

Sandwell and West Birmingham Hospitals



NHS Trust

Integrated Quality & Performance Report

Month Reported: December 2019

Reported as at: 28/01/2020

TRUST BOARD

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Operational Performance at a Glance: December 2019

Constitutional Targets :

A&E Performance	<ul style="list-style-type: none"> Performance increases in December slightly to 72.2% compared to November (70.9%); there were 5,373 4hr breaches in December against 19,330 attendances, which were 8% higher than in November. 1x Trolley wait > 12 hrs has been confirmed in the month with root cause analysis being progressed.
Referral to Treatment in 18 weeks (RTT Incomplete)	<ul style="list-style-type: none"> RTT on the incomplete pathway is reported at 91.06% for December against the 92% national standard. There were no reported 52 week breaches in the month. patient backlog of 3,433 in December (backlog means above 18 weeks waiting time); the patient waiting list is at 38,416 as at December. There appears to be little movement between November and December waiting list size and backlog.
Diagnostics (% of patients waiting >6 weeks)	<ul style="list-style-type: none"> The Trust has recovered the DM01 position in November and continues to deliver in December a performance of 99.3% achieving the 99% standard
Cancer Performance	<ul style="list-style-type: none"> Reporting November, the Trust, continued to deliver robust performance, including 91% achievement against the 62 day standard target of 85%. December 62 day standard is proving hard to achieve, the impact on Q3 not known yet with validations ongoing. All other cancer standards are delivering to standards in November. Neutropenic sepsis performance has recently dropped (coinciding with Unity implementation) and reports at 62% in December, data quality is being reviewed to ensure that patients are counted correctly; 24/39 patients were administered the treatment within the prescribed 1hr framework, with 15 patients breaching. The Trust is shadow-monitoring the new 28 day faster diagnosis standard to be implemented from April 2020 and the IQPR will reflect this indicator from January.
Long Stay Patients =>21 Days	<ul style="list-style-type: none"> Although data quality issues continue we have begun to report to NHSI again (the risk being that we slightly overstate our position). To correct the issues we believe that two sets of actions are required: 1) Clinical teams discharging patients off PAS and CapMan; 2) That the correct discharging Consultant is selected (we are testing a view that occasionally users are selecting Consultants with a similar name, rather than this be an IT issue. Until certain, we are continuing to report acute and community patients to NHSI in our weekly DPTL submission although guidance suggests that we only need to report our patients on an acute pathway. We will review this position in April.
Patient, Experience, Mixed Sex Accommodation, Complaints	<ul style="list-style-type: none"> The system issue about patients sitting out in AMU has now been resolved and hence from January we should be reporting correctly any potential MSA breaches occurring. The last remaining data quality issues relate to Critical Care where the MSA count set up may be over-stating potential breaches. There are plans to manually validate these whilst the critical care configuration is resolved. Patient experience response rates are improving for inpatients and day cases, but more work is required to get other departments to increase their response rates. New FFT guidance in place from 1st April, which may need to be reflected in the IQPR.
Trust Emphasis :	
Workforce	<ul style="list-style-type: none"> Sickness rates for December are at 5.2% in month (4.9% on a rolling basis), slightly improving to last month. Ward sickness in isolation reports at 7% in December improving from November but some with wards reporting close to 16% sickness rate. Open, long term sickness cases have risen to 187. Mandatory Training (where staff are at 100% compliance) is at 80% showing another slight improvement to previous two months. Qualified nursing turnover rate is at 12.6% against the internal target of 10.7% with a target recovery by June 2021. Our nursing vacancy rate increases to 14.5% in December against the 11% target. Flu vaccination rate at 79% in December and close to the 80% Feb20 target
Persistent Red Indicators	<ul style="list-style-type: none"> The persistent reds being reported is 19; we continue to miss monthly trajectories compromising delivery deadlines. A review paper was prepared for the Jan PMC to consider how improvement against these indicators are treated going forward.
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, Unplanned re-attendances, Bed Moves, MSA, TIAs. The Trust has identified 4 work streams to deal with identified source issues. WHO Safer Surgery indicators, 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, but a tranche of work is planned for January to conclude the understanding of recording and reporting across the trust and hence ensure completeness.
CQC RPIR :	
Infection Control Performance	<ul style="list-style-type: none"> 1x MRSA case has been reported in December, being the second case this year. 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 79% and Non Elective screening achieved 76% in December. 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 65 late (on the day) non-clinical cancellations in December compared to last month position of 59; this amounts to 1.8% of elective activity in the month. 41/65 cancellations were classified as avoidable.
Harm Free Care	<ul style="list-style-type: none"> Falls continue to report lower figures compared to peer organisations. We report a December falls rate (per 1000 occupied bed days) of 3.8 against the target rate of 5; with 88 actual falls incurred. Pressure Ulcers have this month increased to last month, but remain constant to the longer term average, and we report 57 total PUs, which results overall in a rate of 1.32 against 1000 occupied bed days; with 32 being reported in the acute setting (lowest this year) and 25 in the community setting. VTE assessments are compliant at 95.9%
Readmissions	<ul style="list-style-type: none"> Readmissions rates are at 8.2% in the month and 8.1% cumulatively at trust level. The groups are reviewing patterns routinely and reporting to OMC with improvement plans reflecting on the quality plan this will include setting appropriate service targets.
Stroke & Cardiology Quality of Care	<ul style="list-style-type: none"> Admissions to the stroke ward within the 4 hour timeframe is under-delivering at 49% in December against the 80% target. This is subject to a detailed action plan. Thrombolysis within 60 minutes has missed the 85% target for the 5 of the last 6 months reporting at 50% in December. Joint reviews with Imaging are being progressed to implement improvements. 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.

