

Sandwell and West Birmingham Hospitals



NHS Trust

Integrated Quality & Performance Report

Month Reported: November 2019

Reported as at: 19/12/2019

TRUST BOARD

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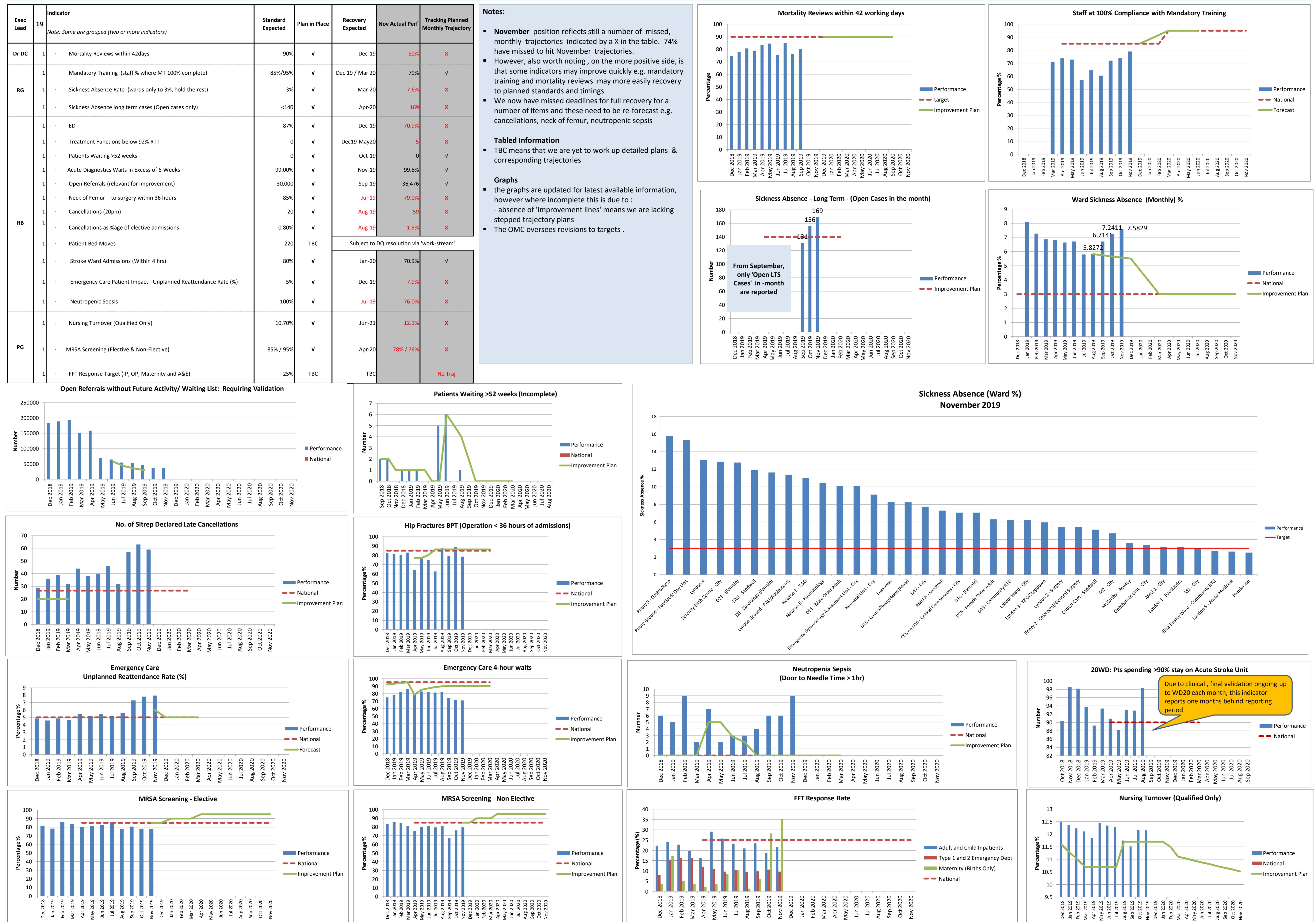
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Operational Performance at a Glance: November 2019

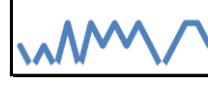
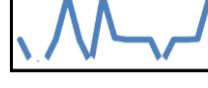
Constitutional Targets :

A&E Performance	<ul style="list-style-type: none"> Performance has further declined in November to 70.9% from 71.7% in October; there were 5,199 (5215 in Oct) 4hr breaches in November against total attendances of 17,868. 1x Trolley wait > 12 hrs (Mental Health patient) has been confirmed in the month with root cause analysis being progressed. Unplanned reattendance rates have moved from just below the 5% target to nearly 8% in the last 5 months.
Referral to Treatment in 18 weeks (RTT Incomplete)	<ul style="list-style-type: none"> In October the trust missed the RTT target of 92% delivering 91.58%, which had been unusual for the Trust. In November the performance has declined further to 90.94% against the 92% target with a slightly reduced patient waiting list of 38,360 (39,898 in Oct) patients. Patients waiting above 18 weeks (RTT breaches) increased to 3,475 (3,360 in Oct) compared to the start of the year at 2,450. Whilst the Outpatient waiting list fell from 10.4% to 6.1% in month, the Inpatient waiting list rose from 13.2% to 14.6% There are now 5 specialities, which are below the 92%. Recovery plans are being progressed.
Diagnostics (% of patients waiting >6 weeks)	<ul style="list-style-type: none"> The Trust has recovered the DM01 position in November and reporting a strong 99.84% delivery of the 99% standard, exceeding previous projections for November. December delivery seems to be tracking well and it is expected that the standard will also be achieved.
Cancer Performance	<ul style="list-style-type: none"> Reporting October, the Trust, whilst continuing to deliver robust and routine performance, has in October failed to achieve the 62 day standard. November 62 day standard has been achieved and therefore the expectations remain to deliver overall Q3. Neutropenic sepsis performance has recently dropped (coinciding with Unity implementation) and reports at 76% in November, data quality is being reviewed to ensure that patients are counted correctly; 28/37 patients were administered the treatment within the prescribed 1hr framework, with 9 patients breaching.
Long Stay Patients =>21 Days	<ul style="list-style-type: none"> Due to post-Unity implementation data quality issues are resulting in 'discharge' issues, which are causing an overstatement of the 21+ LOS patient count (on average around 10 patients currently), this is being worked through as part of the Patient Flow workstream where two issues have been identified (1. users not discharging on CapMan/Cerner 2. Something (being investigated by IT) causing some discharges on CapMan not to interface with the PAS. The figures have therefore been removed from the IQPR, and national reporting paused, until the fix has been applied.
Patient, Experience, Mixed Sex Accommodation, Complaints	<ul style="list-style-type: none"> MSA Breaches are not reporting properly in the new Unity system. This is being worked through as part of the Patient Flow workstream with expected resolution in January (report to March Board). Whilst patients are being physically sat out of a bed in an appropriate sex bay they are having to be moved to an available bed in the system for a short period of time which is causing breach reports in the system. Reporting has been removed from IQPR until issue resolved. Patient experience response rates are improving for inpatients and day cases, but more work is required to get other areas to raise response rates. New FFT guidance in place from 1st April.
Trust Emphasis :	
Workforce	<ul style="list-style-type: none"> Sickness rates in month of November are similar to last months showing a raised level of increased to 5.4% (5.45% last month), cumulatively at 4.9%. It is, perhaps worth noting that sickness rates did come down in November compared to last year when they went up. November to November sickness rates are 5.4% this year compared to 5.17% last year. Ward sickness in isolation reports at 7.6% (7.2% in Oct) with some wards reporting close to 16% sickness rate. Open long term sickness cases have gone up from last month to 169 (156 in Oct). Mandatory Training (where staff are at 100% compliance) is at 79% improving from previous month (74%). Another 5% jump in December will see them just about hit the trajectory target of 85%. Qualified nursing turnover rate is at 12.1% against the internal target of 10.7% with a target recovery by June 2021. Our nursing vacancy rate is at 13.8% against the 11% target. Flu vaccination rate at November month end was 63% but we know is now
Persistent Red Indicators	<ul style="list-style-type: none"> There are now 19 persistent reds; Approximately 74% of those with signed off trajectories are missing their trajectories. The OMC has tabled a number of revisions, which will be reflected in the improvement lines on the graphs used to monitor performance improvement.
Data Quality	<ul style="list-style-type: none"> We have so far identified a number of counting issues since September Unity implementation. Reporting issues in respect of IQPR are 21+LOS, MSA, TIAs. The Trust has identified 4 work streams to deal with identified source issues (Patient Flow, ED, AMU Improvement, Outpatients). Who Safer Surgery having been identified as an 'incomplete' indicator as part of the Kitemark review in April 2019 is yet to conclude relevant audits and implement consistency of reporting. There are now plans to drive this through the Executive Quality Committee from January.
CQC RPIR :	
Infection Control Performance	<ul style="list-style-type: none"> MRSA screening rates have been below standard all year, with the exception of July for elective care. Against an 85% target, Elective care screening achieved 78% and Non Elective screening achieved 79% in November. A review of the action plans set to improve the performance is to be followed through by the Infection Control lead.
Cancelled Operations	<ul style="list-style-type: none"> There are 59 late cancellations (on the day) in November compared to last month position of 63. Although, this is a high level of on-the-day cancellations experienced, when broken down very few are due to process issues this month; 25x were incurred due to lack of beds, 18x were due to equipment failure, and 3x were due to traumas taking priority, 2x were patient driven preventing procedure to go ahead. This leaves 9x cancellations due to non-clinical hospital issues. However, it still takes the trust above the national target of 0.8% of non-clinical on the day cancellations as we report 1.5% being cancelled.
Harm Free Care	<ul style="list-style-type: none"> Falls continue to report lower figures compared to peer organisations. There are 2 serious falls in November that are being investigated. We report a falls rate (per 1000 occupied bed days) of 3.2 against the target rate of 5 Pressure Ulcers have reduced to 32 which is a significant reduction seen in recent months, with 14 being reported in the acute setting (lowest this year) and 18 in the community setting. VTE assessments are compliant at 96.4% We are still progressing a data quality action plan completion in respect of Who Safer Surgery IQPR indicators, which currently is reporting an incomplete overall trust position; all appropriate stakeholders are involved.
Readmissions	<ul style="list-style-type: none"> Cumulative readmissions rates are at 8.2% in the month and 8.1% cumulatively. It has been consistent all year moving between 8.0 and 8.4%. The groups are reviewing patterns routinely and reporting to OMC with improvement plans.
Stroke & Cardiology Quality of Care	<ul style="list-style-type: none"> Performing well at overall service level, but admissions to the stroke ward within the 4 hour timeframe is under-delivering at 71% against the 80% target in November. There is a detailed action plan in place Thrombolysis within 60 minutes has missed the 85% target for the 4 of the last 5 months reporting at 66.7% in November where 1/3 patients breached the target. Joint reviews with Imaging are being progressed to implement improvements. All other screening targets are in line with set guidance. We are unable to report TIA performance due to post Unity implementation data quality issues which the service is addressing, however, worth noting TIA indicators routinely deliver to standards and whilst counting presents a current short-term issue the performance is likely to be good. The expectation is that this will be resolved in month in January for March Board reporting and resolved retrospectively in February for April Board reporting.

