Paper ref:	TB (11/18) 011

Sandwell and West Birmingham Hospitals NHS
NHS Trust

Report Title	Integrated Quality & Performance Report (IQPR) September 2018		
Sponsoring Executive	Dave Baker, Director of Partnerships and Innovation		
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Meeting	Trust Board	**Date**	1 November 2018

1. Suggested discussion points *[two or three issues you consider the Committee should focus on]*

Mortality is due to be discussed in detail in December. The most significant constitutional issue remains emergency care performance which is below both standard and recovery trajectory. An external review takes place on 31st October and it is clear that November must see performance improvement if the Trust is to have confidence in the extant plan or delivery chain. Weekly data will be shared with the Board from week beginning November 5th. **Beyond this we might note:**

- □ VTE performance which remains volatile at 92.8% but which has failed for three consecutive months - and achievement of the 100% standard is being covered in committee;
- □ Diagnostic Performance (DM01) which was scheduled to recover by October and where that remains at risk. A quarter 4 sustainability plan is needed;
- □ Neutropenic sepsis performance of 72% where 7/25 patients breached being the lowest performance since December 2016;
- □ Two indicators in Stroke and Cardiology, one of which, unusually underperformed;

On the Persistent Reds we need to note:

- □ new successes around PDR and Medical Appraisal both of which get close to hitting target for the first time this year.
- □ two indicators which, having been reported as resolved, earlier in the year have now missed the target for 2 consecutive months: NOF which has missed the target for 2 consecutive months; and Unplanned A&E Re-attendances which has now missed the target for 3 consecutive months;

Alignment to 2020 Vision *[indicate with an **'X'** which Plan this paper supports]*

Safety Plan	**X**	Public Health Plan		People Plan & Education Plan	**X**
Quality Plan	**X**	Research and Development		Estates Plan	
Financial Plan		Digital Plan		Other *[specify in the paper]*	

1. Previous consideration *[where has this paper been previously discussed?]*

OMC

2. Recommendation(s)

The Board is asked to:

a.	**Note the need for a sustainability plan for Q4** on the DM01
b.	**Recognise** the success in two more persistent red areas;
c.	**Confirm** that two indicators should be returned to the Persistent Red process;

3. Impact *[indicate with an **'X'** which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register		Risk Number(s):					
Board Assurance Framework		Risk Number(s):					
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed	
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed	

1. Overall Performance

The Committee is asked to note that the production of the IQPR has been significantly delayed due to the IT issues that the Trust has been experiencing.

All efforts have been made to sense-check data going back to April of this year to ensure that the year to date performance is as accurate as possible, but it has not been possible to sense-check all indicators in this short period of time.

Mortality, Emergency Care and Diagnostic Imaging (DMO1) performance remain unacceptable but do have plans in place. The strategic importance of the DMO1 target warrants a Q4 sustainability plan.

More good news on new persistent reds around PDRs and Medical Appraisal needs to be offset against dips in performance for previously resolved persistent reds on Unplanned Emergency Re-attendances and Fractured Neck of Femur.

VTE assessments missed for the third consecutive occasion in September reporting at 92.8% against the standard of 95% (514 assessments missed). A full quality improvement project plan is in progress to engage under-performing areas.

Diagnostics fails to recover to 99% standard for the seventh month running (98.27% in September). CT, MRI and ultrasound scanning were the main causes of under performance. The Executive team are well cited on the imaging pressures and action plans are in place.

Whilst the average door to needle time remains good despite increasing from 43 to 47 minutes, Neutropenic sepsis performance in September reports at 72% with 7/25 patients breaching. This is the lowest performance since Dec2016.

In Stroke and Cardiology: only 50% of patients were admitted to stroke wards within the 4 hours for September. This indicator has now underperformed for 5 of the last 6 months; 94.1% of patients received a CT scan within 24 hours against the 95% target. This is the first time this has missed since August 2017.

NOF performance at 81% for a second month behind target

2. IQPR Persistent Red indicators

□ Have progressed well and we are improving further items;
□ Workforce improvement targets have now been agreed by the Director of People & OD and see good progression against some of the indicators e.g. PDR and Medical Appraisals, but we fail to deliver the RTW improvement as planned.
□ However, in September we report a re-lapsed indicator which is being validated more fully to ensure this is not due to data issues (unplanned A&E re-attendance). Irrespective of the data check this and the Fractured Neck of Femur indicator should return to the Persistent Reds process.

Total Indicators	**<u>23</u>**	***Note: Some are grouped and are in fact two or more separate indicators***	**Delivery Expected**
Resolved so far	5	• WHO Safer Surgery (to 100%); • Early Booking Assessment; • Patient Safety Thermometer (to 95%); • Cancellations (20pm) • Cancellations as %age of elective admissions (0.8%)	
Achieved standard for 2 months	0		
Achieved standard for 1 month	0		
Significant improvement close to target	2	• PDR (to 95%) .. at 94% in October • Medical Appraisal (to upper quarterile) .. at 91% in Aug	• Oct2018 • Oct2018
Working towards target improvement plans & expected to deliver in the near future **<u>Newly added and relapsing indicators</u>**	6	• Mandatory Training (to 95%) • Sickness Absence Rate / Sickness Absence cases (to 3%) • Nursing / Workforce Turnover • Treatment Functions Under 92% RTT • Patients Waiting >52 weeks • Weekday Theatre Utilisation (to 85%) • Diagnostics (to 99% standard) • Unplanned A&E re-attendances; • Neck of Femur (to 85%)	• May2019 • Mar2019 • Mar2019 • Oct2019 • Apr2019 • Jan-Mar2019 • Oct2018 • Investigating cause of relapse • Actions TBC
Without target improvement plans at this stage	7	• Open Referrals • Patient Bed Moves • Mortality Reviews within 42 day • Falls • FFT Score & Responses	• Not identified • Not identified • Not identified • Trajectory in progress
Missing the set recovery plan	2	• Neutropenic Sepsis • Return to work interviews	• Actions TBC • Was Sept - Actions TBC

Key IQPR Indicators Summary for September 2018-19 (month 6):

Infection Control :

- □ Performing very well overall.
- □ The Trust has had zero CDiff case in September, performing very well against this standard with year to date position of 6 cases against the year to date target of 14. Tracking well against the annual ceiling of 29.
- □ At trust level MRSA screening, electively and non-electively achieves targets routinely, but PCCT and Medicine & EC are not.
- □ MSSA Bacteraemia (rate per 100,000 bed days) in September the rate is at 5.5 compared to target of 9.42; year to date is also in line with target at 5.3 vs 9.42 target

Harm Free Care :

- □ Achievement of 100% target against the WHO Safer Surgery continued into September; manual intervention is still required as the system for capturing the briefings information is not fully working (being addressed with clinical effectiveness and IT).
- □ Safety Thermometer at 99.1% in September against the 95%, this reports 'new harm' only caused by SWB.
- □ In September there were 10x PUs (hospital acquired, avoidable), an increase to previous month; all are reported at grade 2; the PUs per 1,000 Occupied Bed Days rate is 0.5; additionally there was 1x PU case in the district community setting.
- □ In September there were 80 falls reported, slightly higher than the long term average, but none resulting in serious injury.
- □ VTE assessments have been below required levels for a third time at an all-time low of 92.8% missing 514 assessments in the month. A project plan has been put into action to address compliance rates, but all effort is being made to recover the October positon to target. The major under-performing areas are the assessment units.
- □ We continue to maintain zero never events or significant medication errors.
- □ Open Central Alert System (CAS) Alerts beyond deadline date worth highlighting as we have 4 beyond the agreed deadline. This is unusual for the Trust.

Note: Pressure Ulcer monitoring is changing and guidance has been released which will require a change in how we count non-compliance.

Access Targets :

1 RTT & Diagnostics

- □ Not confirmed as yet for September as validation is ongoing to close out final position.
- □ The Modality pathway impact on RTT was reviewed to assure that the Trust is counting all RTT relevant pathways appropriately and due to the novel arrangement with Modality there may be some reviews and tweaking of process required. Patient Access to take this forward and to report any issues and actions resulting.
- □ Acute Diagnostics (DM01) reporting at 98.27% in September. 156 total breaches reported by the trust. CT/MRI/Ultrasound accounted for 141 of these. A 10 week improvement plan had been put in place. Recovery was planned for October, but unlikely to deliver until the back-log is cleared up.

2 Cancer

- Cancer performance reports one month in arrears to allow cancer network validations to take place; in September we report therefore the August position.
- Recognised as a delivering Trust; meeting routinely most of the cancer standards and this continuous into August.
- There were 10.5 breaches of the 62 day standard in August overall resulting in the performance of 86.5% above the target of 85%
- 62 Days standard has been confirmed to fail in September; however this will not compromise the Trust's Q2 cancer delivery.
- 2.5 patients waited above 104 days. The case studies are routinely now submitted to the CEO for review
- Neutropenic sepsis in September has seen the lowest performance since Dec2016. In September 18/25 patients have been treated (72% patients treated) and 7 patients breached due to a number of different reasons (detailed, separate OMC report). All breaches are RCAed at the time and subject to a full review at a Breach Meeting. The Door to Needle time is in September rose to 47 (from 43) minutes compared to the 60 minutes requirement.

  Note: Referral to Faster diagnosis; a new cancer diagnosis standard, designed to ensure that patients find out within 28 days whether or not they have cancer, will be introduced in 2020. Data collection starts in 2019.

3 Emergency Care & Patient Flow

- September performance at 83.02% not achieving trajectory agreed with NHSi of 90.01% for the month
- Trajectory agreed with NHSi to get to 95% in March 2019. A joint A&E Rapid Improvement Plan is being implemented to take forward initiatives across the system which started at the end of September.
- 3,013 September breaches (2,999 Aug; 3,001 in July; 3,418 in June, 3,746in May) of the 4 hour target were experienced against the 17,740 attendances in the month.
- Fractured Neck of Femur Best Practice Tariff delivery for September at 81% below the 85% target in the month.
- Patient bed moves for non-clinical reasons in September at 47 against aspiration of zero.

Obstetrics:

- C-Sections in September reported at 27.1% against target of 25%; year to date at 26.8%;
- Stillbirth rate in September reported at 0.0 per 1,000 babies which is exceptionally good;
- Adjusted Perinatal Mortality Rate (per 1000 babies) year to date coming down to 6.6 compared to target rate of 8.
- Breastfeeding initiation continues to routinely deliver, but a small blip in September taking performance to 73.2% against the 74% target, which we believe to be an isolated case being looked into.

Stroke & Cardiology:

- At this stage in the month the IQPR reports the WD5 positon (not post-validated WD20 position) reporting a drop in performance against a couple of indicators.
- Thrombolysis within the hour is often affected by clinical reasons and some operational processes, which are RCAed routinely and managed. September is at 100% vs 85% target;

- Admissions to Stroke Ward within 4 hours remained inconsistent month on month most likely impacted by bed capacity in September performing at only 50%; year to date below the target at 67.6%;
- Patient Staying on Stroke Ward meets target of 90% reporting at 94.55%. Year to date at 89.9%
- TIA (High Risk) Treatment <24 Hours from receipt of referral is 100% in September vs target of 70%
- TIA (Low Risk) Treatment <7 days from receipt of referral is at 97.2% in September vs target of 75%. Both TIA indicators delivery routinely to standard.
- For September Primary Angioplasty Door to balloon time (<90 minutes) is meeting the target of 80% at 100%delivery. Primary Angioplasty Call to balloon time (<150 minutes) at 100% vs 80% target. Both are consistently delivering.
- Rapid Access Chest Pain - seen within 14 days consistently delivering at 100% again consistent performance here for a number of years.

Workforce :

- Mandatory Training in September reporting at 90.6% against target of 95%;
- Health & Safety related training is below the 95% target at 93.3% in September and sees a dip in performance after a number of months achieving the standard.
- PDR completion approach has changed to an annual cycle reporting quarterly delivery this year; in September the performance was at 91.6%. We can already see October performance at 94% which is getting very close to the Trust target.
- September in-month sickness rate is at 4.7%, a slight improvement on last month with a cumulative rate at 4.5% against Trust aspirations of 3%. In September we had 1,033 employees sickness count (August we had 961) (made up of long and short term) which shows an increase in absolute number of staff being off but clearly with shorter absence days resulting in a lower September rate than August. Last year, same period which was at 922 hence showing a year on year increase of 12%) .
- The Sickness improvement trajectory (persistent red focus) was at 4.09% for September lower than our actual rate of 4.7%
- September return to work interviews in-month at 84.4% below the trust target of 100%. The team are still working on chasing in the outstanding records in ESR, which will further improve the position if made compliant.
- The Trust annualised turnover rate for September is at 12.1%; the Qualified Nursing turnover at September reporting at 12.8% (the lowest number for 8 months) vs 10.7% target.

Mortality:

- Mortality indicators are in line with confidence limits against most of the mortality indicators, other than our HSMR which is currently reported (May 2018 – latest data) at 127 for SWBH and outside statistical confidence limits. There is ongoing Trust scrutiny and oversight of mortality statistics at the Executive Quality Committee.
- A report was commissioned with HED, analytics provider, which concluded: Sandwell General Hospital is a statistically significant HSMR outlier. City Hospital remains within expected limits.
- Following MDO review of emergent divergence between weekday and weekend rates, this will result in a focus on the Sandwell site weekend mortality; the weekend rate reports at 119 for the latest period which is June2018 and hence not moving significantly in the right direction.
- Mortality reviews in the Trust are at 42% for the latest period. There is renewed effort to support reviews including introduction of medical examiner screening. Mortality reviews are discussed at the Learning from Deaths Committee, where a holistic review process needs to be embedded and measureable.

Cancellations and Theatre Utilisation:

- □ Performance continues to be good against the patient cancellations on the day.
- □ In September we report cancellations on the day at 26 against the internal trust target of 20. Whilst slightly higher than the internal target of 20, this is still at the national level of 0.8% of cancellations on the day against elective admissions.
- □ Currently we do not have the avoidable/non-avoidable split for September;
- □ There were no 28 Day breaches in month and no urgent cancelations in the month of September.
- □ Theatre in-session utilisation is below target of 85%, 74.4% in September. Overall session utilisation (including outside routine session timings) for September is at 79.7%
- □ We now have a speciality level theatre utilisation improvement plan and trajectories. Monitoring will be overseen by the Theatre Board to ensure all specialities recover to 85% utilisation targets.

Data Completeness:

- □ Open Referrals without Future Activity/ Waiting List Requiring Validation have increased to ~177,000 in September. This has been rising at 3000 per month but this month has gone up by 7000 (this may be due to IT issues).

Performance Notices & IBNs :

- □ The CCG has issued a Performance Notice for the maternity indicator 9 CO Level >4ppm Referred For Smoking Cessation); working with the deputy director of midwifery we have made proposals on how to re-count this indicator and an action plan is progressed
- □ A&E Diagnosis codes indicator is also below the required threshold and the CCG are seeking for assurance on this – the service manager has been asked to work to improve performance
- □ Early morning discharges indicator (35% target for discharges between 6am-10am) has been failing persistently, the CCG has now requested to review internal processes on managing this.
- □ CQUINs for Q1 have not been submitted in required timelines, the CCG is considering issuing an IBN for this.

Sandwell and West Birmingham Hospitals NHS Trust

Integrated Quality & Performance Report

Month Reported: September 2018

Reported as at: 23/10/2018

OPERATIONAL MANAGEMENT COMMITTEE

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September 2018

Infection Control	Harm Free Care	Obstetrics	Mortality & Readmissions	Stroke Care & Cardiology

At a Glance not completed at this stage

Cancer Care	Patient Experience - MSA & Complaints	Patient Experience - Cancelled Operations	Emergency Care	Referral To Treatment

Data Completeness	Staff		Operational Efficiency	Summary Scorecard - September (In-Month)

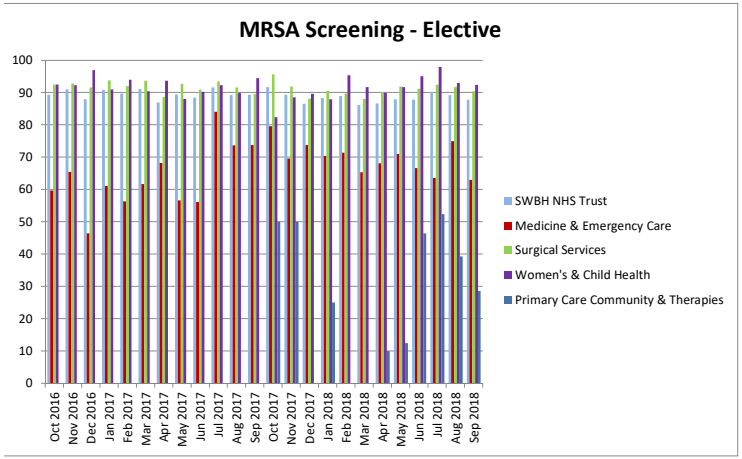
Summary Scorecard

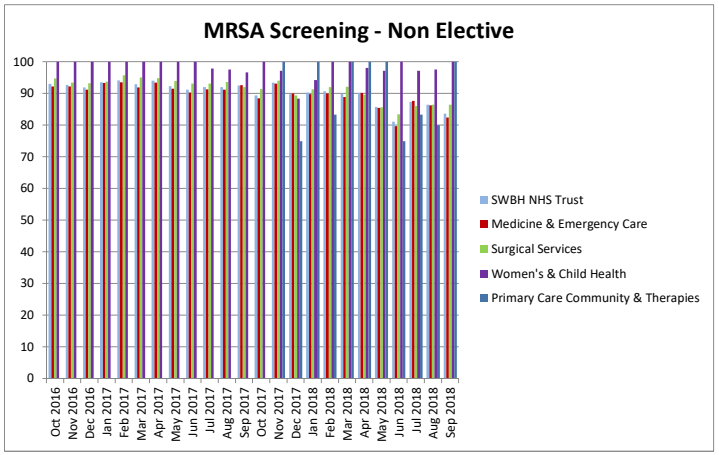
Section	Red Rated	Green Rated	None	Total
Infection Control	0	6	0	**6**
Harm Free Care	6	10	11	**27**
Obstetrics	2	6	7	**15**
Mortality and Readmissions	1	0	16	**17**
Stroke and Cardiology	2	9	0	**11**
Cancer	1	9	5	**15**
FFT, MSA, Complaints	9	5	10	**24**
Cancellations	6	4	2	**12**
Emergency Care & Patient Flow	9	6	8	**23**
RTT	7	1	7	**15**
Data Completeness	2	8	9	**19**
Workforce	9	1	8	**18**
Temporary Workforce	0	0	28	**28**
SQPR	9	9	0	**18**
TOTAL	63	74	111	**248**

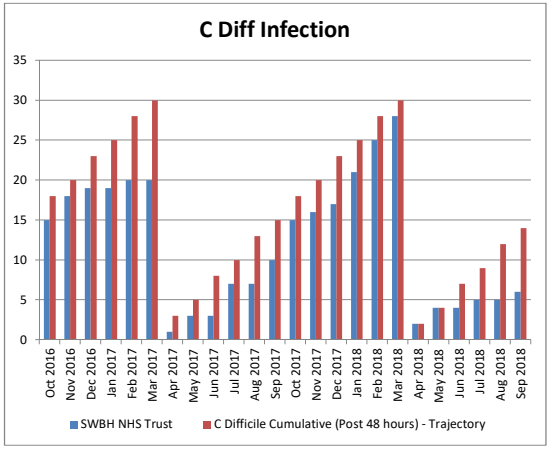
• Persistently, red-rated performance indicators are subject to improvement trajectories and routine monitoring; Oversight at OMC.

