

Sandwell and West Birmingham Hospitals



NHS Trust

Integrated Quality & Performance Report

Month Reported: **July 2020**

Reported as at: 18/08/2020

Trust Board

Operational Performance at a Glance: July 2020

Highlights :

- **Recovery:** In July, we still feel the COVID impact on most performance indicators; however we are seeing increasing patient numbers yet again in July in comparison to previous months, particularly in A&E and Diagnostics; however, the logistics of maintaining infection control C19 distance and high DNA rates are still creating difficulties in managing patients through the recovery plan. The recovery plan forecast is being produced currently to cover the remaining part of the calendar year and will reflect the 'NHSI Phase 3' guidance to include criteria in respect of prioritised patients, diagnostics and recovery targets for inpatients and outpatients. An IQPR Addendum has been pulled together to monitor and report on the 'Recovery' element specifically, we started publishing this in June and it will continue until recovery is achieved.
- **A&E performance** dropped in July again to last month, which is mainly due to Sandwell ED and capacity arrangements are being reviewed currently; attendance numbers overall are still below pre-COVID experience, but increasing.
- **RTT performance** is fully dependant on recovery plans, patients attending safely diagnostics appointments, and so it is likely that we can expect an overall longer period before we are able to recover to the 92% standard; however some services should be able to achieve this faster than others. July predicted RTT performance will be around 53%; the backlog of patients (patients waiting over 18 weeks) is significant and now at c17,000 patient against the full waiting list size of 35,000 hence backlog patients are c50% of our total waiting list. GP referrals are increasing steadily too, so essential that we are progressing patients through the waiting list now as more referrals are coming through.
- **Cancer performance** is below standards in June (latest reported position).
- **Other items** standing out in July are a reported maternal death, a continuing high still-birth/neonatal death rate, however lower than last two months, increased mortality rates and increasing falls.

RESPONSIVE	A&E Performance	<ul style="list-style-type: none"> • Performance dipped to 86.2% in July (June to 90%, May 91.6%; attendance numbers, whilst increasing again in July to c14,000 (May 9,828 and April at 7,163), are lower attendance numbers compared to previous average trends of c18,500 per month; despite lower attendances we continue to see high levels of breaches, in July these were at 1,941 patients breaching the 4 hr target hence the performance of 86.2%; main breaches assigned to bed delays although a higher proportion of breaches did not have the reason codes assigned and the service is addressing this. Re-Attendance rates increasing to 8.4% in July against the 5% target, the service is deep-diving into these re-attending patients to understand whether there is a pathway concern.
	Referral to Treatment in 18 weeks (RTT Incomplete)	<ul style="list-style-type: none"> • RTT waiting times not reported at this stage in the month. Headline figures pointing towards 53% performance against the 92% national standard, with a 35,000 waiting list which is slightly higher than in the last few months signalling potentially a small increase in referrals, but patient backlog increasing to c50% of the waiting list with c17,000 patients now above the 18 week wait time. The number of 52 week breaches is also not fully validated at this stage. • As part of Phase 3 Recovery, the RTT waiting list will be modelled; the prioritisation of urgent patients may have a negative RTT performance impact, however fundamentally the prioritisation is the right patient focus.
	Diagnostics Waits (% of patients waiting >6 weeks)	<ul style="list-style-type: none"> • July performance, as predicted, improving from April and May, but still low at 52% with 6,547 breaching the 6 week screening standard; recovery of services is continuing with a number of issues around patients not being keen to attend. Reminders and phone-calls to patients providing reassurance on safety are in place and we have had large success with Neurophysiology patients who increased rapidly their attendance. The COO office is considering treatment of DNAs. • The Imaging diagnostic patient volumes increased to 23,773 (20,296 in June, May 15,657 and April's 12,475) getting closer to pre-COVID levels which were at an average of c30,000 per month. • Against these July volumes, and the relevant Board KPIs, the Imaging team have performed as follows: Inpatient total turnaround (TAT) time within 24hrs has dipped to 85% against the 90% trust target; Urgent GP tests within 5 days dropped to 69% vs 90% target, which is mainly due to patients not attending the appointment. Overall we have achieved to turn around 90% of 'all Imaging work' under the 4 weeks (target of 95%) • So whilst seeing some pressure this is mainly due to patients being anxious about attending. We are continuing to keep all patients who do not attend on the waiting list, whilst this is in place we will be unable to progress recovery of the KPI or the DM01 as such as the impact of DNAs is significant. Guidance from COO office has been requested on treatment of DNAs.
	Cancer Performance	<ul style="list-style-type: none"> • Reporting the June position (latest available reporting period), the Trust, has met some access cancer standards, but has failed to deliver the 31-day and 62-day standard and whilst meeting 2WW as a Trust, Medicine has failed to deliver this in June again. 31-Day (94% vs 96% target) and 62 Day (67% vs 85% target) whilst failing performance standard, have improved in June to last month, but still below national targets especially in relation to the 62 day target. • Cancer 62 Day standard is expected to recovery in Q4 20/21.

Operational Performance at a Glance: July 2020

	Cancellations	<ul style="list-style-type: none"> July cancellations are at 21 (of which 9 could have been avoided) resulting in a cancellations rate against all elective patients of 0.8%. This is meeting the national standard right now, but of course we have much less activity going through the theatres at this stage so cancellations may increase when volumes start to increase and hence robust management of avoidable cancellations is key.
SAFE	Infection Control	<ul style="list-style-type: none"> Infection Control metrics continue to report reasonable performance; we reported 2x cases of CDIFFs in July (including community) and nil MRSA cases which means we are tracking well to targets. MRSA screening rates non-electively have improved to 93% in July very close against the target 95%. Elective patients MRSA screening rates are still below this target at 80.4% in July against the 95% target. This is based on a swab remaining valid for 6 weeks.
	Harm Free Care	<ul style="list-style-type: none"> The Trust falls rate per 1,000 bed days in July is still showing increased levels reporting at a 4.58 rate against the trust target of 5; whilst still just below target rate, this is higher than previous trust trends; we report 74 actual falls in July with 2x causing serious harm (both incidents are within the Medicine group). Pressure Ulcers (PUs) in July have increased in the community setting, however staying low in the acute setting; the overall Trust reports 64PUs (44 last month) and the highest numbers in the last 18 months in the community were incurred. Community setting wise, the number of PUs are much higher than usual trend and we report again another G4 PU, which is the third months in a row; all PUs report to the Q&S committee following investigation.
	Obstetrics	<ul style="list-style-type: none"> VTE assessment performance at 95.1% meeting the 95% target, missing 290 assessments mainly in WCH group Sepsis screening of eligible patients at 94% in July; 23% of those screened patients were sepsis positive, which is a similar level in all previous months of which 83% of were treated, and of those treated 57% were treated within the prescribed 1hr. Hence the Sepsis performance is below expected standard on the treatment side, however worth noting is that user wise we may not be selecting all available information e.g. patient already on antibiotics or no antibiotics required hence this would have improved performance; this has been raised with the MD to wrap up with a small and targeted task and finish group, which has taken place earlier in the month. Groups are monitoring ward and ED sepsis performance routinely with improvement focus. There was 1 maternal death reported in July – this has been discussed at Quality and Safety Committee The overall Caesarean Section rate for July is at 29.9% against trust target of 25%; this is still considered by the service as an acceptable performance when comparing to regional trusts. Elective C-Section rates slightly higher than average trend and at 11% in July Non-elective C-Section rates were on average 17% during the full year, and in July up to 19% In July we observe a reduction in still-birth rate of 6.44 per 1,000 babies (9.43 was the highest in the last 18 months seen in June) but whilst this is a reduction it is higher than what is expected. Neo-natal death rate in July is also at 6.44 per 1,000 babies and higher than expected; the adjusted perinatal rate per 1,000 babies is at 12.9 still higher than trend; a full report has been submitted to the Quality & Safety Committee in July highlighting no pattern in the recurrences as assessed then, but will need to reflect on July performance and therefore a report will be submitted again
CARING	Patient Experience (FFT), Mixed Sex Accommodation (MSA), Complaints, Flu Vaccination	<ul style="list-style-type: none"> MSA national reporting has been paused for reporting purposes since 1st March 2020 (as have others). However, the Trust has resumed internal reporting in readiness for recovery but the work is not yet complete for July at time of reporting.
EFFECTIVE	Mortality, Readmissions	<ul style="list-style-type: none"> Readmissions rates (30 days after discharge) dropping to 8.9% as at the end of June which is going in the right direction, but still on the higher side; The Groups are advised to review their readmissions reasons to assure themselves that these are as expected. Quality Plan is leading a readmissions focus. HSMR reporting at 122 above the tolerance levels as at the end of March (latest available reporting period). After the rebasing they were steady, but still elevated, at between 112-120. We can especially note an elevated position against the weekend mortality rate which is 128; weekday at 120. Deaths rate in Low Risk Diagnosis groups as at February (latest reportable period) has reduced significantly after a volatile period between Oct to December 2019 reporting at 71. Mortality review performance has dropped to 64% which is lower than previous trends and lower than target.
	Stroke & Cardiology	<ul style="list-style-type: none"> Stroke performance recovering well in July across most monitored indicators such as admission of patients to the stroke ward within 4 hours and thrombolysis within the hour Cardiology performance also reporting good performance in the month other than Angioplasty which is below target at 75%; an exception report is being produced.

Operational Performance at a Glance: July 2020

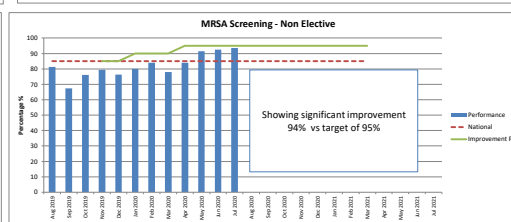
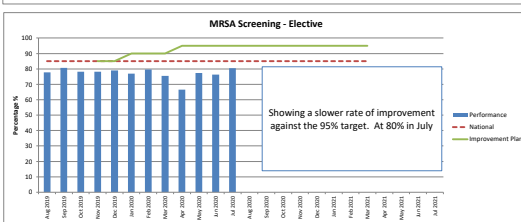
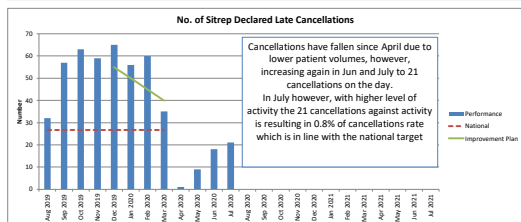
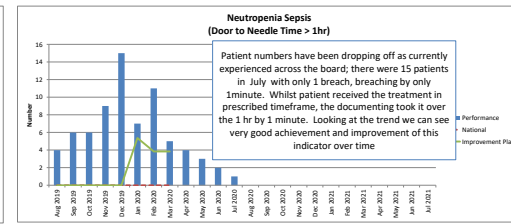
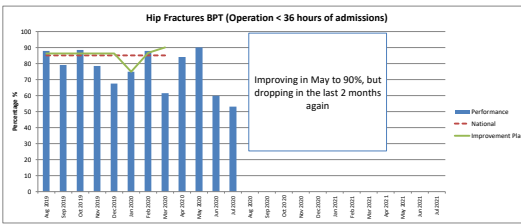
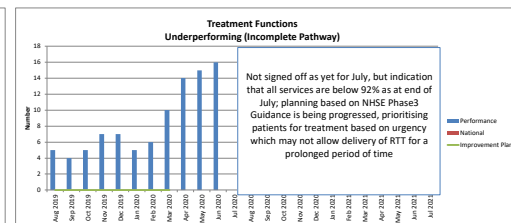
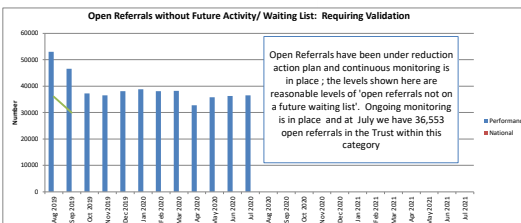
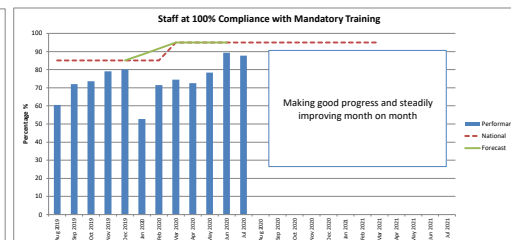
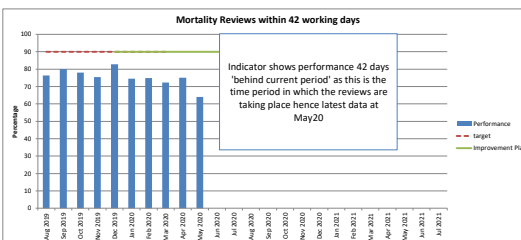
	Patient Flow	<ul style="list-style-type: none"> • 21+ LOS patients (long stay patients) count at the end of July is at 53 based within the acute setting. From 1 April 2020 we started reporting just the acute patients in line with current NHSI guidance and to align with our SitRep. • Neck of Femur performance dipped again in July to 53% not achieving the 85% standard and reporting lowest performance in the last 18 months;
WELL LED	Workforce	<ul style="list-style-type: none"> • Sickness rates at 5% in the month and 5.5% cumulatively coping extremely well in the light of COVID; ward sickness at 7.5% and long term open sickness cases are at 160 showing significant reduction from last month but just above the 140 target set. • Mandatory training (where staff are at 100% compliance) reports at 88% for July against the 95% target. • Qualified nursing turnover rate not reported as yet. • The nursing vacancy rate not reported as yet.
USE OF RESOURCES	Use of Resources	<ul style="list-style-type: none"> • 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 patients. The CQC assessment includes an analysis of Trust performance against a selection of CQC initial metrics, using local intelligence, and other evidence. The last Trust rating for Use of Resources was 'Requires Improvement' and the Trust is aiming to achieve a 'Good' rating in the next CQC inspection and performance will continue to be monitored with this aspiration. • We have populated 7/16 of the Use of Resources metrics. No work is currently under way to increase this proportion
TRUST EMPHASIS	Persistent Reds	<ul style="list-style-type: none"> • Persistent red performance has been improving in July where several indicators are showing month on month improvement and some have delivered their targets too. • Despite improvement progress being impacted by COVID-19, many indicators are moving in the right direction or have achieved targets in July albeit for the first time. • Stroke patients have met their target in July and 84% have reached the dedicated stroke ward within the 4hrs target of 80%. No graph available for July. • Neutropenic sepsis would have achieved 100% had it not been for a 1minute documentation delay • Mandatory training and MRSA screening (non-elective) have been improving month on month within reach of their targets now.

