

Nursing, Midwifery & Care Staffing Establishments

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| <b>Trust Board Meeting - Part 1</b>  | <b>Item: 7.4</b>   |
| <b>26<sup>th</sup> November 2014</b>   | <b>Enclosure: F</b>  |
| <b>Purpose of the Report:</b><br>This report provides the Board with an update on progress with the requirements of the safe staffing guidance, including the published nursing, midwifery & care assistant staffing data. It also updates the Board on current recruitment activities in these groups and key areas of focus in developing nursing, midwifery & care staff.   |  |
| <b>FOR: Information</b> <input type="checkbox"/> <b>Assurance</b> <input type="checkbox"/> <b>Discussion and input</b> <input checked="" type="checkbox"/> <b>Decision/approval</b> <input type="checkbox"/>   |  |
| <b>Sponsor (Executive Lead):</b>   | Duncan Burton, Director of Nursing & Patient Experience  |
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| <b>Risk Implications – Link to Assurance Framework or Corporate Risk Register:</b>   | Assurance Framework – Principle Risk 1 - Failure to improve quality of care<br>Principle Risk 5 – Failure to ensure there are the right staff (numbers, skills and capability) in the right place<br><br>Corporate Risk Register – T034 Recruitment – not having the required staff in place |
| <b>Link to Relevant Corporate Objective:</b>   | <b>Objective 1</b> - To deliver quality, patient centred healthcare services with an excellent reputation<br><b>Objective 2</b> - To deliver care by competent and caring staff working in effective and supportive teams who feel valued by the Trust                                       |
| <b>Document Previously Considered By:</b>  | Executive Management Team – 17 <sup>th</sup> November 2014   |
| <b>Recommendation &amp; Action required by the Trust Board:</b><br><br><b>The Trust Board is asked to:</b> <ul style="list-style-type: none"> <li>• <b>Note</b> progress with meeting requirements of the national Safe staffing guidance and the published nursing, midwifery and care staffing information</li> <li>• <b>Note</b> progress with recruitment to nursing and care assistant vacancies and ongoing work to ensure delivery of successful induction and development of nursing, midwifery &amp; care staff groups</li> </ul> |  |

## **Nursing, Midwifery & Care Staffing**

### **1. Introduction**

- 1.1 The Trust has had in place for some time a 6 monthly Board report into nursing, midwifery & care staffing within the public board meeting and received an update in May 2014.
- 1.2 This report provides the Board with an update on progress with the requirements of the national safe staffing guidance, areas of key focus in recruiting, retaining and developing nursing, midwifery & care staff, and the publication of the nursing, midwifery & care staffing data from June 2014.
- 1.3 Nurse recruitment and turnover is receiving additional focus nationally as demonstrated by Health Education England investment in return to nursing and Health Education South London (HESL) recent request for bids to undertake a review of nursing turnover across South London. The Director of Nursing & Patient Experience has provided support to the bid from Kingston University.

### **2. Safe Staffing Group**

- 2.1 The Safe Nursing, Midwifery & Care Staffing Group continues to meet weekly chaired by the Director of Nursing & Patient Experience. The group consists of senior nursing & midwifery representatives, recruitment services, the Director of Workforce, business intelligence, Trust Bank and the e-rostering lead.