Patient Safety - Infection Control

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (From Apr 2017) A M J J A S O N D J F M A M J J A S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
4			C. Difficile	<= No	29	2.5		Sep 2018	0	0	0			0		0	6	
4			MRSA Bacteraemia	<= No	0	0		Sep 2018	0	0	0			0		0	0	
4			MSSA Bacteraemia (rate per 100,000 bed days)	<= Rate2	9.42	9.42		Sep 2018								5.5	5.3	
4			E Coli Bacteraemia (rate per 100,000 bed days)	<= Rate2	94.9	94.9		Sep 2018								5.5	12.3	
3			MRSA Screening - Elective	=> %	80	80		Sep 2018	63	90	92			28.57		87.9	88.4	
3			MRSA Screening - Non Elective	=> %	80	80		Sep 2018	82	86	100			100		83.7	85.8	

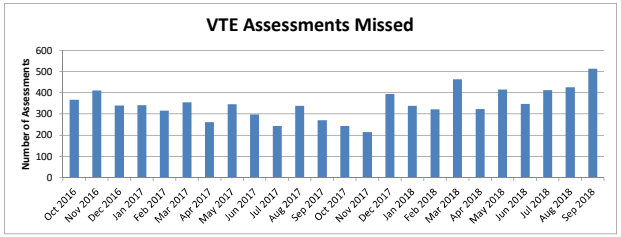


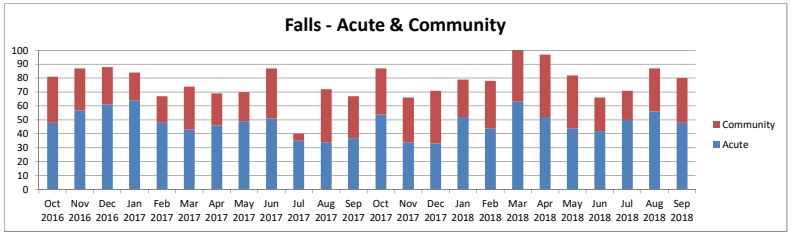


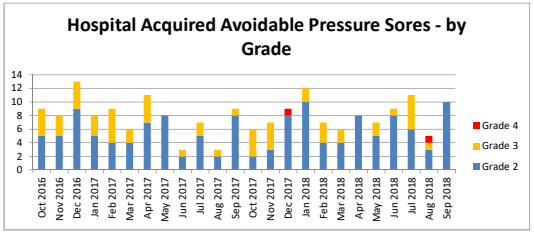


Patient Safety - Harm Free Care

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
8			Patient Safety Thermometer - Overall Harm Free Care	=> %	95	95																			Sep 2018								99.1	97.0	
8			Patient Safety Thermometer - Catheters & UTIs	%			3.00	2.00	1.00	3.00	2.00	1.00	4.00	4.00	6.00	0.00	2.00	1.00	5.00	4.00	1.00	5.00	3.00	3.00	Sep 2018								0.28	0.31	
			Number of DOLS raised	No			15	14	6	27	22	20	48	31	19	36	30	27	34	59	27	43	40	49	Sep 2018	26	9	0	-	-	14		49	252	
			Number of DOLS which are 7 day urgent	No			15	14	6	27	22	20	48	31	19	36	30	27	34	59	27	43	40	49	Sep 2018	26	9	0	-	-	14		49	252	
			Number of delays with LA in assessing for standard DOLS application	No			0	0	0	3	0	0	0	0	0	0	0	0	2	3	4	4	7	8	Sep 2018	1	2	0	-	-	5		8	28	
			Number DOLs rolled over from previous month	No			15	12	9	7	12	5	5	3	7	7	3	10	4	9	4	7	9	9	Sep 2018	5	1	0	-	-	3		9	42	
			Number patients discharged prior to LA assessment targets	No			3	11	7	7	9	9	11	7	2	4	8	3	4	18	13	11	11	25	Sep 2018	16	5	0	-	-	4		25	82	
			Number of DOLs applications the LA disagreed with	No			1	0	2	1	2	1	0	2	1	2	0	0	0	0	1	6	2	4	Sep 2018	3	0	0	-	-	1		4	13	
			Number patients cognitively improved regained capacity did not require LA assessment	No			3	1	1	13	0	0	0	0	0	0	0	0	0	0	2	2	0	0	Sep 2018	0	0	0	-	-	0		0	4	
8			Falls	<= No	804	67	69	70	87	85	72	67	87	66	71	79	78	112	97	82	66	71	87	80	Sep 2018	37	10	1	0	0	32	0	80	483	
9			Falls with a serious injury	<= No	0	0	1	1	1	1	3	2	3	1	0	0	0	1	2	4	2	1	0	0	Sep 2018	0	0	0		0	0	0	0	9	
8			Grade 2,3 or 4 Pressure Ulcers (Hospital Aquired Avoidable)	<= No	0	0	11	8	3	7	3	9	6	7	9	12	7	6	8	7	9	11	5	10	Sep 2018	3	5	0			2		10	50	
			Avoidable Grade 2,3 or 4 Pressure Ulcers (DN Caseload Acquired)	<= No	0	0	5	8	4	7	4	3	6	4	4	2	4	4	3	1	1	1	1	1	Sep 2018						1		1	8	
	NEW		Pressure Ulcers per 1000 Occupied Bed Days	Rate1			-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.457	0.389	0.233	0.53	Sep 2018	-	-	-			-		0.53	0.4	
3			Venous Thromboembolism (VTE) Assessments	=> %	95	95																			Sep 2018	88.2	96.3	94.6					92.8	94.5	
3			WHO Safer Surgery - Audit - 3 sections (% pts where all sections complete)	=> %	100	100																		-	Aug 2018	100.0	100.0	100.0			-		100.0	99.9	
3			WHO Safer Surgery - brief (% lists where complete)	=> %	100	100																		-	Aug 2018	100	100	100		100			100.0	99.9	
3			WHO Safer Surgery - Audit - brief and debrief (% lists where complete)	=> %	100	100																		-	Aug 2018	100	100	100		100			100.0	99.8	
9			Never Events	<= No	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0		0	0	
9			Medication Errors causing serious harm	<= No	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	-	0	0		0	0	
9			Serious Incidents	<= No	0	0	4	4	3	1	8	5	4	6	4	3	5	4	5	9	4	6	3	1	Sep 2018	0	0	1	0	0	0	0	1	28	
9			Open Central Alert System (CAS) Alerts	<= No			8	9	27	3	3	8	10	6	5	7	6	5	8	9	14	12	15	14	Sep 2018								14	72	
9			Open Central Alert System (CAS) Alerts beyond deadline date	No	0	0	0	0	1	1	1	0	0	1	1	2	2	2	2	2	3	2	4	4	Sep 2018								4	17	



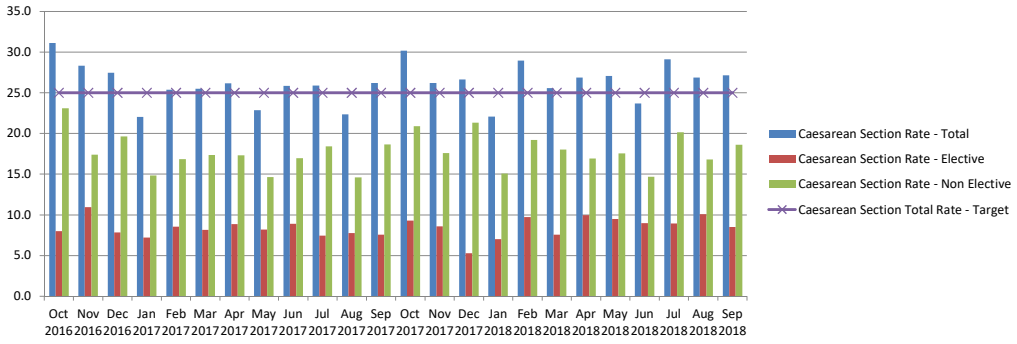




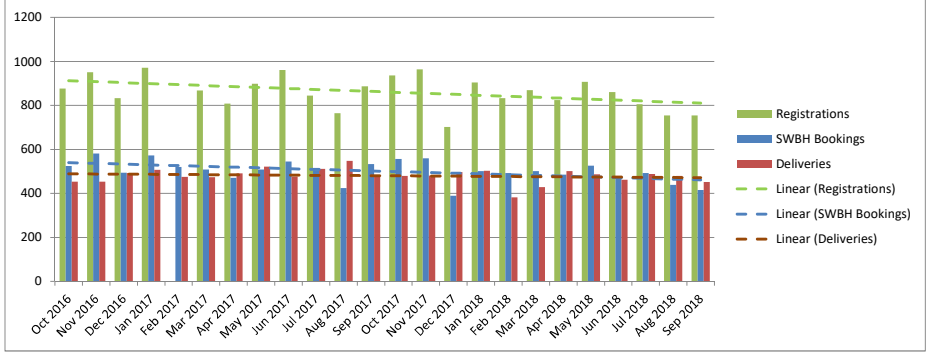
Patient Safety - Obstetrics

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory 2016-2017 Year	Trajectory 2016-2017 Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Month	Year To Date	Trend
3			Caesarean Section Rate - Total	<= %	25.0	25.0																			Sep 2018	27.1	26.8	
3		•	Caesarean Section Rate - Elective	<= %			9	8	9	7	8	8	9	9	5	7	10	8	10	10	9	9	10	9	Sep 2018	8.5	9.4	
3		•	Caesarean Section Rate - Non Elective	<= %			17	15	17	18	15	19	21	18	21	15	19	18	17	18	15	20	17	19	Sep 2018	18.6	17.5	
2		•d	Maternal Deaths	<= No	0	0																			Sep 2018	0	2	
3			Post Partum Haemorrhage (>2000ml)	<= No	48	4																			Sep 2018	0	7	
3			Admissions to Neonatal Intensive Care (Level 3)	<= %	10.0	10.0																			Sep 2018	2.21	1.81	
12			Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0																			Sep 2018	0.00	6.63	
12			Stillbirth Rate (Corrected) (per 1000 babies)	Rate1			-	-	-	-	-	-	2.11	2.10	4.02	1.99	2.58	4.66	5.98	6.16	4.41	2.05	4.17	0.00	Sep 2018	0.00	3.84	
12			Neonatal Death Rate (Corrected) (per 1000 babies)	Rate1			-	-	-	-	-	-	4.22	2.10	0.00	0.00	2.58	0.00	1.99	0.00	4.41	4.10	2.08	0.00	Sep 2018	0.00	2.09	
12			Early Booking Assessment (<12 + 6 weeks) - SWBH Specific	=> %	85.0	85.0																			Sep 2018	91.3	92.5	
12			Early Booking Assessment (<12 + 6 weeks) - National Definition	=> %	90.0	90.0																			Sep 2018	117.6	128.3	
2			Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0	-->	-->		-->	-->														Sep 2018	73.20	76.21	
2		•	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	<= %			4.4	2.5	2.5	1.8	0.8	0.9	0.5	0.8	0.6	0.9	1.1	1.0	0.8	0.5	0.9	1.5	1.3	1.2	Sep 2018	1.24	1.03	
2		•	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	<= %			3.0	1.6	1.6	1.0	0.6	0.6	0.5	0.5	0.6	0.7	0.4	0.7	0.8	0.5	0.6	0.9	1.3	1.2	Sep 2018	1.24	0.89	
2		•	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	<= %			2.3	1.4	1.6	1.0	0.0	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.3	0.2	0.0	0.6	0.5	0.3	Sep 2018	0.31	0.33	

Caesarean Section Rate (%)

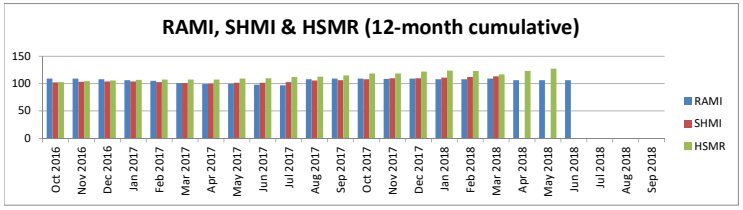


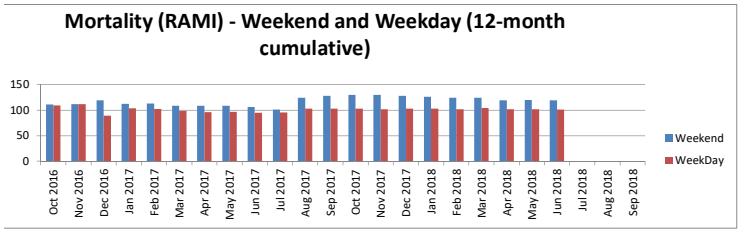
Registrations & Deliveries

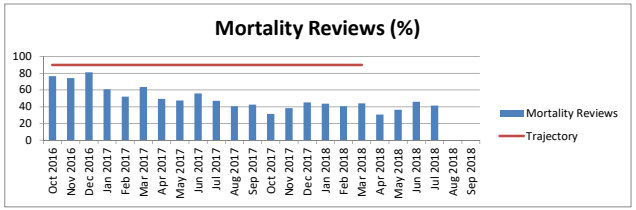


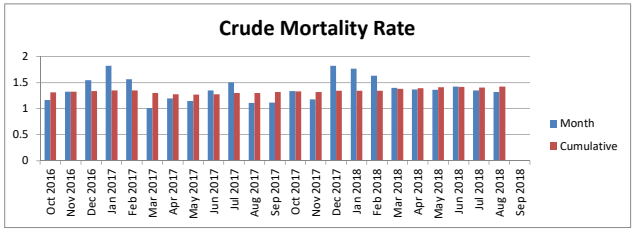
Clinical Effectiveness - Mortality & Readmissions

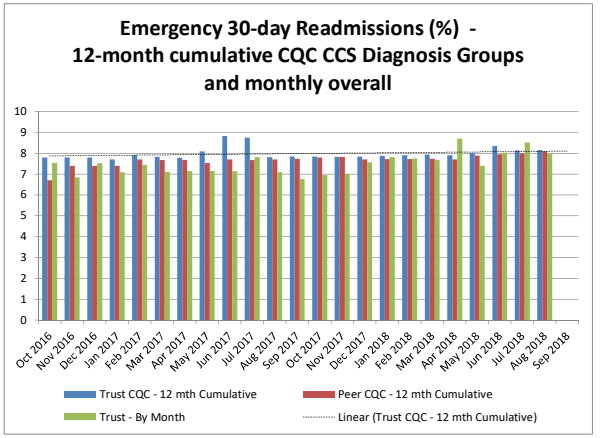
Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
5			Risk Adjusted Mortality Index (RAMI) - Overall (12-month cumulative)	RAMI	Below Upper CI	Below Upper CI	99	100	98	97	108	109	109	108	109	108	108	109	106	106	106	-	-	-	Jun 2018									318	
5			Risk Adjusted Mortality Index (RAMI) - Weekday Admission (12-month cumulative)	RAMI	Below Upper CI	Below Upper CI	96	97	95	95	103	103	103	102	103	103	102	104	102	102	101	-	-	-	Jun 2018									305	
5			Risk Adjusted Mortality Index (RAMI) - Weekend Admission (12-month cumulative)	RAMI	Below Upper CI	Below Upper CI	109	109	106	101	124	128	130	130	128	126	124	124	119	120	119	-	-	-	Jun 2018									358	
6			Summary Hospital-level Mortality Index (SHMI) (12-month cumulative)	SHMI	Below Upper CI	Below Upper CI	100	102	102	103	106	106	108	110	110	111	112	113	-	-	-	-	-	-	Mar 2018									1282	
5			Hospital Standardised Mortality Rate (HSMR) - Overall (12-month cumulative)	HSMR			107	109	110	112	113	115	118	119	122	124	123	117	123	127	-	-	-	-	May 2018									250.0	
5			Deaths in Low Risk Diagnosis Groups (RAMI) - month	RAMI	Below Upper CI	Below Upper CI	62	61	78	78	71	144	62	120	90	133	102	129	76	100	71	-	-	-	Jun 2018								71		
3			Mortality Reviews within 42 working days	=> %	90	90																-	-	-	Jul 2018	40	53	50			-		42	39	
3			Crude In-Hospital Mortality Rate (Deaths / Spells) (by month)	%			1.2	1.1	1.3	1.5	1.1	1.1	1.3	1.2	1.8	1.8	1.6	1.4	1.4	1.4	1.3	1.3	-		Aug 2018								1.32		
3			Crude In-Hospital Mortality Rate (Deaths / Spells) (12-month cumulative)	%			1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.4	1.4	1.4	1.4	1.4	1.4	-	Aug 2018									1.41	
			Deaths in the Trust	No			105	113	129	142	109	109	133	119	169	178	142	143	120	123	127	124	116	-	Aug 2018								116	610	
20			Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			7.2	7.2	7.1	7.8	7.1	6.8	7.0	7.0	7.6	7.8	7.7	7.7	8.7	7.4	8.0	8.5	8.0	-	Aug 2018								7.98		
20			Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			7.1	7.0	7.1	7.1	7.2	7.2	7.2	7.2	7.2	7.2	7.3	7.3	7.4	7.5	7.5	7.6	7.7	-	Aug 2018									7.66	
5			Emergency Readmissions (within 30 days) - CQC CCS Diagnosis Groups (12-month cumulative)	%			7.8	8.1	8.8	8.7	7.8	7.8	7.8	7.8	7.8	7.9	7.9	7.9	7.9	8.0	8.4	8.1	8.1	-	Aug 2018	-	-	-			-			8.14	
			Emergency Readmissions (within 30 days) - Same Specialty (exc. Deaths and Stillbirths) month	%			3.7	3.5	3.3	3.5	3.0	3.0	3.3	3.2	3.3	3.4	3.6	3.3	4.0	3.6	3.8	3.7	3.8	-	Aug 2018									3.84	
			Emergency Readmissions (within 30 days) - Different Specialty (exc. Deaths and Stillbirths) month	%			3.9	3.6	3.8	4.3	4.0	3.8	3.7	3.8	4.3	4.4	4.1	4.4	4.7	3.8	4.2	4.8	4.1	-	Aug 2018									4.14	
			Emergency Readmissions (within 30 days) - Same Specialty (exc. Deaths and Stillbirths) 12-month cumulative	%			3.7	3.6	3.5	3.5	3.4	3.3	3.3	3.3	3.3	3.3	3.4	3.3	3.4	3.4	3.4	3.4	3.5	-	Aug 2018									3.49	
			Emergency Readmissions (within 30 days) - Different Specialty (exc. Deaths and Stillbirths) 12-month cumulative	%			3.9	3.7	3.8	3.9	3.9	3.9	3.9	3.9	3.9	4.0	4.0	4.0	4.1	4.1	4.1	4.2	4.2	-	Aug 2018									4.17	