Persistent Red Focus

Exec Lead	Indicator	Standard Expected	Plan in Place	Recovery Expected	July-20 Actual Perf	Tracking Planned Monthly Trajectory
11	Note: Some are grouped (two or more indicators)					
Dr DC	1 - Mortality Reviews within 42days	90%	✓	Dec-19	63.9%	X
RG	1 - Mandatory Training (staff % where MT 100% complete)	95%	✓	Mar-20	87.7%	X
LK	1 - Treatment Functions below 92% RTT	0	✓	Phase 3	16	X
	1 - Open Referrals (relevant for improvement)	30,000	✓	Sep-19	36,553	✓
	1 - Neck of Femur - to surgery within 36 hours	85%	✓	Jul-19	53.1%	X
	1 - Cancellations (20pm)	20	✓	Mar-20	21	✓
	1 - Cancellations as %age of elective admissions	0.80%	✓	Mar-20	0.8%	✓
	1 - Stroke Ward Admissions (Within 4 hrs)	80%	✓	Mar-20	84.2%	✓
1 - Neutropenic Sepsis	100%	✓	Jul-19	93.0%	X	
PG	1 - MRSA Screening (Elective & Non-Elective)	95%	✓	Apr-20	80% Elec / 94% Non-Elec	X
	1 - FFT Response Target (IP, OP, Maternity and A&E)	25%	✓	TBC	IP - 23% ED - 13%, Mat Birth 41%; O/P response rate not shown in IQPR	X

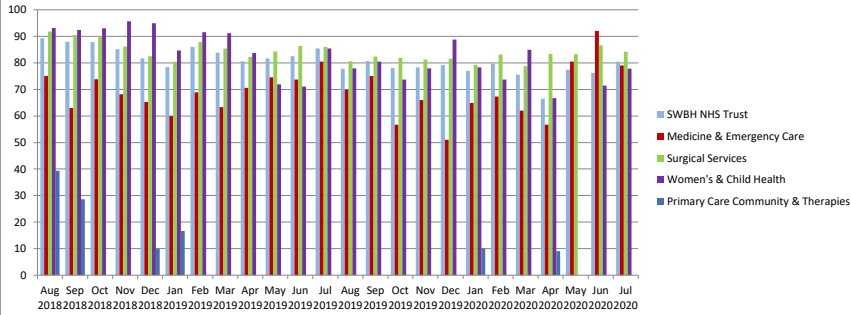
July performance:

- Improvement progress has been impacted by COVID-19 pressures, however, many indicators are moving in the right direction or have achieved targets in July albeit for the first time.
- Stroke patients have met their target in July and 84% have reached the dedicated stroke ward within the 4hrs target of 80%. No graph available for July.
- Neutropenic sepsis would have achieved 100% had it not been for a 1minute documentation delay
- Mandatory training and MRSA screening (non-elective) have been improving month on month within reach of their targets now.

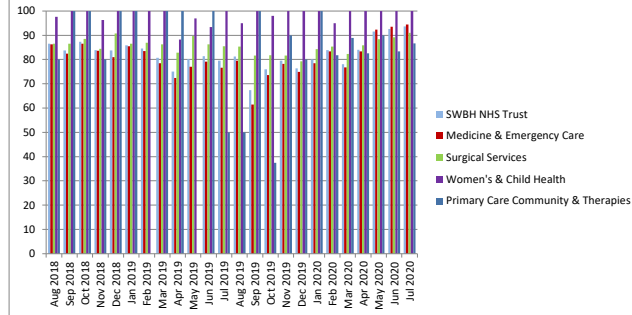


CQC Domain - Safe

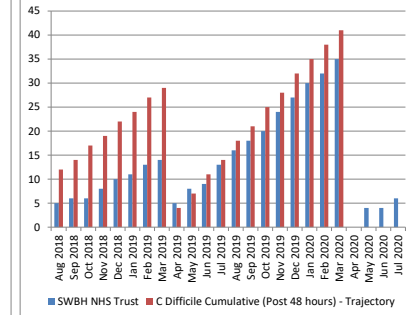
MRSA Screening - Elective



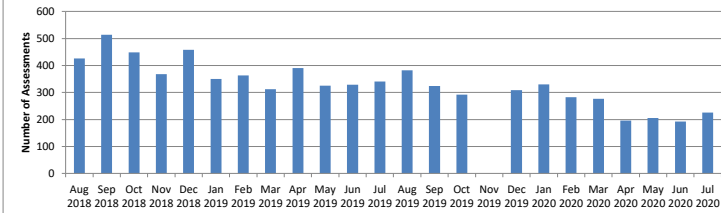
MRSA Screening - Non Elective



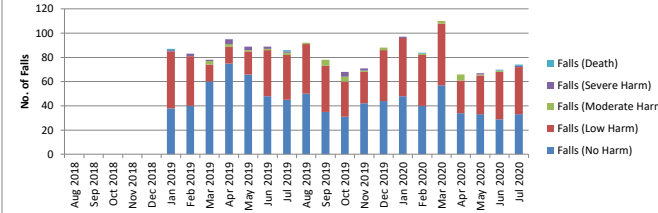
C Diff Infection



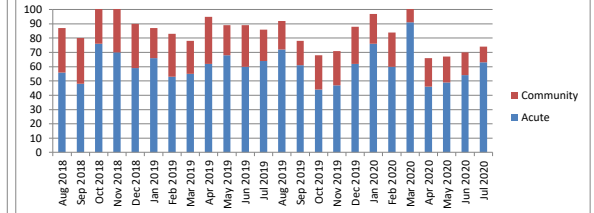
VTE Assessments Missed



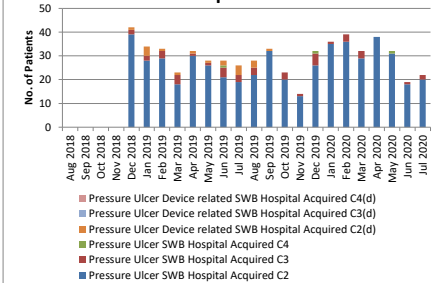
Falls



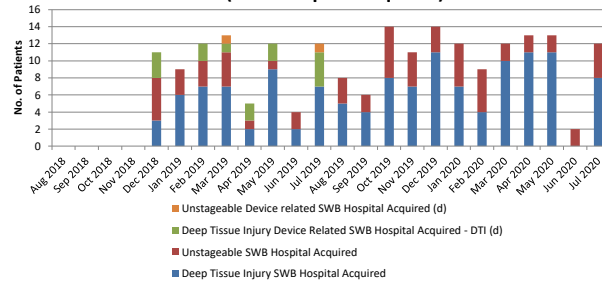
Falls - Acute & Community



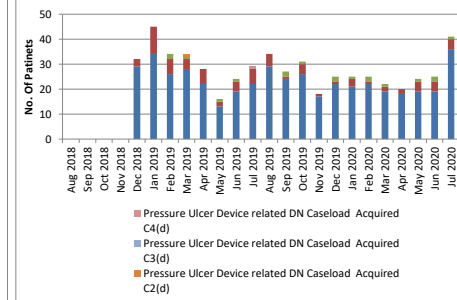
Pressure Ulcers - SWB Hospital Acquired



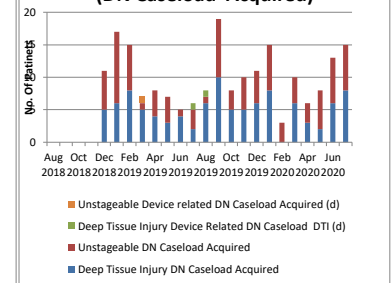
Unstageable / Deep Tissue (SWB Hospital Acquired)



Pressure Ulcers - DN Caseload Acquired



Unstageable/Deep Tissue (DN Caseload Acquired)

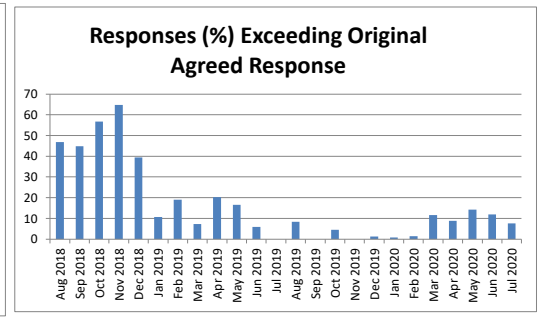
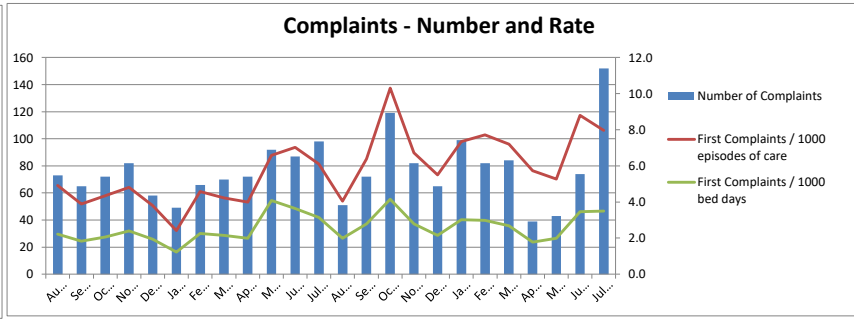
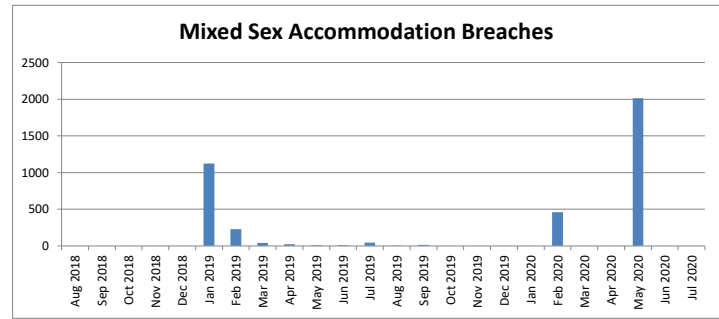


CQC Domain - Caring

	Kitemark	Reviewed Date	Indicator	Measure	Standard		2019-2020																	2021 Year to Date	Group							
					Year	Month	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020		Jul 2020	M	SS	W	I	PCCT	CO	
FFT			FFT Response Rate - Adult and Children Inpatients (including day cases and community)	=> %	25	25	22.8	19.7	16.1	29.0	25.7	23.1	20.9	23.4	18.7	21.5	18.5	20.5	26.2	26.2	13.6	16.2	15.5	23.8	17.5	-	-	-	-	-	-	
			FFT Score - Adult and Children Inpatients (including day cases and community)	=> No	95	95	92	91	89	89	92	91	90	89	89	89	86	89	-	90	86	86	88	89	-	-	-	-	-	-	-	
			FFT Response Rate: Type 1 and 2 Emergency Department	=> %	25	25	16.3	16.1	12.0	10.8	9.6	10.4	9.5	9.8	10.6	9.6	9.1	9.5	9.1	10.5	14.2	13.7	12.9	13.2	13.4	13.2	-	-	-	-	-	
			FFT Score - Adult and Children Emergency Department (type 1 and type 2)	=> No	95	95	75	75	75	76	73	76	78	71	71	68	73	75	72	79	89	85	84	81	-	81	-	-	-	-	-	
	●●●●●●●●	Apr 19		FFT Score - Outpatients	=> No	95	95	90	91	90	90	89	88	76	87	87	89	89	89	89	89	87	89	89	-	-	-	-	-	-	-	
	●●●●●●●●	Apr 19		FFT Score - Maternity Antenatal	=> No	95	95	0	0	0	0	0	0	0	0	0	90	97	100	75	83	80	86	84	84	-	-	-	-	-	-	-
	●●●●●●●●	Apr 19		FFT Score - Maternity Postnatal Ward	=> No	95	95	100	0	100	100	0	100	100	100	92	93	0	97	94	100	0	67	0	100	-	-	-	-	-	-	-
	●●●●●●●●	Apr 19		FFT Score - Maternity Community	=> No	95	95	0	0	0	0	0	0	0	0	94	0	0	0	0	0	0	0	0	0	-	-	-	-	-	-	-
	●●●●●●●●	Apr 19		FFT Score - Maternity Birth	=> No	95	95	95	100	100	94	94	91	66	6	94	97	94	95	97	97	89	100	82	94	-	-	-	-	-	-	-
●●●●●●●●	Apr 19		FFT Response Rate: Maternity Birth	=> %	25	25	5.0	3.5	2.1	3.5	8.3	10.2	1.4	6.1	28.2	35.3	12.2	32.2	55.0	28.2	4.4	8.4	6.1	41.6	17.0	-	-	-	-	-	-	
MSA	●●●●●●●●		Mixed Sex Accommodation - Breaches (Patients)	<= No	0	0	229	40	22	11	9	44	7	16	-	-	-	-	458	-	-	2013	-	-	2013	-	-	-	-	-	-	
	●●●●●●●●		No. of Complaints Received (formal and link)	No	-	-	66	70	72	92	87	98	51	72	119	82	65	99	82	84	39	43	74	152	308	52	43	23	4	19	11	
Complaints	●●●●●●●●		No. of Active Complaints in the System (formal and link)	No	-	-	170	151	163	149	121	148	91	121	140	114	92	106	142	126	102	109	123	152	486	52	43	23	4	19	11	
	●●●●●●●●		No. of First Formal Complaints received / 1000 bed days	Rate1	-	-	2.26	2.14	2.00	4.08	3.63	3.15	1.98	2.78	4.16	2.78	2.15	3.03	2.99	2.68	1.78	1.99	3.47	3.50	2.69	1.98	5.67	3.95	-	14.94	-	
	●●●●●●●●		No. of First Formal Complaints received / 1000 episodes of care	Rate1	-	-	4.57	4.22	3.98	6.57	7.02	6.10	4.05	6.38	10.31	6.72	5.50	7.33	7.72	7.21	5.74	5.26	8.79	7.96	7.07	5.52	10.00	7.40	-	21.78	-	
	●●●●●●●●		No. of Days to acknowledge a formal or link complaint (% within 3 working days after receipt)	=> %	100	100	100.0	98.4	100.0	2.2	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	82.9	76.1	83.1	83.8	100.0	40.9	100.0	100.0	100.0	88.9	
	●●●●●●●●		No. of responses which have exceeded their original agreed response date (% of total active complaints)	<= %	0	0	19.1	7.2	20.3	16.5	5.9	0.0	8.4	0.0	4.5	0.0	1.3	0.8	1.4	11.6	8.8	14.3	11.9	7.6	10.1	6.3	11.8	14.3	-	0.0	0.0	
	●●●●●●●●		No. of responses sent out	No	-	-	58	95	77	98	97	95	96	61	88	105	76	76	70	87	68	35	58	66	227	32	17	7	0	8	2	
	WKF	●●●●●●●●	Apr 19	Flu Vaccination Rate	=> %	80	80	-	-	-	-	-	-	-	-	47.7	62.4	78.1	82.0	83.1	-	-	-	-	-	70.7	-	-	-	-	-	-

