

Sandwell and West Birmingham Hospitals

NHS Trust



## Integrated Quality & Performance Report

Month Reported: **January 2020**

Reported as at: 26/02/2020

TRUST BOARD

# Contents

Item	Page
At A Glance	2
Persistent Reds & Exception Improvement Plans Performance	3-4
Trust Scorecard - Safe	5
Trust Scorecard - Caring	6
Trust Scorecard - Responsive	7
Trust Scorecard - Effective	8
Trust Scorecard - Well Led	9
Obstetrics	10
Data Completeness	11
Legend	12
Service Quality Performance Report (SQPR) - Local Quality Requirements 2019-20	13

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Operational Performance at a Glance: January 2020		
RESPONSIVE	A&E Performance	<ul style="list-style-type: none"> <li>Performance increases in January slightly to 73% (72.2% in December) ; there were 4,819 4hr breaches in January against 18,447 attendances, which were 4% lower than in December. Improvement plans are taking performance from 80% in Feb to 85% in Mar20</li> </ul>
	Referral to Treatment in 18 weeks (RTT Incomplete)	<ul style="list-style-type: none"> <li>RTT on the incomplete pathway is reported at 90.7% for January against the 92% national standard, falling slightly below to month's delivery of 91.1% .</li> <li>There were no reported 52 week breaches in the month.</li> <li>Patient backlog is at 3,645 in January, rising compared to last month (backlog means above 18 weeks waiting time); this is against a rising January patient waiting list of 39,374.</li> <li>5x specialities remain below the national standard of 92% all with improvement plans to achieve 92% over the coming months ranging from April-July, however, a revised forecast is being prepared to model delivery by April. The failing specialities are : Cardiology, Gynae, Dermatology, Ophthalmology and Immunology)</li> </ul>
	Diagnostics Waits (% of patients waiting >6 weeks)	<ul style="list-style-type: none"> <li>The Trust has continued to deliver targets for diagnostic waits, and in January we report 99.8% against the 99% DM01 standard; with only a small number of patients waiting above 6 weeks. It appears that we have managed to pull back Imaging breaches sustainably with the additional capacity and process improvements in Imaging. This indicator has now been removed from the persistent reds.</li> </ul>
	Cancer Performance	<ul style="list-style-type: none"> <li>Reporting December, the Trust, continued to deliver the cancer standards in general, but failing, unusually, in-month three cancer standards. This included the 62 day standard delivering 81.4% vs 85% target. However, we have managed to secure the quarter 3 performance, delivering all standards in this period, including the 62 Day at exactly 85% against the target. January unvalidated position indicates that the 62 day standard may be missed.</li> <li>Neutropenic sepsis performance has improved to the last few months and reporting at 86% in January following a drop in performance directly related to Unity implementation. 42 patients were administered the treatment within the prescribed 1hr framework, with 7 patients breaching; the breach times are relatively small above the 1hr and a review of how these are entered into Unity to avoid over-stating the time to administration.</li> <li>The Trust has shadow-monitored the new 28 day faster diagnosis standard to be implemented from April 2020 and the IQPR will reflect this indicator from February.</li> </ul>
	Cancellations	<ul style="list-style-type: none"> <li>There were 56 late cancellations (on the day) due to non-clinical reasons in January; whilst reducing to last couple of months, this is not in line with internal and external targets. 50 (29/56) were avoidable cancellations</li> <li>This has resulted in a rate of 1.3% against total admissions in January against the national target of 0.8%. The main reason for the cancellations are bed pressures in the surgical wards driven by medical outliers.</li> </ul>
SAFE	Infection Control	<ul style="list-style-type: none"> <li>MRSA screening rates have been below standard all year and this is being reviewed with the Infection Control team with possible changes to screening. Against an 85% target, Elective care screening achieved 77% and Non Elective screening achieved 80% in January.</li> </ul>
	Harm Free Care	<ul style="list-style-type: none"> <li>Falls continue to report lower figures compared to peer organisation and the Trust falls rate per 1,000 bed days is at 4.2 against the trust target of 5; 97 actual falls have been reported with one serious harm caused. The falls rate increased compared to previous months where we were observing an average rate of 3.8 .</li> <li>Pressure Ulcers have this month increased to last month, but remain constant to the longer term average, and we report 64 total PUs, which results overall in a rate of 1.62 against 1 occupied bed days; with 39 being reported in the acute setting (lowest this year) and 25 in the community setting.</li> <li>VTE assessments are compliant at 96% in January.</li> <li>Who Safer Surgery is subject to ongoing data quality reviews, which is overseen by a dedicated steering group. The currently, reported indicator in the IQPR reports only main theatre checks and hence is not complete for all eligible procedures.</li> </ul>
CARING	Patient Experience (FFT), Mixed Sex Accommodation (MSA), Complaints, Flu Vaccination	<ul style="list-style-type: none"> <li>MSA system (Unity) issues about patients sitting out in AMU and Critical Care have now been resolved and hence from February we should be reporting correctly any potential MSA breaches occurring. In February we resume reporting for MSAs.</li> <li>Patient experience response rates are slowly improving for inpatients and day cases, but more work is required to get other departments to increase their response rates.</li> <li>New FFT guidance in place from 1st April, which may need to be reflected in the IQPR together with agreed, revised response targets.</li> <li>Flu vaccination rates of front line staff report at 82% as at the end of January meeting the 80% Feb20 target.</li> </ul>
EFFECTIVE	Mortality, Readmissions	<ul style="list-style-type: none"> <li>Readmissions rates (30 days after discharge) are at 8.0% in December. The groups are reviewing patterns routinely and reporting to OMC with improvement plans.</li> <li>Higher Deaths rate in Low Risk Diagnosis groups than previously experienced against the latest available reporting period of October2019; this has been mainly driven by deaths due to Urinary Tract Infections (UTI) and has already been subject to a full action plan, which the medicine group is following through. Clinical effectiveness are planning audits against the action plans.</li> </ul>
	Stroke & Cardiology	<ul style="list-style-type: none"> <li>Admissions to the stroke ward within the 4 hour timeframe is under-delivering at 52.4% in January against the 80% target . This is subject to a detailed action plan which will improve to 65% by end of March .</li> <li>Thrombolysis within 60 minutes has missed the 85% target for the 5 of the last 6 months reporting at 75% in January; 2x patients breaching the 1hr treatment both for clinical reasons. Joint reviews with Imaging are being progressed to implement improvement plans including learning from the GIRFT Stroke Event.</li> <li>We are unable to report TIA performance at this stage 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.</li> </ul>
	Patient Flow	<ul style="list-style-type: none"> <li>There were 154 patients with a length of stay (LOS) of 21+ days as at the end of January, this includes Acute and Community count. This gives us a long-stay-patient rate of 17.5% and their combined LOS amounted to an equivalent of 117 beds.</li> <li>Neck of Femur performance is at 75% in January with an improvement plan to achieve 90% for end of March 2020 by using the 'Trauma Consultant of the week' to improve the pathway.</li> </ul>
WELL LED	Workforce	<ul style="list-style-type: none"> <li>Sickness rate for January reporting at 5.2%, cumulatively at 4.9% <ul style="list-style-type: none"> <li>Open, long term sickness cases have reduced to 153 in January against the internal target of 140.</li> </ul> </li> <li>Mandatory Training (where staff are at 100% compliance) is at 52.8% in January, being the lowest rate in the last 11 months since the monitoring of this indicator was introduced .</li> <li>Qualified nursing turnover rate is at 12.3% against the internal target of 10.7% <ul style="list-style-type: none"> <li>Our nursing vacancy rate increases to 12.9% in December against the 11% target.</li> </ul> </li> </ul>
USE OF RESOURCES	Use of Resources	<p><i>To be reported for February 2020 as part of the New IQPR format. The Use of Resources assessment is part of the combined CQC inspection alongside the Trust’s rating for Quality. The review is designed to provide an assessment and improve understanding of how effectively and efficiently Trusts are using their resources to provide high quality and sustainable care for their patients. The assessment includes an analysis of Trust performance against a selection of initial metrics, using local intelligence, and other evidence. The Use of Resources assessment is used to generate a report by NHSI and a rating, which will be ratified and published by the CQC. The Trust rating for Use of Resources was 'Requires Improvement'.</i></p>
TRUST EMPHASIS	Persistent Red Indicators	<ul style="list-style-type: none"> <li>The persistent reds monitored have been revised from 19 to 12 following a review of all indicators at the Performance Management Committee (PMC) and moving some of the indicators to a more strategic focus for improvement; 2x indicators are data quality related and hence not part of persistent reds at this stage</li> <li>The Trust has robustly delivered the Diagnostic Waits for the last three months hence this is removed from persistent reds.</li> <li>We are now monitoring 11x persistent red indicators therefore.</li> </ul>



## Persistent Red Focus & Performance

Exec Lead	11	Indicator	Standard Expected	Plan in Place	Recovery Expected	Jan Actual Perf	Tracking Planned Monthly Trajectory
Dr DC	1	· Mortality Reviews within 42days	90%	✓	Dec-19	75%	X
RG	1	· Mandatory Training (staff % where MT 100% complete)	85%/95%	✓	Dec 19 / Mar 20	52.8%	X
RB	1	· Treatment Functions below 92% RTT	0	✓	Dec19-May20	5	X
	1	· Open Referrals (relevant for improvement)	30,000	✓	Sep-19	38,823	✓
	1	· Neck of Femur - to surgery within 36 hours	85%	✓	Jul-19	75.0%	X
	1	· Cancellations (20pm)	20	✓	Aug-19	56	X
	1	· Cancellations as %age of elective admissions	0.80%	✓	Aug-19	1.3%	X
	1	· Stroked Ward Admissions (Within 4 hrs)	80%	✓	Jan-20	52.4%	X
	1	· Neutropenic Sepsis	100%	✓	Jul-19	86.0%	X
PG	1	· MRSA Screening (Elective & Non- Elective)	85% / 95%	✓	Apr-20	80% / 77%	X
	1	· FFT Response Target (IP, OP, Maternity and A&E)	25%	✓	TBC	20.5% IP	X

### Notes:

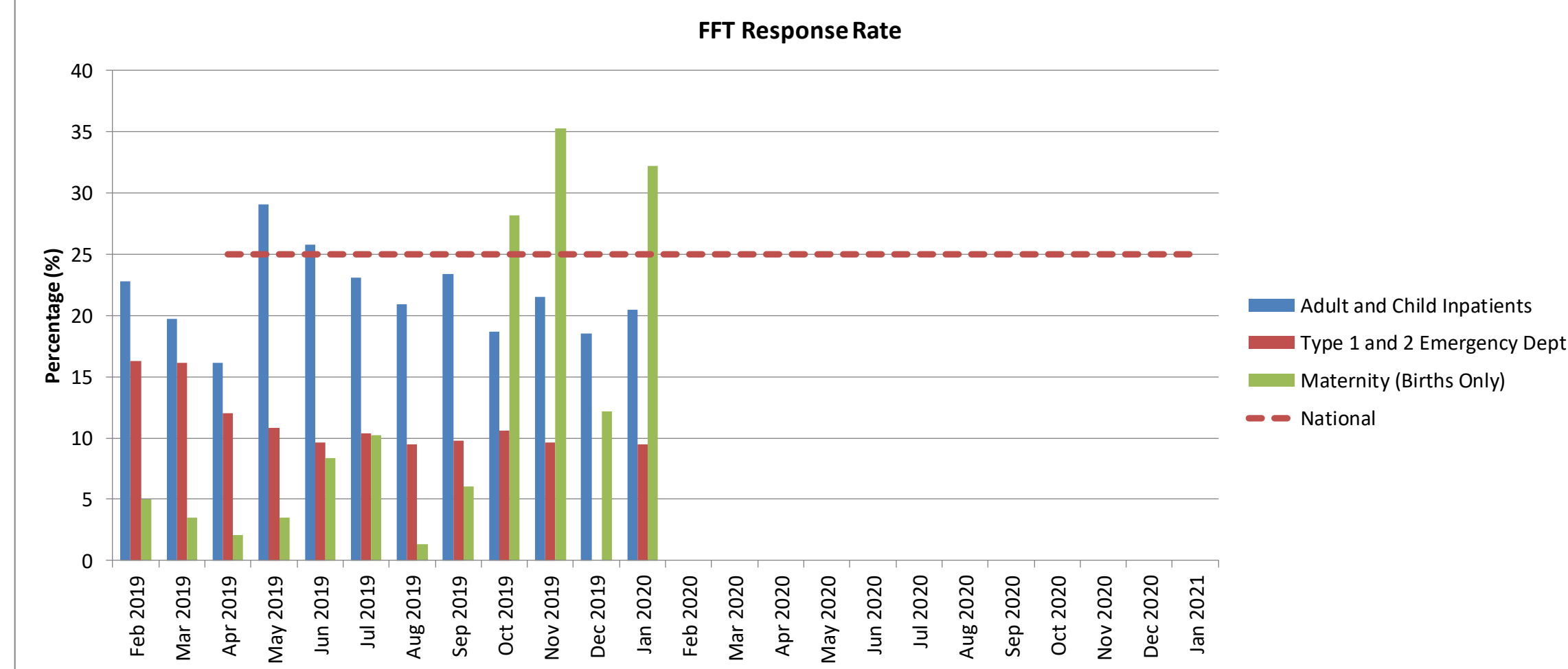
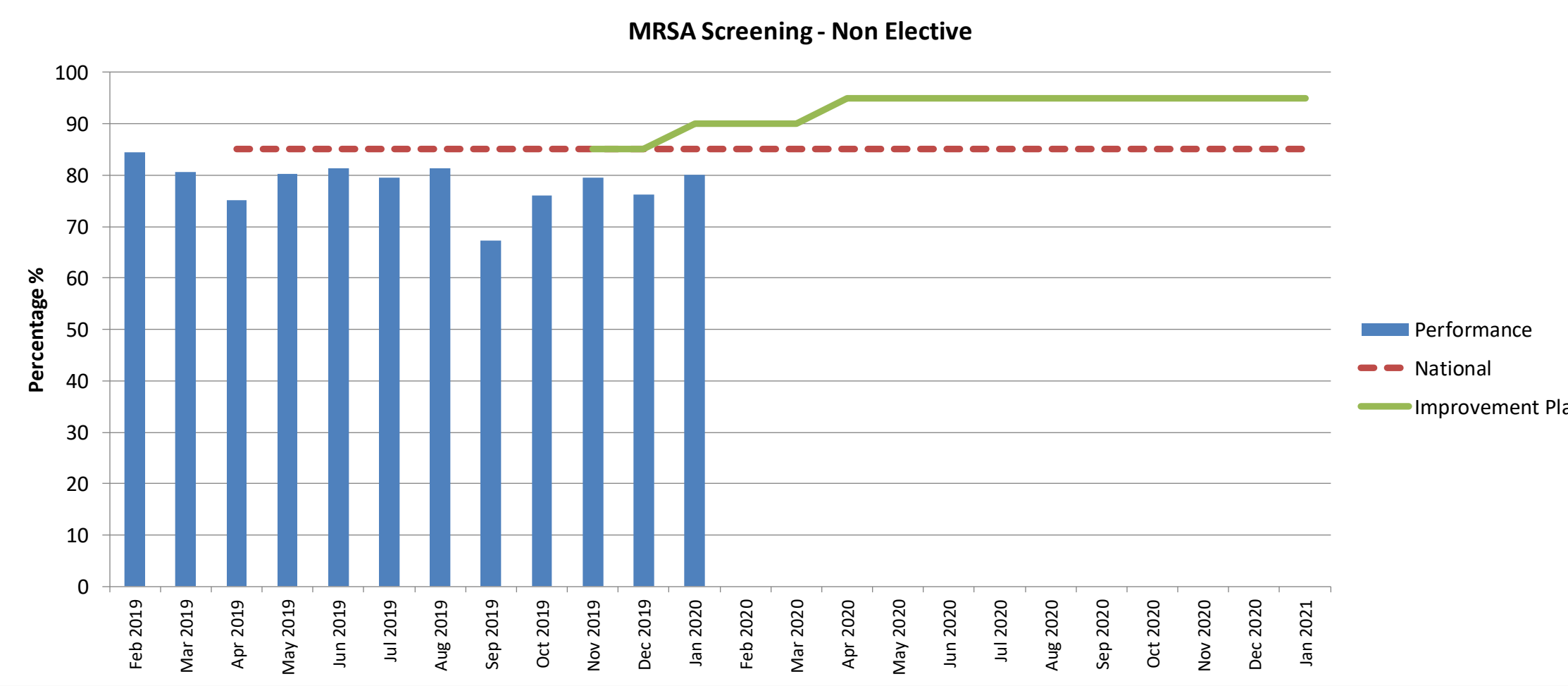
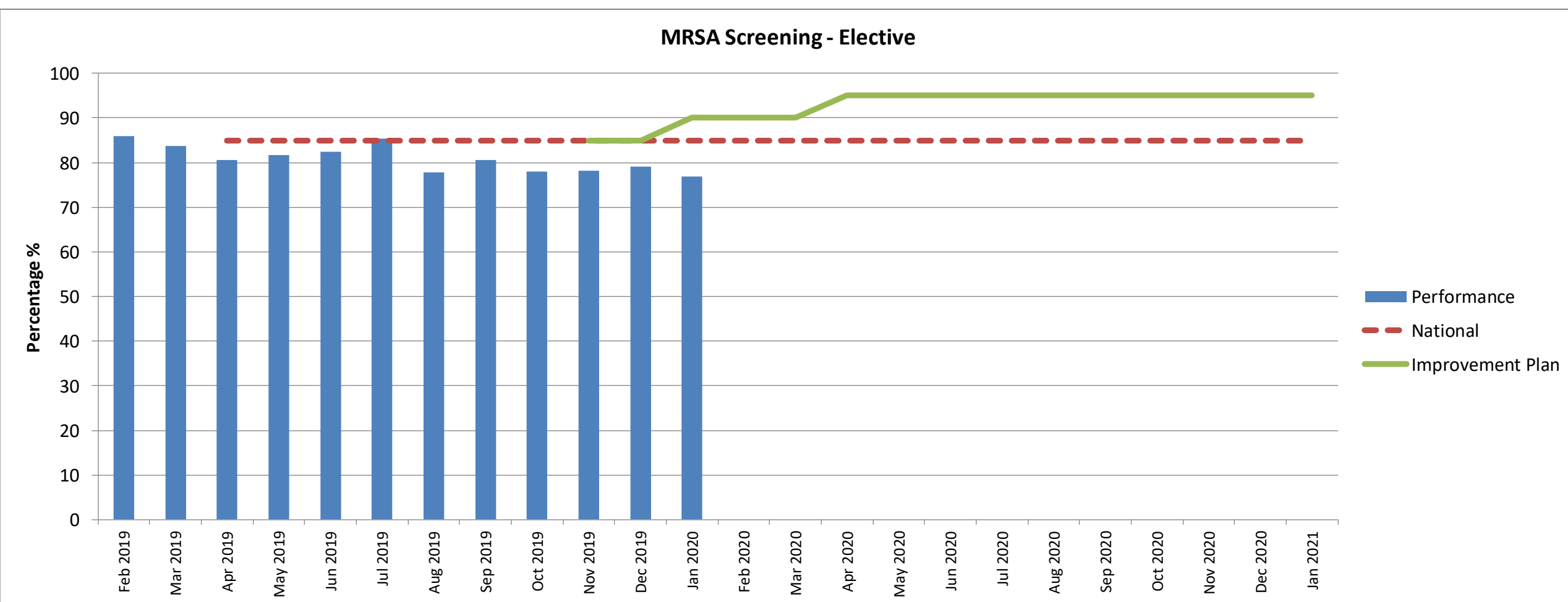
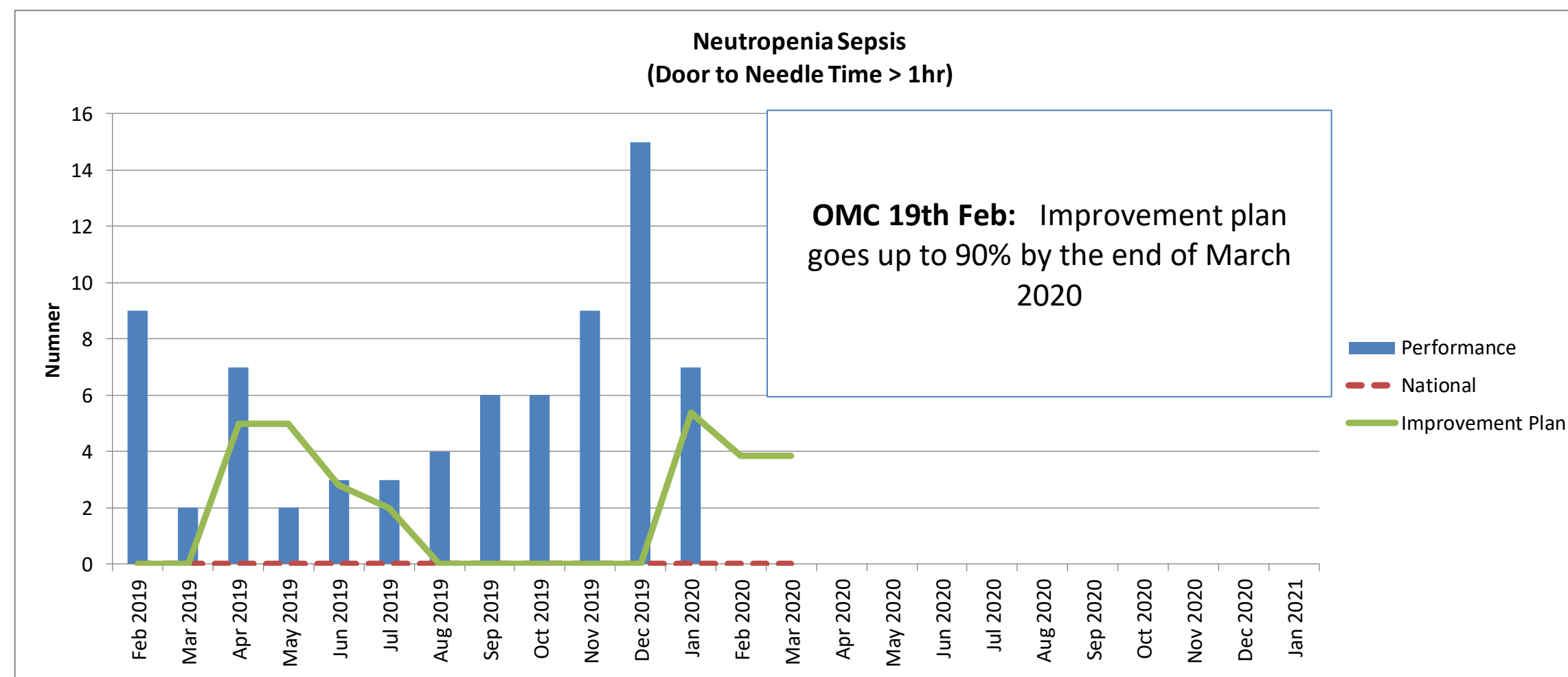
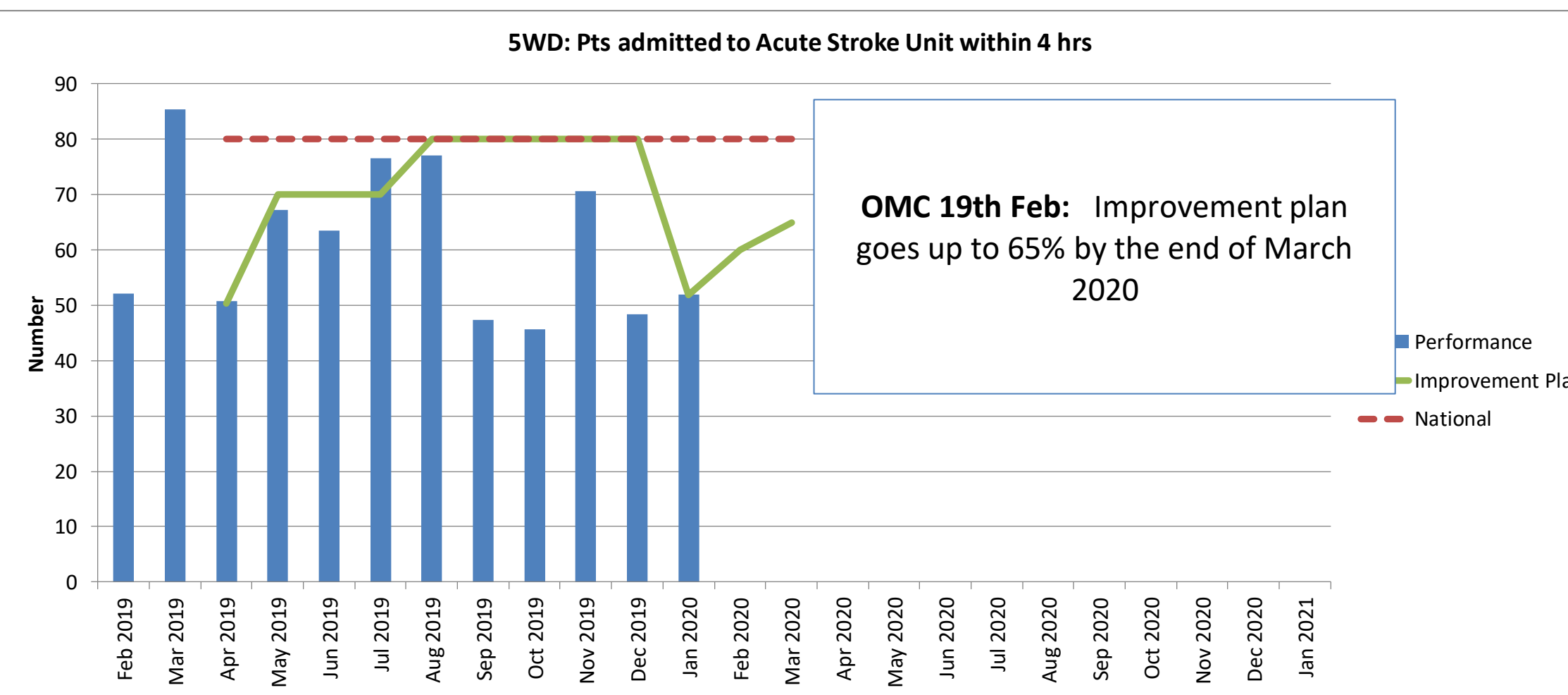
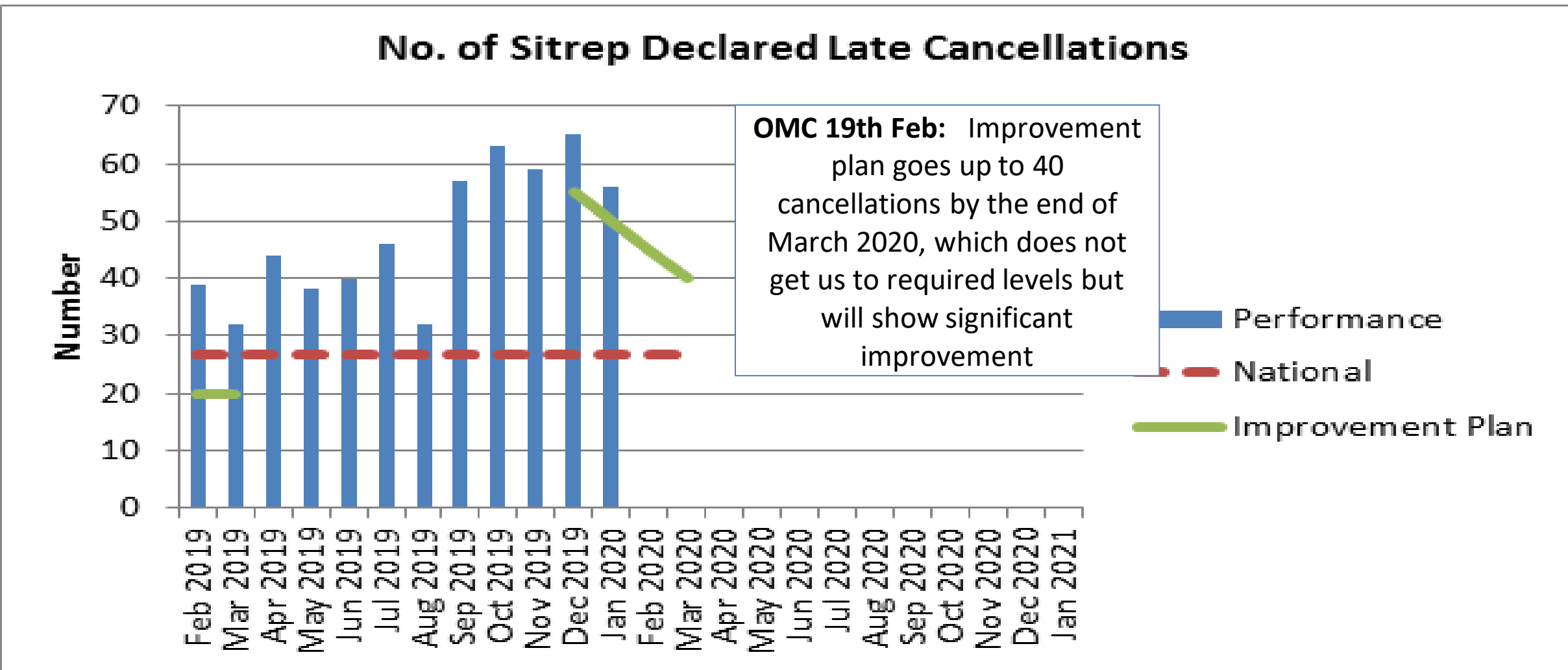
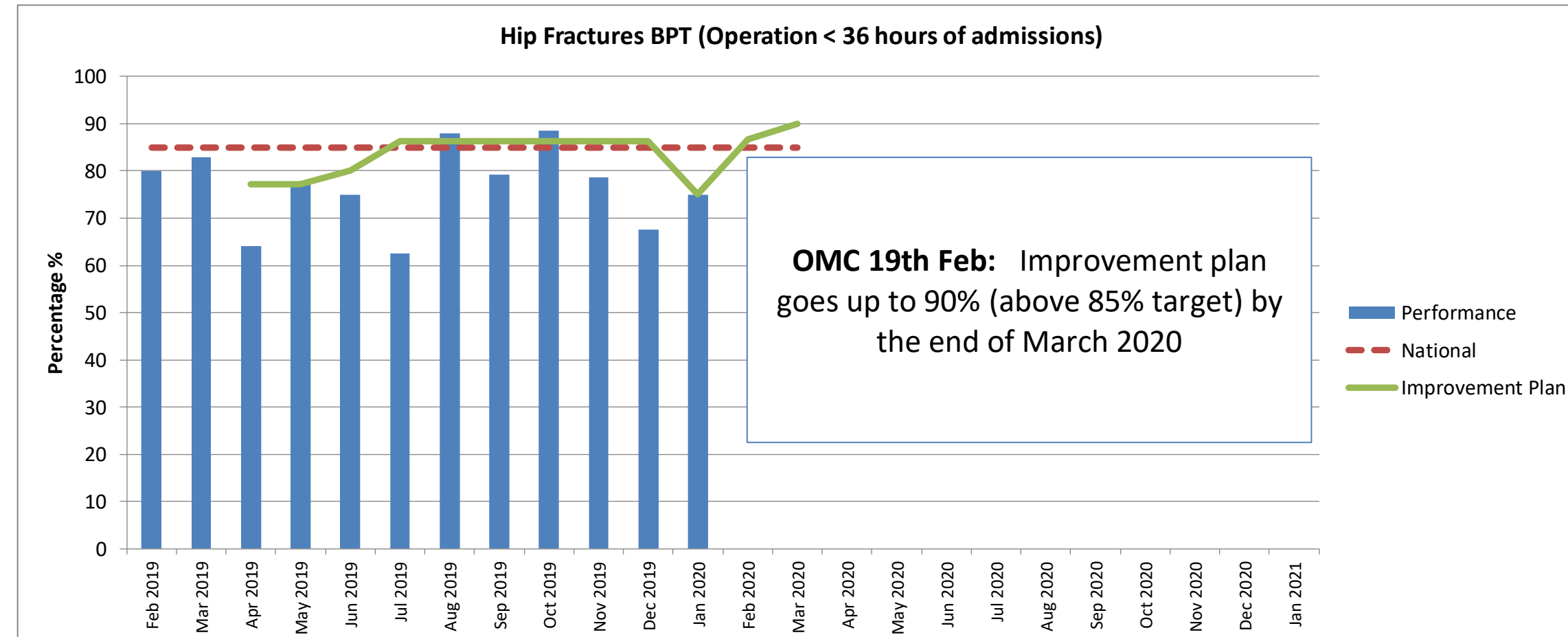
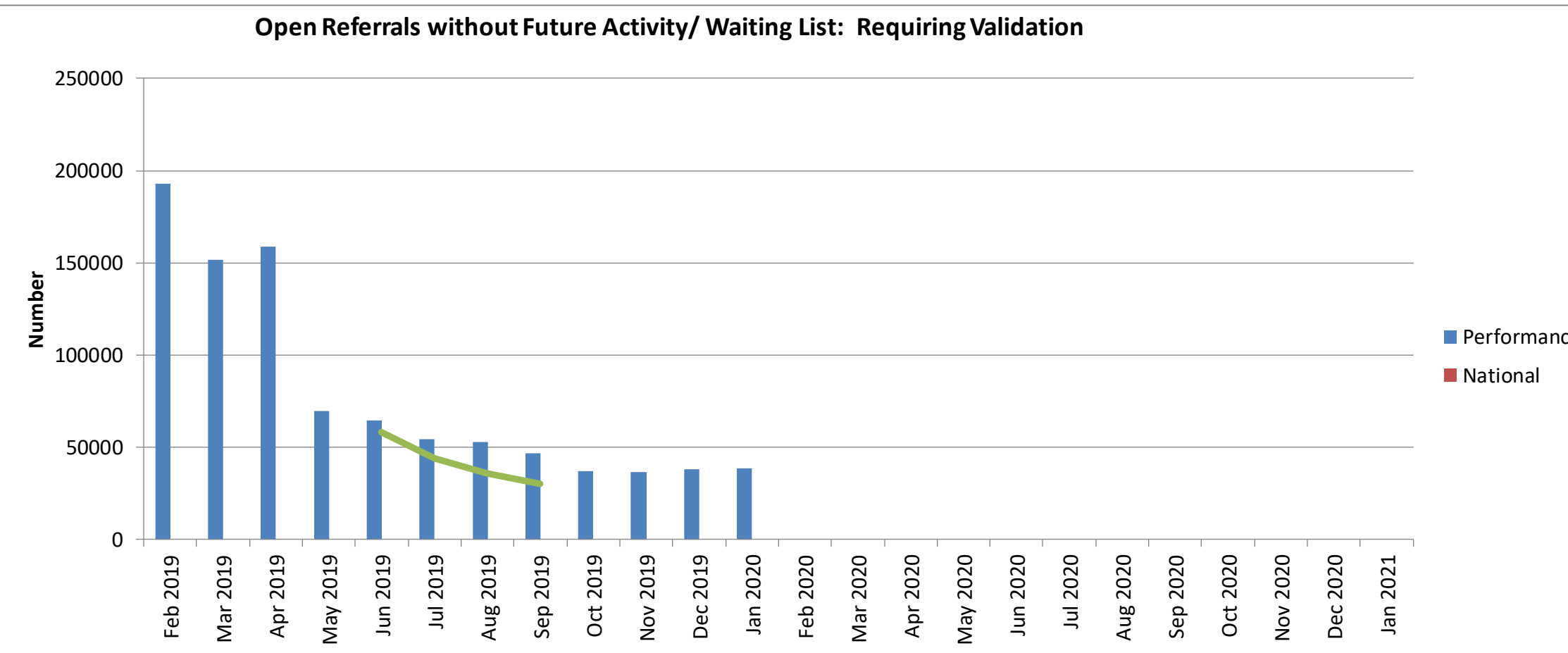
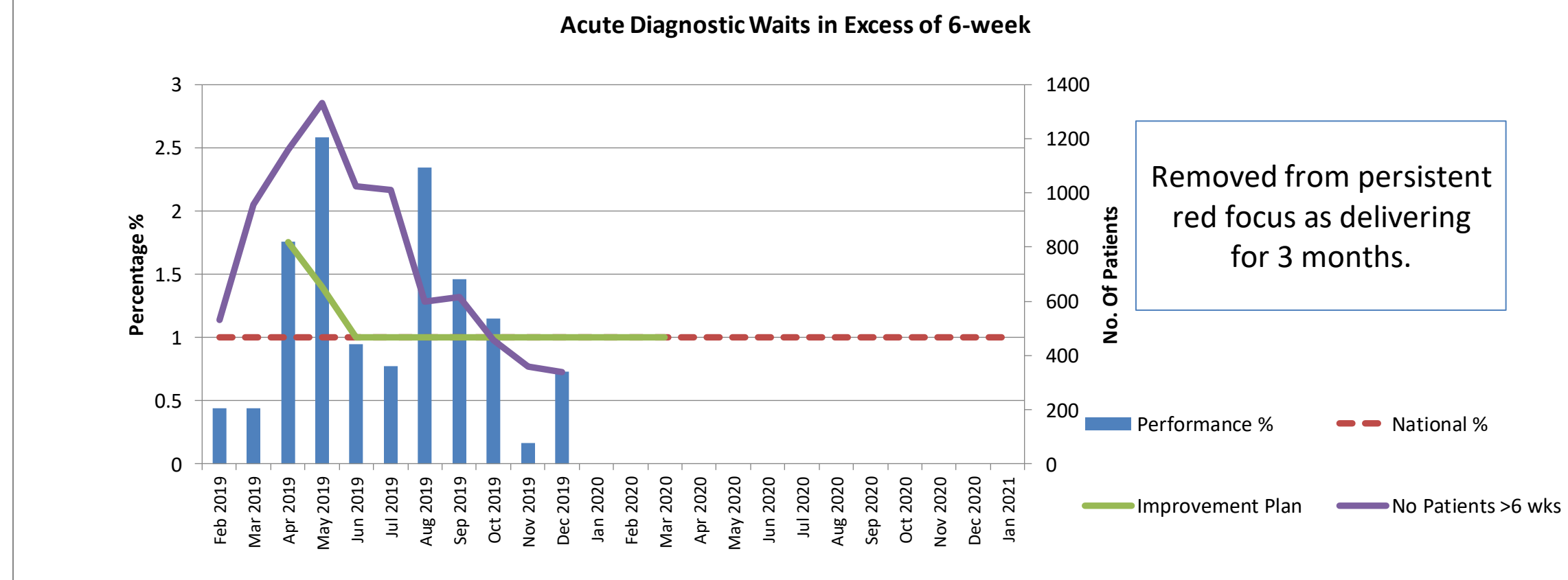
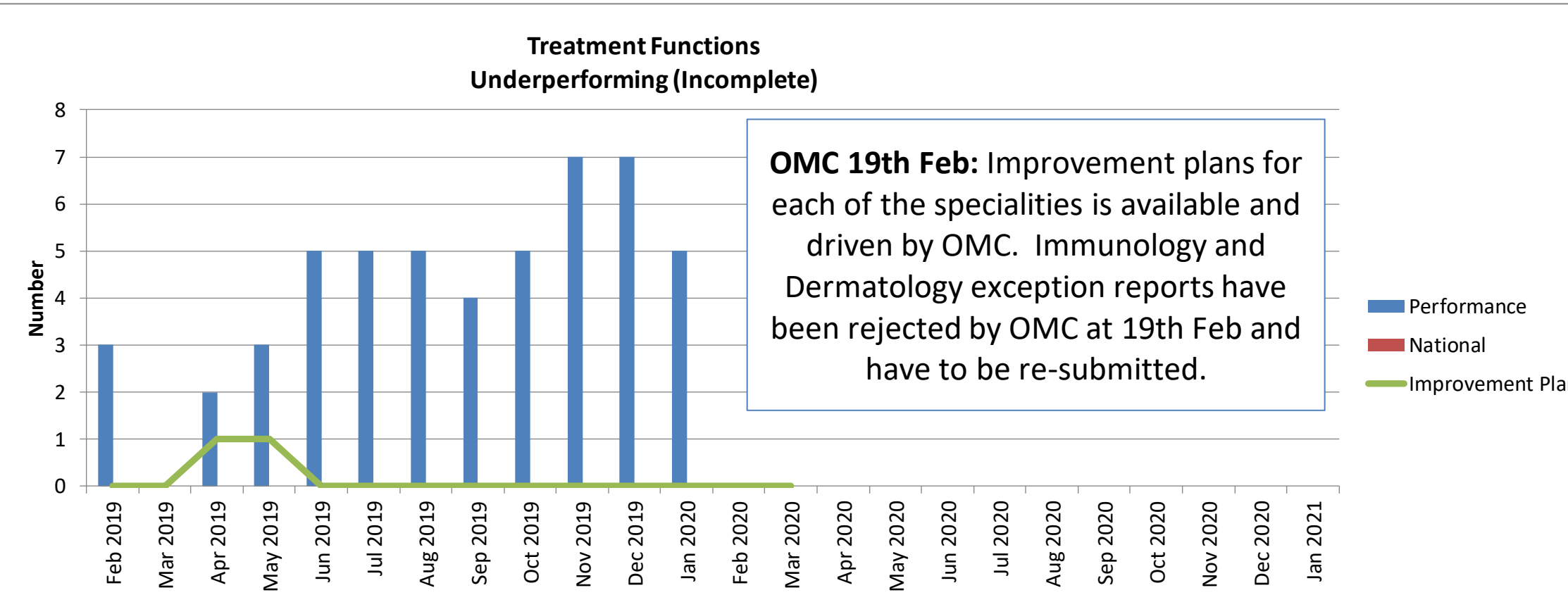
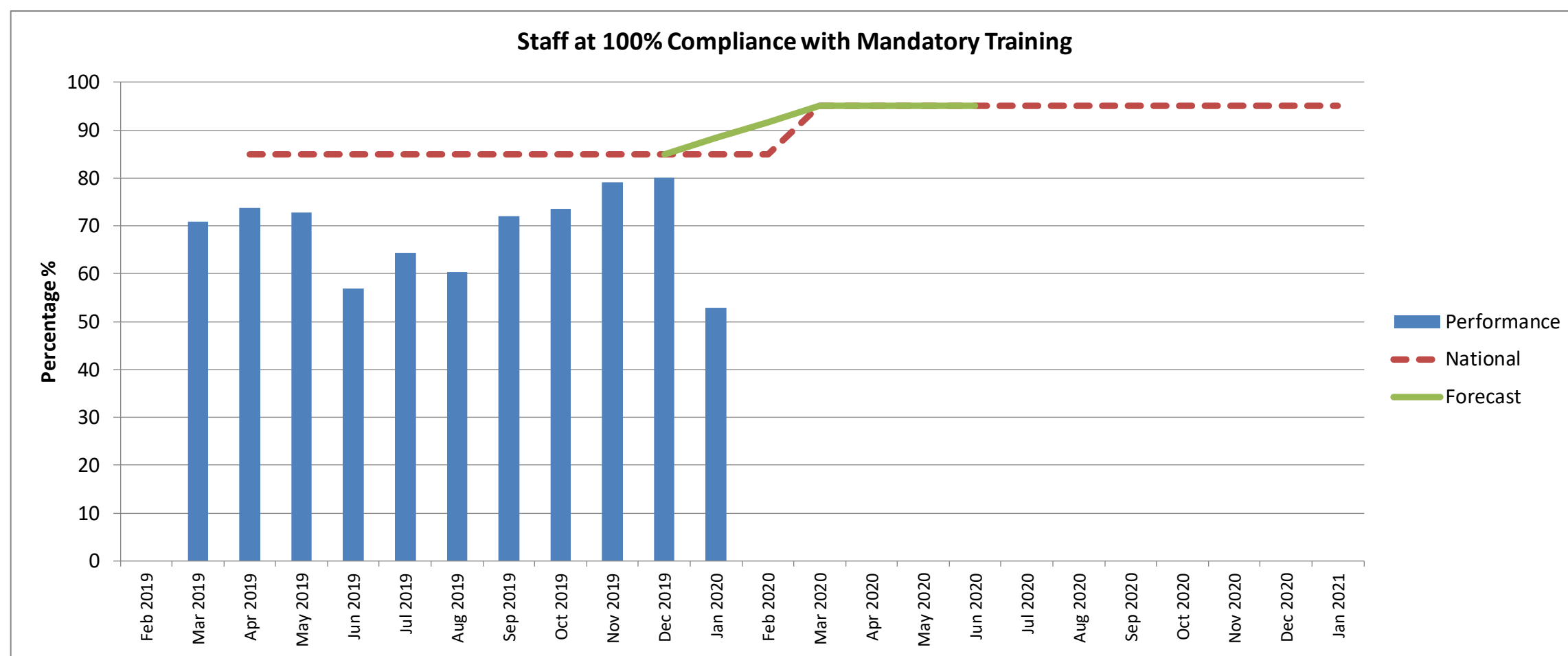
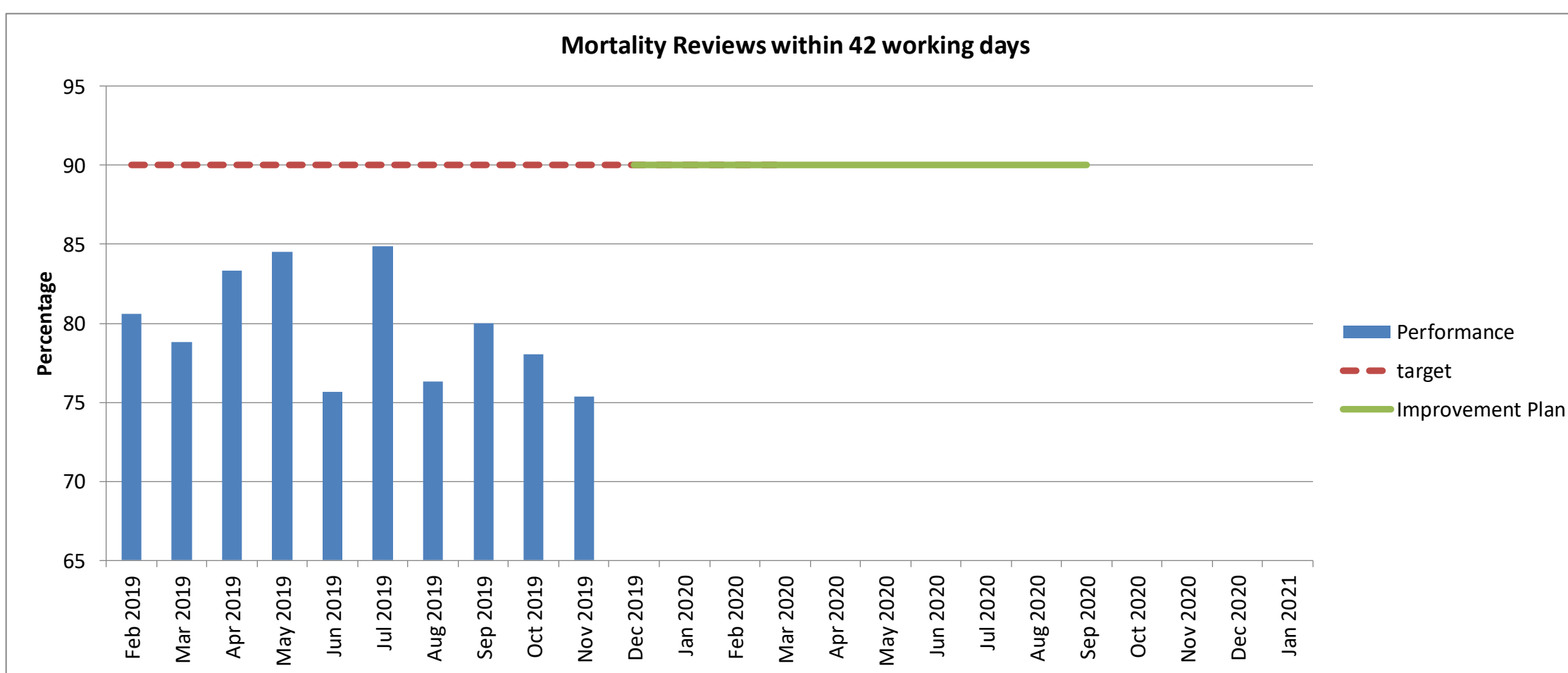
- For January the persistent reds have been reviewed by Performance Management Committee (PMC) and a decision to revise the number of items we report in the IQPR.
- We reported previously 19 indicators , which is now reduced to 12
- 5x indicators have been removed from the original 19, to be progressed through specific Board reporting and focus.
- 2x more indicators have been removed until data quality issues have been resolved and underlying performance is clear.
- 1x indicator has delivered for last three month and we can remove Diagnostic Wait Times from the persistent red focus.**
- The remaining 11 items continue to be reported via the persistent red focus and January position is reported here.