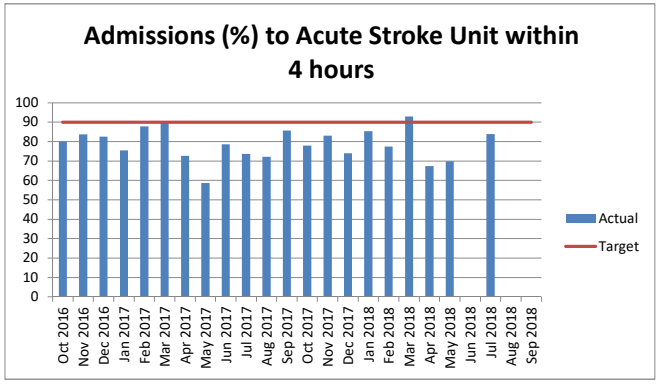


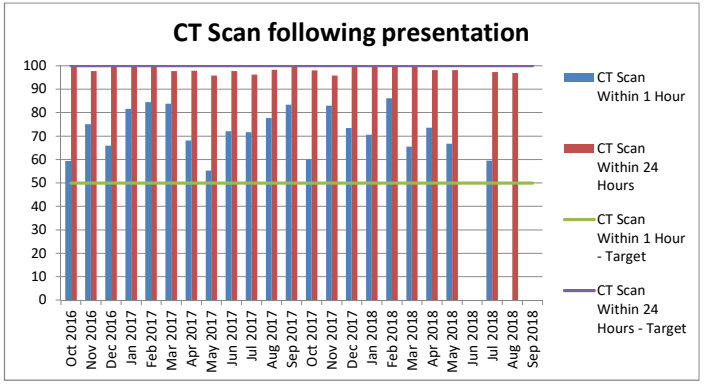


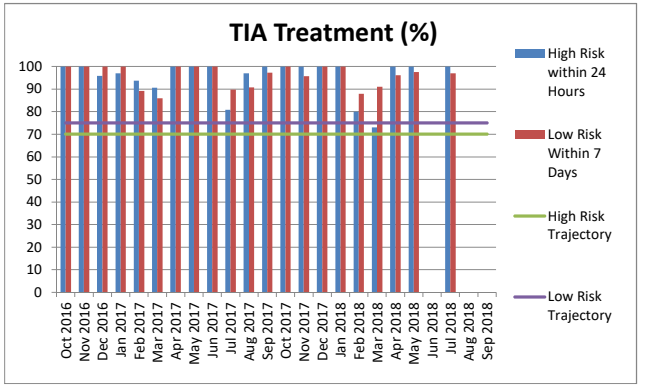


Clinical Effectiveness - Stroke Care & Cardiology

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (Since Apr 2017) A M J J A S O N D J F M A M J J A S	Data Period	Month	Year To Date	Trend
3			5WD: Pts spending >90% stay on Acute Stroke Unit	=> %	90.0	90.0		Aug 2018	88.4	88.9	
3			5WD: Pts admitted to Acute Stroke Unit within 4 hrs	=> %	80.0	80.0		Sep 2018	50.0	67.6	
3			5WD: Pts receiving CT Scan within 1 hr of presentation	=> %	50.0	50.0		Sep 2018	62.7	71.8	
3			5WD: Pts receiving CT Scan within 24 hrs of presentation	=> %	95.0	95.0		Sep 2018	94.1	97.9	
3			5WD: Stroke Admission to Thrombolysis Time (% within 60 mins)	=>	85.0	85.0		Sep 2018	100.0	86.7	
3			5WD: TIA (High Risk) Treatment <24 Hours from receipt of referral	=>	70.0	70.0		Sep 2018	100.0	93.4	
3			5WD: TIA (Low Risk) Treatment <7 days from receipt of referral	=>	75.0	75.0		Sep 2018	97.2	94.1	
3			Stroke Admissions - Swallowing assessments (<24h)	=> %	98.0	98.0		Sep 2018	100.0	100.0	
9			Primary Angioplasty (Door To Balloon Time 90 mins)	=> %	80.0	80.0		Sep 2018	100.0	95.5	
9			Primary Angioplasty (Call To Balloon Time 150 mins)	=> %	80.0	80.0		Sep 2018	100.0	94.1	
9			Rapid Access Chest Pain - seen within 14 days	=> %	98.0	98.0		Sep 2018	100.0	100.0	



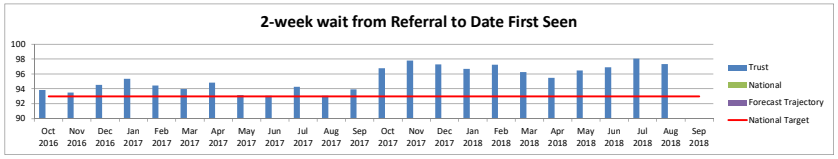


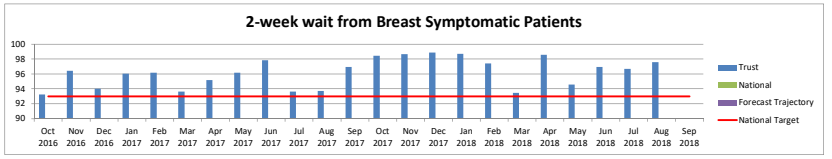


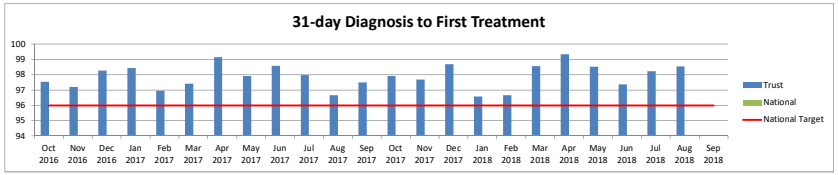
The stroke indicators in the IPR are based on 'patient arrivals' not 'patient discharged' as this monitors pathway performance rather than actual outcomes which may / may not change on discharge.
National SSNAP is based on 'patient discharge' which is more appropriate for outcomes based reporting.
Both are valid but designed for slightly different purposes, however they will align overall, especially over a longer period of time (eg annually)

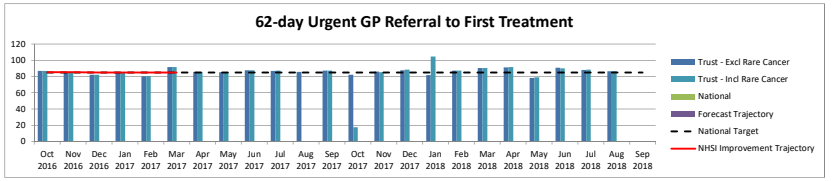
Clinical Effectiveness - Cancer Care

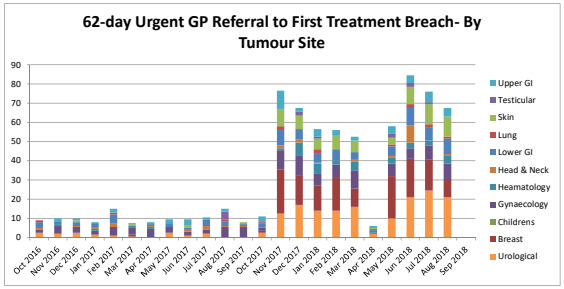
Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017)	Data Period	Group M	Group SS	Group W	Group P	Group I	Group PCCT	Group CO	Month	Year To Date	Trend
1			2 weeks	=> %	93.0	93.0	A M J J A S O N D J F M A M J J A S	Aug 2018	95.9	98.0	98.8			-		97.3	96.9	
1			2 weeks (Breast Symptomatic)	=> %	93.0	93.0		Aug 2018		-						97.6	96.8	
1			31 Day (diagnosis to treatment)	=> %	96.0	96.0		Aug 2018	100.0	100.0	91.3			-		98.5	98.4	
1			31 Day (second/subsequent treatment - surgery)	=> %	94.0	94.0		Aug 2018								100.0	100.0	
1			31 Day (second/subsequent treatment - drug)	=> %	98.0	98.0		Aug 2018								100.0	100.0	
1			31 Day (second/subsequent treat - radiotherapy)	=> %	94.0	94.0		Aug 2018								-	-	
1			62 Day (urgent GP referral to treatment) Excluding Rare Cancer	=> %	85.0	85.0		Aug 2018	87.0	90.8	69.6			-		86.5	87.2	
1			62 Day (urgent GP referral to treatment) Including Rare Cancer	=> %	85.0	85.0		Aug 2018	87.0	90.8	69.6			-		86.5	87.2	
1			62 Day (referral to treat from screening)	=> %	90.0	90.0		Aug 2018	-	90.6	-			-		90.6	92.9	
1			62 Day (referral to treat from hosp specialist)	=> %	90.0	90.0		Aug 2018	85.7	82.8	100.0			-		85.1	88.5	
1			Cancer - Patients Waiting over 62 days	No			8 10 10 11 11 9 11 12 9 13 9 6 6 17 8 10 11 -	Aug 2018	3.0	4.0	3.5			0.0		10.5	50.5	
1			Cancer - Patients Waiting over 104 days	No			5 2.0 1.0 1.5 5.0 1.0 4.0 2.0 3.0 3.0 2.0 3.0 1.5 1.5 1.5 2.5 3.0 -	Aug 2018	1.5	0.5	1.0			0.0		3.0	10.0	
1			Cancer - Longest Waiter in days	No			140 139 106 102 184 141 125 173 104 102 113 280 118 104 112 113 146 -	Aug 2018	146	113	105			0		146		
1			Neutropenia Sepsis Door to Needle Time Greater Than 1 Hour	<= No	0.0	0.0	11 6 4 10 3 7 8 7 7 3 9 4 3 7 6 4 2 10	Sep 2018	10	-	-			-		10	32	
			IPT Referrals - Within 38 Days Of GP Referral for 62 day cancer pathway	%			0 0 0 25 25 67 0 20 0 54 0 55 60 67 36 67 65 -	Aug 2018	-	-	-			-		65	59	

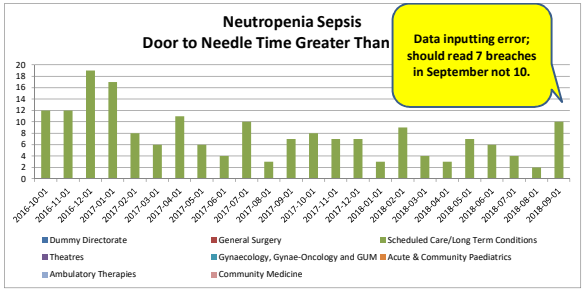


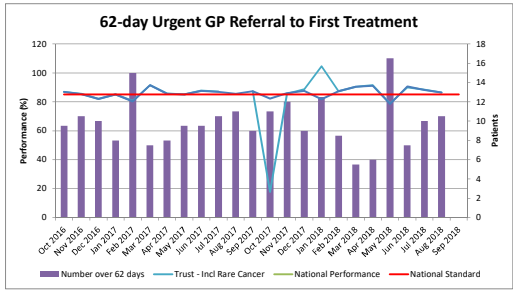






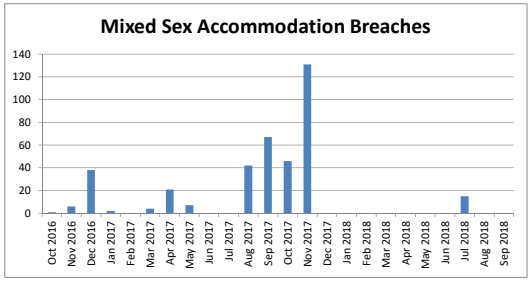


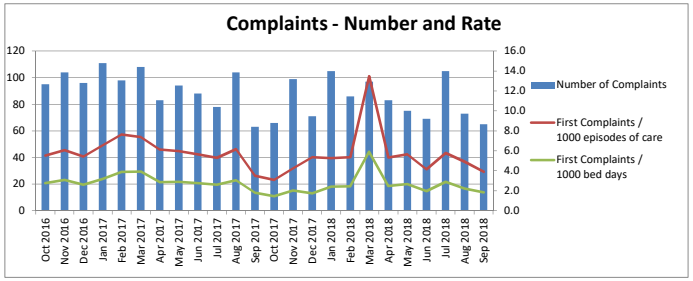


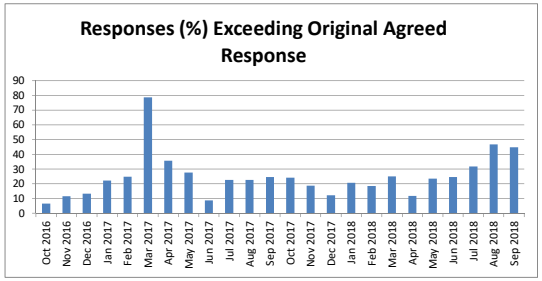


Patient Experience - FFT, Mixed Sex Accommodation & Complaints

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
8		b	FFT Response Rate - Adult and Children Inpatients (including day cases and community)	=> %	50.0	50.0	9.3	11	11	12	13	10	19	9.7	8.3	-	9.8	10	8.284	7.4	5.4	-	8.3	26	Sep 2018								26	9	
8		a	FFT Score - Adult and Children Inpatients (including day cases and community)	=> No	95.0	95.0	95	92	92	83	83	83	82	85	89	-	88	88	89.06	527	553	-	599	###	Sep 2018								1014		
8		b	FFT Response Rate: Type 1 and 2 Emergency Department	=> %	50.0	50.0	5.5	3.8	2.4	3.8	2.8	3.4	3.3	3.4	3.6	-	3.8	7	7.856	6.3	4.8	6.8	9.3	6.3	Sep 2018	6.3							6.3	6.7	
8		a	FFT Score - Adult and Children Emergency Department (type 1 and type 2)	=> No	95.0	95.0	75	71	73	72	75	73	73	58	-	-	75	74	76.69	535	607	580	569	508	Sep 2018	508							508		
8			FFT Response Rate: Type 3 WiU Emergency Department	=> %	50.0	50.0	0.1	0	-	0	-	-	-	-	8.8	-	5	###	######	###	###	###	###	###	Sep 2018	-							-	-	
8			FFT Score - Adult and Children Emergency Department (type 3 WiU)	=> No	95.0	95.0	0	0	0	0	0	-	-	-	16	-	0	0	0	0	0	0	0	0	Sep 2018	-							0		
8			FFT Score - Outpatients	=> No	95.0	95.0	90	89	88	91	89	89	91	92	90	-	92	90	91.03	965	###	###	###	843	Sep 2018								843		
8	NEW		FFT Score - Maternity Antenatal	=> No	95.0	95.0	88	90	75	90	50	90	93	76	75	-	0	100	0	0	4	36	23	55	Sep 2018								55		
8	NEW		FFT Score - Maternity Postnatal Ward	=> No	95.0	95.0	91	86	73	73	81	84	89	81	74	-	0	100	0	36	0	18	42	0	Sep 2018								0		
8	NEW		FFT Score - Maternity Community	=> No	95.0	95.0	100	100	0	0	50	0	0	0	0	-	0	0	0	0	0	0	0	0	Sep 2018								0		
8			FFT Score - Maternity Birth	=> No	95.0	95.0	82	83	69	76	58	48	83	74	100	-	94	100	-	73	84	65	52	68	Sep 2018								68		
8			FFT Response Rate - Maternity Birth	=> %	50.0	50.0	8.9	11	7	7.1	5.2	5.2	13	6.9	0.2	-	23	1.2	-	16	21	14	13	16	Sep 2018								16	16	
13		a	Mixed Sex Accommodation Breaches	<= No	0.0	0.0	21	7	0	0	42	67	46	131	0	0	0	0	0	0	0	15	0	0	Sep 2018	0	0	0		0	0		0	15	
9			No. of Complaints Received (formal and link)	No			83	94	88	78	104	63	66	99	71	105	86	97	83	75	69	105	73	65	Sep 2018	25	24	4	0	4	4	4	65	470	
9			No. of Active Complaints in the System (formal and link)	No			205	184	185	184	167	154	136	148	161	187	181	183	176	174	164	194	213	208	Sep 2018	80	79	20	1	9	11	8	208		
9		a	No. of First Formal Complaints received / 1000 bed days	Rate1			2.9	2.9	2.8	2.6	3.1	1.8	1.4	2.0	1.7	2.4	2.5	5.9	2.5	2.7	2.0	2.9	2.2	1.8	Sep 2018	1.5	4.3	0.5			-		1.83	2.34	
9			No. of First Formal Complaints received / 1000 episodes of care	Rate1			6.1	6.0	5.6	5.3	6.2	3.5	3.1	4.2	5.4	5.3	5.3	13.5	5.3	5.7	4.1	5.8	4.9	3.9	Sep 2018	3.9	6.2	0.9			-		3.88	4.96	
9			No. of Days to acknowledge a formal or link complaint (% within 3 working days after receipt)	=> %	100	100	100	100	100	100	100	98	100	90	92	99	100	99	100	100	100	93	93	100	Sep 2018	100	100	100	-	100	100	100	100	98	
9			No. of responses which have exceeded their original agreed response date (% of total active complaints)	<= %	0	0	36	28	8.6	23	23	25	24	19	12	21	19	25	11.69	23	25	32	47	45	Sep 2018	48	41	25	200	11	75	100	45	33	
9			No. of responses sent out	No			67	106	87	83	67	85	73	65	38	75	65	81	77	65	64	52	52	57	Sep 2018	25	10	8	4	0	2	8	57	367	
14		e	Access to healthcare for people with Learning Disability (full compliance)	Yes / No	Yes	Yes																			Aug 2018	N	N	N	N	N	N	N			