Persistent Red Focus & Performance

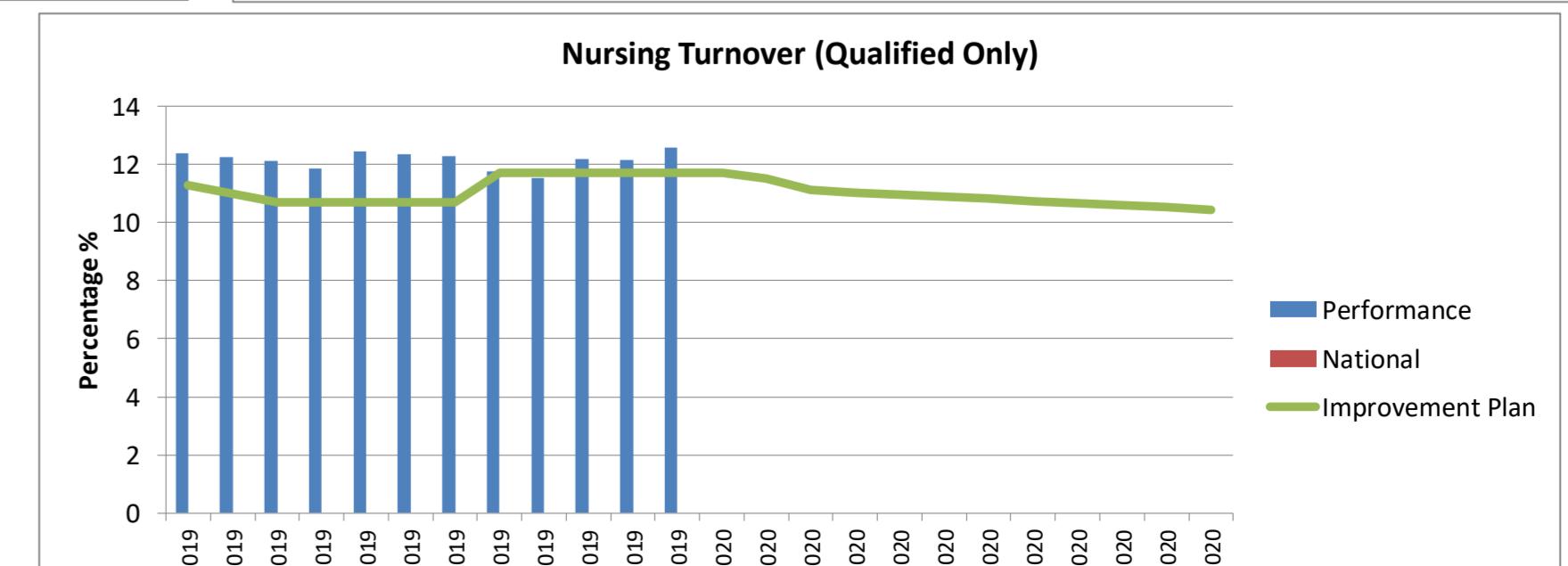
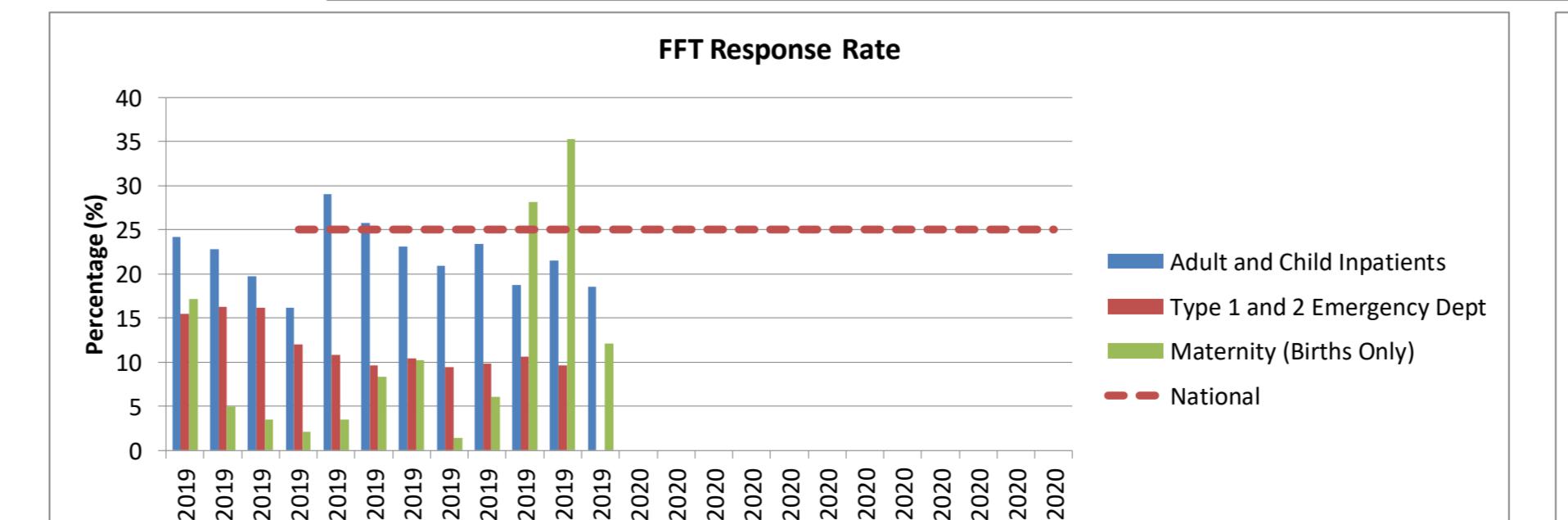
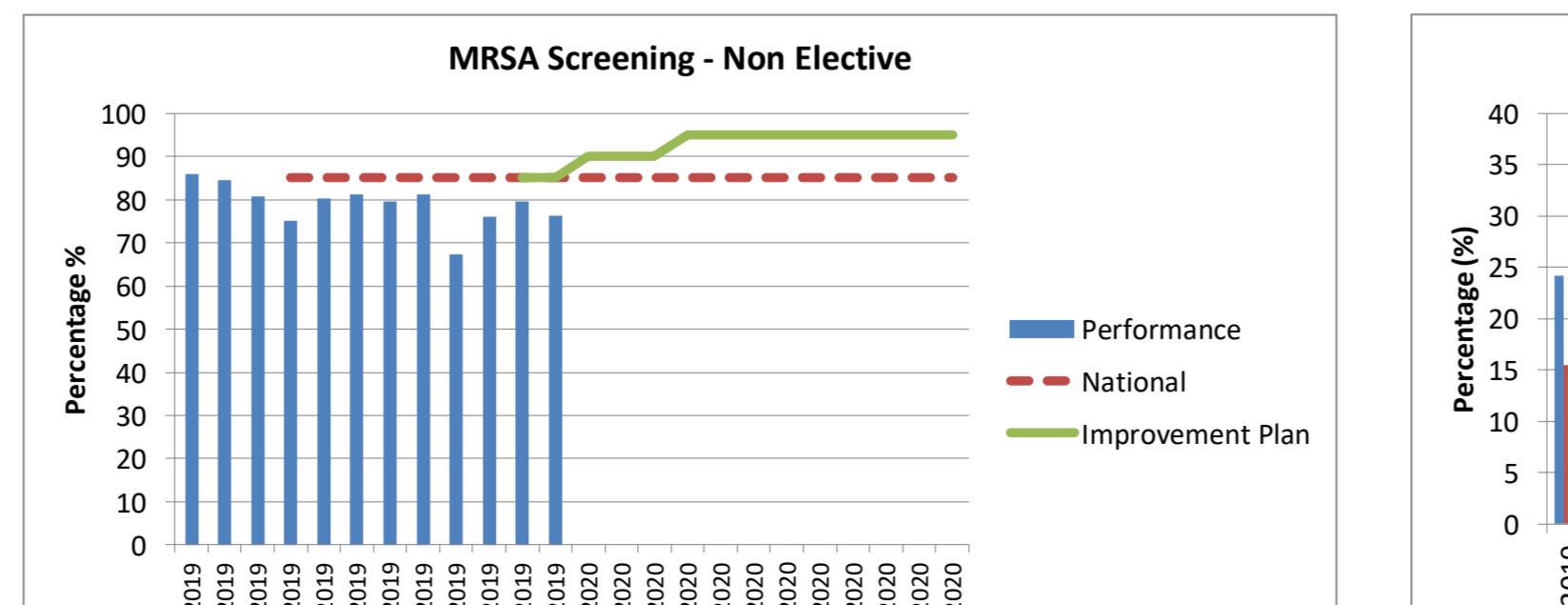
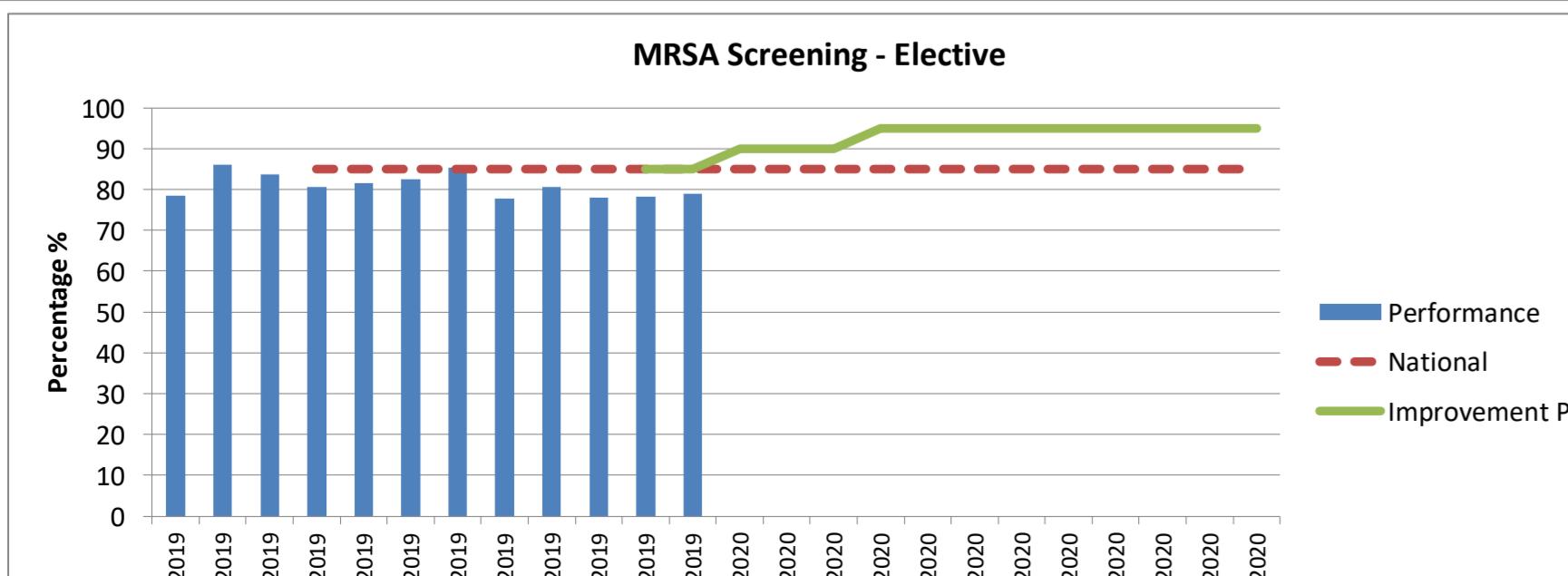
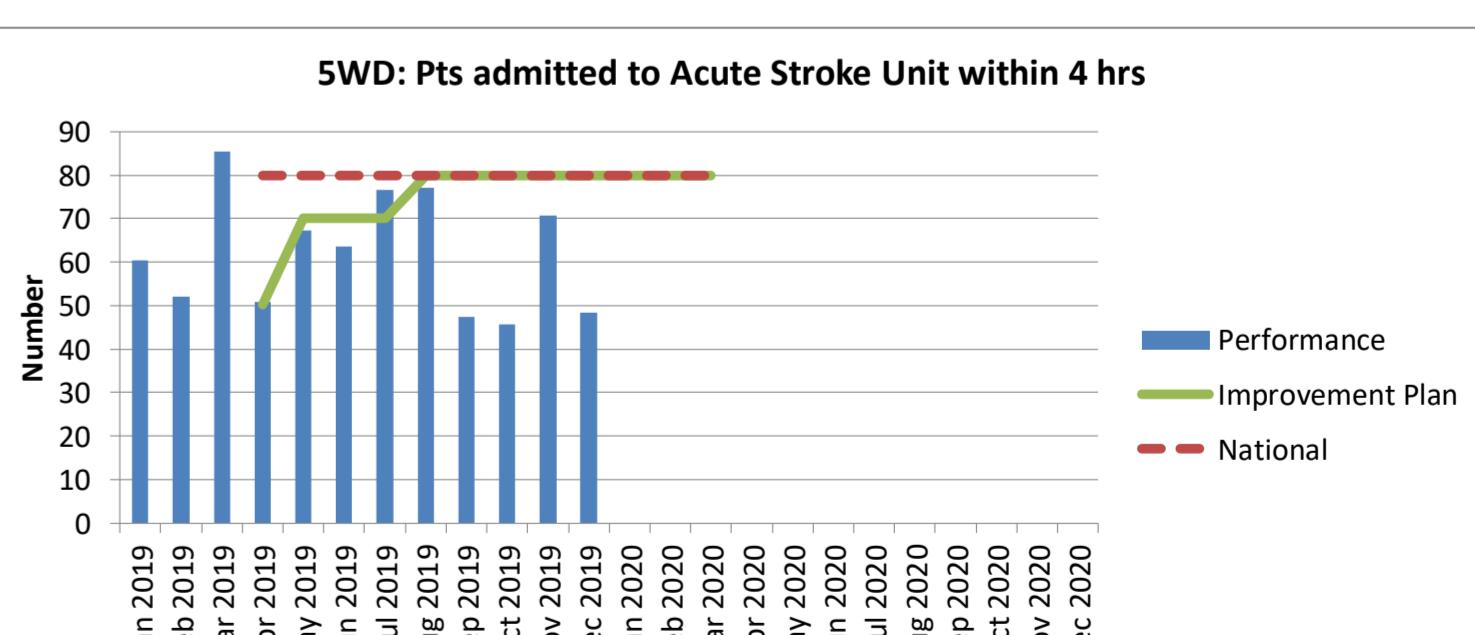
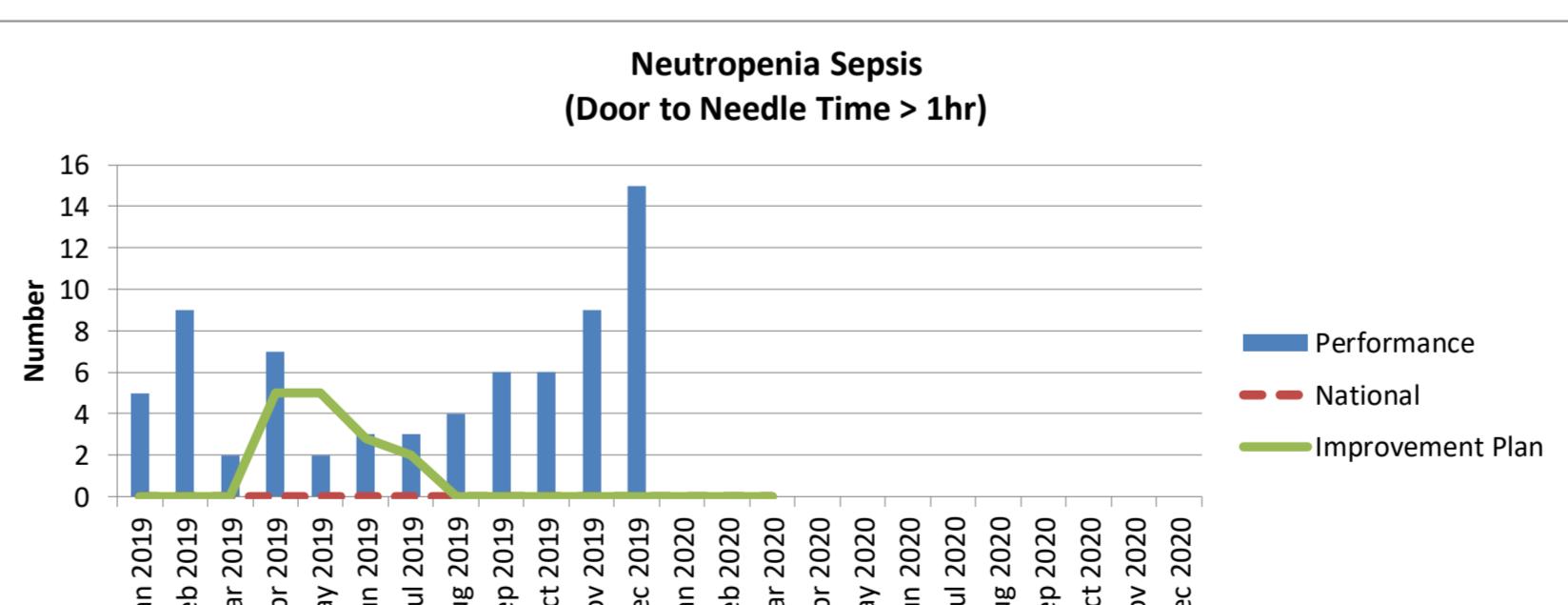
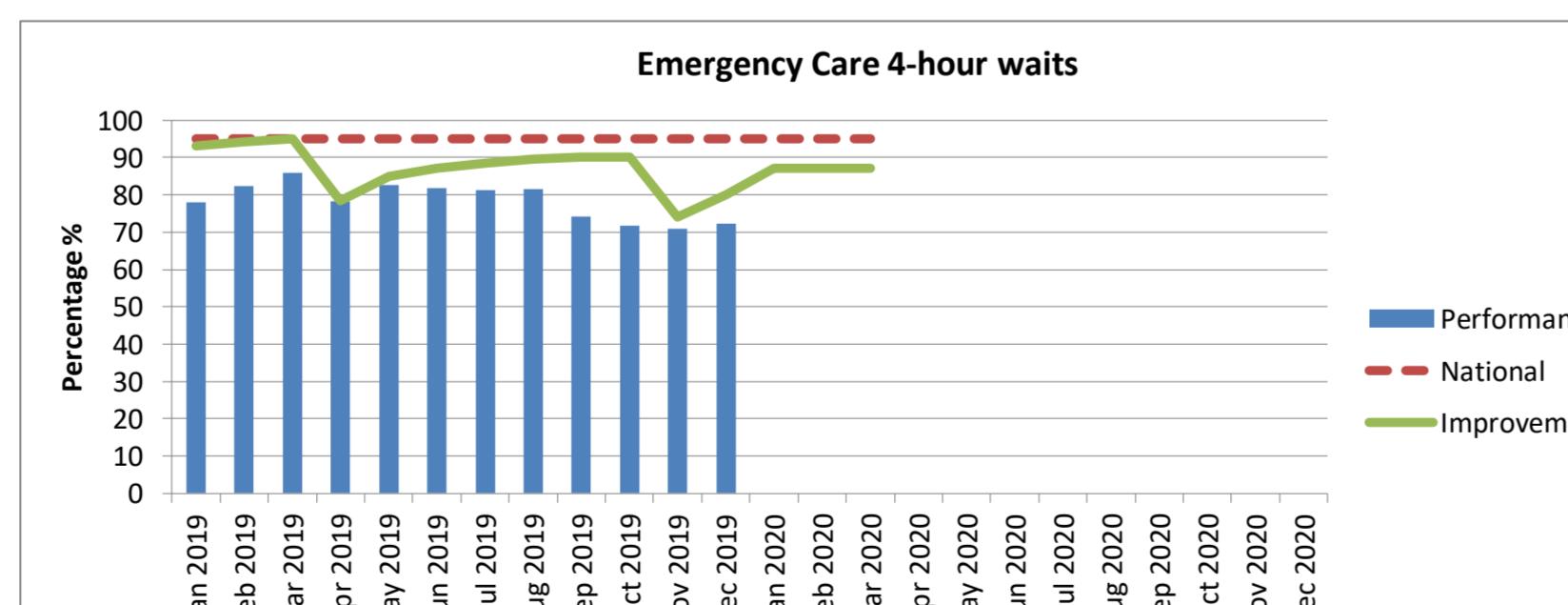
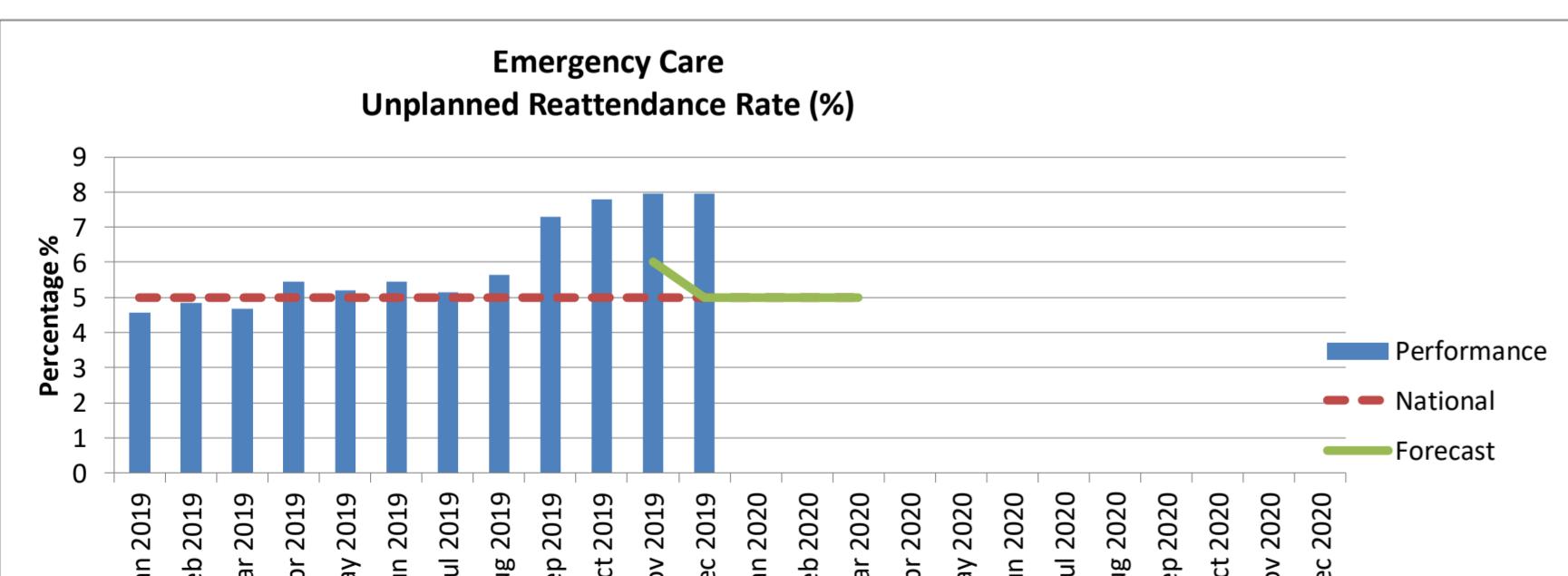
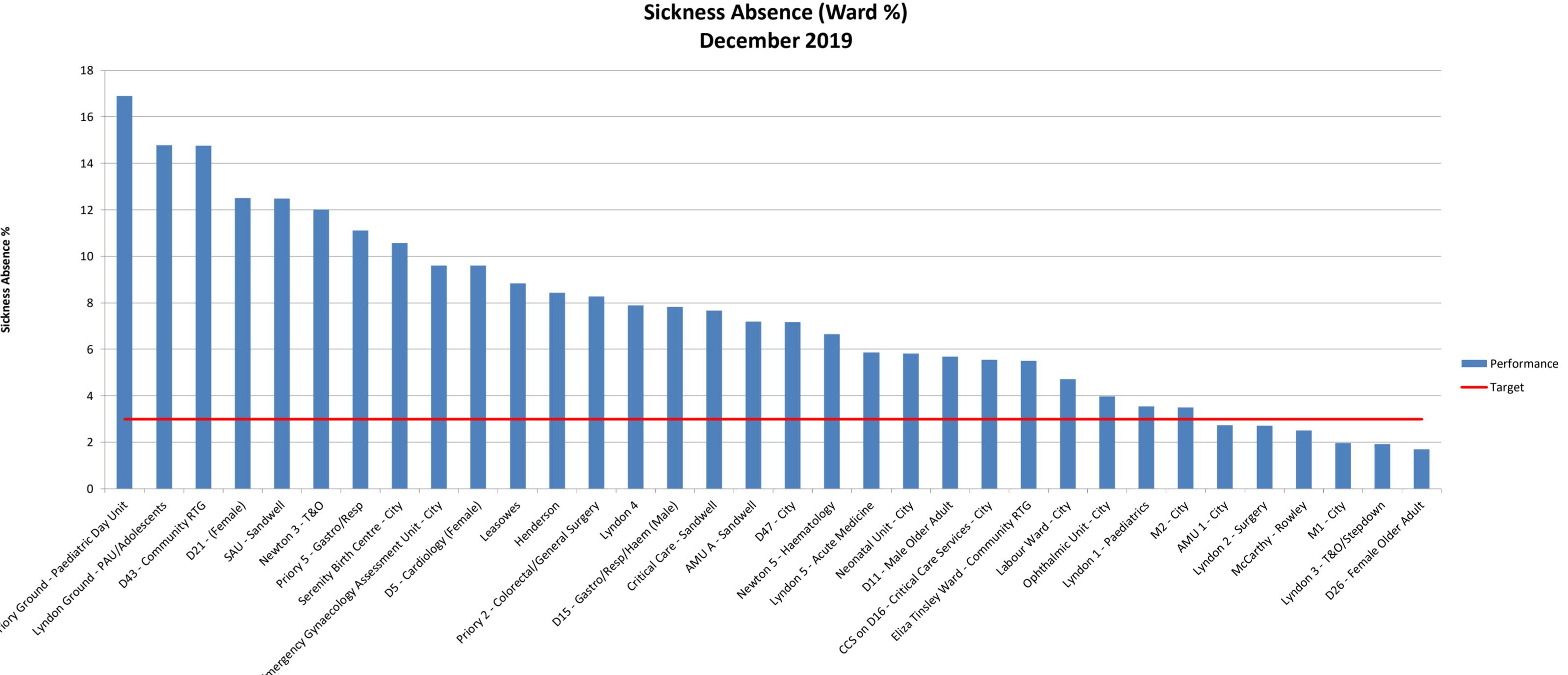
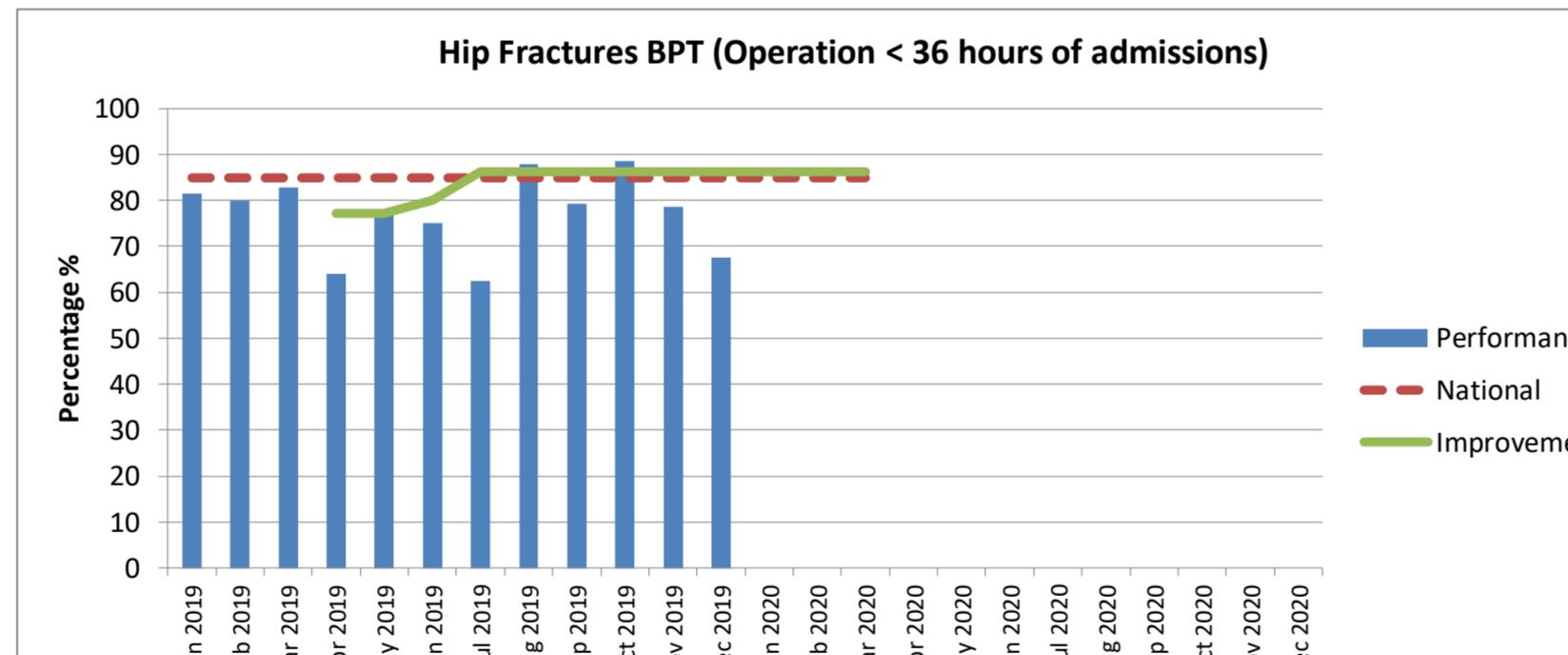
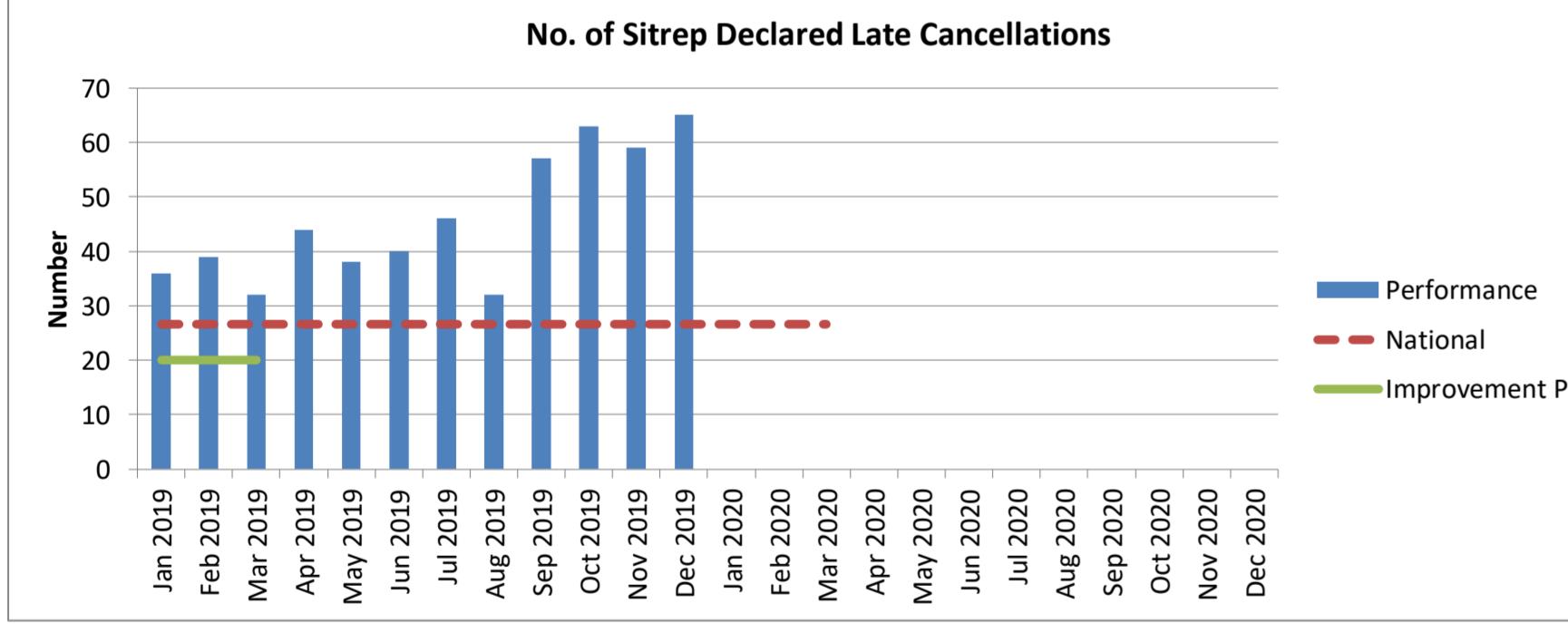
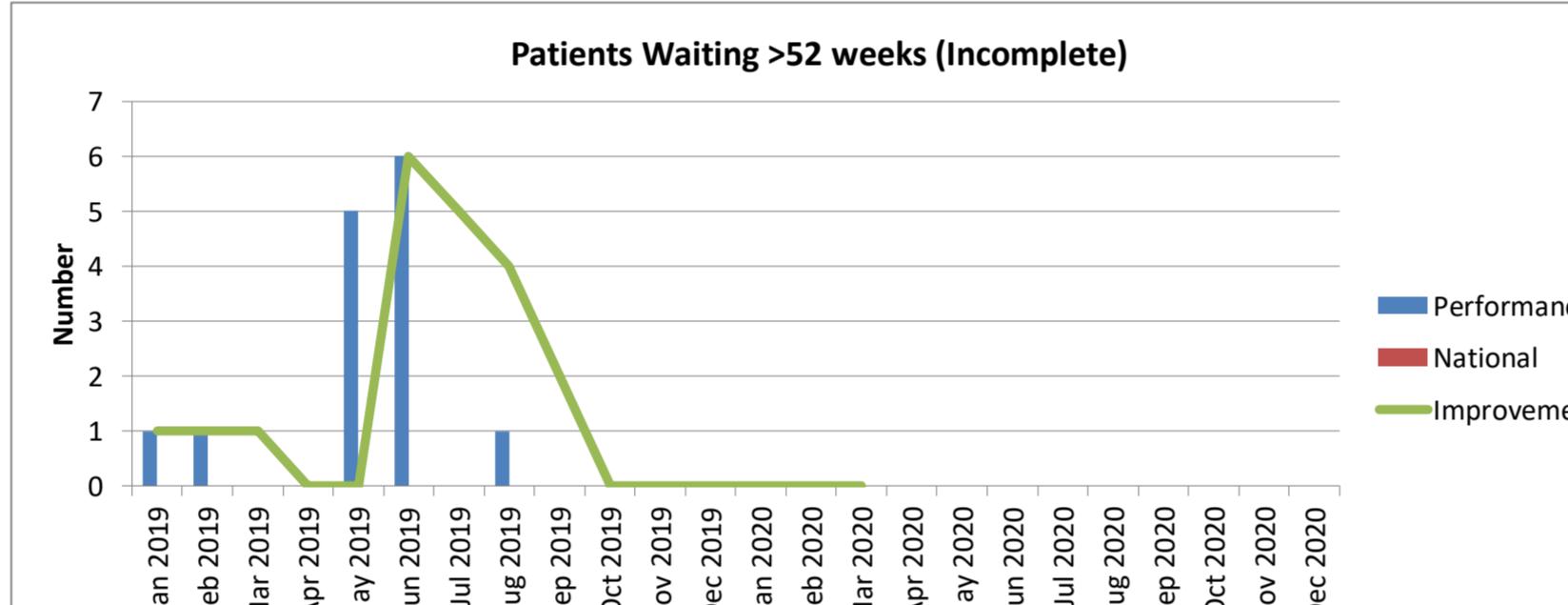
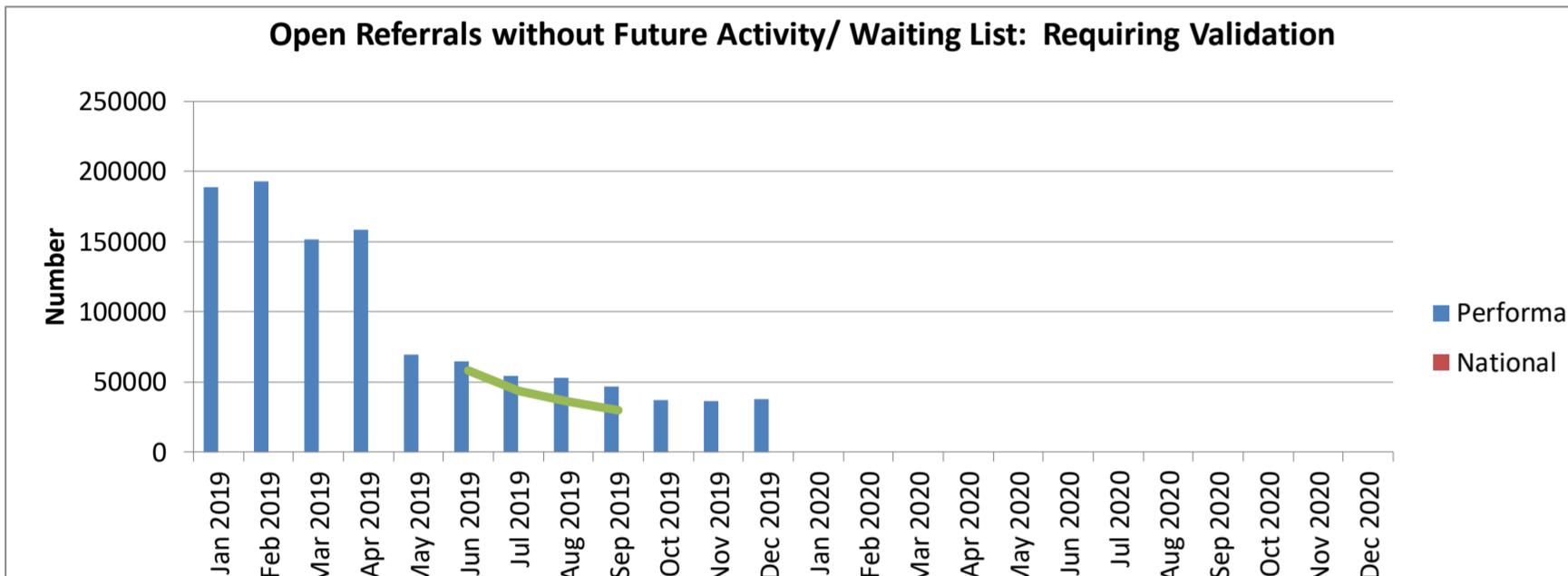
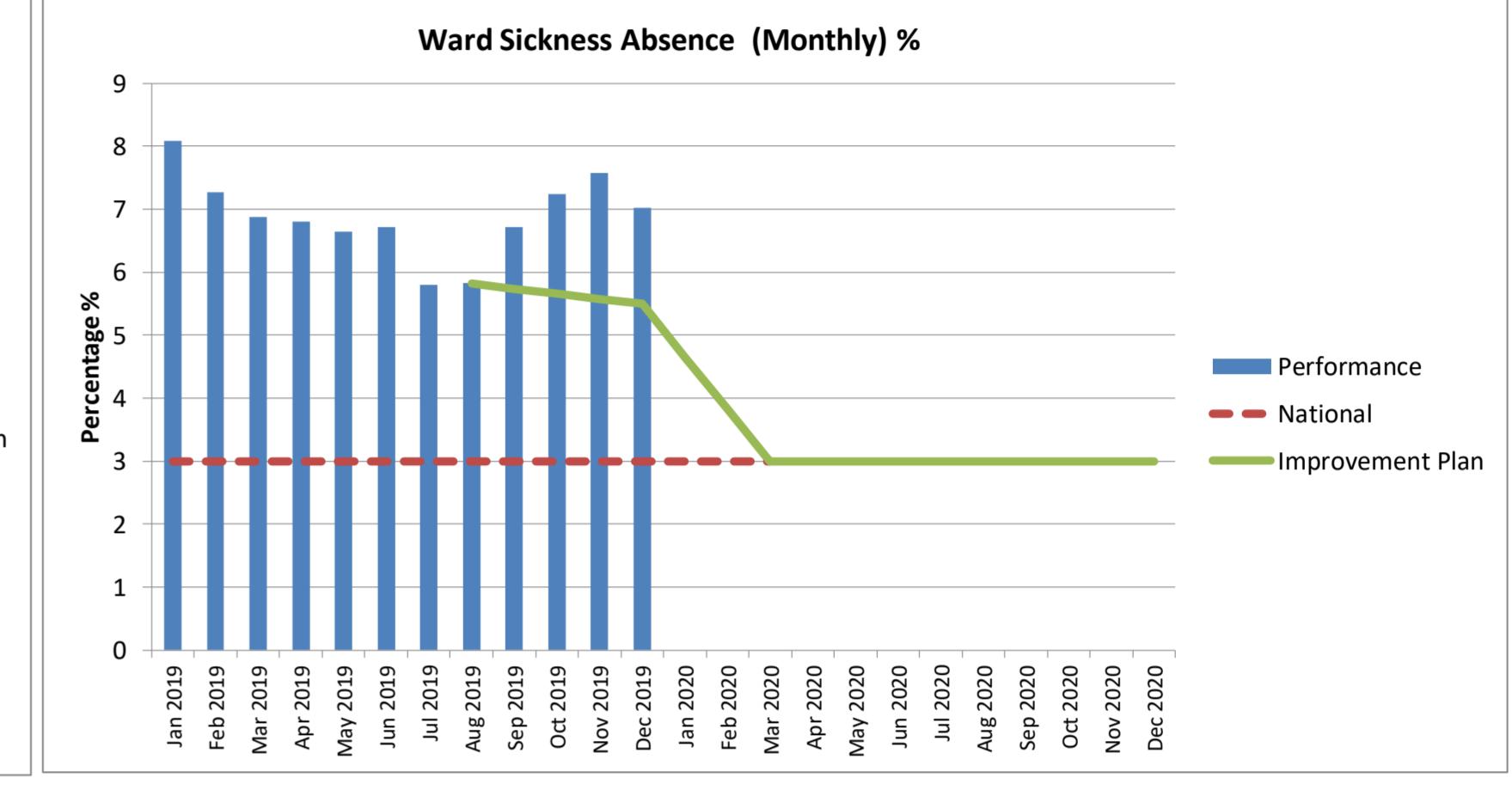
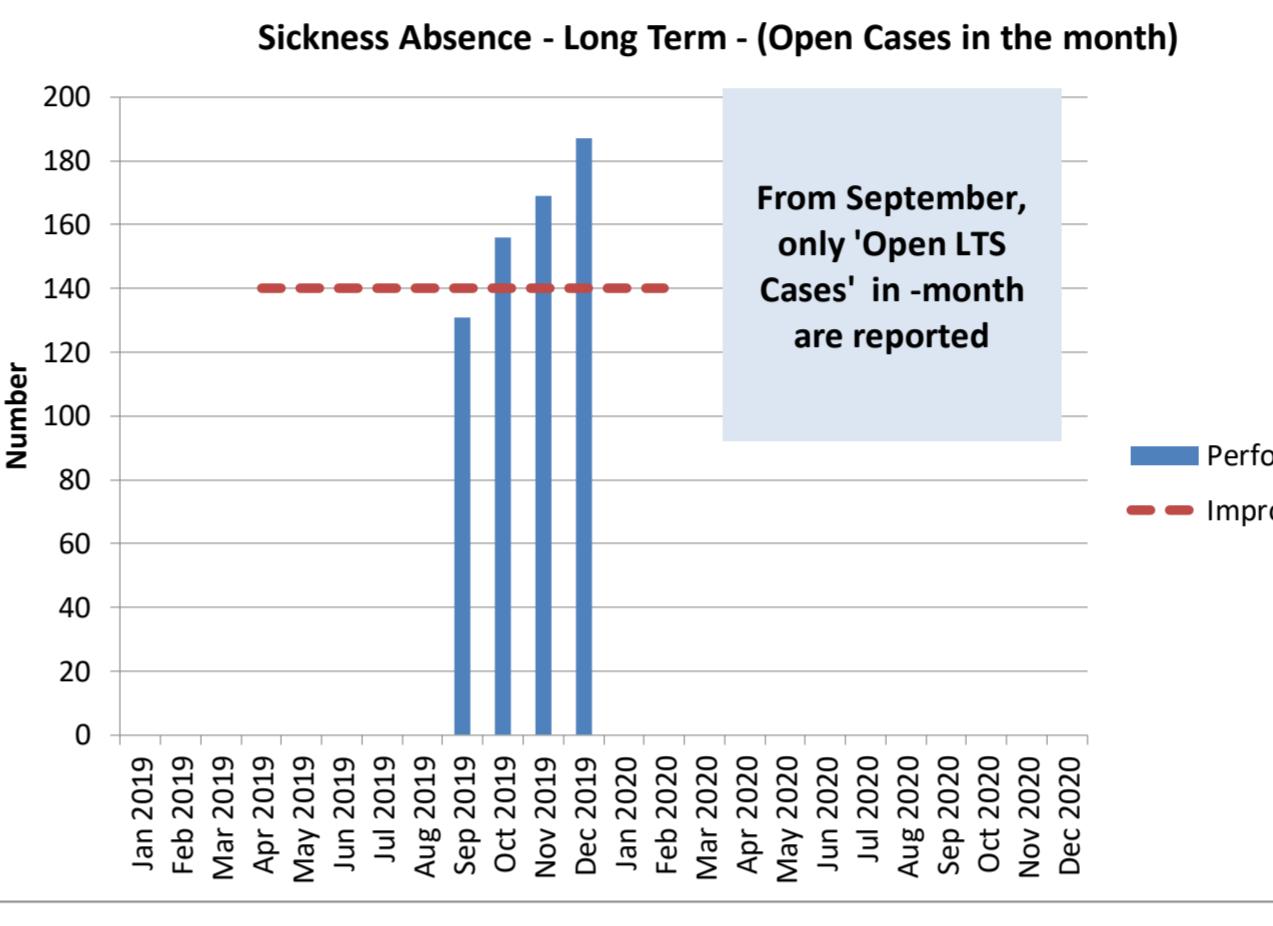
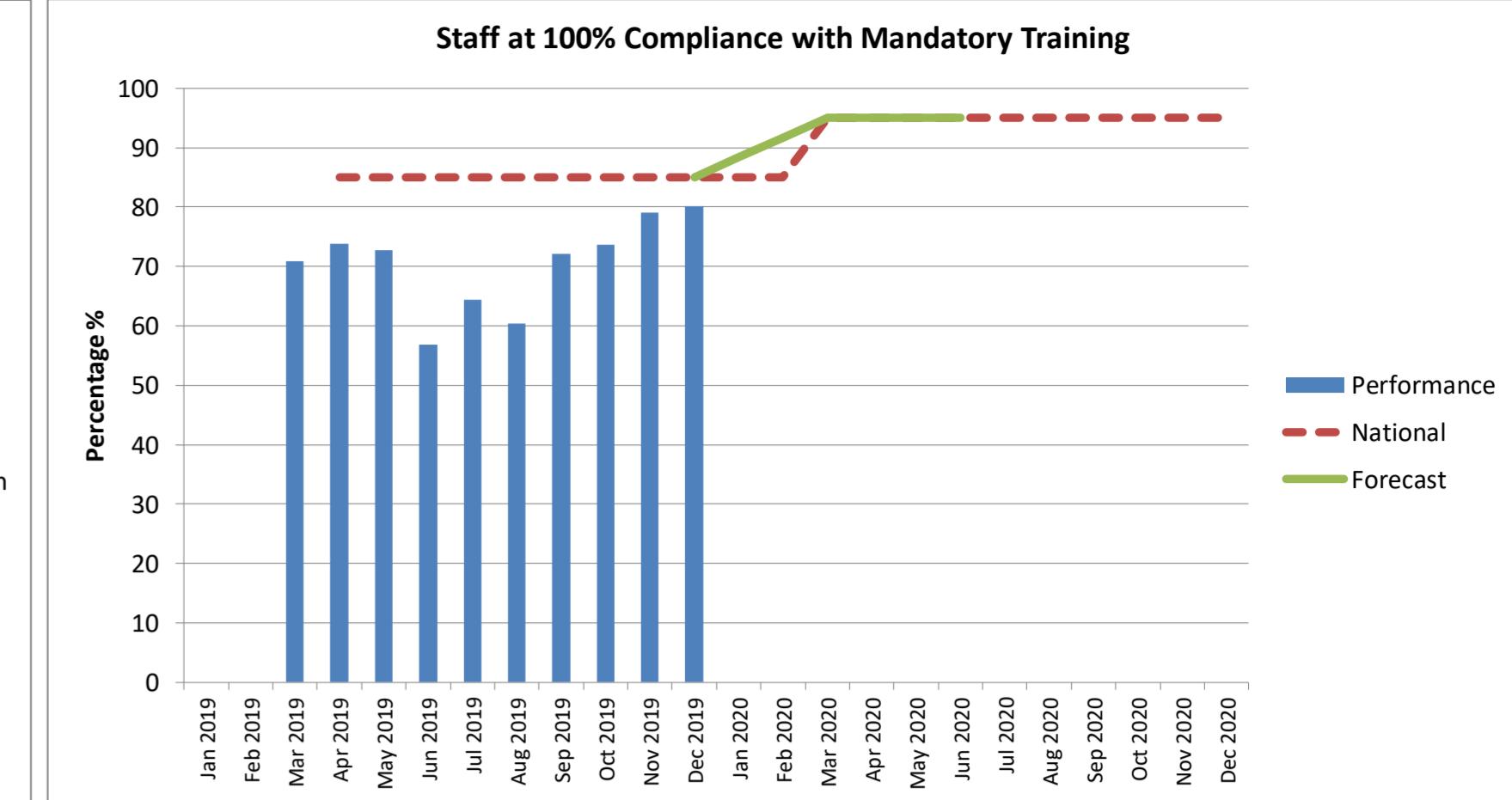
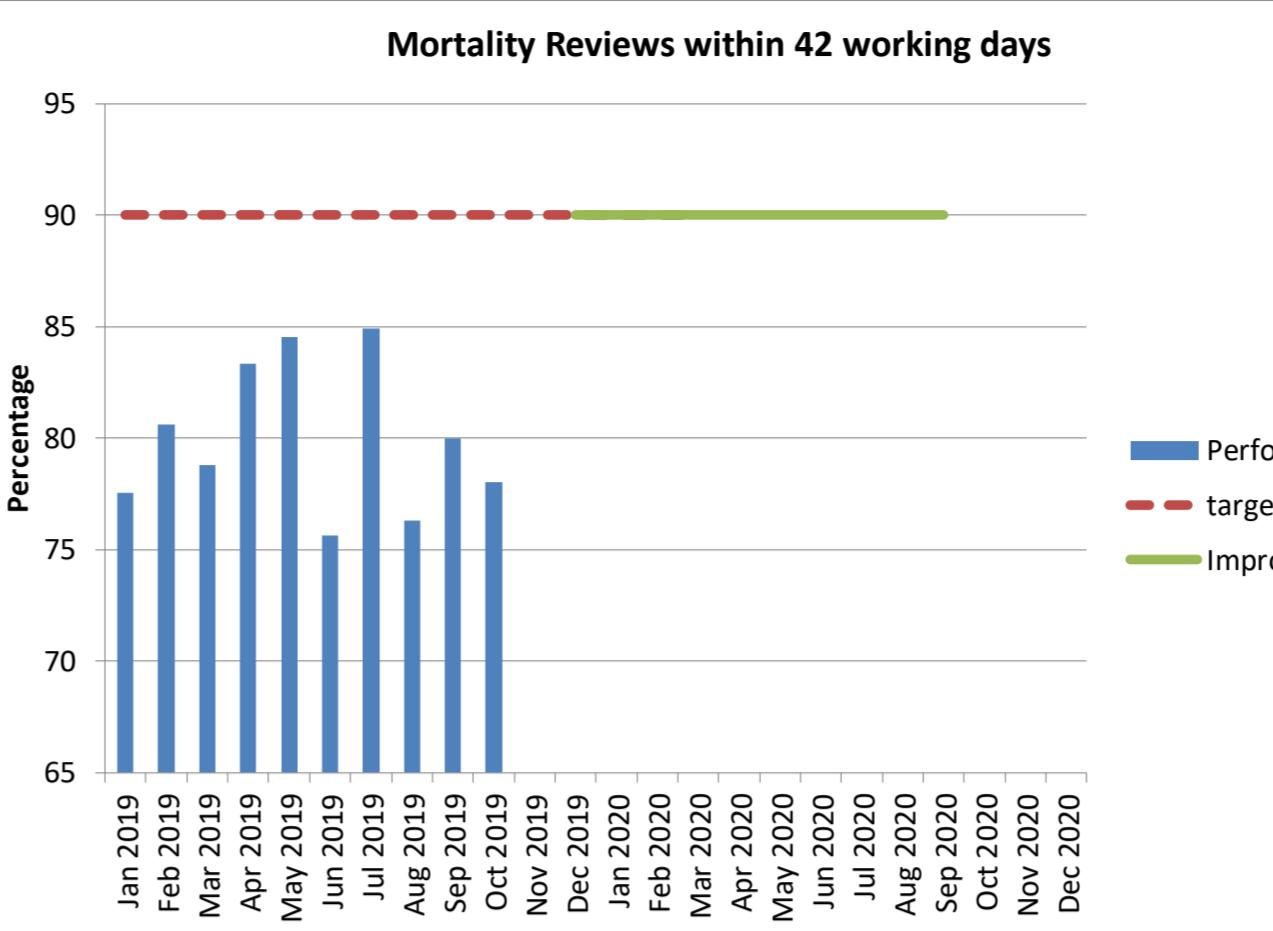
Exec Lead	<u>19</u>	Indicator <i>Note: Some are grouped (two or more indicators)</i>	Standard Expected	Plan in Place	Recovery Expected	Dec Actual Perf	Tracking Planned Monthly Trajectory
Dr DC	1	Mortality Reviews within 42days	90%	✓	Dec-19	78%	X
RG	1	Mandatory Training (staff % where MT 100% complete)	85%/95%	✓	Dec 19 / Mar 20	80.1%	X
	1	Sickness Absence Rate (wards only to 3%, hold the rest)	3%	✓	Mar-20	7.0%	X
	1	Sickness Absence long term cases (Open cases only)	<140	✓	Apr-20	187	X
RB	1	ED	87%	✓	Dec-19	72.2%	X
	1	Treatment Functions below 92% RTT	0	✓	Dec19-May20	91.1%	X
	1	Patients Waiting >52 weeks (Incomplete pathway)	0	✓	Oct-19	0.0%	✓
	1	Acute Diagnostics Waits in Excess of 6-Weeks	99.00%	✓	Nov-19	99.3%	✓
	1	Open Referrals (relevant for improvement)	30,000	✓	Sep-19	32,000	✓
	1	Neck of Femur - to surgery within 36 hours	85%	✓	Jul-19	68.0%	X
	1	Cancellations (20pm)	20	✓	Aug-19	65	X
	1	Cancellations as %age of elective admissions	0.80%	✓	Aug-19	1.8%	X
	1	Patient Bed Moves	220	TBC	Subject to DQ resolution via 'work-stream'		
	1	Stroked Ward Admissions (Within 4 hrs)	80%	✓	Jan-20	48.5%	X
PG	1	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	5%	✓	Dec-19	8.0%	X
	1	Neutropenic Sepsis	100%	✓	Jul-19	62.0%	X
	1	Nursing Turnover (Qualified Only)	10.70%	✓	Jun-21	12.6%	X
PG	1	MRSA Screening (Elective & Non-Elective)	85% / 95%	✓	Apr-20	79% / 76%	X
	1	FFT Response Target (IP, OP, Maternity and A&E)	25%	✓	TBC	18% (IP) / 12.2% (Mat)	X

Notes:

- **December** position continuous to miss monthly trajectories (indicated by a X in the table.)
 - A **review paper** has been submitted to PMC to determine whether the persistent red focus is the best way forward to manage these indicators. Part of the review is a deep-dive into theatre cancellations which will result in key findings identified.
 - However, also worth noting , on the more positive side, is that some indicators may improve quickly e.g. mandatory training and mortality reviews may more easily recovery to planned standards and timings
 - **FFT response rates** imporovement to 25% is being currently assessed as it appears too high for A&E and Maternity areas. New targets to be agreed in conjunction of introducing the new FFT guidance to go live on 1st Apr2020. Rated here as missing trajectory which will be rebased when new targets are agreed.