- January performance:** We can observe some improvements in performance in January , with cancellations reducing although still not meeting set standards; neutropenic sepsis has improved significantly from last month to 86% in January;

- FFT response rates** improvement 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.

### Graphs

- the graphs are updated for latest available information as agreed in latest OMC (here 19th Feb20), however, where incomplete this is due to :

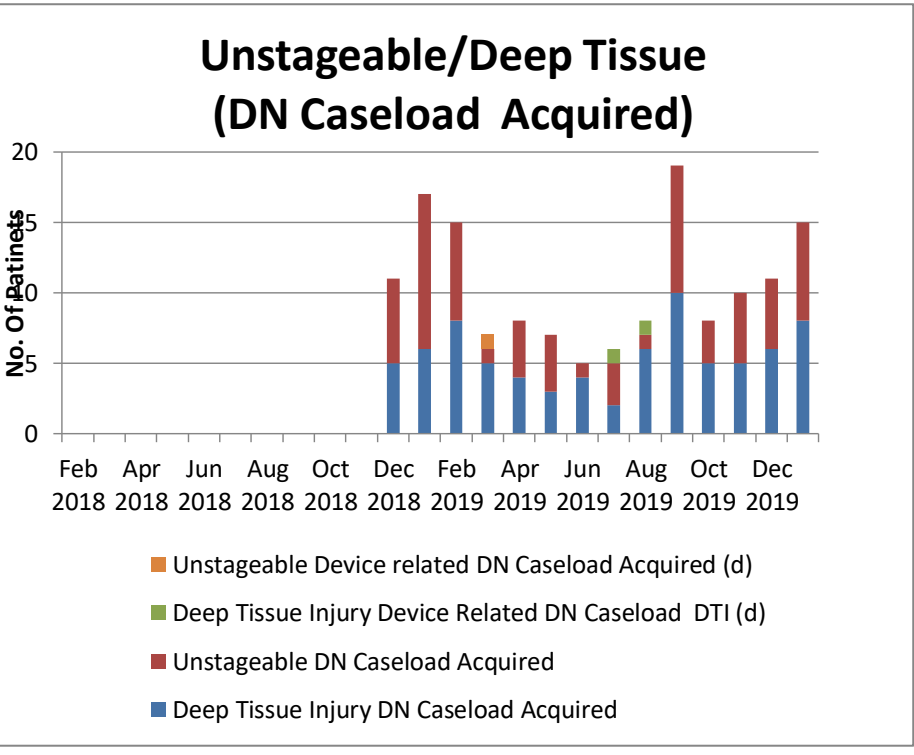
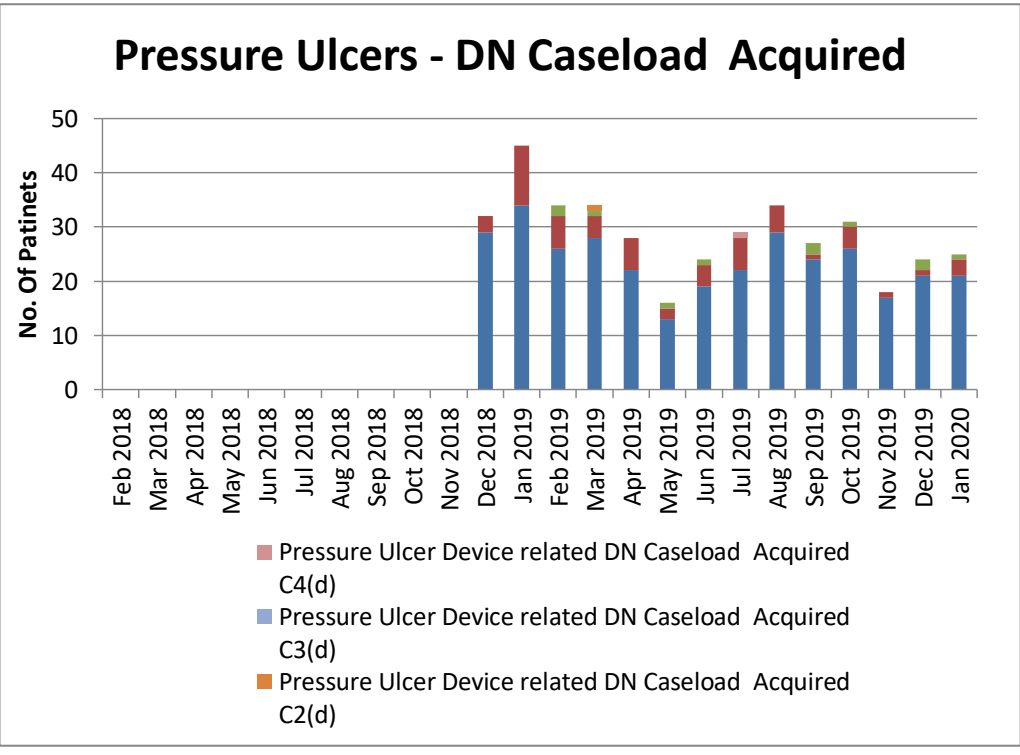
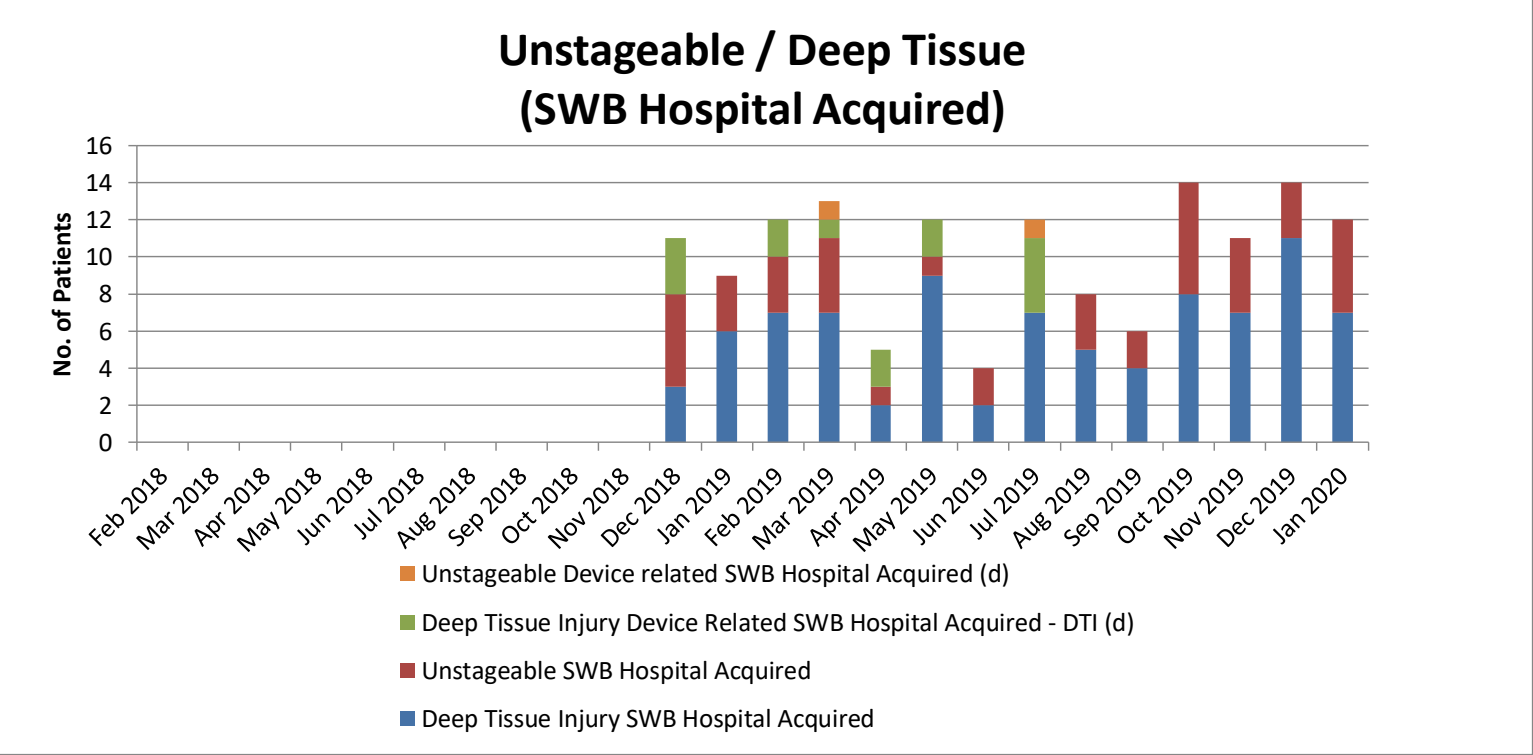
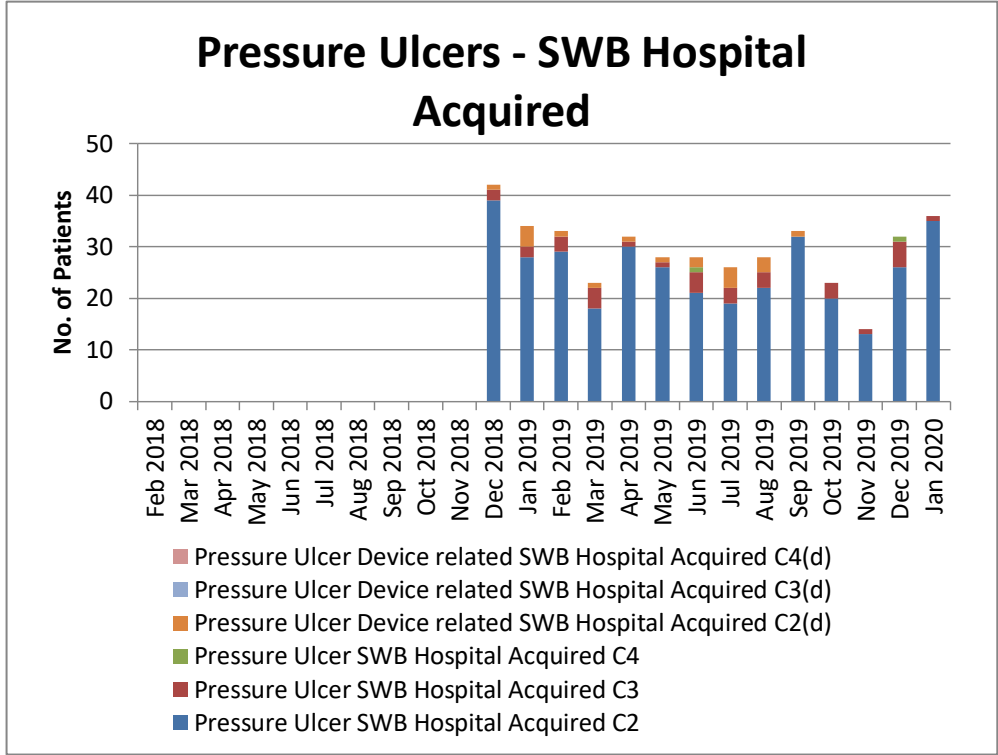
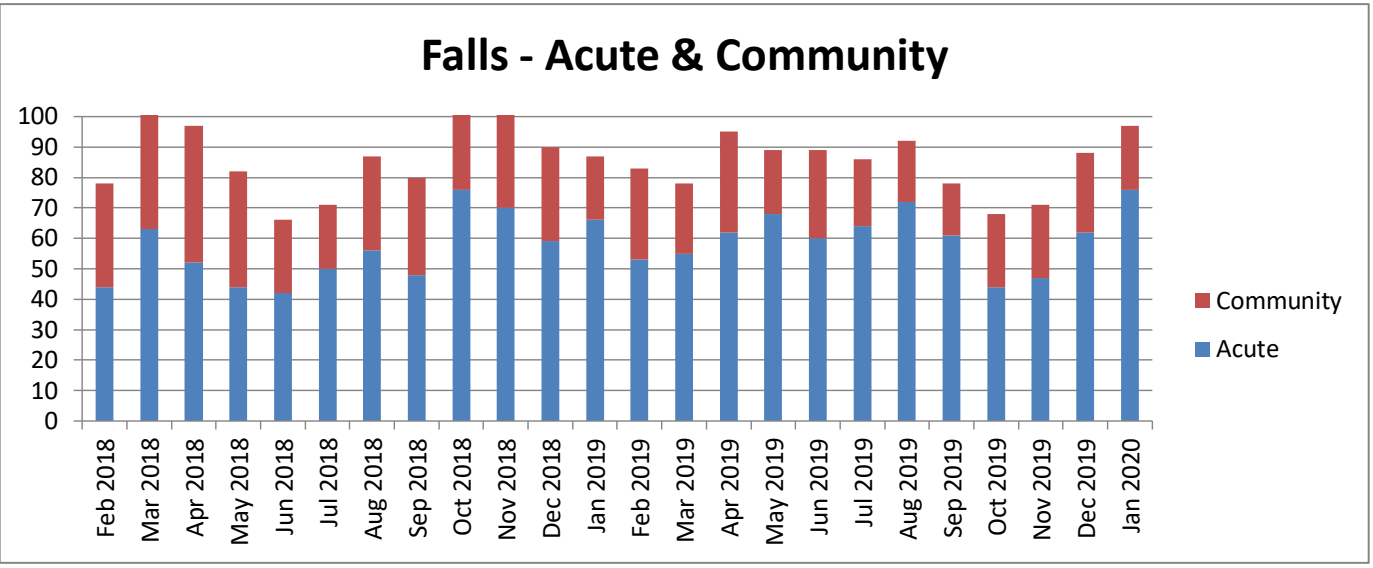
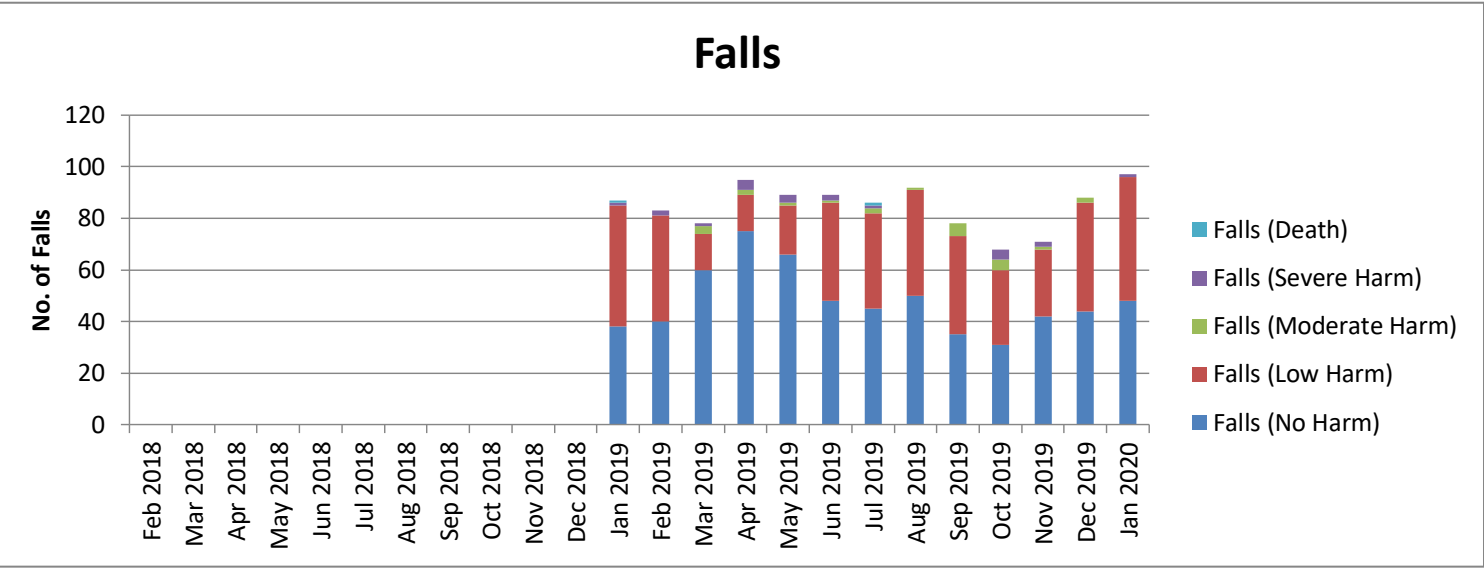
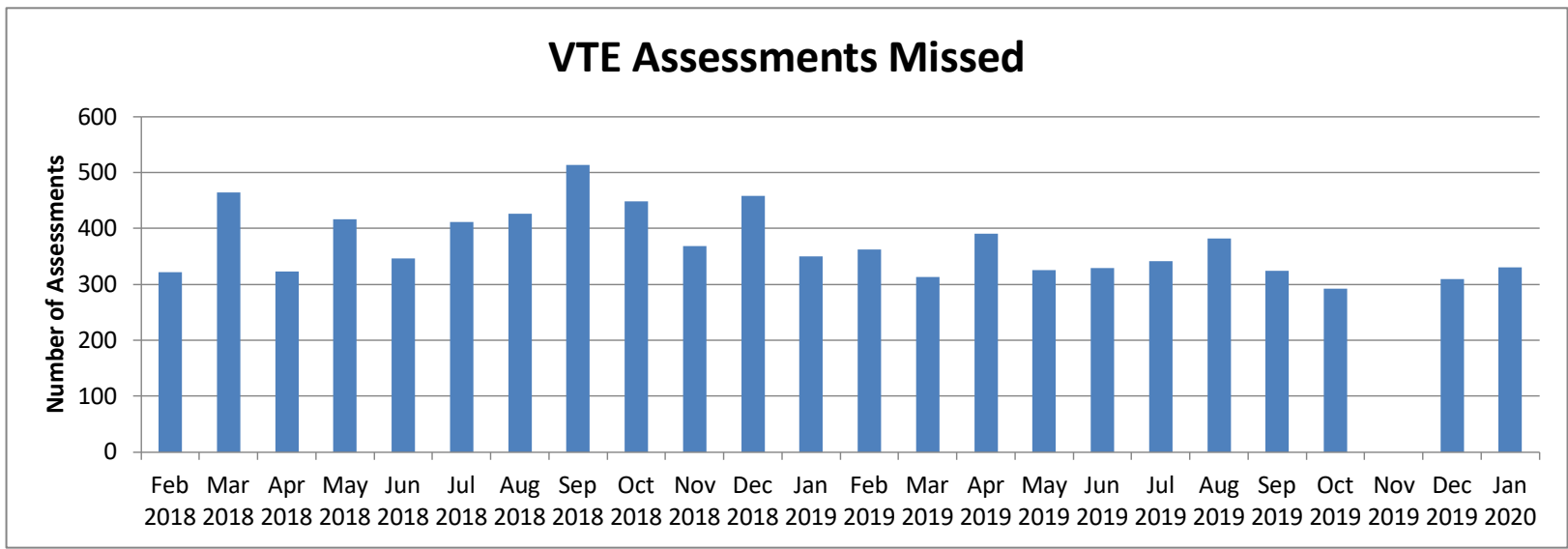
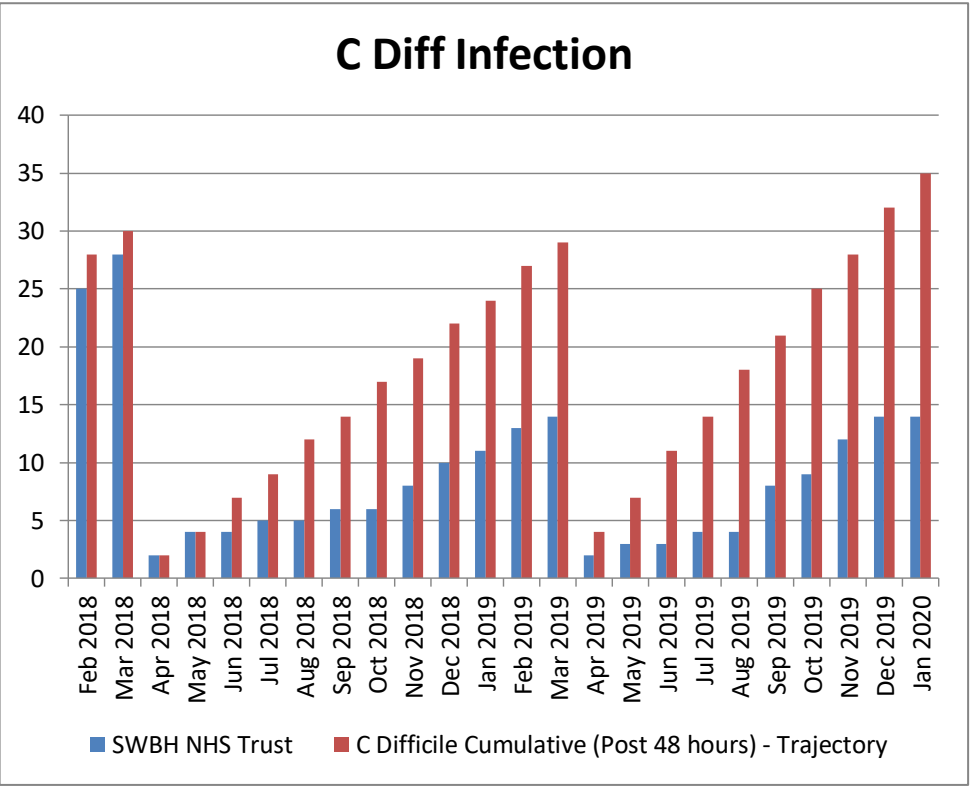
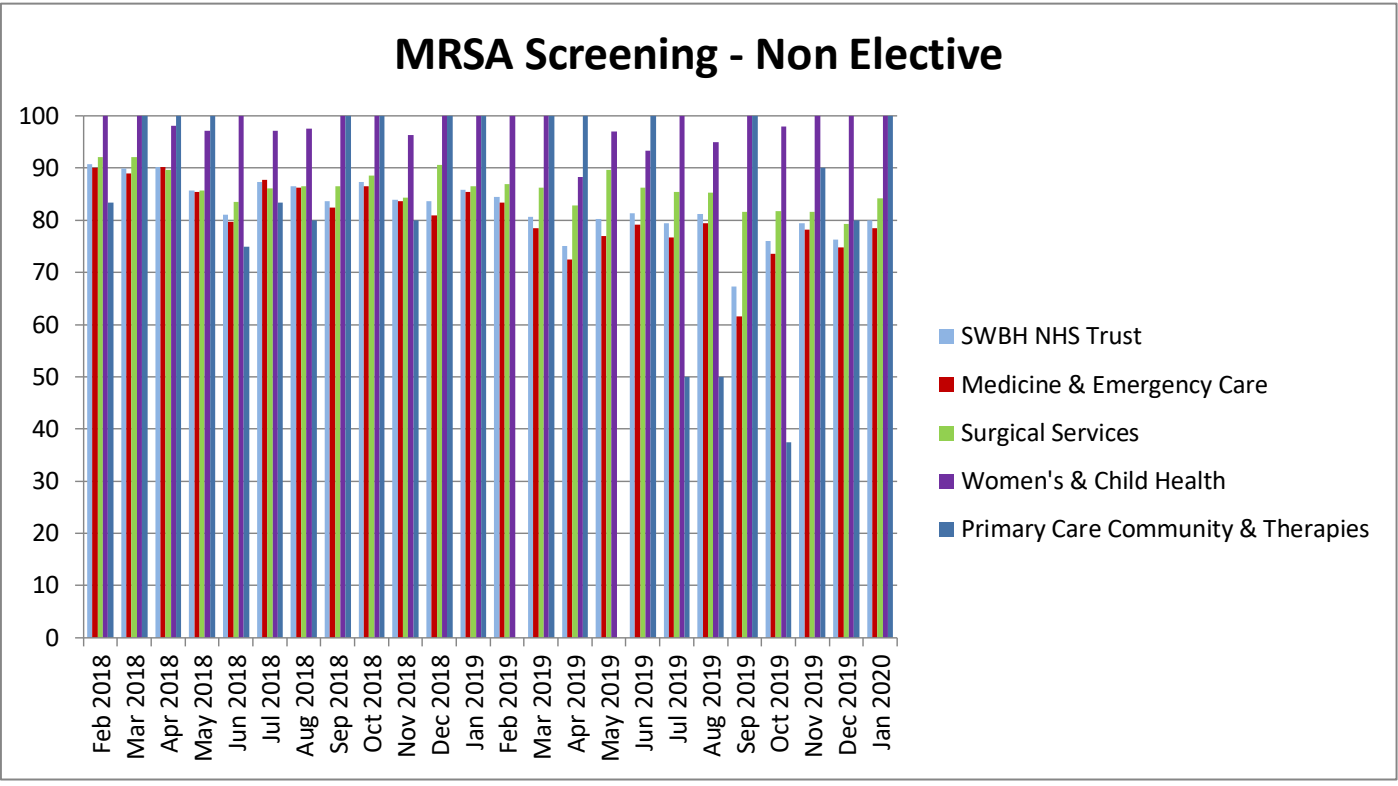
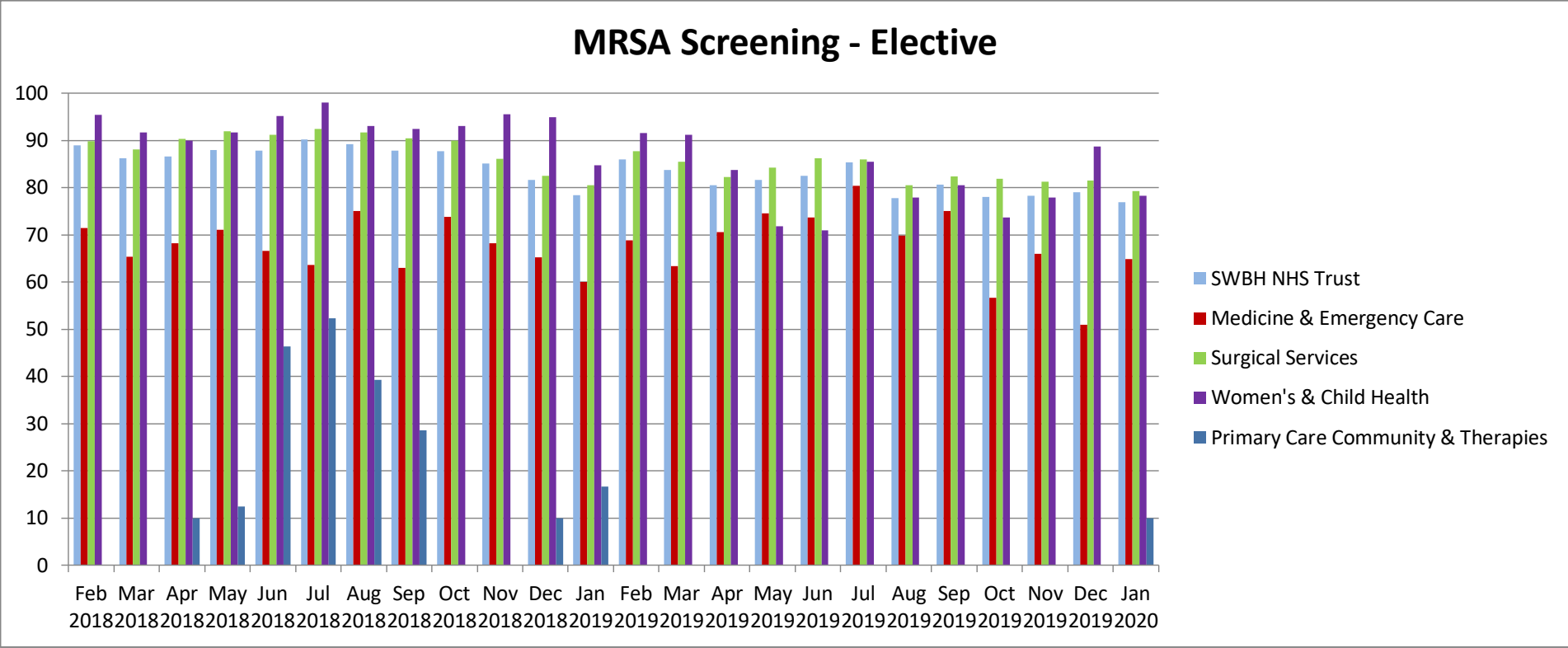