### **3. Developing Nurses, Midwives and Care assistants Nursing,**

- 3.1 In addition to the multitude of professional development opportunities on offer to nurses, midwives & care staff in the Trust, some specific areas of focus are taking place.
- 3.2 **Induction of new nurses & nursing assistants** - The Trust now has in place a two week programme of induction for all new nurses and nursing assistants joining the Trust. This provides a mix of classroom based activity, time within the clinical areas they are working in, and getting started with ongoing development such as provision of IV drug competency booklets. Programmes have been running every two weeks to meet the numbers of new starters, and will continue to do so for several months. Additional specific information has been provided for the induction of overseas staff.
- 3.3 The induction programme has brought together colleagues from around the Trust to assist in the smooth welcome and processing of staff, such as IT, uniform provision & occupational health.
- 3.4 A programme of social adaptation and welcome to the local area has also taken place for staff who are new to the UK. This has included support in setting up bank accounts. Ward & Department areas have held local welcome events for new and existing staff to foster the culture of making people feel welcome and team cohesiveness.
- 3.5 To ease the transition of new staff to the ward areas, 'new starter' badges have been provided for staff so patients, visitors and other staff can recognise that someone is new to the Trust. These have been positively received by the new recruits.
- 3.6 The Trust made a bid to HESL for additional funding for practice development support and to support the educational and assessment costs of overseas nursing recruitment.

The Trust was successful in obtaining a grant of £124,000 to be used within 2014/15 to support this programme of work.

- 3.7 Specific evaluation of the new inductions is taking place led by the Head of Practice Development. This will be further supplemented by the 100 day follow ups being led by the Director of Workforce. From the narrative feedback so far, this shows that staff have felt the new induction supportive and welcoming.
- 3.8 **Aspiring Ward Sister/Charge Nurse** –The Trust commenced an aspiring sister/charge nurse programme in July 2014. Thirteen deputy sister/charge nurses are on the 1<sup>st</sup> cohort of this programme, from across multiple area of the Trust. To date since the programme started, 3 participants have achieved senior sister/charge nurse posts within the Trust. Scoping for a second programme commencing next year is taking place.
- 3.9 **Team development** – The Trust has commissioned an external organisation to undertake a programme of work focused on providing away day for teams to drive greater team working and culture of improvement. Fifteen participants including senior sister/charge nurses/lead physiotherapist and the new patient experience manager have completed the first two days in November. The final day in December will formulate the planned dates for the areas undertaking team away days in 2015.
- 3.10 **Theatre Sister/Charge Nurse Development** – The band 7 leadership development programme for theatre staff which commenced in July 2014 continues. It uses the same model as the ward sister/charge nurse leadership programme of shadowing, feedback and individualised development plans supplemented by master classes. Further ongoing action learning has been added at the request of the Sister/Charge nurses.
- 3.11 **CRS Deployment:** During the last 6 months the deployment of electronic clinical documentation and e-prescribing has been a major focus of training & development in ward areas and the A&E department. The exceptional leadership shown by nurses across the Trust in the deployment of these systems should be noted as a critical success factor in the deployments progress.
- 3.12 Planning for the **Trusts Annual Nursing & Midwifery Conference** is underway. This will take place on 15<sup>th</sup> May 2015 and Peter Carter, General Secretary of the RCN has agreed to be the keynote speaker.
- 3.13 Further areas which are currently being scoped for further development include:
- Leadership development for A&E Sister/Charge nurses
  - A further aspiring sister/charge nurse programme
  - Leadership programme for non-ward areas e.g leading in the outpatient setting
  - Maternity services have submitted bids to HESL for further educational development support for breastfeeding and mental health needs of women.
  - An evening event in January 2015 is being planned for Clinical Nurse Specialists & advanced practitioners to discuss collective development needs and expansion of advanced practice in nursing
  - Ongoing review of registered nurse (band 5) and nursing assistant development needs in line with findings of review into turnover.

