

TRUST BOARD

Date of Meeting: 23/10/2012	Agenda Item No: 5.3	Enclosure: 5
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Workforce Report		
Aims: To update the Trust Board on the workforce performance.		
Executive Summary: This report summarises Trust performance against a range of workforce indicators for month six (September) of 2012/13. The number of contracted staff has risen slightly; overtime has increased when compared to the previous month; turnover remains stable and sickness absence has reduced. The number of staff receiving an appraisal has hardly moved since last month and the coverage of mandatory training remains the key area for attention. A new section covering Staff Experience is now included.		
Overview of key areas for consideration or noting: As above.		
Specific implications and links to the Trust's Strategic Aims:		
Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC		✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable		
Develop a new healthcare facility in West Cumbria that is fit for the 21st century		
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions		✓
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust		✓
Recommendations: The Trust Board is recommended to note the content of the report and the measures being put in place to bring key performance indicators to an acceptable standard.		
Prepared by: Judith Anderson HR Development and Equality Manager	Presented by: Damian Gallagher Director of Human Resources and Organisational Development	

Contents & Target Summary

Section	Subject	Status
1	Summary / Narrative	Not applicable
2	Staff in Post	
3	Overtime	
4	Turnover	
5	Sickness	
6	Employee Relations	Not applicable
7	Occupational Health	Not applicable
8	Appraisal	
9	Mandatory Training	
10	Staff Experience	Not applicable

Key	
Green	Significant Progress
Amber	Progress
Red	Limited / No Progress

1. Summary

<p>Staff in Post</p>	<p>Staff in post for the Trust as a whole is 2941.00 WTE at September 2012. This equates to a reduction of 6.52 WTE when compared to the equivalent month in 2011/12 and an increase of 13.09 WTE compared to August 2012 (2927.91 WTE).</p> <p>The largest two staff groups are Nursing & Midwifery (1043.35 WTE) and Admin & Clerical (634.15 WTE). Currently the Trust has a total of 312.73 WTE Medical and Dental staff and 468.27 WTE providing Additional Clinical Services.</p> <p>In terms of Divisional statistics (including medical staff) Medicine has the largest establishment (893.26 WTE) followed by Surgery (794.89 WTE) and Family and Support Services (729.28 WTE). From November the percentage of agency/bank staff as a proportion of the total workforce will be reported with a view to monitoring the reduction in dependency on such staff. The ambition is to reduce the reliance on agency medical staff by 50% within 18 months and completely within 3 years. To this end we are going out to advert this week for new consultant posts in Emergency Medicine and for Acute Physicians.</p>
<p>Overtime</p>	<p>Total overtime has risen in September 2012 to £382,182 (from £373,013 in August). All areas have shown increases except for Surgery.</p> <ul style="list-style-type: none"> • Prime is overtime worked above the normal weekly contracted hours of 37.5 • Basic is overtime worked by part time staff up to full-time normal weekly contracted hours of 37.5 i.e. 'Additional Basic Pay'
<p>Turnover</p>	<p>Annualised turnover (headcount) for non-medical staff at September 2012 is 9.83%. There were 32 non-medical staff leavers during September (0.88 %).</p>
<p>Sickness Absence</p>	<p>Current figures show that the Trust sickness absence rate for September 2012 is 4.55%, which represents a reduction of 0.41% from August (4.96%).</p> <p>The rates for all areas, except Surgery, have decreased and Corporate Services (2.81%) has fallen to below the target rate of 3.5%.</p> <p>Absence duration continues to be primarily short term (1-7 days). HR Business Partners are actively supporting managers within each Division in implementing the sickness management procedure. To date, 54 cautionary review hearings have taken place with 31 First Written Absence Cautions and 3 Final Written Absence Cautions issued.</p> <p>HR Business Partners are also monitoring absence on a regular basis to assist the achievement of the revised stretch target of 3.5%.</p>
<p>Occupational Health</p>	<p>Self referral figures include face to face appointments and telephone contact (the rise in routine appointments this year has followed from the requirement for blood tests for measles screening)..</p>

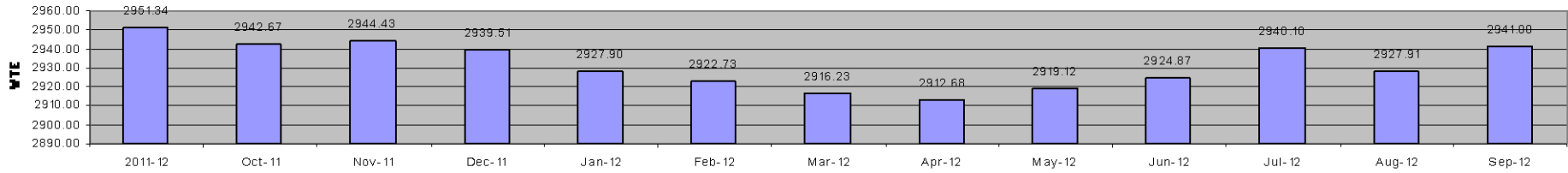
Appraisal	<p>The annualised percentage of appraisals, including Consultants, completed at Trust level over the last 12 months to September 2012 is 57.67%, a reduction of 0.69% from August 2012 ((58.36%).</p> <p>There are no divisions or corporate areas at or above the Trust target rate of 80%. Estates and Facilities (76.24%) and Medical (56.18%) have both increased this month.</p> <p>Each division will now bring details of their actions plans to demonstrate how they will achieve the required standards this financial year to the SMT performance reviews. Progress against trajectory will be monitored.</p>
Mandatory Training	<ul style="list-style-type: none"> • The Core Mandatory Skills Programme, which is reported on a rolling three year basis, no longer includes any completions from the previous Health and Safety programme • Information Governance is reported on a financial rather than rolling year basis – staff who completed training before 01/04/2012 are not considered in date. <p>Employees on maternity leave, external secondment or employed for less than 12 months are not included in the figures.</p> <p>As with appraisal rates the uptake of mandatory training will now be performance-managed against the required trajectory for the remainder of this financial year at both SMT performance reviews and the Board</p>
Staff Experience	<p>The Staff Survey Action Plan is included. Although we score well in the survey for some things (fewer staff than average having to work extra hours; equality and diversity training; flexible working and experience of errors) we did less well on others (management support; communications; fairness of incident reporting and staff recommending the Trust as a place to work). Specific actions are devised for each area in the survey that requires improvement and key performance indicators developed to achieve the improvements. This was approved by SMT on 11 October and to be implemented with immediate effect.</p>