CQC Domain - Safe

	Kitemark	Reviewed Date	Indicator	Measure	Standard		Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	19/20 Year to Date	Group						
					Year	Month																				M	SS	W	P	I	PCCT	CO
Infection Control	● ● ● ● ● ● ● ●		C. Difficile (Post 48 hours)	<= No	41	3.4	1	0	2	0	2	1	2	1	2	1	0	1	2	2	1	3	2	1	15	1	0	0	-	-	0	-
	● ● ● ● ● ● ● ●		MRSA Bacteraemia (Post 48 hours)	<= No	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	1	0	2	0	0	0	-	-	0	-
	● ● ● ● ● ● ● ●		MSSA Bacteraemia (Post 48 Hours) - rate per 100,000 bed days	<= Rate2	9.42	9.42	0.00	5.51	15.65	5.35	0.00	15.39	5.91	5.53	5.48	5.44	0.00	5.46	5.49	5.65	15.18	0.00	4.76	4.88	5.31	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●		E Coli Bacteraemia (Post 48 Hours) - rate per 100,000 bed days	<= Rate2	94.9	94.9	9.31	5.51	10.44	5.35	15.83	15.39	0.00	16.59	32.90	5.44	17.68	5.46	10.99	22.58	15.18	5.19	14.27	24.39	15.39	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●		MRSA Screening - Elective	=> %	85	85	89.2	87.9	87.7	85.1	81.7	78.4	86.0	83.8	80.5	81.6	82.5	85.3	77.8	80.6	78.1	78.2	79.1	76.9	79.9	64.9	79.3	78.3	0.0	55.6	10.0	-
	● ● ● ● ● ● ● ●		MRSA Screening - Non Elective	=> %	85	85	86.5	83.7	87.3	83.9	83.7	85.8	84.5	80.7	75.1	80.2	81.3	79.5	81.3	67.3	76.0	79.5	76.3	80.0	77.7	78.4	84.2	100.0	0.0	-	100.0	-
Harm Free Care	● ● ● ● ● ● ● ●		Patient Safety Thermometer - Overall Harm Free Care	=> %	95	95	99.4	99.1	99.5	99.0	98.4	99.3	98.9	99.0	99.1	96.3	99.0	95.4	93.7	94.8	98.5	95.4	99.3	98.9	97.1	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●		Patient Safety Thermometer - Catheters & UTIs	%	-	-	0.3	0.3	0.6	0.4	0.3	0.3	0.2	0.6	0.0	0.2	0.3	0.1	0.3	0.5	0.5	0.0	0.4	0.0	0.2	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●		Number of DOLS raised	No	-	-	40	49	51	40	29	56	25	39	32	30	34	26	36	37	34	26	36	33	324	14	13	0	-	-	6	-
	● ● ● ● ● ● ● ●		Number of DOLS which are 7 day urgent	No	-	-	40	49	51	40	29	56	25	39	32	30	34	26	36	37	34	26	36	33	324	14	13	0	-	-	6	-
	● ● ● ● ● ● ● ●		Number of delays with LA in assessing for standard DOLS application	No	-	-	7	8	6	9	8	2	0	8	5	5	15	6	11	2	4	3	7	6	64	3	2	0	-	-	1	-
	● ● ● ● ● ● ● ●		Number DOLS rolled over from previous month	No	-	-	9	9	0	0	0	1	15	5	5	5	7	0	4	0	1	1	2	0	25	0	0	0	-	-	0	-
	● ● ● ● ● ● ● ●		Number patients discharged prior to LA assessment targets	No	-	-	11	25	29	18	16	30	21	19	19	22	17	11	23	20	22	13	22	18	187	7	9	0	-	-	2	-
	● ● ● ● ● ● ● ●		Number of DOLS applications the LA disagreed with	No	-	-	2	4	2	5	2	2	4	3	1	1	1	0	2	2	0	1	0	0	8	0	0	0	-	-	0	-
	● ● ● ● ● ● ● ●		Number patients cognitively improved regained capacity did not require LA assessment	No	-	-	0	0	0	0	0	0	21	0	4	0	4	3	0	0	0	0	0	1	12	1	0	0	-	-	0	-
	● ● ● ● ● ● ● ●	Apr 19	Falls	No	-	-	87	80	101	110	90	87	83	78	95	89	89	86	92	78	68	71	88	97	853	46	20	1	-	1	29	-
	● ● ● ● ● ● ● ●	Apr 19	Falls - Death or Severe Harm	<= No	0	0	0	0	5	3	-	2	2	1	4	3	2	2	0	0	4	2	0	1	18	1	0	0	0	0	0	0
			Falls Per 1000 Occupied Bed Days	<= Rate1	5	5	-	-	-	5.03	-	-	-	-	4.40	4.20	3.97	3.80	4.32	3.78	2.98	3.22	3.80	4.19	3.86	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●	Apr 19	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	4	10	13	26	42	34	33	23	37	28	28	26	28	33	23	14	32	36	285	14	13	-	-	-	9	-
	● ● ● ● ● ● ● ●	Apr 19	Pressure Ulcers per 1000 Occupied Bed Days	Rate1	-	-	0.23	0.53	0.58	1.17	2.37	1.52	1.59	1.06	1.72	1.37	1.34	1.16	1.27	1.54	0.97	0.61	1.32	1.50	1.27	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●	Apr 19	Pressure Ulcer DN Caseload Acquired - Total	<= No	0	0	1	1	7	37	32	45	34	34	36	16	24	29	35	27	31	18	25	25	266	-	-	-	-	-	25	-
			Pressure Ulcer Present on Admission to SWBH	<= No	0	0	-	-	-	-	-	129	99	96	198	130	141	125	87	85	78	95	88	104	1131	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●		Venous Thromboembolism (VTE) Assessments	=> %	95	95	94.3	92.8	94.4	95.3	93.8	95.8	95.1	96.1	95.1	96.0	95.7	95.9	95.2	95.6	96.3	-	95.9	96.0	95.8	96.4	98.0	85.9	97.9	100.0	96.5	-
	● ● ● ● ● ● ● ●	Apr 19	WHO Safer Surgery - Audit - 3 sections (%pts where all sections complete)	=> %	100	100	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	-	100.0	100.0	100.0	-	100.0	99.9	100.0	99.9	99.9	100.0	99.9	99.7	-	-	100.0	-
	● ● ● ● ● ● ● ●	Apr 19	WHO Safer Surgery - brief(% lists where complete)	=> %	100	100	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	99.8	100.0	99.8	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	-	-	100.0	-	-
	● ● ● ● ● ● ● ●	Apr 19	WHO Safer Surgery - Audit - brief and debrief (% lists where complete)	=> %	100	100	100.0	100.0	0.0	100.0	100.0	100.0	100.0	100.0	99.4	100.0	99.8	99.8	99.6	100.0	99.7	100.0	99.3	100.0	99.8	100.0	100.0	-	-	100.0	-	-
	● ● ● ● ● ● ● ●		Never Events	<= No	0	0	0	0	2	0	1	0	0	0	0	1	1	1	0	0	0	0	0	0	3	0	0	0	0	0	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	0	1	0	0	0	-	0	0	-
	● ● ● ● ● ● ● ●		Serious Incidents	<= No	0	0	3	1	9	4	6	1	7	6	3	3	12	32	12	11	17	11	7	6	114	4	0	0	0	0	2	0
	● ● ● ● ● ● ● ●		Open Central Alert System (CAS) Alerts	No	-	-	15	14	14	15	16	18	20	19	15	15	4	9	8	11	12	10	12	10	106	-	-	-	-	-	-	-
	● ● ● ● ● ● ● ●		Open Central Alert System (CAS) Alerts beyond deadline date	<= No	0	0	4	4	4	5	5	5	5	8	6	7	3	6	5	6	7	2	1	1	44	-	-	-	-	-	-	-

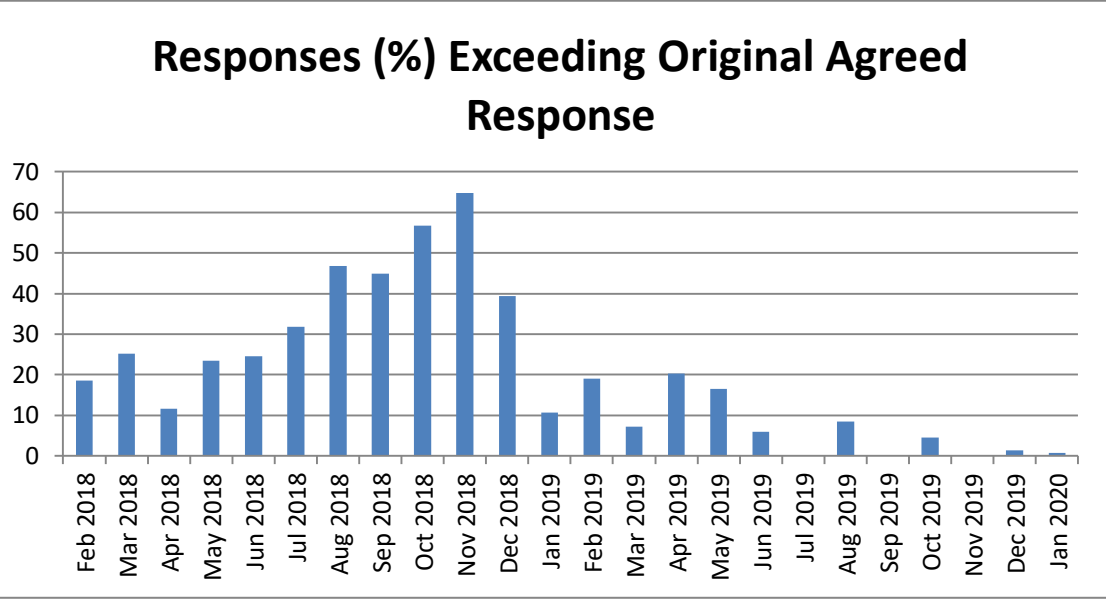
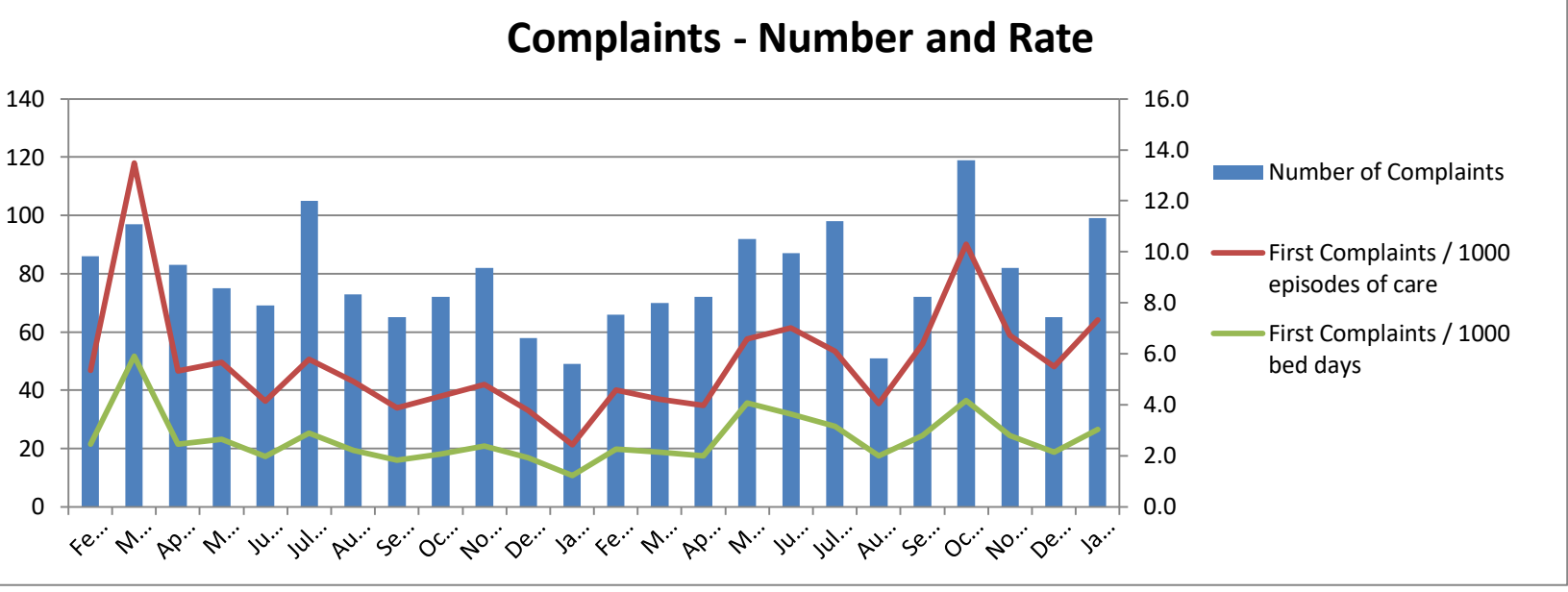
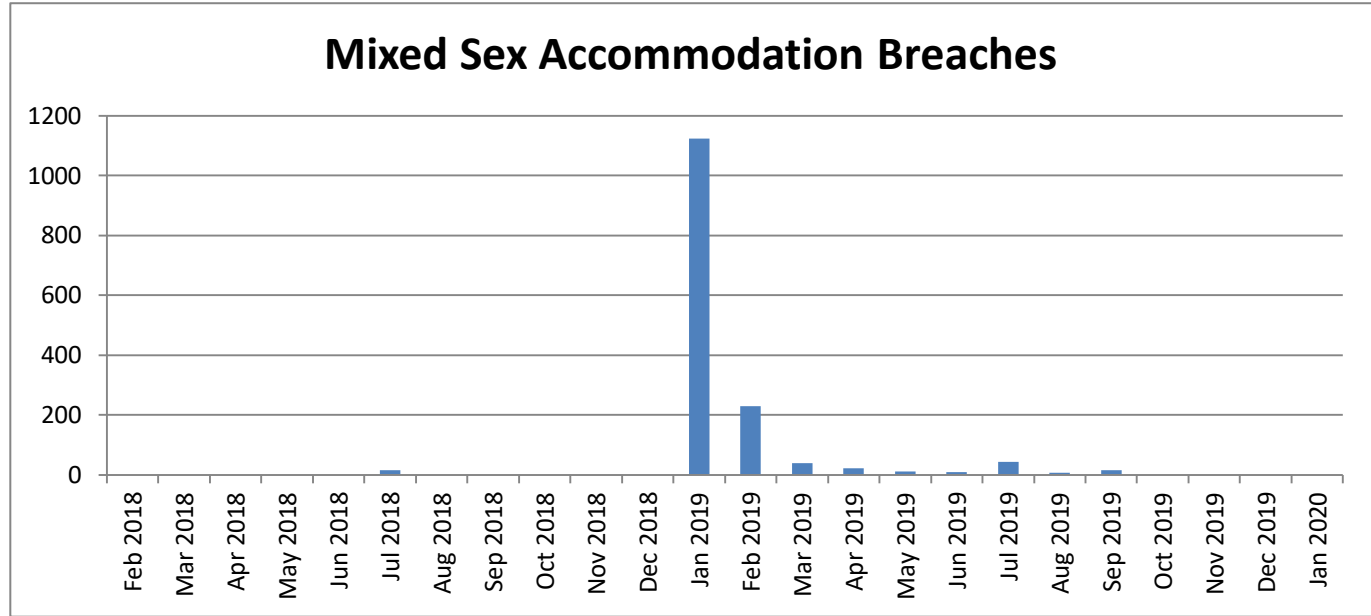


CQC Domain - Safe



# CQC Domain - Caring

	Kitemark	Reviewed Date	Indicator	Measure	Standard		Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	19/20 Year to Date	Group								
					Year	Month																					M	SS	W	P	I	PCCT	CO	
FFT	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Response Rate - Adult and Children Inpatients (including day cases and community)	=> %	25	25	8.3	15.3	19.4	28.5	22.3	24.2	22.8	19.7	16.1	29.0	25.7	23.1	20.9	23.4	18.7	21.5	18.5	20.5	21.5	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Adult and Children Inpatients (including day cases and community)	=> No	95	95	96	90	93	92	92	91	92	91	89	89	92	91	90	89	89	89	86	89	-	-	-	-	-	-	-	-		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Response Rate: Type 1 and 2 Emergency Department	=> %	25	25	10.7	6.3	4.3	6.8	7.8	15.5	16.3	16.1	12.0	10.8	9.6	10.4	9.5	9.8	10.6	9.6	-	9.5	10.2	9.5	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Adult and Children Emergency Department (type 1 and type 2)	=> No	95	95	76	73	71	74	73	74	75	75	75	76	73	76	78	71	71	68	73	75	-	75	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Outpatients	=> No	95	95	91	90	91	90	92	90	90	91	90	90	89	88	76	87	87	89	89	89	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Maternity Antenatal	=> No	95	95	88	86	94	0	0	0	0	0	0	0	0	0	0	0	90	97	100	75	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Maternity Postnatal Ward	=> No	95	95	91	0	87	93	100	100	100	0	100	100	0	100	100	100	92	93	0	97	-	-	-	-	-	-	-	-	-	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Maternity Community	=> No	95	95	0	0	0	0	0	0	0	0	0	0	0	0	0	0	94	0	0	0	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Score - Maternity Birth	=> No	95	95	90	93	100	100	100	17	95	100	100	94	94	91	66	6	94	97	94	95	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	FFT Response Rate: Maternity Birth	=> %	25	25	12.6	16.3	8.4	5.0	3.7	17.1	5.0	3.5	2.1	3.5	8.3	10.2	1.4	6.1	28.2	35.3	12.2	32.2	13.0	-	-	-	-	-	-	-	-	
MSA	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Mixed Sex Accommodation - Breaches (Patients)	<= No	0	0	0	0	0	0	-	1123	229	40	22	11	9	44	7	16	-	-	-	-	109	9	7	0	-	0	0	-		
Complaints	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of Complaints Received (formal and link)	No	-	-	73	65	72	82	58	49	66	70	72	92	87	98	51	72	119	82	65	99	837	40	26	11	0	5	11	6		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of Active Complaints in the System (formal and link)	No	-	-	213	208	206	212	210	165	170	151	163	149	121	148	91	121	140	114	92	106	1245	58	30	13	0	5	0	0		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of First Formal Complaints received / 1000 bed days	Rate1	-	-	2.22	1.83	2.07	2.39	1.93	1.23	2.26	2.14	2.00	4.08	3.63	3.15	1.98	2.78	4.16	2.78	2.15	3.03	2.95	2.17	4.52	2.82	-	-	24.88	-		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of First Formal Complaints received / 1000 episodes of care	Rate1	-	-	4.91	3.88	4.34	4.81	3.79	2.42	4.57	4.22	3.98	6.57	7.02	6.10	4.05	6.38	10.31	6.72	5.50	7.33	6.36	7.50	6.89	4.73	-	-	22.94	-		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of Days to acknowledge a formal or link complaint (% within 3 working days after receipt)	=> %	100	100	92.5	100.0	96.8	96.2	98.3	97.8	100.0	98.4	100.0	2.2	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	88.8	100.0	100.0	100.0	-	100.0	100.0	100.0		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of responses which have exceeded their original agreed response date (% of total active complaints)	<= %	0	0	46.8	44.9	56.8	64.8	39.4	10.7	19.1	7.2	20.3	16.5	5.9	0.0	8.4	0.0	4.5	0.0	1.3	0.8	7.0	0.0	0.0	7.1	-	0.0	0.0	0.0		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		No. of responses sent out	No	-	-	52	57	54	59	47	74	58	95	77	98	97	95	96	61	88	105	76	76	869	31	22	12	0	1	7	3		
WKF	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Flu Vaccination Rate	=> %	85	85	-	-	-	83.3	83.7	-	-	-	-	-	-	-	-	-	47.7	62.4	78.1	82.0	67.5	-	-	-	-	-	-	-	-	