Data Quality - Kitemark						
1	2	3	4	5	6	7
Timeliness	Audit	Source	Validation	Complete	Granularity	Assessment of Exec Director
●	●	●	●	●	●	●

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



CQC Domain - Responsive

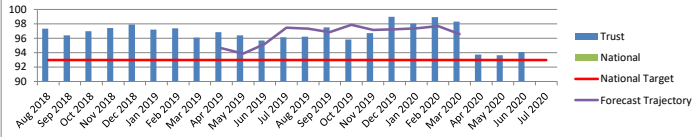
			Cancer - 28 day FDS screening referral (% of Eligible) - Total	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-							
RTT	● ● ● ● ● ●	Apr 19	RTT - Admitted Care (18-weeks)	=>%	90	90	79.8	78.9	81.7	83.1	80.5	77.6	80.5	80.6	82.6	81.4	82.4	81.2	78.9	80.8	85.7	83.5	74.5	-	79.8	81.3	72.2	76.6	-	83.2	-	-	-	-	-	-	-	-	-					
	● ● ● ● ● ●	Apr 19	RTT - Non Admitted Care (18-weeks)	=>%	95	95	88.7	90.2	91.7	92.5	90.7	89.6	89.2	89.8	87.3	87.3	87.2	87.0	86.3	88.8	85.4	88.4	83.4	-	85.0	57.8	89.7	71.7	-	74.1	-	-	-	-	-	-	-	-	-	-	-			
	● ● ● ● ● ●	Apr 19	RTT - Incomplete Pathway (18-weeks)	=>%	92	92	92.9	93.0	93.2	92.6	92.1	92.0	92.0	92.0	91.6	90.9	91.1	90.7	90.4	88.0	80.5	70.7	58.2	-	70.3	54.7	57.0	64.4	-	46.4	-	-	-	-	-	-	-	-	-	-	-			
	● ● ● ● ● ●	Apr 19	RTT Waiting List - Incomplete	No	-	-	34221	34888	35859	36762	37231	39115	38714	39634	39898	38360	38416	39374	39364	38603	34989	34058	34436	-	110341	6501	###	1957	-	2741	0	-	-	-	-	-	-	-	-	-	-	-	-	
	● ● ● ● ● ●	Apr 19	RTT - Backlog	No	-	-	2424	2436	2450	2710	2951	3118	3082	3168	3360	3475	3433	3645	3781	4646	6823	9964	14405	-	32831	2944	6903	696	-	1470	0	-	-	-	-	-	-	-	-	-	-	-		
	● ● ● ● ● ●	Apr 19	Patients Waiting >52 weeks (All Pathways)	<= No	0	0	4	6	1	11	24	12	14	0	0	1	0	1	0	1	7	35	99	-	141	0	80	4	0	3	0	-	-	-	-	-	-	-	-	-	-	-	-	-
	● ● ● ● ● ●	Apr 19	Patients Waiting >52 weeks (Incomplete)	<= No	0	0	1	0	0	5	6	0	1	0	0	0	0	0	0	0	7	32	93	-	132	0	74	4	0	3	0	-	-	-	-	-	-	-	-	-	-	-	-	-
	● ● ● ● ● ●		Treatment Functions Underperforming (Admitted, Non-Admitted, Incomplete)	<= No	0	0	29	27	23	27	29	30	29	27	26	32	29	28	28	32	30	32	41	-	-	11	18	3	-	6	0	-	-	-	-	-	-	-	-	-	-	-	-	-
	● ● ● ● ● ●		Treatment Functions Underperforming (Incomplete)	<= No	0	0	3	1	2	3	5	5	5	4	5	7	7	5	6	10	14	15	16	-	-	5	7	1	-	2	0	-	-	-	-	-	-	-	-	-	-	-	-	-
		RTT Clearance Time (Wks)	Ratio	-	-	8.4	9.1	9.5	9.7	10.0	9.7	10.5	10.3	9.6	8.9	10.8	-	9.8	-	18.1	15.5	-	-	17.6	35.2	14.2	29.6	-	29.0	-	-	-	-	-	-	-	-	-	-	-	-	-		
DM01	● ● ● ● ● ●	Apr 19	Acute Diagnostic Waits in Excess of 6-weeks (End of Month Census)	<= %	1	1	0.4	0.4	1.8	2.6	0.9	0.8	2.3	1.5	1.1	0.2	0.7	0.1	0.0	8.8	60.2	63.6	53.6	47.8	56.0	45.7	68.7	-	43.5	-	-	-	-	-	-	-	-	-	-	-	-	-		
	● ● ● ● ● ●	Apr 19	Acute Diagnostic Waits in Excess of 6-weeks (In Month Waiters)	No	-	-	532	958	1158	1330	1023	1010	600	614	457	359	338	1028	499	1140	78	281	232	525	1116	112	165	-	247	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

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

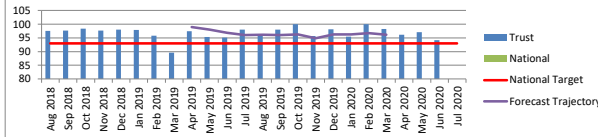
If segment 2 of the Kitemark is Blank this indicates that a formal audit of this indicator has not yet taken place

CQC Domain - Responsive

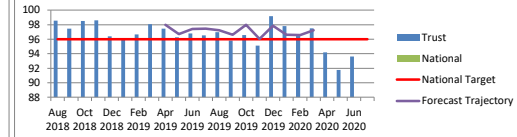
2-week wait from Referral to Date First Seen



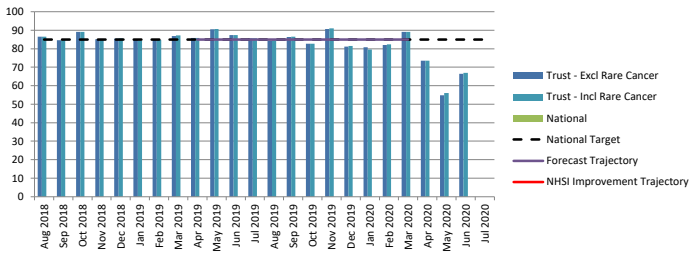
2-week wait from Breast Symptomatic Patients



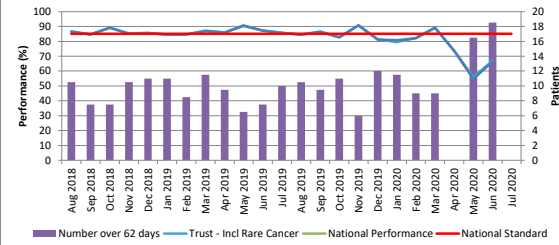
31-day Diagnosis to First Treatment



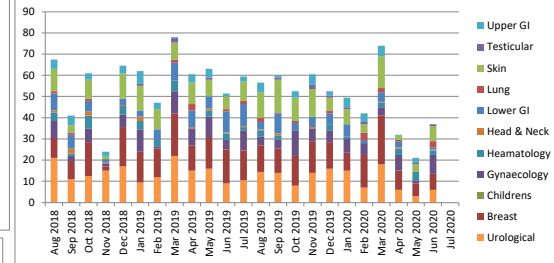
62-day Urgent GP Referral to First Treatment



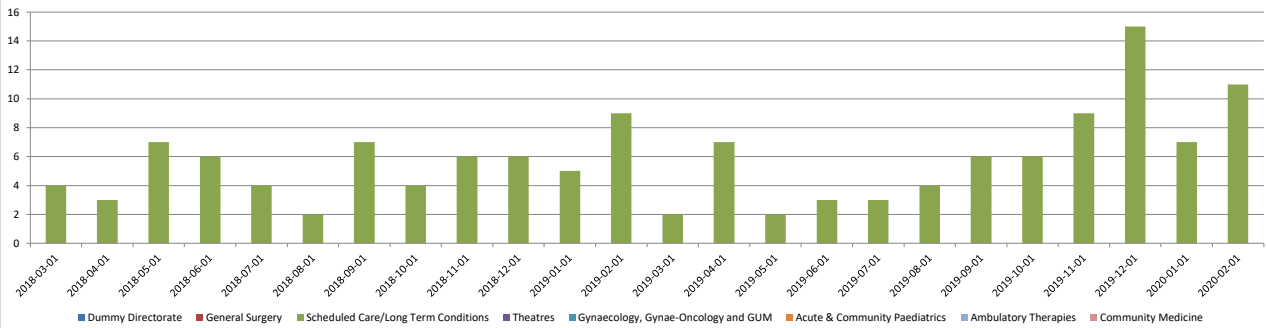
62-day Urgent GP Referral to First Treatment



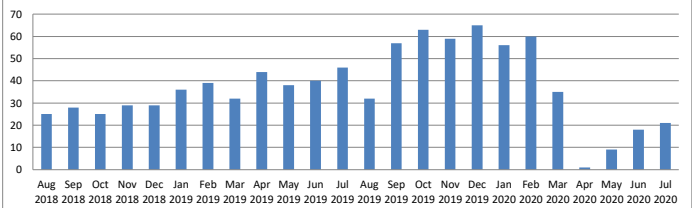
62-day Urgent GP Referral to First Treatment Breach- By Tumour Site



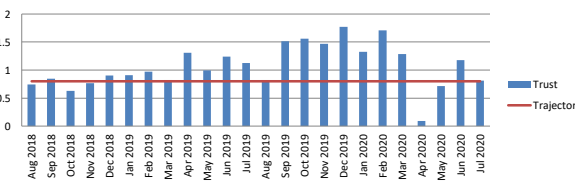
Neutropenia Sepsis Door to Needle Time Greater Than 1 Hour



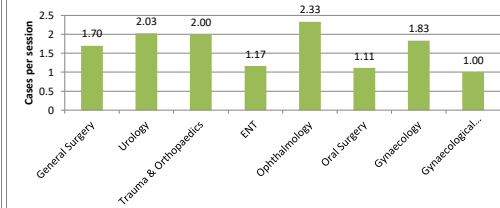
SitRep Late Cancellations



Elective Admissions Cancelled at Last Minute for Non-Clinical Reasons (%)

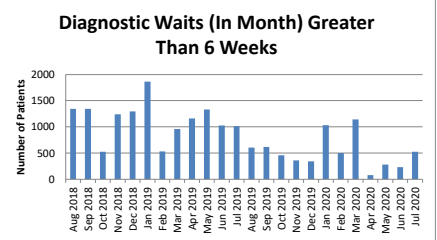
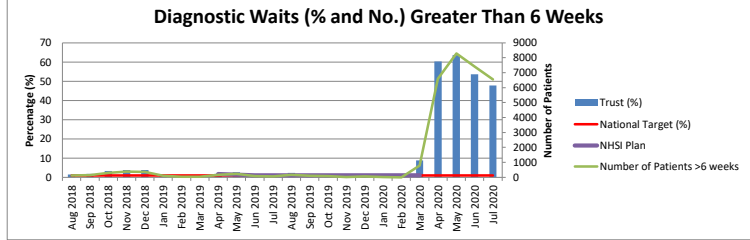
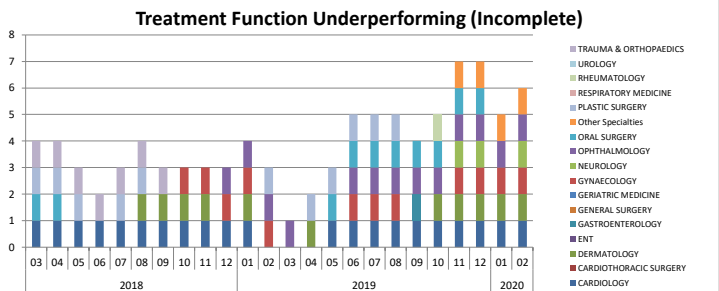
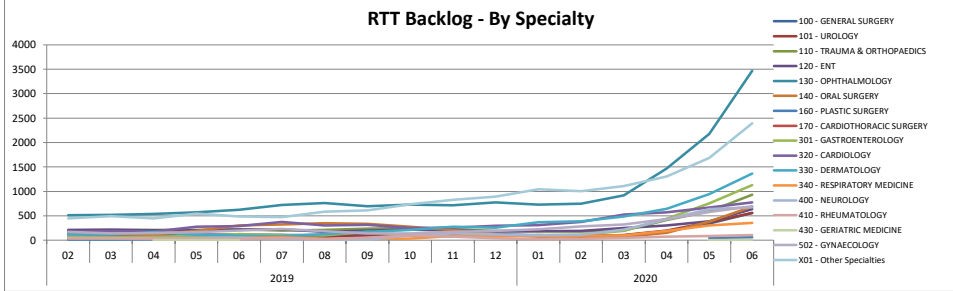
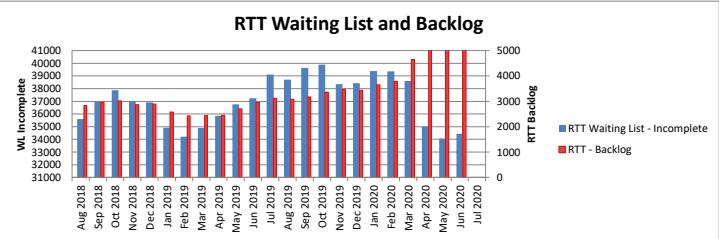
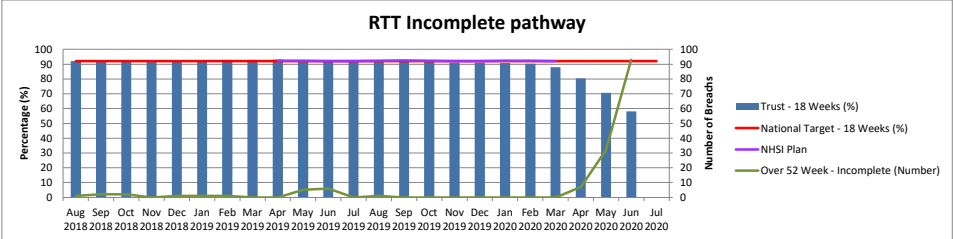
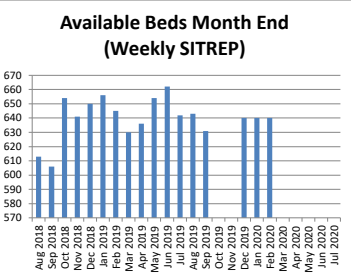
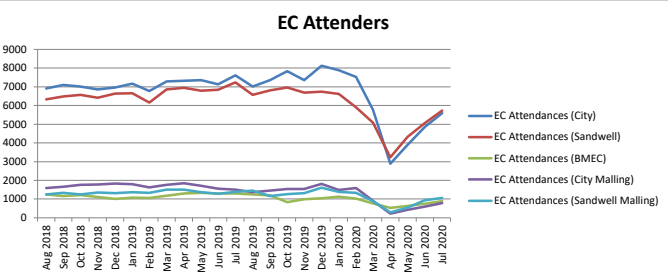
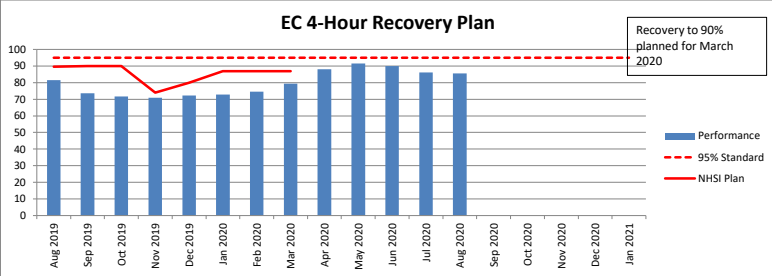
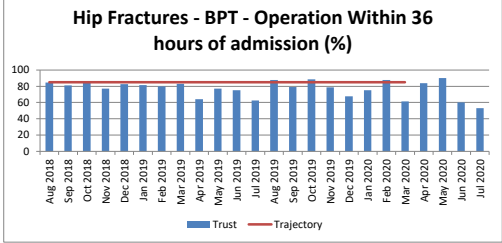
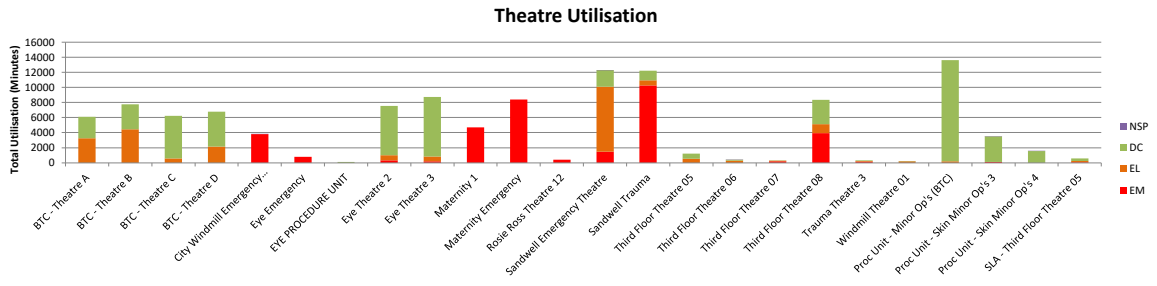