2. Staff in Post

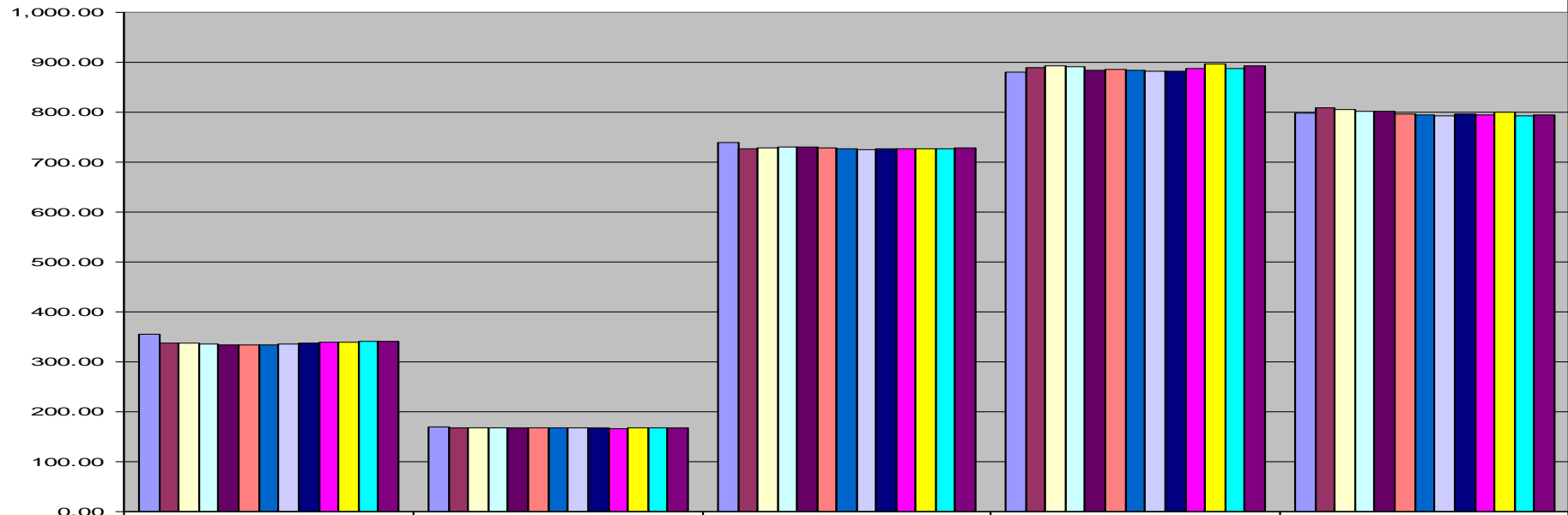
Staff Group	2011-12	Oct-11	Nov-11	Dec-11	Jan 12	Feb 12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sept 11	Sept 12
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Additional Professional & Technical	94.15	95.46	95.24	95.24	97.10	96.17	95.80	96.28	96.18	94.89	94.34	94.00	93.49	95.37
Additional Clinical Services	465.58	468.22	467.78	465.60	459.88	460.65	461.20	461.15	461.72	463.43	463.27	463.63	468.82	468.27
Admin & Clerical	653.14	640.44	641.16	640.64	640.39	640.43	639.04	635.90	636.63	638.53	636.71	635.62	645.11	634.15
Allied Health Professionals	130.80	131.35	132.15	133.00	130.50	129.68	129.22	130.51	131.41	131.88	131.98	131.26	132.19	131.14
Estates & Ancillary	194.89	192.45	192.48	191.15	190.80	190.94	190.24	191.40	192.33	193.15	193.87	193.99	193.12	194.02
Healthcare Scientists	63.61	63.61	63.11	63.61	64.61	62.11	62.61	61.61	58.31	59.39	60.97	61.07	64.11	61.97
Medical & Dental	300.15	299.23	299.78	301.51	304.23	306.07	305.59	304.39	304.59	303.59	318.09	306.49	296.56	312.73
Nursing & Midwifery (Registered)	1049.03	1051.91	1052.74	1048.76	1040.39	1036.68	1032.53	1031.45	1037.95	1040.01	1040.85	1041.85	1,054.12	1,043.35
Trust	2951.34	2942.67	2944.43	2939.51	2927.90	2922.73	2916.23	2912.68	2919.12	2924.87	2940.10	2927.91	2947.52	2941.00

Staff Group	2011-12	Oct-11	Nov-11	Dec-11	Jan 12	Feb 12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sept 11	Sept 12
	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head
Additional Professional & Technical	112	113	113	113	115	115	115	117	119	118	118	118	110	121
Additional Clinical Services	759	780	776	770	758	759	762	768	785	790	788	792	774	793
Admin & Clerical	822	814	814	808	804	802	799	796	797	801	800	800	817	798
Allied Health Professionals	194	195	197	198	196	194	192	193	193	190	187	185	195	185
Estates & Ancillary	274	273	274	271	273	276	275	275	276	276	278	279	266	280
Healthcare Scientists	67	67	66	67	68	65	66	65	63	64	65	66	67	66
Medical & Dental	375	373	375	378	382	382	383	384	383	381	396	387	371	394
Nursing & Midwifery (Registered)	1417	1419	1427	1425	1418	1415	1402	1,394	1,395	1,395	1,395	1,395	1420	1391
Trust	4020	4034	4042	4030	4014	4008	3994	3992	4011	4015	4027	4022	4,019	4,027

WTE Staff in Post - Trust



WTE Staff in Post - Divisions (including medical staff)