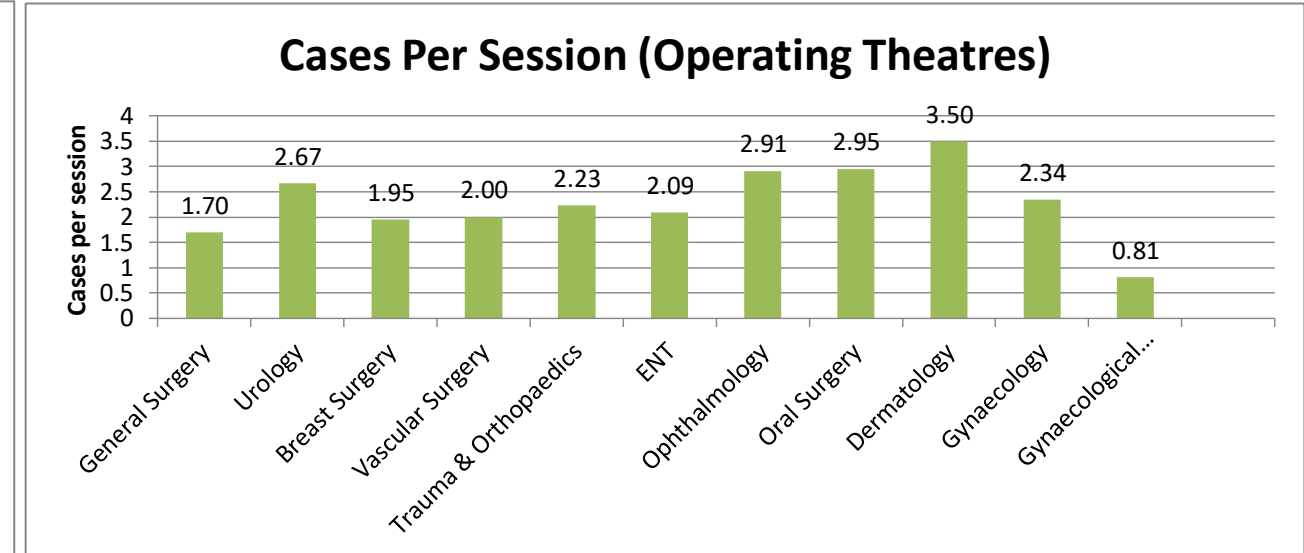
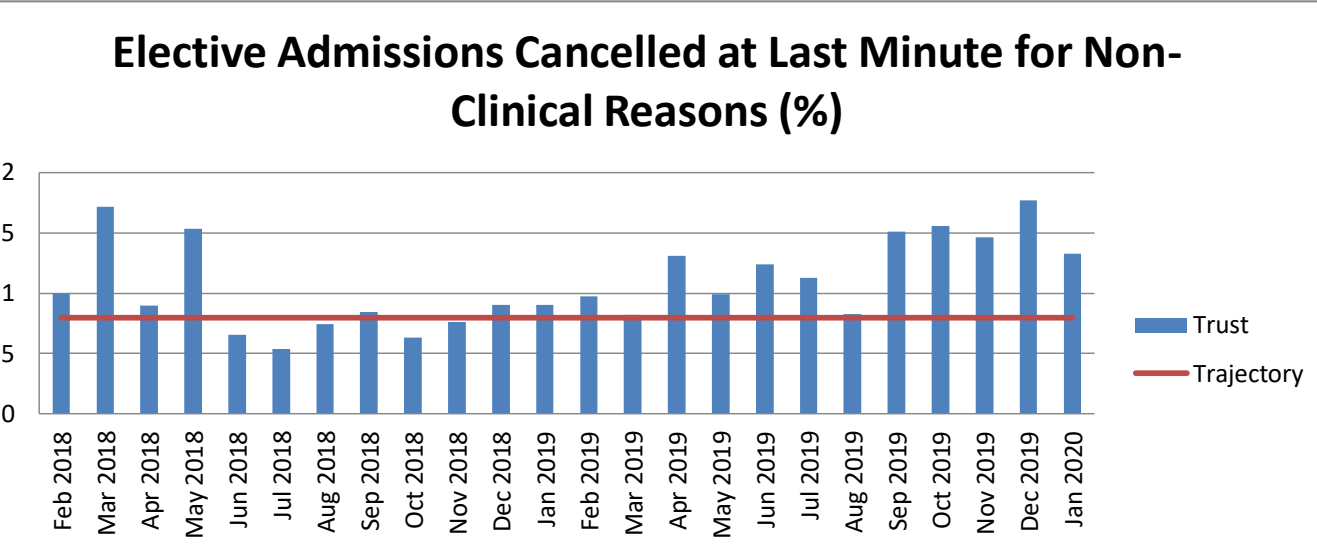
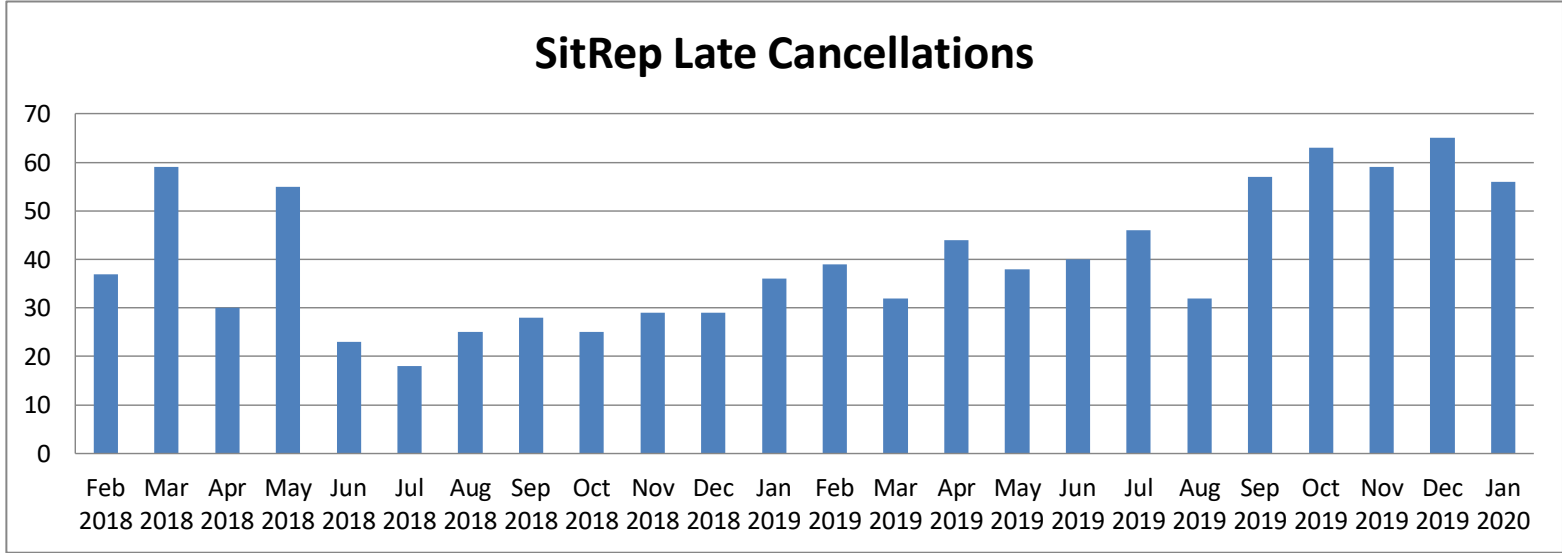
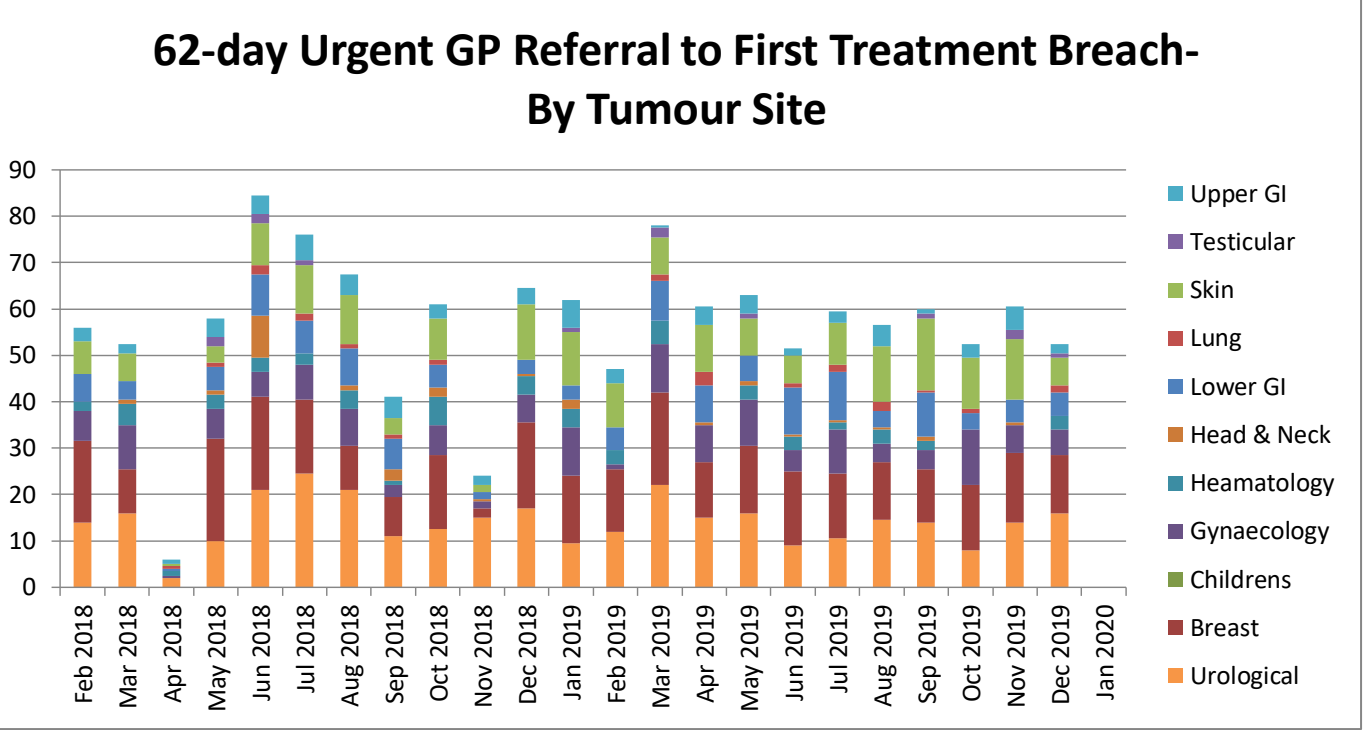
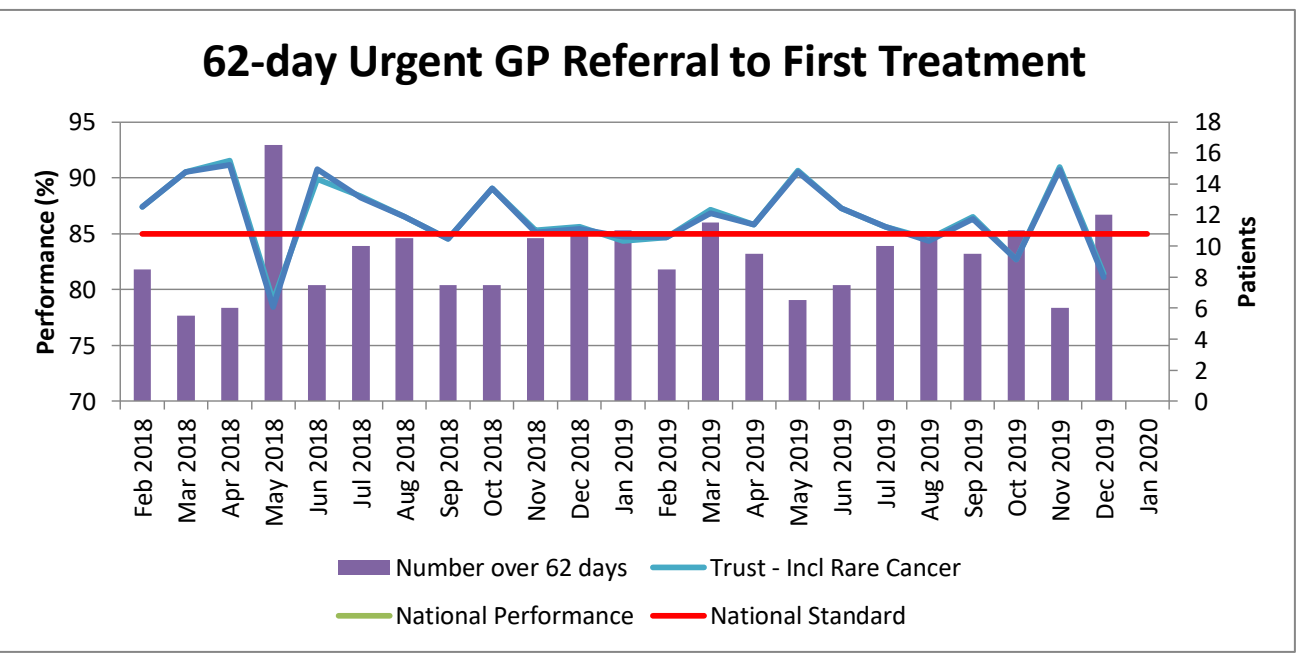
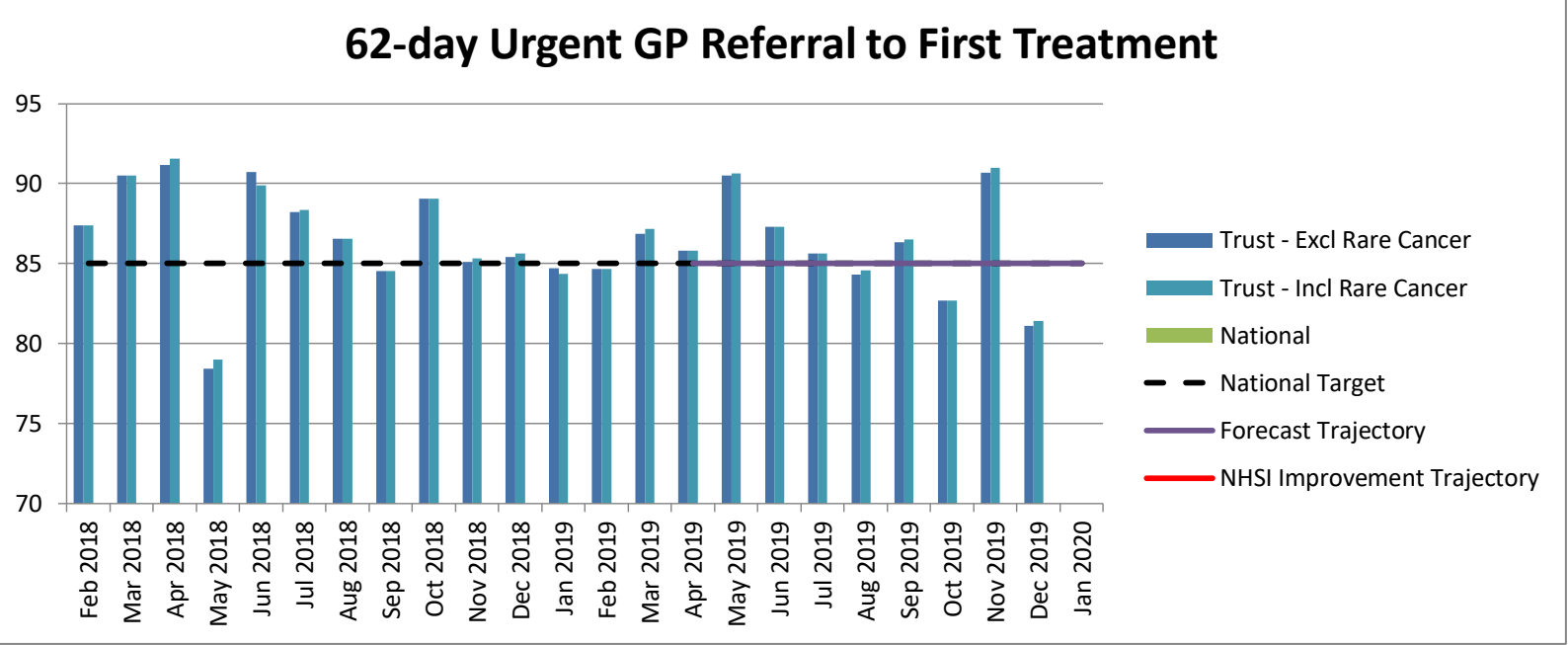
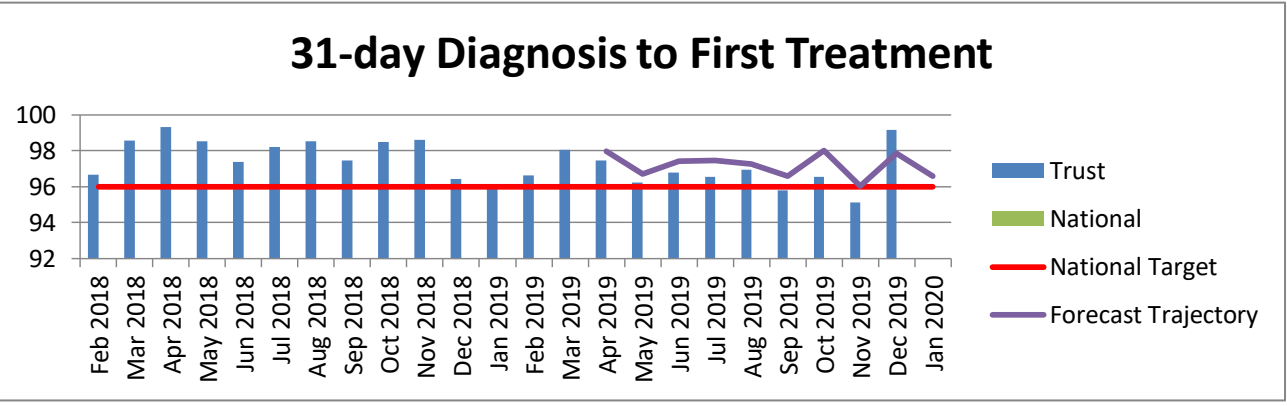
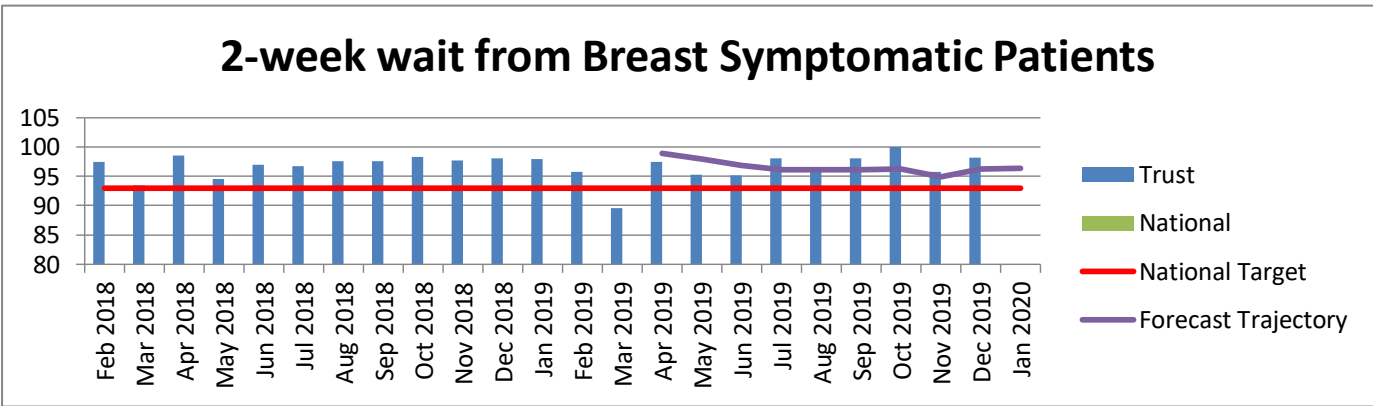
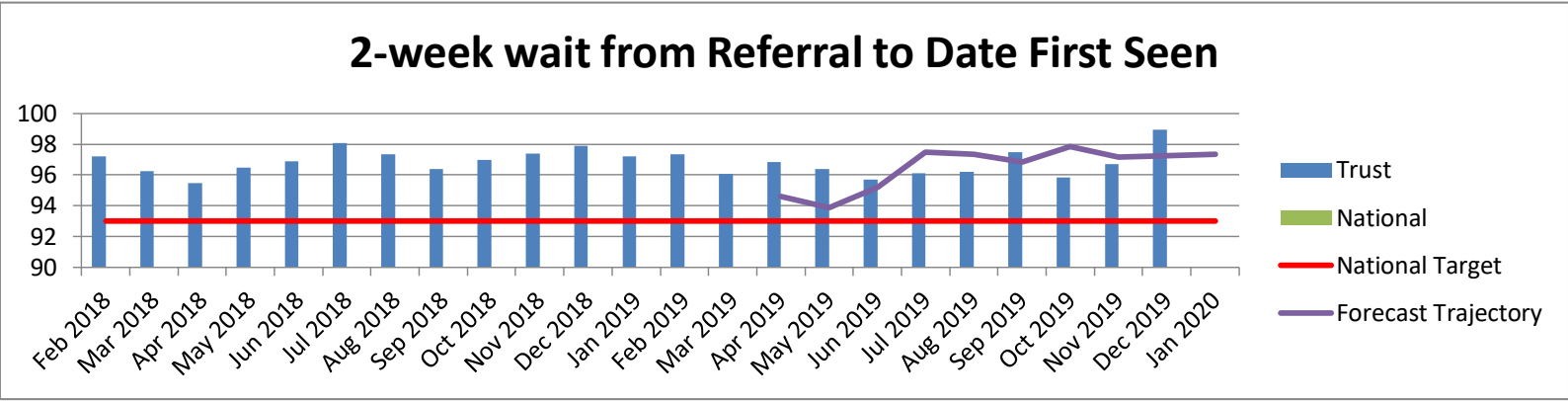
# CQC Domain - Responsive

		Reviewed Date	Indicator	Measure	Standard		Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	19/20 Year to Date	Group							
					Year	Month																					M	SS	W	P	I	PCCT	CO
Emergency Care			Emergency Care Attendances (Including Mailing)	No	-	-	17333	17740	17819	17502	17753	18042	16949	18592	18908	18541	18091	19047	17657	17973	18445	17868	19330	18477	184337	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care 4-hour waits	=> %	95	95	82.7	83.0	81.2	80.6	75.0	78.0	82.3	85.9	78.3	82.7	81.8	81.4	81.6	74.1	71.7	70.9	72.2	73.0	76.8	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care 4-hour breach (numbers)	No	-	-	2999	3013	3354	3383	4435	3963	3006	2629	4106	3213	3288	3542	3252	4764	5215	5199	5375	4819	42773	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care Trolley Waits >12 hours	<= No	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	2	2	1	1	0	6	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15	15	136	49	61	37	88	50	41	57	74	39	89	45	52	71	185	154	116	121	-	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60	60	225	238	254	245	255	237	269	241	282	264	255	261	208	217	250	263	263	254	-	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5	5	5.4	5.2	5.2	3.6	4.8	4.6	4.9	4.7	5.4	5.2	5.4	5.2	5.6	7.3	7.8	7.9	7.9	8.1	6.6	-	-	-	-	-	-	-	
	●●●●●●●●		Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5	5	7.3	6.6	7.7	6.6	8.6	7.3	7.0	5.9	7.3	6.6	7.1	7.4	6.4	8.8	10.5	10.2	9.5	8.0	8.2	-	-	-	-	-	-	-	
	●●●●●●●●		WMAS - Finable Handovers (emergency conveyances) 30 - 60 mins (number)	<= No	0	0	116	95	121	159	205	168	160	88	166	119	128	123	162	238	251	228	279	199	1893	-	-	-	-	-	-	-	
	●●●●●●●●		WMAS -Finable Handovers (emergency conveyances) >60 mins (number)	<= No	0	0	8	5	6	7	7	9	8	6	5	4	4	5	9	33	16	9	12	9	106	-	-	-	-	-	-	-	
	●●●●●●●●		WMAS - Handover Delays > 60 mins (% all emergency conveyances)	<= %	0.02	0.02	0.2	0.1	0.1	0.2	0.1	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.2	0.7	0.3	0.2	0.2	0.2	0.2	0.2	-	-	-	-	-	-	-
	●●●●●●●●		WMAS - Emergency Conveyances (total)	No	-	-	4522	4354	4622	4579	4872	4835	4372	4655	4814	4670	4555	4658	4486	4484	4656	4721	4887	4848	46779	-	-	-	-	-	-	-	-
Patient Flow	●●●●●●●●	Apr 19	Delayed Transfers of Care (Acute) (%)	<= %	3.5	3.5	2.2	2.6	2.7	2.4	2.2	1.1	-	1.6	2.0	-	1.0	-	4.7	3.0	2.8	2.9	2.4	2.8	2.2	-	-	-	-	-	-	-	
			Delayed Transfers of Care (Acute) (Av./Week) attributable to NHS	<= No	240	20	12	14	16	14	13	14	14	15	12	-	14	-	27	17	19	20	16	19	-	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19	Delayed Transfers of Care (Acute) - Finable Bed Days	<= No	0	0	174	181	200	272	275	315	270	211	99	149	239	295	185	127	147	163	180	195	1779	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19	Patient Bed Moves (10pm - 6am) (No.) - ALL	No	-	-	733	712	797	717	713	757	654	642	672	698	583	684	671	675	867	852	944	989	7635	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19	Patient Bed Moves (10pm - 6am) (No.) - exc. Assessment Units	No	-	-	241	240	246	227	247	279	241	243	223	228	185	218	233	266	330	310	383	354	2730	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19	Patient Bed Moves (10pm - 6am) (No.) - exc. Assessment Units and Clinical Transfers	No	-	-	38	47	54	38	55	63	57	63	65	37	30	46	45	52	52	80	66	71	544	-	-	-	-	-	-	-	
		Apr 19	Hip Fractures Best Practice Tariff (Operation < 36 hours of admissions	=> %	85	85	84.6	81.0	84.4	77.1	82.6	81.5	80.0	82.9	64.0	77.1	75.0	62.5	87.9	79.2	88.5	78.6	67.5	75.0	75.6	-	75.0	-	-	-	-	-	
Cancellations	●●●●●●●●		No. of Sitrep Declared Late Cancellations - Total	<= No	240	20	25	28	25	29	29	36	39	32	44	38	40	46	32	57	63	59	65	56	500	14	35	7	0	-	0	-	
	●●●●●●●●		No. of Sitrep Declared Late Cancellations - Avoidable	No	-	-	14	10	9	7	11	18	7	10	16	13	3	16	17	32	40	30	41	29	237	0	25	4	0	-	0	-	
	●●●●●●●●		No. of Sitrep Declared Late Cancellations - Unavoidable	No	-	-	11	18	16	22	18	18	32	22	28	25	37	30	15	25	23	29	24	27	263	14	10	3	0	-	0	-	
	●●●●●●●●		Elective Admissions Cancelled at last minute for non-clinical reasons (as a percentage of admissions)	<= %	0.8	0.8	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	1.3	1.3	1.6	1.4	3.0	-	-	0.0	-	
	●●●●●●●●		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	0	0	0	0	0	0	0	-	
	●●●●●●●●		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	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	0	0	0	-	0	-	
	●●●●●●●●		No. of Sitrep Declared Late Cancellations (Pts. >1 occasion)	<= No	0	0	0	0	0	0	2	0	0	0	0	1	2	1	1	1	2	0	1	1	10	1	0	0	0	-	0	-	
	●●●●●●●●		Multiple Hospital Cancellations experienced by same patient (all cancellations)	<= No	0	0	61	54	68	55	39	52	56	69	73	64	75	86	67	79	103	92	65	73	777	11	56	6	-	-	-	-	
●●●●●●●●		All Hospital Cancellations, with 7 or less days notice	<= No	0	0	230	193	265	238	156	236	230	244	265	262	277	296	204	367	370	376	358	347	3122	93	221	33	-	-	-	-		
Cancer	●●●●●●●●	Apr 19	2 weeks	=> %	93	93	97.3	96.4	97.0	97.4	97.9	97.2	97.3	96.1	96.8	96.4	95.7	96.1	96.2	97.5	95.8	96.7	99.0	-	96.7	98.5	99.0	100.0	-	-	-	-	
	●●●●●●●●	Apr 19	2 weeks (Breast Symptomatic)	=> %	93	93	97.6	97.6	98.3	97.7	98.0	97.9	95.7	89.5	97.4	95.3	95.1	98.1	95.8	98.0	100.0	95.7	98.1	-	97.1	-	98.2	-	-	-	-	-	
	●●●●●●●●	Apr 19	31 Day (diagnosis to treatment)	=> %	96	96	98.5	97.5	98.5	98.6	96.4	96.1	96.6	98.1	97.5	96.2	96.8	96.5	96.9	95.8	96.6	95.1	99.2	-	96.7	100.0	98.5	100.0	-	-	-	-	
	●●●●●●●●	Apr 19	31 Day (second/subsequent treatment - surgery)	=> %	94	94	100.0	100.0	100.0	95.5	100.0	100.0	95.0	95.2	100.0	94.7	95.0	96.2	95.2	100.0	93.5	100.0	93.1	-	96.0	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19	31 Day (second/subsequent treatment - drug)	=> %	98	98	100.0	100.0	100.0	100.0	100.0	100.0	100.0	-	-	100.0	-	-	100.0	100.0	-	100.0	100.0	-	100.0	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19	62 Day (urgent GP referral to treatment) Excl Rare Cancers	=> %	85	85	86.5	84.5	89.1	85.1	85.4	84.7	84.7	86.9	85.8	90.5	87.3	85.6	84.3	86.3	82.7	90.7	81.1	-	86.1	78.1	84.8	68.8	-	-	-	-	
	●●																																



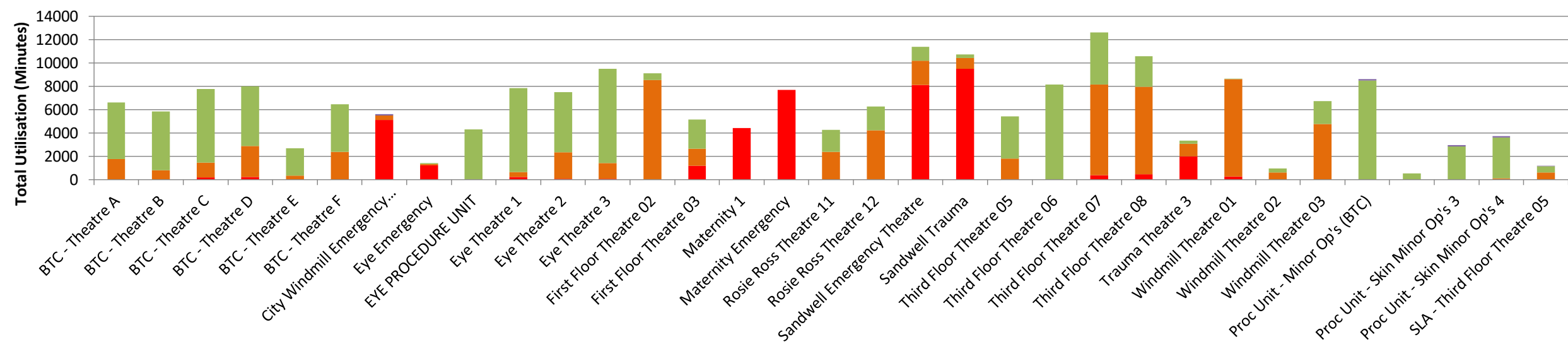
# CQC Domain - Responsive

	Kitemark	Reviewed Date	Indicator	Measure	Standard		Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	19/20 Year to Date	Group						
					Year	Month																			Date	M	SS	W	P	I	PCCT	CO
RTT	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	RTT - Admitted Care (18-weeks)	=> %	90	90	78.7	80.7	78.4	79.8	80.5	79.5	79.8	78.9	81.7	83.1	80.5	77.6	80.5	80.6	82.6	81.4	82.4	81.2	81.2	81.1	80.3	70.1	-	-	74.6	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	RTT - Non Admitted Care (18-weeks)	=> %	95	95	91.0	89.0	86.5	85.5	87.9	86.1	88.7	90.2	91.7	92.5	90.7	89.6	89.2	89.8	87.3	87.3	87.2	87.0	89.2	67.9	92.7	89.0	-	-	77.7	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	RTT - Incomplete Pathway (18-weeks)	=> %	92	92	92.1	92.0	92.0	92.3	92.2	92.6	92.9	93.0	93.2	92.6	92.1	92.0	92.0	92.0	91.6	90.9	91.1	90.7	91.8	91.8	91.8	89.6	-	-	88.1	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	RTT Waiting List - Incomplete	No	-	-	35614	36990	37871	37012	36914	34909	34221	34888	35859	36762	37231	39115	38714	39634	39898	38360	38416	39374	383363	7328	16860	2161	-	-	3295	0
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	RTT - Backlog	No	-	-	2825	2959	3023	2865	2890	2582	2424	2436	2450	2710	2951	3118	3082	3168	3360	3475	3433	3645	31392	601	1382	225	-	-	391	0
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Patients Waiting >52 weeks (All Pathways)	<= No	0	0	7	3	5	4	1	3	4	6	1	11	24	12	14	0	0	1	0	1	64	0	1	0	0	0	0	0
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Patients Waiting >52 weeks (Incomplete)	<= No	0	0	1	2	2	0	1	1	1	0	0	5	6	0	1	0	0	0	0	0	12	0	0	0	0	0	0	0
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Treatment Functions Underperforming (Admitted, Non-Admitted,Incomplete)	<= No	0	0	28	28	27	26	26	28	29	27	23	27	29	30	29	27	26	32	29	28	-	7	11	3	-	-	4	0
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Treatment Functions Underperforming (Incomplete)	<= No	0	0	4	3	3	3	3	4	3	-	2	3	5	5	5	4	5	7	7	5	-	1	1	1	-	-	1	0
				RTT Clearance Time (Wks)	Ratio	-	-	-	-	-	9.3	11.6	8.6	8.4	9.1	9.5	9.7	10.0	9.7	10.5	10.3	9.6	8.9	10.8	-	9.9	22.7	8.1	16.5	-	-	19.3
DM01	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Acute Diagnostic Waits in Excess of 6-weeks (End of Month Census)	<= %	1	1	1.5	1.7	3.2	3.8	3.9	1.0	0.4	0.4	1.8	2.6	0.9	0.8	2.3	1.5	1.1	0.2	0.7	0.1	1.2	0.4	0.1	-	-	0.0	-	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Acute Diagnostic Waits in Excess of 6-weeks (In Month Waiters)	No	-	-	1344	1340	526	1237	1294	1861	532	958	1158	1330	1023	1010	600	614	457	359	338	1028	7917	29	112	-	-	878	-	-