Cases Per Session (Operating Theatres)



Month	Indicator	TumourSite	Informed In 28 Days	Eligible	% of Informed	% of Eligible
May 2020	Cancer - 28 Day FDS TWW Referral	Breast	231	193	98.7	120
May 2020	Cancer - 28 Day FDS TWW Referral	Colorectal	58	225	96.7	25.8
May 2020	Cancer - 28 Day FDS TWW Referral	Gynaecology	148	152	96.7	97.4
May 2020	Cancer - 28 Day FDS TWW Referral	Haematology	8	211	80	38.1
May 2020	Cancer - 28 Day FDS TWW Referral	Head & Neck	54	103	100	52.4
May 2020	Cancer - 28 Day FDS TWW Referral	Lung	4	33	66.7	12.1
May 2020	Cancer - 28 Day FDS TWW Referral	Skin	94	150	97.9	62.7
May 2020	Cancer - 28 Day FDS TWW Referral	Upper GI	38	127	100	29.9
May 2020	Cancer - 28 Day FDS TWW Referral	Urology	100	111	87.7	90.1
May 2020	28 day FDS TWW Breast Symptomatic	Breast	33	97	100	34
May 2020	Cancer - 28 day FDS screening referral	Breast	0	0	0	0
May 2020	Cancer - 28 day FDS screening referral	Colorectal	0	0	0	0
May 2020	Cancer - 28 day FDS screening referral	Gynaecology	0	0	0	0

CQC Domain - Responsive



CQC Domain - Responsive

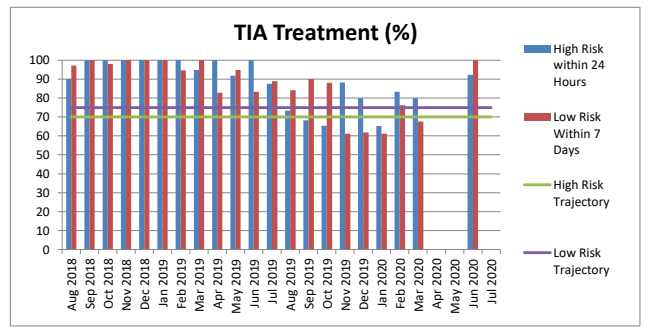
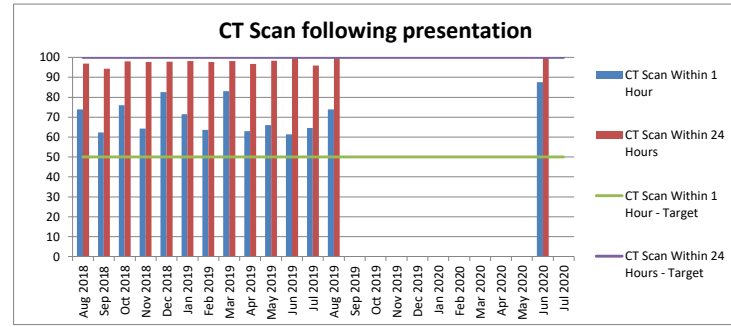
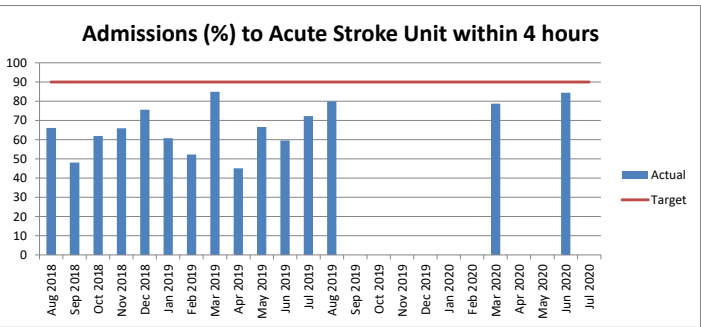
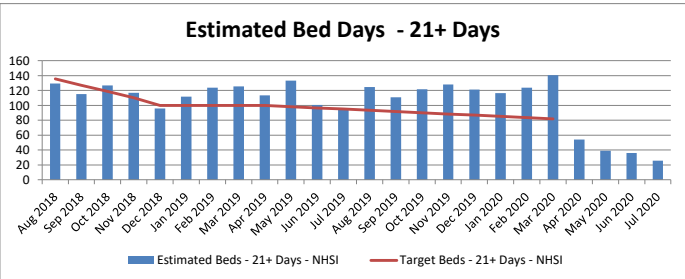
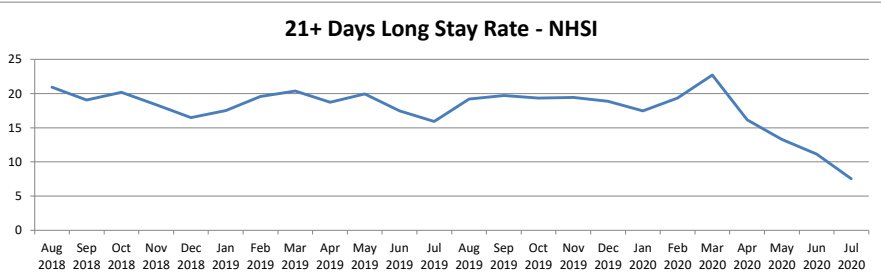
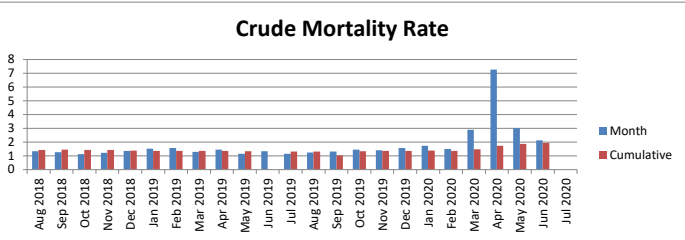
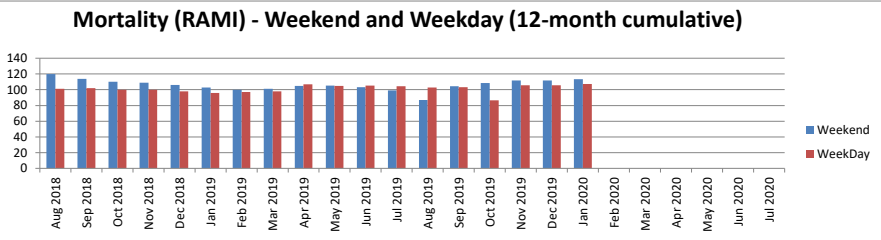
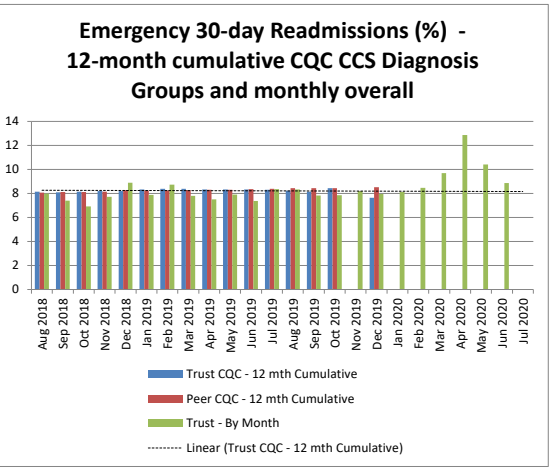
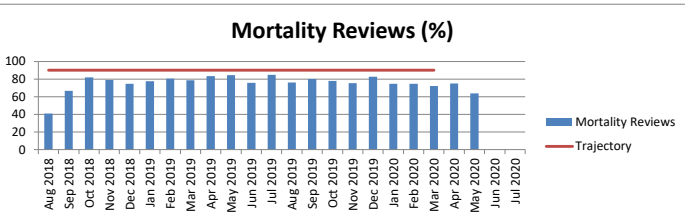
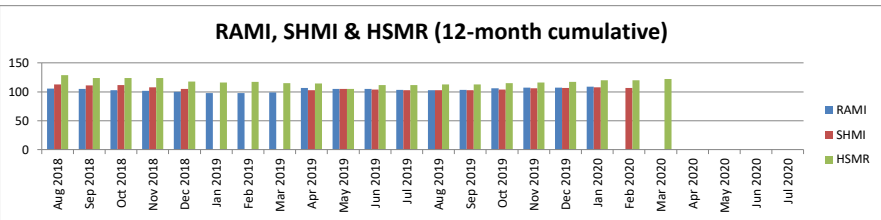
CQC Domain - Effective