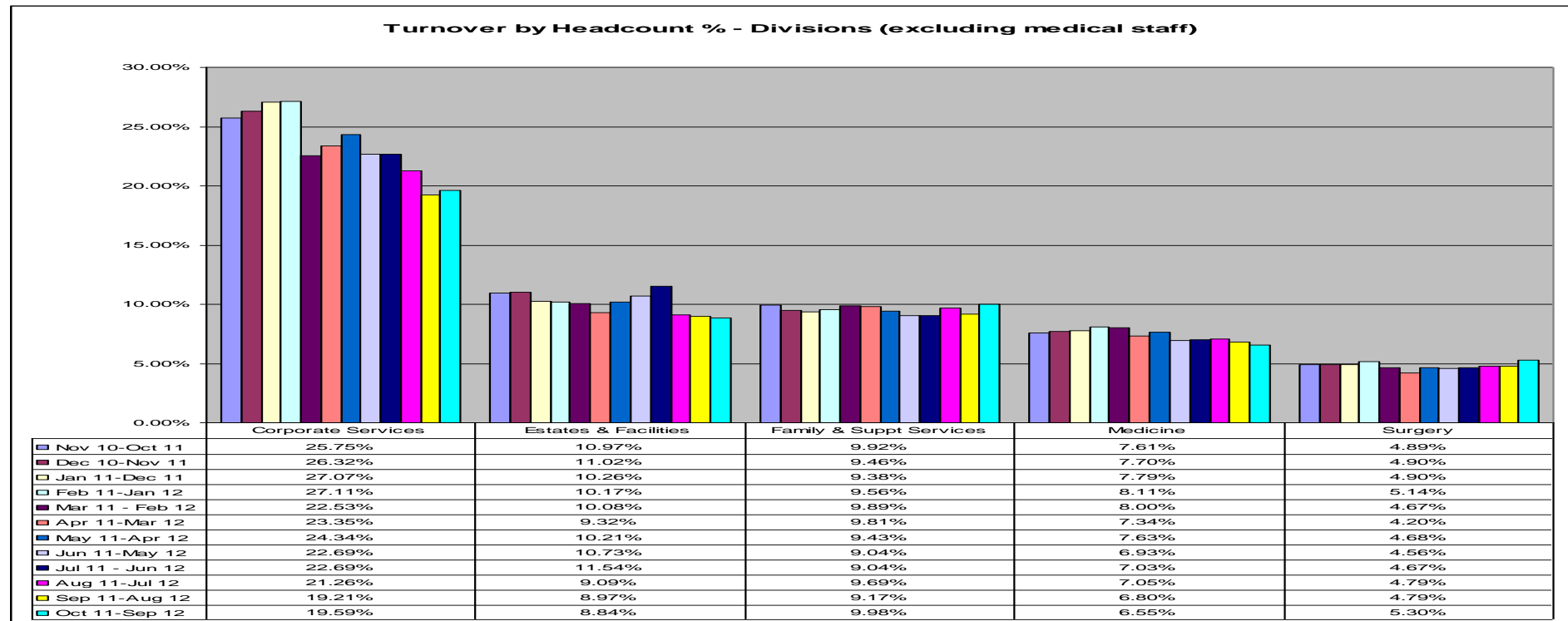
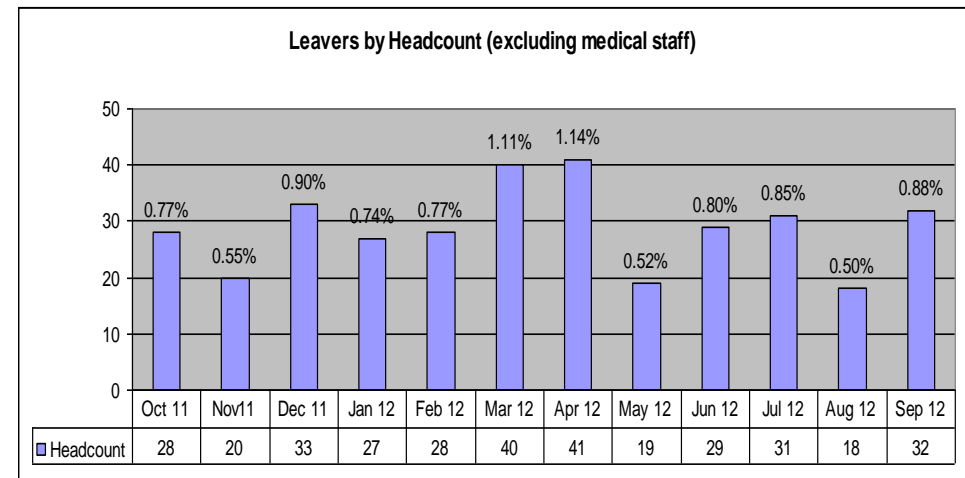
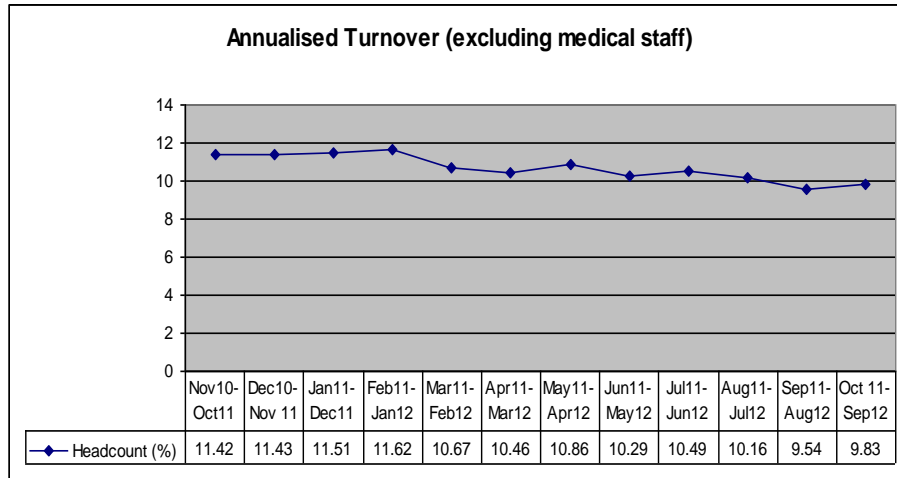
	Corporate Services	Estates & Facilities	Family & Suppt Services	Medicine	Surgery
2011-12	356.01	169.85	740.16	880.44	797.58
Oct-11	337.55	167.18	726.67	889.45	808.51
Nov-11	337.08	168.20	728.62	893.20	804.53
Dec-11	336.05	167.87	730.30	890.69	802.30
Jan-12	333.32	167.72	729.52	884.80	801.23
Feb-12	333.16	168.06	729.15	885.31	796.26
Mar-12	334.80	167.36	726.55	883.23	794.00
Apr-12	336.04	168.31	725.39	881.95	792.18
May-12	337.39	167.84	726.46	882.62	796.52
Jun-12	339.17	166.94	727.30	887.97	794.99
Jul-12	339.21	167.67	727.33	895.97	800.43
Aug-12	340.26	168.69	726.70	887.09	792.28
Sep-12	341.45	168.22	729.28	893.26	794.89