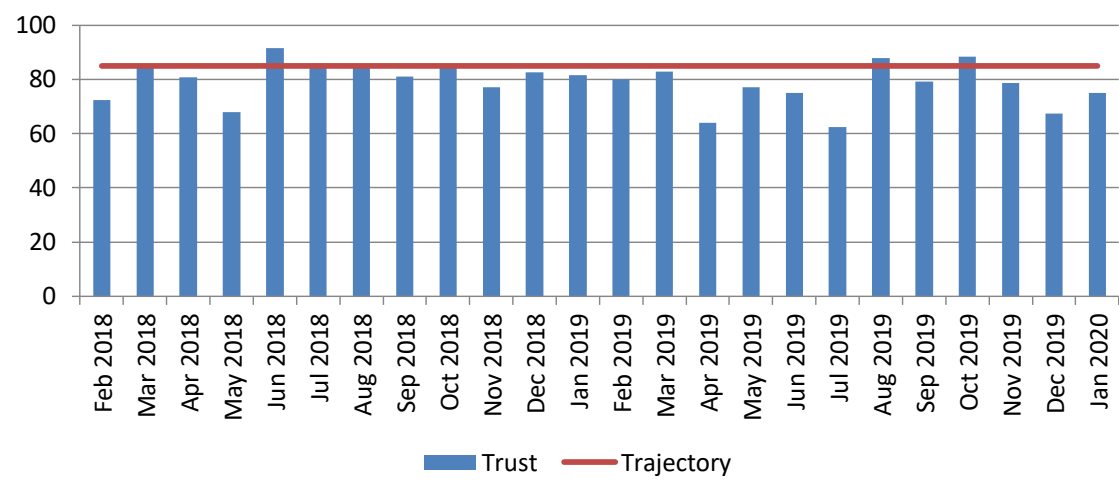


# CQC Domain - Responsive

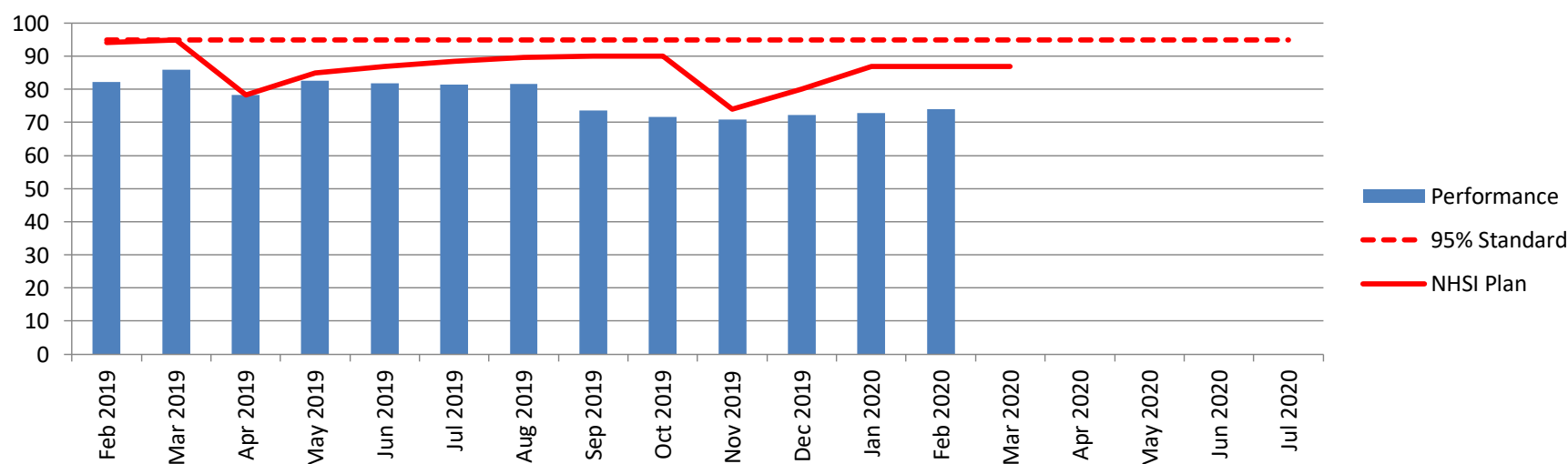
### Theatre Utilisation



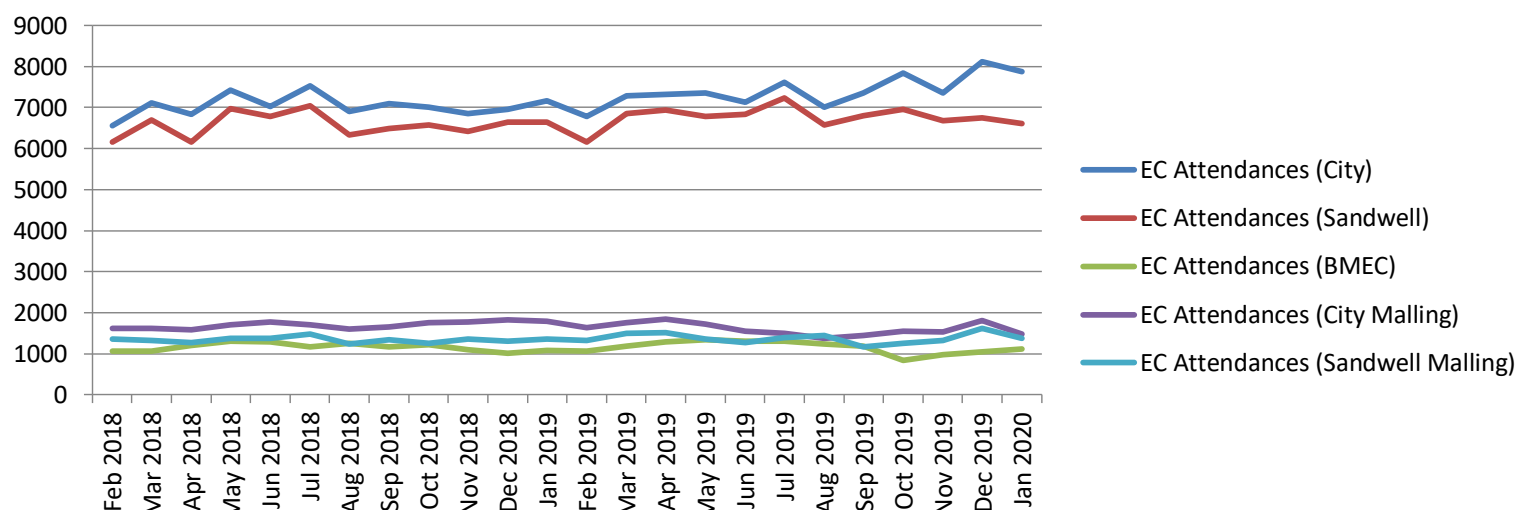
### Hip Fractures - BPT - Operation Within 36 hours of admission (%)



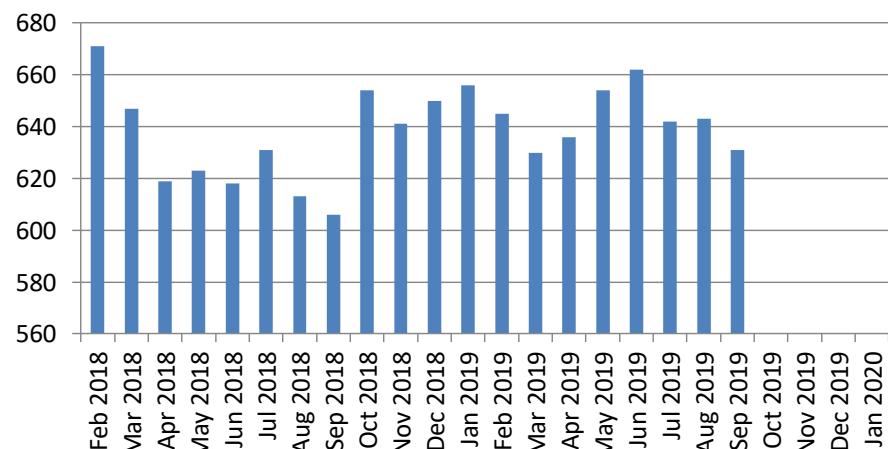
### EC 4-Hour Recovery Plan



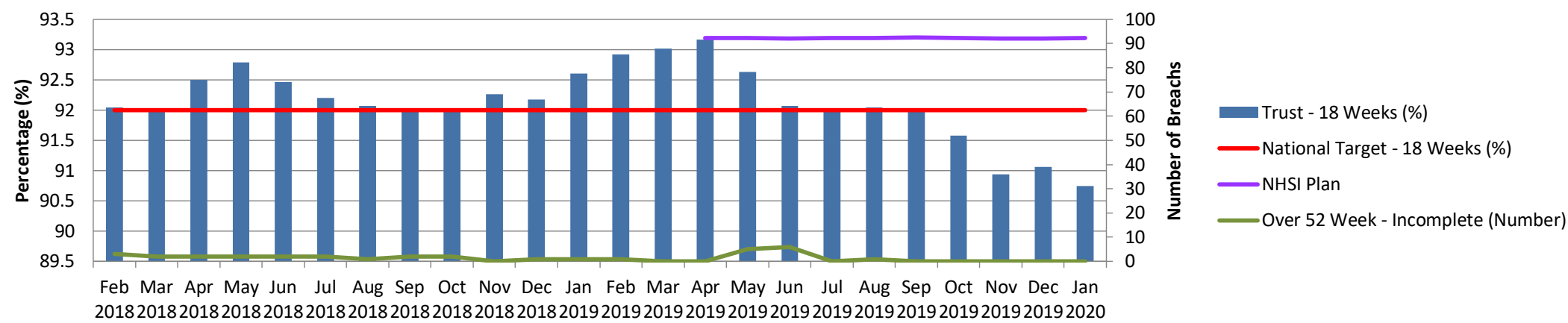
### EC Attenders



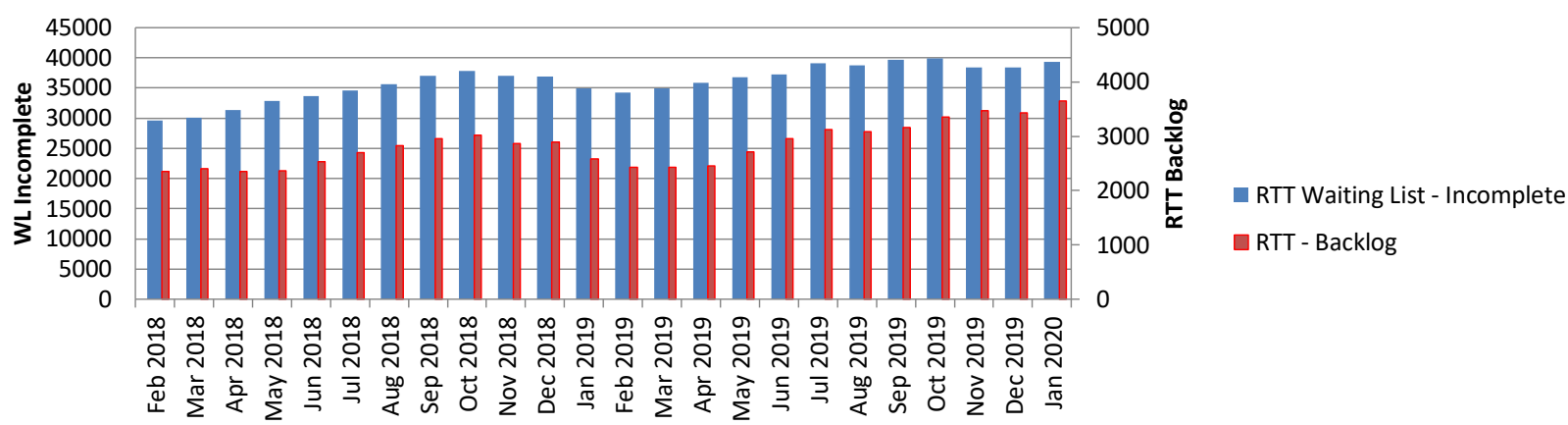
### Available Beds Month End (Weekly SITREP)



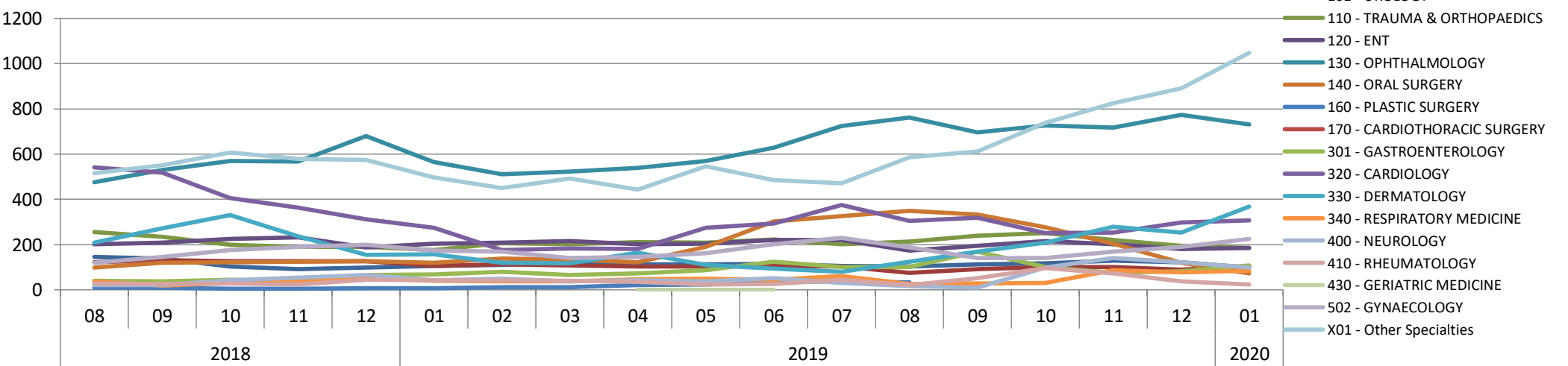
### RTT Incomplete pathway



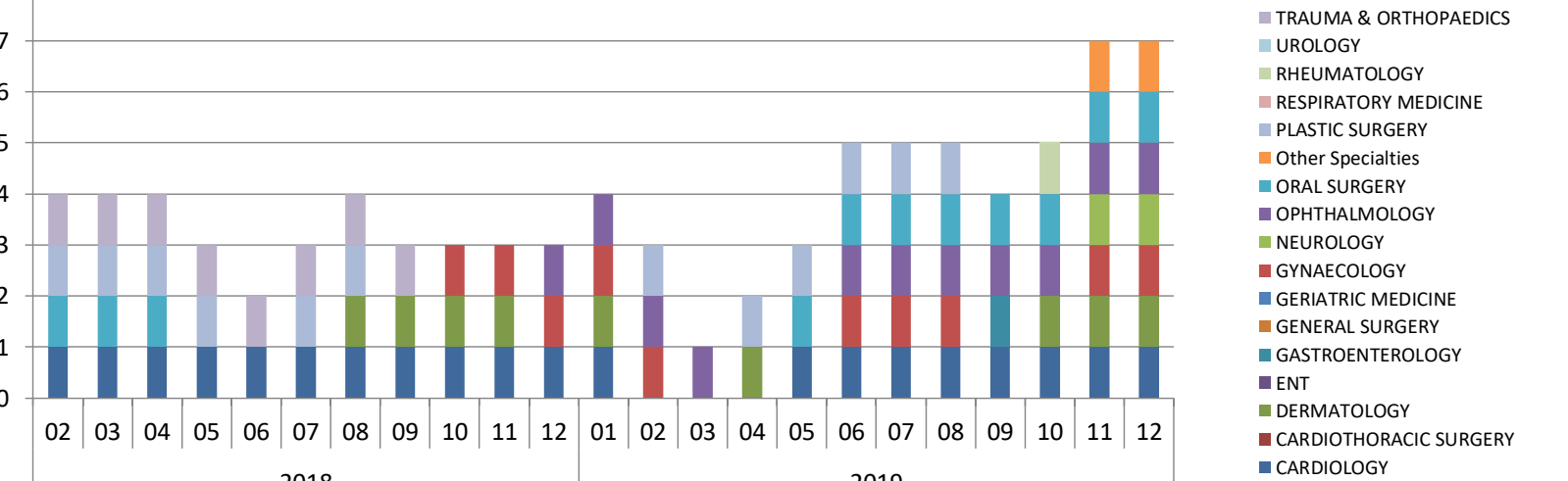
### RTT Waiting List and Backlog



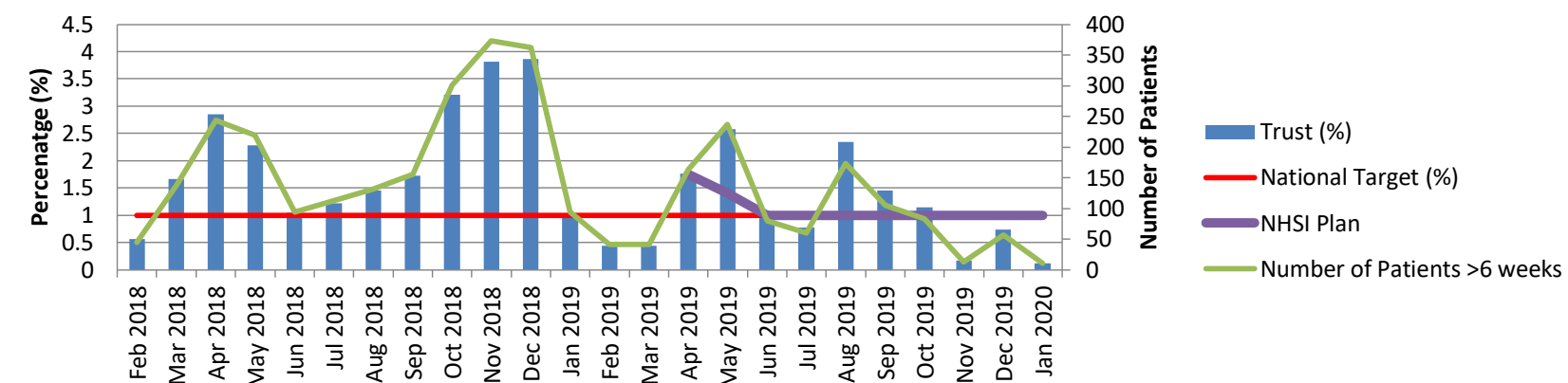
### RTT Backlog - By Specialty



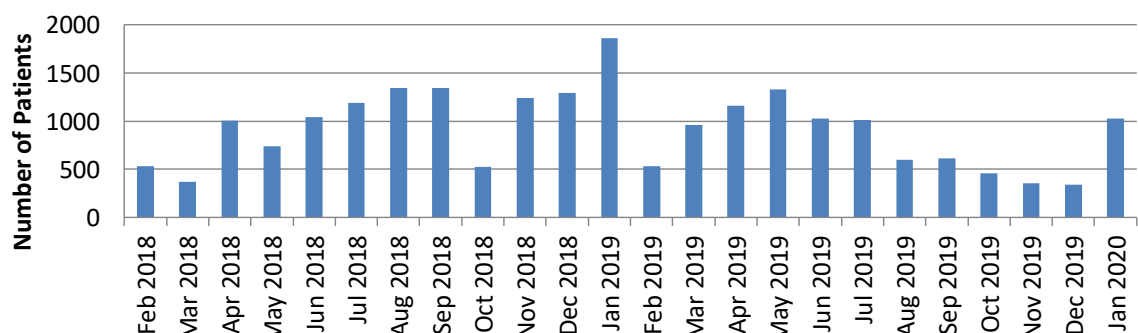
### Treatment Function Underperforming (Incomplete)



### Diagnostic Waits (% and No.) Greater Than 6 Weeks



### Diagnostic Waits (In Month) Greater Than 6 Weeks

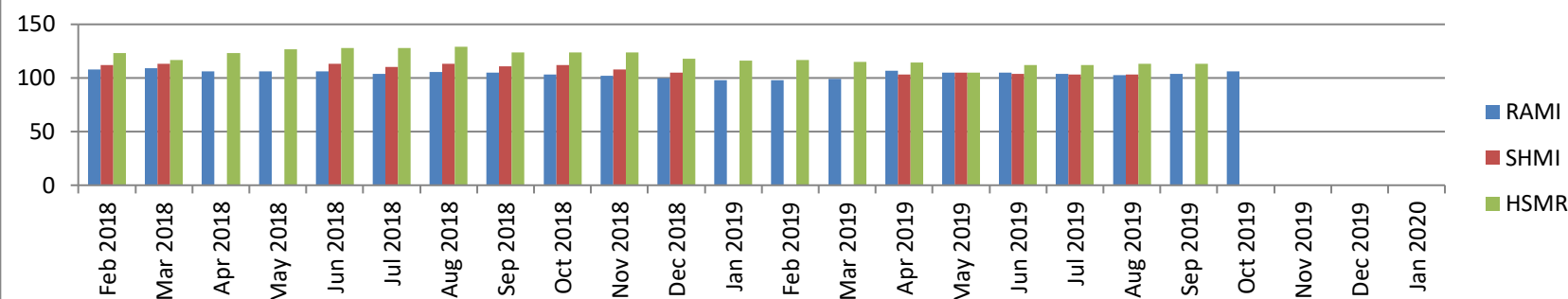


CQC Domain - Effective																																			
	Kitemark	Reviewed Date	Indicator	Measure	Standard		Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	19/20 Year to Date	Group									
					Year	Month																					M	SS	W	P	I	PCCT	CO		
Mortality and Readmissions	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Risk Adjusted Mortality Index (RAMI) - Overall (12-month cumulative)	No	-	-	105	105	103	102	100	98	98	99	107	105	105	104	103	104	106	-	-	-	-	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Risk Adjusted Mortality Index (RAMI) - Weekday Admission (12-month cumulative)	No	-	-	101	102	100	100	98	96	97	98	107	105	105	104	103	103	87	-	-	-	-	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Risk Adjusted Mortality Index (RAMI) - Weekend Admission (12-month cumulative)	No	-	-	120	114	110	109	106	103	100	101	105	105	103	99	87	105	109	-	-	-	-	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Summary Hospital-level Mortality Index (SHMI) (12-month cumulative)	No	-	-	113	111	112	108	105	-	-	-	103	105	104	103	103	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Hospital Standardised Mortality Rate (HSMR) - Overall (12-month cumulative)	No	-	-	129	124	124	124	118	116	117	115	115	105	112	112	113	113	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Deaths in Low Risk Diagnosis Groups (RAMI) - month	No	-	-	71	61	98	105	86	108	88	85	98	-	93	125	85	88	152	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Mortality Reviews within 42 working days	=> %	90	90	41.0	66.7	82.1	78.9	74.6	77.6	80.6	78.8	83.3	84.5	75.7	84.9	76.3	80.0	78.0	75.4	-	-	-	79.7	74.1	82.4	-	-	-	100.0	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Crude In-Hospital Mortality Rate (Deaths / Spells) (by month)	%	-	-	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	1.6	-	1.3	-	-	-	-	-	-	-	-	-	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Crude In-Hospital Mortality Rate (Deaths / Spells) (12-month cumulative)	%	-	-	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	1.3	-	1.3	-	-	-	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Deaths in The Trust	No	-	-	116	106	107	114	122	149	137	121	134	112	117	109	118	114	133	136	139	-	1112	125	11	2	0	0	1	0	-	-	-
			Avoidable Deaths In the Trust	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	-	-	-	-	-	0	0	0	0	-	-	0	-	-	-
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%	-	-	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	8.0	-	7.9	13.3	3.7	7.5	1.1	6.7	1.6	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%	-	-	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	7.9	8.0	8.1	8.0	-	7.9	12.9	4.9	5.0	0.7	6.0	1.5	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Emergency Readmissions (within 30 days) - Same Spec (exc. Deaths and Stillbirths) month	%	-	-	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	2.9	-	3.1	3.8	1.9	5.7	-	-	-	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Emergency Readmissions (within 30 days) - Same Spec (exc. Deaths and Stillbirths) 12-month cumulative	%	-	-	3.5	3.5	3.5	3.5	3.6	3.6	3.6	3.6	3.5	3.5	3.4	3.4	3.3	3.3	3.4	3.3	3.2	-	3.4	4.0	2.8	3.6	0.1	0.3	-	-	-	-	
Patient Flow	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Inpatients Staying 21+ Days At Month End Census - NHSI	No	-	-	122	122	146	123	126	137	125	116	139	130	124	129	118	152	159	148	156	154	-	128	24	1	0	0	1	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		21+ Days Long Stay Rate - NHSI	%	-	-	20.9	19.0	20.2	18.4	16.5	17.5	19.6	20.4	18.7	20.0	17.5	15.9	19.2	19.7	19.4	19.4	18.9	17.5	18.6	20.1	6.6	0.0	0.0	0.0	0.0	0.0	-		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Estimated Beds - 21+ Days - NHSI	No	-	-	129	115	127	117	96	112	124	126	114	133	101	96	125	111	122	128	121	117	-	109	7	0	0	0	0	0	-	-	
RTT	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Routine Outpatient Appointments with Short Notice(<3Wks)	%	-	-	27.7	22.4	25.4	31.3	35.0	32.6	35.2	34.6	38.6	35.4	34.5	36.3	33.9	37.9	38.6	38.9	39.6	38.0	37.2	38.0	44.5	31.0	18.2	-	22.2	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Routine Outpatient Appointments with Short Notice(<3Wks)	No	-	-	2325	1904	2434	3097	3169	3693	3564	3554	3599	3767	3498	3838	3034	3711	4512	4735	4029	4571	39294	1065	2741	362	87	0	313	-	-		
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Short Notice Inpatient Admission Offers (<3wks)	%	-	-	47.5	48.5	55.1	58.7	51.7	44.3	47.6	45.5	57.9	57.4	56.1	53.8	54.4	51.4	51.4	53.7	54.8	55.3	54.6	53.7	55.8	53.2	29.3	80.0	56.0	-	-	-	
	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Apr 19	Short Notice Inpatient Admission Offers (<3wks)	No	-	-	1800	1760	2253	2307	1773	1873	1862	1869	2416	2414	2136	2375	2150	2142	2313	2388	2087	2242	22663	187	1726	152	12	20	145	-	-		
Stroke			5WD: Pts spending >90% stay on Acute Stroke Unit	=> %	90	90	88.4	94.5	90.4	100.0	97.9	93.2	86.2	93.0	88.5	87.9	92.9	90.2	98.2	88.2	93.7	91.5	96.2	84.0	90.8	84.0	-	-	-	-	-	-	-		
			5WD: Pts admitted to Acute Stroke Unit within 4 hrs	=> %	80	80	64.7	50.0	61.2	61.9	78.4	60.3	52.1	85.5	50.8	67.3	63.5	76.6	77.1	47.4	45.6	70.6	48.4	52.0	58.8	52.0	-	-	-	-	-	-	-		
			5WD: Pts receiving CT Scan within 1 hr of presentation	=> %	50	50	75.0	62.7	71.4	63.4	82.4	72.4	64.4	85.5	68.9	66.1	60.3	70.2	73.5	53.4	60.3	73.5	74.6	94.1	68.9	94.1	-	-	-	-	-	-	-		
			5WD: Pts receiving CT Scan within 24 hrs of presentation	=> %	95	95	97.1	94.1	98.0	97.6	98.0	98.3	97.9	98.2	98.4	98.3	100.0	97.9	100.0	96.6	100.0	100.0	100.0	100.0	99.1	100.0	-	-	-	-	-	-	-		
			5WD: Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85	85	87.5	100.0	85.7	0.0	80.0	25.0	66.7	100.0	66.7	85.7	85.7	83.3	60.0	100.0	50.0	66.7	50.0	75.0	70.7	75.0	-	-	-	-	-	-	-		
			5WD: TIA (High Risk) Treatment <24 Hours from receipt of referral	=> %	70	70	87.5	100.0	95.7	100.0	100.0	94.1	100.0	94.7	100.0	88.9	64.3	87.5	75.0	-	-	-	-	-	83.0	75.0	-	-	-	-	-	-	-		
			5WD: TIA (Low Risk) Treatment <7 days from receipt of referral	=> %	75	75	93.3	97.2	98.0	100.0	100.0	97.4	93.8	100.0	73.9	93.3	77.8	88.4	90.9	-	-	-	-	-	85.1	90.9	-	-	-	-	-	-	-		

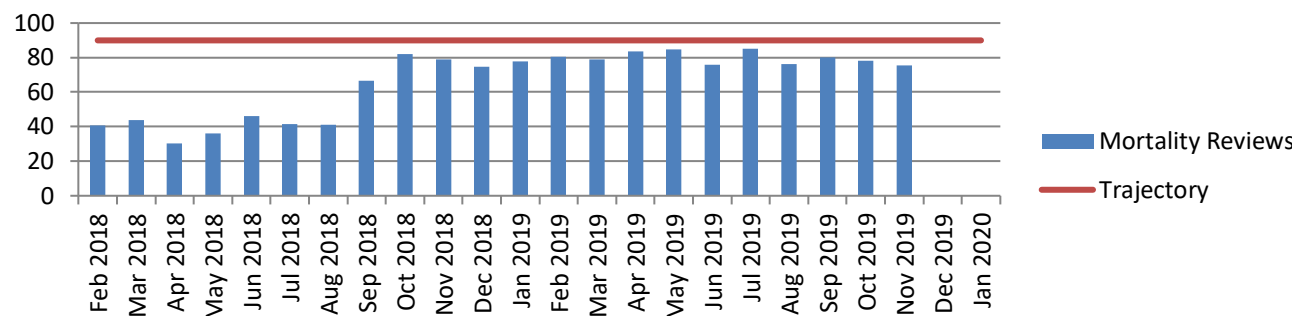


# CQC Domain - Effective

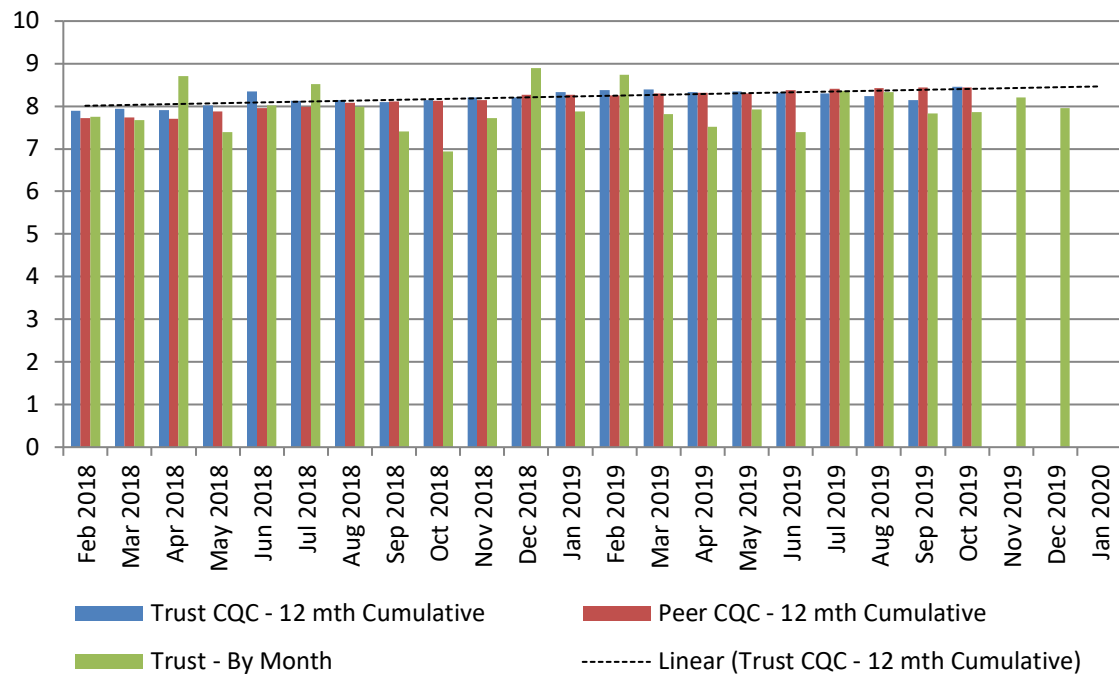
RAMI, SHMI & HSMR (12-month cumulative)



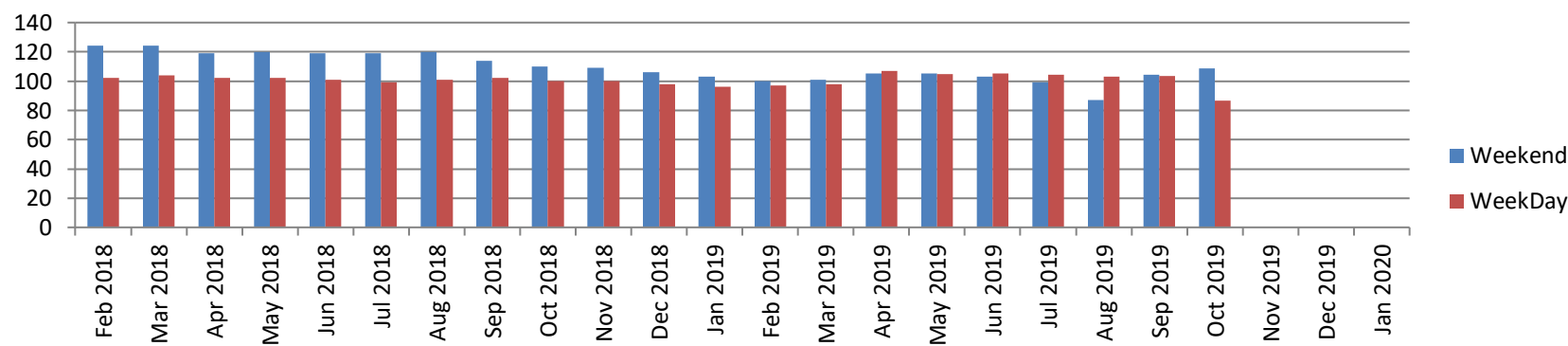
Mortality Reviews (%)



Emergency 30-day Readmissions (%) - 12-month cumulative CQC CCS Diagnosis Groups and monthly overall



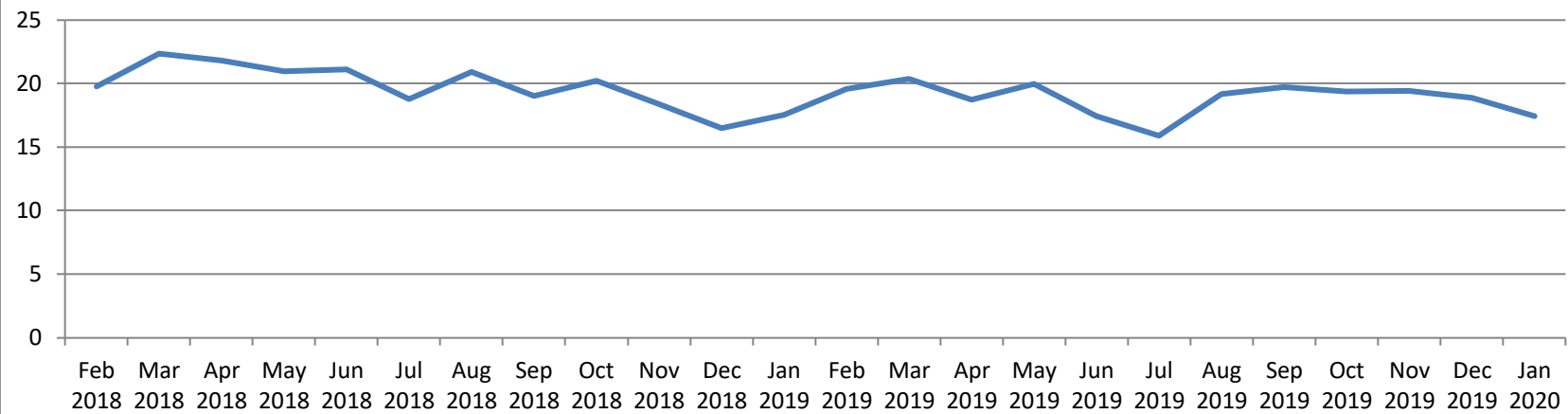
Mortality (RAMI) - Weekend and Weekday (12-month cumulative)