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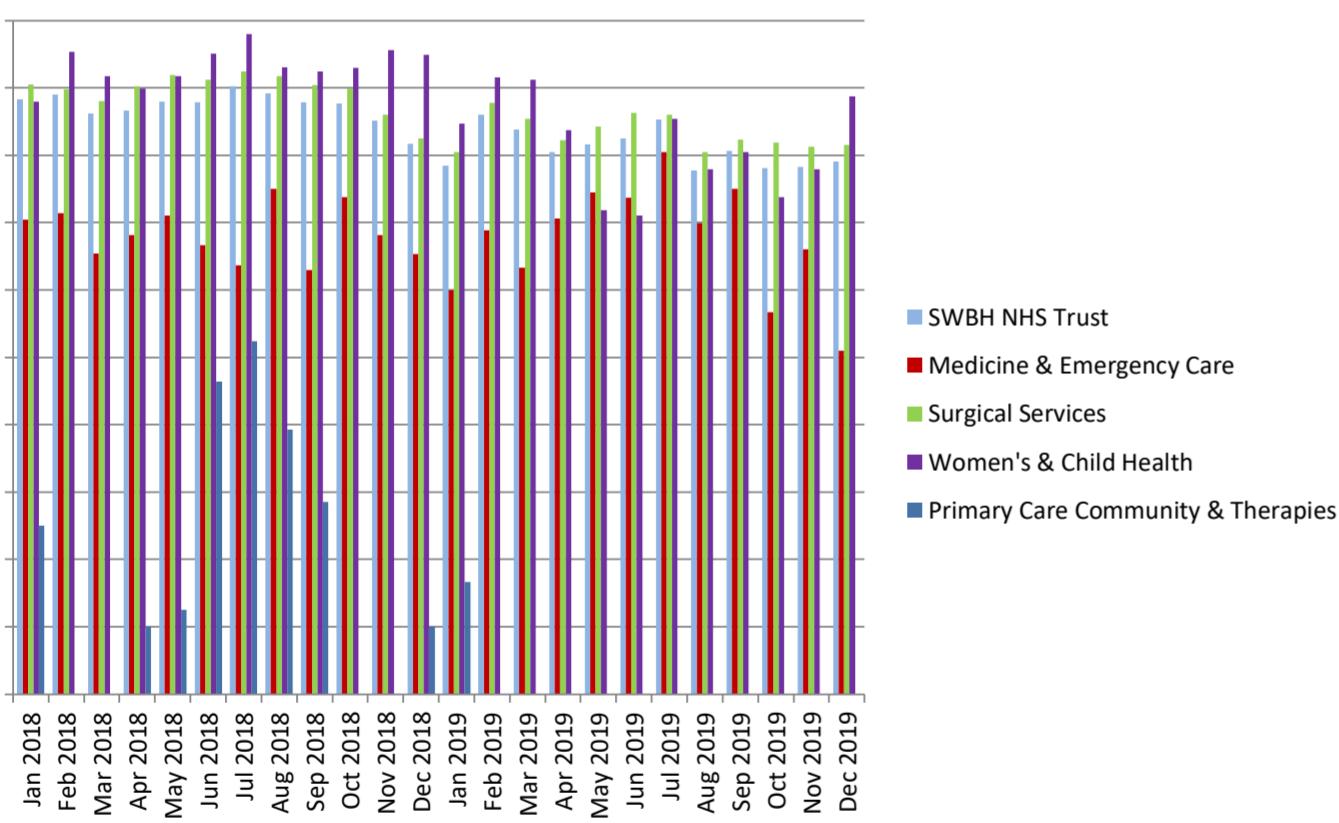
- the graphs are updated for latest available information, however where incomplete this is due to :
 - absence of 'improvement lines' means we are lacking stepped trajectory plans



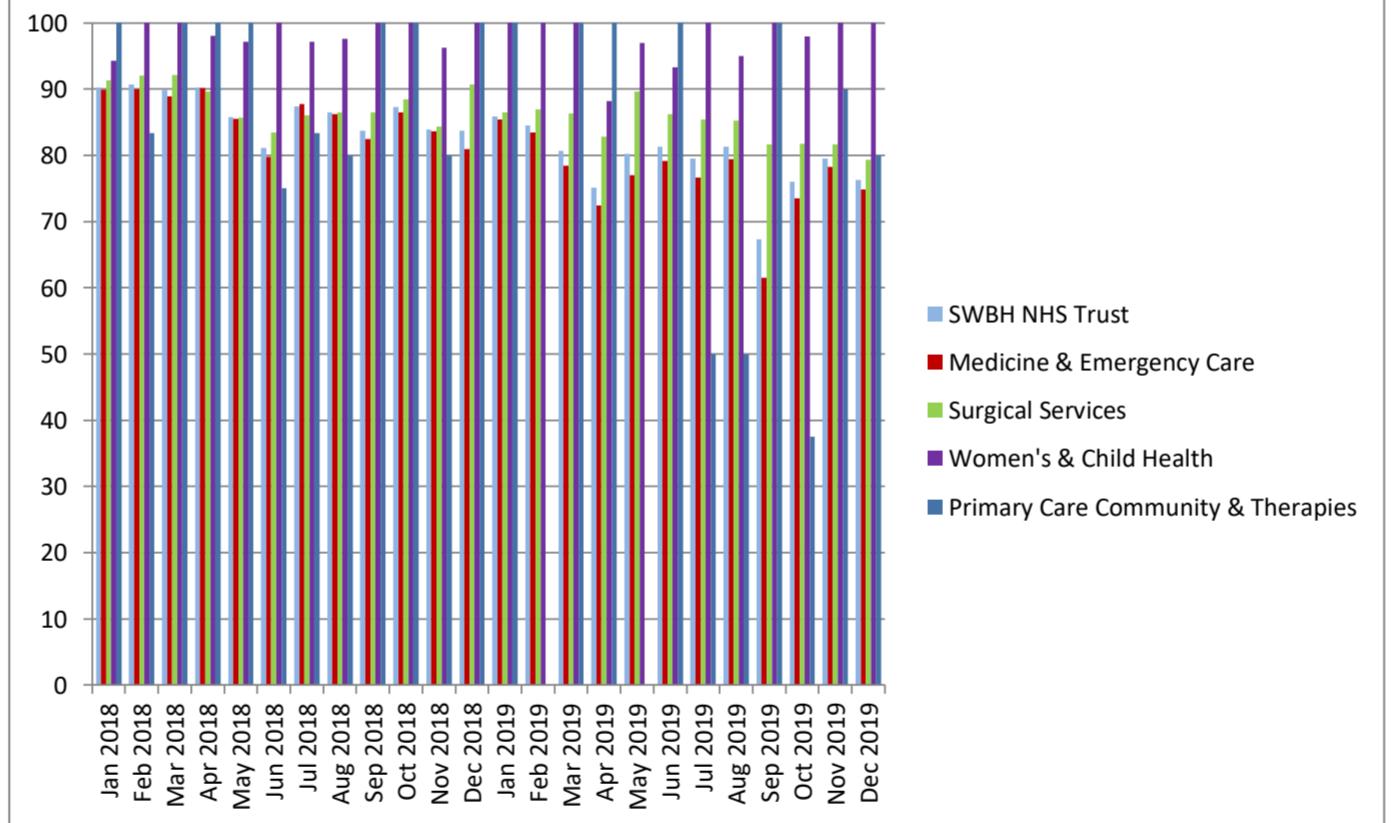
Patient Safety - Infection Control

Data Quality	Reviewed Date	PAF	Indicator	Measure	Trajectory		Data Period	Group						Month	Year To Date	Trend			
					Year	Month		M	SS	W	P	I	PCCT	CO					
			C. Difficile	<= No	41	3.4		Dec 2019	2	0	0			0			2	14	
			MRSA Bacteraemia	<= No	0	0		Dec 2019	0	0	0			0			1	2	
			MSSA Bacteraemia (rate per 100,000 bed days)	<= Rate2	9.42	9.42		Dec 2019									4.8	5.4	
			E Coli Bacteraemia (rate per 100,000 bed days)	<= Rate2	94.9	94.9		Dec 2019									14.3	14.3	
			MRSA Screening - Elective	=> %	85	85		Dec 2019	51	81.6	88.7			0			79.1	80.3	
			MRSA Screening - Non Elective	=> %	85	85		Dec 2019	74.9	79.3	100			80			76.3	77.4	

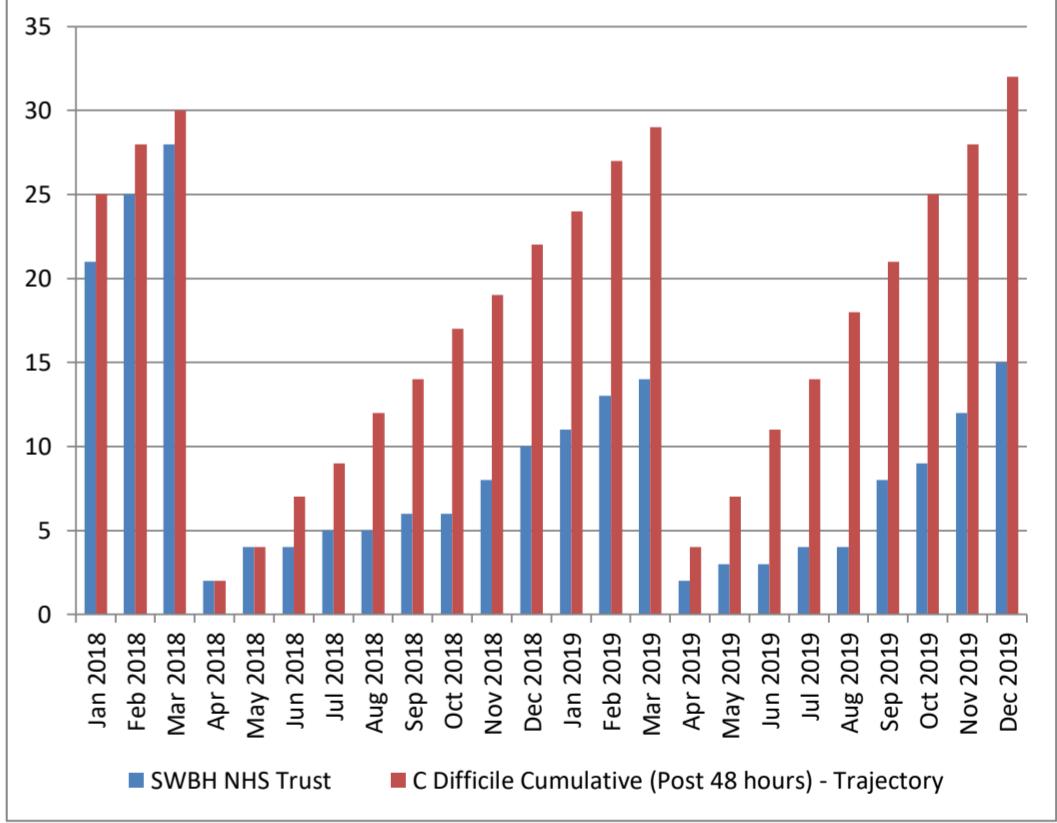
MRSA Screening - Elective



MRSA Screening - Non Elective

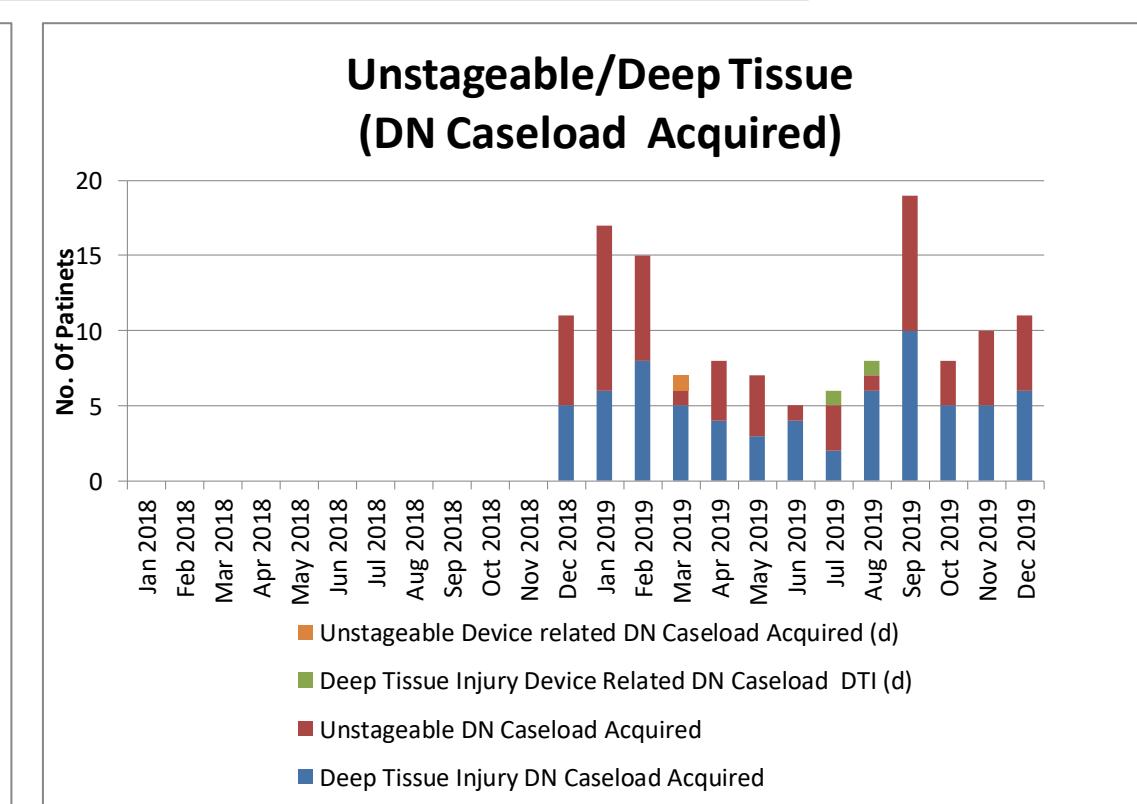
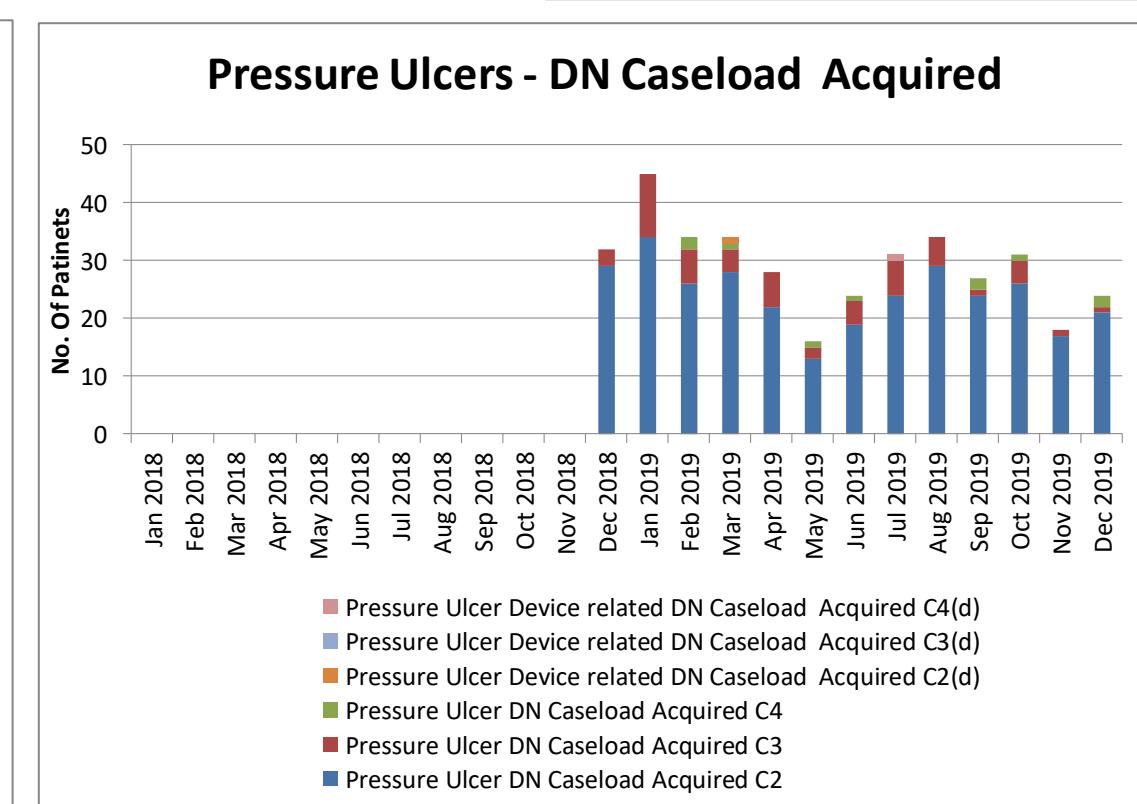
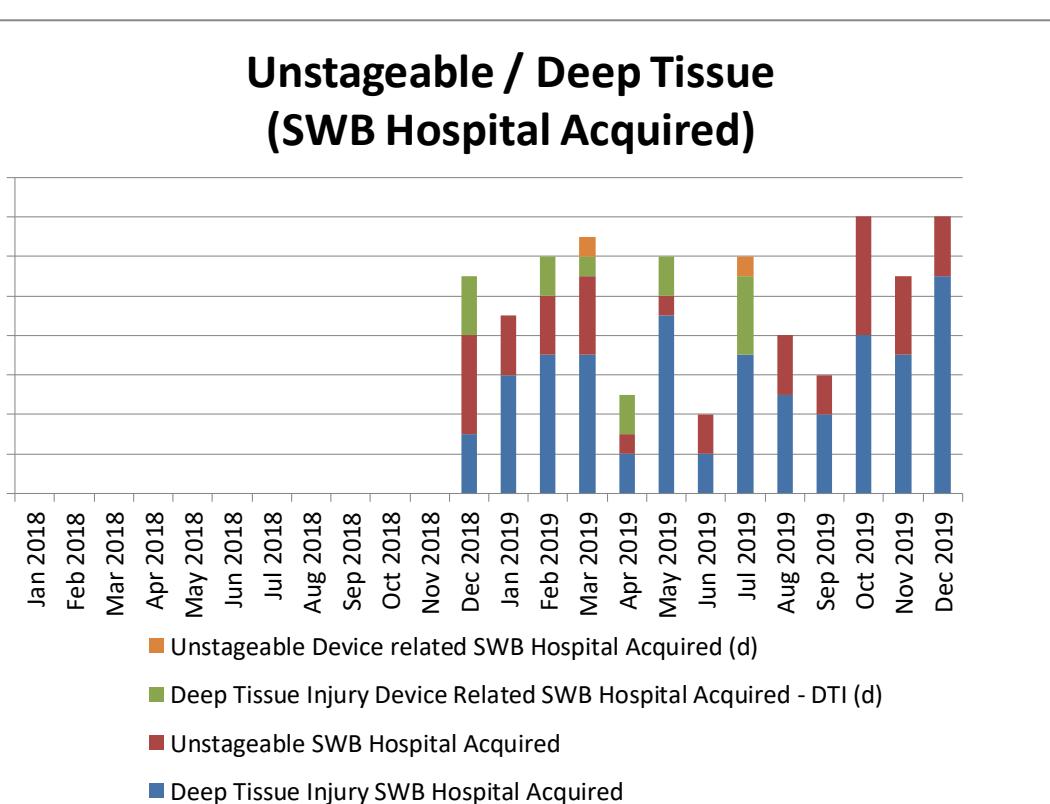
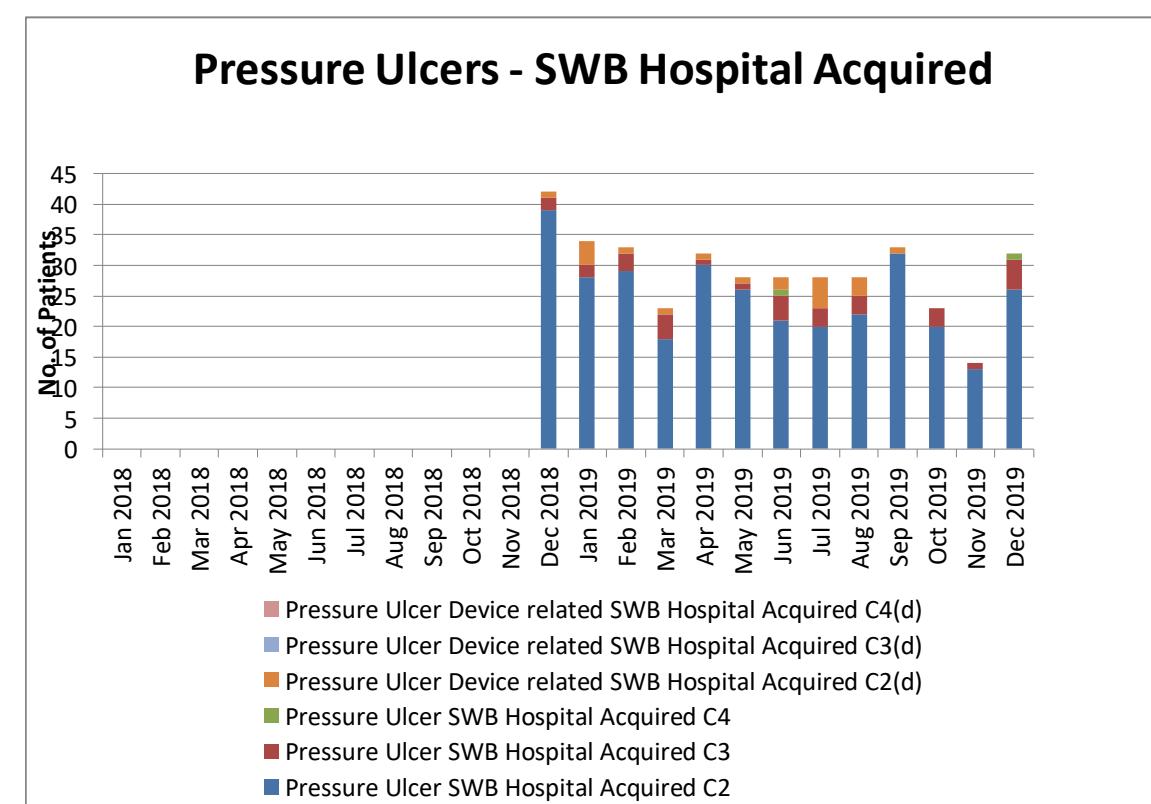
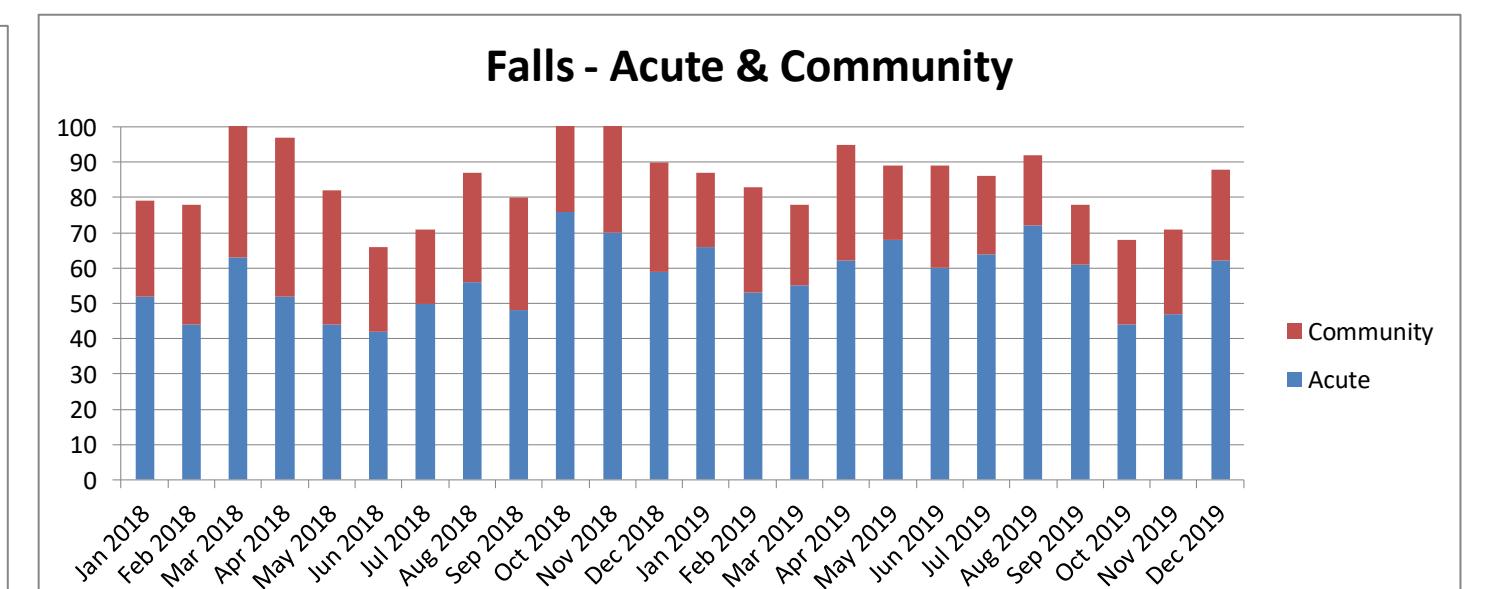
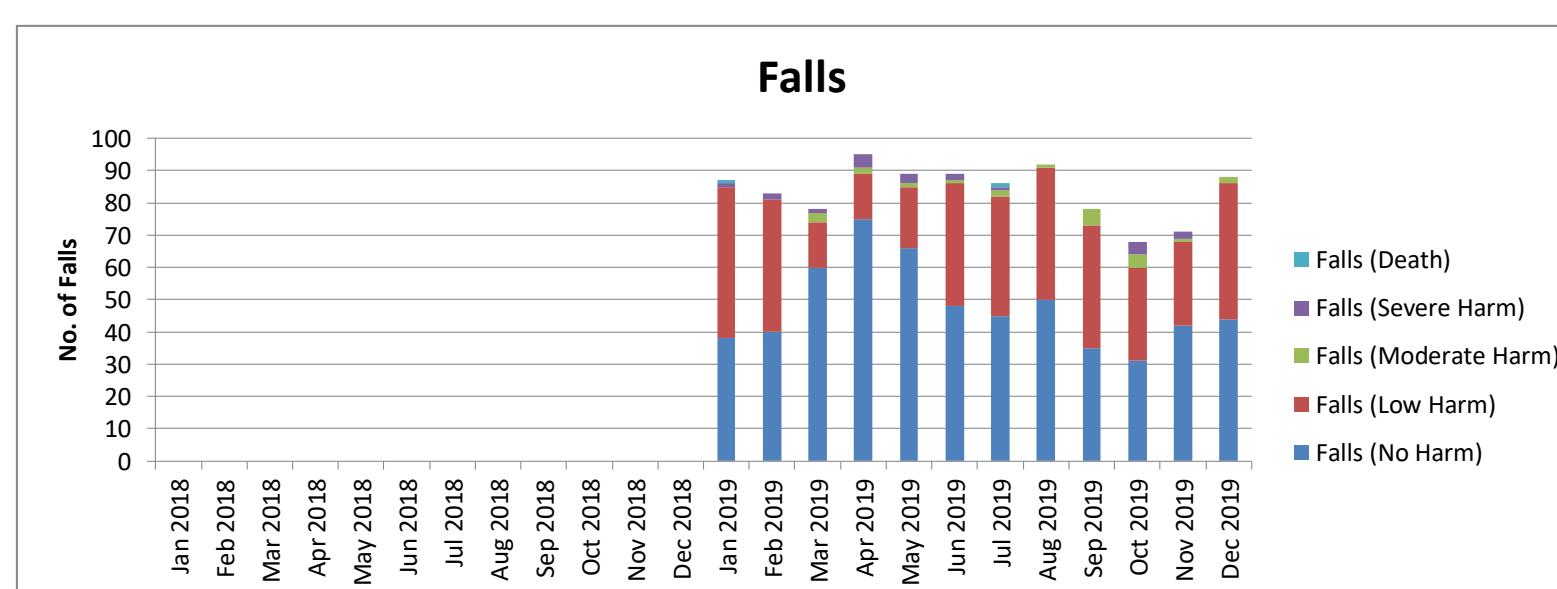
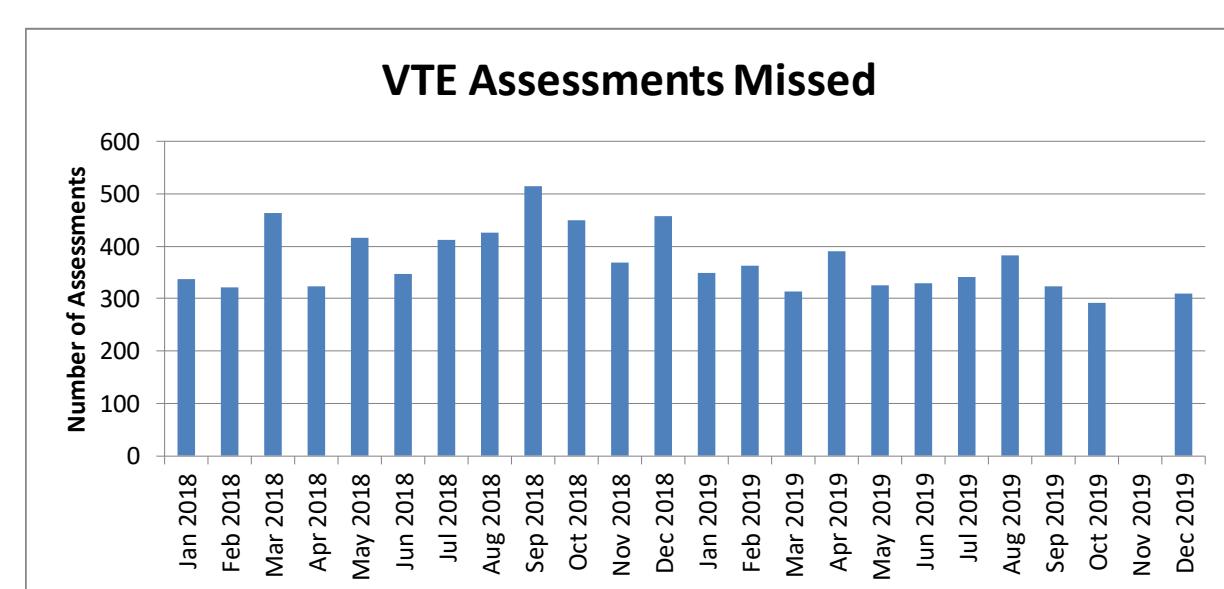


C Diff Infection



Patient Safety - Harm Free Care

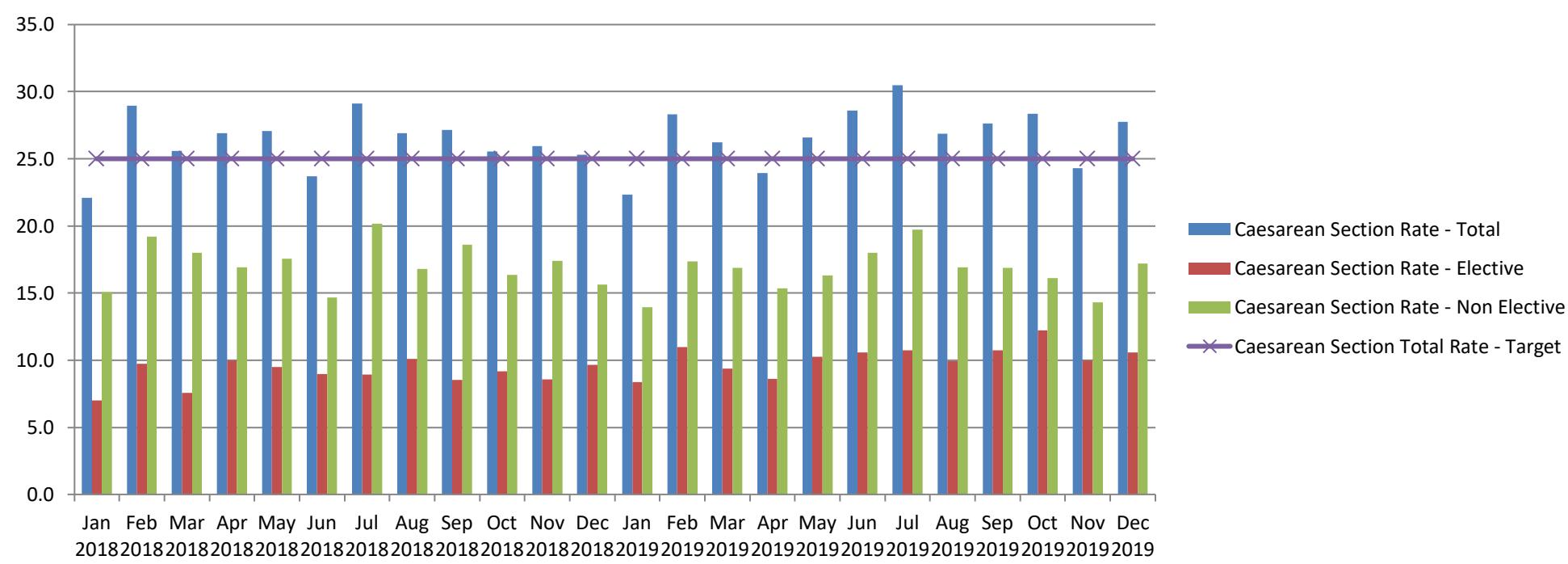
Data Quality	Last review	PAF	Indicator	Measure	Trajectory												Data Period	Group	Month	Year To Date	Trend								
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	D						
			Patient Safety Thermometer - Overall Harm Free Care	=> %	95	95																		Dec 2019		99.3			
			Patient Safety Thermometer - Catheters & UTIs	%			5.0	3.0	3.0	7.0	4.0	3.0	3.0	2.0	7.0	0.0	2.0	4.0	1.0	3.0	6.0	6.0	0.0	4.0	Dec 2019		0.38		
			Number of DOLS raised	No			43	40	49	51	40	29	56	25	39	32	30	34	26	36	37	34	26	36	Dec 2019		36		
			Number of DOLS which are 7 day urgent	No			43	40	49	51	40	29	56	25	39	32	30	34	26	36	37	34	26	36	Dec 2019		36		
			Number of delays with LA in assessing for standard DOLS application	No			4	7	8	6	9	8	2	0	8	5	5	15	6	11	2	4	3	7	Dec 2019		7		
			Number DOLs rolled over from previous month	No			7	9	9	0	0	0	1	15	5	5	5	7	0	4	0	1	1	2	Dec 2019		2		
			Number patients discharged prior to LA assessment targets	No			11	11	25	29	18	16	30	21	19	19	22	17	11	23	20	22	13	22	Dec 2019		22		
			Number of DOLs applications the LA disagreed with	No			6	2	4	2	5	2	2	4	3	1	1	1	0	2	2	0	1	0	Dec 2019		0		
			Number patients cognitively improved regained capacity did not require LA assessment	No			2	0	0	0	0	0	0	21	0	4	0	4	3	0	0	0	0	0	Dec 2019		0		
	Apr-19		Falls	<= No	804	67	71	87	80	101	110	90	87	83	78	95	89	89	86	92	78	68	71	88	Dec 2019		88		
	Apr-19		Falls - Death or Severe Harm	<= No	0	0	1	0	0	5	3	-	2	2	1	4	3	2	2	0	0	4	2	0	Dec 2019		0		
			Falls Per 1000 Occupied Bed Days	<= Rate1	5	5	-	-	-	-	5.026	-	-	-	4.404	4.2	3.967	3.8	4.32	3.776	2.984	3.224	3.8	Dec 2019		3.8			
	Apr-19		Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	11	4	10	13	26	42	34	33	23	37	28	28	28	28	33	23	14	32	Dec 2019		32		
	Apr-19		Pressure Ulcers per 1000 Occupied Bed Days	Rate1			0.389	0.233	0.53	0.578	1.167	2.368	1.521	1.585	1.056	1.715	1.369	1.338	1.211	1.271	1.539	0.968	0.61	1.321	Dec 2019		1.321		
	Apr-19		Pressure Ulcer DN Caseload Acquired - Total	<= No	0	0	1	1	1	7	37	32	45	34	34	36	16	24	31	35	27	31	18	25	Dec 2019		25		
			Pressure Ulcer Present on Admission to SWBH	<= No	0	0	-	-	-	-	-	129	99	96	198	130	141	132	87	85	78	95	88	Dec 2019		88			
			Venous Thromboembolism (VTE) Assessments	=> %	95	95																		Dec 2019		95.9			
	Apr-19		WHO Safer Surgery - Audit - 3 sections (% pts where all sections complete)	=> %	100	100																		Dec 2019		100.0			
	Apr-19		WHO Safer Surgery - brief (% lists where complete)	=> %	100	100																		Dec 2019		100.0			
	Apr-19		WHO Safer Surgery - Audit - brief and debrief (% lists where complete)	=> %	100	100																		Dec 2019		99.3			
			Never Events	<= No	0	0	0	0	2	0	1	0	0	0	0	1	1	1	0	0	0	0	0	Dec 2019		0			
			Medication Errors causing serious harm	<= No	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	1	0	0	0	Dec 2019		0			
			Serious Incidents	<= No	0	0	6	3	1	9	4	6	1	7	6	3	3	12	32	12	11	17	11	7	Dec 2019		7		
			Open Central Alert System (CAS) Alerts	<= No			12	15	14	14	15	16	18	20	19	15	15	4	9	8	11	12	10	12	Dec 2019		12		
			Open Central Alert System (CAS) Alerts beyond deadline date	No	0	0	2	4	4	4	5	5	5	5	8	6	7	3	6	5	6	7	2	1	Dec 2019		1		