3. Overtime

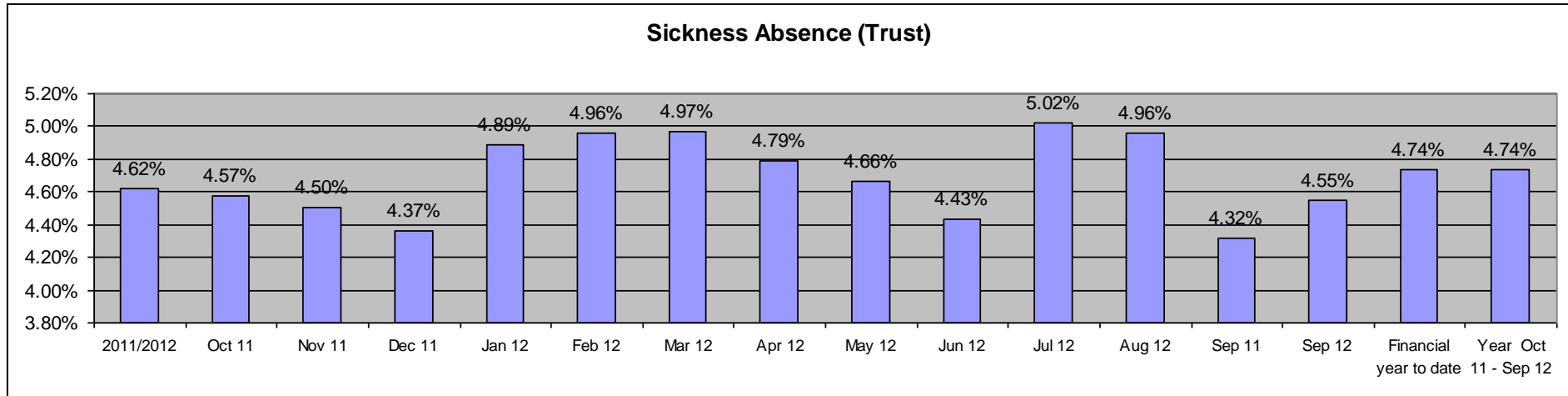
	Apr 2011 – Mar 2012			April 2012			May 2012			June 2012			July 2012		
	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total
Corporate Services	137,798	32,588	170,386	15,435	3,515	18,950	15,684	4,386	20,070	16,517	3,229	19,746	9,992	4,012	14,005
Estates & Facilities	422,758	165,599	588,357	48,454	15,560	64,014	35,544	11,294	46,838	39,698	12,928	52,626	42,501	22,961	65,462
Family & Support Services	906,468	170,623	1,077,091	97,963	19,848	117,811	68,585	15,417	84,003	72,379	13,135	85,514	84,336	21,050	105,386
Medicine	877,821	97,910	975,731	119,364	26,694	146,059	73,696	13,259	86,955	73,358	17,356	90,709	111,658	15,114	126,772
Surgery	466,869	113,132	580,000	68,233	24,153	92,386	47,136	20,744	67,910	60,703	8,115	68,819	61,439	18,226	79,664
TOTAL	2,811,713	579,852	3,396,565	349,450	89,769	439,219	240,645	65,130	305,775	262,650	54,764	317,414	309,926	81,363	391,289

	August 2012			September 2012			YTD total (from April 2012)		
	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total
Corporate Services	12,744	2,954	15,698	11,526	4,729	16,256	82,131	22,837	104,968
Estates & Facilities	47,757	17,321	65,078	53,961	26,368	80,329	267,915	106,432	374,347
Family & Support Services	83,299	16,382	99,681	93,439	16,082	109,521	501,914	101,914	603,828
Medicine	79,854	18,734	98,589	85,611	19,319	104,930	543,536	110,472	654,013
Surgery	80,661	13,307	93,968	62,826	8,321	71,147	380,999	92,895	473,894
TOTAL	304,315	68,698	373,013	307,363	74,819	382,182	1,776,496	434,555	2,211,050