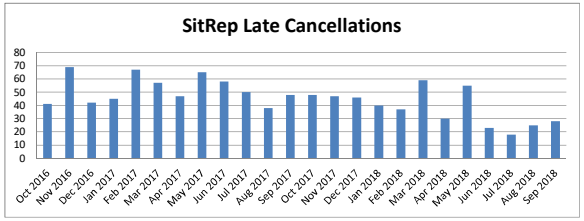


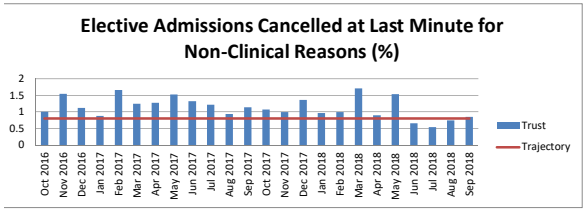


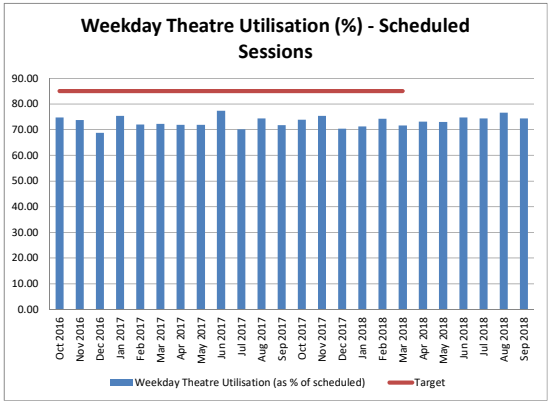


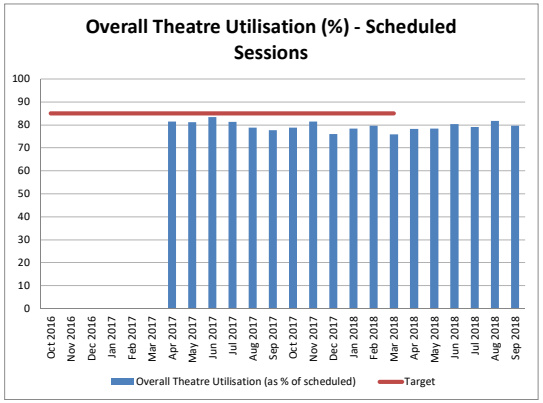
Patient Experience - Cancelled Operations

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
2			No. of Sitrep Declared Late Cancellations - Total	<= No	320	27	47	65	58	50	38	48	48	47	46	40	37	59	30	55	23	18	25	28	Sep 2018	0	21	1			6		28	179	
2			No. of Sitrep Declared Late Cancellations - Avoidable	No			24	27	20	21	12	31	11	14	13	17	10	14	3	12	5	8	14	-	Aug 2018	0	9	0			5		14	42	
2			No. of Sitrep Declared Late Cancellations - Unavoidable	No			23	37	37	29	26	17	31	33	33	23	28	45	26	43	18	10	11	-	Aug 2018	0	9	2			0		11	108	
2		•	Elective Cancellations at last minute for non-clinical reasons (as a percentage of elective admissions)	<= %	0.8	0.8	1.3	1.5	1.3	1.2	0.9	1.1	1.1	1.0	1.4	1.0	1.0	1.7	0.9	1.5	0.7	0.5	0.7	0.8	Sep 2018	-	1.04	0.53			1.75		0.8	0.9	
2		•e•	Number of 28 day breaches	<= No	0	0	1	0	0	0	2	0	0	0	0	2	0	1	2	0	0	0	0	0	Sep 2018	0	0	0			0		0	2	
2		•e	No. of second or subsequent urgent operations cancelled	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0			-		0	0	
2			Urgent Cancellations	<= No	0.0	0.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0.0	0.0	0.0			0.0		0	0	
3			No. of Sitrep Declared Late Cancellations (Pts. >1 occasion)	<= No	0	0	3	1	3	1	1	0	1	1	1	4	3	2	0	1	1	0	0	0	Sep 2018	0	0	0			0		0	2	
			Multiple Hospital Cancellations experienced by same patient (all cancellations)	<= No	0	0	51	45	72	55	53	71	70	62	59	72	59	89	62	42	40	56	61	54	Sep 2018	6	45	3			-		54	315	
3			All Hospital Cancellations, with 7 or less days notice	<= No	0	0	219	230	250	245	213	243	294	244	272	302	212	276	224	219	205	245	230	193	Sep 2018	12	151	30			-		193	1316	
3			Weekday Theatre Utilisation (as % of scheduled)	=> %	85.0	85.0																			Sep 2018	-	76.0	77.2			53.7		74.4	74.4	
			Overall Theatre Utilisation (as % of scheduled)	=> %	85.0	85.0																			Sep 2018	-	80.8	88.6			55.2		79.7	79.6	



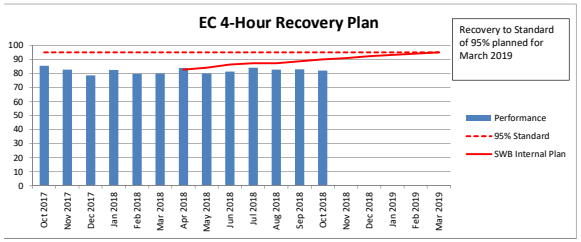


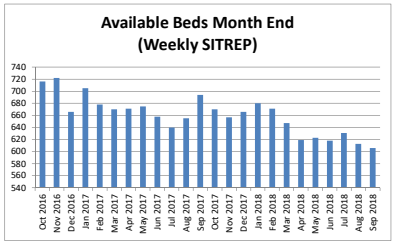


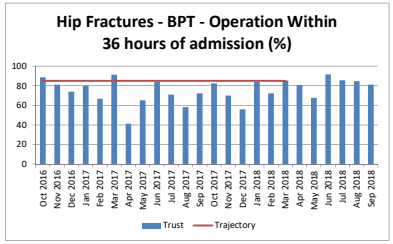


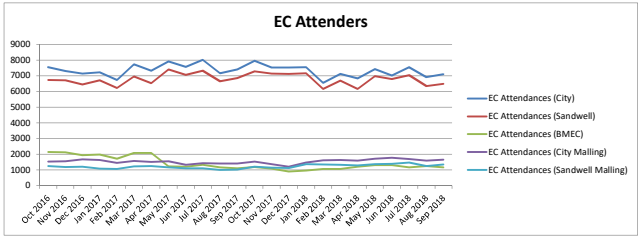
Access To Emergency Care & Patient Flow

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (From) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Unit S	C	B	Month	Year To Date	Trend
			Emergency Care Attendances (Including Malling)	No			29758	31863	30424	31972	28804	29643	31605	30441	30183	30369	26467	28668	27197	30078	28922	30319	17333	17740	Sep 2018	7822	8748	1170	17740	151589	
2			Emergency Care 4-hour waits	=> %	95.00	95.00																				Sep 2018	78.0	85.4	99.2	83.02	82.50	
2			Emergency Care 4-hour breach (numbers)	No			2814	3549	3014	2686	2177	2150	2800	3168	3814	3249	3377	3582	2745	3746	3418	3001	2999	3013	Sep 2018	1725	1279	9	3013	18922	
2			Emergency Care Trolley Waits >12 hours	<= No	0.00	0.00																				Sep 2018	0	0		0	0	
3			Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15.00	15.00																				Sep 2018	13	11	25	13	14	
3			Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60	60																				Sep 2018	74	62	102	70	58	
3			Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0																				Sep 2018	5.08	5.23	5.37	5.18	4.99	
3			Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0																				Sep 2018	6.25	7.18	4.42	6.55	6.99	
11			WMAS - Finable Handovers (emergency conveyances) 30 - 60 mins (number)	<= No	0	0	110	159	242	111	127	90	143	207	208	163	160	196	173	219	195	165	116	95	Sep 2018	84	11		95	963	
11			WMAS -Finable Handovers (emergency conveyances) >60 mins (number)	<= No	0	0	0	12	6	1	0	1	4	6	11	5	4	21	6	6	10	2	8	5	Sep 2018	5	0		5	37	
11			WMAS - Handover Delays > 60 mins (% all emergency conveyances)	<= %	0.02	0.02																				Sep 2018	0.22	0.00		0.12	0.14	
11			WMAS - Emergency Conveyances (total)	No			4137	4376	4254	4429	4278	4174	4557	4424	4725	4561	4081	4487	4308	4539	4306	4685	4522	4354	Sep 2018	2236	2118		4354	26714	
2			Delayed Transfers of Care (Acute) (%)	<= %	3.5	3.5																				Sep 2018	1.4	4.5		2.6	2	
2			Delayed Transfers of Care (Acute) (Av./Week) attributable to NHS	<= No	<10 per site	<10 per site																				Sep 2018	4.8	9.4		14		
2			Delayed Transfers of Care (Acute) - Total Bed Days (All Local Authorities)	<= No	3.5% of available	3.5% of available	546	501	483	635	539	512	598	545	591	613	541	433	479	520	472	503	543	572	Sep 2018				572	3089	
			Delayed Transfers of Care (Acute) - Total Bed Days (All Local Authorities) as % of Available Beds	<= No	3.5	3.5	2.9	2.5	2.6	3.4	2.8	2.8	3.2	2.9	3.1	3.1	3.0	2.2	2.7	2.8	2.7	2.8	3.1	3.3	Sep 2018				3.26	2.89	
2			Delayed Transfers of Care (Acute) - Finable Bed Days (Birmingham LA only)	<= No	0	0	324	258	312	370	256	288	272	149	226	268	193	152	176	241	192	263	174	181	Sep 2018				181	1227	
2			Patient Bed Moves (10pm - 6am) (No.) -ALL	No			584	651	536	580	574	633	674	657	719	769	654	796	570	628	677	655	733	712	Sep 2018				712	3975	
2			Patient Bed Moves (10pm - 6am) (No.) - exc. Assessment Units	No			229	224	205	245	216	233	231	268	291	282	215	278	244	239	242	232	241	240	Sep 2018				240	1438	
	New		Patient Bed Moves (10pm - 6am) (No.) - exc. Assessment Units and Transfers for Clinical Reasons	No			44	33	37	29	23	43	39	54	72	65	48	75	43	26	48	36	38	47	Sep 2018				47	238	
			Hip Fractures - Best Practice Tariff - Operation < 36 hours of admission (%)	=> %	85.0	85.0																				Sep 2018				81	82.3	



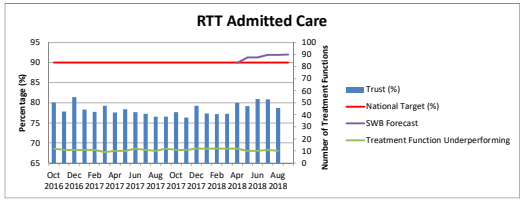


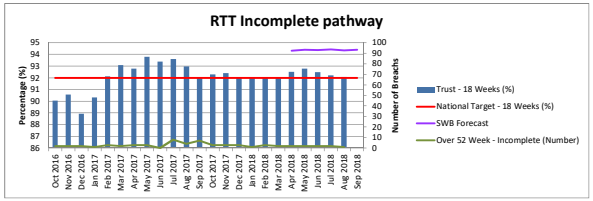


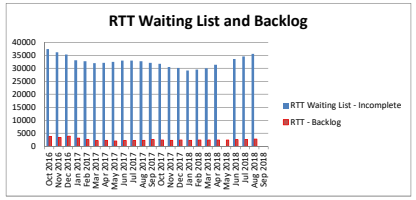


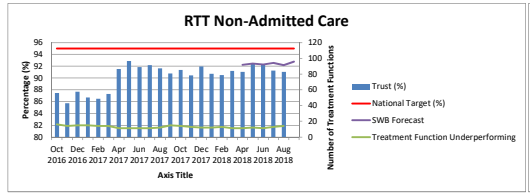
Referral To Treatment

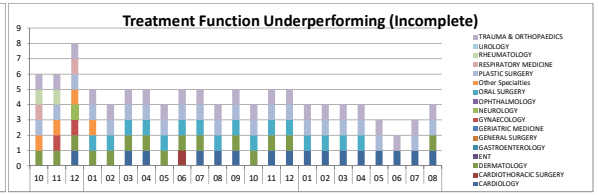
Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCC1	CO	Month	Year To Date	Trend
2			RTT - Admitted Care (18-weeks)	=> %	90.0	90.0																		.	Aug 2018	94.6	73.0	84.7			91.8		78.75		
2			RTT - Non Admitted Care (18-weeks)	=> %	95.0	95.0																		.	Aug 2018	77.8	91.9	91.6			81.6		91.04		
2			RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0																		.	Aug 2018	89.2	92.4	93.6			92.3		92.07		
	NEW		RTT Waiting List - Incomplete	No			32187	32576	32998	32982	32736	32216	31775	30537	30130	29235	29607	30071	31369	-	33665	34594	35614	-	Aug 2018	5955	17203	1881			3068		35614		
			RTT - Backlog	No			2327	2024	2188	2115	2304	2571	2451	2322	2410	2337	2356	2404	2354	2369	2536	2697	2825	-	Aug 2018	641	1311	121			236		2825		
2			Patients Waiting >52 weeks	<= No	0	0	5	3	2	10	10	14	7	7	6	4	6	5	4	5	4	7	7	-	Aug 2018	3	2	1			0		7	27	
2			Patients Waiting >52 weeks (Incomplete)	<= No	0	0	3	3	0	8	4	7	3	3	3	1	3	2	2	2	2	2	1	-	Aug 2018	1	0	0			0		1	9	
2			Treatment Functions Underperforming (Admitted, Non-Admitted, Incomplete)	<= No	0	0	26	25	28	27	26	32	29	29	29	28	29	27	27	25	23	27	28	-	Aug 2018	5	16	2.0			4.0		28		
			Treatment Functions Underperforming (Incomplete)	<= No	0	0	5	4	5	5	4	5	4	5	5	4	4	4	4	-	2	3	4	-	Aug 2018	1	2	0			1		4		
2			Acute Diagnostic Waits in Excess of 6-weeks (End of Month Census)	<= %	1.0	1.0																		.	Aug 2018	1.0	1.2	-		1.7	-		1.45		
			Acute Diagnostic Waits in Excess of 6-weeks (In Month Waiters)	No			942	931	650	833	652	1336	914	1064	847	1672	531	373	1002	739	1038	1190	1344	-	Aug 2018	43	49	-		1236	-		1344		
	NEW		Routine Outpatient Appointments with Short Notice(<3Wks)	%			23	21	19	22	27	24	29	25	23	17	19	18	19	24	21	21	28	22	Sep 2018	26	24	17	29	-	10	-	22.4	22.5	
	NEW		Routine Outpatient Appointments with Short Notice(<3Wks)	No			1780	1950	1747	1972	2501	2211	2847	2408	1685	1577	1505	1509	1414	2061	1943	1979	2325	1904	Sep 2018	457	1125	133	87	0	102	-	1904	11626	
	NEW		Short Notice Inpatient Admission Offers (<3wks)	%			50	49	47	48	54	47	52	54	52	41	49	51	49	52	57	59	47	49	Sep 2018	51	47	70	37	88	44	-	49	52.3	
	NEW		Short Notice Inpatient Admission Offers (<3wks)	No			1628	1887	1858	1767	2047	1937	2167	2393	1959	1712	1792	1975	1783	1983	2161	2252	1800	1760	Sep 2018	207	1146	176	13	15	203	-	1760	11739	