#### **4.0 Recruitment**

- 4.1 Given the increase in annual bed profiling from April 2014 and increases to establishments in A&E, this resulted in a greater number of vacancies within the Trust from April. Active methods have been taking place to deliver full recruitment, reduce agency usage and impact on turnover.
- 4.2 Since 1<sup>st</sup> August 2014 171 new nurses & midwives (13 Midwives, 5 MSW's; 101 registered nurses; 52 Nursing assistants), have commenced work in the organisation. During the same period 67 nurses & midwives left the Trust (22 nursing assistants/MSW's; 2 midwives, 43 registered nurses).
- 4.3 A further 43 (15 registered nurses; 28 nursing assistants) are in the recruitment process and should all checks be successful commence work in the Trust in the coming months. The recruitment team are working to ensure that the start dates of the remaining candidates are confirmed as soon as possible. Further inductions are being run by the Practice Development Team in December 2015 & January 2015 prior to the arrival of nurses from the Philippines.
- 4.4 As part of a proactive recruitment strategy, a degree of over recruitment is planned as part of this programme to take account of leavers, known secondments to training and known peaks in availability of new staff such as each September/October when student nurses qualify.
- 4.5 To ensure that the remaining identified recruitment needs are met, recruitment activity and progress is reviewed weekly at the Safe Staffing meeting.
- 4.6 In order to achieve zero vacancies, particularly in hard to recruit to areas such as general medicine and theatres; a programme of overseas recruitment has been taking place. The Trust has engaged an external specialist agency to assist in this process. The Trust has recruited 29 nursing staff from Spain & Portugal and these have started in the Trust during September & October 2014.
- 4.7 In October 2014 the Trust was granted 60 visas in order to recruit nurses from the Philippines. This follows the change in Home Office requirements allowing the recruitment of nurses from outside the EU. The Trust has been working with an experienced recruitment provider who has a base in the Philippines. The nurses who will be recruited are experienced, and we are specifically targeting applicants with ICU, theatres and general medical/surgical experience. Senior nursing staff from the Trust are in the Philippines for four days from 23<sup>rd</sup> November 2014 to assess and interview candidates. The plan is to recruit to all 60 places with a phased approach of arrival and induction with three cohorts of 20, from mid-January 2015 to March 2015. This will ensure existing and anticipated future vacancies during this time are filled.
- 4.8 In October 2014 the NMC requirements for assessing nurses from outside the EU changed. All non EU trained applicants must complete (achieving a specific level) and provide evidence of the International English Language Test (IELTS) and a Competency Based Test (CBT) before submitting their application to the NMC. Instead of the previous overseas adaptation programme, applicants must now complete and pass Objective structured clinical examination (OSCE) once in the UK. One university (Northampton) has been commissioned nationally to undertake the OSCE's the new style and the Trust is currently arranging a timetable for these to take place.

4.9 Staff recruited from the Philippines will commence work as nursing assistants in the Trust, undertaking induction (including cultural and NHS adaptation) learning in practice and preparation to undertake the OSCE's, until they become registered which may take up to 3 months.

## **5.0 Accommodation**

5.1 In order to support new recruits to work at the Trust, particularly given the high cost of living locally, the Trust has been working to identify additional affordable local accommodation. To date all overseas recruits and UK based recruits that needed accommodation have been successfully placed. The availability of accommodation is currently identified as the biggest risk to the success of the Philippines recruitment drive as ensuring sufficient accommodation upon arrival is critical.

5.2 The Director of Estates is leading this work and is also liaising with the local authority, housing agencies and the local rental market. Additional support to his team is being made available over the next month to support this programme of work.

5.3 A new Accommodation Policy has been agreed by the Trust for use with the external accommodation provider (Viridian). This includes a priority rating scale, to determine those at most need of hospital accommodation.

5.4 Further appeals have been made to Trust staff have to identify if they have spare rooms or accommodation they wish to rent to new recruits. In addition to accommodation on site further rooms are being identified and secured at Tolworth Hospital and the Royal Hospital for Neuro-Disability.

## **6.0 Pre-registration Education**

6.1 Kingston Hospital provides education in practice each year to approximately 65 student nurses & 35 student midwives at various stages of their two & three year programmes. Given the national shortfall in nurses it is possible a 10% increase to pre-registration nursing places will take place in 15/16.

6.2 Over the last quarter the senior nursing & midwifery leadership team at Kingston Hospital and the senior team at the School of Nursing at Kingston University have been looking at ways in which we can work more closely together to improve the experience and quality of pre-registration nurse education at Kingston Hospital.