4. Turnover



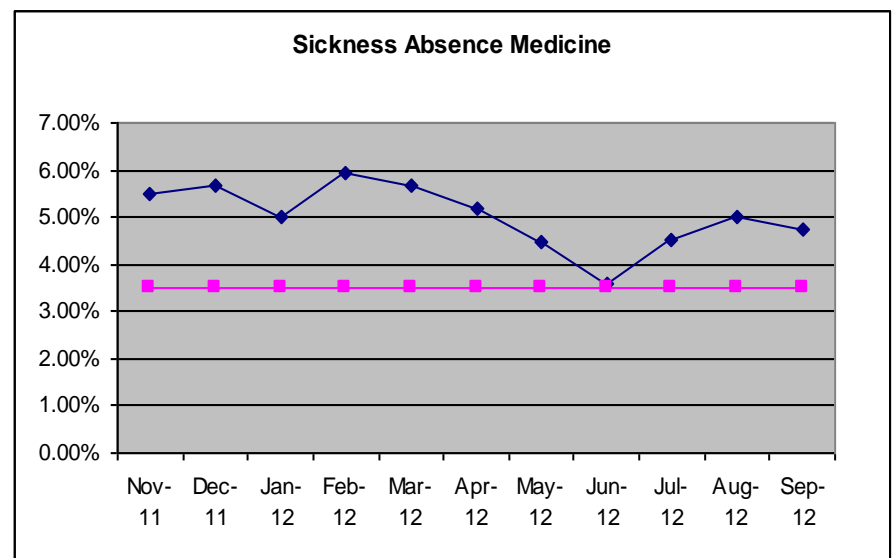
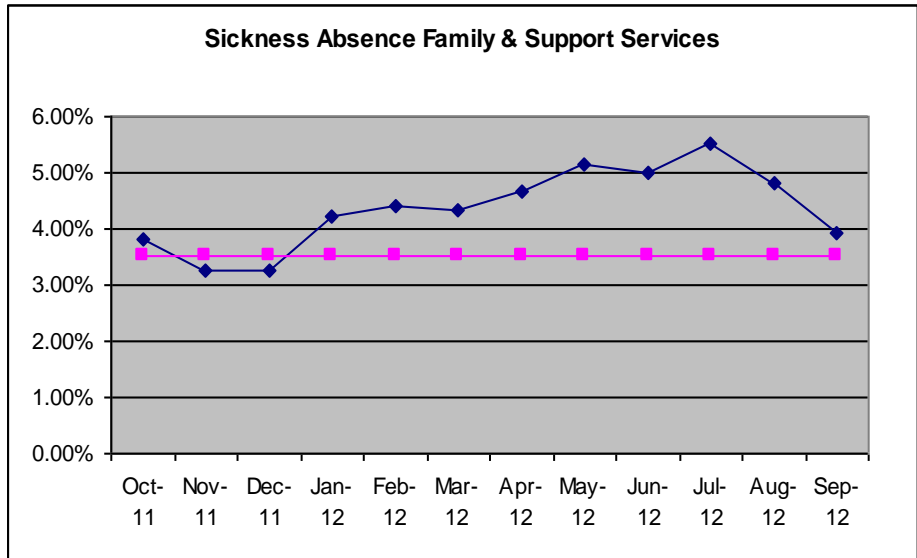
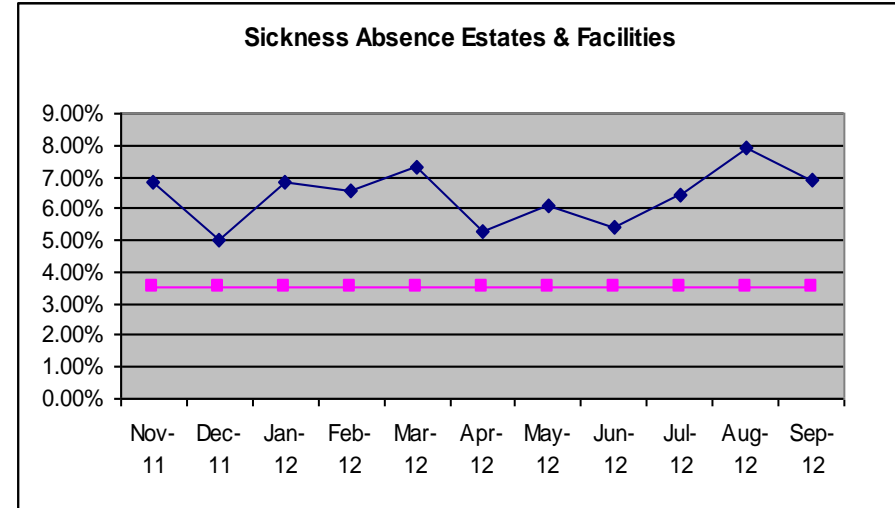
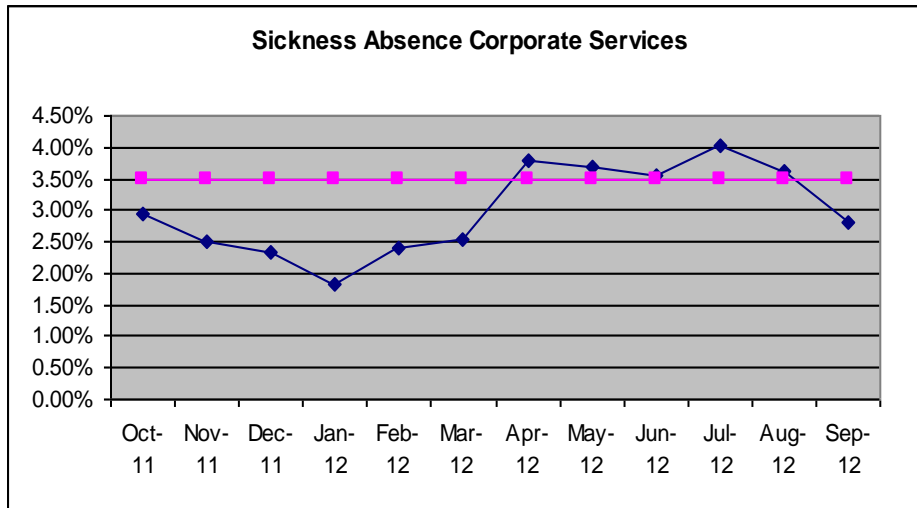
5. Sickness Absence

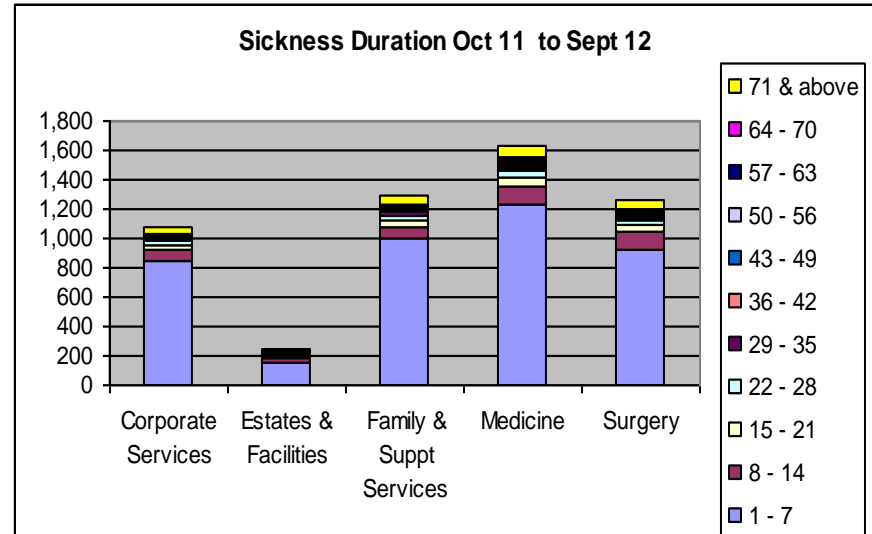
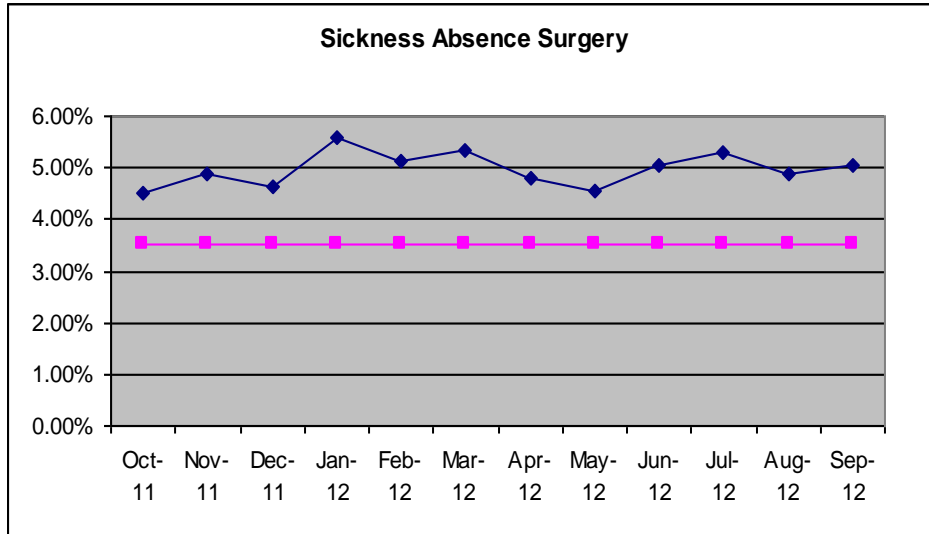