	Kitemark	Reviewed Date	Indicator	Measure	Standard		Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	20/21 Year to Date	Group						
					Year	Month																								M	SS	W
Mortality and Readmissions			Risk Adjusted Mortality Index (RAMI) - Overall (12-month cumulative)	No	-	-	98	99	107	105	105	104	103	104	106	107	107	109	-	-	-	-	-	-	-	-	-	-	-	-	-	
			Risk Adjusted Mortality Index (RAMI) - Weekday Admission (12-month cumulative)	No	-	-	97	98	107	105	105	104	103	103	87	106	106	107	-	-	-	-	-	-	-	-	-	-	-	-	-	
			Risk Adjusted Mortality Index (RAMI) - Weekend Admission (12-month cumulative)	No	-	-	100	101	105	105	103	99	87	105	109	112	112	114	-	-	-	-	-	-	-	-	-	-	-	-	-	
			Hospital Standardised Mortality Rate (HSMR) - Overall (12-month cumulative)	No	-	-	117	115	115	105	112	112	113	113	115	116	117	120	120	122	-	-	-	-	-	-	-	-	-	-	-	
			Hospital Standardised Mortality Rate (HSMR) - Weekday Admission (12-month cumulative)	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	120	-	-	-	-	-	-	-	-	-	-	-
			Hospital Standardised Mortality Rate (HSMR) - Weekend Admission (12-month cumulative)	No	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	128	-	-	-	-	-	-	-	-	-	-	-
			Summary Hospital-level Mortality Index (SHMI) (12-month cumulative)	No	-	-	-	-	103	105	104	103	103	103	104	106	107	108	107	-	-	-	-	-	-	-	-	-	-	-	-	
			Deaths in Low Risk Diagnosis Groups (RAMI) - month	No	-	-	88	85	98	-	93	125	85	88	152	97	121	71	-	-	-	-	-	-	-	-	-	-	-	-	-	
			Mortality Reviews within 42 working days	=> %	90	90	80.6	78.8	83.3	84.5	75.7	84.9	76.3	80.0	78.0	75.4	82.7	74.5	74.8	72.2	75.1	63.9	-	-	71.6	61.9	100.0	-	-	100.0	-	
			Crude In-Hospital Mortality Rate (Deaths / Spells) (by month)	%	-	-	1.6	1.3	1.4	1.2	1.3	1.1	1.2	1.3	1.4	1.4	1.6	1.7	1.5	2.9	7.3	3.0	2.1	-	3.9	-	-	-	-	-	-	
			Crude In-Hospital Mortality Rate (Deaths / Spells) (12-month cumulative)	%	-	-	1.3	1.3	1.3	1.3	-	1.3	1.3	1.0	1.3	1.3	1.3	1.4	1.4	1.5	1.7	1.9	1.9	-	1.8	-	-	-	-	-	-	
			Deaths in The Trust	No	-	-	137	121	134	112	117	109	118	114	133	136	139	162	125	-	334	150	125	-	609	110	10	3	0	2	0	
			Avoidable Deaths In the Trust	No	-	-	-	-	0	0	1	1	0	1	1	0	1	0	0	0	0	0	0	-	0	-	-	-	-	-	-	
Patient Flow		Apr 19	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%	-	-	8.7	7.8	7.5	7.9	7.4	8.4	8.3	7.8	7.9	8.2	8.0	8.1	8.5	9.7	12.9	10.4	8.9	10.5	11.9	4.9	7.6	-	2.3	-		
		Apr 19	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%	-	-	8.0	8.0	7.9	7.9	7.9	7.9	7.9	7.9	8.0	8.1	8.0	8.0	8.0	8.1	8.3	8.5	8.6	-	8.5	13.4	4.5	8.1	5.5	1.9	-	
		Apr 19	Emergency Readmissions (within 30 days) - Same Spec (exc. Deaths and Stillbirths) month	%	-	-	3.8	3.5	3.0	3.0	2.6	3.5	3.5	3.2	3.0	3.3	2.9	3.0	3.1	3.8	5.2	4.1	3.6	-	4.2	4.3	2.4	6.2	-	-	-	
		Apr 19	Emergency Readmissions (within 30 days) - Same Spec (exc. Deaths and Stillbirths) 12-month cumulative	%	-	-	3.6	3.6	3.5	3.5	3.4	3.4	3.3	3.3	3.4	3.3	3.2	3.2	3.1	3.1	3.2	3.3	3.4	-	3.3	4.2	2.4	6.6	0.4	0.1	-	
RTT		Apr 19	Inpatients Staying 21+ Days At Month End Census - NHSI	No	-	-	125	116	139	130	124	129	118	152	159	148	156	154	173	161	66	57	56	53	-	39	12	0	1	1	-	
			21+ Days Long Stay Rate - NHSI	%	-	-	19.6	20.4	18.7	20.0	17.5	15.9	19.2	19.7	19.4	18.9	17.5	19.3	22.7	16.1	13.3	11.1	7.5	12.9	9.1	3.5	0.4	-	5.0	-		
			Estimated Beds - 21+ Days - NHSI	No	-	-	124	126	114	133	101	96	125	111	122	128	121	117	124	140	54	39	36	26	-	23	3	0	0	1	-	
Stroke		Apr 19	Routine Outpatient Appointments with Short Notice(<3Wks)	%	-	-	35.2	34.6	38.6	35.4	34.5	36.3	33.9	37.9	38.6	38.9	39.6	38.0	46.0	36.4	48.8	54.9	61.7	62.7	56.1	68.0	72.3	41.0	-	45.5	-	
		Apr 19	Routine Outpatient Appointments with Short Notice(<3Wks)	No	-	-	3564	3554	3599	3767	3498	3838	3034	3711	4512	4735	4029	4571	6313	4983	5886	3715	4644	5122	19367	1471	2636	567	0	444	-	
		Apr 19	Short Notice Inpatient Admission Offers (<3wks)	%	-	-	47.6	45.5	57.9	57.4	56.1	53.8	54.4	51.4	51.4	53.7	54.8	55.3	56.3	55.4	49.5	94.0	82.1	78.8	74.5	95.7	78.6	72.2	93.3	69.5	-	
		Apr 19	Short Notice Inpatient Admission Offers (<3wks)	No	-	-	1862	1869	2416	2414	2136	2375	2150	2142	2313	2388	2087	2242	2207	2155	549	547	898	1435	3429	202	898	182	14	139	-	
Stroke			5WD: Pts spending >90% stay on Acute Stroke Unit	=> %	90	90	86.2	93.0	88.5	87.9	92.9	90.2	98.2	88.2	93.7	91.5	96.2	84.0	90.5	-	84.8	-	88.9	95	86.9	95.0	-	-	-	-	-	
			5WD: Pts admitted to Acute Stroke Unit within 4 hrs	=> %	80	80	52.1	85.5	50.8	67.3	63.5	76.6	77.1	47.4	45.6	70.6	48.4	52.0	66.0	-	72.5	-	82.2	84.2	79.8	84.2	-	-	-	-	-	
			5WD: Pts receiving CT Scan within 1 hr of presentation	=> %	50	50	64.4	85.5	68.9	66.1	60.3	70.2	73.5	53.4	60.3	73.5	74.6	94.1	88.7	-	82.9	-	87.5	85.9	86.4	85.9	-	-	-	-	-	
			5WD: Pts receiving CT Scan within 24 hrs of presentation	=> %	95	95	97.9	98.2	98.4	98.3	100.0	97.9	100.0	96.6	100.0	100.0	100.0	100.0	100.0	-	97.6	-	100.0	100	98.9	100.0	-	-	-	-	-	
			5WD: Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85	85	66.7	100.0	66.7	85.7	85.7	83.3	60.0	100.0	50.0	66.7	50.0	75.0	83.3	-	25.0	-	50.0	100	70.0	100.0	-	-	-	-	-	
			5WD: TIA (High Risk) Treatment <24 Hours from receipt of referral	=> %	70	70	100.0	94.7	100.0	88.9	64.3	87.5	75.0	68.2	65.4	88.2	80.0	65.2	83.3	80.0	82.6	-	85.7	100	80.7	100.0	-	-	-	-	-	
			5WD: TIA (Low Risk) Treatment <7 days from receipt of referral	=> %	75	75	93.8	100.0	73.9	93.3	77.8	88.4	90.9	90.0	88.0	61.1	61.9	61.1	76.2	67.6	25.0	-	96.2	96.1	91.3	96.1	-	-	-	-	-	
			Primary Angioplasty (Door To Balloon Time 90 mins)	=> %	80	80	92.3	95.2	95.2	85.7	100.0	93.8	100.0	77.8	100.0	95.7	91.7	94.1	91.7	71.4	33.3	100.0	100.0	100.0	90.9	100.0	-	-	-	-	-	
			Primary Angioplasty (Call To Balloon Time 150 mins)	=> %	80	80	92.3	85.7	95.5	85.7	87.5	93.3	90.9	66.7	100.0	89.5	81.8	88.2	91.7	50.0	33.3	80.0	100.0	75.0	77.3	75.0	-	-	-	-	-	
			Rapid Access Chest Pain - seen within 14 days	=> %	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	100.0	100.0	100.0	100.0	100.0	100.0	100.0	-	-	-	-	-	

CQC Domain - Effective

1	2	3	4	5	6	7
Timeliness	Audit	Source	Validation	Completeness	Granularity	Assessment of Exec Director
●	●	●	●	●	●	●

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



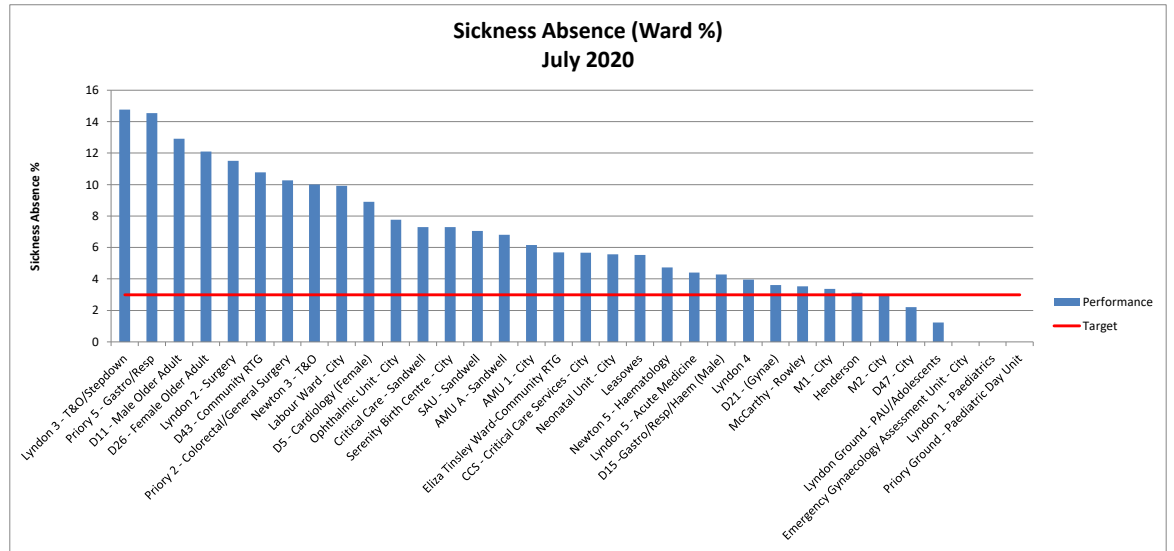
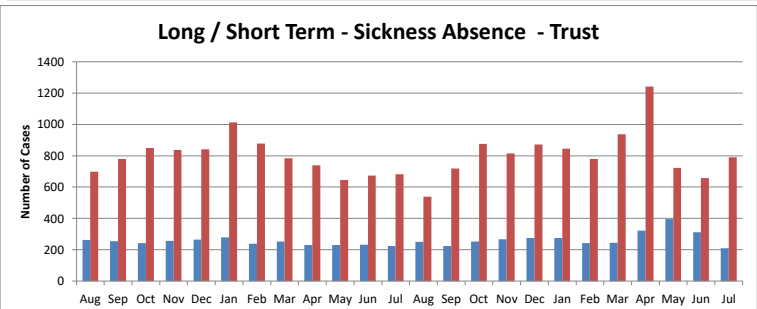
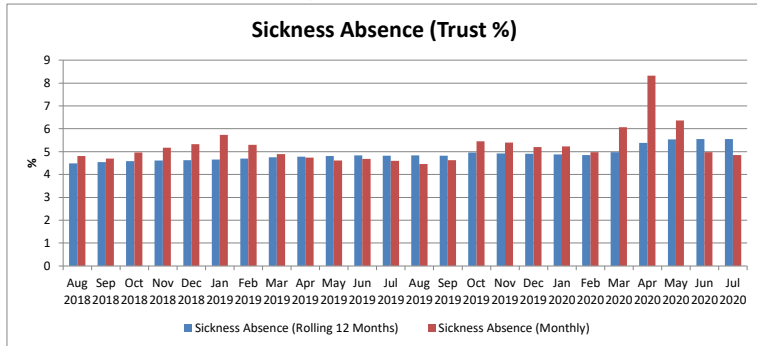
The stroke indicators in the IPR are based on 'patient arrivals' not 'patient discharged' as this monitors pathway performance rather than actual outcomes which may / may not change on discharge. National SSNAP is based on 'patient discharge' which is more appropriate for outcomes based reporting.

CQC Domain - Well Led

Kitemark	Reviewed Date	Indicator	Measure	Standard		Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020	Jul 2020	20/21 Year to Date	Group					
				Year	Month																				M	SS	W	I	PCCT	CO
●●●●●●●●		PDRs - 12 month rolling	=> %	95	95	-	98.7	-	-	-	-	-	75.3	78.9	-	-	-	-	-	-	-	-	-	77.1	51.6	89.4	85.6	84.8	88.6	90.5
●●●●●●●●		Medical Appraisal	=> %	90	90	94.2	94.9	95.3	95.2	94.4	93.6	94.6	97.3	94.7	94.7	94.9	94.4	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	Sickness Absence (Rolling 12 Months)	<= %	3	3	4.7	4.7	4.8	4.8	4.8	4.8	4.8	4.8	5.0	4.9	4.9	4.9	4.9	5.0	5.4	5.5	5.5	5.6	5.5	6.3	6.3	5.7	4.4	4.8	4.9
●●●●●●●●	Apr 19	Sickness Absence (Monthly)	<= %	3	3	5.3	4.9	4.7	4.6	4.7	4.6	4.5	4.6	5.4	5.4	5.2	5.2	5.0	6.1	8.3	6.4	5.0	4.8	6.1	5.6	5.8	4.2	4.3	4.2	4.3
		Sickness Absence - Long Term - (Open Cases in the month)	No	-	140	-	-	-	-	-	-	-	131	156	169	187	153	114	152	156	228	160	145	-	38	40	16	5	14	32
●●●●●●●●	Apr 19	Sickness Absence - Short Term (Monthly)	No	-	-	878	784	738	644	674	681	539	719	875	814	872	845	779	936	1241	722	657	789	-	191	187	86	30	99	164
		Ward Sickness Absence (Monthly)	<= %	3	3	7.3	6.9	6.8	6.6	6.7	5.8	5.8	6.7	7.2	7.6	7.0	6.6	6.8	8.9	11.7	9.5	7.4	6.8	9.0	7.3	8.4	5.1	-	5.0	-
●●●●●●●●		Mandatory Training - Health & Safety (% staff)	=> %	95	95	94.7	95.7	95.6	94.0	71.0	80.3	85.3	86.2	89.0	90.4	91.8	92.8	92.7	94.2	93.9	96.3	97.7	98.6	96.6	97.0	98.0	99.6	98.9	99.4	99.1
		Staff at 100% compliance with mandatory training	%	-	-	-	70.8	73.8	72.7	56.8	64.4	60.4	72.0	73.6	79.1	80.1	52.8	71.5	74.4	72.6	78.4	89.3	87.7	82.1	82.9	85.0	90.8	-	89.3	-
		Staff requiring to complete 1 module to be at 100% compliance with mandatory training	%	-	-	-	12.4	13.5	12.9	23.0	18.7	22.0	12.7	13.8	10.1	9.4	25.5	15.1	15.3	16.3	13.2	6.8	8.3	11.1	10.3	10.1	5.6	-	7.9	-
		Staff requiring to complete 2 modules to be at 100% compliance with mandatory training	%	-	-	-	8.1	8.4	6.5	8.5	7.2	7.6	5.7	4.6	3.8	4.0	10.0	5.8	4.9	5.2	3.8	1.8	1.9	3.2	3.0	2.5	1.7	-	1.5	-
		Staff requiring to complete 3 modules to be at 100% compliance with mandatory training	%	-	-	-	-	-	-	-	-	-	-	-	-	-	11.7	7.6	5.4	5.9	4.6	2.0	2.1	3.6	3.8	2.4	1.9	-	1.3	-
●●●●●●●●	Apr 19	Nursing Turnover (Qualified Only)	<= %	10.7	10.7	12.2	12.1	11.8	12.4	12.3	12.3	11.7	11.5	12.2	12.1	12.6	12.3	12.6	12.5	12.7	12.9	12.4	12.3	12.6	-	-	-	-	-	-
●●●●●●●●	Apr 19	Nursing Vacancy Rate (Qualified)	<= %	11	11	12.4	10.6	15.2	15.8	15.9	16.1	15.8	14.3	14.6	13.8	14.5	12.9	12.3	12.4	12.4	13.3	14.2	18.0	14.5	11.6	17.8	17.9	27.1	11.6	84.0
	Apr 19	New Starters Complete Onboarding Process	=> %	100	100	82.1	86.9	92.3	77.6	87.5	94.6	87.0	93.5	99.2	100.0	100.0	94.8	100.0	96.9	38.8	100.0	98.9	100.0	70.6	100.0	100.0	100.0	-	100.0	-