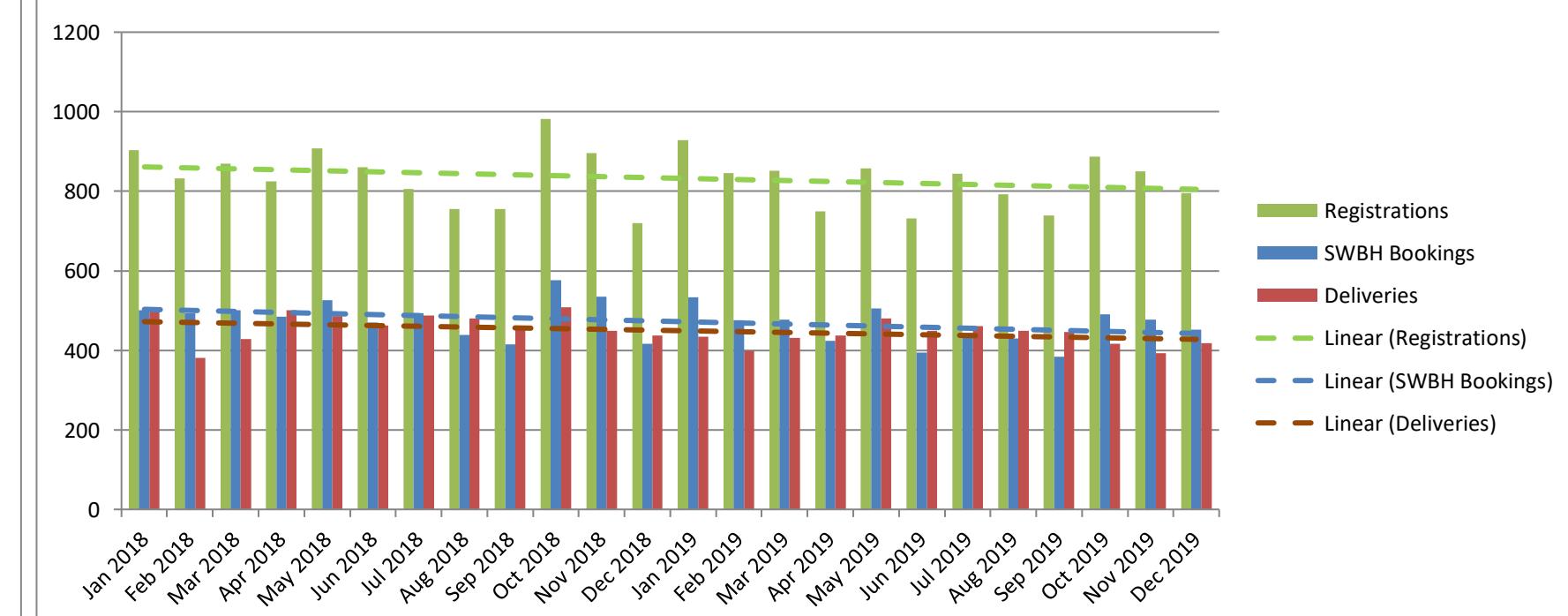
Patient Safety - Obstetrics

Data Quality	Last review	PAF	Indicator	Measure	Trajectory 2016-2017		Previous Months Trend (since Jul 2018)												Data Period	Month	Year To Date	Trend						
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
			Caesarean Section Rate - Total	<= %	25.0	25.0																			Dec 2019	27.8	27.2	
			Caesarean Section Rate - Elective	<= %			9	10	9	9	9	10	8	11	9	9	10	11	11	10	11	12	10	11	Dec 2019	10.6	10.4	
			Caesarean Section Rate - Non Elective	<= %			20	17	19	16	17	16	14	17	17	15	16	18	20	17	17	16	14	17	Dec 2019	17.2	16.8	
			Maternal Deaths	<= No	0	0																			Dec 2019	0	1	
			Post Partum Haemorrhage (>2000ml)	<= No	48	4																			Dec 2019	1	24	
			Admissions to Neonatal Intensive Care (Level 3)	<= %	10.0	10.0																			Dec 2019	0.24	1.37	
			Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0																			Dec 2019	7.18	5.82	
	Apr-19		Stillbirth Rate (Corrected) (per 1000 babies)	Rate1			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	4.78	Dec 2019	4.79	4.56	
	Apr-19		Neonatal Death Rate (Corrected) (per 1000 babies)	Rate1			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	2.39	Dec 2019	2.39	1.27	
			Early Booking Assessment (<12 + 6 weeks) - SWBH Specific	=> %	85.0	85.0																			Dec 2019	94.4	92.5	
			Early Booking Assessment (<12 + 6 weeks) - National Definition	=> %	90.0	90.0																			Dec 2019	147.7	138.8	
			Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0																			Dec 2019	83.78	81.01	
	Apr-19		Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%)	<= %			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	0.5	Dec 2019	0.47	1.00	
	Apr-19		Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	<= %			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	0.5	Dec 2019	0.47	0.85	
	Apr-19		Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	<= %			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	0.0	Dec 2019	0.00	0.26	

Caesarean Section Rate (%)

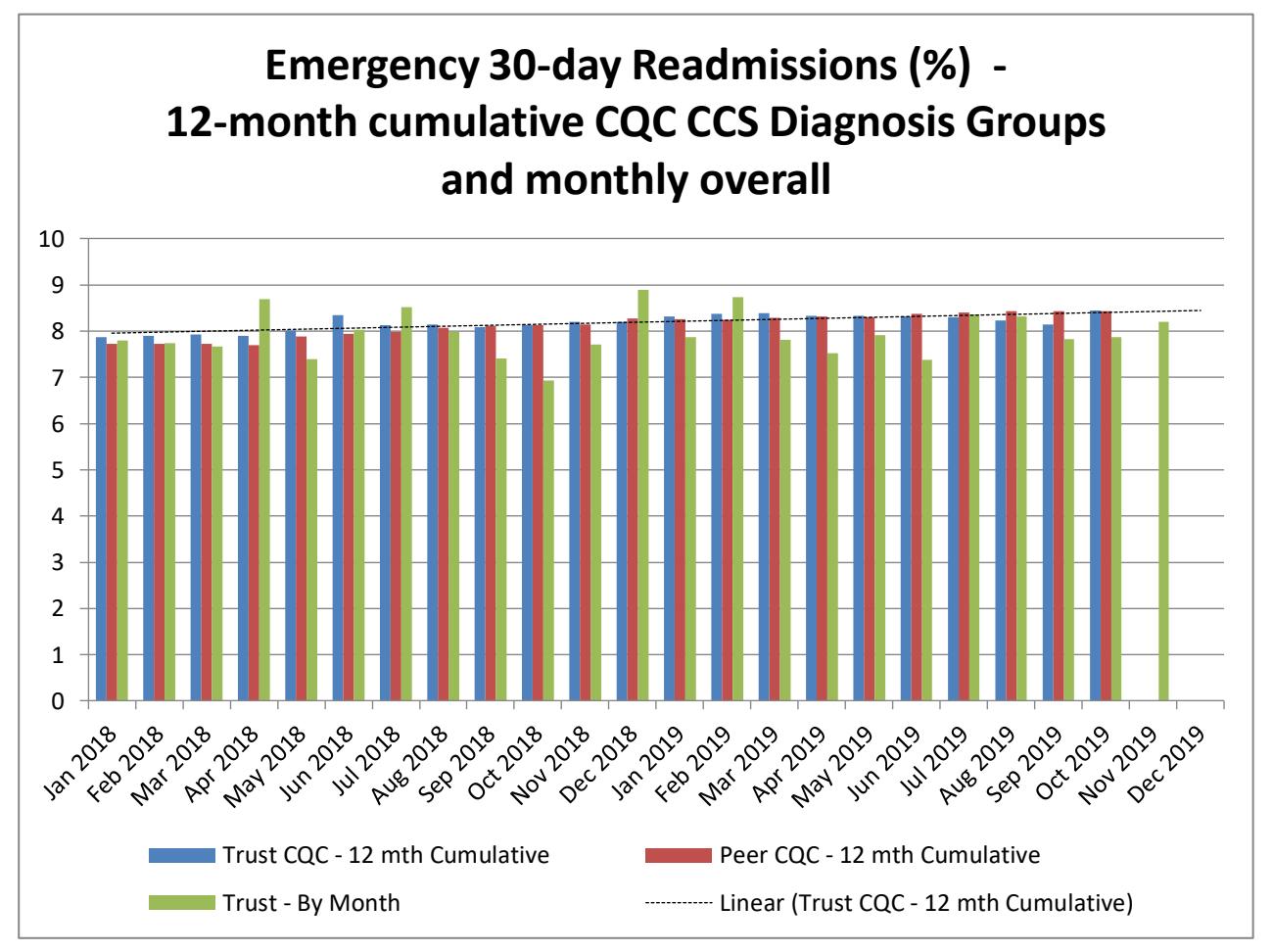
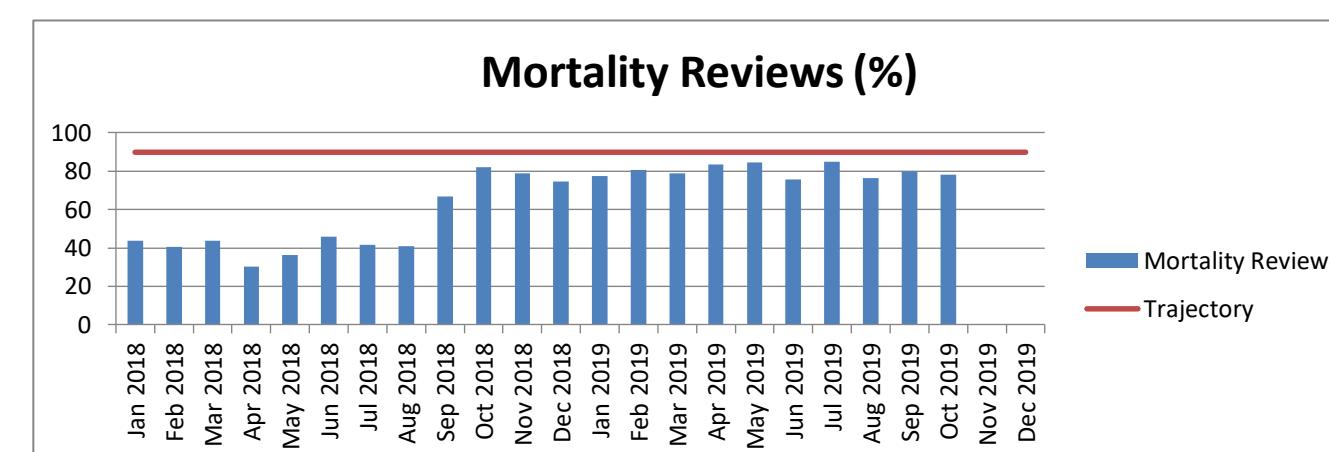
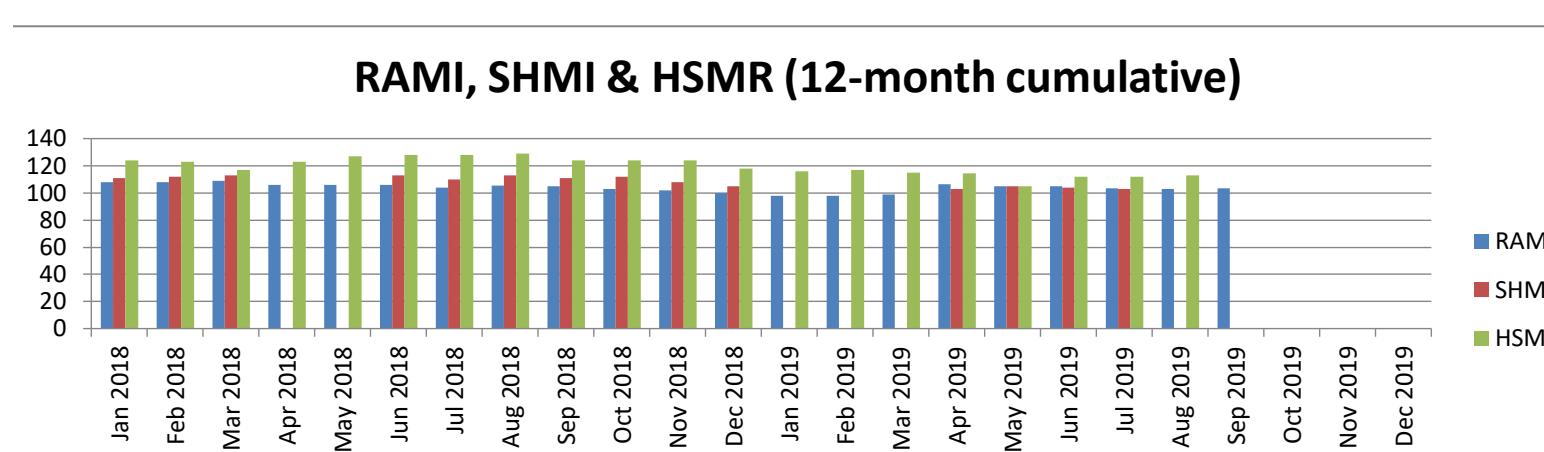


Registrations & Deliveries



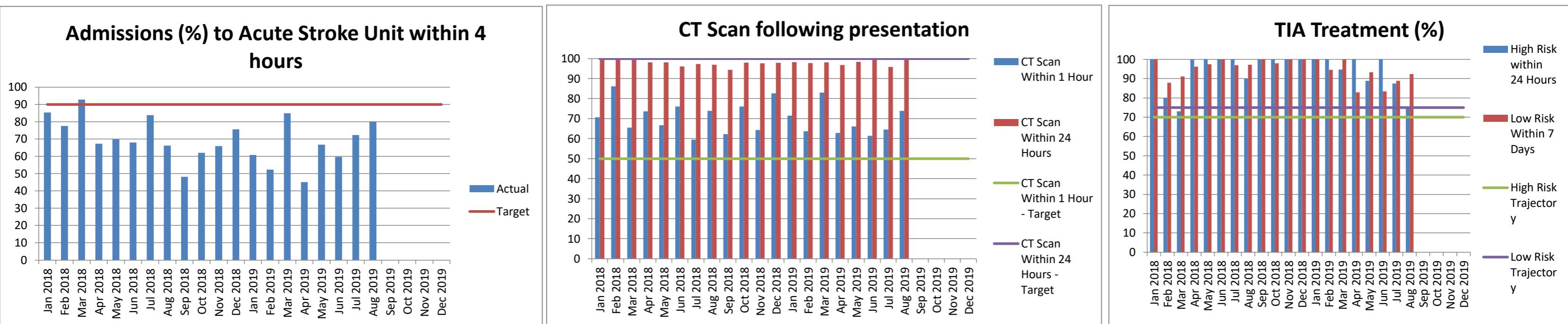
Clinical Effectiveness - Mortality & Readmissions

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (since Jul 2018)												Data Period	Group							Month	Year To Date	Trend					
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	M	SS	W	P	I	PCCT	CO			
			Risk Adjusted Mortality Index (RAMI) - Overall (12-month cumulative)	RAMI	Below Upper CI	Below Upper CI	104	105	105	103	102	100	98	98	99	107	105	105	104	103	104	-	-	-	Sep 2019							627		
			Risk Adjusted Mortality Index (RAMI) - Weekday Admission (12-month cumulative)	RAMI	Below Upper CI	Below Upper CI	99	101	102	100	100	98	96	97	98	107	105	105	104	103	103	-	-	-	Sep 2019							628		
			Risk Adjusted Mortality Index (RAMI) - Weekend Admission (12-month cumulative)	RAMI	Below Upper CI	Below Upper CI	119	120	114	110	109	106	103	100	101	105	105	103	99	87	105	-	-	-	Sep 2019							604		
			Summary Hospital-level Mortality Index (SHMI) (12-month cumulative)	SHMI	Below Upper CI	Below Upper CI	110	113	111	112	108	105	-	-	-	103	105	104	103	-	-	-	-	Jul 2019							415			
			Hospital Standardised Mortality Rate (HSMR) - Overall (12-month cumulative)	HSMR			128	129	124	124	124	118	116	117	115	115	105	112	112	113	-	-	-	-	Aug 2019							556.3		
			Deaths in Low Risk Diagnosis Groups (RAMI) - month	RAMI	Below Upper CI	Below Upper CI	84	71	61	98	105	86	108	88	85	98	-	93	125	85	88	-	-	-	Sep 2019							88		
			Mortality Reviews within 42 working days	=> %	90	90	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Oct 2019	78	82	0				78	80	
			Crude In-Hospital Mortality Rate (Deaths / Spells) (by month)	%			1.3	1.3	1.2	1.1	1.2	1.4	1.5	1.6	1.3	1.4	1.2	1.3	1.1	1.2	1.3	1.4	1.4	-	Nov 2019							1.41		
			Crude In-Hospital Mortality Rate (Deaths / Spells) (12-month cumulative)	%			1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.3	1.3	1.3	1.3	-	1.3	1.3	1.0	1.3	1.3	-	Nov 2019							1.28		
			Deaths in the Trust	No			124	116	106	107	114	122	149	137	121	134	112	117	109	118	114	133	-	-	Oct 2019							133	837	
			Avoidable Deaths In the Trust	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2019							0	0			
	Apr-19		Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			8.5	8.0	7.4	6.9	7.7	8.9	7.9	8.7	7.8	7.5	7.9	7.4	8.4	8.3	7.8	7.9	8.2	-	Nov 2019							8.20		
	Apr-19		Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			7.6	7.7	7.7	7.7	7.8	7.9	7.9	8.0	8.0	7.9	7.9	7.9	7.9	7.9	8.0	8.1	-	Nov 2019							8.05			
	Apr-19		Emergency Readmissions (within 30 days) - Same Specialty (exc. Deaths and Stillbirths) month	%			3.7	3.8	3.3	2.7	3.6	4.1	3.6	3.8	3.5	3.0	3.0	2.6	3.5	3.5	3.2	3.0	3.3	-	Nov 2019							3.27		
	Apr-19		Emergency Readmissions (within 30 days) - Same Specialty (exc. Deaths and Stillbirths) 12-month cumulative	%			3.4	3.5	3.5	3.5	3.5	3.6	3.6	3.6	3.6	3.5	3.5	3.4	3.3	3.3	3.4	3.3	-	Nov 2019							3.34			



Clinical Effectiveness - Stroke Care & Cardiology

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (Since Jul 2018)	Data Period	Month	Year To Date	Trend
					Year	Month					
			5WD: Pts spending >90% stay on Acute Stroke Unit	=> %	90.0	90.0		Dec 2019	96.2	91.9	
			5WD: Pts admitted to Acute Stroke Unit within 4 hrs	=> %	80.0	80.0		Dec 2019	48.4	59.5	
			5WD: Pts receiving CT Scan within 1 hr of presentation	=> %	50.0	50.0		Dec 2019	74.6	66.3	
			5WD: Pts receiving CT Scan within 24 hrs of presentation	=> %	95.0	95.0		Dec 2019	100.0	99.0	
			5WD: Stroke Admission to Thrombolysis Time (% within 60 mins)	=>	85.0	85.0		Dec 2019	50.0	70.0	
			5WD: TIA (High Risk) Treatment <24 Hours from receipt of referral	=>	70.0	70.0		Aug 2019	75.0	83.0	
			5WD: TIA (Low Risk) Treatment <7 days from receipt of referral	=>	75.0	75.0		Aug 2019	90.9	85.1	
			Primary Angioplasty (Door To Balloon Time 90 mins)	=> %	80.0	80.0		Dec 2019	91.7	94.1	
			Primary Angioplasty (Call To Balloon Time 150 mins)	=> %	80.0	80.0		Dec 2019	81.8	89.4	
			Rapid Access Chest Pain - seen within 14 days	=> %	98.0	98.0		Dec 2019	100.0	100.0	

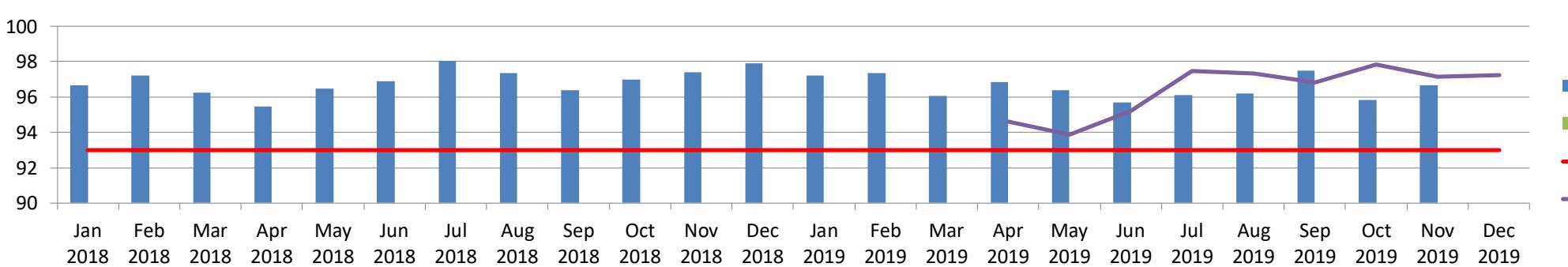


The stroke indicators in the IPR are based on 'patient arrivals' not 'patient discharged' as this monitors pathway performance rather than actual outcomes which may / may not change on discharge.
National SSAP is based on 'patient discharge' which is more appropriate for outcomes based reporting.
Both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

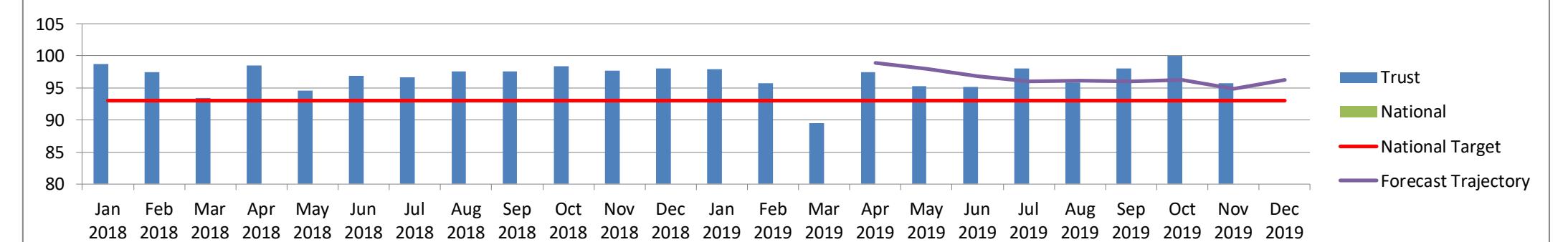
Clinical Effectiveness - Cancer Care

Data Quality	Last review	PAF	Indicator	Measure	Trajectory	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Data Period	Group	M	SS	W	P	I	PCCT	CO	Month	Year To Date	Trend
			•e• 2 weeks	=> %	93.0	93.0																			Nov 2019	93.5	98.3	98.1		-		96.7	96.4		
			•e• 2 weeks (Breast Symptomatic)	=> %	93.0	93.0																			Nov 2019	-	-	-	-	-	-	95.7	97.0		
			•e• 31 Day (diagnosis to treatment)	=> %	96.0	96.0																			Nov 2019	96.9	95.8	88.2		-	-	95.1	96.4		
			•e• 31 Day (second/subsequent treatment - surgery)	=> %	94.0	94.0																			Nov 2019	-	-	-	-	-	-	100.0	96.5		
			•e• 31 Day (second/subsequent treatment - drug)	=> %	98.0	98.0																			Nov 2019	-	-	-	-	-	-	100.0	100.0		
			•e• 31 Day (second/subsequent treat - radiotherapy)	=> %	94.0	94.0																			Nov 2019	-	-	-	-	-	-	-	-		
			•e• 62 Day (urgent GP referral to treatment) Excluding Rare Cancer	=> %	85.0	85.0																			Nov 2019	94.7	90.8	80.0		-	-	90.7	86.7		
			62 Day (urgent GP referral to treatment) Including Rare Cancer	=> %	85.0	85.0																			Nov 2019	94.7	91.3	80.0		-	-	91.0	86.8		
			•e• 62 Day (referral to treat from screening)	=> %	90.0	90.0																			Nov 2019	-	94.6	-	-	-	-	94.6	96.2		
			•e• 62 Day (referral to treat from hosp specialist)	=> %	90.0	90.0																			Nov 2019	78.7	68.4	100.0		-	-	81.8	84.1		
			Cancer - Patients Waiting over 62 days	No			10	11	8	8	11	11	11	9	12	10	7	8	10	11	10	11	6	-	Nov 2019	1.0	3.5	1.5		0.0	-	6.0	70.5		
			Cancer - Patients Waiting over 104 days	No			3	2.5	1.0	2.0	1.0	3.0	2.0	3.0	7.0	3.0	4.0	4.0	0.5	2.5	4.5	3.0	3.0	4.5	-	Nov 2019	1.0	3.5	0.0		0.0	-	4.5	25.0	
			Cancer - Longest Waiter in days	No			113	146	86	104	101	197	137	177	209	241	183	91	196	147	96	171	149	-	Nov 2019	149	202	104		0	-	149	-		
			Neutropenia Sepsis Door to Needle Time Greater Than 1 Hour	<= No	0.0	0.0	4	2	7	4	6	6	5	9	2	7	2	3	3	4	6	6	9	15	Dec 2019	15	-	-	-	-	-	15	55		
			IPT Referrals - Within 38 Days Of GP Referral for 62 day cancer pathway	%			67	65	71	69	56	53	87	38	67	48	53	64	74	52	65	67	70	-	Nov 2019	-	-	-	-	-	-	70	62		

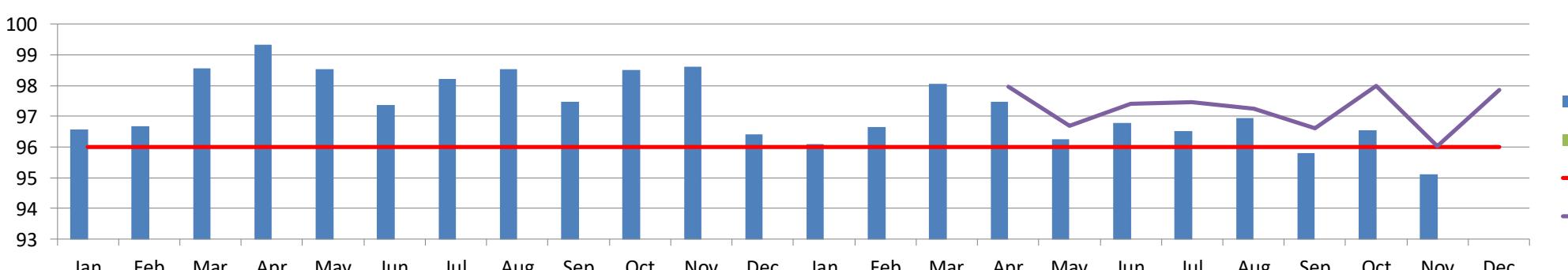
2-week wait from Referral to Date First Seen



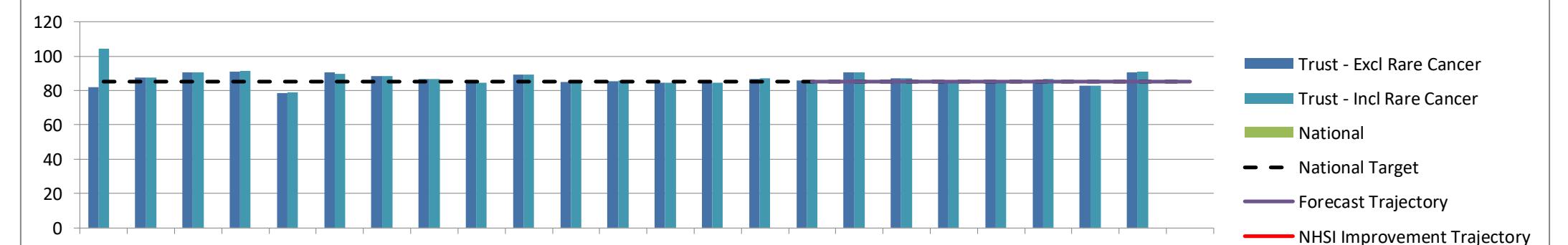
2-week wait from Breast Symptomatic Patients