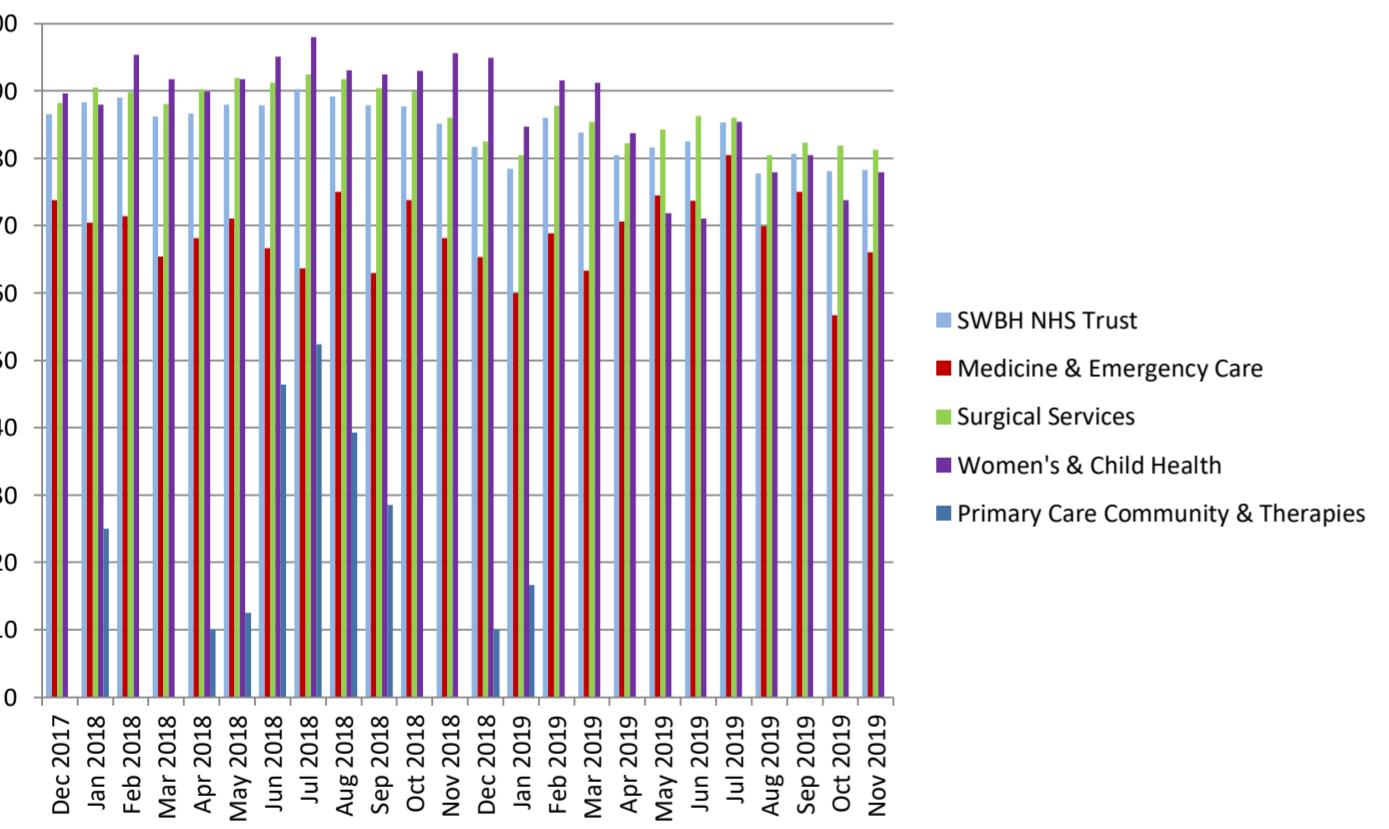
Persistent Red Focus & Performance



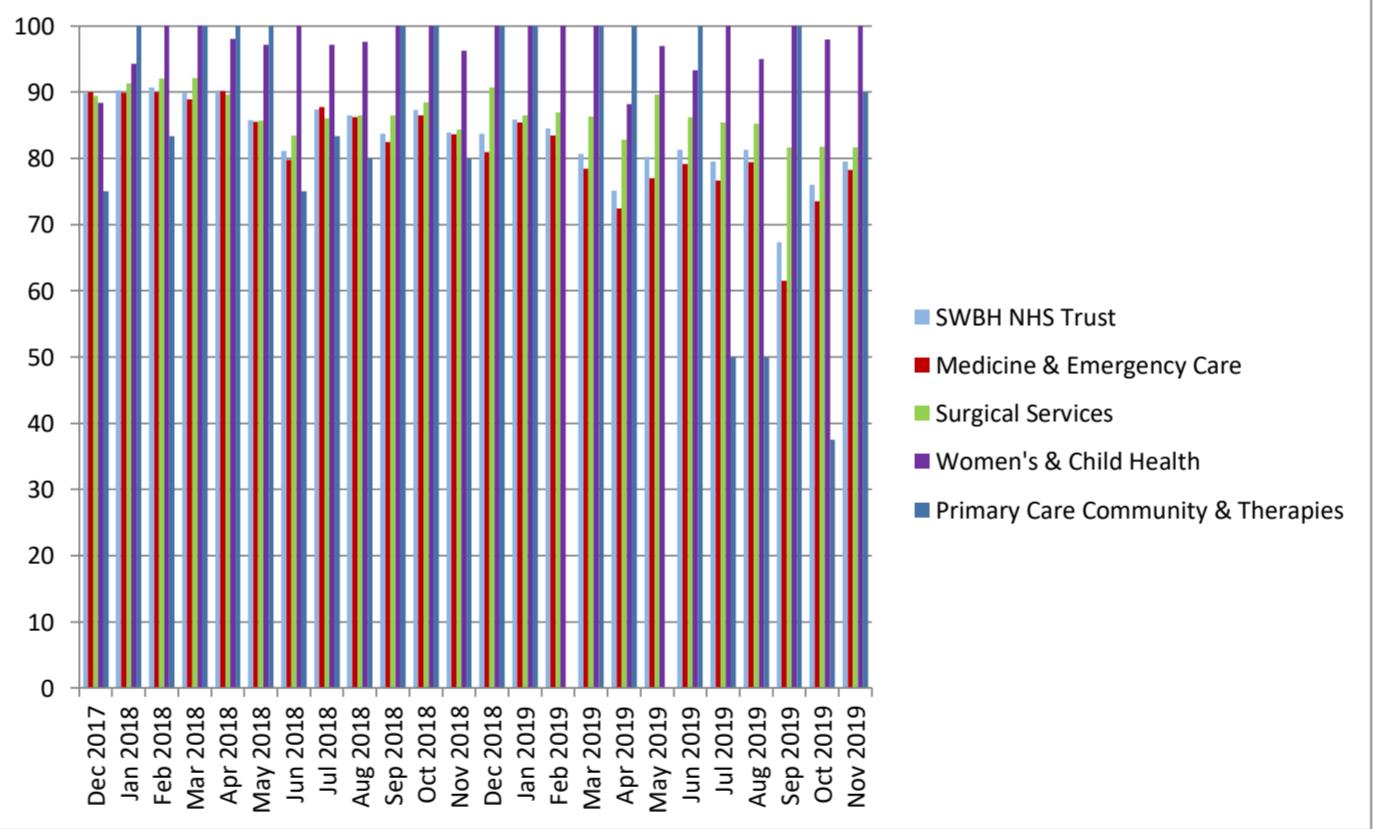
Patient Safety - Infection Control

Data Quality	Reviewed Date	PAF	Indicator	Measure	Trajectory		Previous Months Trend (From Jun 2018)	Data Period	Group						Month	Year To Date	Trend	
					Year	Month			M	SS	W	P	I	PCCT	CO			
			C. Difficile	<= No	41	3.4	● d ●	Nov 2019	2	0	0			1		3	12	
			MRSA Bacteraemia	<= No	0	0	● d ●	Nov 2019	0	0	0			0		0	1	
			MSSA Bacteraemia (rate per 100,000 bed days)	<= Rate2	9.42	9.42	● d ●	Nov 2019								0.0	5.5	
			E Coli Bacteraemia (rate per 100,000 bed days)	<= Rate2	94.9	94.9	● d ●	Nov 2019								5.2	14.3	
			MRSA Screening - Elective	=> %	85	85	● d ●	Nov 2019	66	81.3	77.9			0		78.2	80.5	
			MRSA Screening - Non Elective	=> %	85	85	● d ●	Nov 2019	78.2	81.7	100			90		79.5	77.6	