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

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



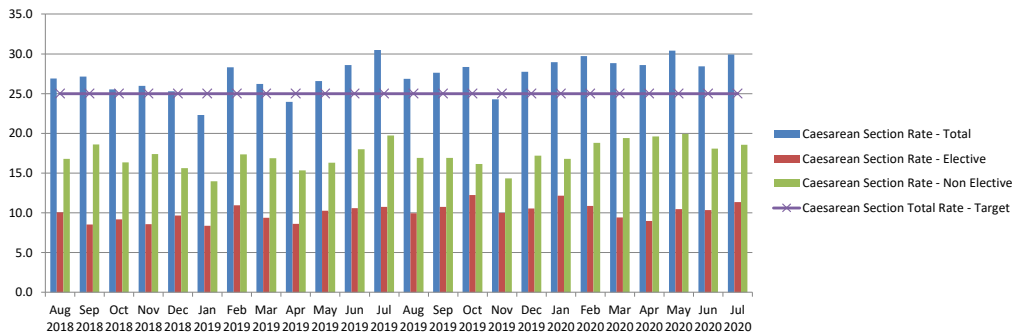
Patient Safety - Obstetrics

Data Quality	Last review	PAF	Indicator	Measure	Trajectory 2016-2017	
					Year	Month
			Caesarean Section Rate - Total	<= %	25.0	25.0
		●	Caesarean Section Rate - Elective	<= %		
		●	Caesarean Section Rate - Non Elective	<= %		
		●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	●	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	<= %		
	Apr-19	●	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	<= %		
	Apr-19	●	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	<= %		

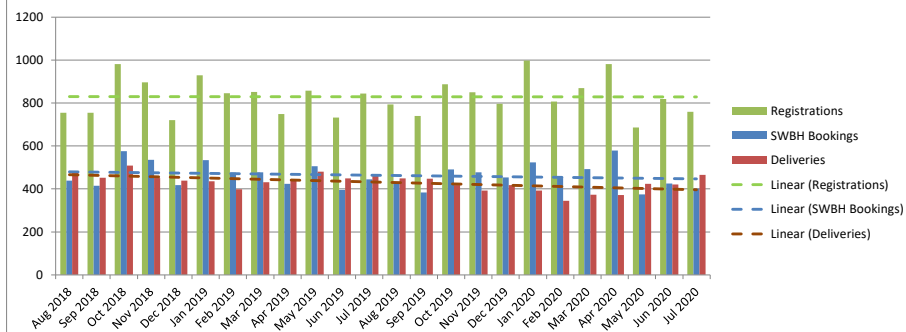
Previous Months Trend (since Feb 2019)																	
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
11	9	9	10	11	11	10	11	12	10	11	12	11	9	9	10	10	11
17	17	15	16	18	20	17	17	16	14	17	17	19	19	20	20	18	19
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2.51	4.64	0.00	6.25	4.45	6.51	8.93	2.24	4.80	2.54	4.78	5.10	0.00	2.68	2.70	9.43	11.90	6.44
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2.51	0.00	0.00	2.08	0.00	0.00	0.00	0.00	2.40	5.09	2.39	2.55	0.00	2.68	5.39	2.36	4.76	6.44
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
0.6	0.5	1.8	2.2	1.4	0.9	0.8	0.3	0.3	1.2	0.5	1.1	0.0	0.3	1.9	1.6	1.8	1.7
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
0.6	0.5	0.9	1.9	1.0	0.9	0.8	0.3	0.3	1.2	0.5	0.8	0.0	0.3	0.4	0.8	1.3	1.1
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
0.0	0.0	0.0	0.6	0.7	0.6	0.0	0.0	0.0	0.3	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0

Data Period	Month	Year To Date	Trend
Jul 2020	29.9	29.4	
Jul 2020	11.4	10.4	
Jul 2020	18.6	19.0	
Jul 2020	1	1	
Jul 2020	4	15	
Jul 2020	4.51	4.82	
Jul 2020	12.88	12.49	
Jul 2020	6.44	7.73	
Jul 2020	6.44	4.76	
Jul 2020	92.0	92.3	
Jul 2020	125.2	140.0	
Jul 2020	78.59	82.60	
Jul 2020	1.70	1.77	
Jul 2020	1.13	0.88	
Jul 2020	0.00	0.00	

Caesarean Section Rate (%)



Registrations & Deliveries



CQC : Use of Resources

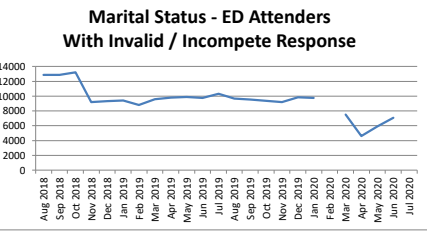
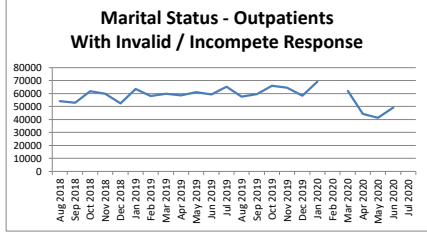
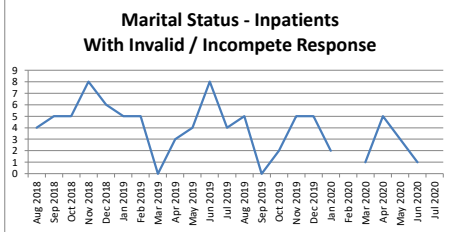
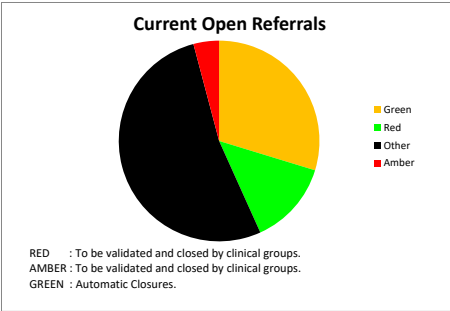
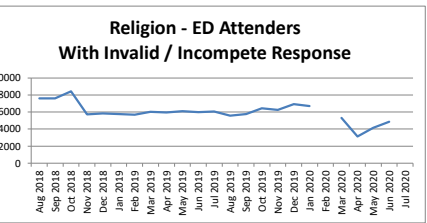
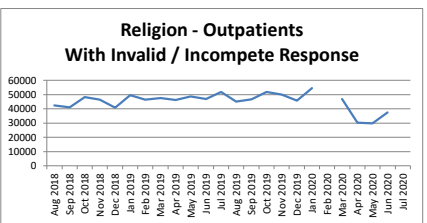
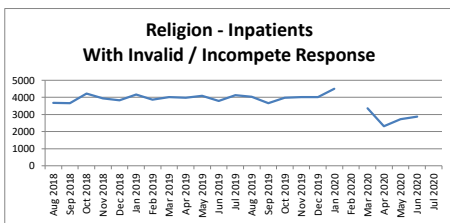
	Kitemark	Reviewed Date	Indicator	Measure	Benchmark			Trust																			20/21 Year to Date	Group															
					Period	Model Hospital STP Peer	Model Hospital National Median	Model Hospital Quality Account Peer	Trust Delivery	Target	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020		Jun 2020	Jul 2020	M	SS	W	I	PCCT	CO								
Clinical Services			Pre-Procedure Elective Bed Days	Avg	Q3 2019/20	0.15	0.11	0.21	0.2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.39	0.35	0.32	0.09	-	-	-								
			Pre-Procedure Non-Elective Bed Days	Avg	Q3 2019/20	0.74	0.66	0.54	0.66	-	-	-	0.74	0.55	0.66	0.72	0.85	0.67	0.77	0.61	0.59	0.63	0.61	0.49	0.55	0.38	0.52	0.28	0.43	0.36	0.14	0.02	-	0.15	-								
			DNA Rate - Inc Radiology (Model Hospital)	<= %	Q3 2019/20	8.09	7.11	6.75	8.35	-	7.6	7.8	8.1	7.8	7.8	7.9	8.4	8.1	8.1	8.3	8.8	7.7	7.7	11.7	9.1	7.5	8.0	8.6	8.3	6.9	10.8	13.7	0.0	7.3	-								
			DNA Rate - Exc Radiology (SWB)	<= %	Q3 2019/20	n/a	n/a	n/a	10.49	-	9.6	9.9	10.2	9.8	9.8	9.9	10.5	10.2	10.2	10.3	11.0	9.6	9.5	14.1	10.0	8.6	-	10.3	9.4	6.9	10.8	13.7	2.9	7.3	-								
			Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	<= %	Q3 2019/20	7.97	7.94	7.49	8.23	-	8.7	7.8	7.5	7.9	7.4	8.4	8.3	7.8	7.9	8.2	8.0	8.1	8.5	9.7	12.9	10.4	8.9	-	10.5	11.9	4.9	7.6	-	2.3	-								
Clinical Support Services			Top 10 Medicines - Delivery of Savings	%	To Mar2018	-	100	-	82	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-									
			Pathology Overall Cost Per Test	£	2018/19	£1.45	£1.94	£2.46	1.33	-	Pathology services are provided by the Black Country Pathology Services model; costs per test are available annually only in Model Hospital																	-	-	-	-	-	-	-	-	-	-						
People			Staff Retention Rate	%	Dec2019	86	86.2	85.1	85	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	85.7	84.1	86.7	87.1	91.3	84.8	87.3									
			Sickness Absence (Monthly)	<= %	Dec2019	5.41	4.77	5.01	5.39	-	5.3	4.9	4.7	4.6	4.7	4.6	4.5	4.6	5.4	5.4	5.2	5.2	5.0	6.1	8.3	6.4	5.0	4.8	6.1	5.6	5.8	4.2	4.3	4.2	4.3								
			Total Cost per WAU	£	2018/19	£3,614	£3,500	-	3359	-	Pay and Non-Pay costs per WAU are published on Model Hospital annually after the Natioanal Cost Collection window (formerly known as Reference Cost Submission); we are therefore unable to complete monthly trends on a per WAU basis																	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Total Pay Cost per WAU	£	2018/19	£1,940	£1,923	-	1901	-																																	
			Clinial Staff Pay Cost WAU	£	2018/19	£1,940	£1,923	-	1901	-																																	
			Substantive Medical Staff Cost Per WAU	£	2018/19	£780	£763	-	770	-																																	
			Substantive Nursing Staff Cost Per WAU	£	2018/19	£924	£892	-	901	-																																	
		Professional Technical and Therapies Staff Cost Per WAU	£	2018/19	£236	£268	-	230	-																																		
		Total Non-Pay Cost Per WAU	£	2018/19	£1,674	£1,577	-	1458	-																																		
Corporate services, Procurement, Estates & Facilities			Finance Cost Per £100m Turnover	£000	2018/19	483.8k	653.3k	653.3k	634.6k	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-									
			HR Cost Per £100m Turnover	£000	2018/19	686.9k	910.7k	767.5k	794.9k	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
			Estates & Facilities Cost (£ per m2)	£	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-								
			Procurement League Table: Process Efficiency and Price Performance Score (scaled 0 to 100)	No	Q2 2019/20	54	57	57	74	-	-	-	-	-	-	74	-->	-->	-	-	-	-	-	-	-	-	-	-	74	-	-	-	-	-	-								
Finance			Capital Service Capacity - Value	No	-	n/a	n/a	n/a	-	-	-	-	-	-	-	-	-	-	-	-	2	2	-	-	-	-	-	4	-	-	-	-	-	-									
			Liquidity (Days) - Value	No	-	n/a	n/a	n/a	-	-	-	-	-	-	-	-	-	-	-	-	-	-15	-11	-	-	-	-	-26	-	-	-	-	-	-									
			Distance From Agency Spend Cap - Value	%	-	n/a	n/a	n/a	-	-	-	-	-	-	-	-	-	-	-	-	-	76.0	75.0	-	-	-	-	75.5	-	-	-	-	-	-	-								
			Income and Expenditure (I &E) Margin - Value	%	-	n/a	n/a	n/a	-	-	-	-	-	-	-	-	-	-	-	-	-	-0.4	-0.5	-	-	-	-	-0.5	-	-	-	-	-	-	-								

Data Completeness

Data Quality	Last review	PAF	Indicator	Measure	Trajectory	
					Year	Month
			Data Completeness Community Services	=> %	50.0	50.0
			Percentage SUS Records for AE with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0
			Percentage SUS Records for IP care with valid entries in mandatory fields - provided by HSCIC	=> %	99.0	99.0
			Percentage SUS Records for OP care with valid entries in mandatory fields - provided by HSCIC	=> %	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 Feb 2019)																	
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
97.2	97.5	98.2	98.1	96.8	98.7	97.9	96.8	97.2	96.2	95.1	95.7	99.0	97.1	95.5	98.4	98.6	-
99.8	99.6	99.6	99.7	99.6	99.6	99.5	99.6	99.6	99.6	99.6	99.5	99.7	99.5	99.6	99.4	99.4	-
97.6	97.5	97.6	97.6	97.3	97.3	97.2	92.6	82.7	84.4	84.2	86.0	85.6	88.4	90.3	89.9	90.2	-
67.2	68.4	68.6	68.2	68.0	67.7	66.8	67.7	65.7	65.9	65.3	62.9	-	64.5	65.5	63.4	65.0	-
50.1	50.1	50.7	50.2	50.3	50.4	51.1	50.6	50.3	50.9	50.3	50.0	-	51.2	55.9	52.5	50.1	-
61.2	62.6	64.0	62.8	62.9	64.7	64.6	63.7	59.2	59.1	57.0	57.7	-	55.5	55.1	55.3	56.2	-
100.0	100.0	100.0	100.0	99.9	100.0	100.0	100.0	100.0	100.0	100.0	100.0	-	100.0	99.9	100.0	100.0	-
37.4	37.1	37.5	37.4	37.2	37.5	37.3	36.8	36.7	36.5	36.5	36.4	-	35.1	35.5	34.4	34.4	-
40.0	40.4	40.6	40.0	39.5	39.9	38.4	40.1	40.5	39.8	39.1	38.3	-	37.2	33.6	36.5	36.3	-
341,631	325,229	311,212	223,937	221,026	216,977	215,389	210,947	213,037	213,645	216,909	216,896	217,529	215,194	207,500	208,580	206,748	209,022
192,794	151,428	158,635	69,739	64,664	54,518	53,060	46,995	37,194	36,476	38,047	38,823	38,104	38,197	32,726	35,780	36,323	36,553

Data Period	Group						Month	Year To Date	Trend
	M	SS	W	P	I	PCCT			
Jun 2020							61.2		
May 2020							77.5		
May 2020							97.1		
May 2020							99.0		
Jun 2020							98.6	97.6	
Jun 2020							99.4	99.5	
Jun 2020							90.2	90.2	
Jun 2020							87.9	87.0	
Jun 2020							88.8	89.2	
Jun 2020							65.0	64.6	
Jun 2020							50.1	52.8	
Jun 2020							56.2	55.6	
Jun 2020							100.0	100.0	
Jun 2020							34.4	34.8	
Jun 2020							36.3	35.7	
Jun 2020							6.5	6.7	
Jul 2020							209,022		
Jul 2020							36553		



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

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

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

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
●	Insufficient	As assessed by Executive Director
●	Sufficient	As assessed by Executive Director
●	Not Yet Assessed	Awaiting assessment by Executive Director