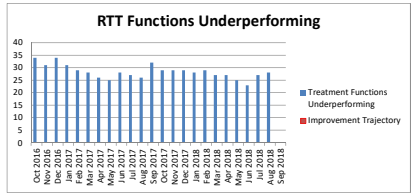


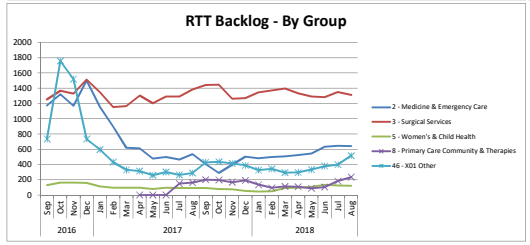


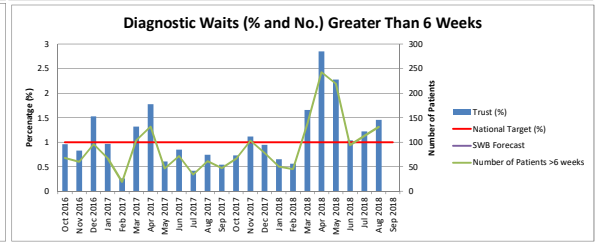


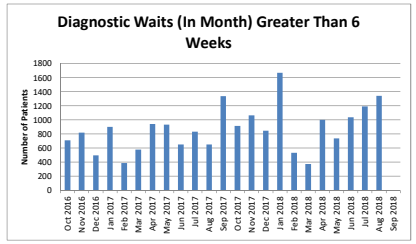






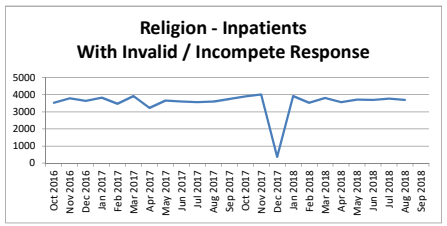


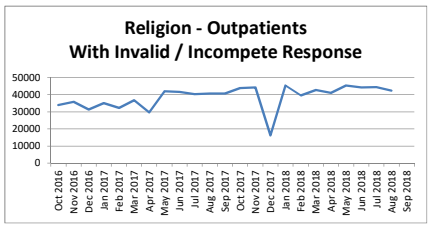


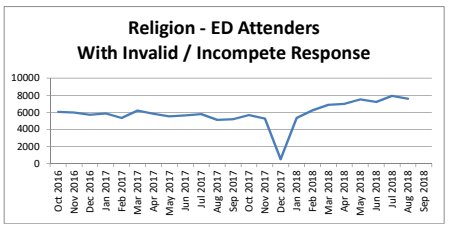


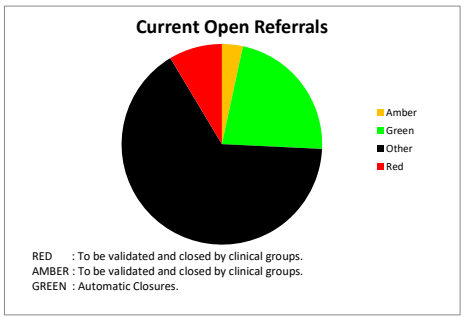
Data Completeness

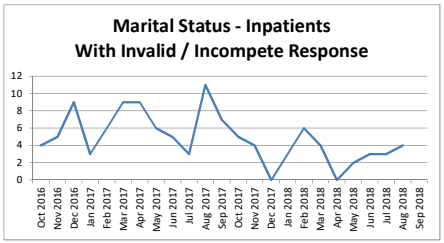
Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
14			Data Completeness Community Services	=> %	50.0	50.0																			Sep 2018							61.2	61.2		
2			Percentage SUS Records for AE with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0	-																	-	Aug 2018								99.6		
2			Percentage SUS Records for IP care with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0	-																	-	Aug 2018								98.9		
2			Percentage SUS Records for OP care with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0	-																	-	Aug 2018								99.4		
2			Completion of Valid NHS Number Field in acute (inpatient) data set submissions to SUS	=> %	99.0	99.0	98.2	98.3	97.4	98.4	98.5	99.1	97.6	98.4	96.7	98.1	99.0	99.0	96.8	97.3	97.5	-	-	-	Jun 2018								97.5	97.2	
2			Completion of Valid NHS Number Field in acute (outpatient) data set submissions to SUS	=> %	99.0	99.0	99.4	99.5	99.4	99.5	99.5	99.6	99.6	99.6	99.5	99.6	99.6	99.6	99.6	99.6	99.6	-	-	-	Jun 2018								99.6	99.6	
2			Completion of Valid NHS Number Field in A&E data set submissions to SUS	=> %	95.0	95.0	97.3	97.4	96.3	97.2	97.0	97.5	97.2	97.6	97.5	97.7	97.5	97.3	97.4	97.4	97.5	-	-	-	Jun 2018								97.5	97.4	
2			Ethnicity Coding - percentage of inpatients with recorded response	=> %	90.0	90.0																-	-	-	Jun 2018								91.5	91.6	
			Ethnicity Coding - percentage of outpatients with recorded response	=> %	90.0	90.0																-	-	-	Jun 2018								92.7	92.6	
			Protected Characteristic - Religion - INPATIENTS with recorded response	%			70.3	70.6	69.6	70.1	70.1	69.4	70.4	70.2	66.6	70.3	69.7	68.8	69.5	68.7	68.5	69.0	67.9	-	Aug 2018								67.9	68.7	
			Protected Characteristic - Religion - OUTPATIENTS with recorded response	%			56.7	52.9	53.2	53.1	53.5	54.5	53.8	53.5	63.7	52.8	52.7	52.4	52.1	51.1	51.6	52.0	52.0	-	Aug 2018								52.0	51.7	
			Protected Characteristic - Religion - ED patients with recorded response	%			64.7	67.2	65.3	66.2	66.7	67.0	66.1	67.3	65.2	67.2	67.2	66.3	65.1	65.7	66.5	64.2	62.8	-	Aug 2018								62.8	64.9	
			Protected Characteristic - Marital Status - INPATIENTS with recorded response	%			99.9	100.0	100.0	100.0	99.9	99.9	100.0	100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0	100.0	-	Aug 2018								100.0	100.0	
			Protected Characteristic - Marital Status - OUTPATIENTS with recorded response	%			41.3	41.1	41.9	41.4	41.0	40.9	40.4	39.8	41.4	39.4	39.0	38.6	38.8	38.7	38.8	39.1	38.5	-	Aug 2018								38.5	38.8	
			Protected Characteristic - Marital Status - ED patients with recorded response	%			39.8	42.7	42.0	42.2	40.2	40.6	40.7	41.6	38.6	40.1	39.6	39.0	38.3	39.4	39.2	38.8	37.0	-	Aug 2018								37.0	38.6	
2			Maternity - Percentage of invalid fields completed in SUS submission	<= %	15.0	15.0																-	-	-	Jun 2018								7.1	7.1	
2			Open Referrals	No			239,934	245,160	250,072	254,761	258,800	262,603	270,519	274,113	277,674	281,624	285,192	289,164	294,489	299,679	305,223	310,094	314,889	319,931	Sep 2018	72,254	162,234	42,951	9,085	904	32,503		319,931		
			Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			111,242	115,133	118,367	123,475	126,271	129,941	134,026	138,043	141,009	144,564	149,221	152,201	155,865	159,396	162,765	165,731	169,514	176,924	Sep 2018	43,535	86,510	26,984	4,601	819	13,669		176924		
			Future Appts Where the Referral is Closed	No			-	-	-	-	-	-	-	-	-	-	-	241	230	226	230	129	152	209	Sep 2018	59	131	9	2	0	8		209		

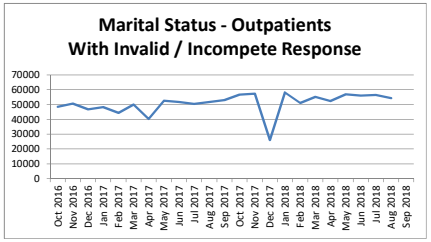


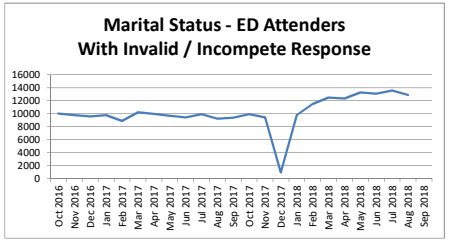






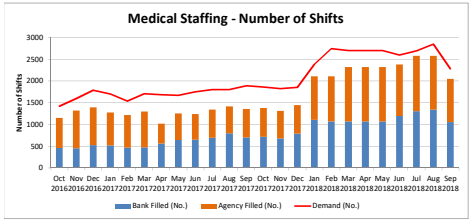


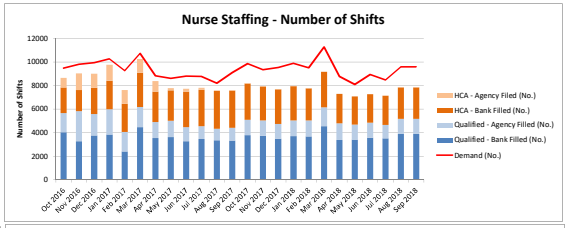


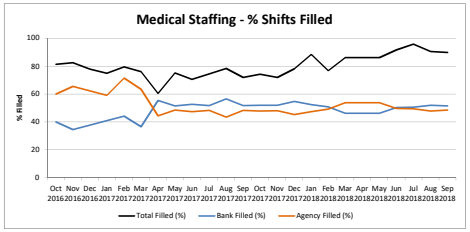


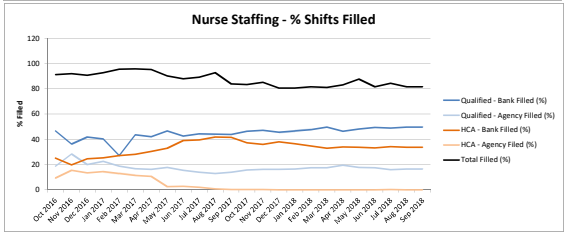
Temporary Workforce

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
			Medical Staffing - Number of instances when junior rotas not fully filled	<= %	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Jan-00	-	-	-	-	-	-	-	-	-	
			Medical Staffing - Demand	No			1682	1669	1753	1805	1804	1887	1858	1823	1854	2381	2740	2696	2696	2696	2594	2695	2848	2283	Sep 2018	1326	644	261	0	37	15	0	2283	15812	
			Medical Staffing - Total Filled	%			60.4	75.07	70.62	74.52	78.27	71.86	74.33	71.91	78.05	88.37	76.79	86.09	86.09	86.09	91.63	95.7	90.55	89.71	Sep 2018	87.1	97.2	90.42	-	45.95	93.33	-	90	90.0	
			Medical Staffing - Bank Filled	%			55.51	51.48	52.58	51.75	56.52	51.77	52.06	52.02	54.66	52.52	50.76	46.19	46.19	46.19	50.27	50.48	52.07	51.46	Sep 2018	49.52	53.67	54.66	-	100	0	-	51	49.5	
			Medical Staffing - Agency Filled	%			44.49	48.52	47.42	48.25	43.48	48.23	47.94	47.98	45.34	47.48	49.24	53.81	53.81	53.81	49.73	49.52	47.93	48.54	Sep 2018	50.48	46.33	45.34	-	0	100	-	49	50.5	
			Medical Staffing - Filled Shifts - Snr Consultant	No			120	214	219	258	320	312	329	324	334	311	181	352	352	352	428	394	449	149	Sep 2018	60	40	35	0	0	14	0	149	2124	
			Medical Staffing - Filled Shifts - Jnr Doctor	No			896	394	1019	1087	1092	1074	1052	987	1113	1793	855	1969	1969	1969	1949	2185	2130	845	Sep 2018	523	250	72	0	0	0	0	845	11047	
			Nursing - Demand	No			8825	8616	8784	8760	8197	9080	9849	9335	9535	9866	9500	11272	8759	8087	8923	8477	9587	9587	Sep 2018	4382	2439	1365	19	21	1258	103	9587	53420	
			Nursing - Total Filled	%			95.29	90.22	87.78	89.1	92.59	83.87	83.29	85.1	80.62	80.64	81.48	81.16	83.18	87.67	81.46	84.48	81.68	81.7	Sep 2018	82.72	85.08	68.35	100	95.24	84.02	99.03	82	83.2	
			Nursing - Qualified - Bank Filled	%			42.07	46.67	42.61	44.43	44.12	43.91	46.36	47.21	45.52	46.72	47.66	49.65	46.46	48.29	49.36	49.04	49.79	49.8	Sep 2018	46.51	44.29	63.34	52.63	90	61.12	28.43	50	48.8	
			Nursing - Qualified - Agency Filled	%			16.32	17.77	15.48	13.94	13.03	13.92	15.87	16.39	16.29	16.67	17.59	17.46	19.49	17.84	17.47	16.1	16.45	16.4	Sep 2018	19.14	25.45	2.04	247.4	0	0	0	16	17.3	
			Nursing - HCA - Bank Filled	%			30.44	33.05	39.06	39.63	41.94	41.6	37.36	36.03	38.01	36.44	34.72	32.89	34.05	33.67	33.17	34.32	33.71	33.7	Sep 2018	34.34	30.07	34.62	47.37	10	34.44	71.57	34	33.8	
			Nursing - HCA - Agency Filled	%			10.74	2.509	2.84	1.999	0.909	0.46	0.402	0.378	0.182	0.176	0.026	0	0	0	0	0.475	0.051	0.1	Sep 2018	0	0.19	0	0	0	0	0	0	0.1	
			AHPs - Radiography - Demand (Shifts)	No			332	372	315	334	335	231	235	198	176	309	349	305	111	305	173	342	494	487	Sep 2018	0	0	0	0	487	0	0	487	1912	
			AHPs - Radiography - Filled (Shifts)	No			329	359	315	290	323	230	232	190	170	253	232	157	92	241	170	189	249	256	Sep 2018	0	0	0	0	256	0	0	256	1197	
			AHPs - Physiotherapy - Demand (Shifts)	No			180	242	257	104	99	100	108	88	75	33	113	35	146	96	24	77	164	155	Sep 2018	0	0	0	0	0	155	0	155	662	
			AHPs - Physiotherapy - Filled (Shifts)	No			180	242	257	104	99	98	107	87	74	33	113	35	146	96	24	77	161	155	Sep 2018	0	0	0	0	0	155	0	155	659	
			AHPs - Other - Demand (Shifts)	No			459	527	471	511	536	482	532	460	451	519	385	500	376	293	481	403	404	360	Sep 2018	131	27	14	9	97	59	23	360	2317	
			AHPs - Other - Filled (Shifts)	No			457	527	471	508	534	476	520	445	440	502	371	497	349	274	479	367	383	355	Sep 2018	130	27	14	9	97	55	23	355	2207	
			Admin - Demand (Shifts)	No			4198	4228	4423	4054	4429	4091	4015	3928	3535	3778	3493	3607	2950	3018	3240	3035	3717	3097	Sep 2018	606	365	100	231	41	194	1560	3097	19057	
			Admin - Filled (Shifts)	No			4162	4184	4423	4031	4412	4025	3951	3838	3412	3707	3412	3496	2895	2984	3164	2979	3658	3056	Sep 2018	594	364	98	229	41	190	1540	3056	18736	
			Facilities - Demand (Shifts)	No			1795	2031	2101	1996	2182	2025	2059	2122	2008	2111	2226	2410	2192	2219	2287	2124	2527	2341	Sep 2018	15	39	0	0	9	2	2276	2341	13690	
			Facilities - Filled (Shifts)	No			1737	1999	2101	1966	2165	2006	2019	2098	1951	2054	2170	2384	2178	2192	2271	2070	2427	2285	Sep 2018	5	39	0	0	9	2	2230	2285	13423	
			Interpreters - Demand (Shifts)	No			4511	5139	5291	5101	4905	5116	5343	5699	4595	5354	4862	5079	4639	5177	4976	5461	5068	4879	Sep 2018	-	-	-	-	-	-	-	4879	30200	
			Interpreters - Total Filled	%			99.89	99.71	99.7	99.76	99.9	99.77	99.57	99.74	99.65	99.87	99.55	99.86	99.46	99.56	99.76	99.73	99.55	99.63	Sep 2018	-	-	-	-	-	-	-	100	99.6	
			Interpreters - Bank Filled	%			77.34	78.45	77.67	76.99	76.96	78.29	77.86	78.66	77.81	78.89	77.77	79.57	79.76	76.89	77.78	76.57	76.06	76.9	Sep 2018	-	-	-	-	-	-	-	77	77.3	
			Interpreters - Agency Filled	%			22.7	21.5	22.3	23.0	23.0	21.7	22.1	21.3	22.2	21.1	22.2	20.4	20.2	23.1	22.2	23.4	23.9	23.1	Sep 2018	-	-	-	-	-	-	-	23	22.7	
			Interpreters - Unfilled	%			0.1	0.3	0.3	0.2	0.1	0.2	0.4	0.3	0.3	0.1	0.5	0.1	0.5	0.4	0.2	0.3	0.5	0.4	Sep 2018	-	-	-	-	-	-	-	0	0.4	



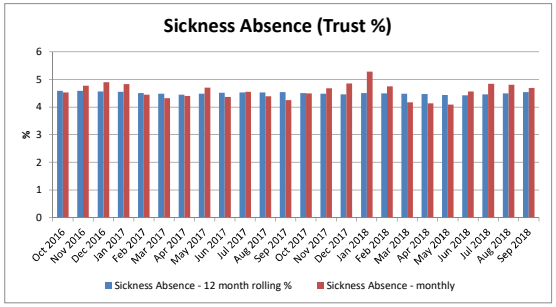


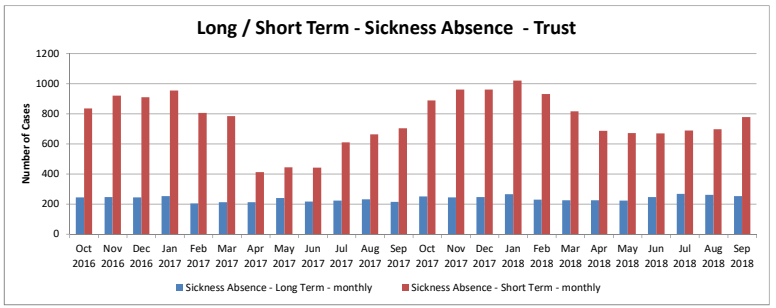


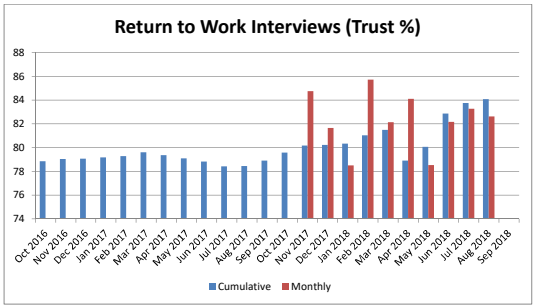


Workforce

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend (since Apr 2017) A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Group M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
3			PDRs - 12 month rolling	=> %	95.0	95.0													-->	-->		-->	-->		Sep 2018	84.1	94.7	90.4	92.2	80.2	94.1	94.6		91.2	
7			Medical Appraisal	=> %	95.0	95.0																		-	Aug 2018	91.9	86.9	88.9	85.0	89.3	128.6	100.0	90.8	91.7	
3			Sickness Absence (Rolling 12 Months)	<= %	3.00	3.00																			Sep 2018	5.2	4.7	4.6	3.7	4.1	4.1	4.4	4.54	4.5	
3			Sickness Absence (Monthly)	<= %	3.00	3.00																			Sep 2018	5.9	5.0	4.6	4.0	5.5	4.2	3.8	4.70	4.5	
3			Sickness Absence - Long Term (Monthly)	No			214	241	218	225	232	216	251	246	247	267	230	226	226	224	247	269	263	254	Sep 2018	65	47	37	9	10	33	26	254	1483	
3			Sickness Absence - Short Term (Monthly)	No			414	445	444	612	664	706	889	962	963	1021	932	818	688	672	670	691	698	779	Sep 2018	199	150	97	32	39	97	70	779	4198	
3			Return to Work Interviews following Sickness Absence (Cumulative)	=> %	100.0	100.0																		-	Aug 2018	72.1	91.9	83.3	91.8	86.1	90.1	85.2	84.1	81.9	
			Return to Work Interviews following Sickness Absence (In Month)	=> %	100.0	100.0	-	-	-	-	-	-	-											-	Aug 2018	80.1	85.9	71.4	100.0	92.9	86.5	80.0	82.6	82.2	
3			Mandatory Training	=> %	95.0	95.0																			Sep 2018	85.6	89.8	90.3	94.0	90.2	94.2	93.2	90.6		
3			Mandatory Training - Health & Safety (% staff)	=> %	95.0	95.0																			Sep 2018	88.8	90.9	93.6	95.0	93.7	96.2	96.7	93.3		
7			Employee Turnover (rolling 12 months)	<= %	10.0	10.0																			Sep 2018								12.1	12.3	
			Nursing Turnover (Qualified Only)	<= %	10.7	10.7	11.7	11.7	12.0	12.6	12.7	12.8	12.9	12.6	12.9	13.3	13.4	13.5	13.7	13.4	13.3	13.0	13.4	12.8	Sep 2018								12.8	13.3	
7			New Investigations in Month	No			14	1	3	4	4	2	7	4	5	4	3	4	3	3	9	5	4	5	Sep 2018	4	0	0	0	0	0	1	5		
7			Vacancy Time to Fill	Weeks			20	21	23	25	20	21	21	21	23	25	23	23	25	22	25	23	24	23	Sep 2018								23		
7			Professional Registration Lapses	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	0	0	0	
7			Qualified Nursing Variance (FIMS) (FTE)	No			256.31	276	281	289	287	269	252	244	265	248	243	261	249	257	254	268	280	259	Sep 2018								259		
15			Your Voice - Response Rate	No			-->	-->	-->	18.8	-->	-->	-->	-->	-->	19.7	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	9	16.2	16.8	16.2	19.7	24.4	29.7	19.7		
15			Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.68	3.79	3.66	3.82	3.58	3.83	3.64	3.7		