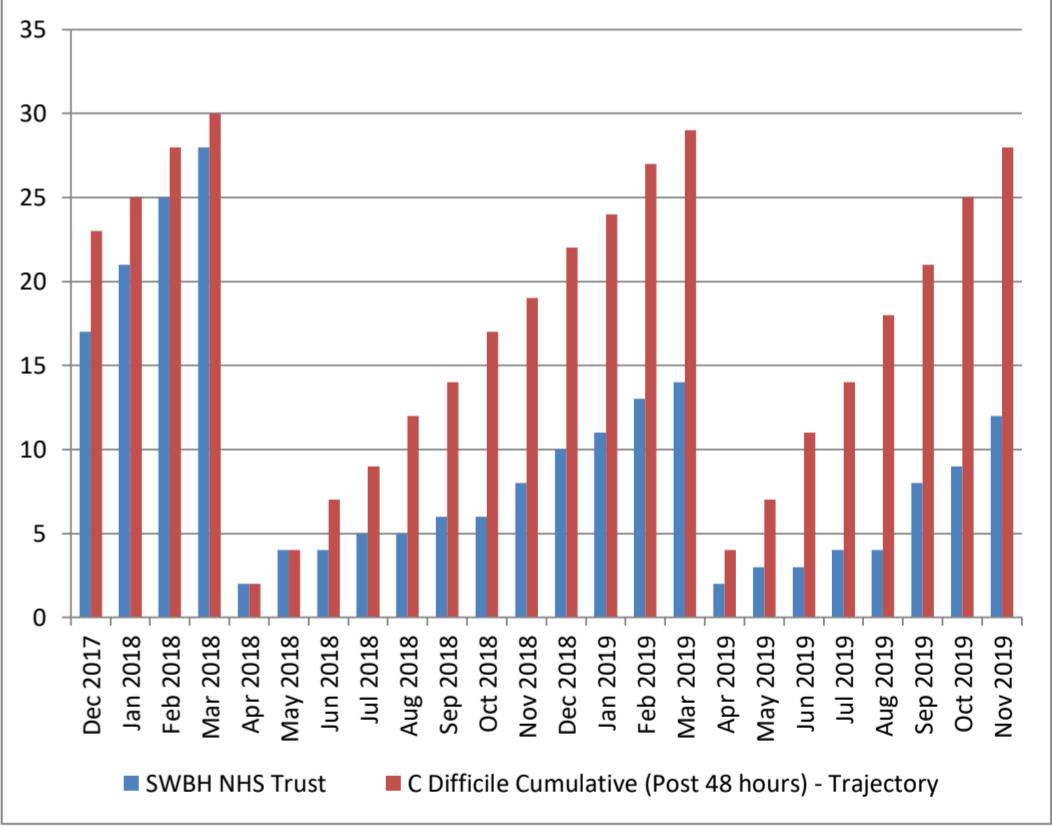
MRSA Screening - Elective



MRSA Screening - Non Elective



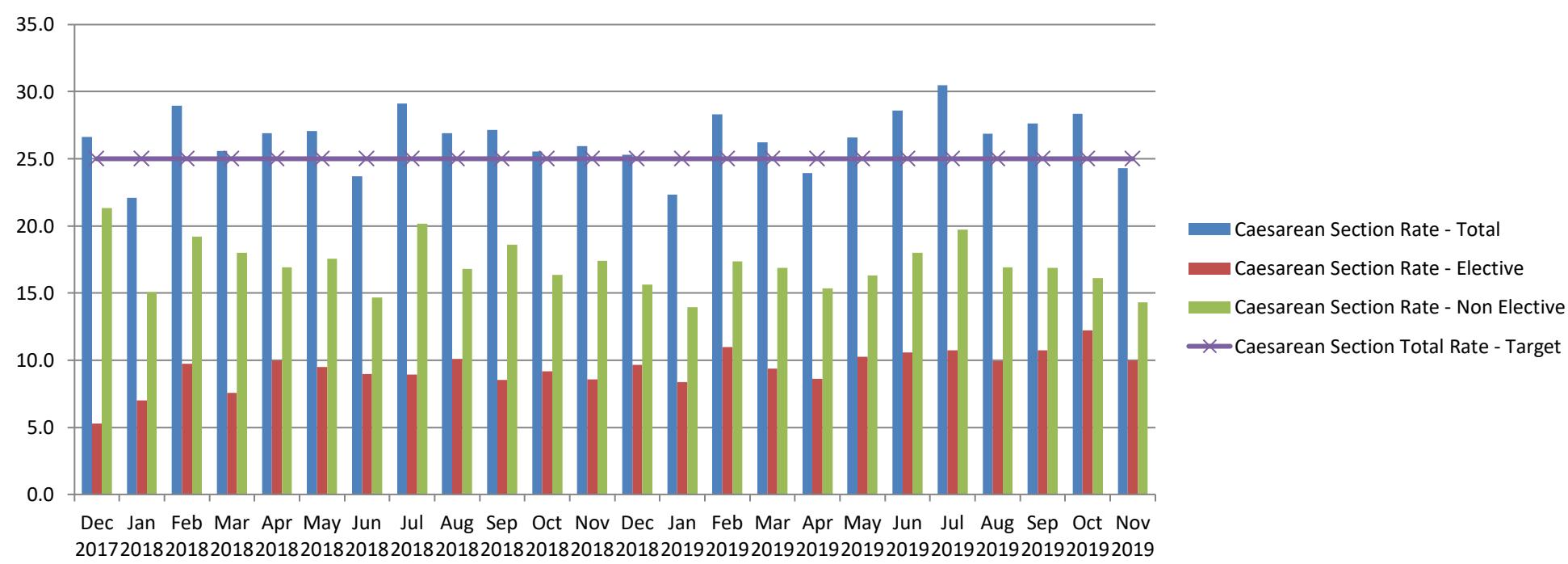
C Diff Infection



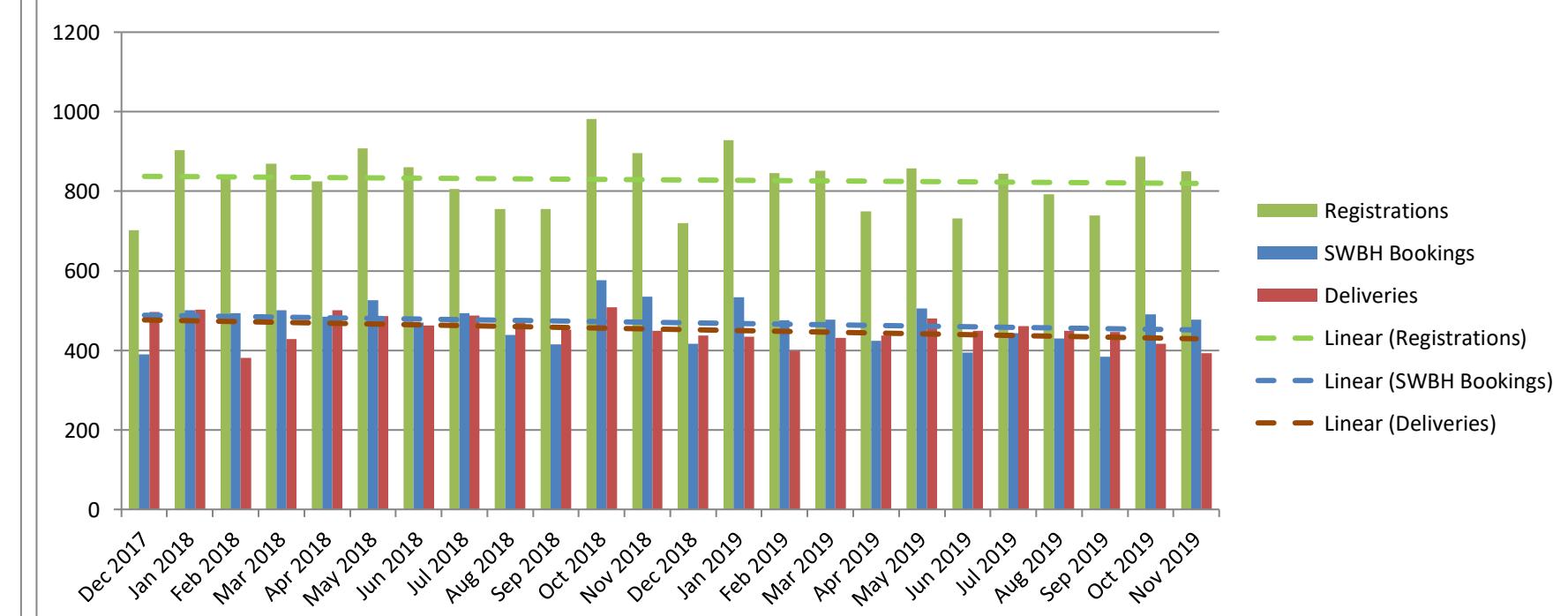
Patient Safety - Obstetrics

Data Quality	Last review	PAF	Indicator	Measure	Trajectory 2016-2017		Previous Months Trend (since Jun 2018)	Data Period	Month	Year To Date	Trend
					Year	Month					
			Caesarean Section Rate - Total	<= %	25.0	25.0		Nov 2019	24.3	27.1	
		●	Caesarean Section Rate - Elective	<= %				Nov 2019	10.0	10.4	
		●	Caesarean Section Rate - Non Elective	<= %				Nov 2019	14.3	16.8	
		•d	Maternal Deaths	<= No	0	0		Nov 2019	0	1	
			Post Partum Haemorrhage (>2000ml)	<= No	48	4		Nov 2019	4	23	
			Admissions to Neonatal Intensive Care (Level 3)	<= %	10.0	10.0		Nov 2019	1.02	1.50	
			Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0		Nov 2019	7.63	5.66	
	Apr-19		Stillbirth Rate (Corrected) (per 1000 babies)	Rate1			4.41 2.05 4.17 0.00 7.86 2.23 4.57 2.30 2.51 4.64 0.00 6.25 4.45 6.51 8.93 2.24 4.80 2.54	Nov 2019	2.55	4.53	
	Apr-19		Neonatal Death Rate (Corrected) (per 1000 babies)	Rate1			4.41 4.10 2.08 0.00 0.00 2.23 0.00 0.00 2.51 0.00 0.00 2.08 0.00 0.00 0.00 0.00 2.40 5.09	Nov 2019	5.09	1.13	
			Early Booking Assessment (<12 + 6 weeks) - SWBH Specific	=> %	85.0	85.0		Nov 2019	93.2	92.3	
			Early Booking Assessment (<12 + 6 weeks) - National Definition	=> %	90.0	90.0		Nov 2019	158.9	137.8	
			Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0		Nov 2019	83.29	80.68	
	Apr-19	●	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%)	<= %			0.9 1.5 1.3 1.2 1.7 2.6 1.2 2.1 0.6 0.5 1.8 2.2 1.4 0.9 0.8 0.3 0.3 1.2	Nov 2019	1.19	1.04	
	Apr-19	●	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	<= %			0.6 0.9 1.3 1.2 1.7 2.6 1.2 2.1 0.6 0.5 0.9 1.9 1.0 0.9 0.8 0.3 0.3 1.2	Nov 2019	1.19	0.88	
	Apr-19	●	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	<= %			0.0 0.6 0.5 0.3 0.8 1.5 0.4 1.9 0.0 0.0 0.0 0.6 0.7 0.6 0.0 0.0 0.0 0.3	Nov 2019	0.30	0.28	

Caesarean Section Rate (%)

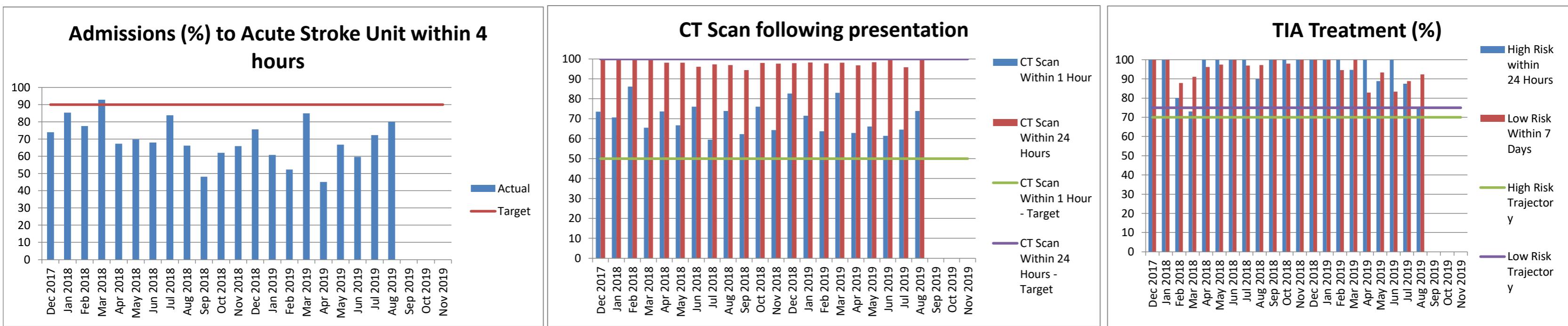


Registrations & Deliveries



Clinical Effectiveness - Stroke Care & Cardiology

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (Since Jun 2018)	Data Period	Month	Year To Date	Trend
					Year	Month					
			5WD: Pts spending >90% stay on Acute Stroke Unit	=> %	90.0	90.0		Nov 2019	91.5	91.4	
			5WD: Pts admitted to Acute Stroke Unit within 4 hrs	=> %	80.0	80.0		Nov 2019	70.6	61.1	
			5WD: Pts receiving CT Scan within 1 hr of presentation	=> %	50.0	50.0		Nov 2019	73.5	65.0	
			5WD: Pts receiving CT Scan within 24 hrs of presentation	=> %	95.0	95.0		Nov 2019	100.0	98.8	
			5WD: Stroke Admission to Thrombolysis Time (% within 60 mins)	=>	85.0	85.0		Nov 2019	66.7	75.0	
			5WD: TIA (High Risk) Treatment <24 Hours from receipt of referral	=>	70.0	70.0		Not reported due to DQ issues following Unity implementation			
			5WD: TIA (Low Risk) Treatment <7 days from receipt of referral	=>	75.0	75.0					
			Primary Angioplasty (Door To Balloon Time 90 mins)	=> %	80.0	80.0		Nov 2019	95.7	94.3	
			Primary Angioplasty (Call To Balloon Time 150 mins)	=> %	80.0	80.0		Nov 2019	89.5	90.2	
			Rapid Access Chest Pain - seen within 14 days	=> %	98.0	98.0		Nov 2019	100.0	100.0	