6.3 From November 2014, Sue Heatley, Principal Lecturer, at Kingston University and St George's University of London joined the Trust for 6 months on a part time secondment to lead this work. This addition to the team is particularly important as our existing support to this work is needed to focus on the new starters and nurses from the Philippines from January 2015. Particular areas of focus of the pre-registration work includes:

- Establishing systems to obtain student experience feedback in a more real time way than currently. This will enable each area to understand how students view their educational experience with a view to celebrating and improving where required.
- Reviewing how and if Kingston Hospital should take on the timetabling of student placements for the West Zone, and if the benefits of this seen in other Trusts could be achieved here

- Increasing the numbers of mentors in the Trust and ensuring the Mentor Register complies with NMC requirements
- Reviewing the Trusts placement options and capacity and looking for areas where more pre-registration nursing students could be supported
- Identifying & implementing additional opportunities to celebrate our students and identify themselves more as students of Kingston Hospital
- Establishing annual contact days for each of the years to assist with students finding out about career opportunities within the Trust in an effort to increase the number of Kingston University students obtaining jobs here upon qualification
- Ensuring Trust presence at all potential events within the university to promote our opportunities
- Further raising the profile of student nurses in the organisation

## **7.0 Return to Nursing Programme**

7.1 A national 'Return to Nursing' campaign is currently taking place and being led by Health Education England. The Trust is working with Kingston University locally and has agreed to six placements for return to nursing candidates to complete their return to nursing practice placement, and at the end if successful transition into substantive roles.

## **8.0 Nurse Bank**

8.1 From staff feedback it has been identified that if the Trust were to pay substantive workers weekly pay for bank work undertaken this would result in a greater number of staff undertaking bank work in the Trust. From October 2014 substantive staff working bank shifts can now be paid weekly. Rates of staff undertaking bank and its impact on agency usage is being monitored.

## **9. Safe Staffing Data**

9.1 At the end of June 2014 the first set of monthly nursing, midwifery & care staffing data was published nationally via NHS Choices. The Trust also publishes this information on the Trust website by ward and will continue to do so monthly. The Trust has complied with and continues to comply with the reporting deadlines and requirements outlined by NHS England for submission of this data.

9.2 The Trust Clinical Quality Report provides the Trust Board with the monthly reporting of this data.

9.3 Appendix A provides the data by all areas (mandated to report) from May 2014-October 2014. The Board will note that the overall position for the Trust is good with an average overall 100.4% achievement during this period. There is some variation within ward areas which should be noted and higher levels of nursing assistant usage is observed in places. This is due to use of additional staff for close supervision of patients and to offset occasions where registered nurse availability maybe reduced. The programme of recruitment is critical to reducing variation between clinical areas.

9.4 Information screens are in all inpatient areas and display the name and picture of the Senior Sister/Charge Nurse for the ward; a guide to nursing uniforms; and a table showing the planned v actual staffing on for that shift. Monitoring is in place to ensure these are updated daily as there is current variability in achieving this.

## 10. NICE Guidance

- 10.1 The National Institute for Clinical Excellence (NICE) issued its first completed set of NICE guidance for adult inpatient areas in mid July 2014. Since then consultations are progressing for Maternity and A&E staffing guidance. Acute in-patient paediatric and neonatal unit guidance is expected to be after this.

## 11. Acuity/Dependency Data collection

- 11.1 Four weeks of acuity/dependency collection using the Safer Nursing Care Tool across the adult ward areas was collected in July/ August 2014. In a number of ward areas the collection of data had to be extended to ensure collection of sufficient data using the new process and collection tool. This information forms one of the two annual acuity data points to inform assurance on staffing establishments. The next data collection will take place in January/February and the two will be considered alongside each other, and triangulated with other information sources.
- 11.2 Use of the Safer Nursing Care Tool for acute paediatric areas ahead of the NICE guidance has commenced in November. The Trust has been liaising with the national lead to achieve this. A second data collection point will be during a summer month in 2015.