Local Quality Indicators - 2017/2018

Data Source	Data Quality	PAF	Indicator	Measure	Trajectory		Previous Months Trend (From Apr 2017)																	Data Period	Group							Month	Year To Date	Trend
					Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		M	SS	W	P	I	PCCT	CO			
			WHO Safer Surgery - Audit - brief and debrief (% lists where complete) - SQPR	=> %	100	100	98	98	98	99	99	99	99	98	100	99	99	99	99	100	100	100	100	-	Aug 2018	100	100	100			100		100.0	99.9	
			Morning Discharges (00:00 to 12:00) - SQPR	=> %	35	35	16	15	17	17	15	16	15	15	18	17	17	16	15	15	17	17	15	15	Sep 2018	13	11	17			35		15.0	15.9	
			ED Diagnosis Coding (Mental Health CQUIN) - SQPR	=> %	85	85	86	86	85	84	84	84	84	85	85	83	0	0	84	85	85	84	84	84	Sep 2018								84.1	84.4	
			CO Level >4ppm Referred For Smoking Cessation - SQPR	=> %	90	90	80	86	76	82	82	85	79	80	100	100	100	100	100	100	100	100	100	100	Sep 2018								100.0	100.0	
			BMI recorded by 12+6 weeks of pregnancy - SQPR	=> %	90	90	78	80	79	88	92	94	93	96	97	97	98	94	98	97	98	98	97	94	Sep 2018								94.2	96.9	
			CO Monitoring by 12+6 weeks of pregnancy - SQPR	=> %	90	90	76	75	75	74	71	74	80	76	79	76	77	76	80	86	82	81	81	74	Sep 2018								73.6	80.6	
			Community Nursing - Falls Assessment For Appropriate Patients on home visiting caseload	=> %	100	100	69	-	57	58	57	54	55	52	60	67	78	91	91	94	94	96	95	97	Sep 2018								97.2	94.4	
			Community Nursing - Pressure Ulcer Risk Assessment For New community patients at intial assessment	=> %	95	95	77	-	63	65	66	62	63	63	70	78	81	92	93	94	95	96	95	97	Sep 2018								97.0	94.9	

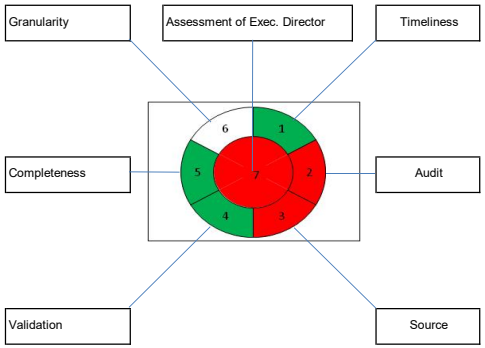
Legend

Data Sources	
1	Cancer Services
2	Information Department
3	Clinical Data Archive
4	Microbiology Informatics
5	CHKS
6	Healthcare Evaluation Data (HED) Tool
7	Workforce Directorate
8	Nursing and Facilities Directorate
9	Governance Directorate
10	Nurse Bank
11	West Midlands Ambulance Service
12	Obstetric Department
13	Operations Directorate
14	Community and Therapies Group
15	Strategy Directorate
16	Surgery B
17	Women & Child Health
18	Finance Directorate
19	Medicine & Emergency Care Group
20	Change Team (Information)

Indicators which comprise the External Performance Assessment Frameworks		
•		NHS TDA Accountability Framework
	a	Caring
	b	Well-led
	c	Effective
	d	Safe
	e	Responsive
	f	Finance
•		Monitor Risk Assessment Framework
•		CQC Intelligent Monitoring

Groups	
M	Medicine & Emergency Care
A	Surgery A
B	Surgery B
W	Women & Child Health
P	Pathology
I	Imaging
PCCT	Primary Care, Community & Therapies
CO	Corporate

Data Quality - Kitemark



Each outer segment of indicator is colour coded on kitemark to signify strength of indicator relative to the dimension, with following key:

Red	Insufficient
Green	Sufficient
White	Not Yet Assessed

The centre of the indicator is colour coded as follows:

Red / Green	As assessed by Executive Director
White	Awaiting assessment by Executive Director

If segment 2 of the Kitemark is Blank this indicates that a formal audit of this indicator has not yet taken place

Medicine Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate			Month	Year To Date	Trend
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		EC	AC	SC			
Patient Safety - Inf Control	C. Difficile	<= No	30	3																			Sep 2018	0	0	0	0	4	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0																			Sep 2018	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Screening - Elective (%)	=> %	80	80																			Sep 2018	68	76	22	63.0		
Patient Safety - Inf Control	MRSA Screening - Non Elective (%)	=> %	80	80																			Sep 2018	83	81	77	82.5		
Patient Safety - Harm Free Care	Number of DOLS raised	No			9	7	5	12	13	9	19	15	9	19	16	20	16	34	14	26	21	26	Sep 2018	3	23	0	26	137	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			9	7	5	12	13	9	19	15	9	19	16	20	16	34	14	26	21	26	Sep 2018	3	23	0	26	137	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	0	0	1	0	0	0	0	0	0	0	0	1	3	2	3	5	1	Sep 2018	0	1	0	1	15	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			11	6	6	4	8	3	2	1	3	2	1	6	2	2	2	2	3	5	Sep 2018	1	4	0	5	16	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			1	6	3	1	3	5	6	3	2	2	4	2	3	12	8	10	10	16	Sep 2018	3	13	0	16	59	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			0	0	2	1	2	0	0	1	1	1	0	0	0	0	1	3	2	3	Sep 2018	0	3	0	3	9	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			1	1	1	5	0	0	0	0	0	0	0	0	0	0	0	1	0	0	Sep 2018	0	0	0	0	-	
Patient Safety - Harm Free Care	Falls	<= No	0	0	36	39	34	34	28	31	48	22	23	35	35	45	35	32	35	40	43	37	Sep 2018	6	31	0	37	222	
Patient Safety - Harm Free Care	Falls with a serious injury	<= No	0	0	1	1	0	0	1	1	3	0	0	0	0	0	0	2	1	0	0	0	Sep 2018	0	0	0	0	3	
Patient Safety - Harm Free Care	Grade 2,3 or 4 Pressure Ulcers (hospital aquired avoidable)	<= No	0	0	5	4	2	4	2	6	3	4	8	8	4	3	4	5	5	6	2	3	Sep 2018	0	3	0	3	25	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0																			Sep 2018	85.6	89.2	97.3	88.2		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0																		-	Aug 2018	100.0	100.0	-	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0																		-	Aug 2018	100	100	-	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0																		-	Aug 2018	100	100	-	100.0		
Patient Safety - Harm Free Care	Never Events	<= No	0	0																			Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0																			Sep 2018	0	0	0	0	10	
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98																-	-		Jul 2018	38	42	40	40		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			9.5	9.2	9.2	10.2	9.1	10.7	11.4	11.1	12.0	12.7	12.1	12.5	13.5	11.7	13.0	13.2	12.5	-	Aug 2018				12.5		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			9.4	9.3	9.3	9.4	9.4	9.6	9.7	9.8	10.0	10.2	10.4	10.7	11.0	11.2	11.6	11.9	12.2	-	Aug 2018					11.6	

Medicine Group

Section	Indicator		Trajectory		Previous Months Trend																		Data Period	Directorate			Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		EC	AC	SC			
Clinical Effect - Stroke & Card	Pts spending >90% stay on Acute Stroke Unit (%)	=> %	90.0	90.0																		-	Aug 2018		87.3		87.3	93.2	
Clinical Effect - Stroke & Card	Pts admitted to Acute Stroke Unit within 4 hrs (%)	=> %	90.0	90.0															-		-	-	Jul 2018		83.8		83.8	71.4	
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0															-		-	-	Jul 2018		59.5		59.5	69.6	
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.0															-			-	Aug 2018		96.9		96.9	97.3	
Clinical Effect - Stroke & Card	Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85.0	85.0															-		-	-	Jul 2018		33.3		33.3	81.3	
Clinical Effect - Stroke & Card	Stroke Admissions - Swallowing assessments (<24h) (%)	=> %	98.0	98.0																			Sep 2018		100.0		100.0	100.0	
Clinical Effect - Stroke & Card	TIA (High Risk) Treatment <24 Hours from receipt of referral (%)	=> %	70.0	70.0															-		-	-	Jul 2018		100.0		100.0	100.0	
Clinical Effect - Stroke & Card	TIA (Low Risk) Treatment <7 days from receipt of referral (%)	=> %	75.0	75.0															-		-	-	Jul 2018		97.0		97.0	97.6	
Clinical Effect - Stroke & Card	Primary Angioplasty (Door To Balloon Time 90 mins) (%)	=> %	80.0	80.0																			Sep 2018		100.0		100.0	95.5	
Clinical Effect - Stroke & Card	Primary Angioplasty (Call To Balloon Time 150 mins) (%)	=> %	80.0	80.0																			Sep 2018		100.0		100.0	94.1	
Clinical Effect - Stroke & Card	Rapid Access Chest Pain - seen within 14 days (%)	=> %	98.0	98.0																			Sep 2018		100.0		100.0	100.0	
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0																		-	Aug 2018			95.9	95.9		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0																		-	Aug 2018			100.0	100.0		
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0																		-	Aug 2018			87.0	87.0		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			2	2	4.5	1	2.5	2	3.5	2.5	0.5	1.5	1	1	3	5	2	1	3	-	Aug 2018	-	-	3.00	3.00	14	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			1	0	1	0	0	0	2	2	0	0	1	1	1	0	0.5	0	1.5	-	Aug 2018	-	-	1.50	1.50	3	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			140	91	106	97	99	81	125	173	104	102	113	280	118	104	112	103	146	-	Aug 2018	-	-	146	146		
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0.0	0.0	11	6	4	10	3	7	8	7	7	3	9	4	3	7	6	4	2	10	Sep 2018	-	-	10	10	32	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0.0	0.0	21	7	0	0	3	61	46	129	0	0	0	0	0	0	0	15	0	0	Sep 2018	0	0	0	0	15	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			34	42	40	27	49	24	26	47	29	30	38	34	36	35	24	55	27	25	Sep 2018	13	12	0	25	202	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			79	79	91	83	82	74	59	75	67	73	78	76	81	89	71	97	90	80	Sep 2018	45	33	2	80		

Medicine Group

Section	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Directorate EC	AC	SC	Month	Year To Date	
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8																			Sep 2018	-	-	-	-		
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0.0	0.0	0.0	0	0	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	3	11	3	5	2	8	2	3	4	6	0	7	0	1	1	1	0	0	Sep 2018	0.0	0.0	0.0	0	3	
Pt. Experience - Cancellations	Weekday Theatre Utilisation (as % of scheduled)	=> %	85.0	85.0	28	35	63	31	62	41	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	#####	Sep 2018	-	-	-	-		
Pt. Experience - Cancellations	Urgent Cancelled Operations	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0.00	0.00	0.00	0.00	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour waits (%)	=> %	95.0	95.0																			Sep 2018	78.0	85.4	Site S/C	81.9	81.3	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			1662	1742	1580	1483	1280	1257	1636	1714	2188	2257	0	2635	1935	2814	2661	2294	2075	2154	Sep 2018	2051	1	102	2154	13933	
Emergency Care & Pt. Flow	Emergency Care Trolley Waits >12 hours	<= No	0	0																			Sep 2018	0.0	0.0	Site S/C	0	0	
Emergency Care & Pt. Flow (Group Sheet Only)	Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15.0	15.0																			Sep 2018	13.0	11.0	Site S/C	13	14	
Emergency Care & Pt. Flow (Group Sheet Only)	Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60.0	60.0																			Sep 2018	74.0	62.0	Site S/C	65	65	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0																			Sep 2018	5.1	5.2	Site S/C	5.2	5.0	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0																			Sep 2018	6.3	7.2	Site S/C	6.7	7.3	
Emergency Care & Pt. Flow	WMAS - Finable Handovers (emergency conveyances) 30 - 60 mins (number)	<= No	0	0	110	159	242	111	127	90	143	207	208	163	160	196	173	219	195	165	116	95	Sep 2018	84	11		95	963	
Emergency Care & Pt. Flow	WMAS -Finable Handovers (emergency conveyances) >60 mins (number)	<= No	0	0	0	12	6	1	0	1	4	6	11	5	4	21	6	6	10	2	8	5	Sep 2018	5	0		5	37	
Emergency Care & Pt. Flow	WMAS - Turnaround Delays > 60 mins (% all emergency conveyances)	<= %	0.02	0.02																			Sep 2018	0.22	0.00		0.11	0.14	
Emergency Care & Pt. Flow	WMAS - Emergency Conveyances (total)	No			4137	4376	4254	4429	4278	4174	4557	4424	4725	4561	4081	4487	4308	4539	4306	4685	4522	4354	Sep 2018	2236	2118		4354	26714	
RTT	RTT - Admittted Care (18-weeks) (%)	=> %	90.0	90.0																		-	Aug 2018	-	94.7	94.6	94.6		
RTT	RTT - Non Admittted Care (18-weeks) (%)	=> %	95.0	95.0																		-	Aug 2018	-	64.8	91.8	77.8		
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0																		-	Aug 2018	-	85.2	96.3	89.2		
RTT	RTT - Backlog	<= No	0	0	610	479	497	467	538	407	288	398	504	480	497	509	524	545	632	644	641	-	Aug 2018	0	562	79	641		
RTT	Patients Waiting >52 weeks	<= No	0	0	1	2	1	7	4	1	0	0	0	0	1	0	0	2	0	1	3	-	Aug 2018	0	2	1	3		
RTT	Treatment Functions Underperforming	<= No	0	0	9	7	8	9	7	8	5	5	6	6	6	6	6	5	4	6	5	-	Aug 2018	0	3	2	5		
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0																		-	Aug 2018	-	1.29	0	0.99		

Medicine Group

Section	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Directorate EC	AC	SC	Month	Year To Date	
Data Completeness	Open Referrals	No			78,984	79,971	81,548	83,160	84,417	85,453	62,769	63,236	64,194	65,058	65,868	66,860	68,013	68,828	69,652	70,530	71,562	72,254	Sep 2018	15,096	30,549	26,609	72254		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Req	No			36,247	36,822	37,760	39,488	40,216	40,844	35,242	36,135	37,044	37,620	39,394	40,207	40,464	41,127	41,878	42,187	43,075	43,535	Sep 2018	12,759	18,133	12,643	43535		
Workforce	PDRs - 12 month rolling (%)	=> %	95.0	95.0																			Sep 2018	84.87	83.58	-		71.8	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0																		-	Aug 2018	88.33	95.24	-		90.0	
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.15	3.15																			Sep 2018	5.24	5.15	-	5.19	4.98	
Workforce	Sickness Absence - In month	<= No	3.15	3.15																			Sep 2018	6.16	5.71	-	5.85	5.69	
Workforce	Sickness Absence - Long Term - In month	No			53	59	48	45	54	49	51	49	63	64	46	40	54	55	61	65	65	65	Sep 2018	28	37	0	65	365	
Workforce	Sickness Absence - Short Term - In month	No			66	68	80	131	145	157	173	233	236	219	203	212	163	175	155	163	174	199	Sep 2018	99	100	0	199	1029	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100	100																		-	Aug 2018	64.6	77.5	-		68.39	
Workforce	Mandatory Training (%)	=> %	95.0	95.0																			Sep 2018	84.93	86.03	-		86.4	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	2.2	-	-	-	6.2	-	-	-	1.6	-	-	-	Jun 2018	1.45	1.71	-		1.7	
Workforce	New Investigations in Month	No			3	0	0	1	1	0	0	1	2	2	0	0	0	2	4	1	1	4	Sep 2018	4	0	0	4		
Workforce	Your Voice - Response Rate (%)	No			-->	-->	-->	11.8	-->	-->	-->	-->	-->	9	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	9.6	8.5	0.0	9.0		
Workforce	Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.51	3.90	3.58	3.68		

Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate					Month	Year To Date	Trend
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		GS	SS	TH	An	O			
Patient Safety - Inf Control	C. Difficile	<= No	7	1																			Sep 2018	0	0	0	0	0	0	1	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0																			Sep 2018	0	0	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80	80																			Sep 2018	93	95.5	-	0	63.3	90.4		
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80	80																			Sep 2018	86.8	84.1	-	84.6	92.5	86.5		
Patient Safety - Harm Free Care	Number of DOLS raised	No			1	3	0	12	7	6	15	12	9	7	9	4	11	14	8	7	10	9	Sep 2018	6	0	0	3	0	9	59	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			1	3	0	12	7	6	15	12	9	7	9	4	11	14	8	7	10	9	Sep 2018	6	0	0	3	0	9	59	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1	2	Sep 2018	2	0	0	0	0	2	6	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			1	4	0	3	1	2	1	1	0	0	0	0	0	2	1	1	1	1	Sep 2018	1	0	0	0	0	1	6	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			0	3	0	6	5	2	2	1	0	0	3	0	1	5	4	1	1	5	Sep 2018	3	0	0	2	0	5	17	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	0	Sep 2018	0	0	0	0	0	0	1	
Patient Safety - Harm Free Care	Falls	<= No	0	0	10	7	11	11	4	5	5	10	10	17	7	15	16	9	6	9	11	10	Sep 2018	5	5	0	0	0	10	61	
Patient Safety - Harm Free Care	Falls with a serious injury	<= No	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0	Sep 2018	0	0	0	0	0	0	2	
Patient Safety - Harm Free Care	Grade 2,3 or 4 Pressure Ulcers (hospital aquired avoidable)	<= No	0	0	1	3	0	2	0	0	2	2	1	2	2	3	2	2	0	3	2	5	Sep 2018	0	5	0	0	0	5	14	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0																			Sep 2018	95.9	95.8	-	100	95.8	96.3		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0																		-	Aug 2018	100	100	100	100	100	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0																		-	Aug 2018	-	-	100	-	100	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0																		-	Aug 2018	-	-	100	-	100	100.0		
Patient Safety - Harm Free Care	Never Events	<= No	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0																			Sep 2018	0	0	0	0	0	0	4	
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98.0																	-	-	Jul 2018	78	20	-	0	-	53.3		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			6.2	6.5	6.3	7.3	6.9	6.0	6.0	5.4	6.1	6.1	7.1	5.5	7.2	5.8	6.1	7.1	6.8	-	Aug 2018						6.8		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			5.83	5.86	5.92	5.98	6.09	6.1	6.1	6.21	6.23	6.24	6.3	6.28	6.36	6.3	6.28	6.26	6.27	-	Aug 2018							6.3	

Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate					Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		GS	SS	TH	An	O			
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0																		Aug 2018	98.0	-	-	-	-	98.02		
Clinical Effect - Cancer	2 weeks (Breast Symptomatic)	=> %	93.0	93.0																		Aug 2018	97.6	-	-	-	-	97.58		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0																		Aug 2018	100.0	-	-	-	-	100		
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0																		Aug 2018	90.8	-	-	-	-	90.8		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			2	5	3	8	3	2	6	4	8	10	4	4	3	9	3	6	4	-	Aug 2018	-	-	-	-	-	4	24	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			1	1	0	2	2	0	2	0	3	3	1	0	1	2	1	2	1	-	Aug 2018	0.5	-	0	-	-	0.5	5	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			119	114	98	134	108	84	110	0	119	126	112	90	130	137	119	196	113	-	Aug 2018	113	-	0	-	-	113		
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	-	0	-	-	0	0	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	0	0	0	0	39	6	0	2	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			24	29	20	28	29	18	16	28	22	24	25	32	24	23	27	25	19	24	Sep 2018	11	6	1	1	5	24	142	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			78	61	51	57	50	38	40	36	47	47	52	50	45	47	57	57	65	79	Sep 2018	40	15	5	4	15	79		
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8																			Sep 2018	1.03	1.65	-	0.36	1.05	1.04		
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	2	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	32	49	38	41	28	37	35	35	24	20	29	41	24	44	17	13	18	21	Sep 2018	8	5	0	1	7	21	137	
Pt. Experience - Cancellations	Weekday Theatre Utilisation (as % of scheduled)	=> %	85.0	85.0	76.4	75.8	77.9	73.9	74.7	74.8	75.8	77.1	71.1	72.6	75	73.5	74.6	74.3	75.7	75.4	78.5	76	Sep 2018	71.1	82.0	-	96.3	75.0	75.98		
Pt. Experience - Cancellations	Urgent Cancelled Operations	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (%)	=> %	95.0	95.0	97.6	96.8	96.7	97.5	97.5	99.2	99.8	99.4	99.6	99.5	97.8	97.5	98.6	98.5	97.9	99.3	98.8	99.2	Sep 2018	-	-	-	-	99.2	-	-	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	<= No	0	0	137	109	93	106	69	73	84	80	89	66	0	179	160	148	110	117	157	89	Sep 2018	47	35	0	0	7	89	781	
Emergency Care & Pt. Flow	Emergency Care Trolley Waits >12 hours	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	-	-	-	-	0	-	-	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0	3.3	3.0	3.7	3.6	4.3	5.4	3.9	3.6	5.0	5.1	4.6	6.1	4.9	5.5	5.8	5.6	4.3	5.4	Sep 2018	-	-	-	-	5.37	-	-	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0	2.0	2.4	2.7	2.8	2.3	2.0	1.0	2.4	1.3	1.8	0.7	1.1	5.0	3.6	4.1	4.3	2.2	4.4	Sep 2018	-	-	-	-	4.42	-	-	
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15	15	0	0	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	-	-	-	-	25	0	0	
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60	60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018	-	-	-	-	102	-	-	
Emergency Care & Pt. Flow	Hip Fractures BPT (Operation < 36 hours of admissions	=> %	85.0	85.0																			Sep 2018						81.0	82.3	

Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate					Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		GS	SS	TH	An	O			
RTT	RTT - Admittted Care (18-weeks) (%)	=> %	90.0	90.0																		-	Aug 2018	73.3	62.6	-	-	78.3	73.0		
RTT	RTT - Non Admittted Care (18-weeks) (%)	=> %	95.0	95.0																		-	Aug 2018	88.5	93.0	-	-	94.0	91.9		
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0																		-	Aug 2018	92.8	90.2	-	-	92.8	92.4		
RTT	RTT - Backlog	<= No	0	0	1304	1204	1293	1293	1385	1443	1447	1284	1271	1348	1370	1397	1333	1293	1285	1349	1311	-	Aug 2018	571	264	0	0	476	1311		
RTT	Patients Waiting >52 weeks	<= No	0	0	4	1	1	1	5	9	4	7	5	2	0	4	3	3	2	5	2	-	Aug 2018	1	0	0	0	1	2		
RTT	Treatment Functions Underperforming	<= No	0	0	14	16	18	16	17	17	16	17	16	15	17	15	16	15	13	15	16	-	Aug 2018	8	6	0	0	2	16		
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0																		-	Aug 2018	1.2	-	-	-	-	1.19		
Data Completeness	Open Referrals	No			123,687	126,992	129,204	131,460	133,412	135,263	136,924	139,237	140,979	142,818	144,613	146,703	149,307	151,854	154,830	157,125	159,369	162,234	Sep 2018	55,909	18,583	0	6,986	80,756	162234		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Rec	No			53,057	55,792	57,290	59,198	60,880	63,030	64,953	67,111	68,385	70,228	71,798	73,079	75,110	76,718	78,179	79,974	81,586	86,510	Sep 2018	32,189	9,885	0	4,985	39,451	86510		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0																			Sep 2018	92.1	94.8	95.1	95.2	98.0		83.5	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0																		-	Aug 2018	92.5	88.6	-	89.1	77.8		87.3	
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.15	3.15																			Sep 2018	4.4	5.8	6.4	4.2	2.1	4.7	4.6	
Workforce	Sickness Absence - In Month	<= %	3.15	3.15																			Sep 2018	4.4	7.1	7.1	4.2	2.0	5.0	4.7	
Workforce	Sickness Absence - Long Term - In Month	No			30	41	38	51	50	47	49	47	34	47	42	48	43	38	42	47	39	47	Sep 2018	13.0	12.0	16.0	5.0	0.0	47	256	
Workforce	Sickness Absence - Short Term - In Month	No			61	50	55	96	96	119	159	170	172	151	160	131	123	124	123	130	131	150	Sep 2018	38.0	37.0	34.0	39.0	0.0	150	781	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100	100																		-	Aug 2018	86.2	92.7	95.5	96.9	90.8	91.9	90.3	
Workforce	Mandatory Training	=> %	95.0	95.0																			Sep 2018	89.1	86.6	94.2	90.7	88.6		90.3	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	2.78	-	-	-	6.13	-	-	-	2.06	-	-	-	Jun 2018	2.3	1.7	2.6	2.0	1.6		2.0	
Workforce	New Investigations in Month	No			2	0	0	2	2	2	4	1	0	2	1	1	3	0	1	1	1	0	Sep 2018	0	0	0	0	0	0		
Workforce	Your Voice - Response Rate	No			-->	-->	-->	15.3	-->	-->	-->	-->	-->	16.2	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	18.9	12.8	8.1	15.3	21.8	16.2		
Workforce	Your Voice - Response Score	%			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.53	3.29	3.85	3.6	3.69	3.79		

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate			Month	Year To Date	Trend
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		G	M	P			
Patient Safety - Inf Control	C. Difficile	<= No	0	0																			Sep 2018	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0																			Sep 2018	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.00	80.00																			Sep 2018	92			92.4		
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80.00	80.00																			Sep 2018	-	100		100.0		
Patient Safety - Harm Free Care	Number of DOLS raised	No			1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jun 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Falls	<= No	0	0	0	3	1	0	0	0	1	1	0	0	0	0	0	1	1	1	0	1	Sep 2018	0	0	1	1	4	
Patient Safety - Harm Free Care	Falls with a serious injury	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Grade 2,3 or 4 Pressure Ulcers (hospital aquired avoidable)	<= No	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	0	0	0	Sep 2018	0	0	0	0	2	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0																			Sep 2018	98	93		94.6		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0																		-	Aug 2018	100	100		100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0																		-	Aug 2018	100	100		100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0																		-	Aug 2018	100	100		100.0		
Patient Safety - Harm Free Care	Never Events	<= No	0	0																			Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0																			Sep 2018	0	0	0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0																			Sep 2018	0	1	0	1	8	

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate			Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		G	M	P			
Patient Safety - Obstetrics	Caesarean Section Rate - Total	<= %	25.0	25.0																		Sep 2018		27		27.1	26.8	
Patient Safety - Obstetrics	Caesarean Section Rate - Elective	%			9	8	9	7	8	8	9	9	5	7	10	8	10	10	9	9	10	9	Sep 2018		8.5		8.5	9.4	
Patient Safety - Obstetrics	Caesarean Section Rate - Non Elective	%			17	15	17	18	15	19	21	18	21	15	19	18	17	18	15	20	17	19	Sep 2018		19		18.6	17.5	
Patient Safety - Obstetrics	Maternal Deaths	<= No	0	0																		Sep 2018		0		0	2	
Patient Safety - Obstetrics	Post Partum Haemorrhage (>2000ml)	<= No	48	4																		Sep 2018		0		0	7	
Patient Safety - Obstetrics	Admissions to Neonatal Intensive Care	<= %	10.0	10.0																		Sep 2018		2.2		2.2	1.8	
Patient Safety - Obstetrics	Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0																		Sep 2018		0		0.0		
Patient Safety - Obstetrics	Stillbirth (Corrected) Mortality Rate (per 1000 babies)	Rate1			-	-	-	-	-	-	2.11	2.10	4.02	1.99	2.58	4.66	5.98	6.16	4.41	2.05	4.17	0.00	Sep 2018		0		0.00	3.84	
Patient Safety - Obstetrics	Neonatal Death (Corrected) Mortality Rate (per 1000 babies)	Rate1			-	-	-	-	-	-	4.22	2.10	0.00	0.00	2.58	0.00	1.99	0.00	4.41	4.10	2.08	0.00	Sep 2018		0		0.00	2.09	
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (>=%) - SWBH Specific	=> %	85.0	85.0																		Sep 2018		91		91.3		
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (%) - National Definition	=> %	90.0	90.0																		Sep 2018		118		117.6		
Patient Safety - Obstetrics	Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018		-		-		
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	%			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018		-		-		
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	%			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018		-		-		
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	%			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018		-		-		
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100.0	97.0	N/A	N/A			N/A	N/A					N/A	N/A					-	-	Jul 2018	50	-	-	50.0		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			4.6	4.5	4.8	4.3	3.7	4.3	4.3	5.5	4.8	5.0	4.4	4.7	4.9	4.4	4.9	4.5	3.7	-	Aug 2018				3.7		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			4.8	4.7	4.7	4.7	4.7	4.7	4.6	4.6	4.6	4.7	4.6	4.6	4.6	4.6	4.6	4.6	4.6	-	Aug 2018					4.6	
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0																	-	Aug 2018	99		0	98.8		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0																	-	Aug 2018	91			91.3		
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0																	-	Aug 2018	70			69.6		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			4.5	3	2	2	5.5	5.5	1.5	6	1	1.5	3.5	1	0.5	3	3	3	3.5	-	Aug 2018	3.5	-	0	3.5	13	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			3	1	0	0	3	1	0	0	0	0	0	2	0	0	0	1	1	-	Aug 2018	1	-	0	1	2	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			126	139	95	102	184	141	90	0	86	74	99	133	73	89	101	113	105	-	Aug 2018	105	-	0	105		
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	-	0	0	0	

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate			Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		G	M	P			
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0			0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			13	8	12	6	12	8	8	7	4	19	7	16	12	6	6	8	9	4	Sep 2018	1	1	2	4	45	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			19	12	15	14	14	17	15	13	19	29	23	27	26	19	20	18	26	20	Sep 2018	0	0	0	20		
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8																			Sep 2018	0.7		-	0.5		
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0			0	0	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	12	5	17	4	8	3	10	8	14	11	8	5	6	6	3	1	2	1	Sep 2018	1			1	19	
Pt. Experience - Cancellations	Weekday Theatre Utilisation (as % of scheduled)	=> %	85.0	85.0	83	82	82	80	79	77	73	79	75	73	80	70	74	77	81	80	76	77	Sep 2018	77	-		77.2		
Pt. Experience - Cancellations	Urgent Cancelled Operations	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	-	0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			9	10	7	11	4	13	15	32	27	21	0	11	9	23	8	13	16	39	Sep 2018	5	0	34	39	108	
RTT	RTT - Admittted Care (18-weeks)	=> %	90.0	90.0																		-	Aug 2018	85			84.7		
RTT	RTT - Non Admittted Care (18-weeks)	=> %	95.0	95.0																		-	Aug 2018	92			91.6		
RTT	RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0																		-	Aug 2018	94			93.6		
RTT	RTT - Backlog	<= No	0	0	98	81	97	91	91	90	81	77	56	47	50	90	94	109	135	125	121	-	Aug 2018	121			121		
RTT	Patients Waiting >52 weeks	<= No	0	0	0	0	0	0	0	0	0	0	1	2	5	1	1	0	1	0	1	-	Aug 2018	1			1		
RTT	Treatment Functions Underperforming	<= No	0	0	1	1	1	1	1	2	2	1	2	2	2	1	2	1	2	2	2	-	Aug 2018	2			2		
RTT	Acute Diagnostic Waits in Excess of 6-weeks	<= %	0.1	0.1																		-	Aug 2018	-			-		

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate			Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		G	M	P			
Data Completeness	Open Referrals	No			30,091	30,838	31,759	32,486	33,158	33,869	34,430	34,844	35,501	36,199	36,730	37,586	38,615	39,768	40,844	41,619	42,447	42,951	Sep 2018	10,723	21,266	10,962	42951		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			15,253	15,849	16,571	17,454	17,950	18,689	19,315	19,739	20,322	20,867	21,365	22,234	23,118	23,836	24,667	25,292	26,109	26,984	Sep 2018	6,634	15,851	4,499	26984		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0																			Sep 2018	91	88	93		82.9	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0																		-	Aug 2018	85	89	94		94.4	
Workforce	Sickness Absence - 12 month rolling	<= %	3.15	3.15																			Sep 2018	3.3	5.3	4.2	4.6	4.5	
Workforce	Sickness Absence - in month	<= %	3.15	3.15																			Sep 2018	1.9	6.2	3.4	4.6	4.8	
Workforce	Sickness Absence - Long Term - in month	No			27	36	28	31	30	29	34	30	30	38	35	35	25	37	40	42	39	37	Sep 2018	2	22	13	37.0	220.0	
Workforce	Sickness Absence - Short Term - in month	No			50	41	40	88	89	91	128	135	131	137	127	106	95	84	92	85	90	97	Sep 2018	3	56	38	97.0	543.0	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100.0	100.0																		-	Aug 2018	91	81	85	83.32	81.83	
Workforce	Mandatory Training	=> %	95.0	95.0																			Sep 2018	85	91	91		90.9	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	2.4	-	-	-	6.3	-	-	-	1.9	-	-	-	Jun 2018	2.8	2	1.5		1.9	
Workforce	New Investigations in Month	No			3	1	0	0	0	0	1	1	1	0	0	0	0	0	1	0	0	0	Sep 2018	0	0	0	0		
Workforce	Your Voice - Response Rate	No			-->	-->	-->	16	-->	-->	-->	-->	-->	17	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	15	16	18	17		
Workforce	Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.5	3.7	3.6	3.7		

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate			Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		G	M	P			
WCH Group Only	HV (C1) - No. of mothers who receive a face to face AN contact with a HV at =>28 weeks of pregancy	No			157	250	268	302	317	260	273	275	192	339	321	292	383	362	338	-->	-->	-->	Jun 2018		-		338	1083	
WCH Group Only	HV (C2) - % of births that receive a face to face new birth visit by a HV =<14 days	=> %	95.0	95.0	83.9	80.8	87.2	88	87	81.6	92.5	88.9	90.7	88.9	81	88.8	88.1	89.3	90.8	92	-->	-->	Jul 2018		-		92.02	90.04	
WCH Group Only	HV (C3) - % of births that receive a face to face new birth visit by a HV >days	%			13.5	16.9	9.89	10.5	9	11.4	7.99	6.48	7.91	6.5	9.35	6.61	6.74	7.03	6.11	5.98	-->	-->	Jul 2018		-		5.98	6.48	
WCH Group Only	HV (C4) - % of children who received a 12 months review by 12 months	=> %	95.0	95.0	89.6	92.2	94.6	93.8	89.8	91.7	95.9	95.1	93.7	93.2	93.6	93.8	95.1	94	95.3	93.5	-->	-->	Jul 2018		-		93.47	94.46	
WCH Group Only	HV (C5) - % of children who received a 12 months review by the time they were 15 months	%			92.1	89.2	88.7	80.3	97.8	89.1	0	96.7	97.2	97.1	97.3	97.1	96	97.5	96.4	97.8	-->	-->	Jul 2018		-		97.82	96.91	
WCH Group Only	HV (C6i) - % of children who received a 2 - 2.5 year review	=> %	95.0	95.0	86.1	80.5	88	86.8	81.3	89.2	92.7	93.8	93.1	93.4	92.8	93.6	95.5	94.4	93	91.4	-->	-->	Jul 2018		-		91.42	93.63	
WCH Group Only	HV (C6ii) - % of children who receive a 2 - 2.5 year review using ASQ 3	%			84.6	78.2	84.5	84.2	80.2	85.5	87.1	81	91.7	92.4	92	92.7	94.8	93.1	91.2	91.2	-->	-->	Jul 2018		-		91.15	92.59	
WCH Group Only	HV (C7) - No. of Sure Start Advisory Boards / Children's Centre Boards witha HV presence	=> No	100	100	1	-->	-->	-->	-->	1	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Sep 2017		-		1	1	
WCH Group Only	HV (C8) - % of children who receive a 6 - 8 week review	=> %	95.0	95.0	100	98.8	98.7	99.7	100	98.6	99.7	98.9	99.3	99	97.6	99.1	100	99.4	99.7	99.7	-->	-->	Jul 2018		-		99.74	99.72	
WCH Group Only	HV - % of infants for whom breast feeding status is recorded at 6 - 8 week check	=> %	100	100	99.4	100	98.7	99.1	98.8	99.3	99.2	97	98	97.3	98.3	99.1	100	99.4	99.1	99.5	-->	-->	Jul 2018		-		99.48	99.5	
WCH Group Only	HV - % of infants being breastfed at 6 - 8 weeks	%			37.6	43.5	37.8	42.9	35.6	42.2	37.9	23.3	18.4	20.1	38.5	22.6	23.4	21.5	36.5	40.2	-->	-->	Jul 2018		-		40.21	30.71	
WCH Group Only	HV - % HV staff who have completed mandatory training at L1,2 or 3 in child protection in last 3 years	=> %	95.0	95.0	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Feb 2017		100		100	100	
WCH Group Only	HV - No. of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 10 - 14 day developmental check	No			365	390	361	401	403	329	386	388	343	342	290	336	357	375	355	354	-->	-->	Jul 2018		-		354	1441	
WCH Group Only	HV - % of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 10 - 14 day developmental check	=> %	100	100	-->	-->	-->	97.4	99.5	98.5	99.2	99.2	95.8	95	98.3	99.4	99.7	99.7	100	99.7	-->	-->	Jul 2018		-		99.72	99.79	
WCH Group Only	HV - No. of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 6 - 8 week developmental check	No			205	197	212	210	326	263	223	246	209	290	94	99	326	364	209	13	-->	-->	Jul 2018		-		13	912	
WCH Group Only	HV - % of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 6 - 8 week developmental check	=> %	100	100	-->	-->	-->	98.4	98.5	63.8	56.3	62.9	65.3	67.6	31.2	29.7	98.5	97.8	58.7	3.33	-->	-->	Jul 2018		-		3.33	62.94	
WCH Group Only	HV - No. of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 9 - 12 months developmental check	No			26	20	19	28	317	24	21	27	20	26	305	225	52	15	12	7	-->	-->	Jul 2018		-		7	86	
WCH Group Only	HV - % of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 9 - 12 months developmental check	=> %	100	100	-->	-->	-->	97.8	94.9	6.05	6.31	6.85	6.1	6.91	89.4	60.5	14.7	3.89	3.26	1.86	-->	-->	Jul 2018		-		1.86	5.79	
WCH Group Only	HV - movers into provider <1 year of age to be checked =<14 d following notification to HV service	No			125	171	151	134	193	125	135	141	102	174	64	68	82	82	58	65	-->	-->	Jul 2018		-		65	287	
WCH Group Only	HV - all untested babies <1 year of age will be offered NBBS screening & results to HV.	Y/N			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan-00						