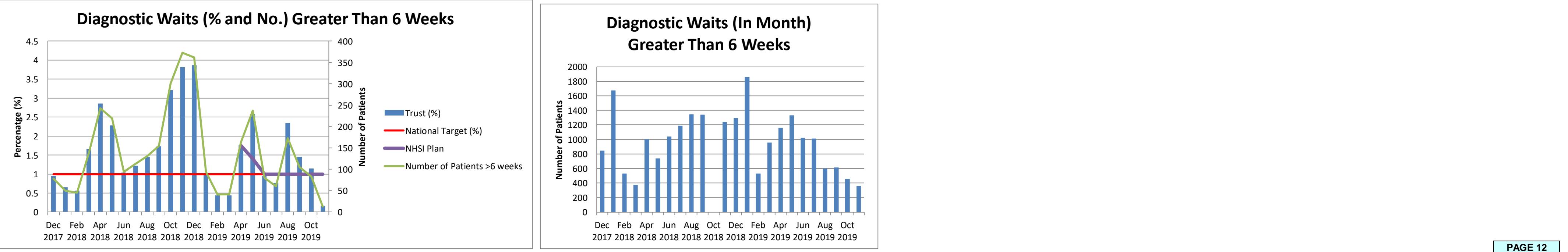
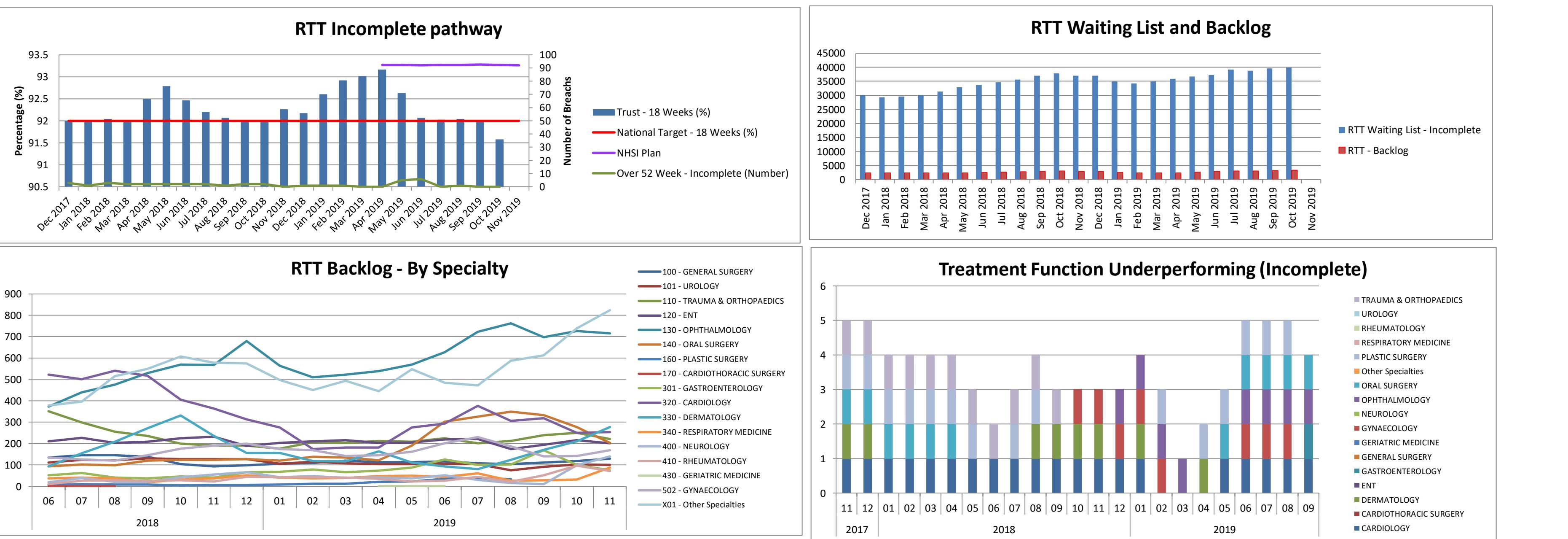


The stroke indicators in the IPR are based on 'patient arrivals' not 'patient discharged' as this monitors pathway performance rather than actual outcomes which may / may not change on discharge.
National SSNAP is based on 'patient discharge' which is more appropriate for outcomes based reporting.

Both are valid but designed for slightly different purposes, however they will align overall, especially over a longer period of time (eg annually)

Referral To Treatment

Data Quality	Last review	PAF	Indicator	Measure	Trajectory Year	Month	Previous Months Trend (since Jun 2018)	Data Period	Group	Month	Year To Date	Trend																								
					J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	M	S	W	P	I	PCCT	CO							
[Green]	Apr-19	•e•	RTT - Admitted Care (18-weeks)	=> %	90.0	90.0	-	Oct 2019	89.1	78.8	71.4	-	92.6	82.58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
[Green]	Apr-19	•e•	RTT - Non Admitted Care (18-weeks)	=> %	95.0	95.0	-	Oct 2019	68.7	92.1	86.8	-	74.6	87.27	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
[Green]	Apr-19	•e•	RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0	-	Oct 2019	93.3	90.5	92.8	-	91.6	91.58	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
[Green]	Apr-19		RTT Waiting List - Incomplete	No			33655	34594	35514	36390	37871	37012	36514	34909	34221	34888	35559	36762	37731	39115	38714	39534	39988	-	Oct 2019	7231	17767	1970	-	3642	39898	-	-	-	-	
[Green]	Apr-19		RTT - Backlog	No			2536	2697	2825	2959	3023	2865	2890	2582	2424	2436	2450	2710	2951	3118	3082	3168	3360	-	Oct 2019	483	1690	142	-	307	3360	-	-	-	-	
[Green]	Apr-19	•e	Patients Waiting >52 weeks	<= No	0	0	4	7	7	3	5	4	1	3	4	6	1	11	24	12	14	0	0	-	Oct 2019	0	0	0	-	0	0	62	-	-	-	
[Green]	Apr-19	•e	Patients Waiting >52 weeks (Incomplete)	<= No	0	0	2	2	1	2	2	0	1	1	1	0	0	5	6	0	1	0	0	-	Oct 2019	0	0	0	-	0	0	12	-	-	-	
[Green]			Treatment Functions Underperforming (Admitted, Non-Admitted, Incomplete)	<= No	0	0	23	27	28	28	27	26	26	28	29	27	23	27	29	30	29	27	26	-	Oct 2019	6	12	2.0	-	4.0	26	-	-	-	-	
[Green]			Treatment Functions Underperforming (Incomplete)	<= No	0	0	2	3	4	3	3	3	4	3	-	2	3	5	5	5	4	5	-	Oct 2019	1	2	0	-	2	5	-	-	-	-		
[Green]	Apr-19	•e•	Acute Diagnostic Waits in Excess of 6-weeks (End of Month Census)	<= %	1.0	1.0	-	Oct 2019	0.3	0.3	-	-	0.1	-	-	-	-	-	-	-	-	-	-	-	0.16	-	-	-	-	-	-	-	-	-		
[Green]	Apr-19		Acute Diagnostic Waits in Excess of 6-weeks (In Month Waiters)	No			1038	1190	1344	1340	-	1237	1294	1861	532	958	1158	1330	1023	1010	600	614	457	359	-	Nov 2019	25	62	-	-	268	359	-	-	-	-
[Green]	Apr-19		Routine Outpatient Appointments with Short Notice(<3Wks)	%			21	21	28	22	25	31	35	33	35	35	39	35	35	36	34	38	39	39	-	Nov 2019	40	42	34	42	-	25	-	38.9	36.9	-
[Green]	Apr-19		Routine Outpatient Appointments with Short Notice(<3Wks)	No			1943	1979	2325	1904	2434	3097	3169	3693	3564	3554	3599	3767	3498	3838	3034	3711	4512	4735	-	Nov 2019	998	2857	408	145	0	322	-	4735	30694	-
[Green]	Apr-19		Short Notice Inpatient Admission Offers (<3wks)	%			57	59	47	49	55	59	52	44	48	46	58	57	56	54	54	51	51	54	-	Nov 2019	79	50	61	40	91	46	-	54	54.5	-
[Green]	Apr-19		Short Notice Inpatient Admission Offers (<3wks)	No			2161	2252	1800	1760	2253	2307	1773	1873	1862	1869	2416	2414	2136	2375	2150	2142	2313	2388	-	Nov 2019	376	1597	170	17	30	198	-	2388	18334	-
			RTT Clearance Time (Wks)	Weeks			-	-	-	-	-	9.3	11.6	8.6	8.4	9.1	9.5	9.7	10.0	9.7	10.5	10.3	-	-	20.8	8.5	10.8	-	-	18.6	-	10.3	9.9	-		



Local Quality Indicators - 2019/2020

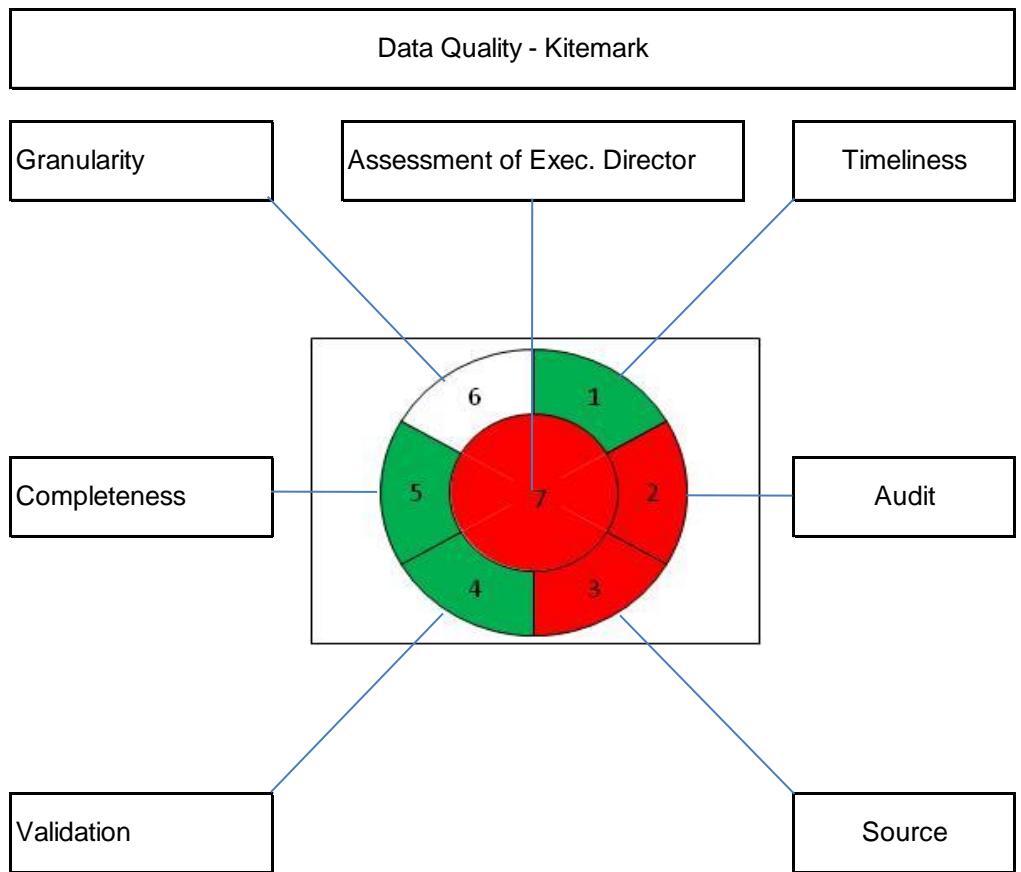
Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (From Jun 2018)												Data Period	Group							Month	Year To Date	Trend					
					Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	M	SS	W	P	I	PCCT	CO			
			Safeguarding Children Level 3 Training	=> %	85	85	92	91	90	88	86	84	86	86	86	83	85	87	84	88	87	85	84	84	Nov 2019							84.0	85.6	
			Morning Discharges (00:00 to 12:00) - SQPR	=> %	35	35	17	17	15	15	16	16	16	20	18	20	19	16	17	17	17	14	17	15	Nov 2019	14.6	11.7	19.8		24		15.2	16.6	
			ED Diagnosis Coding (Mental Health CQUIN) - SQPR	=> %	85	85	85	84	84	91	91	92	91	92	91	92	91	91	92	92	75	68	63	Nov 2019							62.6	83.3		
			Community Nursing - Falls Assessment For Appropriate Patients on home visiting caseload	=> %	100	100	94	96	95	97	95	91	93	93	95	95	93	97	97	97	97	96	93	91	Nov 2019							91.4	95.1	
			Community Nursing - Pressure Ulcer Risk Assessment For New community patients at intial assessment	=> %	95	95	95	96	95	97	95	92	94	93	95	95	93	97	98	97	96	96	93	92	Nov 2019							92.3	95.2	