Division percentages

Division %	2011/12	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 11	Sep 12	YTD
Corporate Services	2.69	2.95	2.52	2.39	1.81	2.41	2.54	3.79	3.69	3.54	4.03	3.63	2.64	2.81	3.58
Estates & Facilities	6.89	6.58	6.86	4.67	6.84	6.58	7.32	5.30	6.10	5.42	6.42	7.93	6.26	6.89	6.35
Family & Support Services	3.80	3.82	3.26	3.26	4.21	4.40	4.35	4.66	5.14	4.99	5.52	4.83	3.82	3.93	4.85
Medicine	5.72	5.60	5.50	5.66	5.62	5.93	5.66	5.19	4.49	3.60	452%	5.03	5.95	4.76	4.60
Surgery	4.56	4.44	4.89	475%	5.59	5.12	5.35	4.82	457%	5.06	530%	4.89	3.35	5.06	4.95
Trust	4.62	4.57	4.50	4.37	4.89	4.96	4.97%	4.79	4.66	4.43	5.02	4.96	4.32	4.55	4.74

Sickness Target Trackers 2012/13





Sickness Absence Cautionary Hearings	2010/11	2011/12	2012/13											
			Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
No action, further monitoring	-	2-	-	-	1	-	-	-						
Targets set	3	9-	-	4	1	-	-	-						
First Written Absence Caution	10	16-	1	1	1	-	1	1						
Final Written Absence Caution	-	-	-	-	2	1	-	-						
Other action:	-	-	-	-	-	-	-	-						
Total	13	27	1	5	5	1	1	1						

Sickness Absence Cautionary Appeals	2010/11	2011/12	2012/13											
			Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Sickness absence decision upheld	1	3	-	-	-	1	-	-						
Sickness absence decision overturned	-	-	-	-	-	-	-	-						
Total	1	3	0	0	0	1	0	0						

6. Employee Relations

Disciplinary Outcome	2010/11	2011/12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov12	Dec12	Jan13	Feb13	Mar13	YTD 2012/13
Informal	1	-	-	-	-	-	-	-							-
Recorded counselling	1	8	-	5	1	-	1	1							8
First Written Warning		-	-	-	-	-	-	-							-
First Written Warning & transfer		-	-	-	-	-	-	-							-
Final Written Warning	4	2	-	1	-	-	-	-							1
Final Written Warning & transfer (as alternative to dismissal)		-	-	-	-	-	-	-							-
Final Written Warning & downgrading (as alternative to dismissal)		1	-	-	-	-	-	-							-
Final Written Warning & transfer & downgrading (as alternative to dismissal)	3	-	-	-	-	-	-	-							-
Dismissal	6	4	-	-	-	-	-	-							-
Total	15	15	0	6	1	0	1	1							9

Disciplinary Appeals	2010/11	2011/12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov12	Dec12	Jan13	Feb13	Mar13	YTD 2012/13
Disciplinary decision upheld	4	1	-	-	-	-	-	-							-
Disciplinary decision overturned	-	1	-	-	-	-	-	-							-
Total Disciplinary Appeals	4	2	0	0	0	0	0	0							0

Grievance Outcomes	2010/11	2011/12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov12	Dec12	Jan13	Feb13	Mar13	YTD 2012/13
Withdrawn	2	4	-	-	1	-	-	-							1
Resolved at Stage 1 (informally)	4	7	1	2	-	1	1	-							5
Resolved at Stage 2	5	6	2	-	-	-	1	-							3
Resolved at Stage 3	1	2	-	-	-	-	-	-							-
External mediation	1	-	-	-	-	-	1	-							1
Total	13	19	3	2	1	1	3	0							10

7. Occupational Health

Cumberland Infirmary	2010/11 (Aug 10 on)	2011/12	Oct 11	Nov 11	Dec 11	Jan 12	Feb12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12
Pre-Employment Acute Staff	250	244	24	14	13	9	14	21	42	39	21	50	31	25
Pre-Employment Non Acute Staff	22	29	3	2	-	2	1	-		-	5	-	-	-
Pre-Employment Placements	114	14	-	-	-	6	2	-	5	1	2	4	2	0
Managers Referral (brackets - stress related)	335 (28)	399 (28)	9 (3)	48 (9)	26	40	47	35 (6)	39 (3)	51 (4)	25 (1)	30 (0)	13 (1)	16 (1)
Self Referral (brackets - stress related)	289 (13)	217 (7)	11	22	17	29	26	17 (1)	14 (4)	13 (4)	14 (2)	11 (1)	21 (1)	26 (1)
Nurse Review Appointments	175	95	8	8	8	6	5	4	4	9	11	3	1	2
Other Routine Nursing Appointments	1869	2633	1067	368	149	167	181	201	175	514	286	314	335	677
Doctor's Appointments	169	368	38	42	24	32	29	50	21	36	25	49	39	50
<u>TOTAL</u>	3223	3999	1160	504	237	291	305	328	300	663	389	462	442	796
DNA	368	349	15	46	27	21	32	25	27	44	31	34	32	10