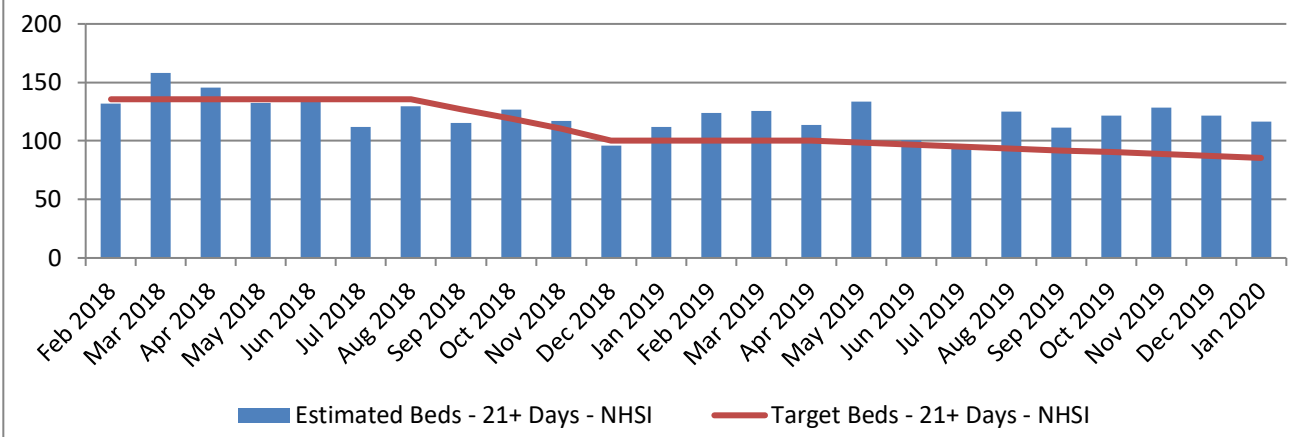
Crude Mortality Rate



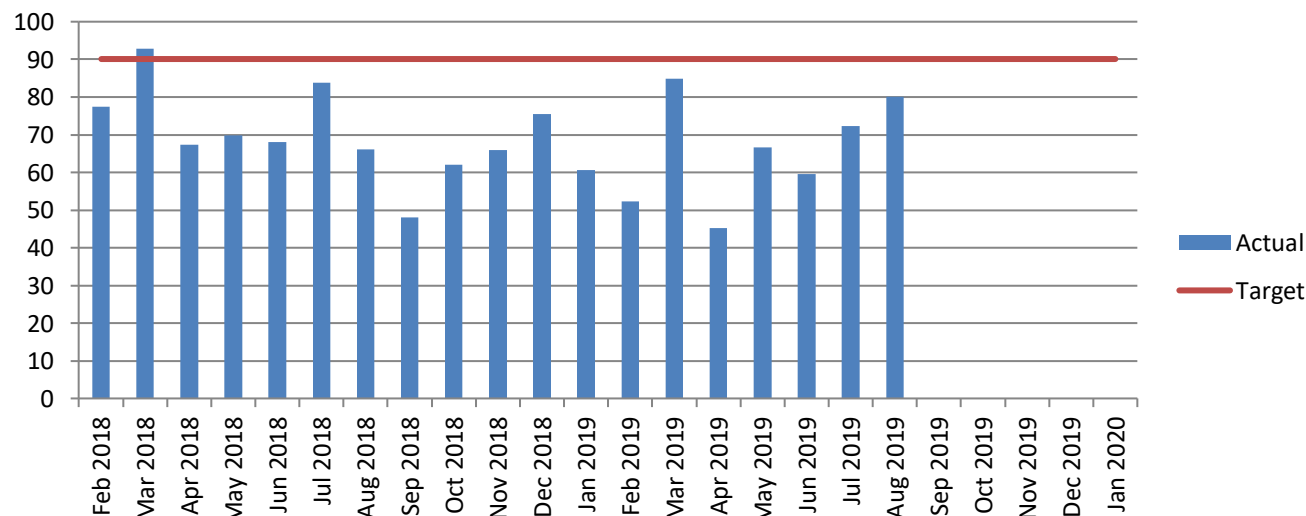
21+ Days Long Stay Rate - NHSI



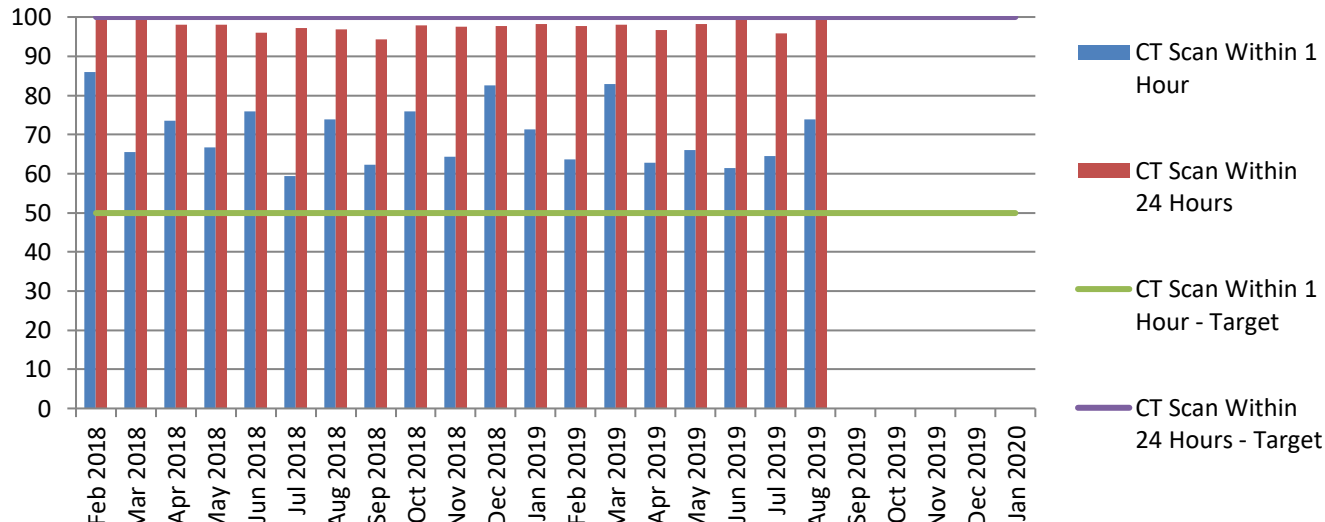
Estimated Bed Days - 21+ Days



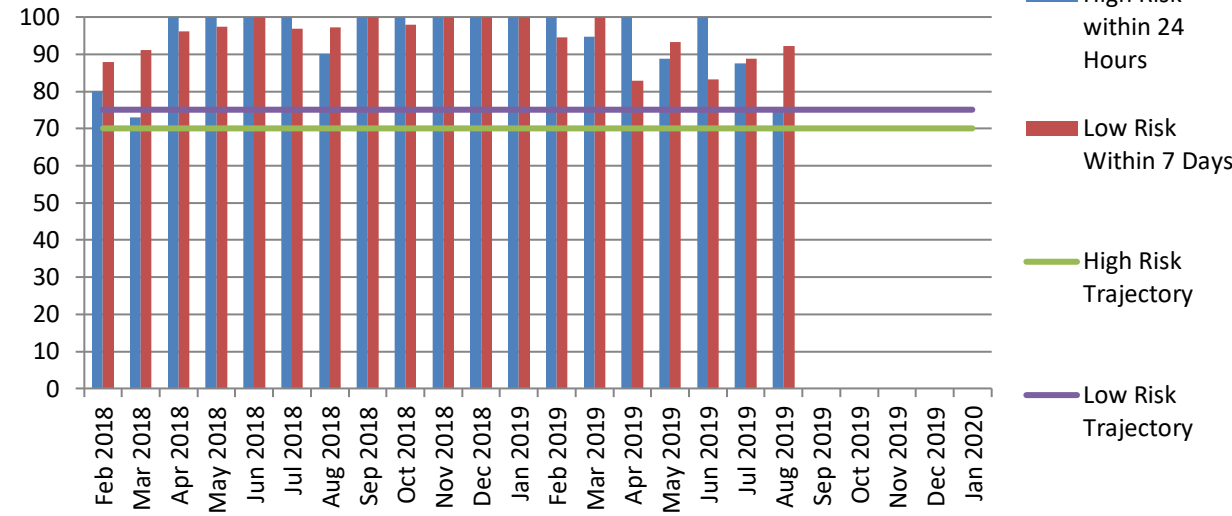
Admissions (%) to Acute Stroke Unit within 4 hours



CT Scan following presentation

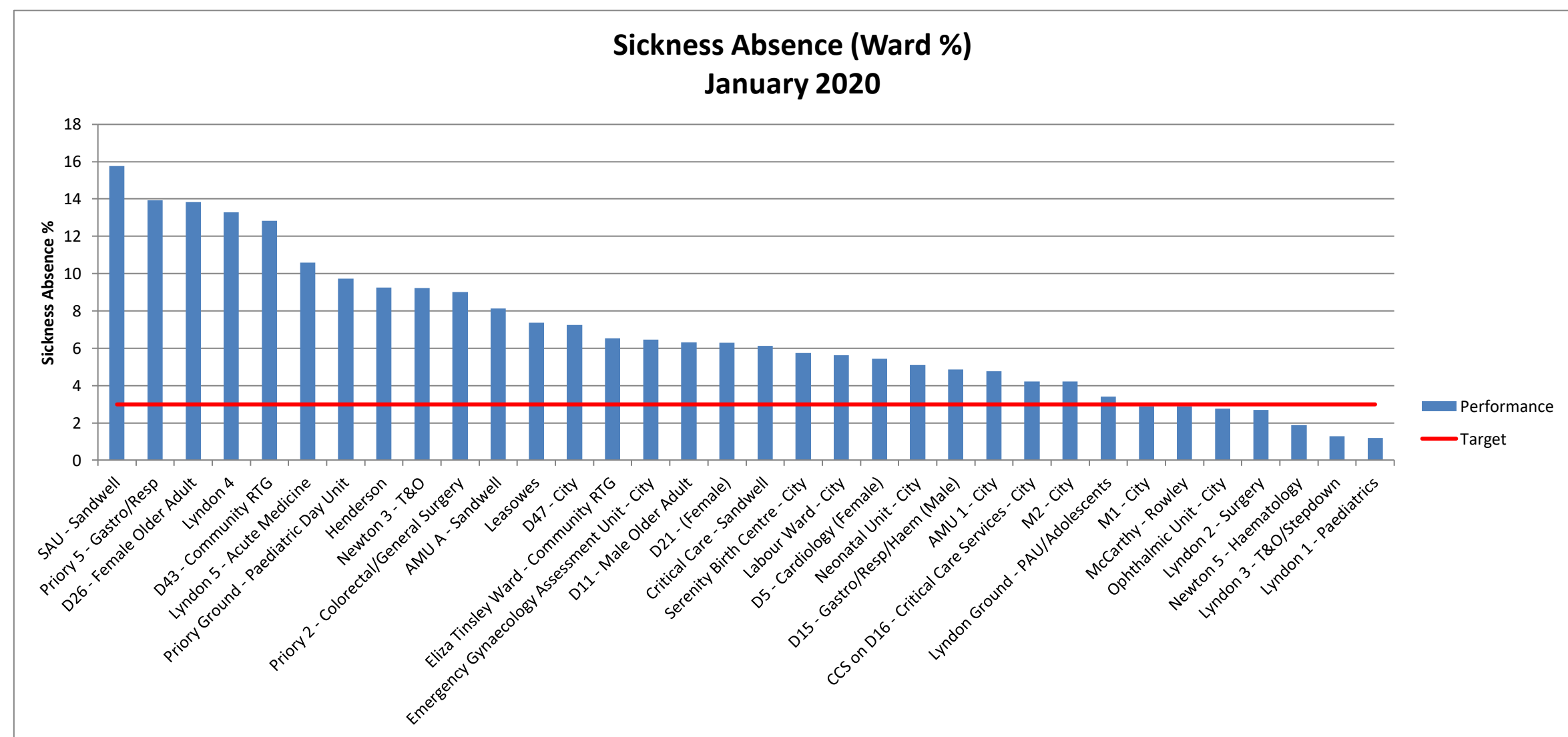
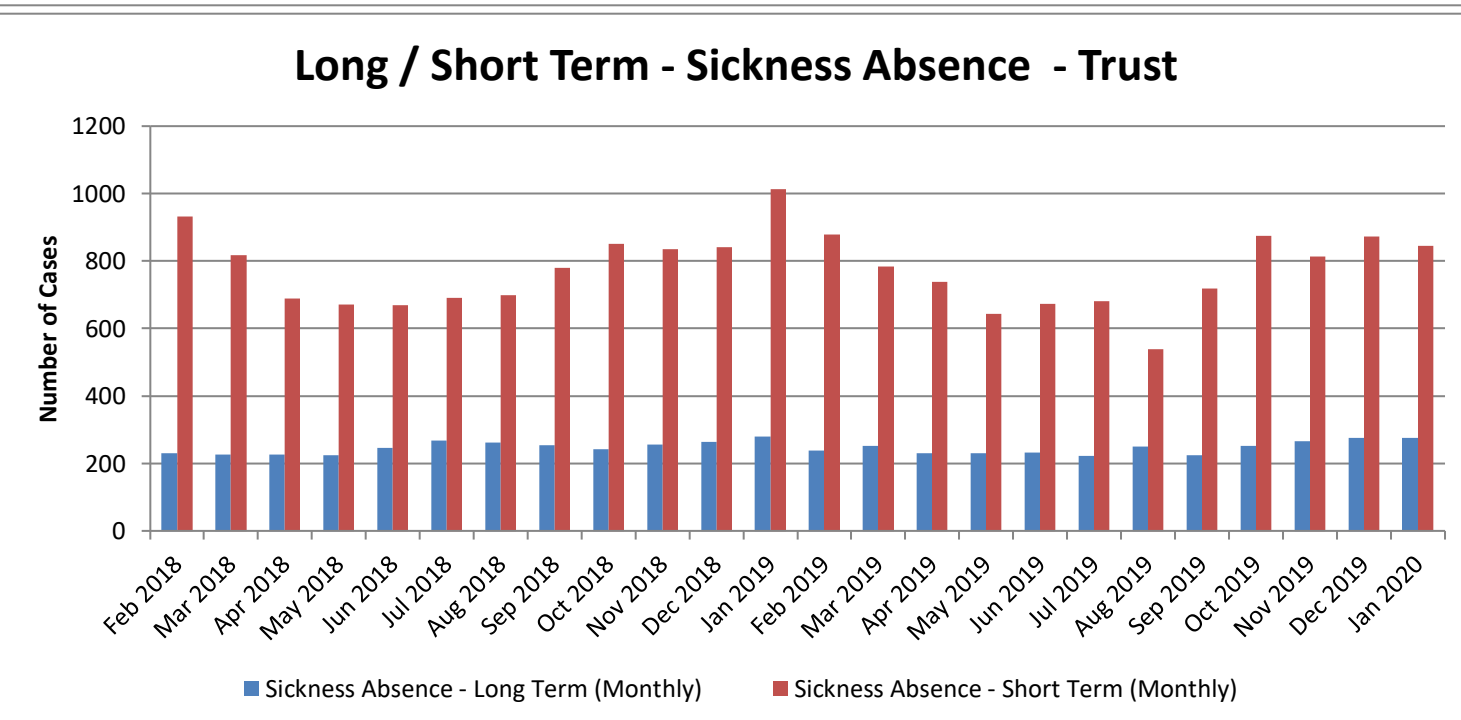
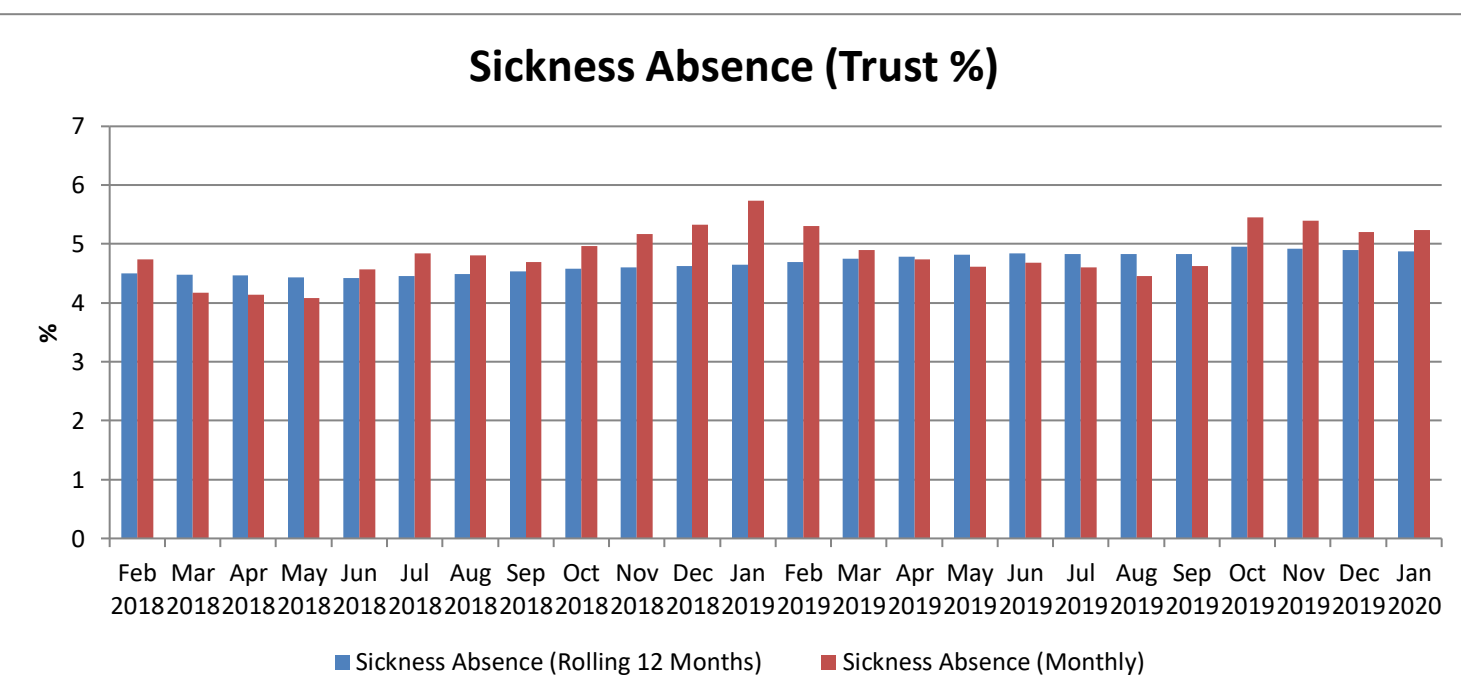


TIA Treatment (%)



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

## CQC Domain - Well Led

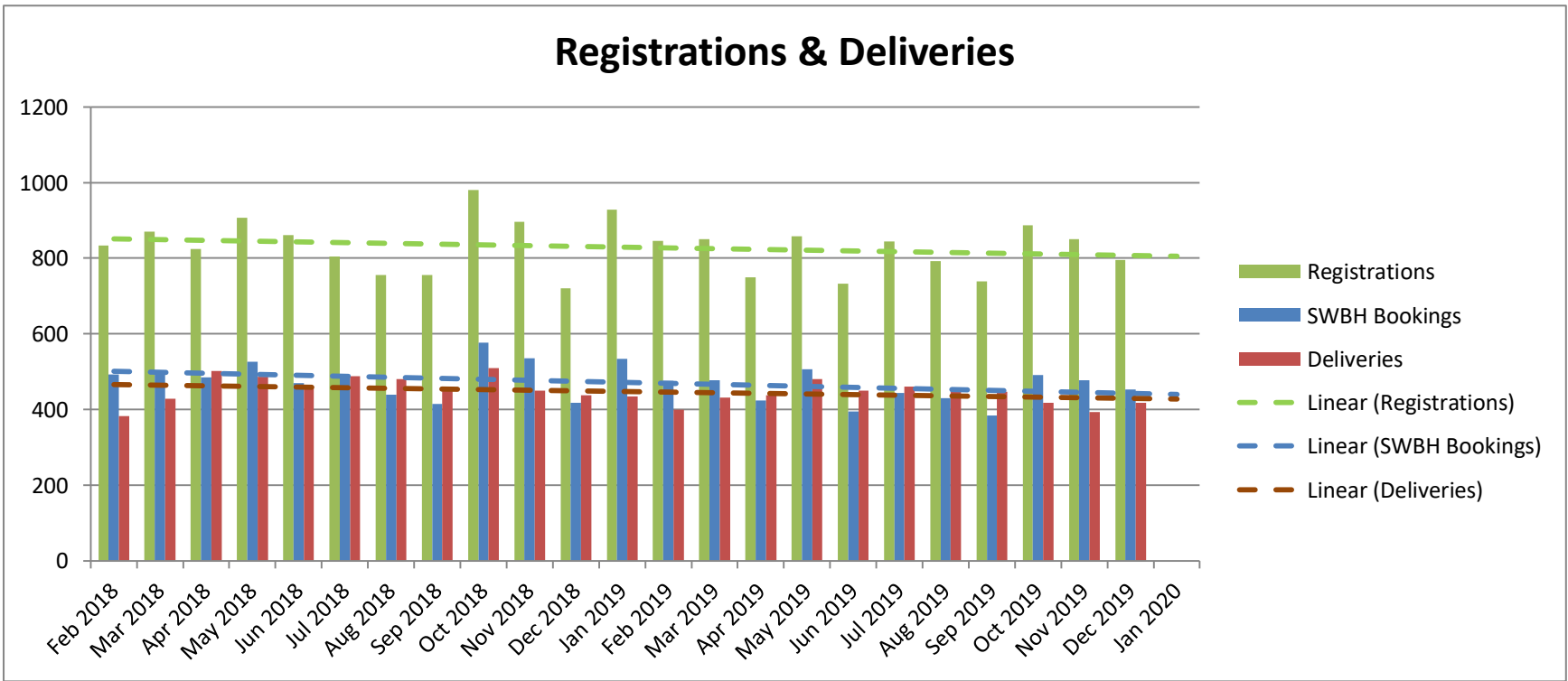
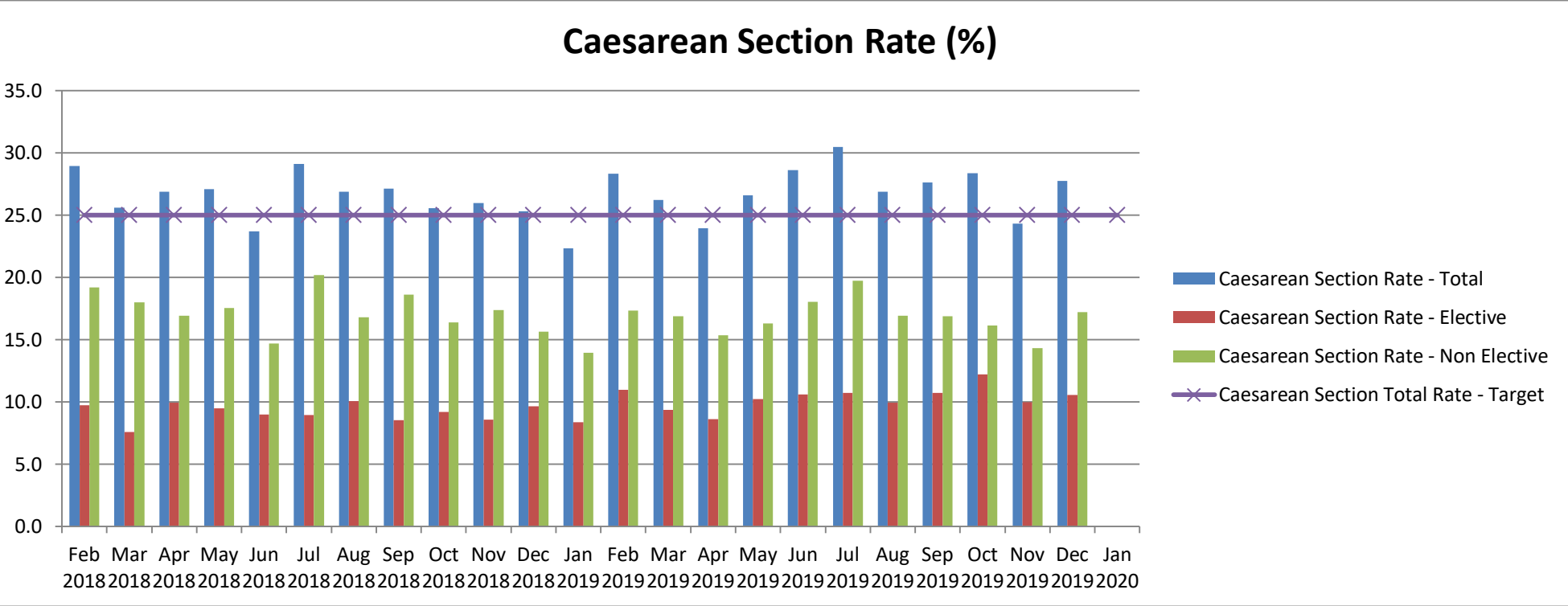
[illegible]

# Patient Safety - Obstetrics

Data Quality	Last review	PAF	Indicator	Measure	Trajectory 2016-2017	
					Year	Month
			Caesarean Section Rate - Total	<= %	25.0	25.0
		<span>●</span>	Caesarean Section Rate - Elective	<= %		
		<span>●</span>	Caesarean Section Rate - Non Elective	<= %		
		<span>●</span> d	Maternal Deaths	<= No	0	0
			Post Partum Haemorrhage (>2000ml)	<= No	48	4
			Admissions to Neonatal Intensive Care (Level 3)	<= %	10.0	10.0
			Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0
	Apr-19		Stillbirth Rate (Corrected) (per 1000 babies)	Rate1		
	Apr-19		Neonatal Death Rate (Corrected) (per 1000 babies)	Rate1		
			Early Booking Assessment (<12 + 6 weeks) - SWBH Specific	=> %	85.0	85.0
			Early Booking Assessment (<12 + 6 weeks) - National Definition	=> %	90.0	90.0
			Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0
	Apr-19	<span>●</span>	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	<= %		
	Apr-19	<span>●</span>	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	<= %		
	Apr-19	<span>●</span>	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	<= %		



















Previous Months Trend (since Aug 2018)																			
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-	
10	9	9	9	10	8	11	9	9	10	11	11	10	11	12	10	11	-		
17	19	16	17	16	14	17	17	15	16	18	20	17	17	16	14	17	-		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-		
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	-		
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	-		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-		
<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	<span>●</span>	-->		
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	-		
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	-		
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	-		































































































































Data Period	Month	Year To Date	Trend
Dec 2019	27.8	27.2	
Dec 2019	10.6	10.4	
Dec 2019	17.2	16.8	
Dec 2019	0	1	
Dec 2019	1	24	
Dec 2019	0.24	1.37	
Dec 2019	7.18	5.82	
Dec 2019	4.79	4.56	
Dec 2019	2.39	1.27	
Dec 2019	94.4	92.5	
Dec 2019	147.7	138.8	
Dec 2019	83.78	81.01	
Dec 2019	0.47	1.00	
Dec 2019	0.47	0.85	
Dec 2019	0.00	0.26	



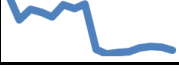



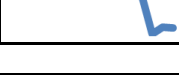
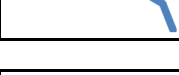