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



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	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N							
Patient Safety - Inf Control	C. Difficile	<= No	30	3	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	2	0	0	2	10	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0	0	0	0	1	
Patient Safety - Inf Control	MRSA Screening - Elective (%)	=> %	80	80	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	65	76	0	66.0		
Patient Safety - Inf Control	MRSA Screening - Non Elective (%)	=> %	80	80	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	78	81	75	78.2		
Patient Safety - Harm Free Care	Number of DOLS raised	No			14	26	21	26	23	25	15	27	16	28	20	16	21	13	14	24	19	12	Nov 2019	2	10	0	12	139	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			14	26	21	26	23	25	15	27	16	28	20	16	21	13	14	24	19	12	Nov 2019	2	10	0	12	139	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			2	3	5	1	2	7	4	1	0	6	2	4	11	2	4	0	4	3	Nov 2019	1	2	0	3	30	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			2	2	3	5	0	0	0	1	8	3	5	2	4	0	2	0	1	0	Nov 2019	0	0	0	0	14	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			8	10	10	16	13	11	8	13	12	13	11	9	9	8	8	13	12	7	Nov 2019	1	6	0	7	77	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			1	3	2	3	2	3	2	1	4	2	1	0	0	0	2	2	0	0	Nov 2019	0	0	0	0	5	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			0	1	0	0	0	0	0	0	12	0	4	0	2	0	0	0	0	0	Nov 2019	0	0	0	0	-	
Patient Safety - Harm Free Care	Falls	<= No	0	0	35	40	43	37	53	58	50	53	43	43	51	60	47	58	58	39	30	34	Nov 2019	11	23	-	34	377	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	1	0	0	0	2	-	2	0	1	2	2	1	2	0	0	0	1	Nov 2019	1	0	0	1	8		
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	5	6	1	3	7	15	28	20	16	11	14	11	16	15	12	15	12	3	Nov 2019	-	3	-	3	98	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Oct 2019	97.5	95.8	96.3	96.9		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	100.0	100.0	-	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	100	100	-	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	100	100	-	100.0		
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	1	0	0	Nov 2019	0	0	0	0	1	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	1	4	0	5	32	
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Sep 2019	72	80	90	79		

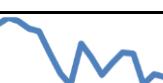
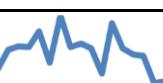
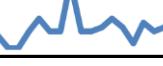
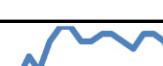
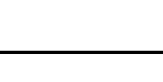
Medicine Group

Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			13.0 13.2 12.5 11.5 10.9 11.7 12.8 12.8 14.2 12.1 11.9 12.7 12.3 13.0 12.9 12.6 13.3 14.1	Nov 2019				14.1	
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			11.6 11.9 12.2 12.3 12.2 12.3 12.3 12.4 12.5 12.5 12.4 12.4 12.4 12.4 12.4 12.5 12.7 12.9	Nov 2019				12.5	
Section	Indicator		Trajectory		Previous Months Trend	Data Period	Directorate	Month	Year To Date		
		Year	Month		J J A S O N D J F M A M J J A S O N		EC AC SC				
Clinical Effect - Stroke & Card	Pts spending >90% stay on Acute Stroke Unit (%)	=> %	90.0	90.0		Aug 2019	98.3	98.3	92.6		
Clinical Effect - Stroke & Card	Pts admitted to Acute Stroke Unit within 4 hrs (%)	=> %	90.0	90.0		Aug 2019	80.0	80.0	63.4		
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0		Aug 2019	73.9	73.9	65.4		
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.0		Aug 2019	100.0	100.0	98.2		
Clinical Effect - Stroke & Card	Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85.0	85.0		Aug 2019	60.0	60.0	79.3		
Clinical Effect - Stroke & Card	Stroke Admissions - Swallowing assessments (<24h) (%)	=> %	98.0	98.0		Jun 2019	100.0	100.0	100.0		
Clinical Effect - Stroke & Card	TIA (High Risk) Treatment <24 Hours from receipt of referral (%)	=> %	70.0	70.0		Aug 2019	75.0	75.0	91.9		
Clinical Effect - Stroke & Card	TIA (Low Risk) Treatment <7 days from receipt of referral (%)	=> %	75.0	75.0		Aug 2019	92.3	92.3	87.8		
Clinical Effect - Stroke & Card	Primary Angioplasty (Door To Balloon Time 90 mins) (%)	=> %	80.0	80.0		Nov 2019	95.7	95.7	94.3		
Clinical Effect - Stroke & Card	Primary Angioplasty (Call To Balloon Time 150 mins) (%)	=> %	80.0	80.0		Nov 2019	89.5	89.5	90.2		
Clinical Effect - Stroke & Card	Rapid Access Chest Pain - seen within 14 days (%)	=> %	98.0	98.0		Nov 2019	100.0	100.0	100.0		
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0		Oct 2019	92.2	92.2	92.2		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0		Oct 2019	100.0	100.0	100.0		
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0		Oct 2019	81.1	81.1	81.1		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			2 1 3 2 4 4 6.5 4.5 1.5 2.5 4 0.5 2 5 4 2 3.5 -	Oct 2019	- - 3.50	3.50	21		
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			0.5 0 1.5 0 0 0 2 0 1 1 1 0.5 0 1.5 1.5 2 1 -	Oct 2019	- - 1.00	1.00	8		
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			112 103 146 86 104 101 197 91 154 163 168 183 91 149 147 83 141 -	Oct 2019	- - 141	141	141		
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0.0	0.0	6 4 2 7 4 6 6 5 9 2 7 2 3 3 4 6 6 9	Nov 2019	- - 9	9	40		
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0.0	0.0	0 15 0 0 0 0 - 1058 171 7 4 0 0 31 0 9 - -	Sep 2019	9 0 0	9	44		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			24 55 27 25 30 29 30 14 24 27 33 47 26 31 24 21 37 31	Nov 2019	18 13 0	31	250		

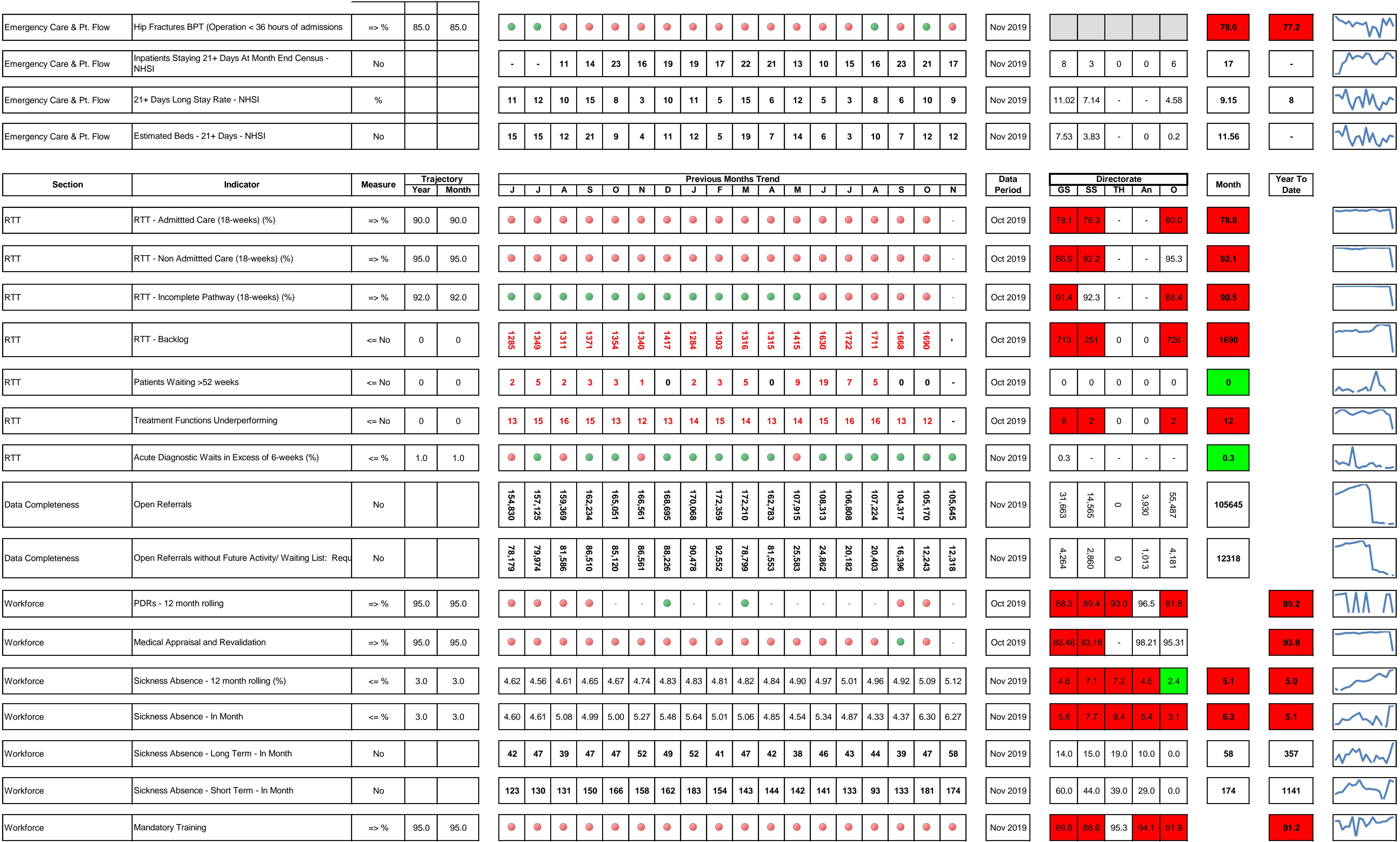
Medicine Group

RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0		Oct 2019	-	91.3	95.9	93.3													
RTT	RTT - Backlog	<= No	0	0		Oct 2019	0	350	133	483													
RTT	Patients Waiting >52 weeks	<= No	0	0		Oct 2019	0	0	0	0													
RTT	Treatment Functions Underperforming	<= No	0	0		Oct 2019	0	4	2	6													
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0		Nov 2019	-	0.41	0	0.33													
Section	Indicator	Measure	Trajectory		Previous Months Trend																		
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	
Data Completeness	Open Referrals	No			69,652	70,530	71,582	72,254	74,327	75,665	76,701	77,842	78,753	78,479	78,128	58,658	56,424	54,224	52,647	51,785	52,607	52,552	
Data Completeness	Open Referrals without Future Activity/ Waiting List: Re	No			41,878	42,187	43,075	43,535	44,852	46,371	47,207	48,431	49,297	44,301	47,385	27,937	25,112	21,330	20,501	19,410	16,093	15,603	
Workforce	PDRs - 12 month rolling (%)	=> %	95.0	95.0		Oct 2019	63.26	43.48	-	50.0													
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0		Oct 2019	92.77	95.65	-	95.2													
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.00	3.00		Nov 2019	5.32	5.47	-	5.41	5.46												
Workforce	Sickness Absence - In month	<= No	3.00	3.00		Nov 2019	6.39	5.81	-	6.05	5.23												
Workforce	Sickness Absence - Long Term - In month	No			61	65	65	65	64	62	74	75	67	68	62	46	39	42	47	45	52	59	
Workforce	Sickness Absence - Short Term - In month	No			155	163	174	199	193	209	212	225	201	196	190	171	188	153	142	177	209	176	
Workforce	Mandatory Training (%)	=> %	95.0	95.0		Nov 2019	72	104	0	176	1406												