31-day Diagnosis to First Treatment

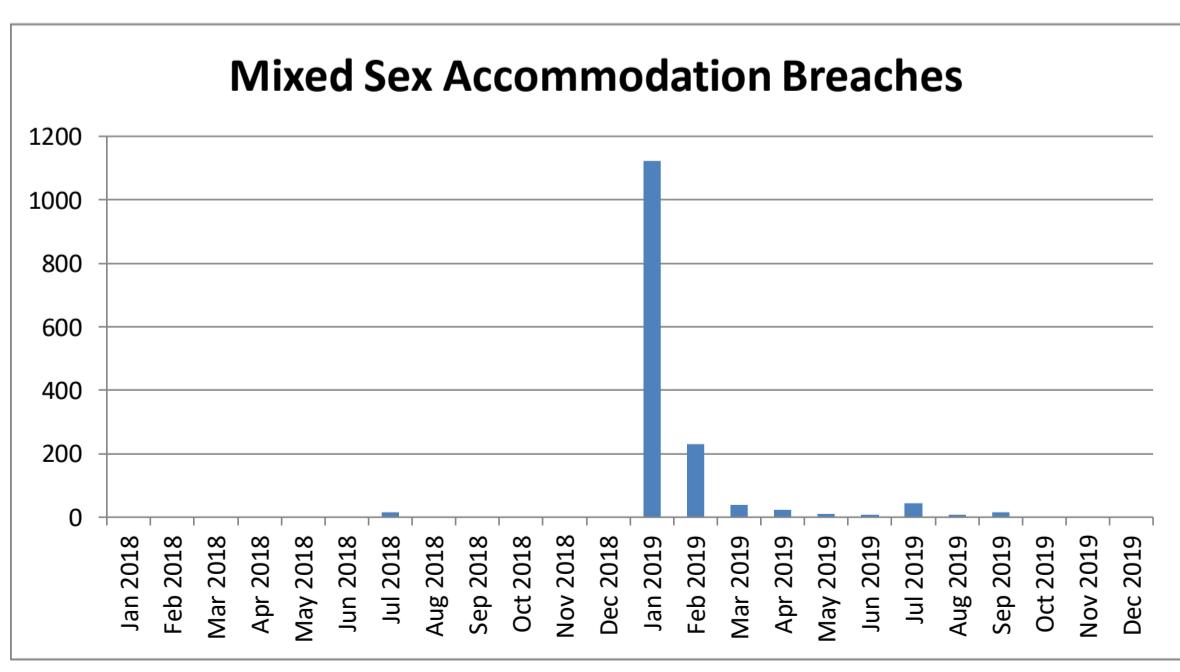


62-day Urgent GP Referral to First Treatment



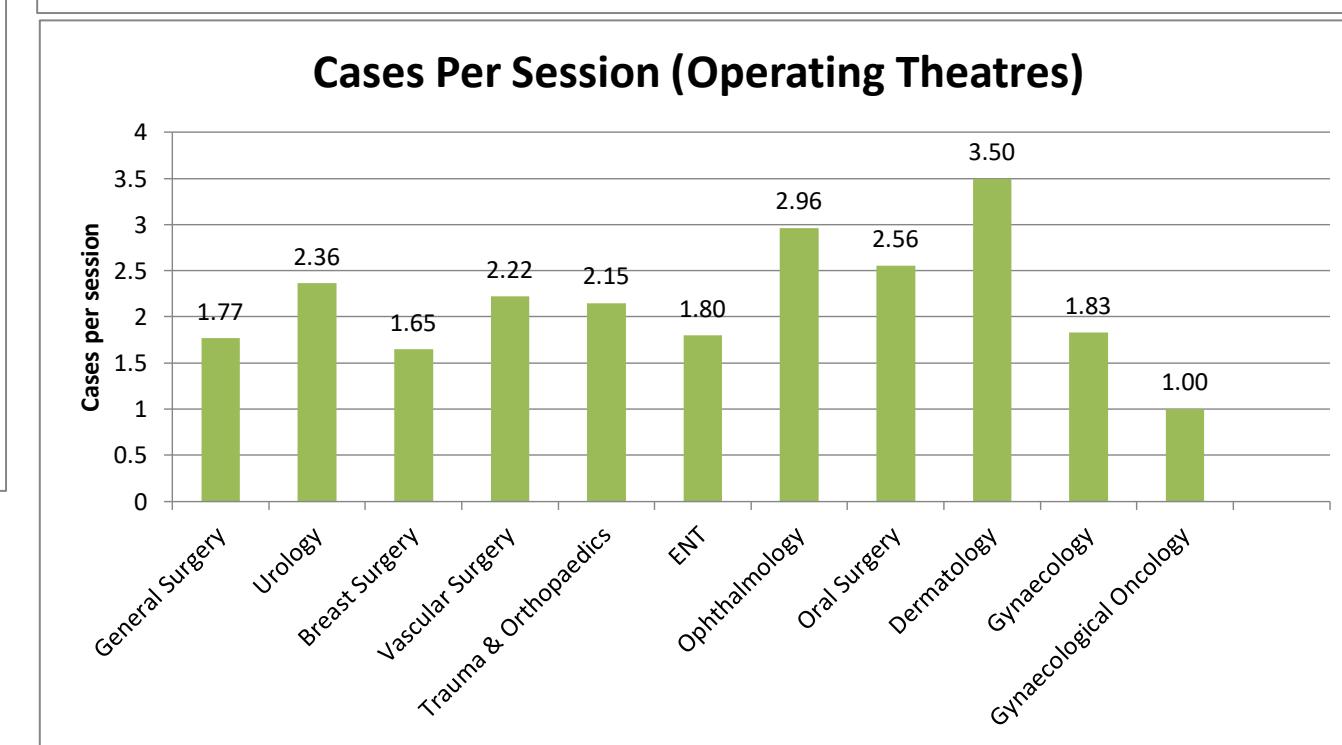
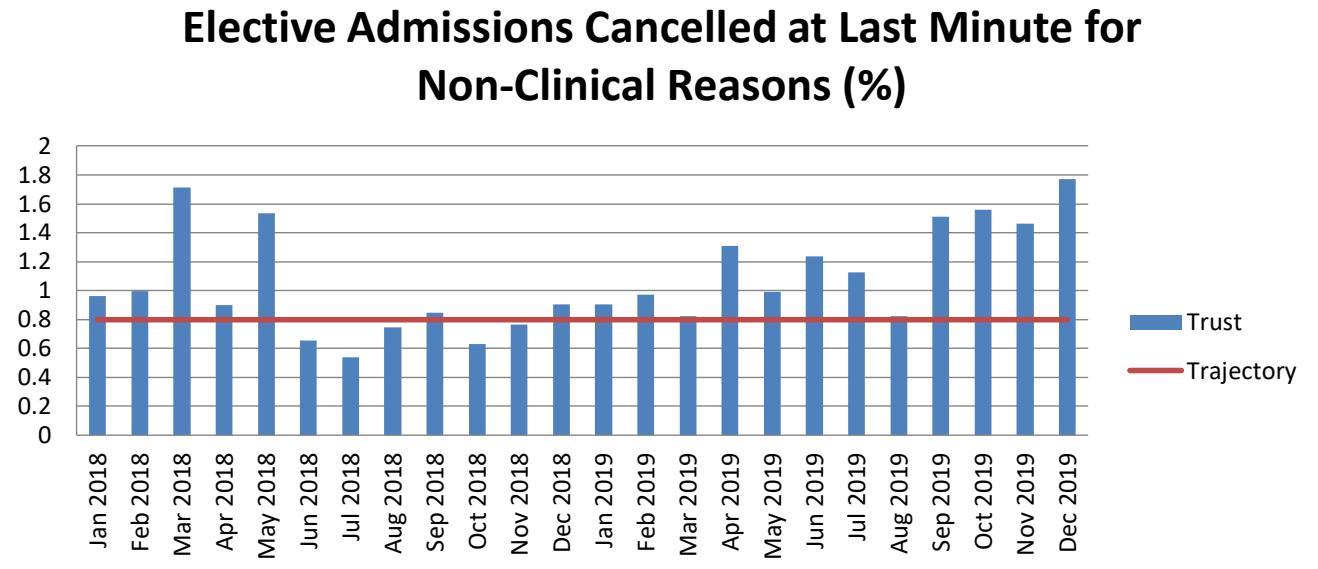
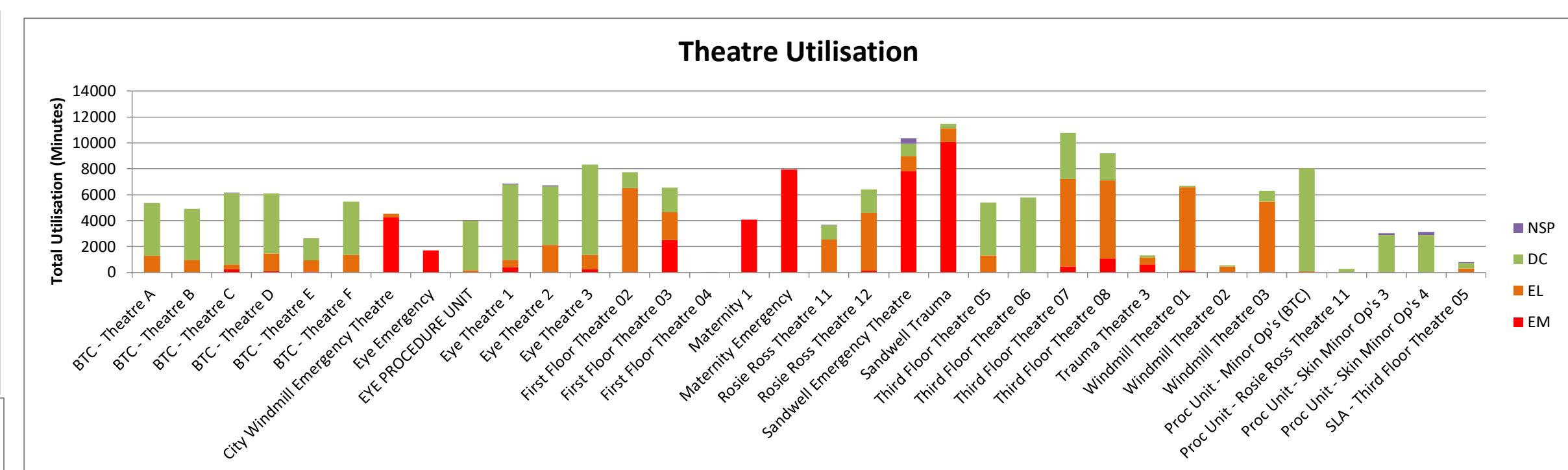
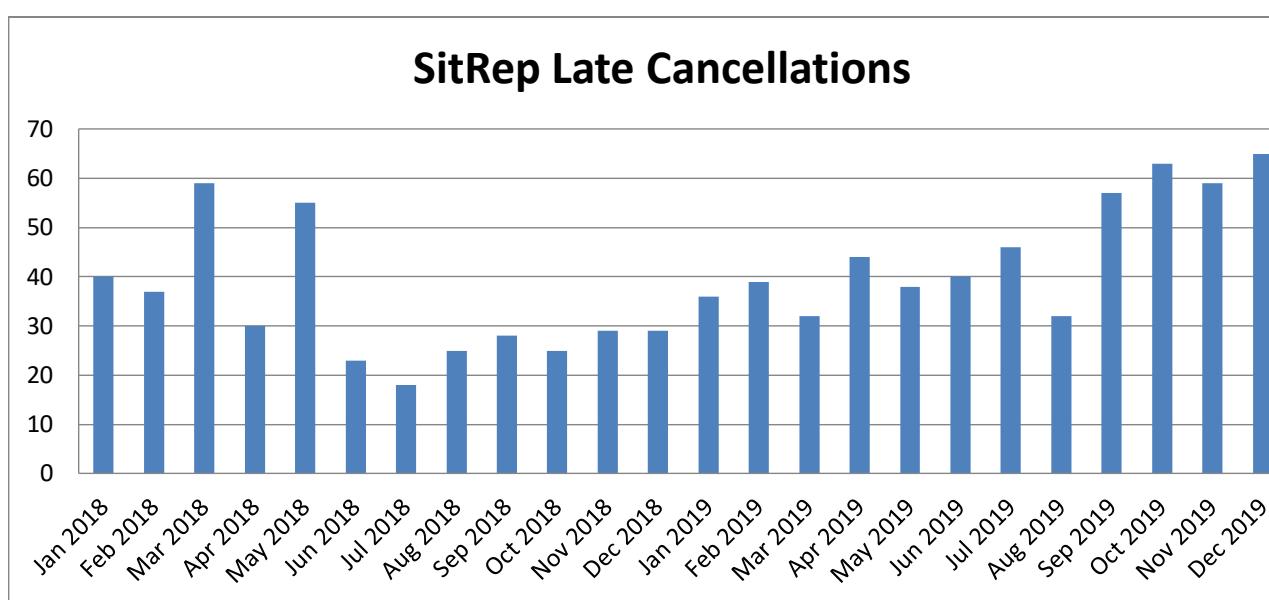
Patient Experience - FFT, Mixed Sex Accommodation & Complaints

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (since Jul 2018)												Data Period	Group						Month	Year To Date	Trend							
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	M	SS	W	P	I	PCCT	CO				
	Apr-19		FFT Response Rate - Adult and Children Inpatients (including day cases and community)	=> %	25.0	25.0	8.9	8.3	15	19	29	22	24	23	20	16	29	26	23.11	21	23	19	22	19	Dec 2019							19	22		
	Apr-19		FFT Score - Adult and Children Inpatients (including day cases and community)	=> No	95.0	95.0	95	96	90	93	92	92	91	92	91	89	89	92	91	90	89	89	89	86	Dec 2019							86			
	Apr-19		FFT Response Rate: Type 1 and 2 Emergency Department	=> %	25.0	25.0	-	11	6.3	4.3	6.8	7.8	15	16	16	12	11	9.6	10.39	9.5	9.8	11	9.6	###	Dec 2019							-	11.5		
	Apr-19		FFT Score - Adult and Children Emergency Department (type 1 and type 2)	=> No	95.0	95.0	-	76	73	71	74	73	74	75	75	76	73	76	78	71	71	68	73	73	Dec 2019							73			
	Apr-19		FFT Score - Adult and Children Emergency Department (type 3 WiU)	=> No	95.0	95.0	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Dec 2019							0		
	Apr-19		FFT Score - Outpatients	=> No	95.0	95.0	-	91	90	91	90	92	90	90	91	90	90	89	88	76	87	87	89	89	89	Dec 2019							89		
	Apr-19		FFT Score - Maternity Antenatal	=> No	95.0	95.0	-	88	86	94	0	0	0	0	0	0	0	0	0	0	0	0	90	97	100	Dec 2019							100		
	Apr-19		FFT Score - Maternity Postnatal Ward	=> No	95.0	95.0	-	91	0	87	93	100	100	100	0	100	100	0	100	100	100	92	93	0	Dec 2019							0			
	Apr-19		FFT Score - Maternity Community	=> No	95.0	95.0	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	94	0	0	Dec 2019							0		
	Apr-19		FFT Score - Maternity Birth	=> No	95.0	95.0	-	90	93	100	100	100	17	95	100	100	94	94	91	66	6.1	94	97	94	Dec 2019							94			
	Apr-19		FFT Response Rate - Maternity Birth	=> %	25.0	25.0	-	13	16	8.4	5	3.7	17	5	3.5	2.1	3.5	8.3	10.24	1.4	6.1	28	35	12	Dec 2019							12	11		
			Mixed Sex Accommodation Breaches	=< No	0.0	0.0	15	0	0	0	0	-	###	229	40	22	11	9	44	7	16	DQ Issues being resolved													
			No. of Complaints Received (formal and link)	No			105	73	65	72	82	58	49	66	70	72	92	87	98	51	72	119	82	65	Dec 2019	29	19	6	0	3	5	3	65	738	
			No. of Active Complaints in the System (formal and link)	No			194	213	208	206	212	210	165	170	151	163	149	121	148	91	121	140	114	92	Dec 2019	50	19	13	0	2	7	1	92		
			No. of First Formal Complaints received / 1000 bed days	Rate1			2.9	2.2	1.8	2.1	2.4	1.9	1.2	2.3	2.1	2.0	4.1	3.6	3.1	2.0	2.8	4.2	2.8	2.1	Dec 2019	1.62	3.59	1.43		15.72		2.15	2.94		
			No. of First Formal Complaints received / 1000 episodes of care	Rate1			5.8	4.9	3.9	4.3	4.8	3.8	2.4	4.6	4.2	4.0	6.6	7.0	6.1	4.0	6.4	10.3	6.7	5.5	Dec 2019	6.08	6.31	2.27		12.95		5.50	6.25		
			No. of Days to acknowledge a formal or link complaint (% within 3 working days after receipt)	=> %	100	100	93	93	100	97	96	98	98	100	98	100	22	100	100	100	100	100	100	Dec 2019	100	100	100	-	100	100	100	100	87		
			No. of responses which have exceeded their original agreed response date (% of total active complaints)	=< %	0	0	32	47	45	57	65	39	11	19	7.2	20	17	5.9	0	8.4	0	4.5	0	1.3	Dec 2019	4.17	0	0	-	0	0	0	1	8	
			No. of responses sent out	No			52	52	57	54	59	47	74	58	95	77	98	97	95	96	61	88	105	76	Dec 2019	24	28	8	0	5	10	1	76	793	
			Access to healthcare for people with Learning Disability (full compliance)	Yes / No	Yes	Yes	-	•	-	-	-	-	•	•	-	•	-	•	-	-	-	-	Sep 2019	N	N	N	N	N	N	Yes					
			Patient Harm - New Claims	No			13	19	-	-	-	-	-	10	18	10	21	8	28	21	-	13	Dec 2019	-	-	-	-	-	-	13	129				
			Patient Harm - Ongoing Claims	No			309	321	-	-	-	-	-	393	407	424	439	445	467	485	-	527	Dec 2019	-	-	-	-	-	-	527	3587				
			Patient Harm - Closed Claims	No			4	7	-	-	-	-	-	1	6	5	4	3	10	2	-	1	Dec 2019	-	-	-	-	-	-	1	32				



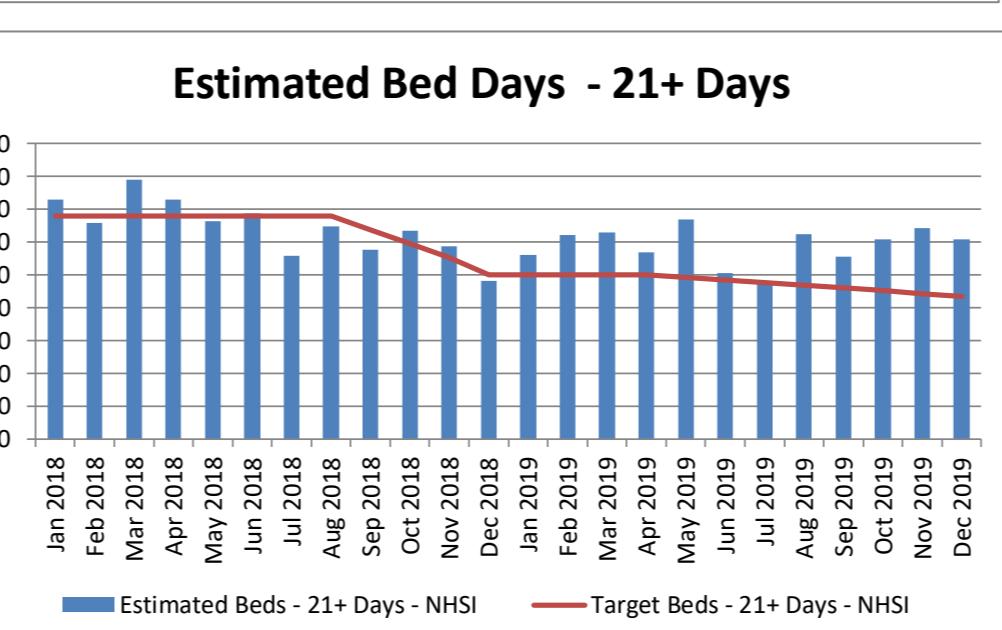
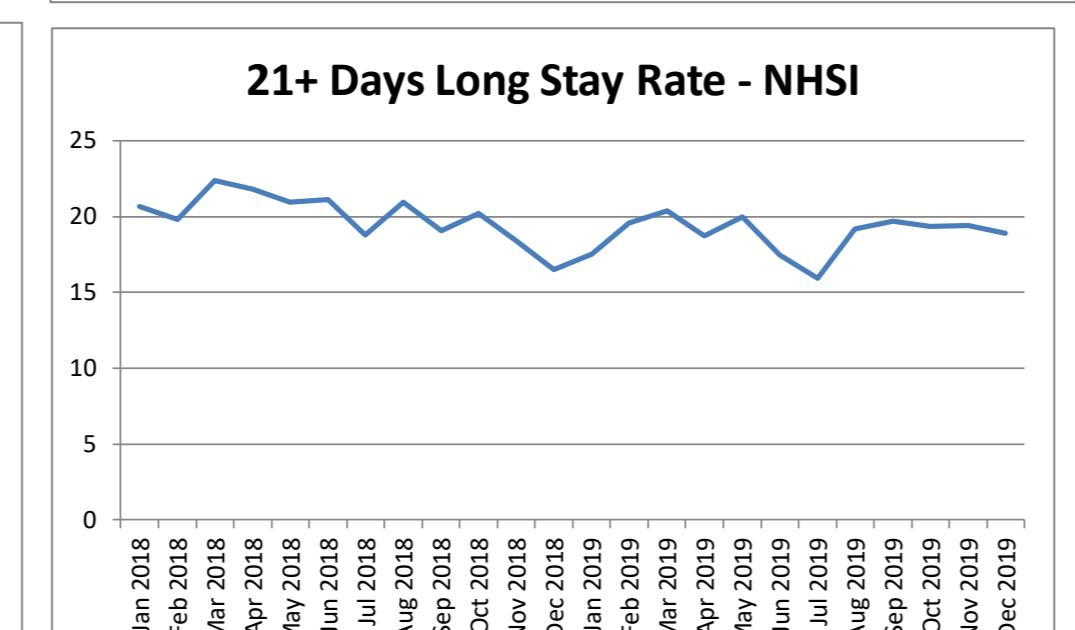
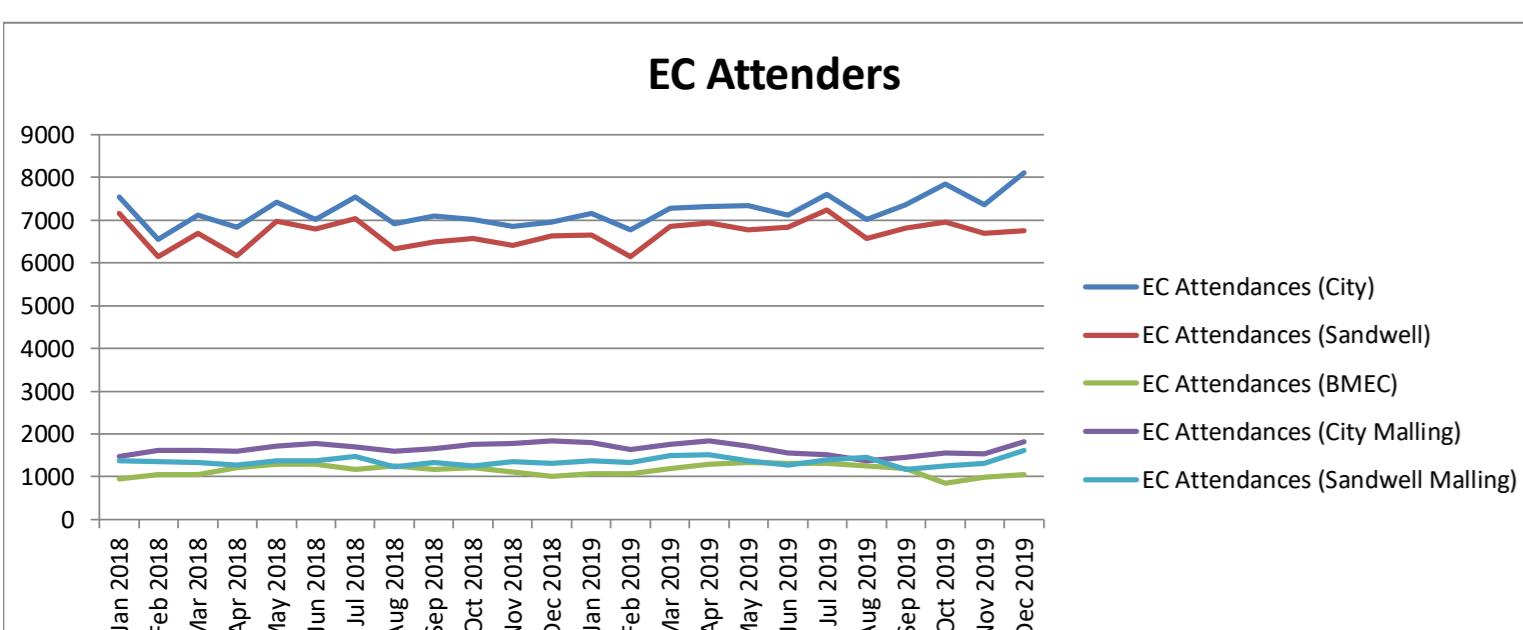
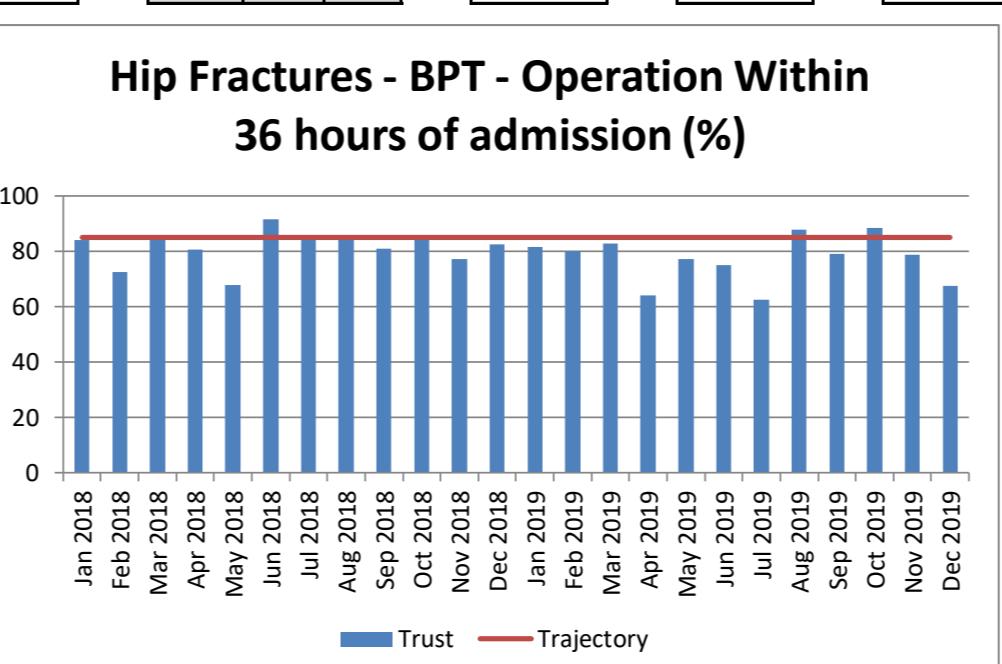
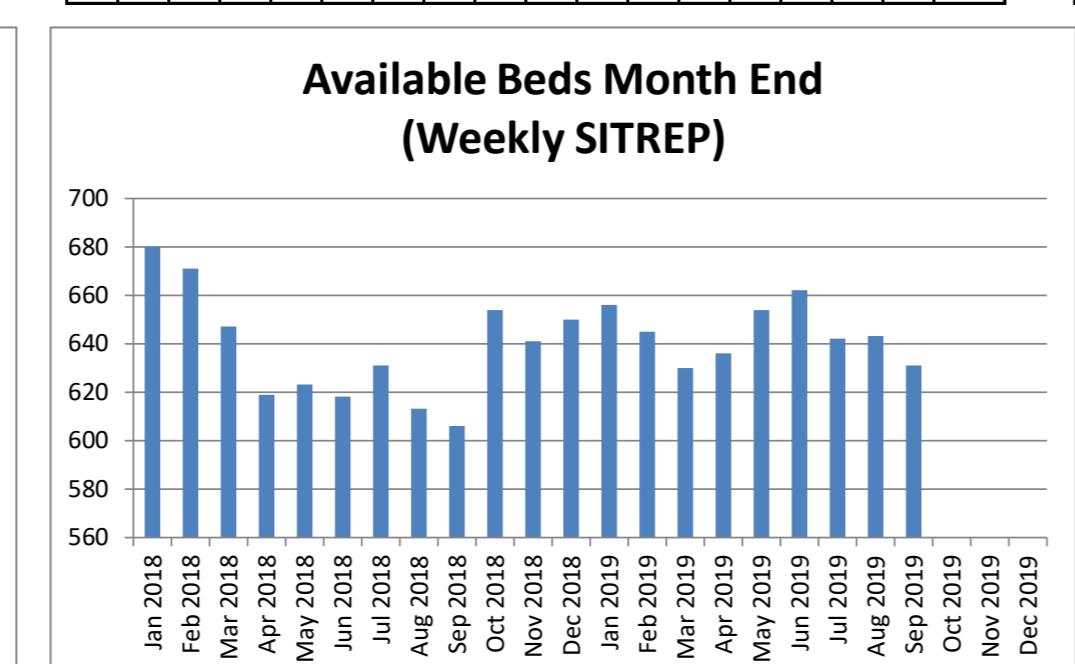
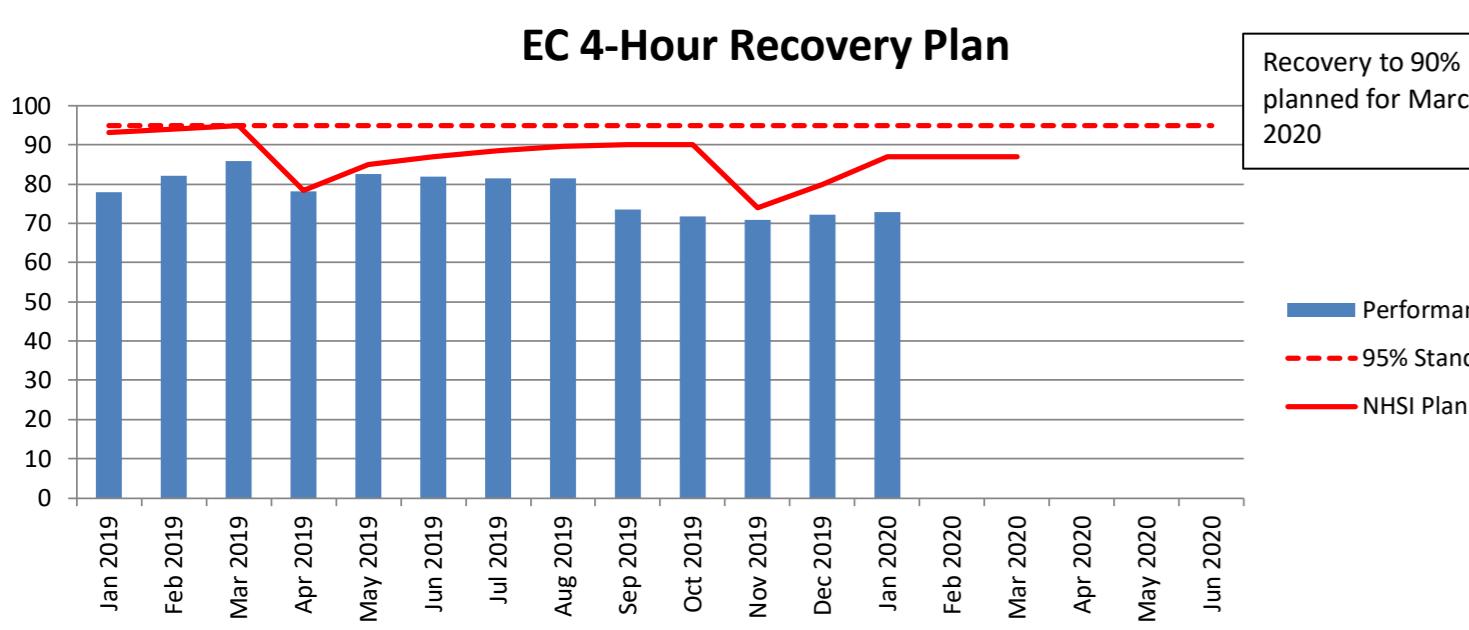
Patient Experience - Cancelled Operations

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (since Jul 2018)												Data Period	Group						Month	Year To Date	Trend							
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	M	SS	W	P	I	PCCT	CO				
			No. of Sitrep Declared Late Cancellations - Total	<= No	240	20	18	25	28	25	29	29	36	39	32	44	38	40	46	32	57	63	59	65	Dec 2019	5	54	6			0	65	444		
			No. of Sitrep Declared Late Cancellations - Avoidable	No			8	14	10	9	7	11	18	7	10	16	13	3	16	17	32	40	30	41		Dec 2019	0	40	1			0	41	208	
			No. of Sitrep Declared Late Cancellations - Unavoidable	No			10	11	18	16	22	18	18	32	22	28	25	37	30	15	25	23	29	24		Dec 2019	5	14	5			0	24	236	
		•	Elective Cancellations at last minute for non-clinical reasons (as a percentage of elective admissions)	<= %	0.8	0.8	0.5	0.7	0.8	0.6	0.8	0.9	0.9	1.0	0.8	1.3	1.0	1.2	1.1	0.8	1.5	1.6	1.5	1.8	Dec 2019	0.65	2.38	3.05			0.00	1.8	1.3		
		•e•	Number of 28 day breaches	<= No	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	Dec 2019	0	0	0			0	0	0		
		•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	Dec 2019	0	0	0		-	0	0	0		
			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	Dec 2019	0.0	0.0	0.0			0.0	0	0		
			No. of Sitrep Declared Late Cancellations (Pts. >1 occasion)	<= No	0	0	0	0	0	0	0	0	2	0	0	0	1	2	1	1	1	2	0	1	Dec 2019	1	0	0			0	1	9		
			Multiple Hospital Cancellations experienced by same patient (all cancellations)	<= No	0	0	56	61	54	68	55	39	52	56	69	73	64	75	86	67	79	103	-	-	Oct 2019	6	91	6			-	103	547		
			All Hospital Cancellations, with 7 or less days notice	<= No	0	0	245	230	193	265	238	156	236	230	244	265	262	277	296	204	367	370	-	-	Oct 2019	39	289	42			-	370	2041		