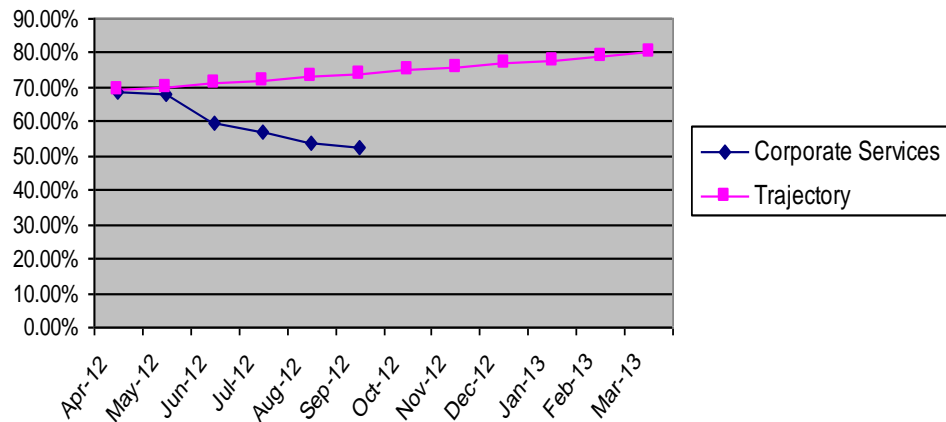
West Cumberland Hospital	2010/11 (Aug 10 on)	2011/12	Oct 11	Nov 11	Dec 11	Jan12	Feb12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12
Pre-Employment Acute Staff	115	172	9	10	6	23	14	8	24	14	10	10	21	19
Pre-Employment Non Acute Staff	5	0	-	-	-	-	-	-		-	-	-	-	-
Pre-Employment Placements	149	62	2	8	-	3	1	1	2	5	5	2	1	4
Managers Referral (- stress related)	265 (23)	322 (25)	24	13 (1)	15	44 (4)	25 (2)	29 (3)	37 (1)	37 (1)	35 (1)	36 (2)	40 (0)	25 (1)
Self Referral (brackets - stress related)	425 (50)	596 (94)	30 (4)	32 (5)	52 (5)	52 (7)	61 (3)	60 (8)	39 (4)	34 (6)	34 (3)1	45 (3)2	50 (4)	26 (3)
Nurse Review Appointments	118	174	14	9	10	15	10	11	8	8	8	10	6	16
Other Routine Nursing Appointments	1148	1165	559	141	27	49	112	124	124	134	78	132	68	253
Doctor's Appointments	114	115	9	13	5	22	14	14	26	11	9	9	16	16
<u>TOTAL</u>	2339	2606	647	226	115	208	237	247	260	243	179	246	202	174
DNA	111	193	12	10	8	21	22	26	7	15	18	15	16	18

8. Appraisal

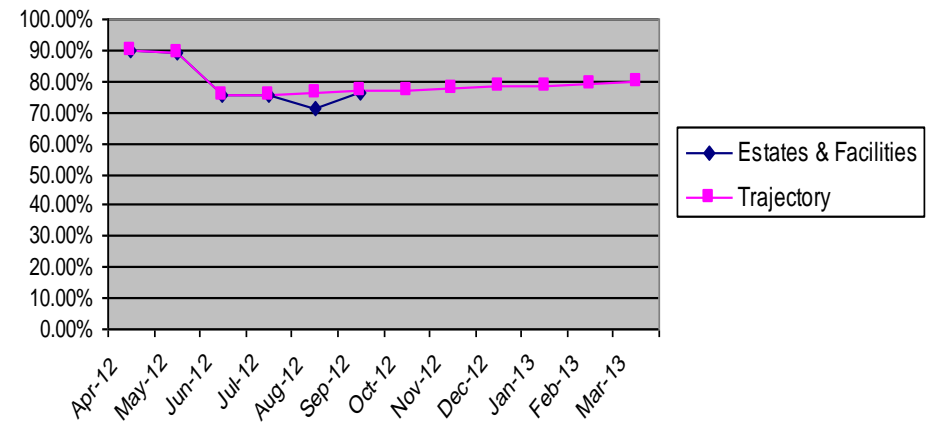
Division	May 11 to Apr12 %	Jun 11 to May 12 %	Jul 11 to Jun 12 %	Aug 11 to Jul 12 %	Sep 11 to Aug 12 %	Oct 11 to Sep 12 %	RAG
Corporate Services	68.60	67.80	59.84	56.85	53.84	52.60	
Estates & Facilities	88.99	88.99	75.23	75.34	71.16	76.24	
Family & Support Services	70.96	70.96	73.84	73.00	72.89	71.07	
Medical	48.67	50.25	48.24	49.32	54.13	56.18	
Surgical	50.25	48.77	51.00	51.92	46.55	45.99	
Trust	60.57	60.49	59.21	58.98	58.36	57.67	

RAG Coding		< 50%	≤79%	≥ 80%
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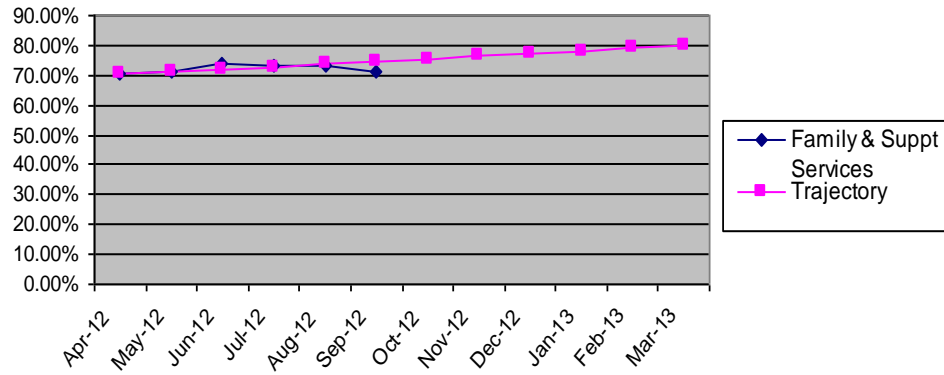
Appraisal - Corporate Services