Surgical Services Group

Section	Indicator	Measure	Trajectory		Data Period	Directorate					Month	Year To Date	Trend												
			Year	Month		GS	SS	TH	An	O															
Patient Safety - Inf Control	C. Difficile	<= No	7	1	Nov 2019	0	0	0	0	0	0	1	0												
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	Nov 2019	0	0	0	0	0	0	0	0												
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80	80	Nov 2019	86.78	79.49	-	0	44.44	81.3	81.3	81.3												
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80	80	Nov 2019	78.06	89.6	-	0	82.86	81.7	81.7	81.7												
Patient Safety - Harm Free Care	Number of DOLS raised	No			Nov 2019	5	0	0	3	0	8	64	64												
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			Nov 2019	5	0	0	3	0	8	64	64												
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			Nov 2019	0	0	0	0	0	0	7	7												
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			Nov 2019	0	0	0	0	0	0	3	3												
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			Nov 2019	2	0	0	2	0	4	44	44												
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			Nov 2019	0	0	0	1	0	1	3	3												
Patient Safety - Harm Free Care	Falls	<= No	0	0	Nov 2019	6	2	-	1	2	11	82	82												
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	Nov 2019	0	0	0	0	0	0	1	1												
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	Nov 2019	1	3	-	-	-	4	56	56												
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	Oct 2019	97.26	99.17	-	100	95.45	97.5	97.5	97.5												
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	Nov 2019	100	100	100	100	99.86	100.0	100.0	100.0												
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	Nov 2019	-	-	100	-	100	100.0	100.0	100.0												
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	Nov 2019	-	-	100	-	100	100.0	100.0	100.0												
Patient Safety - Harm Free Care	Never Events	<= No	0	0	Nov 2019	0	0	0	0	0	0	2	2												
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	Nov 2019	0	0	0	0	0	0	0	0												
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	Nov 2019	0	0	0	0	0	0	11	11												
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98.0	Sep 2019	100	100	-	-	-	100.0	100.0	100.0												
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			Nov 2019	6.1	7.1	6.8	6.3	5.4	6.2	7.2	4.9	6.3	6.4	5.6	6.0	4.8	4.8	4.5	4.6	3.7	4.1	4.1	

Surgical Services Group



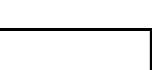
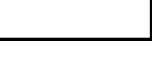
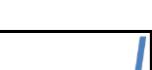
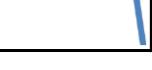
Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend					
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
Patient Safety - Inf Control	C. Difficile	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0 0 0	0	0	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0 0 0	0	0	
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.00	80.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	78.7	77.9		
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80.00	80.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	100 100	100.0		
Patient Safety - Harm Free Care	Falls	<= No	0	0	1	1	0	1	4	0	0	2	1	1	0	0	1	0	1	-	1	Nov 2019	- - -	-	3	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	0	0	0	0	0	-	0	1	0	0	0	0	0	0	0	0	0	Nov 2019	0 0 0	0	0	
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= %	0	0	4	0	0	0	0	0	2	0	0	2	4	0	2	-	-	-	-	Nov 2019	- - -	-	3	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Oct 2019	91.5 88.5	88.8		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	99.4	100		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	●	●	●	●	●	●	-	-	●	-	-	-	-	-	●	-	Nov 2019	- -	-			
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	●	●	●	●	●	●	-	-	●	-	-	-	-	-	●	-	Nov 2019	- -	-			
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0 0 0	0	1	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0 0 0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0 0 0	0	6	

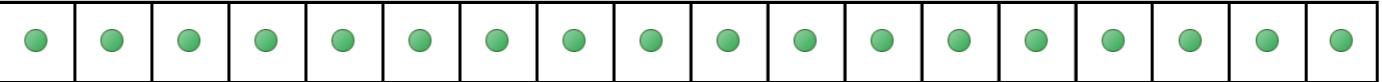
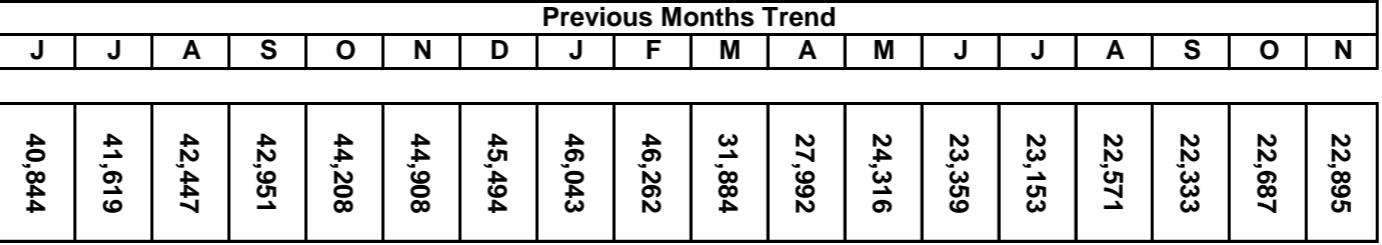
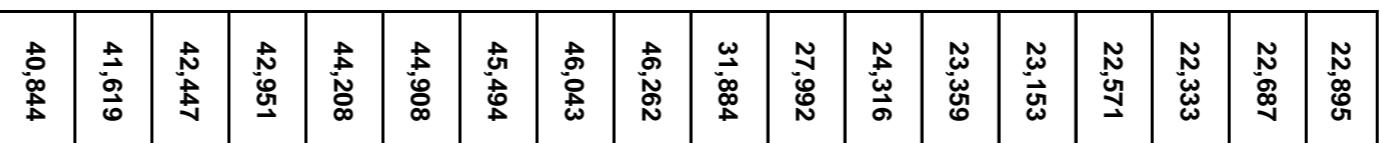
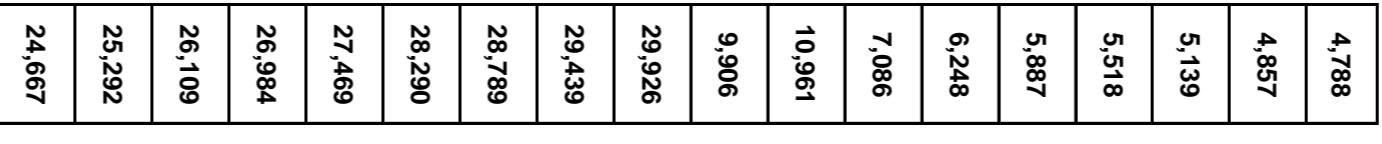
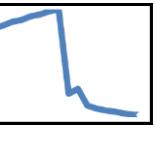
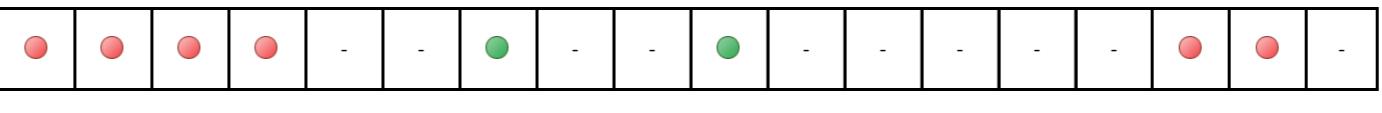
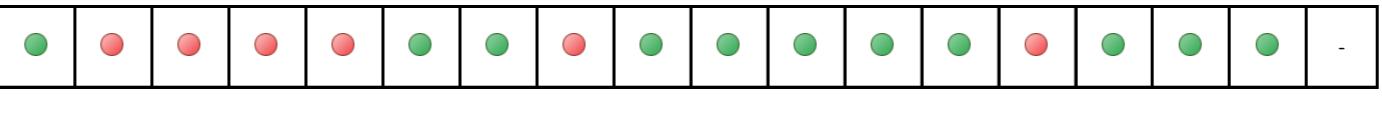
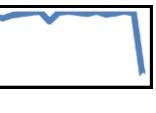
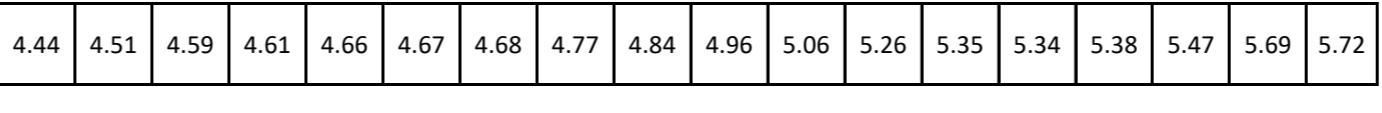
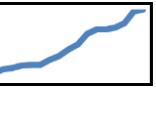
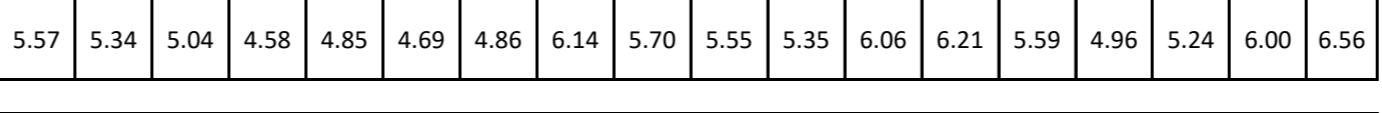
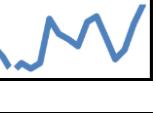
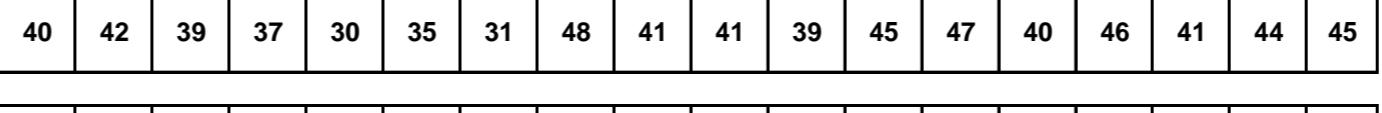
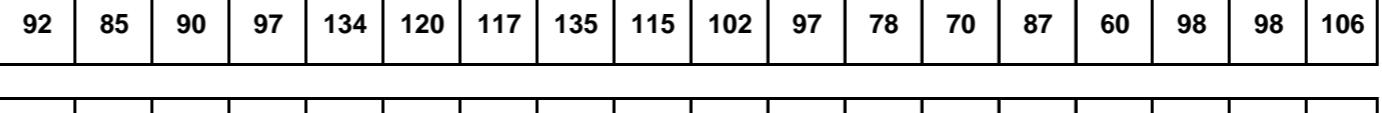
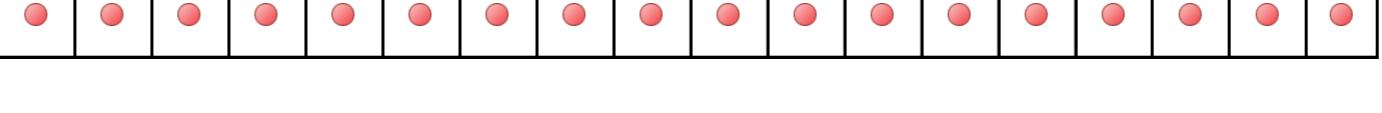
Women & Child Health Group

Section	Indicator	Measure	Trajectory		Data Period	Directorate	Month	Year To Date
			Year	Month				
Patient Safety - Obstetrics	Caesarean Section Rate - Total	<= %	25.0	25.0				
Patient Safety - Obstetrics	Caesarean Section Rate - Elective	%			Nov 2019	24.3	24.3	27.1
Patient Safety - Obstetrics	Caesarean Section Rate - Non Elective	%			Nov 2019	14.3	14.3	16.8
Patient Safety - Obstetrics	Maternal Deaths	<= No	0	0	Nov 2019	0	0	1
Patient Safety - Obstetrics	Post Partum Haemorrhage (>2000ml)	<= No	48	4	Nov 2019	4	4	23
Patient Safety - Obstetrics	Admissions to Neonatal Intensive Care	<= %	10.0	10.0	Nov 2019	1.02	1.0	1.5
Patient Safety - Obstetrics	Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0	Nov 2019	7.63	7.6	
Patient Safety - Obstetrics	Stillbirth (Corrected) Mortality Rate (per 1000 babies)	Rate1			Nov 2019	2.54	2.54	4.53
Patient Safety - Obstetrics	Neonatal Death (Corrected) Mortality Rate (per 1000 babies)	Rate1			Nov 2019	5.09	5.09	1.13
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (>=%) - SWBH Specific	=> %	85.0	85.0	Nov 2019	93.2	93.2	
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (%) - National Definition	=> %	90.0	90.0	Nov 2019	159	158.9	
Patient Safety - Obstetrics	Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0	Nov 2019	83.3	83.3	
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%)	%			Nov 2019	1.19	1.2	
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	%			Nov 2019	1.19	1.2	
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	%			Nov 2019	0.3	0.3	
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100.0	97.0	Sep 2019	100	0	50.0
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			Nov 2019		7.1	
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			Nov 2019		4.7	
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0	Oct 2019	97.9	-	97.9
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0	Oct 2019	82.6	-	82.6
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0	Oct 2019	77.4	-	77.4