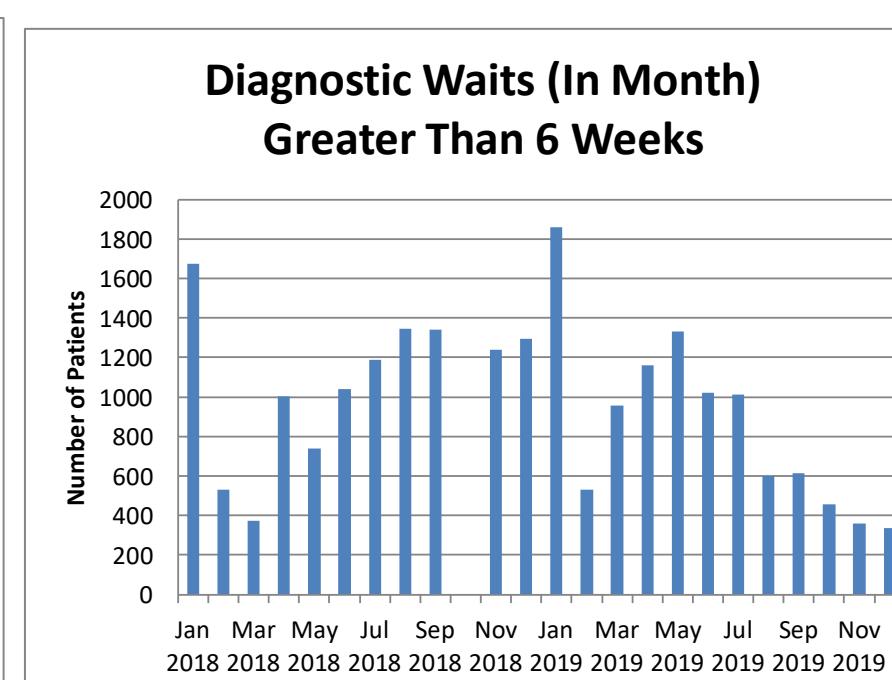
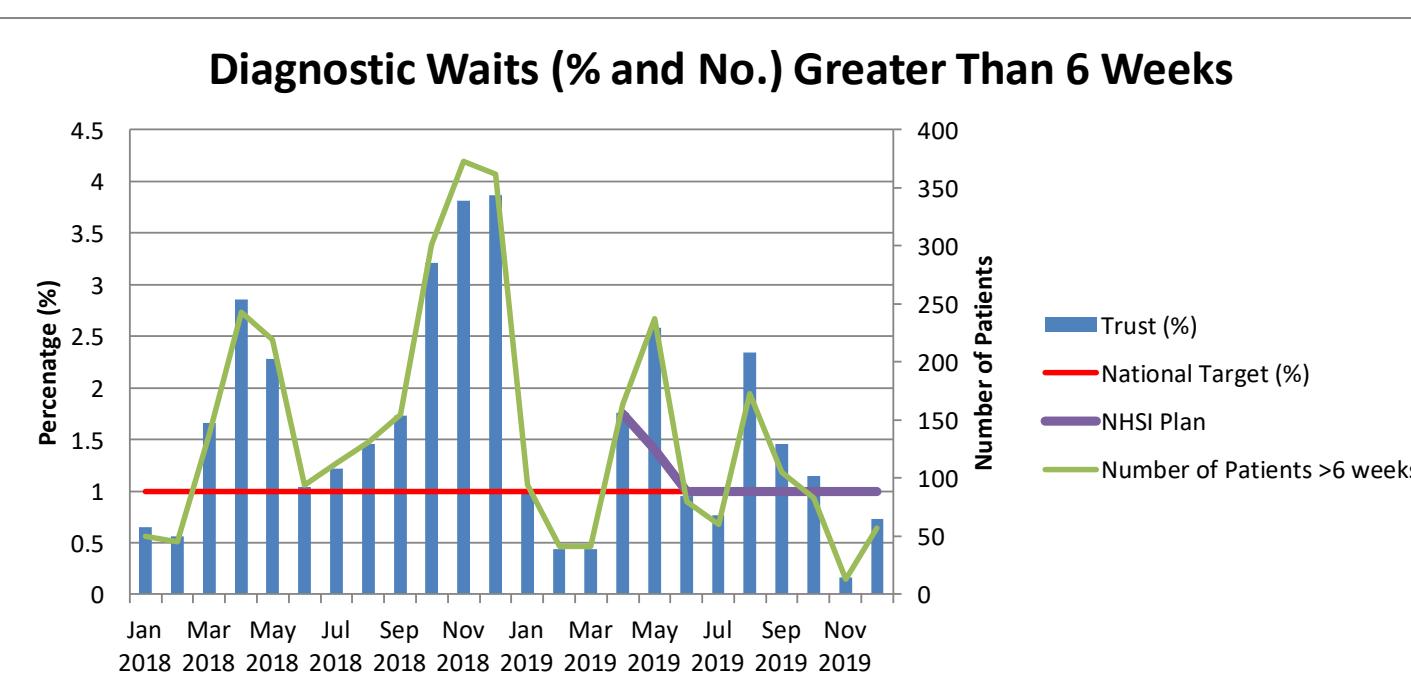
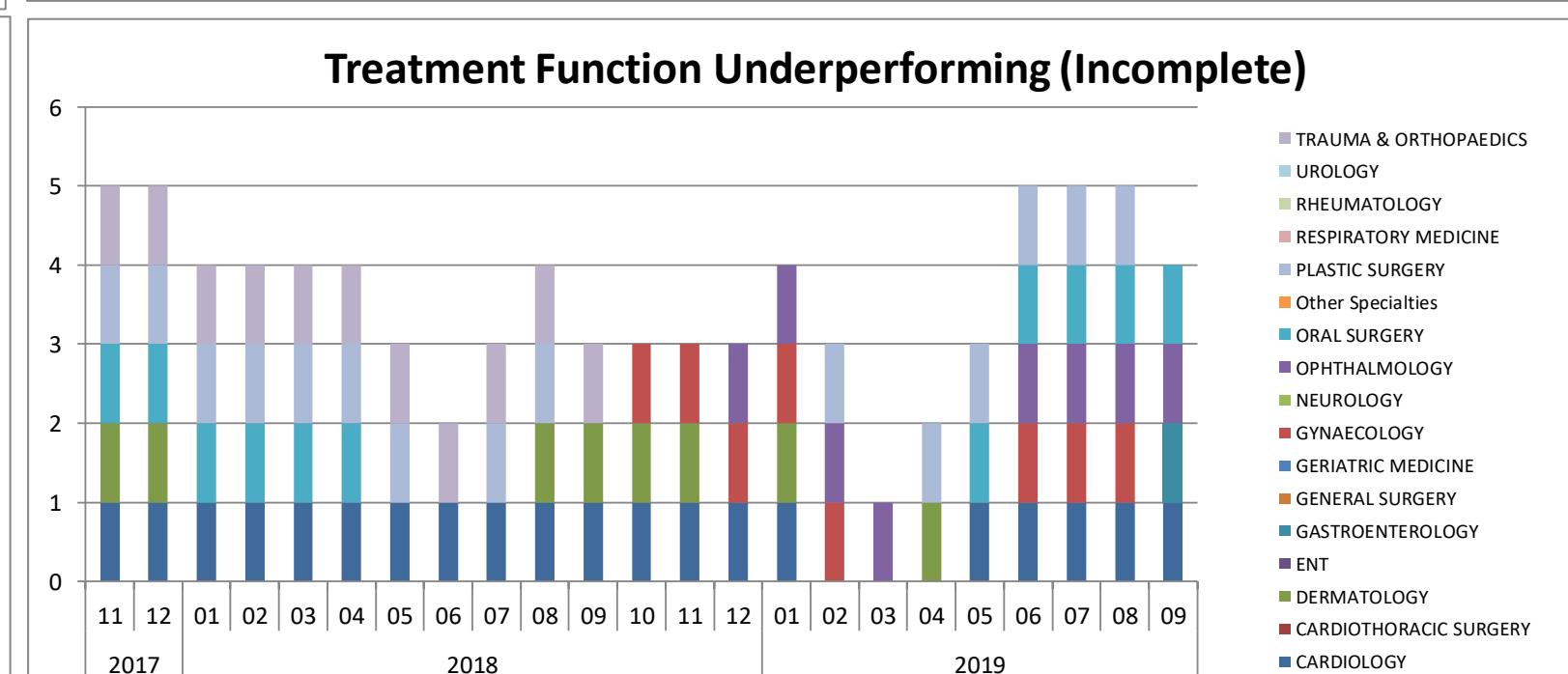
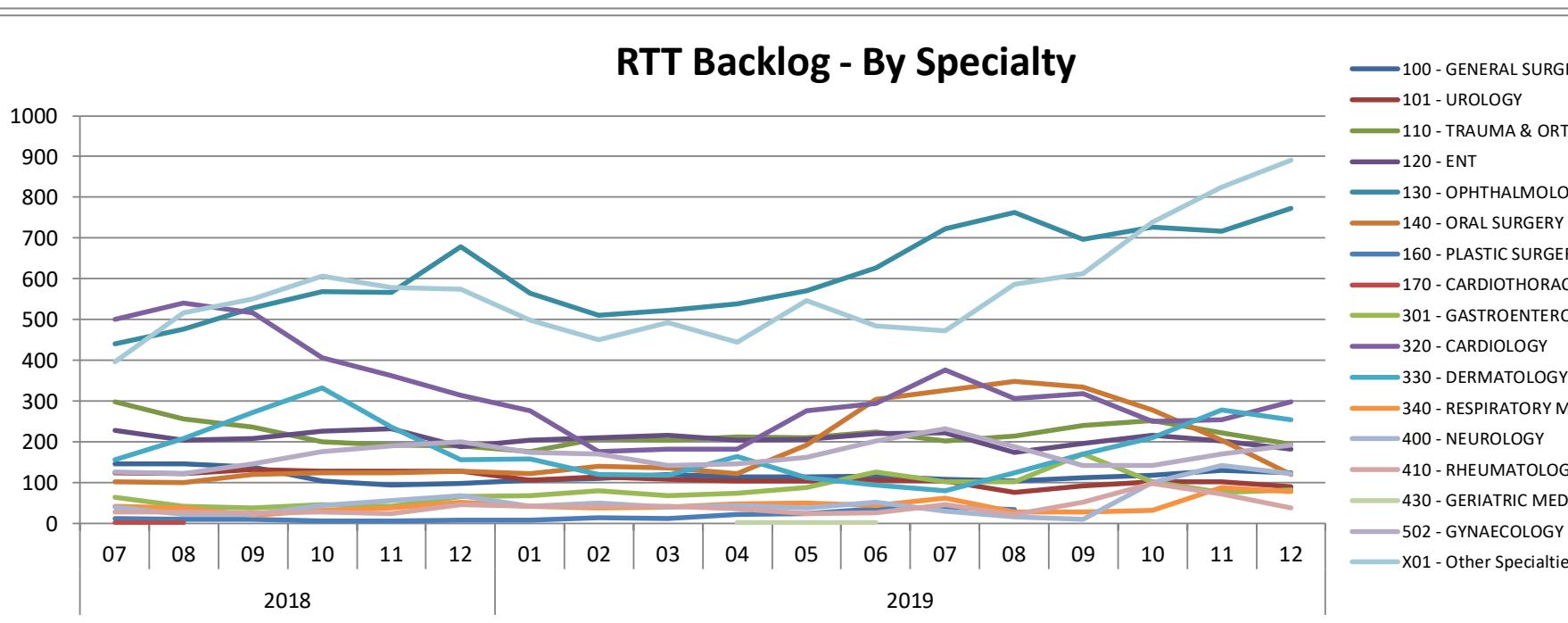
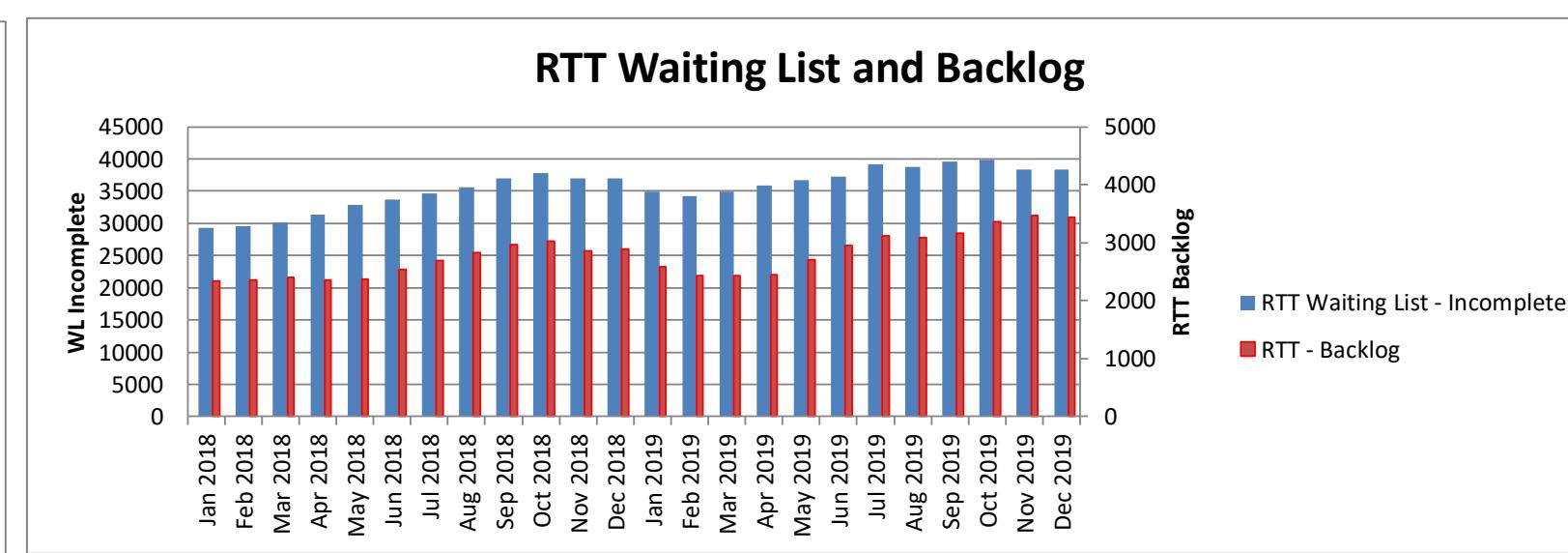
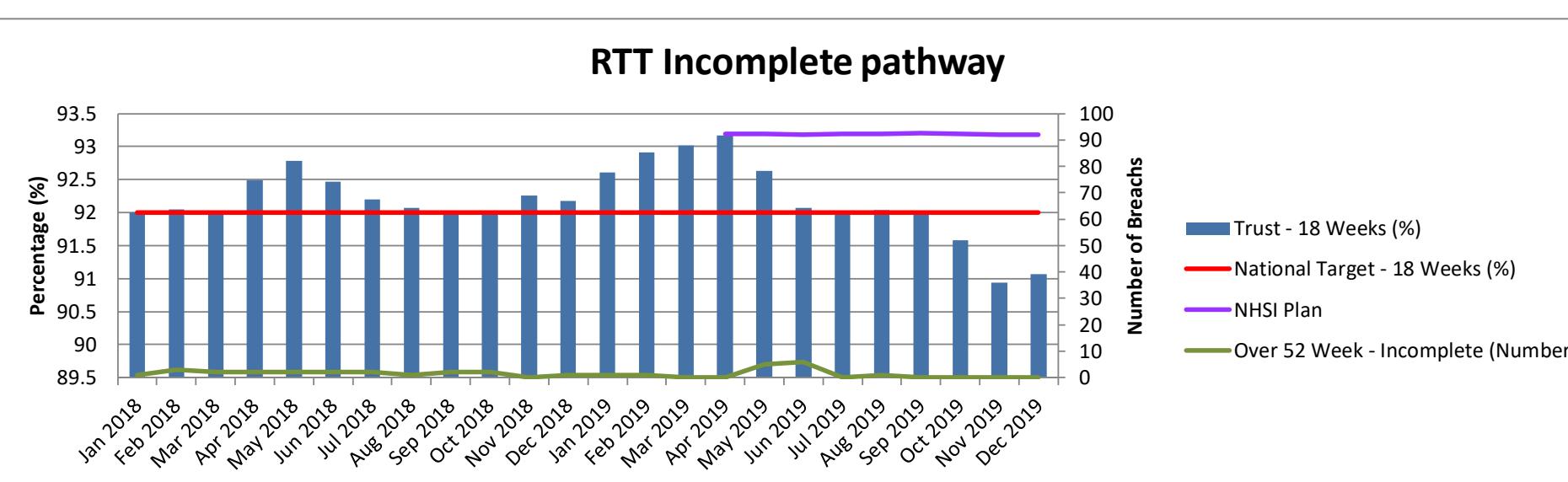


Specialty	Actual	Plan	Variance
General Surgery	1.8	2.1	-0.33
Urology	2.4	2.6	-0.24
Breast Surgery	1.6	1.9	-0.25
Vascular Surgery	2.2	2.8	-0.58
Trauma & Orthopaedic	2.1	2.4	-0.25
ENT	1.8	2.5	-0.70
Ophthalmology	3.0	-	-
Oral Surgery	2.6	3.0	-0.44
Dermatology	3.5	-	-
Gynaecology	1.8	-	-
Gynaecological Oncology	1.0	-	-

Access To Emergency Care & Patient Flow



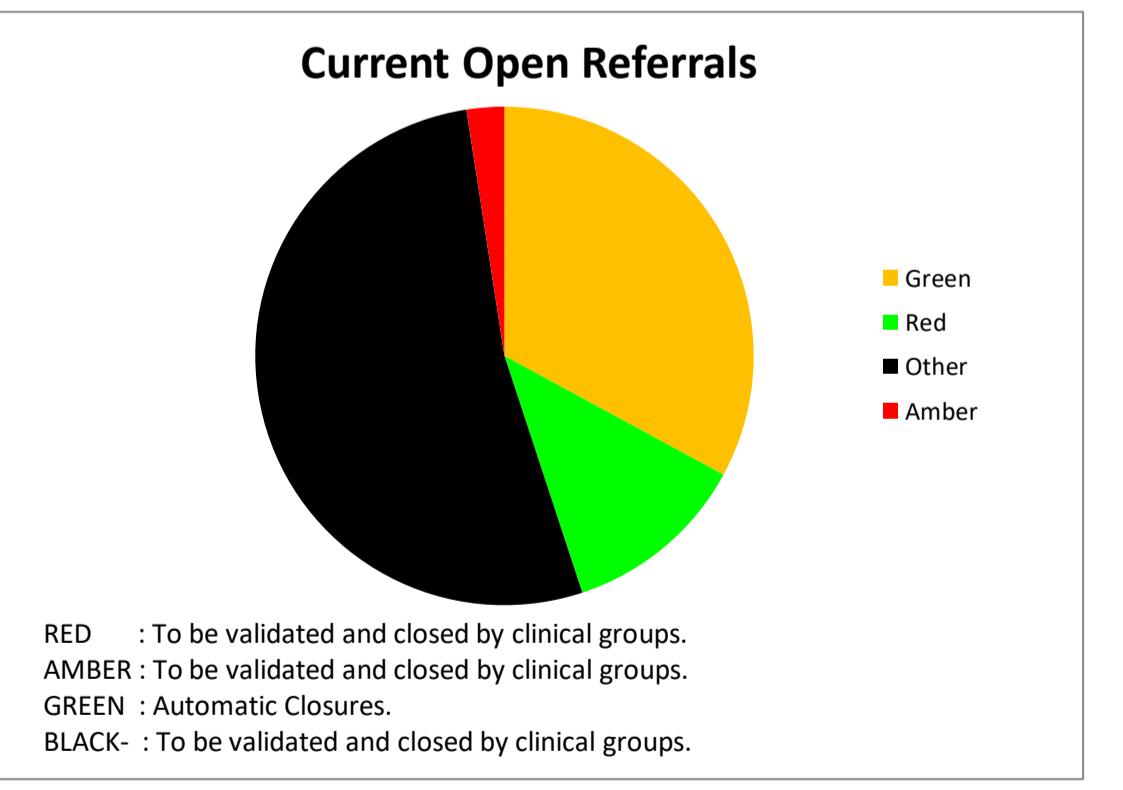
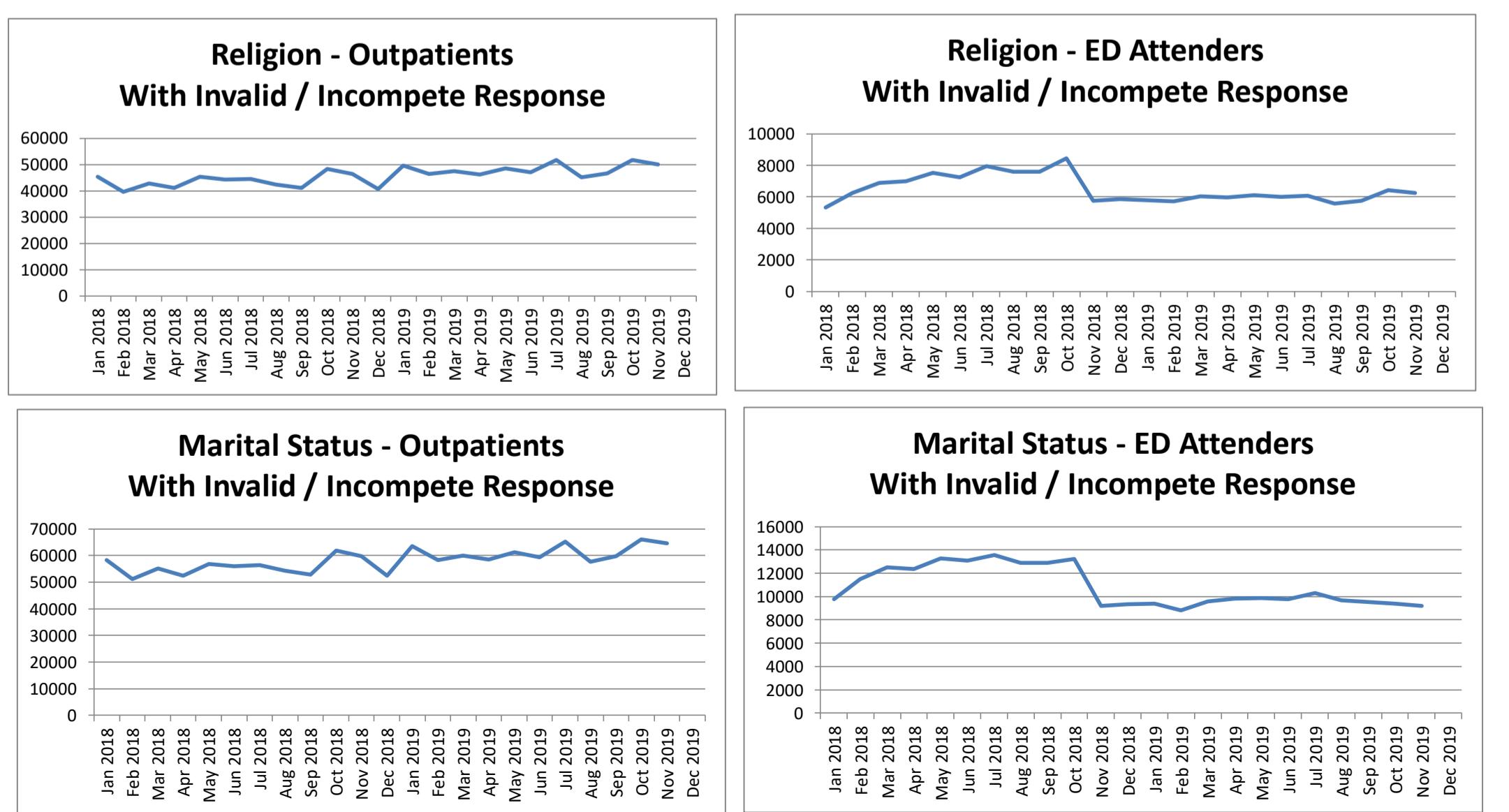
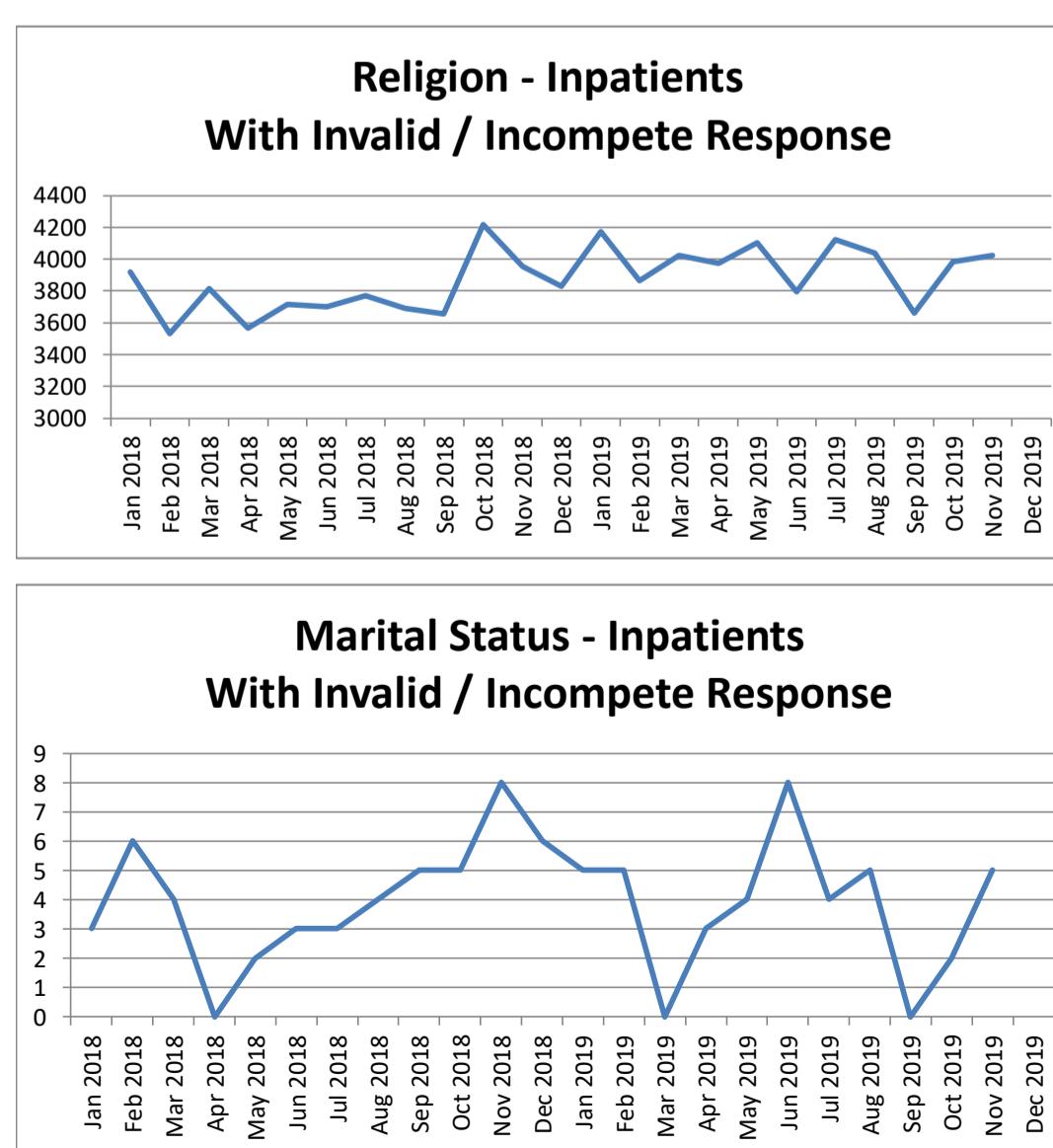
Referral To Treatment



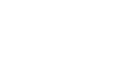
SpecDesc	PTLSize	WeeklyStops	Backlog	Perfo	Clearance	MaxBacklog
Cardiology	2510	98	297	0.88	25.61	49
Cardiothoracic	14	0	0	1	0	0
Dermatology	2618	119	254	0.9	22	59
ENT	2574	154	181	0.93	16.71	77
Gastro	1811	91	82	0.95	19.9	45
General Surgery	1980	364	123	0.94	5.44	182
Geriatrics	70	14	1	0.99	5	7
Gynae	2077	126	191	0.91	16.48	63
Neurology	1405	49	122	0.91	28.67	24
Ophthalmology	6617	952	773	0.88	6.95	476
Oral Surgery	982	84	120	0.88	11.69	42
Other Specs	9425	917	891	0.91	10.28	458
Rheumatology	885	63	38	0.96	14.05	31
Thoracic Med	1353	63	77	0.94	21.48	31
Trauma & Orthopa	2594	329	194	0.93	7.88	164
Urology	1501	126	89	0.94	11.91	63
0	0	0	0	0	0	0
Total	38416	3549			10.82	

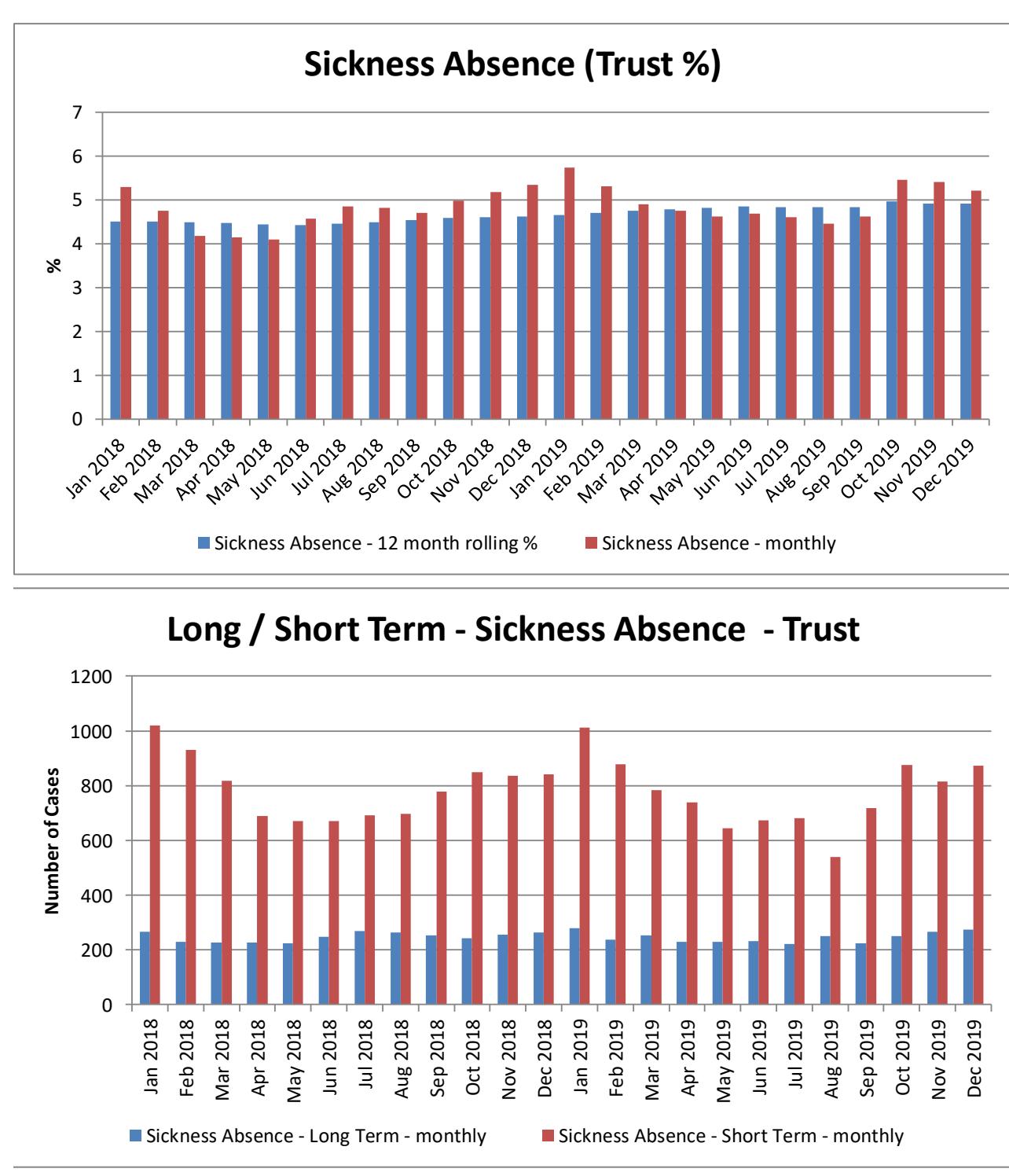
Data Completeness

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (since Jul 2018)												Data Period	Group						Month	Year To Date	Trend					
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	M	SS	W	P	I	PCCT	CO		
●			Data Completeness Community Services	=> %	50.0	50.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	61.2	61.2		
●		●	Percentage SUS Records for AE with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2019	86.0	86.0		
●		●	Percentage SUS Records for IP care with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2019	98.6	98.6		
●		●	Percentage SUS Records for OP care with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Sep 2019	99.4	99.4		
●			Completion of Valid NHS Number Field in acute (inpatient) data set submissions to SUS	=> %	99.0	99.0	98.4	98.4	98.5	97.7	98.2	97.9	97.3	97.2	97.5	98.2	98.1	96.8	98.7	97.9	-	-	-	-	-	-	-	Aug 2019	97.9	98.0			
●			Completion of Valid NHS Number Field in acute (outpatient) data set submissions to SUS	=> %	99.0	99.0	99.6	99.8	99.8	99.6	99.7	99.7	99.8	99.6	99.6	99.7	99.6	99.6	99.6	99.5	-	-	-	-	-	-	-	Aug 2019	99.5	99.6			
●			Completion of Valid NHS Number Field in A&E data set submissions to SUS	=> %	95.0	95.0	97.2	97.6	97.3	97.2	97.6	97.3	97.6	97.6	97.5	97.6	97.6	97.3	97.3	97.2	-	-	-	-	-	-	-	Aug 2019	97.2	97.4			
●			Ethnicity Coding - percentage of inpatients with recorded response	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Aug 2019	91.7	91.3		
●			Ethnicity Coding - percentage of outpatients with recorded response	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Aug 2019	92.7	92.1		
●			Protected Characteristic - Religion - INPATIENTS with recorded response	%			69.0	67.9	68.1	67.0	68.9	68.5	68.9	67.2	68.4	68.6	68.2	68.0	67.7	66.8	67.7	65.7	65.9	-	-	-	-	-	-	Nov 2019	65.9	67.4	
●			Protected Characteristic - Religion - OUTPATIENTS with recorded response	%			52.0	52.0	52.3	51.7	51.6	51.2	51.5	50.1	50.1	50.7	50.2	50.3	50.4	51.1	50.6	50.3	50.9	-	-	-	-	-	-	Nov 2019	50.9	50.6	
●			Protected Characteristic - Religion - ED patients with recorded response	%			64.2	62.8	63.5	60.1	62.5	62.3	63.2	61.2	62.6	64.0	62.8	62.9	64.7	64.6	63.7	59.2	59.1	-	-	-	-	-	-	Nov 2019	59.1	62.7	
●			Protected Characteristic - Marital Status - INPATIENTS with recorded response	%			100.0	100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	-	-	-	-	-	-	Nov 2019	100.0	100.0	
●			Protected Characteristic - Marital Status - OUTPATIENTS with recorded response	%			39.1	38.5	38.6	38.1	37.8	37.2	37.9	37.4	37.1	37.5	37.4	37.2	37.5	37.3	36.8	36.7	36.5	-	-	-	-	-	-	Nov 2019	36.5	37.1	
●			Protected Characteristic - Marital Status - ED patients with recorded response	%			38.8	37.0	38.0	37.5	39.9	39.7	40.2	40.0	40.4	40.6	40.0	39.5	39.9	38.4	40.1	40.5	39.8	-	-	-	-	-	-	Nov 2019	39.8	39.9	
●			Maternity - Percentage of invalid fields completed in SUS submission	<= %	15.0	15.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Aug 2019	6.9	6.9			
●			Open Referrals	No			1010	941	13	14	89	325	632	313	931	325	632	17	15	94	17	15	94	21	13	97	21	13	97	Dec 2019	216,909	216,909	
●			Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			161	131	25	84	486	321	85	123	88	161	131	25	84	486	321	85	123	88	161	131	25	84	Dec 2019	38047	38047		