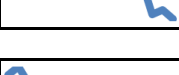



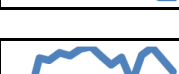






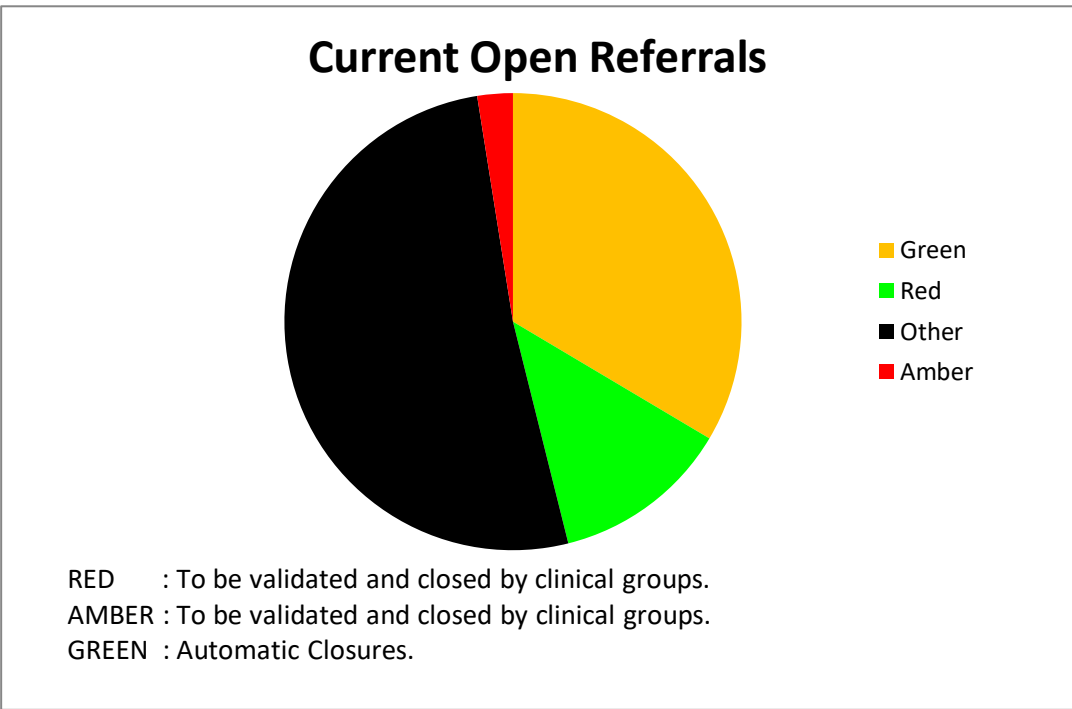
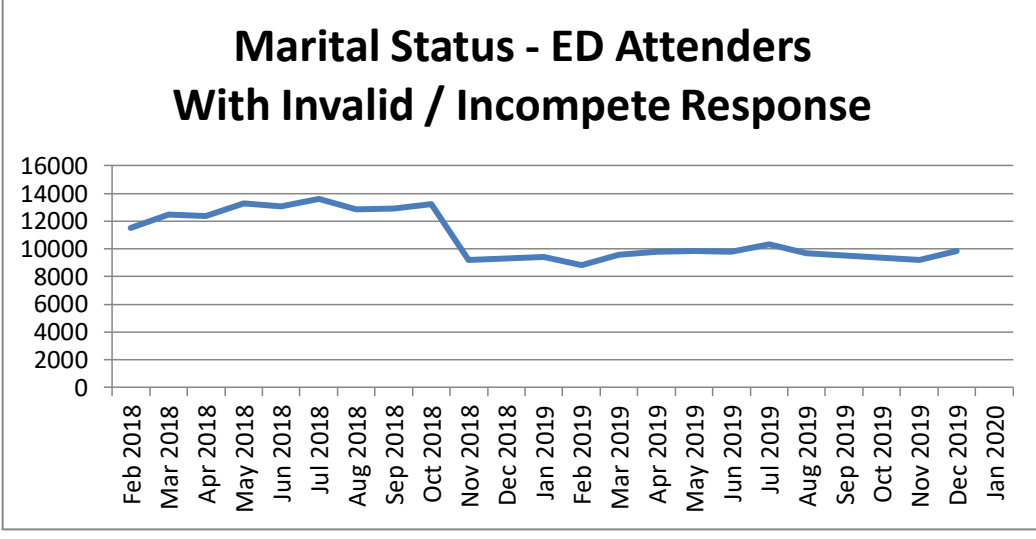
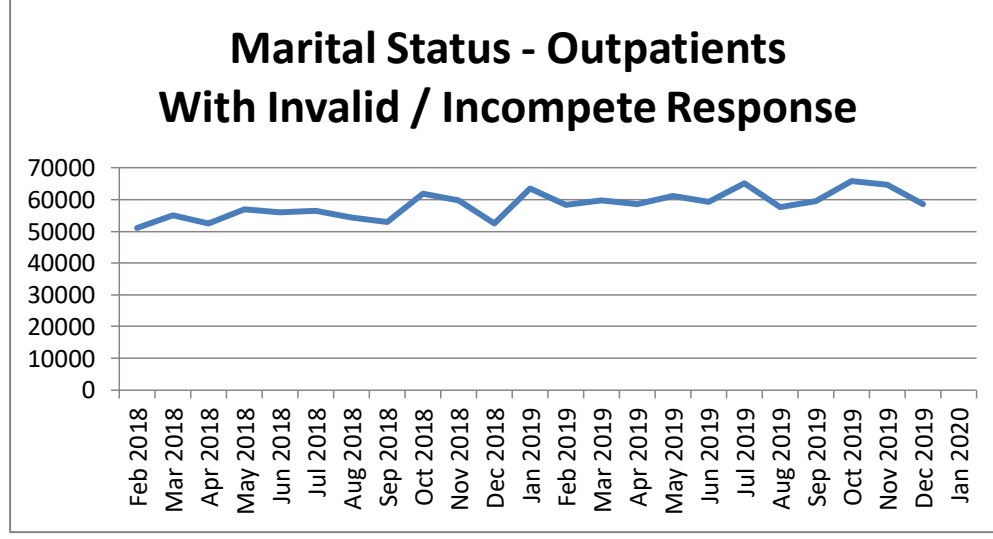
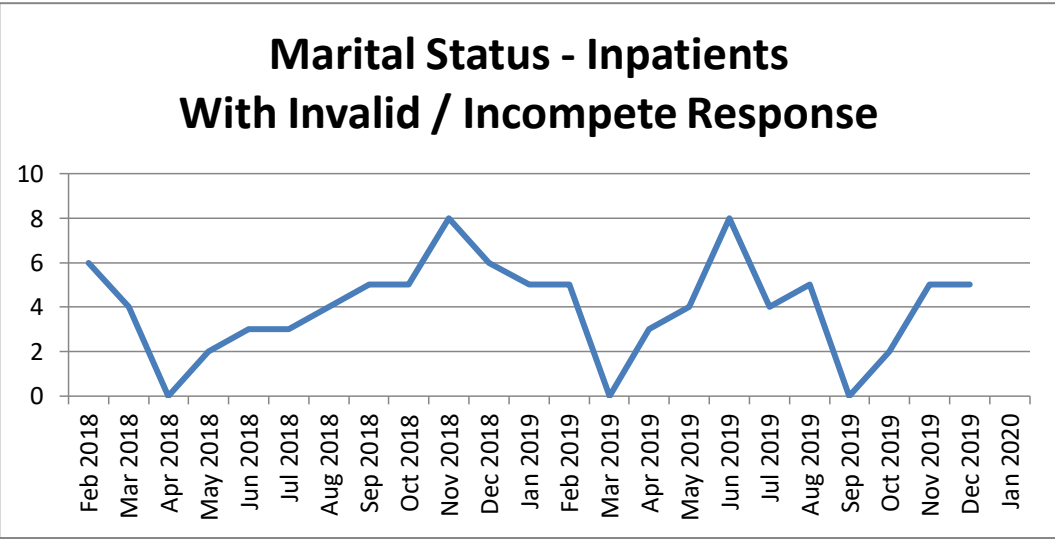
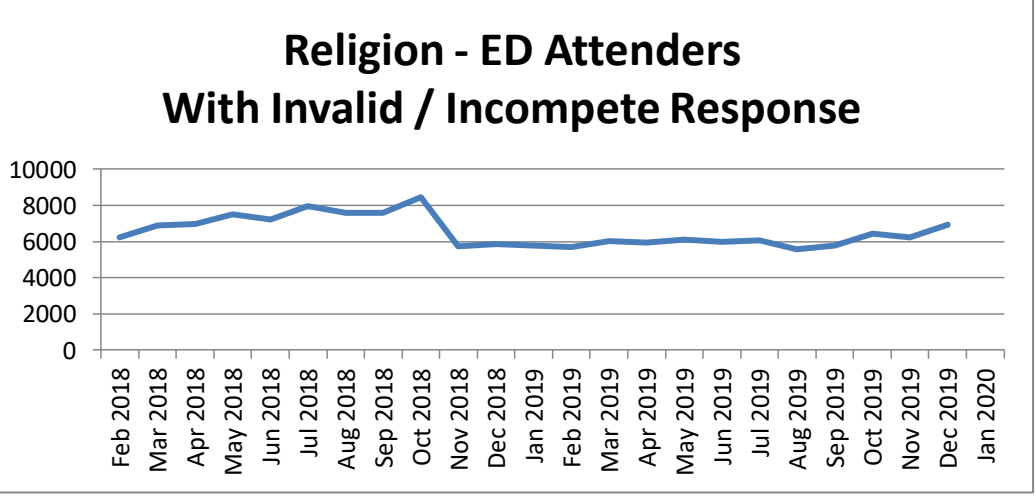
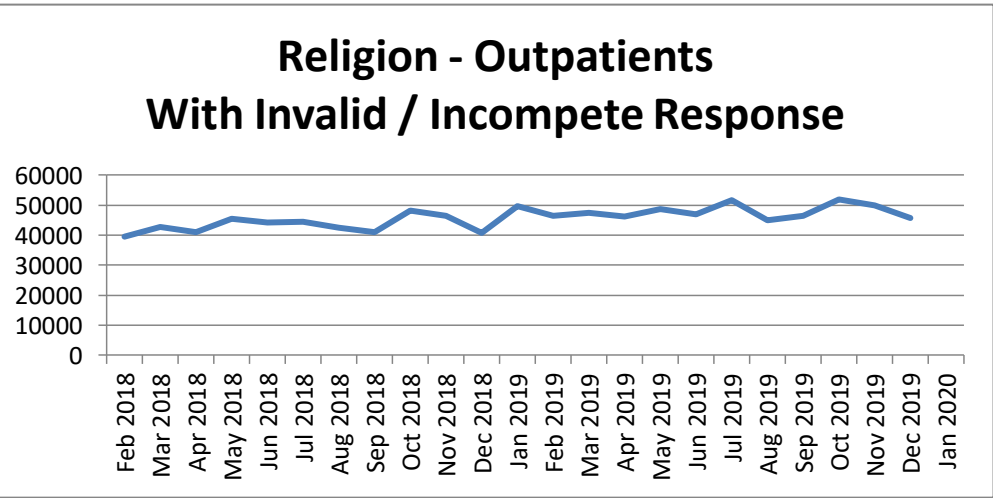
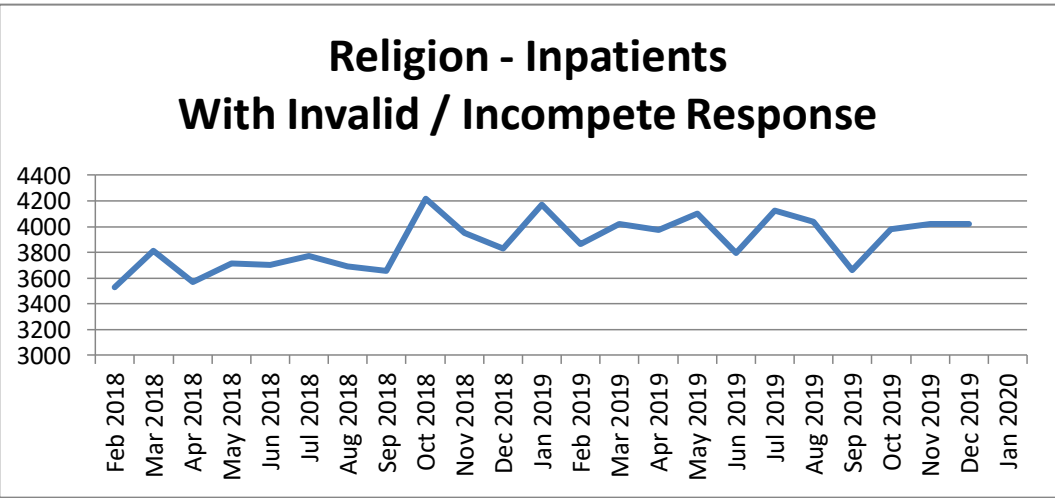


# Data Completeness

Data Quality	Last review	PAF	Indicator	Measure	Trajectory	
					Year	Month
		<span style="color: magenta;">●</span>	Data Completeness Community Services	=> %	50.0	50.0
		<span style="color: red;">●</span>	Percentage SUS Records for AE with valid entries in mandatory fields - <span style="color: red;">provided by HSCIC</span>	=> %	99.0	99.0
		<span style="color: red;">●</span>	Percentage SUS Records for IP care with valid entries in mandatory fields - <span style="color: red;">provided by HSCIC</span>	=> %	99.0	99.0
		<span style="color: red;">●</span>	Percentage SUS Records for OP care with valid entries in mandatory fields - <span style="color: red;">provided by HSCIC</span>	=> %	99.0	99.0
			Completion of Valid NHS Number Field in acute (inpatient) data set submissions to SUS	=> %	99.0	99.0
			Completion of Valid NHS Number Field in acute (outpatient) data set submissions to SUS	=> %	99.0	99.0
			Completion of Valid NHS Number Field in A&E data set submissions to SUS	=> %	95.0	95.0
			Ethnicity Coding - percentage of inpatients with recorded response	=> %	90.0	90.0
			Ethnicity Coding - percentage of outpatients with recorded response	=> %	90.0	90.0
			Protected Characteristic - Religion - INPATIENTS with recorded response	%		
			Protected Characteristic - Religion - OUTPATIENTS with recorded response	%		
			Protected Characteristic - Religion - ED patients with recorded response	%		
			Protected Characteristic - Marital Status - INPATIENTS with recorded response	%		
			Protected Characteristic - Marital Status - OUTPATIENTS with recorded response	%		
			Protected Characteristic - Marital Status - ED patients with recorded response	%		
			Maternity - Percentage of invalid fields completed in SUS submission	<= %	15.0	15.0
			Open Referrals	No		
			Open Referrals without Future Activity/ Waiting List: Requiring Validation	No		

Previous Months Trend (since Aug 2018)																	
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
																	
																	
																	
																	
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	96.8	97.2	96.2	95.1	-
99.8	99.8	99.6	99.7	99.7	99.7	99.8	99.6	99.6	99.7	99.6	99.6	99.5	99.6	99.6	99.6	99.6	-
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	92.6	82.7	84.4	84.2	-
																	
																	
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	65.3	-
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	50.3	-
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	57.0	-
100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0	100.0	-
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	36.5	-
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	39.1	-
																	
314,889	319,931	326,632	330,485	334,632	337,995	341,631	325,229	311,212	223,937	221,026	216,977	215,389	210,947	213,037	213,645	216,909	216,936
#####	#####	#####	#####	#####	#####	#####	#####	#####	69,739	64,564	54,518	53,060	46,595	37,194	36,476	38,047	38,823







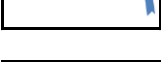
Data Period	Group							Month	Year To Date	Trend
	M	SS	W	P	I	PCCT	CO			
Dec 2019							61.2	61.2		
Nov 2019								86.2		
Nov 2019								98.5		
Nov 2019								99.4		
Dec 2019								95.1	97.3	
Dec 2019								99.6	99.6	
Dec 2019								84.2	92.4	
Dec 2019								87.8	90.7	
Dec 2019								91.9	92.3	
Dec 2019								65.3	67.1	
Dec 2019								50.3	50.5	
Dec 2019								57.0	62.1	
Dec 2019								100.0	100.0	
Dec 2019								36.5	37.1	
Dec 2019								39.1	39.8	
Dec 2019								7.5	7.1	
Jan 2020	55,024	104,786	24,099	6,643	516	25,868		216,936		
Jan 2020	16,654	13,069	5,048	757	357	2,771		38823		



Local Quality Indicators - 2019/2020

Data Quality	Last review	PAF	Indicator	Measure	Trajectory	
					Year	Month
			Safeguarding Children Level 3 Training	=> %	85	85
			WHO Safer Surgery - Audit - brief and debrief (% lists where complete) - SQPR	=> %	100	100
			Morning Discharges (00:00 to 12:00) - SQPR	=> %	35	35
			ED Diagnosis Coding (Mental Health CQUIN) - SQPR	=> %	85	85
			CO Monitoring by 12+6 weeks of pregnancy - SQPR	=> %	90	90
			Community Nursing - Falls Assessment For Appropriate Patients on home visiting caseload	=> %	100	100
			Community Nursing - Pressure Ulcer Risk Assessment For New community patients at intial assessment	=> %	95	95

Previous Months Trend (From Aug 2018)																	
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
90	88	86	84	86	86	86	83	85	87	84	88	87	85	84	84	86	88
100	100	100	100	100	100	100	100	99	100	100	100	100	100	100	100	99	100
15	15	16	16	16	20	18	20	19	16	17	17	17	14	17	15	17	18
84	84	91	91	92	91	92	91	92	91	91	92	92	75	68	63	61	55
81	74	76	82	85	67	83	86	97	94	94	93	93	90	91	92	90	93
95	97	95	91	93	93	95	95	93	97	97	97	97	96	93	91	93	-
95	97	95	92	94	93	95	95	93	97	98	97	96	96	93	92	93	-

Data Period	Group							Month	Year To Date	Trend
	M	SS	W	P	I	PCCT	CO			
Jan 2020								87.9	85.9	
Jan 2020	100	100	-			-		100.0	99.8	
Jan 2020	15.7	12	29			29		17.8	16.8	
Jan 2020								55.1	78.2	
Jan 2020								93.5	92.6	
Dec 2019								93.4	94.9	
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	
	CQC Regulatory Framework and NHS Oversight Framework
a	Caring
b	Well-led
c	Effective
d	Safe
e	Responsive
f	Finance

Data Quality - Kitemark						
1	2	3	4	5	6	7
Timeliness	Audit	Source	Validation	Completeness	Granularity	Assessment of Exec Director
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

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

Key		
	Segment 1-6	Segment 7
<div></div>	Insufficient	As assessed by Executive Director
<div></div>	Sufficient	As assessed by Executive Director
<div></div>	Not Yet Assessed	Awaiting assessment by Executive Director

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



Medicine Group

Section	Indicator	Measure	Trajectory		Previous Months Trend	Data Period	Directorate			Month	Year To Date	Trend
			Year	Month			EC	AC	SC			
Patient Safety - Inf Control	C. Difficile	<= No	30	3	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	1	0	0	1	13	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	0	0	0	0	2	
Patient Safety - Inf Control	MRSA Screening - Elective (%)	=> %	80	80	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	64	86	23	64.9		
Patient Safety - Inf Control	MRSA Screening - Non Elective (%)	=> %	80	80	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	80	77	58	78.4		
Patient Safety - Harm Free Care	Number of DOLS raised	No			<div><div>21</div><div>26</div><div>23</div><div>25</div><div>15</div><div>27</div><div>16</div><div>28</div><div>20</div><div>16</div><div>21</div><div>13</div><div>14</div><div>24</div><div>19</div><div>12</div><div>25</div><div>14</div></div>	Jan 2020	2	12	0	14	178	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			<div><div>21</div><div>26</div><div>23</div><div>25</div><div>15</div><div>27</div><div>16</div><div>28</div><div>20</div><div>16</div><div>21</div><div>13</div><div>14</div><div>24</div><div>19</div><div>12</div><div>25</div><div>14</div></div>	Jan 2020	2	12	0	14	178	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			<div><div>5</div><div>1</div><div>2</div><div>7</div><div>4</div><div>1</div><div>0</div><div>6</div><div>2</div><div>4</div><div>11</div><div>2</div><div>4</div><div>0</div><div>4</div><div>3</div><div>6</div><div>3</div></div>	Jan 2020	0	3	0	3	39	
Patient Safety - Harm Free Care	Number DOLS rolled over from previous month	No			<div><div>3</div><div>5</div><div>0</div><div>0</div><div>0</div><div>1</div><div>8</div><div>3</div><div>5</div><div>2</div><div>4</div><div>0</div><div>2</div><div>0</div><div>1</div><div>0</div><div>0</div><div>0</div></div>	Jan 2020	0	0	0	0	14	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			<div><div>10</div><div>16</div><div>13</div><div>11</div><div>8</div><div>13</div><div>12</div><div>13</div><div>11</div><div>9</div><div>9</div><div>8</div><div>8</div><div>13</div><div>12</div><div>7</div><div>16</div><div>7</div></div>	Jan 2020	1	6	0	7	100	
Patient Safety - Harm Free Care	Number of DOLS applications the LA disagreed with	No			<div><div>2</div><div>3</div><div>2</div><div>3</div><div>2</div><div>1</div><div>4</div><div>2</div><div>1</div><div>0</div><div>0</div><div>0</div><div>2</div><div>2</div><div>0</div><div>0</div><div>0</div><div>0</div></div>	Jan 2020	0	0	0	0	5	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			<div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>12</div><div>0</div><div>4</div><div>0</div><div>2</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>1</div></div>	Jan 2020	0	1	0	1	-	
Patient Safety - Harm Free Care	Falls	<= No	0	0	<div><div>43</div><div>37</div><div>53</div><div>58</div><div>50</div><div>53</div><div>43</div><div>43</div><div>51</div><div>60</div><div>47</div><div>58</div><div>58</div><div>39</div><div>30</div><div>34</div><div>47</div><div>46</div></div>	Jan 2020	16	30	-	46	470	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	<div><div>0</div><div>0</div><div>0</div><div>2</div><div>-</div><div>2</div><div>0</div><div>1</div><div>2</div><div>2</div><div>1</div><div>2</div><div>0</div><div>0</div><div>0</div><div>1</div><div>0</div><div>1</div></div>	Jan 2020	1	0	0	1	9	
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	<div><div>1</div><div>3</div><div>7</div><div>15</div><div>28</div><div>20</div><div>16</div><div>11</div><div>14</div><div>11</div><div>16</div><div>14</div><div>12</div><div>15</div><div>12</div><div>3</div><div>14</div><div>14</div></div>	Jan 2020	-	14	-	14	125	
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	97.7	97.0	92.1	96.4		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	100.0	100.0	100.0	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	100	100	-	100.0		
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	100	100	-	100.0		
Patient Safety - Harm Free Care	Never Events	<= No	0	0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	<div><div>0</div><div>0</div><div>0</div><div>2</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>0</div><div>1</div><div>0</div><div>0</div><div>0</div><div>0</div></div>	Jan 2020	0	0	0	0	1	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Jan 2020	3	1	0	4	40	
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Nov 2019	72	74	79	74		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			<div><div>12.5</div><div>11.5</div><div>10.9</div><div>11.7</div><div>12.8</div><div>12.8</div><div>14.2</div><div>12.1</div><div>11.9</div><div>12.7</div><div>12.3</div><div>13.0</div><div>12.9</div><div>12.6</div><div>13.3</div><div>14.1</div><div>13.3</div><div>-</div></div>	Dec 2019				13.3		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			<div><div>12.2</div><div>12.3</div><div>12.2</div><div>12.3</div><div>12.3</div><div>12.4</div><div>12.5</div><div>12.5</div><div>12.4</div><div>12.4</div><div>12.4</div><div>12.4</div><div>12.4</div><div>12.5</div><div>12.7</div><div>12.9</div><div>12.9</div><div>-</div></div>	Dec 2019					12.5	




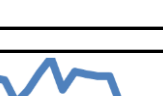


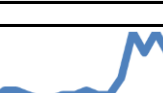



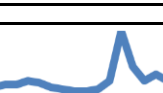








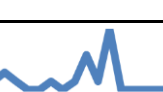




Medicine Group

Section	Indicator		Trajectory			Previous Months Trend																		Data Period	Directorate			Month	Year To Date	
			Year	Month		A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J		EC	AC	SC			
Clinical Effect - Stroke & Card	Pts spending >90% stay on Acute Stroke Unit (%)	=> %	90.0	90.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	98.3	<div></div>	98.3	92.6	<div></div>
Clinical Effect - Stroke & Card	Pts admitted to Acute Stroke Unit within 4 hrs (%)	=> %	90.0	90.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	80.0	<div></div>	80.0	63.4	<div></div>
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	73.9	<div></div>	73.9	65.4	<div></div>
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	100.0	<div></div>	100.0	98.2	<div></div>
Clinical Effect - Stroke & Card	Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85.0	85.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	60.0	<div></div>	60.0	79.3	<div></div>
Clinical Effect - Stroke & Card	Stroke Admissions - Swallowing assessments (<24h) (%)	=> %	98.0	98.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jun 2019	<div></div>	100.0	<div></div>	100.0	100.0	<div></div>
Clinical Effect - Stroke & Card	TIA (High Risk) Treatment <24 Hours from receipt of referral (%)	=> %	70.0	70.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	75.0	<div></div>	75.0	91.9	<div></div>
Clinical Effect - Stroke & Card	TIA (Low Risk) Treatment <7 days from receipt of referral (%)	=> %	75.0	75.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Aug 2019	<div></div>	92.3	<div></div>	92.3	87.8	<div></div>
Clinical Effect - Stroke & Card	Primary Angioplasty (Door To Balloon Time 90 mins) (%)	=> %	80.0	80.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	<div></div>	94.1	<div></div>	94.1	94.1	<div></div>
Clinical Effect - Stroke & Card	Primary Angioplasty (Call To Balloon Time 150 mins) (%)	=> %	80.0	80.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	<div></div>	88.2	<div></div>	88.2	89.2	<div></div>
Clinical Effect - Stroke & Card	Rapid Access Chest Pain - seen within 14 days (%)	=> %	98.0	98.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	<div></div>	100.0	<div></div>	100.0	100.0	<div></div>
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>		98.5	98.5		<div></div>
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>		100.0	100.0		<div></div>
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0		<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>		78.1	78.1		<div></div>
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No				3	2	4	4	6.5	4.5	1.5	2.5	4	0.5	2	5	4	2	3.5	1	3.5	-	Dec 2019	-	-	3.50	3.50	26	<div></div>
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No				1.5	0	0	0	2	0	1	1	1	0.5	0	1.5	1.5	2	1	1	2.5	-	Dec 2019	-	-	2.50	2.50	11	<div></div>
Clinical Effect - Cancer	Cancer - Longest wait for treatment (days)	No				146	86	104	101	197	91	154	163	168	183	91	149	147	83	141	149	145	-	Dec 2019	-	-	145	145		<div></div>
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0.0	0.0		2	7	4	6	6	5	9	2	7	2	3	3	4	6	6	9	15	7	Jan 2020	-	-	7	7	62	<div></div>
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0.0	0.0		0	0	0	0	-	1058	171	7	4	0	0	31	0	9	-	-	-	-	Sep 2019	9	0	0	9	44	<div></div>
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No				27	25	30	29	30	14	24	27	33	47	26	31	24	21	37	31	29	40	Jan 2020	20	20	0	40	319	<div></div>
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No				90	80	87	88	99	75	67	62	84	80	37	58	48	47	54	50	50	58	Jan 2020	27	31	0	58		<div></div>

Medicine Group	
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Section	Indicator	Measure	Trajectory	
			Year	Month
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8
Pt. Experience - Cancellations	28 day breaches	<= No	0	0
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0
Pt. Experience - Cancellations	Urgent Cancellations	No		
Emergency Care & Pt. Flow	Emergency Care 4-hour waits (%)	=> %	95.0	95.0
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No		
Emergency Care & Pt. Flow	Emergency Care Trolley Waits >12 hours	<= No	0	0
Emergency Care & Pt. Flow (Group Sheet Only)	Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15.0	15.0
Emergency Care & Pt. Flow (Group Sheet Only)	Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60.0	60.0
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0
Emergency Care & Pt. Flow	WMAS - Finable Handovers (emergency conveyances) 30 - 60 mins (number)	<= No	0	0
Emergency Care & Pt. Flow	WMAS -Finable Handovers (emergency conveyances) >60 mins (number)	<= No	0	0
Emergency Care & Pt. Flow	WMAS - Turnaround Delays > 60 mins (% all emergency conveyances)	<= %	0.02	0.02
Emergency Care & Pt. Flow	WMAS - Emergency Conveyances (total)	No		
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No		
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%		
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No		
RTT	RTT - Admitted Care (18-weeks) (%)	=> %	90.0	90.0
RTT	RTT - Non Admitted Care (18-weeks) (%)	=> %	95.0	95.0
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0
RTT	RTT - Backlog	<= No	0	0
RTT	Patients Waiting >52 weeks	<= No	0	0
RTT	Treatment Functions Underperforming	<= No	0	0
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0

[illegible]

Data Period	Directorate			Month	Year To Date	
	EC	AC	SC			
Jan 2020	-	8.38	-	1.58		
Jan 2020	0.0	0.0	0.0	0	0	
Jan 2020	0.0	14.0	0.0	14	39	
Jan 2020	0.00	0.00	0.00	0.00	0	
Jan 2020	68.9	73.7	Site S/C	71.5	75.5	
Jan 2020	0	0	0	0	15484	
Jan 2020	0.0	0.0	Site S/C	0	6	
Jan 2020	21.0	28.0	Site S/C	24	19	
Jan 2020	87.0	78.0	Site S/C	82	69	
Jan 2020	7.8	8.3	Site S/C	8.1	6.8	
Jan 2020	7.0	9.7	Site S/C	8.4	8.5	
Jan 2020	165	34		199	1893	
Jan 2020	8	1		9	106	
Jan 2020	0.32	0.04		0.19	0.23	
Jan 2020	2464	2384		4848	46779	
Jan 2020	79	28		128	-	
Jan 2020	29	9		20	22	
Jan 2020	89	12		109	-	
Jan 2020	-	79.9	86.7	81.1		
Jan 2020	-	53.4	78.9	67.9		
Jan 2020	-	90.0	94.1	91.8		
Jan 2020	0	407	194	601		
Jan 2020	0	0	0	0		
Jan 2020	0	4	3	7		
Jan 2020	-	0.49	0	0.40		



Medicine Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Data Completeness	Open Referrals	No		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Re	No		
Workforce	PDRs - 12 month rolling (%)	=> %	95.0	95.0
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.00	3.00
Workforce	Sickness Absence - In month	<= No	3.00	3.00
Workforce	Sickness Absence - Long Term - In month	No		
Workforce	Sickness Absence - Short Term - In month	No		
Workforce	Mandatory Training (%)	=> %	95.0	95.0

Previous Months Trend																	
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
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	55,024
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	16,654
		-	-		-	-		-	-	-	-	-			-	-	-
																	-
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	5.14
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	5.50
65	65	64	62	74	75	67	68	62	46	39	42	47	45	52	59	57	60
174	199	193	209	212	225	201	196	190	171	188	153	142	177	209	176	183	195

Data Period	Directorate			Month	Year To Date	
	EC	AC	SC			
Jan 2020	10,331	23,452	21,241	55024		
Jan 2020	6,491	7,553	2,610	16654		
Oct 2019	63.26	43.48	-		50.0	
Dec 2019	89.19	98.53	-		94.9	
Jan 2020	4.99	5.24	-	5.14	5.41	
Jan 2020	5.53	5.48	-	5.50	5.28	
Jan 2020	27	32	0	60	509	
Jan 2020	78	117	0	195	1784	
Jan 2020	84.12	86.44	-		87.6	

# Surgical Services Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Patient Safety - Inf Control	C. Difficile	<= No	7	1
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80	80
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80	80
Patient Safety - Harm Free Care	Number of DOLS raised	No		
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No		
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No		
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No		
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No		
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No		
Patient Safety - Harm Free Care	Falls	<= No	0	0
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0
Patient Safety - Harm Free Care	Never Events	<= No	0	0
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98.0
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%		













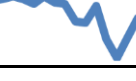



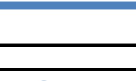





Previous Months Trend																	
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
10	9	10	11	8	23	3	8	8	8	8	7	9	8	8	8	7	13
10	9	10	11	8	23	3	8	8	8	8	7	9	8	8	8	7	13
1	2	1	2	3	0	0	1	2	0	1	1	1	2	0	0	0	2
1	1	0	0	0	0	3	1	0	2	1	0	0	0	0	0	1	0
1	5	8	5	5	17	5	5	6	8	6	2	7	5	6	4	5	9
0	0	0	2	0	1	0	1	0	1	1	0	0	0	0	1	0	0
11	10	17	12	9	11	11	12	11	8	12	6	9	16	9	11	13	20
0	0	1	0	-	0	0	0	0	0	0	0	0	0	1	0	0	0
2	5	3	7	9	9	7	7	8	8	7	6	8	8	7	4	6	13
															-		
0	0	1	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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	3.7	-
6.27	6.3	6.24	6.31	6.39	6.29	6.22	6.3	6.16	6.18	6.07	5.84	5.63	5.48	5.32	5.13	4.87	-

Data Period	Directorate					Month	Year To Date	Trend
	GS	SS	TH	An	O			
Jan 2020	0	0	0	0	0	0	1	
Jan 2020	0	0	0	0	0	0	0	
Jan 2020	83.96	74.13	-	0	71.88	79.3		
Jan 2020	80.15	91.09	-	100	91.67	84.2		
Jan 2020	8	0	0	5	0	13	84	
Jan 2020	8	0	0	5	0	13	84	
Jan 2020	2	0	0	0	0	2	9	
Jan 2020	0	0	0	0	0	0	4	
Jan 2020	4	0	0	5	0	9	58	
Jan 2020	0	0	0	0	0	0	3	
Jan 2020	11	4	1	2	2	20	115	
Jan 2020	0	0	0	0	0	0	1	
Jan 2020	6	2	-	5	-	13	75	
Jan 2020	96.68	99.13	-	98.84	98.94	98.0		
Jan 2020	99.87	100	99.54	100	99.86	99.9		
Jan 2020	-	-	100	-	100	100.0		
Jan 2020	-	-	100	-	100	100.0		
Jan 2020	0	0	0	0	0	0	2	
Jan 2020	0	0	0	0	0	0	0	
Jan 2020	0	0	0	0	0	0	11	
Nov 2019	80	100	-	-	-	82.4		
Dec 2019						3.7		
Dec 2019							5.6	

Surgical Services Group	
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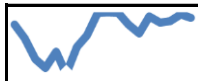
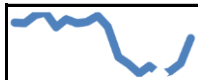








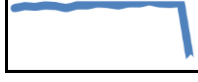
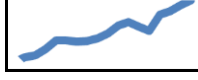

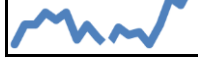


Section	Indicator	Measure	Trajectory	
			Year	Month
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0
Clinical Effect - Cancer	2 weeks (Breast Symptomatic)	=> %	93.0	93.0
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No		
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No		
Clinical Effect - Cancer	Cancer - Longest wait for treatment (days)	No		
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0	0
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No		
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8
Pt. Experience - Cancellations	28 day breaches	<= No	0	0
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0
Pt. Experience - Cancellations	Urgent Cancellations	<= No	0	0
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (%)	=> %	95.0	95.0
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	<= No	0	0
Emergency Care & Pt. Flow	Emergency Care Trolley Waits >12 hours	<= No	0	0
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15	15
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60	60
Emergency Care & Pt. Flow	Hip Fractures BPT (Operation < 36 hours of admissions)	=> %	85.0	85.0
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No		
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%		
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No		

Previous Months Trend																		
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	
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4	4	3	5	3	4	4	6	5	4	4	3	6	5	4	4	6	-	
1	1	2	1	1	1	1	3	1	4	1	1	3	1	1	4	3	-	
113	161	137	185	136	123	116	175	131	120	111	105	188	167	137	202	239	-	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
0	0	0	0	-	65	58	33	18	11	9	13	7	7	-	-	-	-	
19	24	25	19	12	11	19	18	18	16	18	22	15	22	42	28	19	26	
65	79	74	71	62	46	52	41	34	26	30	38	26	33	41	32	19	30	
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
18	21	22	22	20	22	27	26	38	31	32	39	27	42	55	32	54	35	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
98.8	99.2	99.1	99.4	99.7	99.4	98.6	99.7	98.8	98.7	95.9	95.7	98.3	93.2	90.3	93.3	96.4	95.8	
157	89	69	84	82	77	64	56	145	102	94	148	144	165	88	72	41	48	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4.3	5.4	5.1	2.2	4.4	2.3	1.7	1.0	2.1	2.1	1.7	2.6	2.2	6.3	5.2	7.2	9.9	8.3	
2.2	4.4	3.1	4.0	3.0	3.3	3.6	4.8	4.8	4.5	5.5	6.7	3.7	3.5	6.4	5.9	0.7	2.1	
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
12	21	9	4	11	12	5	19	7	14	6	3	10	7	12	12	6	7	
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	
11	14	23	16	19	19	17	22	21	13	10	15	16	23	21	17	25	24	
10	15	8	3	10	11	5	15	6	12	5	3	8	6	10	9	5	7	
12	21	9	4	11	12	5	19	7	14	6	3	10	7	12	12	6	7	

Data Period	Directorate					Month	Year To Date	
	GS	SS	TH	An	O			
Dec 2019	99.0	-	-	-	-	98.98		
Dec 2019	98.2	-	-	-	-	98.15		
Dec 2019	98.5	-	-	-	-	98.53		
Dec 2019	84.8	-	-	-	-	84.81		
Dec 2019	-	-	-	-	-	6	40	
Dec 2019	2.5	-	0	-	-	2.5	16	
Dec 2019	239	-	0	-	-	239		
Jan 2020	0	-	0	-	-	0	0	
Sep 2019	0	0	0	7	0	7	65	
Jan 2020	16	2	1	3	4	26	226	
Jan 2020	17	4	1	6	2	30		
Jan 2020	2.64	0.84	-	-	0.49	1.36		
Jan 2020	0	0	0	0	0	0	0	
Jan 2020	27	4	0	0	4	35	385	
Jan 2020	0	0	0	0	0	0	0	
Jan 2020	-	-	-	-	95.75	-	-	
Jan 2020	0	0	0	0	48	48	1047	
Jan 2020	-	-	-	-	0	-	-	
Jan 2020	-	-	-	-	8.29	-	-	
Jan 2020	-	-	-	-	2.14	-	-	
Nov 2018	-	-	-	-	72	0	0	
Jan 2020	2.42	4.48	-	0	0.35	7.25	84	
Jan 2020						75.0	75.6	
Jan 2020	9	10	0	0	5	24	-	
Jan 2020	4.22	9.61	-	0	5.64	6.57	7	
Jan 2020	2.42	4.48	-	0	0.35	7.25	-	



Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate					Month	Year To Date		
			Year	Month	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		J	GS	SS	TH	An				O
RTT	RTT - Admittted Care (18-weeks) (%)	=> %	90.0	90.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	84.9	81.0	-	-	74.4	80.3		
RTT	RTT - Non Admitted Care (18-weeks) (%)	=> %	95.0	95.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	88.4	93.4	-	-	95.3	92.7		
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	93.8	92.5	-	-	89.5	91.8		
RTT	RTT - Backlog	<= No	0	0	1311	1371	1354	1340	1417	1284	1303	1316	1315	1415	1630	1722	1711	1668	1690	1573	1480	1382	Jan 2020	466	186	0	0	730	1382		
RTT	Patients Waiting >52 weeks	<= No	0	0	2	3	3	1	0	2	3	5	0	9	19	7	5	0	0	1	0	1	Jan 2020	0	0	0	0	1	1		
RTT	Treatment Functions Underperforming	<= No	0	0	16	15	13	12	13	14	15	14	13	14	15	16	16	13	12	13	12	11	Jan 2020	7	2	0	0	2	11		
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	0.1	-	-	-	-	0.08		
Data Completeness	Open Referrals	No			159,369	162,234	165,051	166,561	168,695	170,068	172,359	172,210	162,783	107,915	108,313	106,808	107,224	104,317	105,170	105,645	106,065	104,786	Jan 2020	31,291	14,499	0	4,505	54,491	104786		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Req	No			81,586	86,510	85,120	86,561	88,226	90,478	92,552	78,799	81,553	25,583	24,862	20,182	20,403	16,396	12,243	12,318	12,848	13,069	Jan 2020	4,617	3,164	0	1,361	3,927	13069		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	<div></div>	<div></div>	-	-	<div></div>	-	-	-	-	-	-	-	-	<div></div>	<div></div>	-	-	-	Oct 2019	88.3	89.4	93.0	96.5	81.8		89.2	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	98	93.02	-	90.91	96.61		93.8	
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.0	3.0	4.61	4.65	4.67	4.74	4.83	4.83	4.81	4.82	4.84	4.90	4.97	5.01	4.96	4.92	5.09	5.12	5.18	5.23	Jan 2020	4.8	6.6	7.6	4.7	2.6	5.2	5.0	
Workforce	Sickness Absence - In Month	<= %	3.0	3.0	5.08	4.99	5.00	5.27	5.48	5.64	5.01	5.06	4.85	4.54	5.34	4.87	4.33	4.37	6.30	6.27	5.90	5.93	Jan 2020	5.6	5.5	9.5	6.1	2.7	5.9	5.3	
Workforce	Sickness Absence - Long Term - In Month	No			39	47	47	52	49	52	41	47	42	38	46	43	44	39	47	58	55	63	Jan 2020	17.0	12.0	20.0	12.0	0.0	63	475	
Workforce	Sickness Absence - Short Term - In Month	No			131	150	166	158	162	183	154	143	144	142	141	133	93	133	181	174	171	118	Jan 2020	38.0	25.0	27.0	27.0	0.0	118	1430	
Workforce	Mandatory Training	=> %	95.0	95.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	87.2	88.0	93.2	92.8	90.6		91.3	

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend	Data Period	Directorate			Month	Year To Date	Trend
			Year	Month			G	M	P			
Patient Safety - Inf Control	C. Difficile	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	0	0	0	0	0	<div></div>
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	0	0	0	0	0	<div></div>
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.00	80.00	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	78.3			78.3		<div></div>
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80.00	80.00	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	-	100		100.0		<div></div>
Patient Safety - Harm Free Care	Falls	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	1	-	-	1	4	<div></div>
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	0	0	0	0	0	<div></div>
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= %	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	-	-	-	-	4	<div></div>
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	97.3	78.5		85.9		<div></div>
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	100	99.2		99.7		<div></div>
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	-	-		-		<div></div>
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	-	-		-		<div></div>
Patient Safety - Harm Free Care	Never Events	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	0	0	0	0	1	<div></div>
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	0	0	0	0	0	<div></div>
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	<div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div><div>F</div><div>M</div><div>A</div><div>M</div><div>J</div><div>J</div><div>A</div><div>S</div><div>O</div><div>N</div><div>D</div><div>J</div></div>	Jan 2020	0	0	0	0	7	<div></div>

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend																	Data Period	Directorate			Month	Year To Date	
			Year	Month	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		J	G	M			
Patient Safety - Obstetrics	Caesarean Section Rate - Total	<= %	25.0	25.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	27.8	<div></div>	27.8	27.2	<div></div>
Patient Safety - Obstetrics	Caesarean Section Rate - Elective	%			10	9	9	9	10	8	11	9	9	10	11	11	10	11	12	10	11	Dec 2019	<div></div>	10.6	<div></div>	10.6	10.4	<div></div>
Patient Safety - Obstetrics	Caesarean Section Rate - Non Elective	%			17	19	16	17	16	14	17	17	15	16	18	20	17	17	16	14	17	Dec 2019	<div></div>	17.2	<div></div>	17.2	16.8	<div></div>
Patient Safety - Obstetrics	Maternal Deaths	<= No	0	0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	0	<div></div>	0	1	<div></div>
Patient Safety - Obstetrics	Post Partum Haemorrhage (>2000ml)	<= No	48	4	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	1	<div></div>	1	24	<div></div>
Patient Safety - Obstetrics	Admissions to Neonatal Intensive Care	<= %	10.0	10.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	0.24	<div></div>	0.2	1.4	<div></div>
Patient Safety - Obstetrics	Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	7.18	<div></div>	7.2		<div></div>
Patient Safety - Obstetrics	Stillbirth (Corrected) Mortality Rate (per 1000 babies)	Rate1			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	<div></div>	4.78	<div></div>	4.78	4.56	<div></div>
Patient Safety - Obstetrics	Neonatal Death (Corrected) Mortality Rate (per 1000 babies)	Rate1			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	<div></div>	2.39	<div></div>	2.39	1.27	<div></div>
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (>=%) - SWBH Specific	=> %	85.0	85.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	94.4	<div></div>	94.4		<div></div>
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (%) - National Definition	=> %	90.0	90.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	148	<div></div>	147.7		<div></div>
Patient Safety - Obstetrics	Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	<div></div>	83.8	<div></div>	83.8		<div></div>
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	%			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	<div></div>	0.47	<div></div>	0.5		<div></div>
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	%			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	<div></div>	0.47	<div></div>	0.5		<div></div>
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	%			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	<div></div>	0	<div></div>	0.0		<div></div>
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100.0	97.0	<div></div>	N/A	<div></div>	<div></div>	N/A	<div></div>	N/A	N/A	<div></div>	N/A	N/A	N/A	N/A	<div></div>	<div></div>	N/A	-	Nov 2019	-	-	-	-		<div></div>
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			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	7.5	Dec 2019	<div></div>	<div></div>	<div></div>	7.5		<div></div>
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	4.7	4.7	4.7	4.7	4.6	4.6	4.5	4.6	4.8	4.9	5.0	5.1	5.0	Dec 2019	<div></div>	<div></div>	<div></div>		4.7	<div></div>
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	100	<div></div>	-	100.0		<div></div>
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	100	<div></div>	<div></div>	100.0		<div></div>
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0	<div></div>	<div></div>	<div></div>	<div></div>	#DIV/0!	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Dec 2019	68.8	<div></div>	<div></div>	68.8		<div></div>
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			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	2.5	Dec 2019	2.5	-	0	2.5	17.5	<div></div>
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			0.5	0	0	0	0	1	1	3	1	0	0	0.5	0.5	0	1	0	1	Dec 2019	1	-	0	1	4	<div></div>
Clinical Effect - Cancer	Cancer - Longest wait for treatment (days)	No			105	72	100	86	84	137	177	209	241	97	85	196	109	96	171	104	148	Dec 2019	148	-	0	148		<div></div>
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	Jan 2020	0	-	0	0	0	<div></div>



Women & Child Health Group

Section	Indicator	Measure	Trajectory		Data Period	Directorate			Month	Year To Date	
			Year	Month		G	M	P			
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	Sep 2019	0			0	0	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			Jan 2020	2	9	0	11	125	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			Jan 2020	0	0	0	13		
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8	Jan 2020	4.14		-	3.0		
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	Jan 2020	0			0	0	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	Jan 2020	7			7	62	
Pt. Experience - Cancellations	Urgent Cancellations	No			Jan 2020	0	-	0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			Jan 2020	0	0	0	0	116	
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No			Jan 2020	1	0	0	1	-	
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%			Jan 2020	0	-	-	0	6	
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No			Jan 2020	0	-	0	0	-	
RTT	RTT - Admitted Care (18-weeks)	=> %	90.0	90.0	Jan 2020	70.1			70.1		
RTT	RTT - Non Admitted Care (18-weeks)	=> %	95.0	95.0	Jan 2020	89			89.0		
RTT	RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0	Jan 2020	89.6			89.6		
RTT	RTT - Backlog	<= No	0	0	Jan 2020	225			225		
RTT	Patients Waiting >52 weeks	<= No	0	0	Jan 2020	0			0		
RTT	Treatment Functions Underperforming	<= No	0	0	Jan 2020	3			3		
RTT	Acute Diagnostic Waits in Excess of 6-weeks	<= %	0.1	0.1	Jan 2020	-			-		

Women & Child Health Group

Section	Indicator	Measure	Trajectory			
			Year	Month		
Data Completeness	Open Referrals	No				
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No				
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0		
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0		
Workforce	Sickness Absence - 12 month rolling	<= %	3.0	3.0		
Workforce	Sickness Absence - in month	<= %	3.0	3.0		
Workforce	Sickness Absence - Long Term - in month	No				
Workforce	Sickness Absence - Short Term - in month	No				
Workforce	Mandatory Training	=> %	95.0	95.0		

Previous Months Trend																				
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J			
42,447	42,951	44,208	44,908	45,494	46,043	46,262	31,884	27,992	24,316	23,359	23,153	22,571	22,333	22,687	22,895	23,733	24,099			
26,109	26,984	27,469	28,290	28,789	29,439	29,926	9,906	10,961	7,086	6,248	5,887	5,518	5,139	4,857	4,788	5,150	5,048			
<div></div>	<div></div>	-	-	<div></div>	-	-	<div></div>	-	-	-	-	-	<div></div>	<div></div>	-	-	-			
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	-		
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	5.71			
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	5.26			
39	37	30	35	31	48	41	41	39	45	47	40	46	41	44	45	52	45			
90	97	134	120	117	135	115	102	97	78	70	87	60	98	98	106	103	101			
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>		

Data Period	Directorate			Month	Year To Date	
	G	M	P			
Jan 2020	5,917	10,392	7,790	24099		
Jan 2020	1,278	3,490	280	5048		
Oct 2019	86.7	82.3	94.4		82.4	
Dec 2019	100	100	87.5		96.4	
Jan 2020	3.84	6.7	5.09	5.7	5.5	
Jan 2020	5.12	5.63	4.89	5.3	5.7	
Jan 2020	5	18	22	45.0	444.0	
Jan 2020	8	63	30	101.0	898.0	
Jan 2020	87.6	86.4	95.4		90.6	

Women & Child Health Group

Section	Indicator	Measure	Trajectory	
			Year	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		
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
WCH Group Only	HV (C3) - % of births that receive a face to face new birth visit by a HV >days	%		
WCH Group Only	HV (C4) - % of children who received a 12 months review by 12 months	=> %	95.0	95.0
WCH Group Only	HV (C5) - % of children who received a 12 months review by the time they were 15 months	%		
WCH Group Only	HV (C6i) - % of children who received a 2 - 2.5 year review	=> %	95.0	95.0
WCH Group Only	HV (C6ii) - % of children who receive a 2 - 2.5 year review using ASQ 3	%		
WCH Group Only	HV (C7) - No. of Sure Start Advisory Boards / Children's Centre Boards witha HV presence	=> No	100	100
WCH Group Only	HV (C8) - % of children who receive a 6 - 8 week review	=> %	95.0	95.0
WCH Group Only	HV - % of infants for whom breast feeding status is recorded at 6 - 8 week check	=> %	100	100
WCH Group Only	HV - % of infants being breastfed at 6 - 8 weeks	%		
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
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		
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
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		
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
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		
WCH Group Only	HV - % of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 9 - 12 months developmental check	=> %	100	100
WCH Group Only	HV - movers into provider <1 year of age to be checked =<14 d following notification to HV service	No		
WCH Group Only	HV - all untested babies <1 year of age will be offered NBBS screening & results to HV.	Y/N		

Previous Months Trend																			
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J		
-->	-->	984	-->	-->	934	-->	-->	978	-->	-->	1045	-->	-->	928	-->	-->	-->		
-->	-->	91.4	-->	-->	90	-->	-->	91.4	-->	-->	92.4	-->	-->	90.9	-->	-->	-->		
-->	-->	6.62	-->	-->	8.21	-->	-->	6.09	-->	-->	7.64	-->	-->	7.38	-->	-->	-->		
-->	-->	96.1	-->	-->	96.1	-->	-->	96.4	-->	-->	96.1	-->	-->	97.3	-->	-->	-->		
-->	-->	96.9	-->	-->	96.7	-->	-->	96.7	-->	-->	96	-->	-->	95.1	-->	-->	-->		
-->	-->	94.6	-->	-->	94.1	-->	-->	94.8	-->	-->	95.8	-->	-->	96.6	-->	-->	-->		
-->	-->	94.2	-->	-->	93.7	-->	-->	94.5	-->	-->	98.6	-->	-->	98.4	-->	-->	-->		
-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	4	-->	-->	-->	-->	-->	-->		
-->	-->	99.7	-->	-->	99.5	-->	-->	99.9	-->	-->	99.9	-->	-->	99.7	-->	-->	-->		
-->	-->	99.6	-->	-->	99.5	-->	-->	99.8	-->	-->	99.9	-->	-->	99.7	-->	-->	-->		
-->	-->	41.6	-->	-->	41.6	-->	-->	40.3	-->	-->	44.1	-->	-->	45.1	-->	-->	-->		
-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->		
-->	-->	1069	-->	-->	99.5	-->	-->	99.4	-->	-->	1071	-->	-->	1125	-->	-->	-->		
-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	99.4	-->	-->	-->	-->	-->	-->		
-->	-->	23	-->	-->	2.6	-->	-->	1.8	-->	-->	0.21	-->	-->	21	-->	-->	-->		
-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	2.2	-->	-->	-->	-->	-->	-->		
-->	-->	26	-->	-->	3.3	-->	-->	2.2	-->	-->	3.6	-->	-->	28	-->	-->	-->		
-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	3.6	-->	-->	-->	-->	-->	-->		
-->	-->	192	-->	-->	61.9	-->	-->	73.5	-->	-->	255	-->	-->	196	-->	-->	-->		
-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->		

Data Period	Directorate			Month	Year To Date	
	G	M	P			
Oct 2019			928	928	2951	
Oct 2019			91	90.95	91.55	
Oct 2019			7.38	7.38	7.06	
Oct 2019			97.3	97.3	96.62	
Oct 2019			95.1	95.05	95.89	
Oct 2019			96.6	96.63	95.72	
Oct 2019			98.4	98.39	97.06	
Jul 2019			4	4	4	
Oct 2019			99.7	99.72	99.83	
Oct 2019			99.7	99.72	99.8	
Oct 2019			45.2	45.15	43.17	
Feb 2017			-	100	100	
Oct 2019			1125	1125	2295.4	
Jul 2019			99.4	99.44	99.44	
Oct 2019			21	21	23.01	
Jul 2019			2.2	2.2	2.2	
Oct 2019			28	28	33.8	
Jul 2019			3.6	3.6	3.6	
Oct 2019			196	196	524.5	
Jan-00						

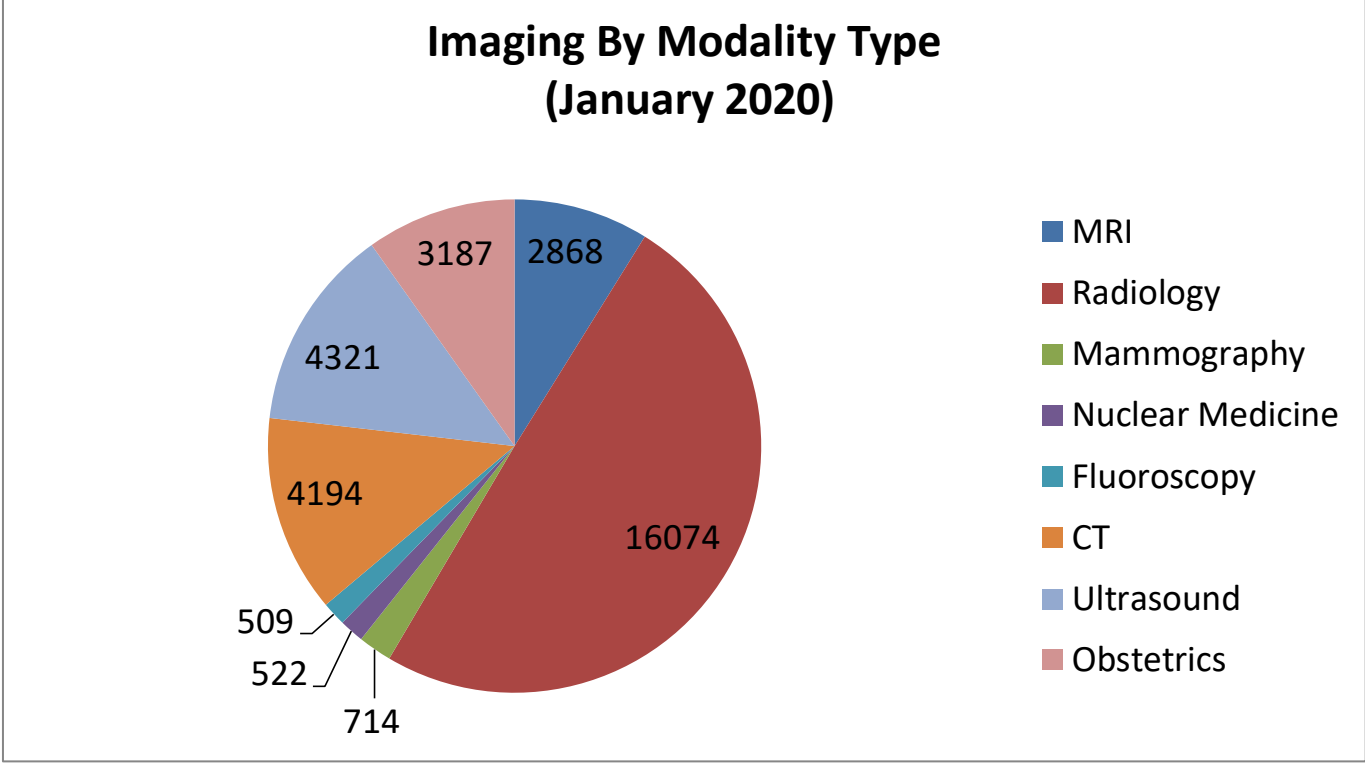
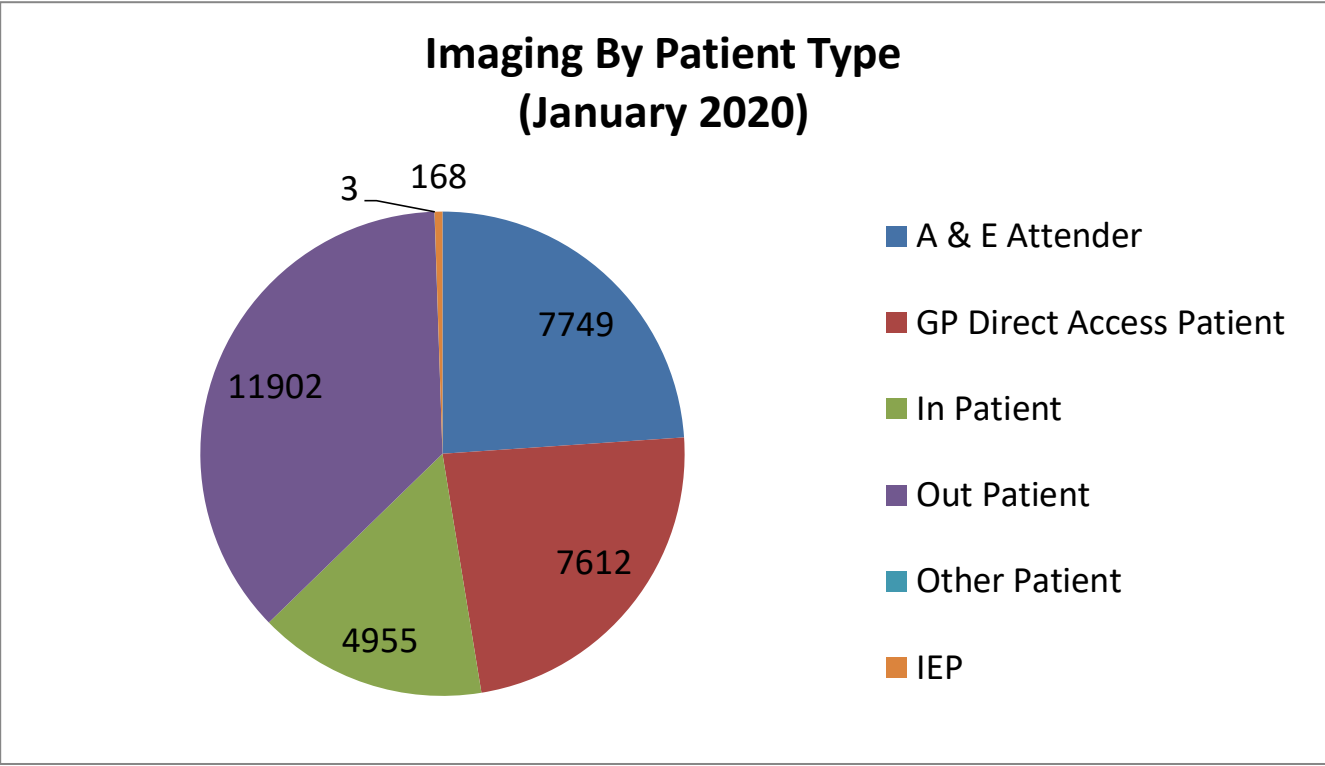


Imaging Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Patient Safety - Harm Free Care	Never Events	<= No	0	0
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	<= No	0	0
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	=> %	0	0
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.00
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No		
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0
Data Completeness	Open Referrals	No		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00
Workforce	Sickness Absence - in month	<= %	3.00	3.00
Workforce	Sickness Absence - Long Term - in month	No		
Workforce	Sickness Absence - Short Term - in month	No		
Workforce	Mandatory Training	=> %	95.0	95.0
Workforce	Imaging - Total Scans	No		
Board KPI	Imaging - Inpatient Turnaround Time <=24hr	=> %	90.0	90.0
Board KPI	Imaging - Urgent Other(GP 5) Turnround Time <=5d	=> %	90.0	90.0
Board KPI	Imaging - All Imaging Work Reported in less than 4 weeks (request to report)	=> %	95.0	95.0

Previous Months Trend																	
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
1.0	1.0	2.0	1.0	1.0	1.0	-	2.0	2.0	3.0	2.0	-	1.0	1.0	1.0	4.0	1.0	-
16.0	15.0	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	18.0	-
3	4	0	2	2	2	0	2	0	6	5	3	2	0	1	3	3	5
9	9	3	5	5	4	4	4	3	6	11	6	3	1	2	3	2	5
872	904	909	922	927	932	940	948	977	268	295	308	350	363	396	449	486	516
786	819	831	845	849	865	867	865	901	186	178	215	233	244	255	304	321	357
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	4.03
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	3.64
9	10	11	14	14	10	7	6	10	10	7	5	8	9	10	7	7	5
28	39	37	31	31	39	27	30	34	19	26	24	19	24	33	25	33	44
								30,262	32,017	29,982	32,665	29,248	29,463	31,286	29,477	28,573	32,398
-	-	-	-	-	-	-	-	65	65	69	67	69	67	77	77	77	79
-	-	-	-	-	-	-	-	76	69	65	66	70	71	77	75	72	72
-	-	-	-	-	-	-	-	-	-	-	-	-	-	88	90	90	88

Data Period	Directorate				Month	Year To Date	Trend
	DR	IR	NM	BS			
Jan 2020	0	0	0	0	0	0	
Jan 2020	0	0	0	0	0	0	
Dec 2019					6.67	-	
Dec 2019					-	5.39	
Aug 2019			73.91		73.91	65.44	
Aug 2019			100		100	98.16	
Jan 2020	5	0	0	0	5	28	
Jan 2020	5	0	0	0	5		
Jan 2020	0.02				0.02		
Jan 2020	500	16	0	0	516		
Jan 2020	348	9	0	0	357		
Oct 2019	79.8	100	88.9	97.9	-	72.8	
Dec 2019	100	-	100	-	-	97.7	
Jan 2020	4.7	2.3	2.1	3.1	4.03	4.50	
Jan 2020	4.1	4.1	0.0	3.6	3.64	4.17	
Jan 2020	2	0	0	1	5	78	
Jan 2020	27	1	0	7	44	281	
Jan 2020	92.9	94.6	93.3	92.7	93.0	93.6	
Jan 2020					32398	305371	
Jan 2020					79.1	71.0	
Jan 2020					71.8	71.3	
Jan 2020					88.5	89.2	



# Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.0	80.0
Patient Safety - Harm Free Care	Number of DOLS raised	No		
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No		
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No		
Patient Safety - Harm Free Care	Number DOLs rolled over from previous month	No		
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No		
Patient Safety - Harm Free Care	Number of DOLs applications the LA disagreed with	No		
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No		
Patient Safety - Harm Free Care	Falls	<= No	0	0
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0
Patient Safety - Harm Free Care	Pressure Ulcer DN Caseload Acquired - Total	<= No	0	0
Patient Safety - Harm Free Care	Never Events	<= No	0	0
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No		

Previous Months Trend																	
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
9	14	18	4	6	6	6	3	4	6	5	6	13	5	7	6	4	6
9	14	18	4	6	6	6	3	4	6	5	6	13	5	7	6	4	6
1	5	3	0	1	1	0	1	1	1	3	3	6	0	0	0	1	1
5	3	0	0	0	0	4	1	0	1	2	0	2	0	0	1	1	0
0	4	8	2	3	0	4	1	2	5	2	1	8	2	4	2	1	2
0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	4	0	0	0	1	0	0	0	0	0	0	0
31	32	25	40	31	21	28	22	33	21	29	22	24	23	28	26	28	29
0	0	4	1	-	0	1	0	2	1	1	0	0	0	3	1	0	0
2	4	6	8	8	10	20	8	26	18	8	12	16	20	8	14	22	18
1	1	7	37	32	45	34	34	36	16	24	29	34	27	31	18	24	25
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>
0	0	0	0	-	0	0	0	0	0	0	0	0	0	-	-	-	-
6	4	5	10	5	9	6	7	14	4	13	8	6	9	14	8	5	11
12	11	13	16	16	19	23	16	22	5	20	17	7	14	15	13	7	0

Data Period	Directorate					Month	Year To Date	Trend
	AT	IB	IC	CT	CM			
Jan 2020	-	-	-	-	10	10		
Jan 2020	0	6	0	-	0	6	62	
Jan 2020	0	6	0	-	0	6	62	
Jan 2020	0	1	0	-	0	1	16	
Jan 2020	0	0	0	-	0	0	7	
Jan 2020	0	2	0	-	0	2	29	
Jan 2020	0	0	0	-	0	0	0	
Jan 2020	0	0	0	-	0	0	1	
Jan 2020	2	26	1	-	-	29	263	
Jan 2020	0	0	0	-	0	0	8	
Jan 2020	-	9	-	-	-	9	81	
Jan 2020	-	-	25	-	-	25	264	
Jan 2020	0	0	0	-	0	0	0	
Jan 2020	0	0	0	-	0	0	0	
Jan 2020	0	0	2	-	0	2	56	
Sep 2019	0	0	0	-	0	0	0	
Jan 2020	2	5	1	-	3	11	92	
Jan 2020	0	0	0	-	0	0		

Primary Care, Community & Therapies Group

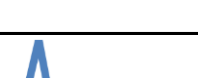
Section	Indicator	Measure	Trajectory		Previous Months Trend																		Data Period	Directorate					Month	Year To Date	
			Year	Month	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J		AT	IB	IC	CT	CM			
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	<div></div>	<div></div>	-	-	<div></div>	-	-	<div></div>	-	-	-	-	-	<div></div>	<div></div>	-	-	-	Oct 2019	97.2	88.3	97	-	59		88.0	<div></div>
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00	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	4.19	Jan 2020	3.13	4.63	4.5	-	4.4	4.19	4.32	<div></div>
Workforce	Sickness Absence - in month	<= %	3.00	3.00	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	4.82	Jan 2020	2.71	5.51	5.5	-	5.5	4.82	4.09	<div></div>
Workforce	Sickness Absence - Long Term - in month	No			37	33	34	42	35	37	29	33	25	31	25	25	26	23	27	23	32	30	Jan 2020	3	-	-	-	-	30	267	<div></div>
Workforce	Sickness Absence - Short Term - in month	No			85	97	118	112	104	163	147	102	101	79	86	94	78	93	135	121	121	140	Jan 2020	36	48	44	0	12	140	1048	<div></div>
Workforce	Mandatory Training	=> %	95.0	95.0	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	Jan 2020	95.9	93.3	94	-	91		95.4	<div></div>	



# Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Community & Therapies Group Only	DVT numbers	=> No	730	61
Community & Therapies Group Only	Adults Therapy DNA rate OP services	<= %	9	9
Community & Therapies Group Only	Therapy DNA rate Paediatric Therapy services	<= %	9	9
Community & Therapies Group Only	Therapy DNA rate S1 based OP Therapy services	<= %	9	9
Community & Therapies Group Only	STEIS	<= No	0	0
Community & Therapies Group Only	Green Stream Community Rehab response time for treatment (days)	<= No	15.0	15.0
Community & Therapies Group Only	DNA/No Access Visits	%		
Community & Therapies Group Only	Baseline Observations for DN	=> %	95	95
Community & Therapies Group Only	Falls Assessments - DN Intial Assessments only	=> %	95	95
Community & Therapies Group Only	Pressure Ulcer Assessment - DN Intial Assessments only	=> %	95	95
Community & Therapies Group Only	MUST Assessments - DN Intial Assessments only	=> %	95	95
Community & Therapies Group Only	Dementia Assessments - DN Intial Assessments only	=> %	95	95
Community & Therapies Group Only	48 hour inputting rate - DN Service Only	%		
Community & Therapies Group Only	Making Every Contact (MECC) - DN Intial Assessments only	=> %	95	95
Community & Therapies Group Only	Avoidable Grade 2,3 or 4 Pressure Ulcers (DN Caseload acquired)	No		
Community & Therapies Group Only	Avoidable Grade 2 Pressure Ulcers (DN caseload acquired)	No		
Community & Therapies Group Only	Avoidable Grade 3 Pressure Ulcers (DN caseload acquired)	No		
Community & Therapies Group Only	Avoidable Grade 4 Pressure Ulcers (DN caseload acquired)	No		









Previous Months Trend																		
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	
-	-	7	7	7	3	25	12	20	38	43	55	43	27	25	29	19	21	
-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
12	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	-	-	-	-	
9	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	-	
-	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
22	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	19.4	
1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	-	
95	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	-	
96	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	-	
96	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	-	
95	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	-	
95	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	-	
95	95	95	95	94	96	95	96	-	95	1	94	95	95	95	-	95	-	
96	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	-	
2	4	6	8	8	10	20	8	26	18	8	12	16	20	8	14	22	18	
0	1	5	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
1	0	2	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
0	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Data Period	Directorate					Month	Year To Date	
	AT	IB	IC	CT	CM			
Jan 2020						21	320	
Aug 2017						8.0	8.2	
Sep 2019						10.8	11.1	
Dec 2019						10.6	9.5	
Oct 2018						0	1	
Jan 2020						19.38	202.98	
Dec 2019						0.8		
Dec 2019						93.64	94.76	
Dec 2019						93.4		
Dec 2019						93.4		
Dec 2019						93.64		
Dec 2019						90.91		
Dec 2019						94.65		
Dec 2019						92.42	94.59	
Jan 2020						9	81	
Nov 2018						26	37	
Nov 2018						11	14	
Nov 2018						0	1	

Corporate Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00
Workforce	Sickness Absence - in month	<= %	3.00	3.00
Workforce	Sickness Absence - Long Term - in month	No		
Workforce	Sickness Absence - Short Term - in month	No		
Workforce	Mandatory Training	=> %	95.0	95.0

Previous Months Trend																		
A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	
5	4	4	13	3	5	5	4	2	1	12	10	0	3	6	2	3	6	
8	8	5	12	11	8	8	9	2	6	4	5	1	4	3	4	1	0	
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<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	-
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	4.47	
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	4.91	
33	26	26	25	29	27	28	28	20	25	32	32	40	33	35	32	27	27	
54	70	86	93	84	120	112	86	79	57	65	82	54	92	90	84	108	100	
<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	

Data Period	Directorate							Month	Year To Date	Trend
	SG	F	W	M	E	N	O			
Jan 2020	2	1	0	0	1	0	2	6	45	
Jan 2020	0	0	0	0	0	0	0	0		
Oct 2019	71	96	94	89	94	97	89		89.2	
Dec 2019			95					0.0	93	
Jan 2020	3.89	2.07	2.93	3.38	3.38	5.22	5.66	4.47	4.32	
Jan 2020	3.34	0.28	3.54	1.75	3.66	6.40	6.74	4.91	4.43	
Jan 2020	5.00	0.00	4.00	2.00	0.00	16.00	0.00	27.00	303.00	
Jan 2020	4.00	0.00	13.00	16.00	0.00	67.00	0.00	100.00	811.00	
Jan 2020	93	97	97	96	96	-	93	94.3	94	