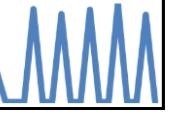
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Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			3 3 3.5 1.5 0.5 1.5 1.5 2.5 3 3 0.5 2 1.5 2 1 3 3.5 -	Oct 2019	3.5 - 0	3.5	13.5	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			0 1 0.5 0 0 0 0 1 1 3 1 0 0 0.5 0.5 0 1 -	Oct 2019	1 - 0	1	3	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			101 113 105 72 100 86 84 137 177 209 241 97 85 196 109 96 171 -	Oct 2019	171 - 0	171		
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 0	Nov 2019	0 - 0	0	0	
Section	Indicator	Measure	Trajectory		Previous Months Trend	Data Period	Directorate	Month	Year To Date	
			Year	Month	J J A S O N D J F M A M J J A S O N		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 - -	Sep 2019	0	0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			6 8 9 4 8 9 6 8 10 12 5 18 12 23 4 17 19 10	Nov 2019	4 3 3	10	108	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			20 18 26 20 24 20 17 13 14 18 17 26 19 23 6 22 25 12	Nov 2019	0 0 0	12		
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8	● ●	Nov 2019	4.94 -	3.6		
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	0 0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0	Nov 2019	0	0	0	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	3 1 2 1 2 3 6 11 9 5 6 7 3 5 5 10 5 8	Nov 2019	8	8	49	
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	Nov 2019	0 - 0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			8 13 16 39 17 65 61 34 11 17 46 20 10 13 7 20 0 0	Nov 2019	0 0 0	0	116	
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No			- - 0 3 8 4 0 0 0 0 0 1 1 1 1 3 1	Nov 2019	1 0 0	1	-	
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%			0 2 4 0 0 10 0 0 0 2 1 4 3 7 1 0 4 23	Nov 2019	23.5 - 0	23	7	
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No			0 0 1 0 0 1 0 0 0 0 0 0 1 0 0 0 0 5	Nov 2019	5 - 0	5	-	
RTT	RTT - Admitted Care (18-weeks)	=> %	90.0	90.0	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● -	Oct 2019	71.4	71.4		
RTT	RTT - Non Admitted Care (18-weeks)	=> %	95.0	95.0	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● -	Oct 2019	86.8	86.8		
RTT	RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0	● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● -	Oct 2019	92.8	92.8		
RTT	RTT - Backlog	<= No	0	0	135 125 121 146 176 190 199 174 169 142 146 162 201 231 187 141 142 -	Oct 2019	142	142		
RTT	Patients Waiting >52 weeks	<= No	0	0	1 0 1 0 1 0 0 0 0 0 0 0 0 1 0 0 0 -	Oct 2019	0	0		
RTT	Treatment Functions Underperforming	<= No	0	0	2 2 2 2 3 3 3 3 3 2 2 2 3 3 3 2 2 -	Oct 2019	2	2		

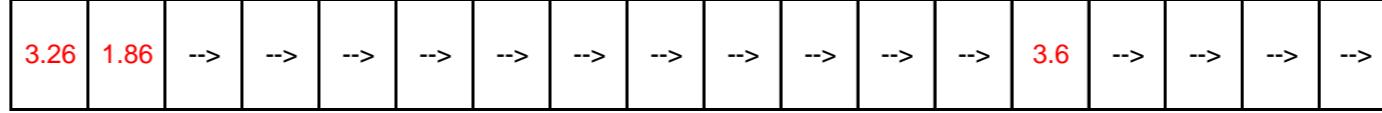
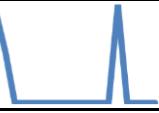
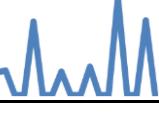
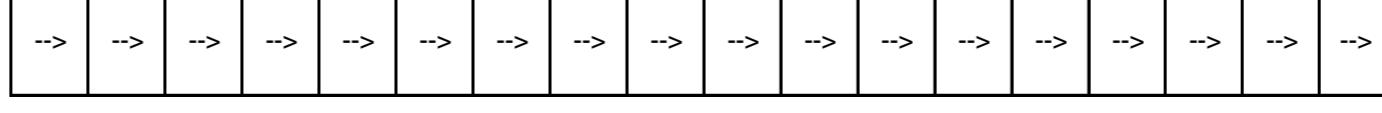
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RTT	Acute Diagnostic Waits in Excess of 6-weeks	<= %	0.1	0.1		Nov 2019	-	-	
Section	Indicator	Measure	Trajectory			Data Period	Directorate	Month	Year To Date
Data Completeness	Open Referrals	No				Nov 2019	G 7,746 M 9,733 P 5,416	22895	
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No				Nov 2019	G 238 M 3,472 P 1,078	4788	
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0		Oct 2019	G 86.7 M 82.3 P 94.4	82.4	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0		Oct 2019	G 100 M 100 P 100	96.2	
Workforce	Sickness Absence - 12 month rolling	<= %	3.0	3.0		Nov 2019	G 3.52 M 6.74 P 5.12	5.7	
Workforce	Sickness Absence - in month	<= %	3.0	3.0		Nov 2019	G 4.88 M 6.84 P 6.7	6.6	
Workforce	Sickness Absence - Long Term - in month	No				Nov 2019	G 5 M 20 P 20	45.0	
Workforce	Sickness Absence - Short Term - in month	No				Nov 2019	G 7 M 59 P 40	106.0	
Workforce	Mandatory Training	=> %	95.0	95.0		Nov 2019	G 87.6 M 89.6 P 94.1	90.4	

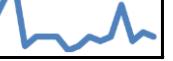
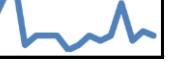
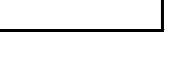
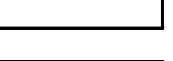
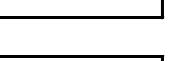
Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date							
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N					
WCH Group Only	HV (C1) - No. of mothers who receive a face to face AN contact with a HV at =>28 weeks of pregnancy	No			338	-->	-->	-->	984	-->	-->	934	-->	-->	978	-->	-->	1045	-->	-->	928	-->	Oct 2019	G	928	928	2951
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	90.8	92	-->	-->	91.4	-->	-->	90	-->	-->	91.4	-->	-->	92.4	-->	-->	90.9	-->	Oct 2019	M	91	90.95	91.55
WCH Group Only	HV (C3) - % of births that receive a face to face new birth visit by a HV >days	%			6.11	5.98	-->	-->	6.62	-->	-->	8.21	-->	-->	6.09	-->	-->	7.64	-->	-->	7.38	-->	Oct 2019	P	7.38	7.38	7.06
WCH Group Only	HV (C4) - % of children who received a 12 months review by 12 months	=> %	95.0	95.0	95.3	93.5	-->	-->	96.1	-->	-->	96.1	-->	-->	96.4	-->	-->	96.1	-->	-->	97.3	-->	Oct 2019	G	97.3	97.3	96.62
WCH Group Only	HV (C5) - % of children who received a 12 months review by the time they were 15 months	%			96.4	97.8	-->	-->	96.9	-->	-->	96.7	-->	-->	96.7	-->	-->	96	-->	-->	95.1	-->	Oct 2019	M	95.1	95.05	95.89
WCH Group Only	HV (C6i) - % of children who received a 2 - 2.5 year review	=> %	95.0	95.0	93	91.4	-->	-->	94.6	-->	-->	94.1	-->	-->	94.8	-->	-->	95.8	-->	-->	96.6	-->	Oct 2019	P	96.6	96.63	95.72
WCH Group Only	HV (C6ii) - % of children who receive a 2 - 2.5 year review using ASQ 3	%			91.2	91.2	-->	-->	94.2	-->	-->	93.7	-->	-->	94.5	-->	-->	98.6	-->	-->	98.4	-->	Oct 2019	G	98.4	98.39	97.06
WCH Group Only	HV (C7) - No. of Sure Start Advisory Boards / Children's Centre Boards with HV presence	=> No	100	100	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019	M	4	4	4
WCH Group Only	HV (C8) - % of children who receive a 6 - 8 week review	=> %	95.0	95.0	99.7	99.7	-->	-->	99.7	-->	-->	99.5	-->	-->	99.9	-->	-->	99.9	-->	-->	99.7	-->	Oct 2019	P	99.7	99.72	99.83
WCH Group Only	HV - % of infants for whom breast feeding status is recorded at 6 - 8 week check	=> %	100	100	99.1	99.5	-->	-->	99.6	-->	-->	99.5	-->	-->	99.8	-->	-->	99.9	-->	-->	99.7	-->	Oct 2019	G	99.7	99.72	99.8
WCH Group Only	HV - % of infants being breastfed at 6 - 8 weeks	%			36.5	40.2	-->	-->	41.6	-->	-->	41.6	-->	-->	40.3	-->	-->	44.1	-->	-->	45.1	-->	Oct 2019	M	45.2	45.15	43.17
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	P	-	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			355	354	-->	-->	1069	-->	-->	99.5	-->	-->	99.4	-->	-->	1071	-->	-->	1125	-->	Oct 2019	G	1125	1125	2295.4
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	100	99.7	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019	M	99.4	99.44	99.44
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			209	13	-->	-->	23	-->	-->	2.6	-->	-->	1.8	-->	-->	0.21	-->	-->	21	-->	Oct 2019	P	21	21	23.01
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	58.7	3.33	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019	G	2.2	2.2	2.2
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			12	7	-->	-->	26	-->	-->	3.3	-->	-->	2.2	-->	-->	3.6	-->	-->	28	-->	Oct 2019	M	28	28	33.8

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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		
WCH Group Only	HV - movers into provider <1 year of age to be checked =<14 d following notification to HV service	No				
WCH Group Only	HV - all untested babies <1 year of age will be offered NBBS screening & results to HV.	Y/N				