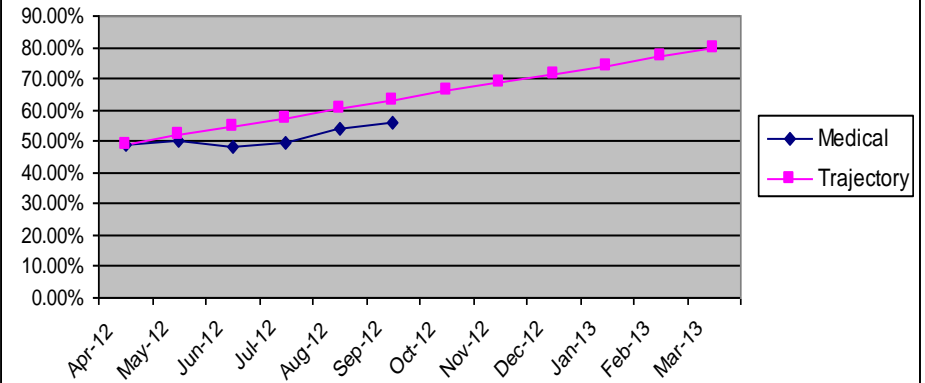
Appraisal - Estates and Facilities



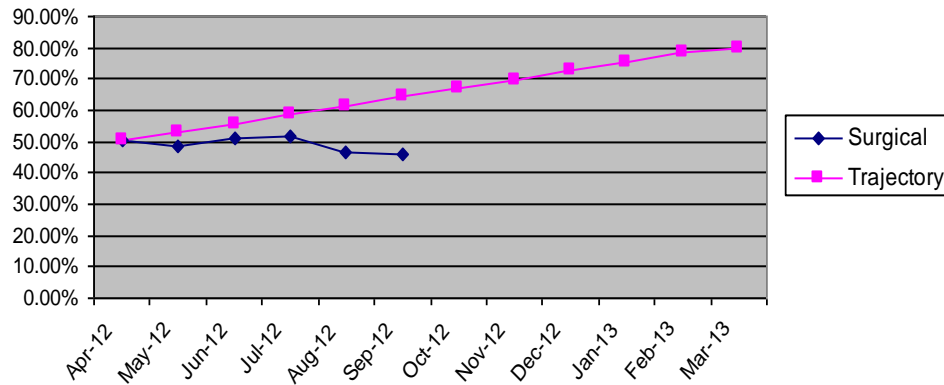
Appraisal - Family & Support Services



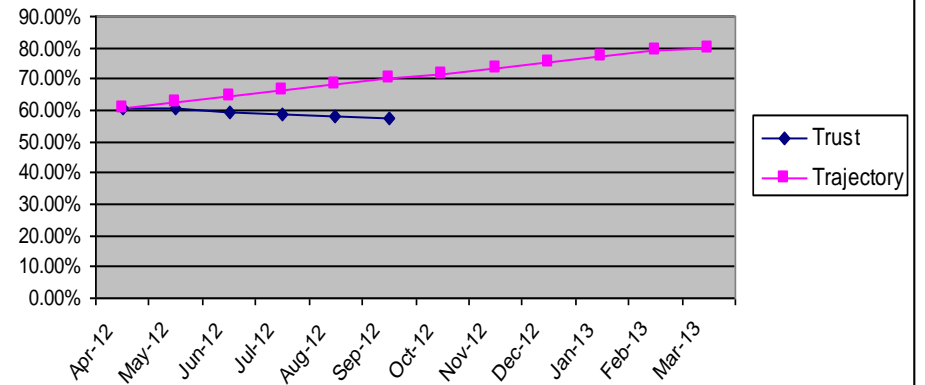
Appraisal - Medical



Appraisal - Surgical



Appraisal - Trust



9. Mandatory Training

Course	Trust %			Corporate Services %			Estates & Facilities %		
	Jul 12	Aug 12	Sep 12	Jul 12	Aug 12	Sep 12	Jul 12	Aug 12	Sep 12
Core Mandatory Skills Programme*	57	27	31	54	21	25	75	47	54
Equality & Diversity	50	50	50	45	46	45	82	82	80
Fire Safety	51	55	56	45	48	49	57	66	70
Information Governance	22	28	33	17	24	31	50	60	64
Manual Handling	29	31	33	26	28	29	13	13	13

Course	Family & Clinical Support %			Medical %			Surgical %		
	Jul 12	Aug 12	Sep 12	Jul 12	Aug 12	Sep 12	Jul 12	Aug 12	Sep 12
Core Mandatory Skills Programme*	58	39	43	49	21	25	62	23	28
Equality & Diversity	57	57	57	41	43	43	49	49	49
Fire Safety	59	63	66	46	50	52	54	55	56
Information Governance	27	34	40	19	26	29	19	22	27
Manual Handling	32	36	38	30	33	34	33	33	34

RAG Coding								
			< 50%		≤79%			≥ 80%

*Contents of Core Mandatory Skills Programme

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Health and Safety: Control of substances hazardous to health (COSHH) Slips, trips and falls Personal protective equipment (PPE)	Occupational Health: Sharps / inoculation incident awareness Display screen equipment awareness Stress management	Conflict resolution Level 1	Countering Fraud in the NHS
		Infection prevention / control (incl hand hygiene)	Safeguarding Adults
		Food safety awareness	Safeguarding Children Level 1
		Medical devices awareness	

10. Staff Experience

This action plan has been developed following the results of the 2011-2012 Staff Survey. The issues below in the key findings section have been raised as a concern by staff who completed the survey and actions have been identified to rectify these concerns to engage staff and improve their working lives with the Trust.

Numbers 1 – 4 are the bottom ranking scores for this Trust (Support from immediate managers, Percentage of staff reporting good communications between senior management and staff, Staff recommendation of the Trust as place to work or receive treatment, Fairness and effectiveness of incident reporting procedures). A full report based on the themes will be provided next month.

	Key Findings from Staff Survey	Improved Outcome	Lead	Action	By When
1.	KF 15: Support from immediate managers	Management and supervision. Team based working. Being respected and valued at work. Staff motivation. Senior Manager improving the way we work.	DG M's and Executive Directors	Review of Ward Manager and Head of Service needs and develop an action plan. Hold a development day for Business Managers, Heads of nursing and quality matrons to develop their needs and develop an action plan	Nov 2012 Nov 2012
2.	KF 30: Staff reporting good communication between senior management and staff	Interim CEO programme of visits to wards/departments to be arranged.	Director of HR	Informal walkabouts have commenced. Structured programme of event to be coordinated.	Sept 2012
		General Managers/Executive Directors to spend one day per week at WCH. Priority to be given to face to face meetings.	Directors/DGMs	GM and ED to confirm commitment and action at SMT	Oct 2012
		Directors/Senior Managers patient safety walkabouts on a monthly basis and feedback to SMT and respond to clinical areas.	Directors/DGMs	Kath Livingstone, HRBP will contact Head of Corporate Affairs and PAs to agree dates	Nov 2012
3.	KF 34: Staff recommendation of the trust as a place to work or receive treatment	Promote safety and quality priorities as core business.	DGMs/Directors	Consult on priorities. Agree and launch	Oct 2012

	Key Findings from Staff Survey	Improved Outcome	Lead	Action	By When
		Launch a corporate system to better understand our mortality and reduce harm	Medical Director	Review started. Over 900 case notes reviewed. Board development session held in October. Clinical Policy Group to agree action Plan	July 2012
		Launch Patient safety and quality days – CIC in March 2012, WCH in June 2013	DON, DGM and Head of Governance	Decide on teams and book in December	Dec 2012
4.	KF22: Fairness and effectiveness of incident reporting procedures	Weekly review meeting with ward sisters, governance facilitators and heads of nursing.	DON, DGM and Head Of Governance	Systems to be established.	Oct 2012
		Ward sisters to confirm how they provide feedback to ward staff. Major themes to be reported to SMT	Heads of nursing/ward sisters.	Systems to be established.	31.10.12