## 12. Conclusion & Recommendations

- 12.1 The Trust continues to make progress in the recruitment of registered nurses and nursing assistants, against the backdrop of an increasing gap between supply and demand nationally.
- 12.2 With the level of recruitment of staff, the attention paid to the induction and welcome of new staff over the last period has been essential. This is particularly critical to ensure the smooth transition to teams and to deliver a positive impact on staff turnover. The Trust Board should be aware that this programme of work has been a significant undertaking for corporate and service line teams and will continue to be so over the coming period.
- 12.3 The Trust continues to meet the monthly submission requirements of the Safe Staffing data.
- 12.4 There continues to be progress in the development of nurses & midwives across the Trust, which is essential in efforts to reduce turnover. The development of a Trust wide strategy to deliver reduce turnover, and the HESL commissioned external review across South London to be delivered by March 2015 will inform further nursing & midwifery development programmes and approach.
- 12.5 The Trust Board is asked to:
- **Note** progress with meeting requirements of the national Safe staffing guidance and the published nursing, midwifery and care staffing information
  - **Note** progress with recruitment to nursing and care assistant vacancies and ongoing work to ensure delivery of successful induction and development of nursing, midwifery & care staff groups

**Appendix A – Safe Staffing Data Return May 14 – October 2014**

| Staffing Rate by Role |                       |     |         |         |         |           |         |         |         |         |                     |          |         |         |         |               |          |         |         |
|-----------------------|-----------------------|-----|---------|---------|---------|-----------|---------|---------|---------|---------|---------------------|----------|---------|---------|---------|---------------|----------|---------|---------|
| Month                 | Ward                  | AAU | Alex    | Astor   | Bronte  | Cambridge | Canbury | Derwent | Hamble  | Hardy   | Intensive Care Unit | Isabella | Keats   | Blyth   | Kennet  | Neonatal Unit | Sunshine | Trust   |         |
| May-14                | Day Rate - RN/MW      |     | 98.44%  | 100.49% | 99.97%  | 95.46%    | 100.00% | 89.29%  | 95.52%  | 101.87% | 99.06%              | 99.20%   | 91.46%  | 95.93%  | 85.93%  | 93.60%        | 92.90%   | 95.60%  |         |
| Jun-14                |                       |     | 100.00% | 100.00% | 98.46%  | 97.57%    | 100.00% | 99.19%  | 101.01% | 100.56% | 98.79%              | 99.23%   | 101.16% | 94.69%  | 94.98%  | 94.79%        | 92.48%   | 97.98%  |         |
| Jul-14                |                       |     | 93.18%  | 98.26%  | 98.41%  | 93.84%    | 94.56%  | 94.84%  | 89.96%  | 93.34%  | 99.37%              | 97.95%   | 98.90%  | 93.33%  | 92.53%  | 95.10%        | 94.57%   | 98.17%  | 95.43%  |
| Aug-14                |                       |     | 92.71%  | 98.37%  | 96.55%  | 96.99%    | 90.99%  | 101.57% | 90.71%  | 90.58%  | 95.66%              | 101.51%  | 92.78%  | 80.80%  | 88.38%  | 88.76%        | 98.35%   | 98.98%  | 94.14%  |
| Sep-14                |                       |     | 92.17%  | 93.47%  | 99.15%  | 96.70%    | 91.91%  | 101.16% | 96.09%  | 94.07%  | 96.26%              | 94.08%   | 96.76%  | 87.35%  | 94.32%  | 84.70%        | 97.97%   | 98.08%  | 94.07%  |