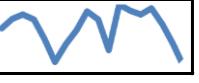
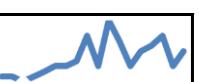
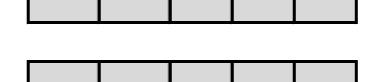
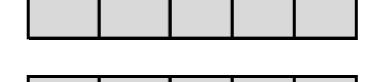
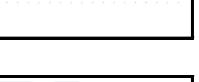
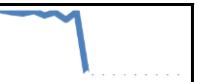
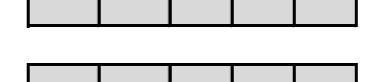
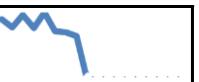
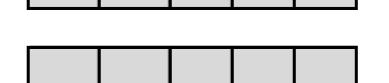
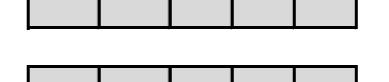
Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate					Month	Year To Date	Trend						
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	AT	IB	IC	CT	CM				
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.0	80.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	-	-	-	-	0	0		
Patient Safety - Harm Free Care	Number of DOLS raised	No			5	10	9	14	18	4	6	6	6	3	4	6	5	6	13	5	7	6	Nov 2019	0	6	0	-	0	6		
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			5	10	9	14	18	4	6	6	6	3	4	6	5	6	13	5	7	6	Nov 2019	0	6	0	-	0	6		
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			1	0	1	5	3	0	1	1	0	1	1	1	3	3	6	0	0	0	Nov 2019	0	0	0	-	0	0		
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			1	4	5	3	0	0	0	0	4	1	0	1	2	0	2	0	0	1	Nov 2019	0	1	0	-	0	1		
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			1	0	0	4	8	2	3	0	4	1	2	5	2	1	8	2	4	2	Nov 2019	0	2	0	-	0	2		
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Nov 2019	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	4	0	0	0	1	0	0	0	0	0	Nov 2019	0	0	0	-	0	0		
Patient Safety - Harm Free Care	Falls	<= No	0	0	24	21	31	32	25	40	31	21	28	22	33	21	29	22	24	23	28	26	Nov 2019	-	25	1	-	-	26	206	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	1	1	0	0	4	1	-	0	1	0	2	1	1	0	0	0	3	1	Nov 2019	0	1	0	-	0	1		
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	4	4	2	4	6	8	8	10	20	8	26	18	8	14	16	20	8	14	Nov 2019	-	7	-	-	-	7	62	
Patient Safety - Harm Free Care	Pressure Ulcer DN Caseload Acquired - Total	<= No	0	0	1	1	1	1	7	37	32	45	34	34	36	16	24	31	34	27	31	18	Nov 2019	-	-	18	-	-	18	217	
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0	0	0	-	0	0			
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0	0	0	-	0	0			
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	0	1	5	-	0	6			
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	-	-	Sep 2019	0	0	0	-	0	0		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			3	7	6	4	5	10	5	9	6	7	14	4	13	8	6	9	14	8	Nov 2019	2	2	0	-	4	8		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			7	9	12	11	13	16	16	19	23	16	22	5	20	17	7	14	15	13	Nov 2019	3	4	0	-	6	13		

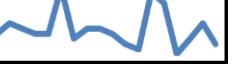
Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate					Month	Year To Date							
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	AT	IB	IC	CT	CM				
Workforce	PDRs - 12 month rolling	=>%	95.0	95.0	●	●	●	●	-	-	●	-	-	-	-	-	-	-	●	●	-	Oct 2019	97.2	88.3	97	-	59	88.0			
Workforce	Sickness Absence - 12 month rolling	<=%	3.00	3.00	4.06	4.06	4.05	4.08	4.15	4.14	4.14	4.17	4.25	4.27	4.30	4.37	4.40	4.39	4.38	4.33	4.36	4.23	Nov 2019	3.55	4.62	4.4	-	4.2	4.23	4.35	
Workforce	Sickness Absence - in month	<=%	3.00	3.00	3.57	4.22	4.06	4.17	4.79	4.91	4.69	5.33	5.21	4.06	3.79	4.08	3.67	4.08	3.84	3.57	4.13	4.07	Nov 2019	2.43	4.53	5.3	-	3.3	4.07	3.91	
Workforce	Sickness Absence - Long Term - in month	No			25	34	37	33	34	42	35	37	29	33	25	31	25	25	26	23	27	23	Nov 2019	2	-	-	-	-	23	205	
Workforce	Sickness Absence - Short Term - in month	No			97	105	85	97	118	112	104	163	147	102	101	79	86	94	78	93	135	121	Nov 2019	20	55	37	0	9	121	787	
Workforce	Mandatory Training	=>%	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	98.1	94.2	97	-	93		95.5		
Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate					Month	Year To Date							
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	AT	IB	IC	CT	CM				
Community & Therapies Group Only	DVT numbers	=> No	730	61	57	-	-	-	7	7	7	3	25	12	20	38	43	55	43	27	25	29	Nov 2019						29	280	
Community & Therapies Group Only	Adults Therapy DNA rate OP services	<=%	9	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2017						8.0	8.2		
Community & Therapies Group Only	Therapy DNA rate Paediatric Therapy services	<=%	9	9	8.1	13	11.8	9.95	13.7	10.7	10.6	12.8	11.2	9.76	6.87	7.84	12	11.5	12.7	11.6	-	-	Sep 2019						10.8	11.1	
Community & Therapies Group Only	Therapy DNA rate S1 based OP Therapy services	<=%	9	9	10.5	8.89	8.85	9.13	9.05	8.75	9.43	8.56	8.56	8.78	8.92	8.23	10.1	8.7	10.5	9.59	9.67	9.01	Nov 2019						9.0	9.3	
Community & Therapies Group Only	STEIS	<= No	0	0	0	1	-	0	0	-	-	-	-	-	-	-	-	-	-	-	-	Oct 2018						0	1		
Community & Therapies Group Only	Green Stream Community Rehab response time for treatment (days)	<= No	15.0	15.0	22.4	26.1	22.5	20.1	17.9	17.4	20	17.4	20.6	20.3	24	21.8	15	19	22.5	21.7	19.7	19.4	Nov 2019						19.35	162.86	
Community & Therapies Group Only	DNA/No Access Visits	%			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	Nov 2019						0.77		
Community & Therapies Group Only	Baseline Observations for DN	=>%	95	95	94.2	96.8	94.9	96.4	92.4	91.2	92.1	93.8	96.4	95.8	91.2	97.7	96.8	95.7	97.3	95	93.7	92.1	Nov 2019						92.11	94.88	
Community & Therapies Group Only	Falls Assessments - DN Intial Assessments only	=>%	95	95	95	97.1	96.1	97.2	94.2	91.8	93.1	94.4	96.2	96.6	93	97.5	96.5	96.1	97.7	95.9	93.1	91.4	Nov 2019						91.45		
Community & Therapies Group Only	Pressure Ulcer Assessment - DN Intial Assessments only	=>%	95	95	95.8	96.9	96.1	97	94	92.1	93.5	94.4	96.4	96.4	93.2	97.5	96.8	96.5	97.3	95.6	93.3	92.3	Nov 2019						92.32		
Community & Therapies Group Only	MUST Assessments - DN Intial Assessments only	=>%	95	95	94.8	96.2	95.2	97.6	93	90.5	92.6	94.2	95.7	95.8	92.6	97.2	96.8	96.3	97.7	95.4	93.1	91.4	Nov 2019						91.45		
Community & Therapies Group Only	Dementia Assessments - DN Intial Assessments only	=>%	95	95	93.3	93.5	94.8	90.4	91.8	86	89.8	91.8	92.3	93.2	91.3	95.4	91.6	94.2	93.3	93.7	88.8	87	Nov 2019						87		
Community & Therapies Group Only	48 hour inputting rate - DN Service Only	%			94	95	95	95	95	95	94	96	95	96	-	95	1	94	95	95	95	-	Oct 2019						95.22		

Primary Care, Community & Therapies Group

Community & Therapies Group Only	Making Every Contact (MECC) - DN Intial Assessments only	=> %	95	95	94.8 95.9 96.3 95.8 93.6 91 93.1 94.6 96.7 95.8 92.4 97.5 96.8 96.3 97.1 95.2 93.1 90.6	Nov 2019		90.57	94.83	
Community & Therapies Group Only	Avoidable Grade 2,3 or 4 Pressure Ulcers (DN Caseload acquired)	No			4 4 2 4 6 8 8 10 20 8 26 18 8 14 16 20 8 14	Nov 2019		7	62	
Community & Therapies Group Only	Avoidable Grade 2 Pressure Ulcers (DN caseload acquired)	No			1 1 0 1 5 26 - - - - - - - - - - - - - - - - - -	Nov 2018		26	37	
Community & Therapies Group Only	Avoidable Grade 3 Pressure Ulcers (DN caseload acquired)	No			0 0 1 0 2 11 - - - - - - - - - - - - - - - - - -	Nov 2018		11	14	
Community & Therapies Group Only	Avoidable Grade 4 Pressure Ulcers (DN caseload acquired)	No			0 0 0 0 0 0 - - - - - - - - - - - - - - - - - -	Nov 2018		0	1	
Community & Therapies Group Only	Bed occupancy for Intermediate Care : D43	%			93 93 93 88 83 89 90 92 - - - - - - - - - - - -	Jan 2019		91.76	90.49	
Community & Therapies Group Only	Bed occupancy for Intermediate Care : D47	%			89 86 84 88 82 86 76 87 - - - - - - - - - - - -	Jan 2019		87.1	85.16	
Community & Therapies Group Only	Bed occupancy for Intermediate Care : Eliza Tinsley	%			91 92 86 84 83 86 85 90 - - - - - - - - - - - -	Jan 2019		90.32	88.45	
Community & Therapies Group Only	Bed occupancy for Intermediate Care : Henderson	%			86 87 84 88 85 90 85 93 - - - - - - - - - - - -	Jan 2019		93.15	87.04	
Community & Therapies Group Only	Bed occupancy for Intermediate Care : Leasowes	%			87 87 87 86 89 91 82 87 - - - - - - - - - - - -	Jan 2019		87.26	86.67	
Community & Therapies Group Only	Bed occupancy for Intermediate Care : McCarthy	%			91 92 93 85 72 86 78 86 - - - - - - - - - - - -	Jan 2019		85.69	86.63	
Community & Therapies Group Only	Average LOS for OBI : D43	Days			11 9 12 9 12 9 8 8 - - - - - - - - - - - -	Jan 2019		7.74		
Community & Therapies Group Only	Average LOS for OBI : D47	Days			24 19 17 24 16 16 13 13 - - - - - - - - - - - -	Jan 2019		13.39		
Community & Therapies Group Only	Average LOS for OBI : Eliza Tinsley	Days			15 12 11 12 15 10 10 13 - - - - - - - - - - - -	Jan 2019		12.95		
Community & Therapies Group Only	Average LOS for OBI : Henderson	Days			16 18 21 16 15 17 14 18 - - - - - - - - - - - -	Jan 2019		17.92		
Community & Therapies Group Only	Average LOS for OBI : Leasowes	Days			21 17 23 23 16 23 20 18 - - - - - - - - - - - -	Jan 2019		17.68		
Community & Therapies Group Only	Average LOS for OBI : McCarthy	Days			14 12 17 10 17 14 10 9 - - - - - - - - - - - -	Jan 2019		9.29		

Corporate Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate							Month	Year To Date	Trend						
			Year	Month	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	SG	F	W	M	E	N	O				
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			4	6	5	4	4	13	3	5	5	4	2	1	12	10	0	3	6	2	Nov 2019	1	0	0	0	0	0	1	2	36	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			2	7	8	8	5	12	11	8	8	9	2	6	4	5	1	4	3	4	Nov 2019	1	0	0	0	0	2	1	4		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	●	●	●	●	-	-	●	-	-	●	-	-	-	-	●	●	-	Oct 2019	71	96	94	89	94	97	89	89.2			
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	-	Oct 2019	■ 95 ■		■ 100.0	■ 96																
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00	4.42	4.40	4.40	4.38	4.35	4.25	4.22	4.21	4.23	4.21	4.21	4.21	4.22	4.21	4.26	4.32	4.47	4.41	Nov 2019	3.92	2.34	2.99	3.54	3.12	5.15	5.52	4.41	4.29	
Workforce	Sickness Absence - in month	<= %	3.00	3.00	3.94	4.46	4.22	3.82	4.35	4.26	4.21	4.67	4.64	3.81	3.71	3.80	4.21	4.47	4.42	4.68	5.03	4.48	Nov 2019	3.49	2.89	2.81	2.21	2.76	5.45	6.01	4.48	4.36	
Workforce	Sickness Absence - Long Term - in month	No			26	28	33	26	26	25	29	27	28	28	20	25	32	32	40	33	35	32	Nov 2019	3.00	0.00	2.00	5.00	0.00	22.00	0.00	32.00	249.00	
Workforce	Sickness Absence - Short Term - in month	No			76	79	54	70	86	93	84	120	112	86	79	57	65	82	54	92	90	84	Nov 2019	8.00	0.00	13.00	13.00	0.00	50.00	0.00	84.00	603.00	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	95	96	98	97	99	-	93	95.5	94							