065.5	1031	713	713	713	701.5	100.0%	96.6%	100.0%	96.4%	624	3.4	2.8	6.2	
Brockham Ward	502 - GYNAECOLOGY	1464	1441	713	690	1069.5	1023.5	356.5	239	98.4%	96.8%	95.7%	93.9%	556	4.4	1.8	6.2	
Brook Ward	100 - GENERAL SURGERY	713	713	356.5	345	701.5	678.5	103.5	92	100.0%	96.8%	96.7%	98.9%	310	4.5	1.4	5.9	
Buckland Ward	101 - UROLOGY	1429.5	1410.5	981	939	713	713	701.5	678.5	96.7%	96.7%	100.0%	96.7%	605	3.5	2.7	6.2	
Burstow Ward	501 - OBSTETRICS	1433.5	1276	705	600.5	1069.5	747.5	713	609.5	89.0%	85.2%	69.9%	86.5%	535	3.6	2.3	6.0	
Capel Armes 1 Ward	300 - GENERAL MEDICINE	1426	1391.5	1069.5	1012	713	713	713	701.5	97.6%	94.6%	100.0%	98.4%	644	3.3	2.7	5.9	
Capel Ward	430 - GERIATRIC MEDICINE	1579	1545.5	729.5	670	1069.5	1046.5	713	690	98.1%	90.6%	97.0%	96.6%	610	4.2	2.2	6.5	
Chalton Ward	300 - GENERAL MEDICINE	1962.5	1886.5	1444.5	1394.5	713	655.5	1069.5	1000.5	96.1%	96.5%	91.9%	93.5%	830	3.1	2.9	5.9	
Charwood Ward	301 - GASTROENTEROLOGY	1405.5	1398	761.5	764.5	690	690	690	667	99.5%	103.0%	100.0%	96.7%	598	3.5	2.4	5.9	
Copthorne Ward	301 - GASTROENTEROLOGY	1426	1426	723.5	723.5	690	690	690	690	100.0%	100.0%	100.0%	100.0%	596	3.6	2.4	5.9	
Coronary Care Unit	320 - CARDIOLOGY	1069.5	1023.5	0	0	690	690	333.5	310.5	95.7%		100.0%	93.1%	235	7.3	1.3	6.6	
Delivery Suite	501 - OBSTETRICS	2104.5	1968	690	670.5	2099	2056.5	701.5	678.5	99.4%	97.2%	97.0%	95.7%	146	25.4	8.7	24.5	
Discharge Lounge	300 - GENERAL MEDICINE	645.5	599.5	624.5	590	356.5	356.5	333.5	333.5	92.9%	94.5%	100.0%	93.5%	118	6.1	7.8	15.9	
Godstone Ward (Haem)	303 - CLINICAL HAEMATOLOGY	736	724.5	299	299	713	713	0	0	88.4%	100.0%	100.0%		180	8.0	1.7	9.6	
Godstone Ward (Med)	300 - GENERAL MEDICINE	1782.5	1771	1069.5	1035	1069.5	1059	1069.5	1035	99.4%	96.8%	98.9%	96.8%	801	3.5	2.6	6.1	
Holmwood Ward	320 - CARDIOLOGY	1782.5	1782.5	866	674.5	713	713	713	678.5	100.0%	96.3%	100.0%	95.2%	827	3.0	1.6	4.7	
IT/INHSU	100 - CRITICAL CARE MEDICINE	4360.5	4296.5	790.5	673.5	4151.5	4117	333.5	276	96.5%	92.2%	99.2%	82.8%	457	18.3	2.1	20.4	
Leigh Ward	410 - TRAUMA & ORTHOPAEDICS	1613.5	1564	1050.5	995	713	713	1069.5	1058	96.9%	94.5%	100.0%	96.9%	782	2.9	2.6	5.5	
Meadvale Ward	430 - GERIATRIC MEDICINE	1298.5	1260.5	1426	1388.5	713	713	713	713	97.1%	96.0%	100.0%	100.0%	707	2.8	2.9	5.7	
Neonatal Unit	420 - PAEDIATRICS	1548.5	1571.5	759	676.5	1426	699	644	644	101.5%	88.4%	99.2%	93.3%	367	6.2	3.6	11.8	
Newdigate Ward	410 - TRAUMA & ORTHOPAEDICS	1613.5	1449	1178	1122	713	713	1069.5	1000.5	89.8%	95.2%	100.0%	93.5%	811	2.7	2.6	5.3	
Nuffield Ward	430 - GERIATRIC MEDICINE	1786	1755.5	1069.5	1035	713	713	713	713	98.3%	96.8%	100.0%	100.0%	859	2.9	2.0	4.9	
Outwood Ward	420 - PAEDIATRICS	2267	2426.5	382.5	344.5	1771	1667.5	323	299	92.9%	63.9%	84.2%	92.9%	449	10.6	1.3	11.3	
Rusper Ward	501 - OBSTETRICS	1426	1278.5	0	0	713	644	0	0	88.2%		90.3%		298	6.0	0.0	6.0	
Surgical Assessment Unit	100 - GENERAL SURGERY	1426	1426	356.5	356.5	713	713	713	678.5	100.0%	100.0%	100.0%	96.2%	273	7.8	3.0	11.6	
Tandridge Ward	300 - GENERAL MEDICINE	1789.5	1774.5	1422	1360.5	713	701.5	713	701.5	99.2%	95.7%	98.4%	96.4%	690	3.6	3.0	6.6	
Tilgate Annex	300 - GENERAL MEDICINE	1797.5	1767	1081	1104	828	701.5	667	667	98.3%	102.1%	84.7%	100.0%	639	3.9	2.8	6.6	
Tilgate Ward	300 - GENERAL MEDICINE	1771	1667.5	1069	1069.5	1059	356.5	345	345	94.2%	90.7%	96.6%	96.6%	788	3.5	1.7	5.1	
Woodland Ward	100 - GENERAL SURGERY	1782.5	1771	1069.5	1046.5	713	713	713	713	99.4%	97.8%	100.0%	100.0%	667	3.7	2.6	6.4	

### CHPPD commentary

The report for July is shown above. The data comparison with July shows that the CHPPD are broadly similar from previous months 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 Health roster system. The total numbers of break glass shifts for all nursing staff groups in August were 2341 which is broadly static compared with previous recent months.

### Launch of Open Visiting

The Trust has extended open visiting to most adult inpatient wards from 12 September 2016. This adds to maternity and paediatrics who previously offered extended visiting periods. This followed a for week pilot across four adult wards where staff, patient and visitor feedback was received. The extension is supported by printed information for patients, carers and their relatives and discussion with ward staff.

## **Medical Director Report**

### **External review of infection control measures**

Dr Sarah Mumford, consultant in infection control? Microbiology (Maidstone Tunbridge Wells) is visiting sash for two days to help with any suggestions to our infection control programme. Dr Mumford is credited with much of MTW improvement around number of cases of CDiff diarrhea.

### **Consultant Appointments**

Continuing to attract high quality staff is a key strategic need risk to our continuing delivery of high quality clinical services for patients. This month we have appointed two consultants to the Emergency Department (Drs Gergley Kondas and Dr. Brian Dalley) and a consultant breast surgeon (Miss Caroline Pogson). In addition we have received Royal College of Physicians for our job description and new professor of diseases of Elderly jointly funded with University of Surrey. This post and the Professor of Nursing will now be advertised.

### **3. Recommendation**

To note the report.

**Fiona Allsop**  
Chief Nurse  
September 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 nurses/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 1 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
Cophthorne 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