Workforce

Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (since Jul 2018)												Data Period	Group						Month	Year To Date	Trend						
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	M	SS	W	P	I	PCCT	CO			
		•b	WTE - Actual versus Plan (FTE)	No			873.7	862.5	795.3	760.7	764.4	-	-	-	-	-	-	-	-	-	-	-	-	-	Nov 2018	210.5	175.8	112.1	16.03	37.63	86.98	125.4	764	
●		•b	PDRs - 12 month rolling	=> %	95.0	95.0	->	->	●	->	->	●	->	->	●	->	->	●	->	->	●	●	●	●	Oct 2019	51.6	89.4	85.6	42.9	84.8	88.6	90.5		
●		•b	Medical Appraisal	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	94.0	93.1	98.4	100.0	100.0	130.4	100.0	96.4	
●	Apr-19	•b	Sickness Absence (Rolling 12 Months)	<= %	3.00	3.00	4.46	4.49	4.54	4.58	4.61	4.62	4.65	4.69	4.75	4.78	4.82	4.84	4.83	4.83	4.83	4.96	4.92	4.90	Dec 2019	5.2	5.2	5.8	0.0	4.1	4.2	4.4	4.9	
●	Apr-19		Sickness Absence (Monthly)	<= %	3.00	3.00	4.84	4.81	4.70	4.97	5.17	5.33	5.73	5.31	4.90	4.74	4.61	4.69	4.60	4.45	4.62	5.45	5.40	5.20	Dec 2019	5.4	5.9	6.1	0.0	3.6	4.8	4.5	5.2	
●	Apr-19		Sickness Absence - Long Term (Monthly)	<= No	140	140	269	263	254	242	257	264	279	238	253	231	230	232	223	251	224	252	266	275	Dec 2019	57	55	52	2	7	32	27	275	
			Sickness Absence - Long Term (Open Cases In Month)	No			-	-	-	-	-	-	-	-	-	-	-	-	-	131	156	169	187	Dec 2019	43	43	36	0	4	26	35	187		
●	Apr-19		Sickness Absence - Short Term (Monthly)	No			691	698	779	850	836	841	1013	878	784	738	644	674	681	539	719	875	814	872	Dec 2019	183.0	171	103	6	33	121	108	872	
			Ward Sickness Absence (Monthly)	<= %	3.00	3.00	-	-	-	-	-	-	8.1	7.3	6.9	6.8	6.6	6.7	5.8	5.8	6.7	7.2	7.6	7.0	Dec 2019	6.4	7.4	6.9	-	-	8.4	-	7.0	
●			Mandatory Training - Health & Safety (% staff)	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	84.0	91.2	90.5	-	98.2	95.4	96.1	91.8	
			Staff at 100% compliance with mandatory training	%			-	-	-	-	-	-	70.82	73.76	72.7	56.83	64.43	60.44	72.03	73.65	79.06	80.08	Dec 2019	64.6	77.2	74.0	-	-	88.2	-	80.1			
			Staff requiring to complete 1 module to be at 100% compliance with mandatory training	%			-	-	-	-	-	-	12.42	13.51	12.85	23.03	18.7	21.96	12.7	13.78	10.11	9.37	Dec 2019	13.9	11.8	11.2	-	-	6.8	-	9.4			
			Staff requiring to complete 2 modules to be at 100% compliance with mandatory training	%			-	-	-	-	-	-	8.077	8.372	6.488	8.489	7.228	7.588	5.694	4.625	3.796	4.009	Dec 2019	6.3	4.7	6.1	-	-	2.5	-	4.0			
●	Apr-19		Nursing Turnover (Qualified Only)	<= %	10.7	10.7	13.0	13.4	12.8	12.2	12.7	12.5	12.4	12.2	12.1	11.8	12.4	12.3	12.3	11.7	11.5	12.2	12.1	12.6	Dec 2019				12.6	12.1				
●	Apr-19		Nursing Vacancy Rate (Qualified)	<= %	11.0	11.0	-	-	-	-	11.8	12.1	13.0	12.4	10.6	15.2	15.8	15.9	16.1	15.8	14.3	14.6	13.8	14.5	Dec 2019				14.5	15.1				
●	Apr-19		WeConnect Staff Satisfaction Score	=> No	4.0	4.0	Under Review												Jan 2019	3.9	3.9	4.0	0.0	0.0	3.8	7.7	23.2							
●	Apr-19		WeConnect Staff Satisfaction Response Rate (%)	=> No	35.0	35.0	Under Review												Jan 2019							131.3								
●	Apr-19		WeConnect Staff Satisfaction Disengagement Rate	=> %	10.0	18.0	Under Review												Jan 2019	100.0	100.0	100.0	-	-	100.0	100.0	100.0							
●	Apr-19		New Starters Complete Onboarding Process	=> %	100.0	100.0	-	100	84.21	87.5	82.14	86.89	92.31	77.61	87.5	94.64	87.05	93.49	99.15	100	100	Dec 2019	100.0	100.0	100.0	-	-	100.0	-	92.16				
●	Apr-19		Flu Vaccination Rate	=> %	85.0	85.0	-	-	83.33	83.7	-	-	-	-	-	-	-	-	-	-	-	-	Dec 2019	-	-	-	-	-	-	78.1	62.66			



Local Quality Indicators - 2019/2020

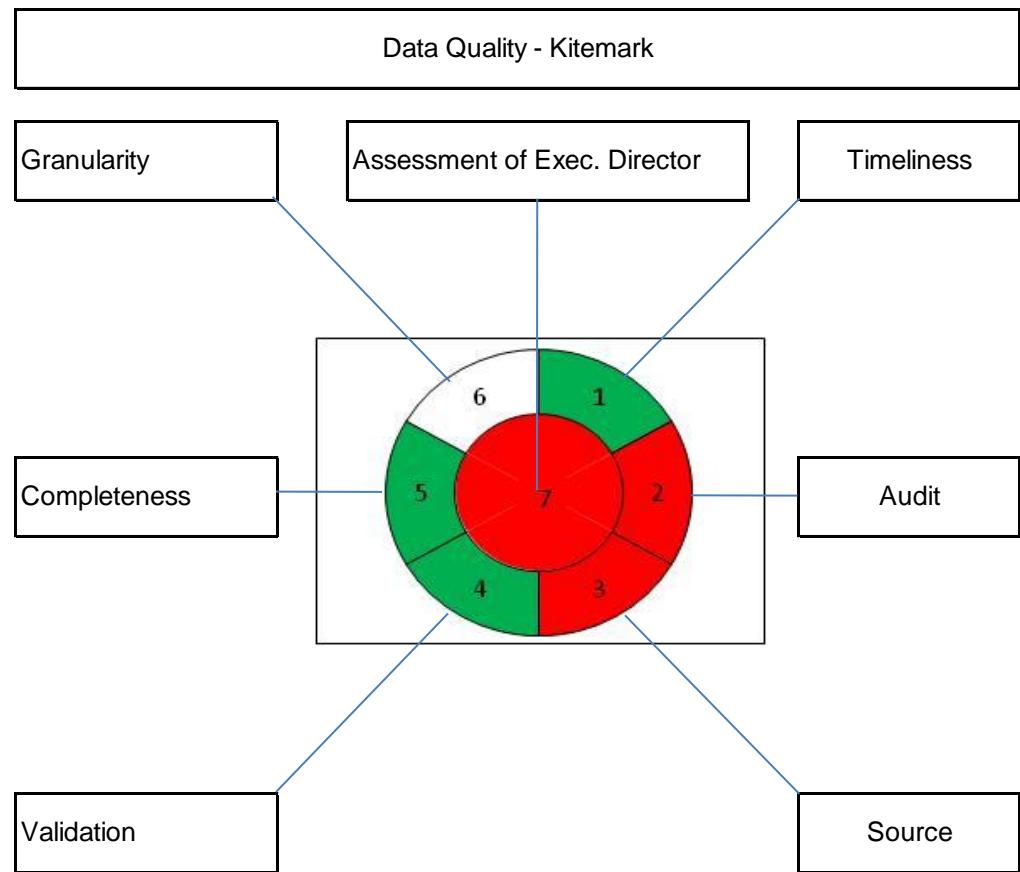
Data Quality	Last review	PAF	Indicator	Measure	Trajectory		Previous Months Trend (From Jul 2018)																		Data Period	Group							Month	Year To Date	Trend	
					Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		M	SS	W	P	I	PCCT	CO				
			Safeguarding Children Level 3 Training	=> %	85	85	91	90	88	86	84	86	86	86	83	85	87	84	88	88	87	85	84	84	86	Dec 2019							85.5	85.6		
			WHO Safer Surgery - Audit - brief and debrief (% lists where complete) - SQPR	=> %	100	100	100	100	100	100	100	100	100	100	99	100	100	100	100	100	100	100	100	100	100	99	Dec 2019	100	98.3	-	-	-	-	99.3	99.7	
			Morning Discharges (00:00 to 12:00) - SQPR	=> %	35	35	17	15	15	16	16	16	20	18	20	19	16	17	17	17	17	14	17	15	17	Dec 2019	16.7	13	20.9	24	24	24	17.0	16.6		
			ED Diagnosis Coding (Mental Health CQUIN) - SQPR	=> %	85	85	84	84	84	91	91	92	91	92	91	92	91	91	92	92	75	68	63	61	Dec 2019							60.7	80.8			
			Community Nursing - Falls Assessment For Appropriate Patients on home visiting caseload	=> %	100	100	96	95	97	95	91	93	93	95	95	93	97	97	97	97	96	93	91	93	93	Dec 2019							93.4	94.9		
			Community Nursing - Pressure Ulcer Risk Assessment For New community patients at intial assessment	=> %	95	95	96	95	97	95	92	94	93	95	95	93	97	98	97	97	96	96	93	92	93	Dec 2019							93.4	95.0		

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)

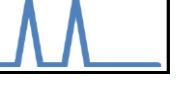
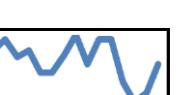
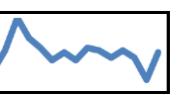
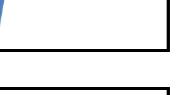
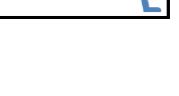
Indicators which comprise the External Performance Assessment Frameworks	
•	NHS TDA Accountability Framework
a	Caring
b	Well-led
c	Effective
d	Safe
e	Responsive
f	Finance
•	Monitor Risk Assessment Framework
•	CQC Intelligent Monitoring

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

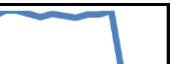
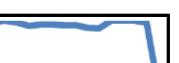
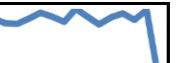


- Each outer segment of indicator is colour coded on kitemark to signify strength of indicator relative to the dimension, with following key:
- Red Insufficient
 - Green Sufficient
 - White Not Yet Assessed
- The centre of the indicator is colour coded as follows:
- Red / Green As assessed by Executive 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

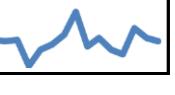
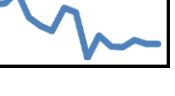
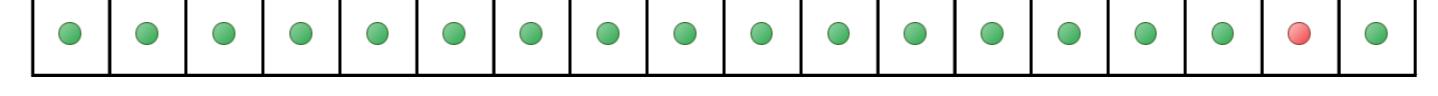
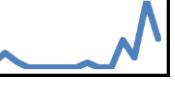
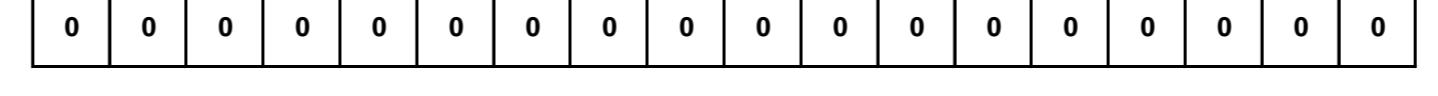
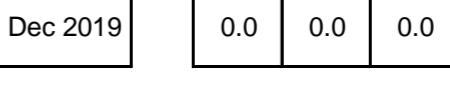
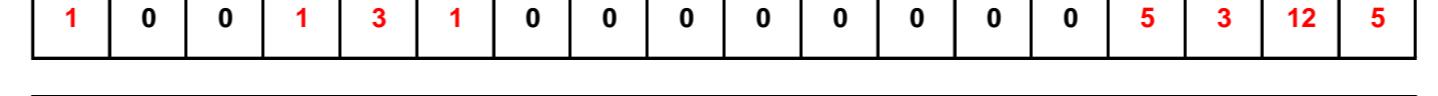
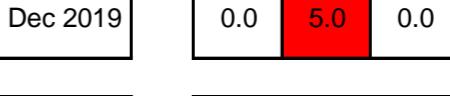
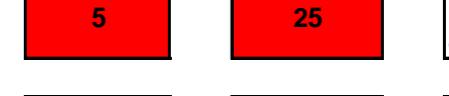
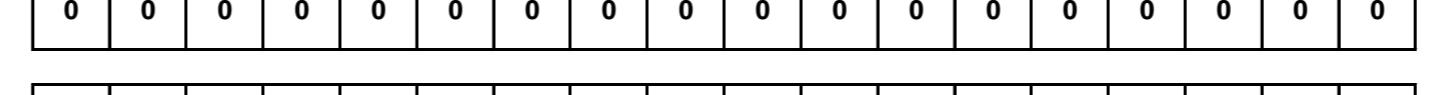
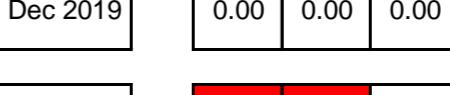
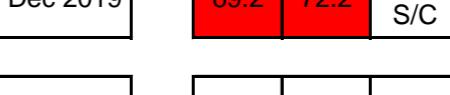
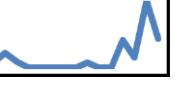
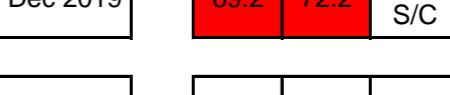
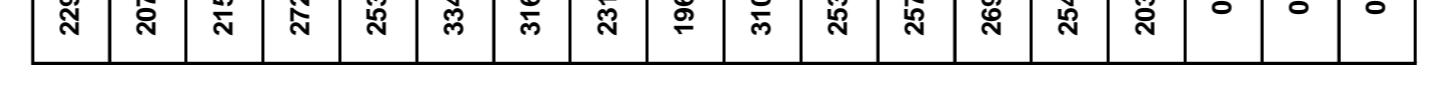
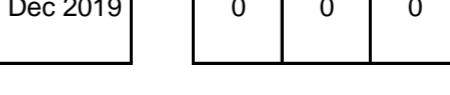
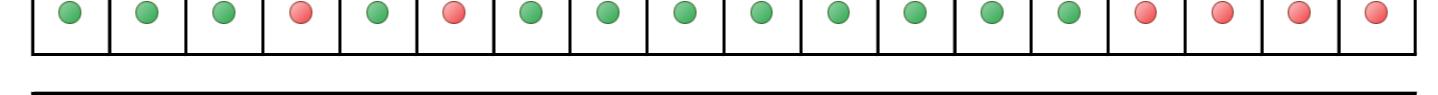
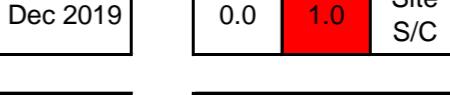
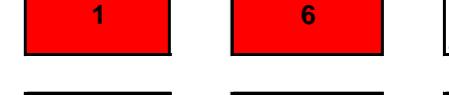
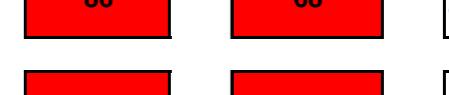
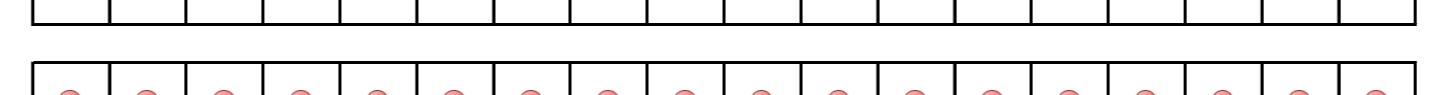
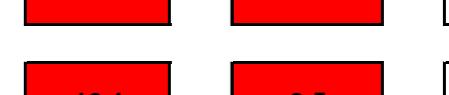
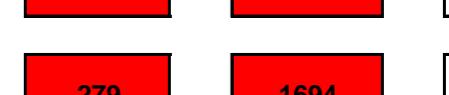
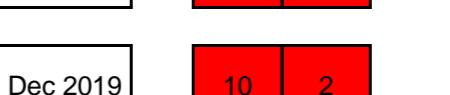
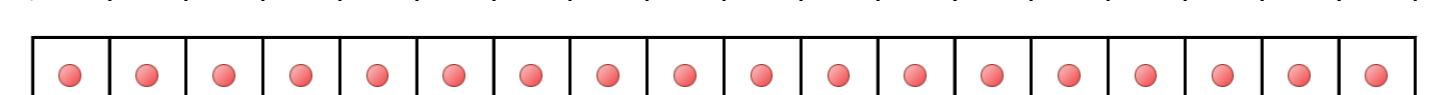
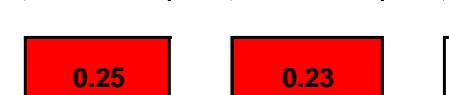
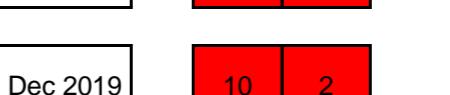
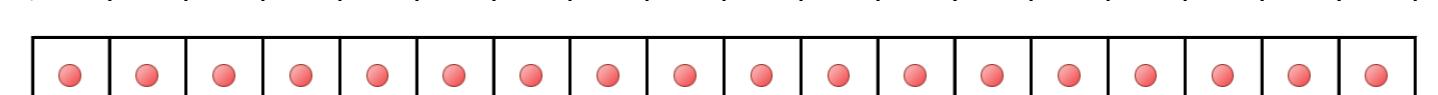
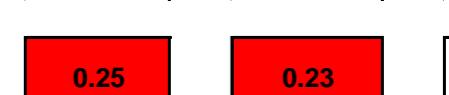
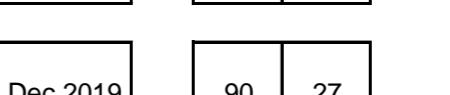
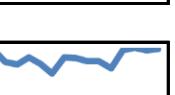
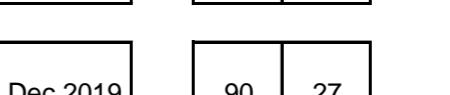
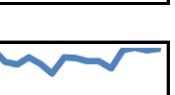
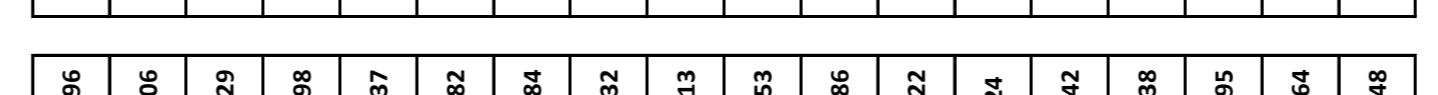
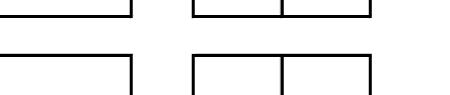
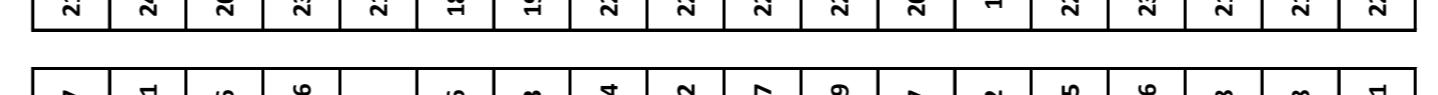
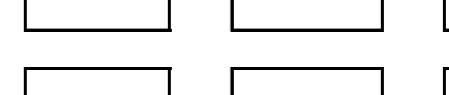
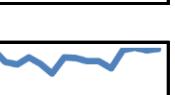
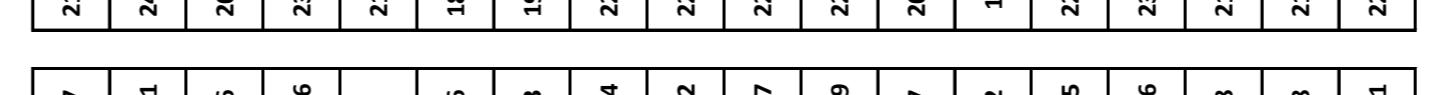
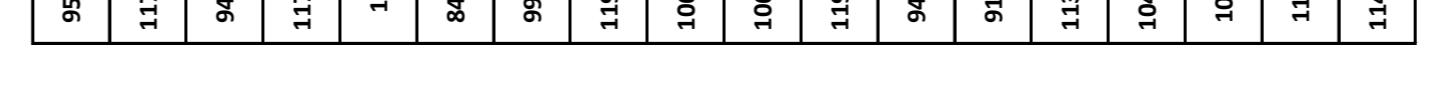
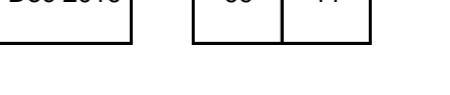
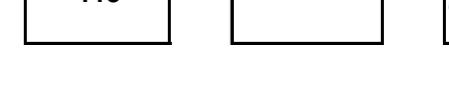
Medicine Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend								
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D							
Patient Safety - Inf Control	C. Difficile	<= No	30	3	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	2	0	0	2	12		
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0	0	0	0	1		
Patient Safety - Inf Control	MRSA Screening - Elective (%)	=> %	80	80	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	54	64	22	51.0			
Patient Safety - Inf Control	MRSA Screening - Non Elective (%)	=> %	80	80	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	74	76	76	74.9			
Patient Safety - Harm Free Care	Number of DOLS raised	No			26	21	26	23	25	15	27	16	28	20	16	21	13	14	24	19	12	25	Dec 2019	2	23	0	25	164	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			26	21	26	23	25	15	27	16	28	20	16	21	13	14	24	19	12	25	Dec 2019	2	23	0	25	164	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			3	5	1	2	7	4	1	0	6	2	4	11	2	4	0	4	3	6	Dec 2019	1	5	0	6	36	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			2	3	5	0	0	0	1	8	3	5	2	4	0	2	0	1	0	0	Dec 2019	0	0	0	0	14	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			10	10	16	13	11	8	13	12	13	11	9	9	8	8	13	12	7	16	Dec 2019	1	15	0	16	93	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			3	2	3	2	3	2	1	4	2	1	0	0	0	2	2	0	0	0	Dec 2019	0	0	0	0	5	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			1	0	0	0	0	0	0	12	0	4	0	2	0	0	0	0	0	0	Dec 2019	0	0	0	0	-	
Patient Safety - Harm Free Care	Falls	<= No	0	0	40	43	37	53	58	50	53	43	43	51	60	47	58	58	39	30	34	47	Dec 2019	15	32	-	47	424	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	0	0	0	2	-	2	0	1	2	2	1	2	0	0	0	1	0	Dec 2019	0	0	0	0	8		
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	6	1	3	7	15	28	20	16	11	14	11	16	15	12	15	12	3	14	Dec 2019	2	12	-	14	112	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	98.8	96.9	95.5	97.7			
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 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	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	100	100	-	100.0			
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	100	100	-	100.0			
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0	0	0	0	0		
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	1	0	0	Dec 2019	0	0	0	0	1		
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	3	1	0	4	36		
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Oct 2019	82	76	81	78			

Medicine Group

Section	Indicator	Measure	Trajectory		Previous Months Trend															Data Period	Directorate	Month	Year To Date	Trend		
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			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	EC AC SC	14.1	
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			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	12.5	12.7	12.9	-	Nov 2019	EC AC SC	12.5		
Section	Indicator	Measure	Trajectory		Previous Months Trend															Data Period	Directorate	Month	Year To Date	Trend		
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
Clinical Effect - Stroke & Card	Pts spending >90% stay on Acute Stroke Unit (%)	=> %	90.0	90.0	●	●	●	●	●	●	●	●	Aug 2019	EC AC SC	98.3											
Clinical Effect - Stroke & Card	Pts admitted to Acute Stroke Unit within 4 hrs (%)	=> %	90.0	90.0	●	Aug 2019	EC AC SC	80.0																		
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0	●	Aug 2019	EC AC SC	73.9																		
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.0	●	Aug 2019	EC AC SC	100.0																		
Clinical Effect - Stroke & Card	Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85.0	85.0	●	●	●	●	●	●	Aug 2019	EC AC SC	60.0													
Clinical Effect - Stroke & Card	Stroke Admissions - Swallowing assessments (<24h) (%)	=> %	98.0	98.0	●	●	●	●	●	●	Jun 2019	EC AC SC	100.0													
Clinical Effect - Stroke & Card	TIA (High Risk) Treatment <24 Hours from receipt of referral (%)	=> %	70.0	70.0	●	Aug 2019	EC AC SC	75.0																		
Clinical Effect - Stroke & Card	TIA (Low Risk) Treatment <7 days from receipt of referral (%)	=> %	75.0	75.0	●	Aug 2019	EC AC SC	92.3																		
Clinical Effect - Stroke & Card	Primary Angioplasty (Door To Balloon Time 90 mins) (%)	=> %	80.0	80.0	●	Dec 2019	EC AC SC	91.7																		
Clinical Effect - Stroke & Card	Primary Angioplasty (Call To Balloon Time 150 mins) (%)	=> %	80.0	80.0	●	Dec 2019	EC AC SC	81.8																		
Clinical Effect - Stroke & Card	Rapid Access Chest Pain - seen within 14 days (%)	=> %	98.0	98.0	●	Dec 2019	EC AC SC	100.0																		
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0	●	Nov 2019	EC AC SC	93.5																		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0	●	●	Nov 2019	EC AC SC	96.9																	
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0	●	Nov 2019	EC AC SC	94.7																		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			1	3	2	4	4	6.5	4.5	1.5	2.5	4	0.5	2	5	4	2	3.5	1	-	Nov 2019	EC AC SC	1.00	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			0	1.5	0	0	0	2	0	1	1	1	0.5	0	1.5									

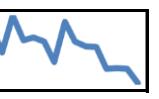
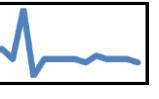
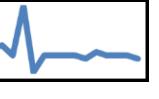
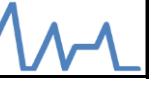
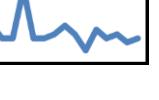
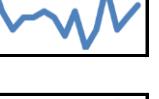
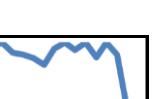
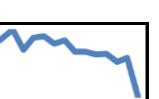
Medicine Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																Data Period	Directorate	Month	Year To Date	Trend				
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D							
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			55	27	25	30	29	30	14	24	27	33	47	26	31	24	21	37	31	29	Dec 2019	EC AC SC	29	279			
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			97	90	80	87	88	99	75	67	62	84	80	37	58	48	47	54	50	50	Dec 2019	27 23 0	50				
Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate	Month	Year To Date	Trend			
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D							
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8																					Dec 2019	- 3.85 -	0.65		
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	Dec 2019	0.0 0.0 0.0	0	0			
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	1	0	0	1	3	1	0	0	0	0	0	0	0	0	5	3	12	5	Dec 2019	0.0 5.0 0.0	5	25			
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	Dec 2019	0.00 0.00 0.00	0.00	0			
Emergency Care & Pt. Flow	Emergency Care 4-hour waits (%)	=> %	95.0	95.0																	Dec 2019	69.2 72.2 Site S/C	70.8	75.9					
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			2294	2075	2154	2721	2533	3349	3163	2318	1960	3104	2534	2570	2695	2549	2032	0	0	0	Dec 2019	0 0 0	0	15484			
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	Dec 2019	0.0 1.0 Site S/C	1	6				
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Initial Assessment (95th centile) (Group Sheet Only)	<= No	15.0	15.0																	Dec 2019	26.0 33.0 Site S/C	29	18					
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Treatment in Department (median) (Group Sheet Only)	<= No	60.0	60.0																	Dec 2019	81.0 93.0 Site S/C	86	68					
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0																	Dec 2019	7.8 7.9 Site S/C	7.8	6.6					
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0																	Dec 2019	9.0 11.0 Site S/C	10.1	8.5					
Emergency Care & Pt. Flow	WMAS - Finable Handovers (emergency conveyances) 30 - 60 mins (number)	<= No	0	0	165	116	95	121	159	205	168	160	88	166	119	128	123	162	238	251	228	279	Dec 2019	219 60	279	1694			
Emergency Care & Pt. Flow	WMAS - Finable Handovers (emergency conveyances) >60 mins (number)	<= No	0	0	2	8	5	6	7	7	9	8	6	5	4	4	5	9	33	16	9	12	Dec 2019	10 2	12	97			
Emergency Care & Pt. Flow	WMAS - Turnaround Delays > 60 mins (% all emergency conveyances)	<= %	0.02	0.02										<img alt="Red dots" data-bbox="695 955 795 9															

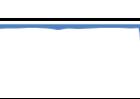
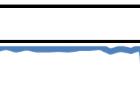
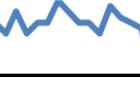
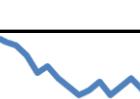
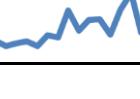
Medicine Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate	Month	Year To Date	Trend					
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D						
RTT	RTT - Admitted Care (18-weeks) (%)	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	-	83.2	93.4	87.2	
RTT	RTT - Non Admitted Care (18-weeks) (%)	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	-	56.2	80.5	68.2
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	-	89.5	95.0	91.9
RTT	RTT - Backlog	<= No	0	0	644	641	595	527	497	498	427	341	327	346	452	515	568	451	525	483	559	579	Dec 2019	0	420	159	579	
RTT	Patients Waiting >52 weeks	<= No	0	0	1	3	0	1	2	1	0	0	1	0	1	4	1	7	0	0	0	0	Dec 2019	0	0	0	0	
RTT	Treatment Functions Underperforming	<= No	0	0	6	5	5	5	5	5	6	6	3	6	6	6	5	7	6	9	7	Dec 2019	0	5	2	7		
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	-	2.83	0.33	2.43	
Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate	Month	Year To Date	Trend					
Data Completeness	Open Referrals	No			J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D						
Data Completeness	Open Referrals	No	70,530	71,562	72,254	74,327	75,665	76,701	77,842	78,753	78,479	78,128	58,658	56,434	54,224	52,647	51,785	52,607	52,552	54,131	54,131	Dec 2019	10,384	23,125	20,622	54131		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Re	No	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	16,166	16,166	Dec 2019	6,528	7,231	2,407	16166		
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	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	91.36	97.1	-	95.1	
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.00	3.00	5.01	5.07	5.19	5.30	5.35	5.35	5.41	5.53	5.67	5.69	5.54	5.50	5.43	5.38	5.32	5.44	5.41	5.24	Dec 2019	5.07	5.36	-	5.24	
Workforce	Sickness Absence - In month	<= No	3.00	3.00	5.98	6.09	5.85	5.90	6.27	7.16	7.36	6.39	6.32	6.13	4.97	4.49	4.41	4.68	5.20	5.90	6.05	5.43	Dec 2019	5.29	5.54	-	5.43	
Workforce	Sickness Absence - Long Term - In month	No			65	65	65	64	62	74	75	67	68	62	46	39	42	47	45	52	59	57	Dec 2019	23	33	0	57	
Workforce	Sickness Absence - Short Term - In month	No			163	174	199	193	209	212	225	201	196	190	171	188	153	142	177	209	176	183	Dec 2019	83	100	0	183	
Workforce	Mandatory Training (%)	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	88.49	88.89	-	87.8	

Surgical Services Group

Section	Indicator	Measure	Trajectory		Data Period	Directorate	Month	Year To Date	Trend
			Year	Month					
Patient Safety - Inf Control	C. Difficile	<= No	7	1				0	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0				0	
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80	80				81.6	
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80	80				79.3	
Patient Safety - Harm Free Care	Number of DOLS raised	No			7 10 9 10 11 8 23 3 8 8 8 8 7 9 8 8 8 8 7	Dec 2019	0 6 0 1 0	7	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			7 10 9 10 11 8 23 3 8 8 8 8 7 9 8 8 8 8 7	Dec 2019	0 6 0 1 0	7	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			1 1 2 1 2 3 0 0 1 2 0 1 1 1 2 0 0 0	Dec 2019	0 0 0 0 0	0	
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			1 1 1 0 0 0 0 3 1 0 2 1 0 0 0 0 0 1	Dec 2019	0 1 0 0 0	1	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			1 1 5 8 5 5 17 5 5 6 8 6 2 7 5 6 4 5	Dec 2019	0 4 0 1 0	5	
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			1 0 0 0 2 0 1 0 1 0 1 1 0 0 0 0 1 0	Dec 2019	0 0 0 0 0	0	
Patient Safety - Harm Free Care	Falls	<= No	0	0	9 11 10 17 12 9 11 11 12 11 8 12 6 9 16 9 11 13	Dec 2019	8 4 - - 1	13	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	0 0 0 1 0 - 0 0 0 0 0 0 0 0 1 0 0	Dec 2019	0 0 0 0 0	0	
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	3 2 5 3 7 9 9 7 7 8 8 7 6 8 8 7 4 6	Dec 2019	1 1 - 4 -	6	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0				95.1	
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0				100.0	
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	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				98.3	
Patient Safety - Harm Free Care	Never Events	<= No	0	0	0 0 0 1 0 1 0 0 0 1 0 1 0 0 0 0 0 0	Dec 2019	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	Dec 2019	0 0 0 0 0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Dec 2019	0 0 0 0 0	0	
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98.0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Oct 2019	100 0 - - -	81.8	
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			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 -	Nov 2019		4.1	