| Oct-14                |                       |     | 92.47%  | 98.88%  | 99.72%  | 104.19%   | 98.16%  | 101.60% | 87.69%  | 87.91%  | 90.59%              | 97.00%   | 94.72%  | 83.95%  | 88.11%  | 81.87%        | 95.91%   | 99.12%  | 93.48%  |
| May-14                | Night Rate - RN/MW    |     | 100.00% | 100.00% | 98.92%  | 97.85%    | 98.08%  | 100.00% | 97.85%  | 97.85%  | 97.36%              | 100.00%  | 92.50%  | 96.77%  | 100.00% | 94.96%        | 99.19%   | 97.88%  |         |
| Jun-14                |                       |     | 100.00% | 100.00% | 98.89%  | 97.78%    | 92.73%  | 100.00% | 98.89%  | 97.75%  | 96.88%              | 98.33%   | 100.00% | 98.89%  | 95.56%  | 99.24%        | 99.17%   | 98.17%  |         |
| Jul-14                |                       |     | 100.39% | 100.00% | 100.00% | 100.00%   | 94.62%  | 100.00% | 95.70%  | 100.00% | 96.77%              | 100.31%  | 100.00% | 100.00% | 95.70%  | 98.92%        | 98.60%   | 100.00% | 99.09%  |
| Aug-14                |                       |     | 104.26% | 100.00% | 95.70%  | 100.00%   | 97.85%  | 96.55%  | 94.62%  | 100.00% | 94.62%              | 101.26%  | 98.39%  | 100.00% | 97.85%  | 98.92%        | 97.48%   | 100.00% | 99.45%  |
| Sep-14                |                       |     | 100.40% | 100.00% | 100.00% | 101.12%   | 100.00% | 96.67%  | 100.00% | 98.89%  | 100.00%             | 94.84%   | 98.33%  | 100.00% | 95.60%  | 98.89%        | 100.00%  | 100.00% | 98.72%  |
| Oct-14                |                       |     | 100.39% | 100.00% | 98.92%  | 98.92%    | 100.00% | 96.36%  | 98.92%  | 96.77%  | 97.85%              | 95.50%   | 100.00% | 100.00% | 100.00% | 98.92%        | 100.00%  | 99.27%  | 98.64%  |
| May-14                | Day Rate - HCA        |     | 114.88% | 122.58% | 99.96%  | 108.65%   | 119.96% | 98.39%  | 101.61% | 101.90% |                     | 92.95%   | 120.16% | 101.61% | 111.43% | 100.00%       | 103.53%  | 106.22% |         |
| Jun-14                |                       |     | 98.98%  | 100.70% | 101.21% | 102.22%   | 93.56%  | 99.42%  | 102.19% | 104.81% |                     | 96.97%   | 109.35% | 100.54% | 101.88% | 100.00%       | 100.00%  | 101.16% |         |
| Jul-14                |                       |     | 106.24% | 100.55% | 100.00% | 102.92%   | 109.49% | 116.08% | 107.71% | 100.00% | 124.06%             |          | 101.45% | 128.75% | 117.74% | 98.91%        | 102.10%  | 91.12%  | 107.93% |
| Aug-14                |                       |     | 112.07% | 98.13%  | 98.80%  | 102.41%   | 109.80% | 94.51%  | 111.54% | 125.92% | 124.38%             |          | 104.62% | 112.58% | 108.84% | 104.03%       | 104.65%  | 92.56%  | 108.76% |
| Sep-14                |                       |     | 111.29% | 100.00% | 114.59% | 102.20%   | 124.28% | 100.00% | 109.17% | 102.50% | 97.40%              |          | 85.43%  | 103.73% | 106.92% | 117.50%       | 97.06%   | 89.29%  | 106.76% |
| Oct-14                |                       |     | 113.77% | 100.00% | 100.00% | 92.26%    | 110.92% | 100.00% | 133.06% | 107.25% | 106.45%             |          | 88.22%  | 113.98% | 100.42% | 123.11%       | 97.73%   | 82.86%  | 107.71% |
| May-14                | Night Rate - HCA      |     | 138.46% | 145.16% | 100.00% | 100.00%   | 112.00% | 93.94%  | 129.09% | 116.13% |                     | 75.00%   | 95.56%  | 135.48% | 100.00% | 100.00%       | 100.00%  | 109.98% |         |