Pathology Group

Section	Indicator	Measure	Trajectory Year	Trajectory Month	Previous Months Trend A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	Data Period	Directorate HA	HI	B	M	I	Month	Year To Date	Trend
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2018	0	0	0	0	0	0	0	
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2018	-	-	-	-	-	-	-	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2018	-	-	-	-	-	-	-	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2018	-	-	-	-	-	-		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			1	1	1	0	1	0	3	1	3	2	1	1	0	0	1	0	4	0	Sep 2018	0	0	0	0	0	0	5	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			3	2	2	3	3	3	4	2	3	4	2	3	0	0	1	1	3	1	Sep 2018	1	0	0	0	0	1		
Pt. Experience - Cancellations	Urgent Cancelled Operations	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018	-	-	-	-	-	-	-	
Data Completeness	Open Referrals	No			6,601	6,770	6,960	7,039	7,180	7,354	7,427	7,455	7,473	7,588	7,676	7,754	7,907	7,954	8,027	8,219	8,757	9,085	Sep 2018	3,252	0	2,883	2	2,948	9,085		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			2,845	2,956	3,034	3,321	3,246	3,387	3,495	3,631	3,725	3,752	3,953	3,878	4,003	4,048	4,043	4,122	4,413	4,601	Sep 2018	1,663	0	1,545	2	1,391	4,601		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2018	86	80	33	100	100		91.31	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Aug 2018	60	88	100	100	100		92.08	
Workforce	Sickness Absence - 12 month rolling	<= %	3.15	3.15	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2018	2.3	1.8	5	3.1	4.1	3.69	3.63	
Workforce	Sickness Absence - In Month	<= %	3.15	3.15	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2018	4.5	1.0	6.2	0.6	3.9	4.02	3.09	
Workforce	Sickness Absence - Long Term - In Month	No			6	6	6	8	5	3	9	5	10	12	12	6	4	3	3	7	10	9	Sep 2018	2.0	0.0	3.0	0.0	2.0	9	36	
Workforce	Sickness Absence - Short Term - In Month	No			30	30	39	40	51	49	50	48	45	50	40	41	37	38	40	33	37	32	Sep 2018	3.0	3.0	18.0	3.0	1.0	32	217	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Aug 2018	92	100	90	97	90	91.8	89.9	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2018	95	95	93	92	95		94.9	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	3.4	-	-	-	14.1	-	-	-	1.8	-	-	-	Jun 2018	2.2	1.4	1.9	2.1	1.3		2.0	
Workforce	New Investigations in Month	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	Sep 2018	0	0	0	0	0	0		
Workforce	Your Voice - Response Rate	No			-->	-->	-->	23.7	-->	-->	-->	-->	-->	16.2	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	7.4	18	18	23	28	16		
Workforce	Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.5	3.3	3.9	4	3.9	3.82		

Imaging Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate				Month	Year To Date	Trend
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		DR	IR	NM	BS			
Patient Safety - Harm Free Care	Never Events	<= No	0	0																			Sep 2018	0	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0																			Sep 2018	0	0	0	0	0	0	
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	<= No	0	0	1.0	2.0	2.0	2.0	4.0	2.0	2.0	1.0	1.0	1.0	1.0	2.0	3.0	-	1.0	1.0	1.0	-	Aug 2018					5	-	
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	=> %	0	0	15.0	16.0	16.0	17.0	18.0	19.0	21.0	20.0	19.0	19.0	20.0	21.0	23.0	21.0	20.0	19.0	16.0	-	Aug 2018					-	5.51	
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0															-		-	-	Jul 2018			59.46		59.46	69.59	
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.00															-			-	Aug 2018			96.92		96.92	97.3	
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2018	-	-	-	-	-	-	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2018	-	-	-	-	-	-	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2018	-	-	-	-	-	-	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	0	0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			4	2	2	3	1	3	2	1	1	4	2	1	3	1	4	4	3	4	Sep 2018	3	1	0	0	4	19	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			1	3	4	5	2	4	3	3	1	4	4	2	3	2	6	5	9	9	Sep 2018	6	3	0	0	9		
Pt. Experience - Cancellations	Urgent Cancelled Operations	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Sep 2018	-	-	-	-	-	-	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			102	128	94	106	100	97	122	111	140	84	0	85	93	63	68	70	71	79	Sep 2018	79	0	0	0	79	444	
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0																		-	Aug 2018	1.65				1.65		
Data Completeness	Open Referrals	No			512	532	545	560	577	608	623	666	707	736	749	774	790	806	819	851	872	904	Sep 2018	904	0	0	0	904		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			454	474	492	506	531	553	570	596	621	645	659	679	706	722	739	769	786	819	Sep 2018	819	0	0	0	819		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0																			Sep 2018	75	100	96.2	91.2	-	68.1	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0																		-	Aug 2018	92.3	-	50	-	-	93.5	
Workforce	Sickness Absence - 12 month rolling	<= %	3.15	3.15																			Sep 2018	3.5	7.1	1.3	3.2	4.09	3.66	
Workforce	Sickness Absence - in month	<= %	3.15	3.15																			Sep 2018	5.0	6.0	1.3	4.2	5.48	4.21	
Workforce	Sickness Absence - Long Term - in month	No			6	10	7	7	4	6	8	6	4	6	8	11	5	6	14	14	9	10	Sep 2018	6	0	0	1	10	58	
Workforce	Sickness Absence - Short Term - in month	No			29	22	24	22	22	34	31	39	36	41	38	41	38	33	25	22	28	39	Sep 2018	13	4	4	10	39	185	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100.0	100.0																		-	Aug 2018	93.6	0	69.2	84.3	86.1	83.6	
Workforce	Mandatory Training	=> %	95.0	95.0																			Sep 2018	86.1	95.2	92.9	96.1	90.2	90.7	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	2.8	-	-	-	6.0	-	-	-	1.8	-	-	-	Jun 2018	1.97	1.13	2.02	0.8	1.8	1.9	
Workforce	New Investigations in Month	No			0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	Sep 2018					0		
Workforce	Your Voice - Response Rate	No			-->	-->	-->	24	-->	-->	-->	-->	-->	20	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	15	20	58	16	19.7		
Workforce	Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.4	0	4.1	4.2	3.58		

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate					Month	Year To Date	Trend
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		AT	IB	IC	CT	CM			
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.0	80.0																			Sep 2018	-	-	-	-	29	29		
Patient Safety - Harm Free Care	Number of DOLS raised	No			4	4	1	3	2	5	14	4	1	10	5	3	7	11	5	10	9	14	Sep 2018	0	14	0	-	0	14	56	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			4	4	1	3	2	5	14	4	1	10	5	3	7	11	5	10	9	14	Sep 2018	0	14	0	-	0	14	56	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	0	0	2	0	0	0	0	0	0	0	0	0	0	1	0	1	5	Sep 2018	0	5	0	-	0	5	7	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			3	2	3	0	3	0	2	1	4	5	2	4	2	5	1	4	5	3	Sep 2018	0	3	0	-	0	3	20	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			2	2	4	0	1	2	3	3	0	2	1	1	0	1	1	0	0	4	Sep 2018	0	4	0	-	0	4	6	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2	0	1	Sep 2018	0	1	0	-	0	1	3	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	-	0	0	0	
Patient Safety - Harm Free Care	Falls	<= No	0	0	23	21	36	36	38	30	33	32	38	27	34	49	45	38	24	21	31	32	Sep 2018	0	32	0	-	0	32	191	
Patient Safety - Harm Free Care	Falls with a serious injury	<= No	0	0	0	0	0	1	2	1	0	1	0	0	0	0	2	0	1	1	0	0	Sep 2018	0	0	0	-	0	0	4	
Patient Safety - Harm Free Care	Grade 3 or 4 Pressure Ulcers (avoidable)	<= No	0	0	5	1	1	1	0	3	1	1	0	2	1	0	2	0	2	2	1	2	Sep 2018	0	2	0	-	0	2	9	
Patient Safety - Harm Free Care	Never Events	<= No	0	0																			Sep 2018	0	0	0	-	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0																			Sep 2018	0	0	0	-	0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0																			Sep 2018	0	0	0	-	0	0	5	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Sep 2018	0	0	0	-	0	0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			4	3	8	4	10	2	7	6	4	14	5	5	3	5	3	7	6	4	Sep 2018	0	2	1	-	1	4	28	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			9	10	12	9	11	8	8	8	9	14	11	10	10	9	7	9	12	11	Sep 2018	1	4	1	-	5	11		

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate					Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		AT	IB	IC	CT	CM			
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0																			Sep 2018	98.5	91.9	98	-	85		85.9	
Workforce	Sickness Absence - 12 month rolling	<= %	3.15	3.15																			Sep 2018	2.57	4.71	4.1	-	4.7	4.08	4.07	
Workforce	Sickness Absence - in month	<= %	3.15	3.15																			Sep 2018	2.55	4.99	5	-	3	4.17	3.85	
Workforce	Sickness Absence - Long Term - in month	No			24	19	19	15	24	21	26	36	35	36	32	32	29	26	25	34	37	33	Sep 2018	4	-	-	-	-	33	184	
Workforce	Sickness Absence - Short Term - in month	No			57	60	57	78	84	76	121	128	135	146	133	103	91	85	97	105	85	97	Sep 2018	18	39	33	0	7	97	560	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100.0	100.0																		-	Aug 2018	98	91.2	90	-	73	90.12	88.35	
Workforce	Mandatory Training	=> %	95.0	95.0																			Sep 2018	95.9	94.7	96	-	88		94.7	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	2.1	-	-	-	3.7	-	-	-	2.1	-	-	-	Jun 2018	1.77	2.49	2.1	2.5	1.9		2.2	
Workforce	New Investigations in Month	No			0	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	Sep 2018						0		
Workforce	Your Voice - Response Rate	No			-->	-->	-->	29	-->	-->	-->	-->	-->	24.4	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	23.8	22.2	27	-	-	24.4		
Workforce	Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.72	3.72	4	-	-	3.83		

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																Data Period	Directorate					Month	Year To Date	
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		AT	IB	IC	CT	CM			
Community & Therapies Group Only	DVT numbers	=> No	730	61	41	54	59	70	54	56	55	55	29	53	35	58	54	69	57	-	-	-	Jun 2018						57	180	
Community & Therapies Group Only	Adults Therapy DNA rate OP services	<= %	9	9	8.47	8.18	8.5	7.79	8.04	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2017						8.0	8.2	
Community & Therapies Group Only	Therapy DNA rate Paediatric Therapy services	<= %	9	9	-	-	-	-	14.3	10.2	8.91	-	-	-	11.2	-	-	14.3	-	-	11	7.69	Sep 2018						8.8	12.0	
Community & Therapies Group Only	Therapy DNA rate S1 based OP Therapy services	<= %	9	9	11.1	10.9	10.3	9.98	11.1	10.7	11.5	11.5	14.9	14.7	11.5	14.3	11.2	10.2	10.5	8.89	8.85	9.13	Sep 2018						9.1	9.8	
Community & Therapies Group Only	STEIS	<= No	0	0	0	0	-	1	2	3	0	-	0	0	2	-	0	0	0	1	-	0	Sep 2018						0	1	
Community & Therapies Group Only	Green Stream Community Rehab response time for treatment (days)	<= No	15.0	15.0	15.5	16.7	18.3	18.5	19.4	15.5	14.7	12.4	15.3	13.2	19.6	21.5	25.6	22.9	22.4	26.1	22.5	20.1	Sep 2018						20.13	139.56	
Community & Therapies Group Only	DNA/No Access Visits	%			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	Sep 2018						0.66		
Community & Therapies Group Only	Baseline Observations for DN	=> %	95	95	66.8	58.2	51.8	56.3	56.1	52.4	52	61.7	59.2	70.4	76.4	87.5	91.2	94.2	94.2	96.8	94.9	96.4	Sep 2018						96.39	94.64	
Community & Therapies Group Only	Falls Assessments - DN Intial Assessments only	=> %	95	95	68.8	63.2	57.2	57.8	57.4	53.6	50.5	60.3	59.7	66.6	77.9	90.6	92.6	93.8	95	97.1	96.1	97.2	Sep 2018						97.19		
Community & Therapies Group Only	Pressure Ulcer Assessment - DN Intial Assessments only	=> %	95	95	76.7	68.3	62.8	64.7	65.9	62.4	59.1	72	70.2	78	81.5	92.2	94.5	94.4	95.8	96.9	96.1	97	Sep 2018						96.99		
Community & Therapies Group Only	MUST Assessments - DN Intial Assessments only	=> %	95	95	57.7	52.2	45.9	49.3	49	49.5	43.4	54	54.7	61.2	76.6	90.2	92.8	93.6	94.8	96.2	95.2	97.6	Sep 2018						97.6		
Community & Therapies Group Only	Dementia Assessments - DN Intial Assessments only	=> %	95	95	55	49.7	43.3	60.3	38.4	62.5	41.1	50	47.2	58.6	70.2	88.6	85.9	91.9	93.3	93.5	94.8	90.4	Sep 2018						90.43		
Community & Therapies Group Only	48 hour inputting rate - DN Service Only	%			92	90	93	92	93	93	94	96	94	95	94	96	94	95	94	95	95	95	Sep 2018						94.67		
Community & Therapies Group Only	Making Every Contact (MECC) - DN Intial Assessments only	=> %	95	95	66.4	61.6	55.2	55.7	56.4	54.7	52	63.8	63.1	70.1	76.8	90	93.2	94	94.8	95.9	96.3	95.8	Sep 2018						95.79	95.02	
Community & Therapies Group Only	Avoidable Grade 2,3 or 4 Pressure Ulcers (DN Caseload acquired)	No			5	8	4	7	4	3	6	4	4	2	4	4	3	1	1	1	1	1	Sep 2018						1	8	
Community & Therapies Group Only	Avoidable Grade 2 Pressure Ulcers (DN caseload acquired)	No			5	8	4	7	4	3	3	4	4	2	3	2	3	0	1	1	0	1	Sep 2018						1	6	
Community & Therapies Group Only	Avoidable Grade 3 Pressure Ulcers (DN caseload acquired)	No			0	0	0	0	0	0	1	0	0	0	1	2	0	0	0	0	1	0	Sep 2018						0	1	
Community & Therapies Group Only	Avoidable Grade 4 Pressure Ulcers (DN caseload acquired)	No			0	0	0	0	0	0	2	0	0	0	0	0	0	1	0	0	0	0	Sep 2018						0	1	

Corporate Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																Data Period	Directorate							Month	Year To Date	Trend
			Year	Month	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S		SG	F	W	M	E	N	O			
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			3	9	5	10	2	8	4	9	8	12	8	8	5	5	4	6	5	4	Sep 2018	0	0	0	1	0	3	0	4	29	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			16	17	10	13	5	10	7	11	15	16	11	15	11	8	2	7	8	8	Sep 2018	1	0	0	1	1	4	1	8		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0																			Sep 2018	90	93	95	93	97	98	92		83.8	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0																		-	Aug 2018			95					100.0	100	
Workforce	Sickness Absence - 12 month rolling	<= %	3.15	3.15																			Sep 2018	3.59	2.25	1.94	4.22	3.23	5.16	5.51	4.38	4.45	
Workforce	Sickness Absence - in month	<= %	3.15	3.15																			Sep 2018	2.77	1.63	2.84	3.14	1.83	3.83	5.86	3.82	4.00	
Workforce	Sickness Absence - Long Term - in month	No			2	1	2	2	2	2	1	2	1	1	2	2	2	30	26	28	33	26	Sep 2018	2.00	0.00	3.00	7.00	0.00	14.00	0.00	26.00	145.00	
Workforce	Sickness Absence - Short Term - in month	No			3	2	3	1	4	10	4	5	7	15	11	12	4	61	76	79	54	70	Sep 2018	15.00	0.00	10.00	11.00	0.00	34.00	0.00	70.00	344.00	
Workforce	Return to Work Interviews (%) following Sickness Absence	=> %	100.0	100.0																		-	Aug 2018	91.7	59.4	83.6	78.4	88.5	88.5	84.9	85.2	83.6	
Workforce	Mandatory Training	=> %	95.0	95.0																			Sep 2018	91	92	97	93	94	-	92	93.2	94	
Workforce	Mandatory Training - Staff Becoming Out Of Date	%			-	-	-	-	-	-	2.7	-	-	-	15.5	-	-	-	2.1	-	-	-	Jun 2018	4	1	2	2	1	-	2	2.1	2	
Workforce	New Investigations in Month	No			6	0	2	1	1	0	0	1	1	0	2	2	0	1	3	2	1	1	Sep 2018	0	0	0	0	1	0	0	1		
Workforce	Your Voice - Response Rate	No			-->	-->	-->	21	-->	-->	-->	-->	-->	30	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2018	57.8	46.9	54.6	35.2	36.4	23.4	18.5	29.7		
Workforce	Your Voice - Overall Score	No			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan 2017	3.83	3.61	3.98	3.55	3.52	3.62	3.37	3.64		