Surgical Services Group

Section	Indicator	Measure	Trajectory		Data Period	Directorate	Month	Year To Date	Trend	
			Year	Month						
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			Nov 2019			5.7		
Section	Indicator	Measure	Trajectory							
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0	Nov 2019	98.3	-	-	-	
Clinical Effect - Cancer	2 weeks (Breast Symptomatic)	=> %	93.0	93.0	Nov 2019	95.7	-	-	-	
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0	Nov 2019	95.8	-	-	-	
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0	Nov 2019	90.8	-	-	-	
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			Nov 2019	-	-	-	-	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			Nov 2019	3.5	-	0	-	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			Nov 2019	202	-	0	-	
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0	0	Dec 2019	0	-	0	-	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	Sep 2019	0	0	0	7	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			Dec 2019	8	1	1	0	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			Dec 2019	12	4	2	0	
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8	Dec 2019	2.63	5.69	-	0.5	
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	Dec 2019	0	0	0	0	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	Dec 2019	24	25	0	1	
Pt. Experience - Cancellations	Urgent Cancelled Operations	<= No	0	0	Dec 2019	0	0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (%)	=> %	95.0	95.0	Dec 2019	-	-	-	-	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	<= No	0	0	Dec 2019	0	0	0	0	
Emergency Care & Pt. Flow	Emergency Care Trolley Waits >12 hours	<= No	0	0	Dec 2019	-	-	-	-	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0	Dec 2019	-	-	-	-	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0	Dec 2019	-	-	-	-	
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15	15	Nov 2018	-	-	-	-	

Surgical Services Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60	60

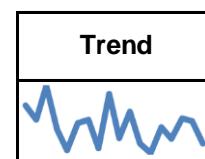
Previous Months Trend																			
J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
15	12	21	9	4	11	12	5	19	7	14	6	3	10	7	12	12	6		

Data Period
Dec 2019

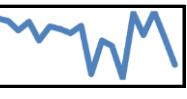
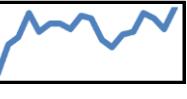
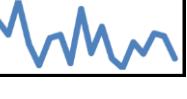
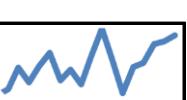
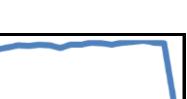
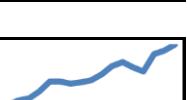
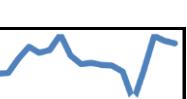
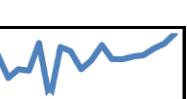
Directorate				
GS	SS	TH	An	O
2.68	1.16	-	0	1.77

Month
5.61

Year To Date
76



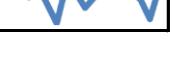
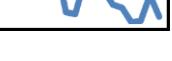
Surgical Services Group

Section	Indicator	Measure	Trajectory		Data Period	Directorate	Month	Year To Date	Trend	
			Year	Month						
Emergency Care & Pt. Flow	Hip Fractures BPT (Operation < 36 hours of admissions)	=> %	85.0	85.0				67.5	75.7	
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No					25	-		
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%					5.09	7		
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No					5.61	-		
Section	Indicator	Measure	Trajectory		Data Period	Directorate	Month	Year To Date	Trend	
			Year	Month						
RTT	RTT - Admitted Care (18-weeks) (%)	=> %	90.0	90.0				80.0		
RTT	RTT - Non Admitted Care (18-weeks) (%)	=> %	95.0	95.0				93.1		
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0				90.9		
RTT	RTT - Backlog	<= No	0	0				1480		
RTT	Patients Waiting >52 weeks	<= No	0	0				0		
RTT	Treatment Functions Underperforming	<= No	0	0				12		
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0				0.08		
Data Completeness	Open Referrals	No						106065		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Req	No						12848		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0				89.2		
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0				93.7		
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.0	3.0				5.2		
Workforce	Sickness Absence - In Month	<= %	3.0	3.0				5.9		
Workforce	Sickness Absence - Long Term - In Month	No						55		
Workforce	Sickness Absence - Short Term - In Month	No						171		
Workforce	Mandatory Training	=> %	95.0	95.0				91.4		

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend					
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D				
Patient Safety - Inf Control	C. Difficile	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0 0 0	0	0	—
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0 0 0	0	0	—
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.00	80.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	88.7 ● ●	88.7		
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80.00	80.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	100 100 ●	100.0		
Patient Safety - Harm Free Care	Falls	<= No	0	0	1	0	1	4	0	0	2	1	1	0	0	1	0	1	-	1	-	Dec 2019	- - -	-	3	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	0	0	0	0	-	0	1	0	0	0	0	0	0	0	0	0	0	Dec 2019	0 0 0	0	0	
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= %	0	0	0	0	0	0	2	0	0	2	4	0	2	-	-	-	-	-	2	Dec 2019	1 - -	1	4	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	97.9 87.6 ●	90.8		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	100 100 ●	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	●	●	●	●	●	-	-	●	-	-	-	-	-	-	●	-	-	Dec 2019	- - ●	-		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	●	●	●	●	●	-	-	●	-	-	-	-	-	-	●	-	-	Dec 2019	- - ●	-		
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0 0 0	0	1	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0 0 0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0 0 1	1	7	

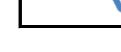
Women & Child Health Group

Section	Indicator	Measure	Trajectory												Data Period	Directorate	Month	Year To Date	Trend								
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	D						
Section	Indicator	Measure	Trajectory												Data Period	Directorate	Month	Year To Date									
Section	Indicator	Measure	Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	D	Data Period	Directorate	Month			
Patient Safety - Obstetrics	Caesarean Section Rate - Total	<= %	25.0	25.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	27.8	27.8	27.2			
Patient Safety - Obstetrics	Caesarean Section Rate - Elective	%			9	10	9	9	9	10	8	11	9	9	10	11	11	10	11	12	10	11	Dec 2019	10.6	10.6	10.4	
Patient Safety - Obstetrics	Caesarean Section Rate - Non Elective	%			20	17	19	16	17	16	14	17	17	15	16	18	20	17	17	16	14	17	Dec 2019	17.2	17.2	16.8	
Patient Safety - Obstetrics	Maternal Deaths	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0	0	1		
Patient Safety - Obstetrics	Post Partum Haemorrhage (>2000ml)	<= No	48	4	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	1	1	24		
Patient Safety - Obstetrics	Admissions to Neonatal Intensive Care	<= %	10.0	10.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0.24	0.24	0.2		
Patient Safety - Obstetrics	Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	7.18	7.2			
Patient Safety - Obstetrics	Stillbirth (Corrected) Mortality Rate (per 1000 babies)	Rate1			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	4.78	Dec 2019	4.78	4.78	4.56	
Patient Safety - Obstetrics	Neonatal Death (Corrected) Mortality Rate (per 1000 babies)	Rate1			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	2.40	5.09	1.00	Dec 2019	2.39	2.39	1.27		
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (>=%) - SWBH Specific	=> %	85.0	85.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	94.4	94.4			
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (%) - National Definition	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	148	147.7			
Patient Safety - Obstetrics	Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	83.8	83.8			
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	%			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	0.5	Dec 2019	0.47	0.47	0.5	
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	%			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	0.5	Dec 2019	0.47	0.47	0.5	
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	%			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	0.3	0.0	Dec 2019	0	0	0.0		
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	N/A	N/A	●	●	-	Oct 2019	0	0	0.0		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			4.5	3.7	4.2	4.4	5.1	6.3	4.6	4.8	3.9	4.3	4.0	3.7	9.2	9.4	6.2	7.9	7.1	-	Nov 2019	7.1			
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			4.6	4.6	4.6	4.6	4.6	4.7	4.7	4.7	4.6	4.6	4.5	4.6	4.8	4.9	5.0	5.1	-	Nov 2019			4.7		
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	98.1	-	98.1		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	88.2	88.2	88.2		

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend															Data Period	Directorate	Month	Year To Date	Trend			
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0	●	●	●	●	●	#DIV/0!	●	●	●	●	●	●	●	●	●	●	●	-	Nov 2019	G M P	80.0		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			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	1.5	-	Nov 2019	1.5 - 0	1.5	15	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			1	0.5	0	0	0	0	1	1	3	1	0	0	0.5	0.5	0	1	0	-	Nov 2019	0 - 0	0	3	
Clinical Effect - Cancer	Cancer - Oldest wait for treatment	No			113	105	72	100	86	84	137	177	209	241	97	85	196	109	96	171	104	-	Nov 2019	104 - 0	104		
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	Dec 2019	0 - 0	0	0		
Section	Indicator	Measure	Trajectory		Previous Months Trend															Data Period	Directorate	Month	Year To Date				
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		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	-	-	-	Sep 2019	0 - 0	0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			8	9	4	8	9	6	8	10	12	5	18	12	23	4	17	19	10	6	Dec 2019	2 2 2	6	114	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			18	26	20	24	20	17	13	14	18	17	26	19	23	6	22	25	12	13	Dec 2019	0 0 0	13		
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	4.14 -	3.1			
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	Dec 2019	0 - 0	0	0		
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	1	2	1	2	3	6	11	9	5	6	7	3	5	5	10	5	8	6	Dec 2019	6 - 0	6	55	
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	Dec 2019	0 - 0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			13	16	39	17	65	61	34	11	17	46	20	10	13	7	20	0	0	0	Dec 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	0	1	1	1	1	3	1	1	Dec 2019	1 0 0	1	-	
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%			2	4	0	0	10	0	0	0	2	1	4	3	7	1	0	4	23	7	Dec 2019	7.42 - -	7	7	
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No			0	1	0	0	1	0	0	0	0	0	0	1	0	0	0	5	1	Dec 2019	1 - -	1	-		
RTT	RTT - Admitted Care (18-weeks)	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	75.9 -	75.9			
RTT	RTT - Non Admitted Care (18-weeks)	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	86.8 -	86.8			
RTT	RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	90.8 -	90.8			
RTT	RTT - Backlog	<= No	0	0	125	121	146	176	190	199	174	169	142	146	162	201	231	187	141	142	169	191	Dec 2019	191 -	191		

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend						
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
RTT	Patients Waiting >52 weeks	<= No	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	Dec 2019	0	0	0	
RTT	Treatment Functions Underperforming	<= No	0	0	2	2	2	3	3	3	3	3	2	2	2	3	3	3	2	2	3	3	Dec 2019	3	3	3	
RTT	Acute Diagnostic Waits in Excess of 6-weeks	<= %	0.1	0.1	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	-	-	-	
Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend						
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
Data Completeness	Open Referrals	No			23,733	22,895	22,687	22,333	23,153	22,571	23,359	24,316	27,992	31,884	31,906	10,961	27,992	24,316	23,359	22,571	22,687	23,733	22,895	Dec 2019	7,849	23733	
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			5,150	4,788	4,857	5,139	5,139	5,158	5,139	5,139	5,139	5,139	5,139	5,139	5,139	5,139	5,139	5,139	5,150	5,150	Dec 2019	348	5150		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	●	●	●	-	-	●	-	-	-	-	-	-	-	-	-	-	-	-	Oct 2019	86.7	82.3	94.4	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	96.4	100	100	
Workforce	Sickness Absence - 12 month rolling	<= %	3.0	3.0	4.51	4.59	4.61	4.66	4.67	4.68	4.77	4.84	4.96	5.06	5.26	5.35	5.34	5.38	5.47	5.69	5.72	5.79	Dec 2019	3.75	5.8	5.17	
Workforce	Sickness Absence - in month	<= %	3.0	3.0	5.34	5.04	4.58	4.85	4.69	4.86	6.14	5.70	5.55	5.35	6.06	6.21	5.59	4.96	5.24	6.00	6.56	6.09	Dec 2019	6.26	6.09	6.03	
Workforce	Sickness Absence - Long Term - in month	No			42	39	37	30	35	31	48	41	41	39	45	47	40	46	41	44	45	52	Dec 2019	5	23	24	
Workforce	Sickness Absence - Short Term - in month	No			85	90	97	134	120	117	135	115	102	97	78	70	87	60	98	98	106	103	Dec 2019	11	48	44	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	89.2	90.3	95.2	

Women & Child Health Group

Section	Indicator	Measure	Trajectory												Data Period	Directorate	Month	Year To Date	Trend									
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	D							
Section	Indicator	Measure	Trajectory												Data Period	Directorate	Month	Year To Date										
Section	Indicator	Measure	Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	D	Data Period	Directorate	Month				
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			-->	-->	-->	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	92	-->	-->	91.4	-->	-->	90	-->	-->	91.4	-->	-->	92.4	-->	-->	90.9	-->	-->	Oct 2019	G	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	%			5.98	-->	-->	6.62	-->	-->	8.21	-->	-->	6.09	-->	-->	7.64	-->	-->	7.38	-->	-->	Oct 2019	G	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	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	%			97.8	-->	-->	96.9	-->	-->	96.7	-->	-->	96.7	-->	-->	96	-->	-->	95.1	-->	-->	Oct 2019	G	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	91.4	-->	-->	94.6	-->	-->	94.1	-->	-->	94.8	-->	-->	95.8	-->	-->	96.6	-->	-->	Oct 2019	G	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	-->	-->	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	G	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	-->	-->	99.5	-->	-->	99.9	-->	-->	99.9	-->	-->	99.7	-->	-->	Oct 2019	G	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	99.5	-->	-->	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	%			40.2	-->	-->	41.6	-->	-->	41.6	-->	-->	40.3	-->	-->	44.1	-->	-->	45.1	-->	-->	Oct 2019	G	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	G	-	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			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	99.7	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019	G	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			13	-->	-->	23	-->	-->	2.6	-->	-->	1.8	-->	-->	0.21	-->	-->	21	-->	-->	Oct 2019	G	21	21	23.01	

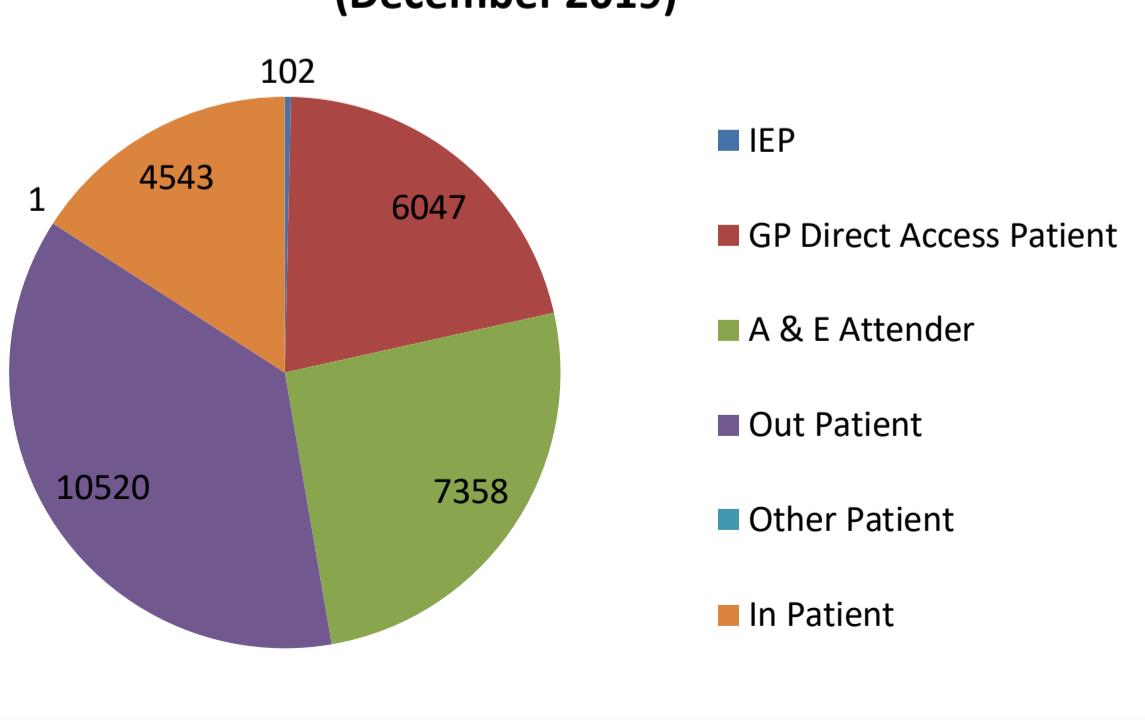
Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																Data Period	Directorate	Month	Year To Date	Trend		
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
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	3.33	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	2.2	-->	-->	-->	-->	-->	Jul 2019	G M P	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			7	-->	-->	26	-->	-->	3.3	-->	-->	2.2	-->	-->	3.6	-->	-->	28	-->	-->	Oct 2019	G M P	28	28	
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	1.86	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	3.6	-->	-->	-->	-->	-->	Jul 2019	G M P	3.6	3.6	
WCH Group Only	HV - movers into provider <1 year of age to be checked =<14 d following notification to HV service	No			65	-->	-->	192	-->	-->	61.9	-->	-->	73.5	-->	-->	255	-->	-->	196	-->	-->	Oct 2019	G M P	196	196	
WCH Group Only	HV - all untested babies <1 year of age will be offered NBBS screening & results to HV.	Y/N			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan-00	G M P				

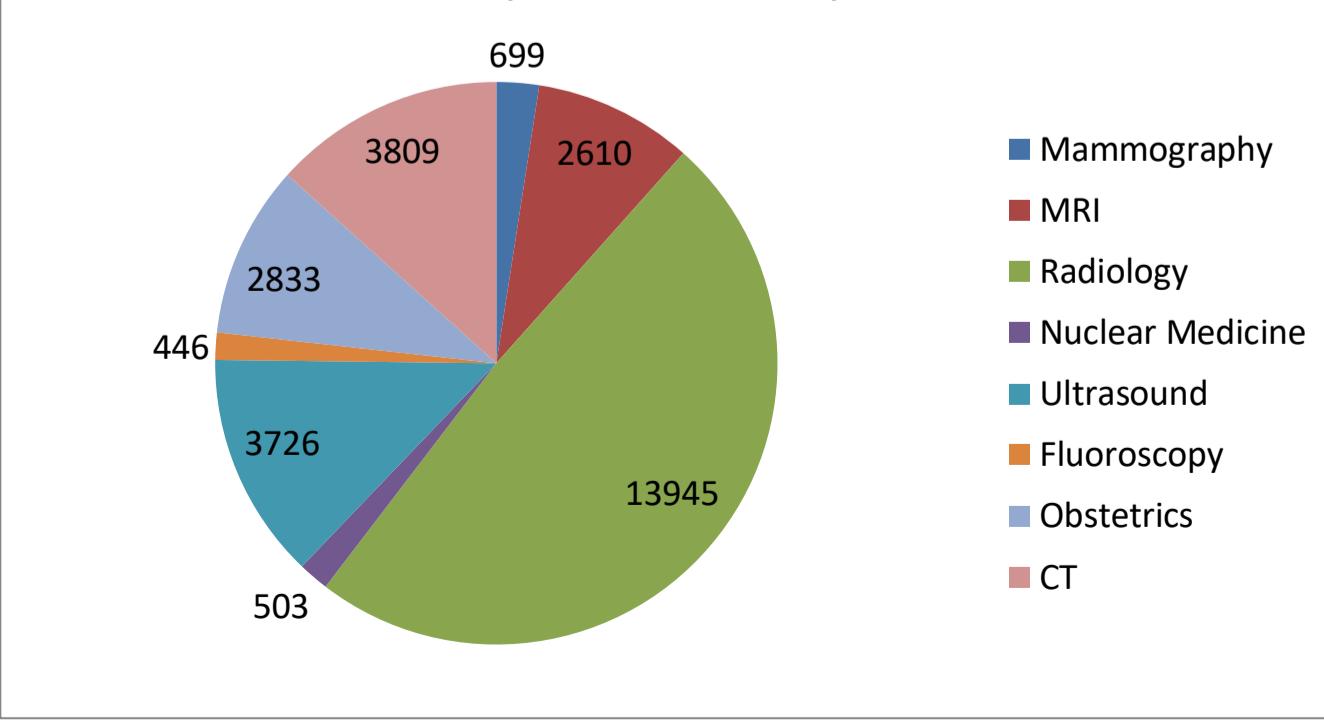
Imaging Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend							
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D						
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0 0 0 0	0	0		
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	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	1.0	1.0	2.0	1.0	1.0	-	2.0	2.0	3.0	2.0	-	1.0	1.0	1.0	4.0	-	Nov 2019		13.79	-			
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	=> %	0	0	19.0	16.0	15.0	15.0	15.0	15.0	14.0	14.0	13.0	16.0	17.0	16.0	16.0	16.0	15.0	18.0	-	Nov 2019		-	5.31			
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	-	Aug 2019		73.91	65.44		
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	-	Aug 2019		100	98.16		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			4	3	4	0	2	2	2	0	2	0	6	5	3	2	0	1	3	3	Dec 2019	1 2 0 0	3	23		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			5	9	9	3	5	5	4	4	4	3	6	11	6	3	1	2	3	2	Dec 2019	2 0 0 0	2			
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0.2	0.2			
Data Completeness	Open Referrals	No			851	87	92	904	90	92	92	927	932	940	948	97	268	29	308	350	363	396	446	Dec 2019	47 15 0 0	486		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			769	786	819	819	831	845	849	855	867	865	885	901	186	178	215	233	244	255	304	Dec 2019	315 9 0 0	321		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	●	●	●	-	-	●	-	-	-	-	-	-	●	●	-	-	-	-	Oct 2019	79.8 100 86.5 97.9	-	72.8		
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Nov 2019	100 - 100 -	-	97.4		
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00	3.78	3.84	4.09	4.27	4.55	4.56	4.60	4.59	4.59	4.66	4.88	4.71	4.62	4.68	4.60	4.52	4.24	4.07	Dec 2019	4.8 2.6 2.1 2.9	4.07	4.55		
Workforce	Sickness Absence - in month	<= %	3.00	3.00	4.88	4.27	5.48	5.41	7.08	5.75	4.30	4.14	4.12	4.56	5.06	3.86	3.53	4.82	4.46	4.20	4.12	3.57	Dec 2019	4.4 0.5 1.1 2.6	3.57	4.24		
Workforce	Sickness Absence - Long Term - in month	No			14	9	10	11	14	14	10	7	6	10	10	7	5	8	9	10	7	7	Dec 2019	3 0 0 0	7	73		
Workforce	Sickness Absence - Short Term - in month	No			22	28	39	37	31	31	39	27	30	34	19	26	24	19	24	33	25	33	Dec 2019	19 0 1 4	33	237		
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	95.5 95.2 96.5 98.1	95.9	93.6		
Workforce	Imaging - Total Scans	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Dec 2019	28573	272973			
Board KPI	Imaging - Inpatient Turnaround Time <=24hr	=> %	90.0	90.0	-	-	-	-	-	-	-	-	-	-	65	65	69	67	69	67	77	77	Dec 2019		77.4	70.2		
Board KPI	Imaging - Urgent Other(GP 5) Turnround Time <=5d	=> %	90.0	90.0	-	-	-	-	-	-	-	-	-	-	76	69	65	66	70	71	77	75	Dec 2019		71.5	71.2		
Board KPI	Imaging - All Imaging Work Reported in less than 4 weeks (request to report)	=> %	95.0	95.0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Dec 2019		90.0	89.4		

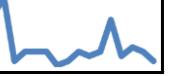
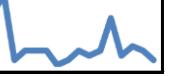
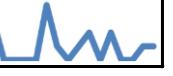
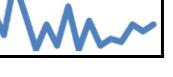
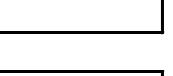
Imaging By Patient Type
(December 2019)



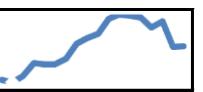
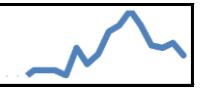
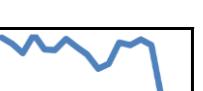
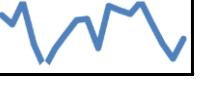
Imaging By Modality Type
(December 2019)



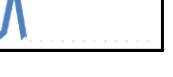
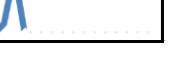
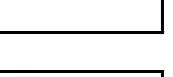
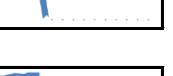
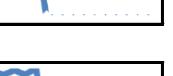
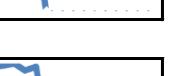
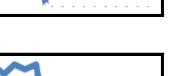
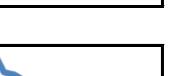
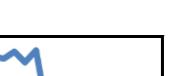
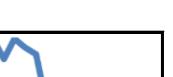
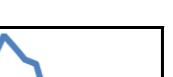
Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate					Month	Year To Date	Trend							
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	AT	IB	IC	CT	CM					
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.0	80.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	-	-	-	-	0	0			
Patient Safety - Harm Free Care	Number of DOLS raised	No			10	9	14	18	4	6	6	6	3	4	6	5	6	13	5	7	6	4	Dec 2019	0	4	0	-	0	4	56		
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			10	9	14	18	4	6	6	6	3	4	6	5	6	13	5	7	6	4	Dec 2019	0	4	0	-	0	4	56		
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	1	5	3	0	1	1	0	1	1	1	3	3	6	0	0	0	1	Dec 2019	0	1	0	-	0	1	15		
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No			4	5	3	0	0	0	0	0	4	1	0	1	2	0	2	0	0	1	1	Dec 2019	0	1	0	-	0	1	7	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			0	0	4	8	2	3	0	4	1	2	5	2	1	8	2	4	2	1	Dec 2019	0	1	0	-	0	1	27		
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No			2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Dec 2019	0	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	4	0	0	0	1	0	0	0	0	0	0	Dec 2019	0	0	0	-	0	0	1		
Patient Safety - Harm Free Care	Falls	<= No	0	0	21	31	32	25	40	31	21	28	22	33	21	29	22	24	23	28	26	28	Dec 2019	1	26	1	-	-	28	234		
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	1	0	0	4	1	-	0	1	0	2	1	1	0	0	0	3	1	0	Dec 2019	0	0	0	-	0	0	8		
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	4	2	4	6	8	8	10	20	8	26	18	8	14	16	20	8	14	22	Dec 2019	-	8	3	-	-	11	73		
Patient Safety - Harm Free Care	Pressure Ulcer DN Caseload Acquired - Total	<= No	0	0	1	1	1	7	37	32	45	34	34	36	16	24	31	34	27	31	18	24	Dec 2019	-	-	24	-	-	24	241		
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0	0	0	-	0	0	0			
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0	0	0	-	0	0	0			
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	0	0	2	-	0	2	54			
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	-	-	Sep 2019	0	0	0	-	0	0	0		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			7	6	4	5	10	5	9	6	7	14	4	13	8	6	9	14	8	5	Dec 2019	1	4	0	-	0	5	81		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			9	12	11	13	16	16	19	23	16	22	5	20	17	7	14	15	13	7	Dec 2019	2	4	1	-	0	7			

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date	Trend						
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date							
Section	Indicator	Measure	Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	Data Period	Directorate	Month	Year To Date	
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	4.05	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	4.24	Dec 2019	3.34 4.64 4.5 - 4.3	4.24	4.33	
Workforce	Sickness Absence - in month	<= %	3.00	3.00	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	4.78	Dec 2019	2.38 6.17 5.4 - 4.6	4.78	4.01	
Workforce	Sickness Absence - Long Term - in month	No			34	37	33	34	42	35	37	29	33	25	31	25	25	26	23	27	23	32	Dec 2019	4 - - - -	32	237	
Workforce	Sickness Absence - Short Term - in month	No			105	85	97	118	112	104	163	147	102	101	79	86	94	78	93	135	121	121	Dec 2019	15 53 38 0 15	121	908	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	98 94.8 97 - 92		95.6		
Section	Indicator	Measure	Trajectory		Previous Months Trend												Data Period	Directorate	Month	Year To Date							
Community & Therapies Group Only	DVT numbers	=> No	730	61	-	-	-	7	7	7	3	25	12	20	38	43	55	43	27	25	29	19	Dec 2019		19	299	
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	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	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	10.6	Dec 2019		10.6	9.5	
Community & Therapies Group Only	STEIS	<= No	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	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	20.7	Dec 2019		20.74	183.6	
Community & Therapies Group Only	DNA/No Access Visits	%			1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	Dec 2019		0.8		
Community & Therapies Group Only	Baseline Observations for DN	=> %	95	95	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	93.6	Dec 2019		93.64	94.76	
Community & Therapies Group Only	Falls Assessments - DN Intial Assessments only	=> %	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	93.4	Dec 2019		93.4		
Community & Therapies Group Only	Pressure Ulcer Assessment - DN Intial Assessments only	=> %	95	95	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	93.4	Dec 2019		93.4		
Community & Therapies Group Only	MUST Assessments - DN Intial Assessments only	=> %	95	95	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	93.6	Dec 2019		93.64		
Community & Therapies Group Only	Dementia Assessments - DN Intial Assessments only	=> %	95	95	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	90.9	Dec 2019		90.91		

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate					Month	Year To Date	Trend
			Year	Month	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		AT	IB	IC	CT	CM			
Community & Therapies Group Only	48 hour inputting rate - DN Service Only	%			95	95	95	95	95	94	96	95	96	-	95	1	94	95	95	95	-	95	Dec 2019						94.65		
Community & Therapies Group Only	Making Every Contact (MECC) - DN Intial Assessments only	=>%	95	95	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	92.4	Dec 2019						92.42	94.59	
Community & Therapies Group Only	Avoidable Grade 2,3 or 4 Pressure Ulcers (DN Caseload acquired)	No			4	2	4	6	8	8	10	20	8	26	18	8	14	16	20	8	14	22	Dec 2019						11	73	
Community & Therapies Group Only	Avoidable Grade 2 Pressure Ulcers (DN caseload acquired)	No			1	0	1	5	26	-	-	-	-	-	-	-	-	-	-	-	-	Nov 2018						26	37		
Community & Therapies Group Only	Avoidable Grade 3 Pressure Ulcers (DN caseload acquired)	No			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	-	-	-	-	-	-	-	-	-	-	-	-	Nov 2018						0	1		
Community & Therapies Group Only	Bed occupancy for Intermediate Care : D43	%			93	93	88	83	89	90	92	-	-	-	-	-	-	-	-	-	-	Jan 2019						91.76	90.49		
Community & Therapies Group Only	Bed occupancy for Intermediate Care : D47	%			86	84	88	82	86	76	87	-	-	-	-	-	-	-	-	-	-	Jan 2019						87.1	85.16		
Community & Therapies Group Only	Bed occupancy for Intermediate Care : Eliza Tinsley	%			92	86	84	83	86	85	90	-	-	-	-	-	-	-	-	-	-	Jan 2019						90.32	88.45		
Community & Therapies Group Only	Bed occupancy for Intermediate Care : Henderson	%			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	86	89	91	82	87	-	-	-	-	-	-	-	-	-	-	Jan 2019						87.26	86.67		
Community & Therapies Group Only	Bed occupancy for Intermediate Care : McCarthy	%			92	93	85	72	86	78	86	-	-	-	-	-	-	-	-	-	-	Jan 2019						85.69	86.63		
Community & Therapies Group Only	Average LOS for OBI : D43	Days			9	12	9	12	9	8	8	-	-	-	-	-	-	-	-	-	-	Jan 2019						7.74			
Community & Therapies Group Only	Average LOS for OBI : D47	Days			19	17	24	16	16	13	13	-	-	-	-	-	-	-	-	-	-	Jan 2019						13.39			
Community & Therapies Group Only	Average LOS for OBI : Eliza Tinsley	Days			12	11	12	15	10	10	13	-	-	-	-	-	-	-	-	-	-	Jan 2019						12.95			
Community & Therapies Group Only	Average LOS for OBI : Henderson	Days			18	21	16	15	17	14	18	-	-	-	-	-	-	-	-	-	-	Jan 2019						17.92			
Community & Therapies Group Only	Average LOS for OBI : Leasowes	Days			17	23	23	16	23	20	18	-	-	-	-	-	-	-	-	-	-	Jan 2019						17.68			
Community & Therapies Group Only	Average LOS for OBI : McCarthy	Days			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	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	SG	F	W	M	E	N	O				
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			6	5	4	4	13	3	5	5	4	2	1	12	10	0	3	6	2	3	Dec 2019	1	0	0	0	0	1	1	3	39	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			7	8	8	5	12	11	8	8	9	2	6	4	5	1	4	3	4	1	Dec 2019	0	0	0	0	1	0	0	1		
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	●	●	●	●	●	●	Nov 2019		95						100.0	97													
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00	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	4.43	Dec 2019	3.89	2.26	3.06	3.51	3.33	5.08	5.58	4.43	4.31	
Workforce	Sickness Absence - in month	<= %	3.00	3.00	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	4.46	Dec 2019	2.67	1.74	3.94	2.61	4.20	4.38	6.31	4.46	4.37	
Workforce	Sickness Absence - Long Term - in month	No			28	33	26	26	25	29	27	28	28	20	25	32	32	40	33	35	32	27	Dec 2019	2.00	0.00	4.00	3.00	0.00	18.00	0.00	27.00	276.00	
Workforce	Sickness Absence - Short Term - in month	No			79	54	70	86	93	84	120	112	86	79	57	65	82	54	92	90	84	108	Dec 2019	13.00	0.00	15.00	11.00	0.00	69.00	0.00	108.00	711.00	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	Dec 2019	96	96	99	95	99	-	94	95.7	94								