| Jun-14                |                       |     | 102.63% | 98.67%  | 105.26% | 90.63%    | 100.00% | 103.33% | 103.33% | 122.58% |                     | 120.00%  | 116.67% | 220.00% | 136.11% | 103.13%       | 100.00%  | 114.23% |         |
| Jul-14                |                       |     | 97.44%  | 100.00% | 100.00% | 98.39%    | 109.68% | 126.09% | 148.39% | 85.71%  | 167.74%             |          | 100.00% | 156.36% | 226.47% | 91.89%        | 103.03%  | 100.00% | 121.63% |
| Aug-14                |                       |     | 129.41% | 89.66%  | 109.09% | 98.41%    | 106.45% | 96.67%  | 148.39% |         | 145.16%             |          | 125.00% | 105.33% | 187.10% | 181.08%       | 102.22%  | 100.00% | 126.20% |
| Sep-14                |                       |     | 134.04% | 100.00% | 120.00% | 100.00%   | 100.00% | 103.33% | 113.33% | 106.67% | 100.00%             |          | 125.00% | 100.00% | 200.00% | 156.60%       | 96.88%   | 100.00% | 116.41% |
| Oct-14                |                       |     | 115.91% | 100.00% | 100.00% | 101.61%   | 100.00% | 103.45% | 112.90% | 126.47% | 98.39%              |          | 100.00% | 100.00% | 103.95% | 128.13%       | 100.00%  | 100.00% | 105.87% |
| Overall Staffing Rate |                       |     |         |         |         |           |         |         |         |         |                     |          |         |         |         |               |          |         |         |
| Month                 | Ward                  | AAU | Alex    | Astor   | Bronte  | Cambridge | Canbury | Derwent | Hamble  | Hardy   | Intensive           | Isabella | Keats   | Blyth   | Kennet  | Neonatal      | Sunshine | Trust   |         |
| May-14                | Overall Staffing Rate |     | 105.93% | 108.96% | 99.74%  | 99.65%    | 105.55% | 95.14%  | 102.10% | 102.09% | 98.21%              | 97.81%   | 97.88%  | 101.14% | 97.86%  | 95.47%        | 96.02%   | 99.76%  |         |
| Jun-14                |                       |     | 100.10% | 99.91%  | 100.23% | 98.14%    | 96.54%  | 99.80%  | 101.07% | 102.98% | 97.85%              | 98.98%   | 105.36% | 107.71% | 101.17% | 97.68%        | 95.45%   | 100.20% |         |
| Jul-14                |                       |     | 97.98%  | 99.29%  | 99.52%  | 98.29%    | 99.43%  | 104.88% | 101.99% | 96.79%  | 112.03%             | 99.71%   | 99.83%  | 111.32% | 113.25% | 96.89%        | 97.81%   | 98.32%  | 101.32% |
| Aug-14                |                       |     | 102.36% | 97.76%  | 98.45%  | 99.44%    | 98.61%  | 97.52%  | 103.11% | 113.80% | 107.31%             | 101.53%  | 97.92%  | 96.17%  | 105.29% | 104.78%       | 99.33%   | 98.95%  | 101.54% |
| Sep-14                |                       |     | 100.81% | 97.19%  | 105.73% | 99.74%    | 102.58% | 99.86%  | 102.68% | 99.27%  | 97.94%              | 95.32%   | 95.22%  | 96.51%  | 108.02% | 106.32%       | 98.54%   | 98.23%  | 100.21% |
| Oct-14                |                       |     | 100.04% | 99.45%  | 99.64%  | 99.48%    | 101.91% | 100.00% | 107.05% | 99.68%  | 97.43%              | 96.15%   | 95.54%  | 96.89%  | 96.68%  | 103.32%       | 98.07%   | 98.02%  | 99.28%  |
| 6-Month Total         |                       |     | 100.31% | 99.89%  | 101.76% | 99.48%    | 100.05% | 100.53% | 101.62% | 101.89% | 103.07%             | 98.14%   | 97.54%  | 100.08% | 104.99% | 101.71%       | 97.77%   | 97.54%  | 100.39% |