Medicine & EC Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Patient Safety - Inf Control	C. Difficile	<= No	30	3
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	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	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
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																	
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
16	28	20	16	21	13	14	24	19	12	25	14	17	15	13	21	23	17
16	28	20	16	21	13	14	24	19	12	25	14	17	15	13	21	23	17
0	6	2	4	11	2	4	0	4	3	6	3	4	0	2	1	3	3
8	3	5	2	4	0	2	0	1	0	0	0	2	1	5	4	2	3
12	13	11	9	9	8	8	13	12	7	16	7	10	11	12	22	19	15
4	2	1	0	0	0	2	2	0	0	0	0	1	0	0	0	0	0
12	0	4	0	2	0	0	0	0	0	0	1	0	0	0	0	0	0
43	43	51	60	47	58	58	39	30	34	47	46	42	65	21	35	44	51
0	1	2	2	1	2	0	0	0	1	0	1	1	0	0	1	1	2
16	11	14	11	16	14	12	15	12	3	14	14	17	18	15	17	6	7
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
50	93	76															
14.2	12.1	11.9	12.7	12.3	13.0	12.9	12.6	13.3	14.1	13.3	13.8	13.9	13.7	14.9	12.8	11.9	-
12.5	12.5	12.4	12.4	12.4	12.4	12.4	12.5	12.7	12.9	12.9	13.0	13.0	13.1	13.3	13.4	13.4	-

Data Period	Directorate			Month	Year To Date	Trend
	EC	ACA	ACB			
Jul 2020	2	0	0	2	5	
Jul 2020	0	0	0	0	0	
Jul 2020	95	75	50	79.0		
Jul 2020	94	92	99	94.4		
Jul 2020	10	7	0	17	74	
Jul 2020	10	7	0	17	74	
Jul 2020	1	2	0	3	9	
Jul 2020	0	3	0	3	14	
Jul 2020	9	6	0	15	68	
Jul 2020	0	0	0	0	0	
Jul 2020	0	0	0	0	-	
Jul 2020	14	-	-	51	151	
Jul 2020	1	0	0	2	4	
Jul 2020	1	-	-	7	45	
Jul 2020	98.5	93.7	96.8	97.2		
Jul 2020	100.0	100.0	100.0	100.0		
Jul 2020	100	100	100	100.0		
Jul 2020	100	100	96	98.2		
Jul 2020	0	0	0	0	0	
Jul 2020	0	0	0	0	0	
Jul 2020	1	1	0	2	9	
May 2020	50	93	76	62		
Jun 2020				11.9		
Jun 2020					13.3	

Medicine & EC Group

Section	Indicator		Trajectory	
			Year	Month
Clinical Effect - Stroke & Card	Pts spending >90% stay on Acute Stroke Unit (%)	=> %	90.0	90.0
Clinical Effect - Stroke & Card	Pts admitted to Acute Stroke Unit within 4 hrs (%)	=> %	90.0	80.0
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	100.0
Clinical Effect - Stroke & Card	Stroke Admission to Thrombolysis Time (% within 60 mins)	=> %	85.0	85.0
Clinical Effect - Stroke & Card	TIA (High Risk) Treatment <24 Hours from receipt of referral (%)	=> %	70.0	70.0
Clinical Effect - Stroke & Card	TIA (Low Risk) Treatment <7 days from receipt of referral (%)	=> %	75.0	75.0
Clinical Effect - Stroke & Card	Primary Angioplasty (Door To Balloon Time 90 mins) (%)	=> %	80.0	80.0
Clinical Effect - Stroke & Card	Primary Angioplasty (Call To Balloon Time 150 mins) (%)	=> %	80.0	80.0
Clinical Effect - Stroke & Card	Rapid Access Chest Pain - seen within 14 days (%)	=> %	98.0	98.0
Clinical Effect - Cancer	2 weeks	=> %	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	0.0
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0.0	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																	
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
89.23	93.33	90.91	88.24	92.98	92.86	98.33	-	-	-	-	-	-	93.65	-	-	86.67	95
52.27	84.91	45.16	66.67	59.65	72.34	80	-	-	-	-	-	-	78.72	-	-	84.44	84.2
63.64	83.02	62.9	66.1	61.4	64.58	73.91	-	-	-	-	-	-	-	-	-	87.5	85.9
97.73	98.11	96.77	98.31	100	95.83	100	-	-	-	-	-	-	-	-	-	100	100
66.67	100	66.67	87.5	85.71	83.33	60	-	-	-	-	-	-	50	-	-	50	100
100	94.74	100	91.67	100	87.5	73.33	68.18	65.38	88.24	80	65.22	83.33	80	-	-	92.31	100
94.59	100	82.86	94.74	83.33	88.89	84.21	90	88	61.11	61.9	61.11	76.19	67.57	-	-	100	96.1
92.31	95.24	95.24	85.71	100	93.75	100	77.78	100	95.65	91.67	94.12	91.67	71.43	33.33	100	100	100
92.31	85.71	95.45	85.71	87.5	93.33	90.91	66.67	100	89.47	81.82	88.24	91.67	50	33.33	80	100	75
100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-
1.5	2.5	4	0.5	2	5	4	2	3.5	1	3.5	3.5	1.5	1	-	4	3	-
1	1	1	0.5	0	1.5	1.5	2	1	1	2.5	2.5	1	0	-	0	1	-
154	163	168	183	91	149	147	83	141	149	145	133	156	79	-	91	173	-
9	2	7	2	3	3	4	6	6	9	15	7	11	5	4	3	2	1
171	7	4	0	0	31	0	9	-	-	-	-	401	-	-	-	-	-
24	27	33	47	26	31	24	21	37	31	29	40	36	32	14	19	32	52
67	62	84	80	37	58	48	47	54	50	50	58	68	59	49	51	54	52

Data Period	Directorate			Month	Year To Date	
	EC	AC	SC			
Jun 2020		-		95.0	85.7	
Jun 2020		-		84.4	82.4	
Jun 2020		-		85.9	86.4	
Jun 2020		-		100.0	98.4	
Jun 2020		-		100.0	57.1	
Jun 2020		-		100.0	84.2	
Jun 2020		-		96.1	91.3	
Jul 2020		100.0		100.0	90.9	
Jul 2020		75.0		75.0	77.3	
Jul 2020		100.0		100.0	100.0	
Jun 2020			78.3	79.6		
Jun 2020			100.0	100.0		
Jun 2020			63.6	64.7		
Jun 2020	-	1.00	2.00	3.00	7	
Jun 2020	-	0.00	1.00	1.00	1	
Jun 2020	-	90	173	173		
Jul 2020	-	1	0	1	10	
May 2020	-	-	-	-	-	
Jul 2020	18	34	0	52	117	
Jul 2020	18	34	0	52		

Medicine & EC Group

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

Previous Months Trend																		
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
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	5	3	12	5	14	5	3	0	2	9	7
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2318	1960	3104	2534	2570	2695	2549	2032	0	0	0	0	0	0	0	0	0	0	0
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
160	88	166	119	128	123	162	238	251	228	279	199	242	380	234	172	77	183	
8	6	5	4	4	5	9	33	16	9	12	9	32	42	8	1	0	0	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
4372	4655	4814	4670	4555	4658	4486	4484	4656	4721	4887	4848	4522	4588	3069	3282	3039	3951	
108	94	118	117	112	112	101	128	132	128	130	128	144	129	45	38	40	39	
22.832	22.213	22.153	22.386	20.622	19.24	22.542	23.638	21.995	21.864	22.148	20.107	22.379	25.318	11.752	15.592	10.334	9.1135	
119.14	106.62	106.27	119.09	94.77	91.52	113.55	104.16	108.8	111.8	114.81	109.36	115.27	128.52	30.63	36.96	25.2	22.51	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
341	327	346	452	515	568	451	525	483	559	579	601	695	1034	1639	2372	2944	-	
0	1	0	1	4	1	7	0	0	0	0	0	0	0	0	0	0	-	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
6	6	3	6	6	6	5	7	6	9	7	7	7	10	10	8	11	-	
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Data Period	Directorate			Month	Year To Date	
	EC	AC	SC			
Jul 2020	-	1.31	-	0.98		
Jul 2020	0.0	0.0	0.0	0	0	
Jul 2020	0.0	7.0	0.0	7	18	
Jul 2020	0.00	0.00	0.00	0.00	0	
Jul 2020	81.6	89.7	Site S/C	85.5	88.1	
Jul 2020	0	0	0	0	0	
Jul 2020	0.0	0.0	Site S/C	0	1	
Jul 2020	22.0	19.0	Site S/C	20	19	
Jul 2020	42.0	26.0	Site S/C	34	23	
Jul 2020	8.3	8.9	Site S/C	8.6	8.5	
Jul 2020	4.6	4.7	Site S/C	4.7	3.5	
Jul 2020	165	18		183	666	
Jul 2020	0	0		0	9	
Jul 2020	0.00	0.00		0.00	0.09	
Jul 2020	2253	1698		3951	13341	
Jul 2020	25	6		39	-	
Jul 2020	13	2		9	12	
Jul 2020	16	1		23	-	
Jun 2020	-	80.2	88.2	81.3		
Jun 2020	-	46.6	72.6	57.8		
Jun 2020	-	53.7	55.7	54.7		
Jun 2020	0	1451	1493	2944		
Jun 2020	0	0	0	0	0	
Jun 2020	0	5	6	11		
Jul 2020	-	-	-	45.67		

Medicine & EC Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Data Completeness	Open Referrals	No		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Reg	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

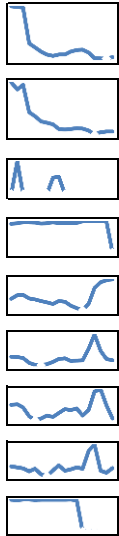
Previous Months Trend																	
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
78,753	78,479	78,128	58,658	56,434	54,224	52,647	51,785	52,607	52,552	54,131	55,024	55,223	53,611	50,679	50,502	50,369	51,104
49,297	44,301	47,385	27,937	25,112	21,330	20,501	19,410	16,093	15,603	16,166	16,654	16,294	14,829	12,044	13,757	14,228	14,244
-	●	-	-	-	-	-	●	●	-	-	-	-	-	-	-	-	-
●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-
5.53	5.67	5.69	5.54	5.50	5.43	5.38	5.32	5.44	5.41	5.24	5.14	5.06	5.33	5.96	6.21	6.28	6.32
6.39	6.32	6.13	4.97	4.49	4.41	4.68	5.20	5.90	6.05	5.43	5.50	5.54	8.32	11.74	7.83	5.87	5.55
67	68	62	46	39	42	47	45	52	59	57	60	47	58	91	95	66	42
201	196	190	171	188	153	142	177	209	176	183	195	188	299	338	175	162	191
●	●	●	●	●	●	●	●	●	●	●	●	-	-	-	-	-	-

Data Period
Jul 2020
Jul 2020
Oct 2019
Jun 2020
Jul 2020
Jul 2020
Jul 2020
Jul 2020
Jan 2020

Directorate		
EC	AC	SC
11,009	22,056	18,039
6,721	4,634	2,889
63.26	-	-
100	100	100
5.62	6.43	7.16
5.21	5.79	5.79
16	14	12
87	34	70
84.12	-	-

Month
51104
14244

Year To Date
50.0
100.0
6.19
7.74
347
1031
87.6



Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate					Month	Year To Date	Trend																	
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	GS				SS	TH	An	O													
Patient Safety - Inf Control	C. Difficile	<= No	7	1	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	0	0	1	
Patient Safety - Inf Control	MRSA Bacteremia	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80	80	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	92.31	80	-	12.5	55.56	84.2				
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80	80	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	90.91	92.36	-	100	84.62	91.1				
Patient Safety - Harm Free Care	Number of DOLS raised	No			3	8	8	8	8	7	9	8	8	8	7	13	9	9	10	16	14	12	Jul 2020	8	0	0	4	0	12	52														
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			3	8	8	8	8	7	9	8	8	8	7	13	9	9	10	16	14	12	Jul 2020	8	0	0	4	0	12	52														
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	1	2	0	1	1	1	2	0	0	0	2	0	0	1	2	1	1	Jul 2020	0	0	0	1	0	1	5														
Patient Safety - Harm Free Care	Number DOLS rolled over from previous month	No			3	1	0	2	1	0	0	0	0	0	1	0	1	6	2	2	4	1	Jul 2020	1	0	0	0	0	1	9														
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			5	5	6	8	6	2	7	5	6	4	5	9	6	12	9	10	15	10	Jul 2020	7	0	0	3	0	10	44														
Patient Safety - Harm Free Care	Number of DOLS applications the LA disagreed with	No			0	1	0	1	1	0	0	0	0	0	1	0	0	1	1	0	0	0	0	Jul 2020	0	0	0	0	0	0	0													
Patient Safety - Harm Free Care	Falls	<= No	0	0	11	12	11	8	12	6	9	16	9	11	13	20	8	16	20	12	8	8	Jul 2020	4	3	1	-	-	8	48														
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	0	0	0	0													
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	7	7	8	8	7	6	8	8	7	4	6	13	9	7	16	5	7	2	Jul 2020	-	1	-	1	-	2	30														
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	95.88	97.21	-	98.65	97.09	96.8						
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	100	100	100	100	100	100.0						
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	-	100	100	-	100	100.0						
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	-	100	100	-	100	100.0							
Patient Safety - Harm Free Care	Never Events	<= No	0	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	Jul 2020	0	0	0	0	0	0	0				
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	0	0	0	0				
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	0	2					
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100	98.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	May 2020	100	100	-	-	-	100.0						
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			6.3	6.4	5.6	6.0	4.8	4.8	4.5	4.6	3.7	4.1	3.7	3.6	4.2	5.7	10.4	6.3	4.8	-	Jun 2020						4.9															
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			6.22	6.3	6.16	6.18	6.07	5.84	5.63	5.48	5.32	5.13	4.87	4.75	4.61	4.54	4.56	4.48	4.47	-	Jun 2020						4.5															

Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend															Data Period	Directorate					Month	Year To Date	Chart							
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A		M	J	J	GS	SS				TH	An	O				
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	97.7	-	-	-	-	97.69	
Clinical Effect - Cancer	2 weeks (Breast Symptomatic)	=> %	93.0	93.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	94.1	-	-	-	-	94.12	
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	100.0	-	-	-	-	100	
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	73.2	-	-	-	-	73.17	
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			4	6	5	4	4	3	6	5	4	4	6	6	2	4	-	7	6	-	-	-	-	Jun 2020	-	-	-	-	-	5.5	13		
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			1	3	1	4	1	1	3	1	1	4	3	4	0	1	-	3	4	-	-	-	-	Jun 2020	3.5	-	0	-	-	3.5	7		
Clinical Effect - Cancer	Cancer - Longest wait for treatment (days)	No			116	175	131	120	111	105	168	167	137	202	239	204	102	166	-	228	141	-	-	-	-	Jun 2020	141	-	0	-	-	141			
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	-	0	-	-	0	0	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	58	33	18	11	9	13	7	7	-	-	-	-	57	-	-	-	-	-	-	-	-	May 2020	-	-	-	-	-	-	-		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			19	18	18	16	18	22	15	22	42	28	19	26	32	25	12	9	19	43	-	-	-	Jul 2020	21	5	3	5	9	43	83		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			52	41	34	26	30	38	26	33	41	32	19	30	41	28	27	28	34	43	-	-	-	Jul 2020	21	5	3	5	9	43			
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0.88	-	-	-	-	1.68	0.8	
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	0	0	0	0	
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	27	26	38	31	32	39	27	42	55	32	54	35	40	21	0	1	4	10	-	-	-	Jul 2020	4	0	0	0	6	10	15		
Pt. Experience - Cancellations	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	Jul 2020	0	0	0	0	0	0	0	
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (%)	=> %	95.0	95.0	98.6	99.7	98.8	98.7	95.9	95.7	98.3	93.2	90.3	93.3	96.4	95.8	98.0	97.0	98.8	99.7	97.9	96.0	-	-	-	Jul 2020	-	-	-	-	-	95.96	-		
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	<= No	0	0	64	56	145	102	94	148	144	165	88	72	41	48	21	23	3	2	15	32	-	-	-	Jul 2020	0	0	0	0	32	32	52		
Emergency Care & Pt. Flow	Emergency Care Trolley Waits >12 hours	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	-	-	-	-	-	0	-	
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Unplanned Reattendance Rate (%)	<= %	5.0	5.0	1.7	1.0	2.1	2.1	1.7	2.6	2.2	6.3	5.2	7.2	9.9	8.3	4.1	7.3	5.6	5.6	7.0	5.0	-	-	-	Jul 2020	-	-	-	-	-	4.98	-		
Emergency Care & Pt. Flow	Emergency Care Patient Impact - Left Department Without Being Seen Rate (%)	<= %	5.0	5.0	3.6	4.8	4.8	4.5	5.5	6.7	3.7	3.5	6.4	5.9	0.7	2.1	2.7	1.4	0.6	0.8	2.4	2.3	-	-	-	Jul 2020	-	-	-	-	-	2.27	-		
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Initial Assessment (95th centile)	<= No	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Nov 2018	-	-	-	-	-	153	0	
Emergency Care & Pt. Flow	Emergency Care Timeliness - Time to Treatment in Department (median)	<= No	60	60	5	19	7	14	6	3	10	7	12	12	6	7	6	12	23	2	11	3	-	-	-	Jul 2020	1.29	1.29	-	0	0	2.58	39		
Emergency Care & Pt. Flow	Hip Fractures BPT (Operation < 36 hours of admissions)	=> %	85.0	85.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020						53.1	69.6	
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No			17	22	21	13	10	15	16	23	21	17	25	24	28	29	15	18	12	12	-	-	-	Jul 2020	9	3	0	0	0	12	-		
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%			5	15	6	12	5	3	8	6	10	9	5	7	6	12	39	4	16	3	-	-	-	Jul 2020	2.92	5.17	-	0	0	3.49	15		
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No			5	19	7	14	6	3	10	7	12	12	6	7	6	12	23	2	11	3	-	-	-	Jul 2020	1.29	1.29	-	0	0	2.58	-		

Surgical Services Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate					Month	Year To Date	Figure					
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	GS				SS	TH	An	O	
RTT	RTT - Admitted Care (18-weeks) (%)	=> %	90.0	90.0																				Jun 2020	76.5	76.8	-	-	66.7	72.2		
RTT	RTT - Non Admitted Care (18-weeks) (%)	=> %	95.0	95.0																				Jun 2020	90.0	96.2	-	-	86.9	89.7		
RTT	RTT - Incomplete Pathway (18-weeks) (%)	=> %	92.0	92.0																				Jun 2020	59.5	59.2	-	-	54.4	57.0		
RTT	RTT - Backlog	<= No	0	0	1303	1316	1315	1415	1630	1722	1711	1668	1690	1573	1480	1382	1378	1643	2721	4298	6903	-	Jun 2020	2448	988	0	0	3467	6903			
RTT	Patients Waiting >52 weeks	<= No	0	0	3	5	0	9	19	7	5	0	0	1	0	1	0	0	7	32	80	-	Jun 2020	8	0	0	0	72	80			
RTT	Treatment Functions Underperforming	<= No	0	0	15	14	13	14	15	16	16	13	12	13	12	11	11	11	11	13	18	-	Jun 2020	11	4	0	0	3	18			
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0																			Jul 2020	68.7	-	-	-	-	68.74			
Data Completeness	Open Referrals	No			172,359	172,210	162,783	107,915	108,313	106,808	107,224	104,317	105,170	105,645	106,065	104,786	104,619	104,392	99,486	98,167	98,850	100,115	Jul 2020	31,945	13,845	0	4,851	49,474	100115			
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requ	No			92,552	78,799	81,553	25,583	24,862	20,182	20,403	16,396	12,243	12,318	12,848	13,069	12,672	13,789	11,899	12,476	12,641	12,933	Jul 2020	4,235	2,996	0	1,615	4,088	12933			
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0																			Oct 2019	88.3	89.4	93.0	96.5	81.8	89.2			
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0																			Jun 2020	100	100	-	100	100	100.0			
Workforce	Sickness Absence - 12 month rolling (%)	<= %	3.0	3.0	4.81	4.82	4.84	4.90	4.97	5.01	4.96	4.92	5.09	5.12	5.18	5.23	5.26	5.39	5.85	6.16	6.22	6.30	Jul 2020	5.9	7.7	9.1	5.2	3.8	6.3	6.1		
Workforce	Sickness Absence - In Month	<= %	3.0	3.0	5.01	5.06	4.85	4.54	5.34	4.87	4.33	4.37	6.30	6.27	5.90	5.93	5.53	6.80	8.97	7.90	6.07	5.80	Jul 2020	4.6	9.0	7.0	5.5	3.5	5.8	7.2		
Workforce	Sickness Absence - Long Term - In Month	No			41	47	42	38	46	43	44	39	47	58	55	63	50	41	59	99	75	54	Jul 2020	12.0	17.0	10.0	9.0	6.0	54	287		
Workforce	Sickness Absence - Short Term - In Month	No			154	143	144	142	141	133	93	133	181	174	171	118	148	214	238	167	149	187	Jul 2020	44.0	37.0	43.0	36.0	27.0	187	741		
Workforce	Mandatory Training	=> %	95.0	95.0																			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	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J				J	G	M	P			
Patient Safety - Inf Control	C. Difficile	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Bacteraemia	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.00	80.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	77.8			77.8		
Patient Safety - Inf Control	MRSA Screening - Non Elective	=> %	80.00	80.00	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	-	100		100.0		
Patient Safety - Harm Free Care	Falls	<= No	0	0	1	1	0	0	1	0	1	-	1	-	-	1	1	1	3	1	-	-	-	-	Jul 2020	-	-	-	-	4		
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	0	0		
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= %	0	0	0	2	4	0	2	-	-	-	-	-	2	-	2	-	2	4	2	-	-	-	Jul 2020	-	-	-	-	4		
Patient Safety - Harm Free Care	Venous Thromboembolism (VTE) Assessments	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	80.5	94.6		90.2			
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections	=> %	100.0	100.0	●	●	●	-	●	●	●	-	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	100	100		100.0			
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections and brief	=> %	100.0	100.0	●	-	-	-	-	-	-	-	●	-	-	-	-	-	●	-	-	-	-	-	Jul 2020	-	-		-			
Patient Safety - Harm Free Care	WHO Safer Surgery Checklist - Audit 3 sections, brief and debrief	=> %	100.0	100.0	●	-	-	-	-	-	-	-	●	-	-	-	-	-	●	-	-	-	-	-	Jul 2020	-	-		-			
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	1	0	1	2	

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate			Month	Year To Date						
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J				J				
Patient Safety - Obstetrics	Caesarean Section Rate - Total	<= %	25.0	25.0																		Jul 2020				29.9	29.9	29.4		
Patient Safety - Obstetrics	Caesarean Section Rate - Elective	%			11	9	9	10	11	11	10	11	12	10	11	12	11	9	9	10	10	11	Jul 2020				11.4	11.4	10.4	
Patient Safety - Obstetrics	Caesarean Section Rate - Non Elective	%			17	17	15	16	18	20	17	17	16	14	17	17	19	19	20	20	18	19	Jul 2020				18.6	18.6	19.0	
Patient Safety - Obstetrics	Maternal Deaths	<= No	0	0																		Jul 2020				1	1	1		
Patient Safety - Obstetrics	Post Partum Haemorrhage (>2000ml)	<= No	48	4																		Jul 2020				4	4	15		
Patient Safety - Obstetrics	Admissions to Neonatal Intensive Care	<= %	10.0	10.0																		Jul 2020				4.51	4.5	4.8		
Patient Safety - Obstetrics	Adjusted Perinatal Mortality Rate (per 1000 babies)	<= Rate1	8.0	8.0																		Jul 2020				12.9	12.9			
Patient Safety - Obstetrics	Stillbirth (Corrected) Mortality Rate (per 1000 babies)	Rate1			2.51	4.64	0.00	6.25	4.45	6.51	8.93	2.24	4.80	2.54	4.78	5.10	0.00	2.68	2.70	9.43	11.90	6.44	Jul 2020				6.44	6.44	7.73	
Patient Safety - Obstetrics	Neonatal Death (Corrected) Mortality Rate (per 1000 babies)	Rate1			2.51	0.00	0.00	2.08	0.00	0.00	0.00	0.00	2.40	5.09	2.39	2.55	0.00	2.68	5.39	2.36	4.76	3.00	Jul 2020				6.44	6.44	4.76	
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (>=%) - SWBH Specific	=> %	85.0	85.0																		Jul 2020				92	92.0			
Patient Safety - Obstetrics	Early Booking Assessment (<12 + 6 weeks) (%) - National Definition	=> %	90.0	90.0																		Jul 2020				125	125.2			
Patient Safety - Obstetrics	Breast Feeding Initiation (Quarterly)	=> %	74.0	74.0																		Jul 2020				78.6	78.6			
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 1 - ICD10 O85 or O86) (%) -	%			0.6	0.5	1.8	2.2	1.4	0.9	0.8	0.3	0.3	1.2	0.5	1.1	0.0	0.3	1.9	1.6	1.8	1.7	Jul 2020				1.69	1.7		
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 2 - ICD10 O85 or O86 Not O864) (%)	%			0.6	0.5	0.9	1.9	1.0	0.9	0.8	0.3	0.3	1.2	0.5	0.8	0.0	0.3	0.4	0.8	1.3	1.1	Jul 2020				1.13	1.1		
Patient Safety - Obstetrics	Puerperal Sepsis and other puerperal infections (variation 3 - ICD10 O85) (%)	%			0.0	0.0	0.0	0.6	0.7	0.6	0.0	0.0	0.0	0.3	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	Jul 2020				0	0.0		
Clinical Effect - Mort & Read	Mortality Reviews within 42 working days	=> %	100.0	97.0	N/A	N/A		N/A	N/A	N/A			N/A		N/A	N/A		N/A	N/A	-	-	May 2020	-	-	-	-	-			
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	%			4.8	3.9	4.3	4.0	3.7	9.2	9.4	6.2	7.9	7.1	7.5	7.5	8.4	9.2	8.7	9.4	7.6	-	Jun 2020				7.6	7.6		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	%			4.7	4.7	4.6	4.6	4.5	4.6	4.8	4.9	5.0	5.1	5.0	5.1	5.3	5.7	6.1	6.9	8.1	-	Jun 2020						6.9	
Clinical Effect - Cancer	2 weeks	=> %	93.0	93.0																		-	Jun 2020				99.3	99.3		
Clinical Effect - Cancer	31 Day (diagnosis to treatment)	=> %	96.0	96.0																		-	Jun 2020				75	75.0		
Clinical Effect - Cancer	62 Day (urgent GP referral to treatment)	=> %	85.0	85.0																		-	Jun 2020				47.4	47.4		
Clinical Effect - Cancer	Cancer = Patients Waiting Over 62 days for treatment	No			3	3	0.5	2	1.5	2	1	3	3.5	1.5	2.5	2	5.5	4	-	5.5	10	-	Jun 2020				10	-	15.5	
Clinical Effect - Cancer	Cancer - Patients Waiting Over 104 days for treatment	No			1	3	1	0	0	0.5	0.5	0	1	0	1	0.5	3	1	-	0.5	5	-	Jun 2020				5	-	5.5	
Clinical Effect - Cancer	Cancer - Longest wait for treatment (days)	No			177	209	241	97	85	196	109	96	171	104	148	169	217	121	-	171	177	-	Jun 2020				177	-		
Clinical Effect - Cancer	Neutropenia Sepsis Door to Needle Time Greater than 1hr	<= No	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020				0	0	0	

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate			Month	Year To Date						
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J				J	G	M	P	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	0	0	0	0	0	0	0	0	-	-	-	-	0	-	-	-	-	-	May 2020	-			-	-		
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			10	12	5	18	12	23	4	17	19	10	6	11	5	9	3	6	10	23	Jul 2020	7	12	4	23	42		
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			14	18	17	26	19	23	6	22	25	12	13	13	14	15	9	12	15	23	Jul 2020	0	0	0	23			
Pt. Experience - Cancellations	Elective Admissions Cancelled at last minute for non-clinical reasons	<= %	0.8	0.8	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	2.24		-	1.5			
Pt. Experience - Cancellations	28 day breaches	<= No	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0			0	0		
Pt. Experience - Cancellations	Sitrep Declared Late Cancellations	<= No	0	0	9	5	6	7	3	5	5	10	5	8	6	7	13	4	0	1	3	3	Jul 2020	3			3	7		
Pt. Experience - Cancellations	Urgent Cancellations	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	-	0	0	0		
Emergency Care & Pt. Flow	Emergency Care 4-hour breach (numbers)	No			11	17	46	20	10	13	7	20	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	0	0		
Emergency Care & Pt. Flow	Inpatients Staying 21+ Days At Month End Census - NHSI	No			0	0	0	0	1	1	1	1	3	1	1	1	1	1	4	0	2	0	Jul 2020	0	0	0	0	-		
Emergency Care & Pt. Flow	21+ Days Long Stay Rate - NHSI	%			0	2	1	4	3	7	1	0	4	23	7	0	16	0	0	0	0	0	Jul 2020	0.42	-	0	0	0		
Emergency Care & Pt. Flow	Estimated Beds - 21+ Days - NHSI	No			0	0	0	0	0	1	0	0	0	5	1	0	2	0	0	0	0	0	Jul 2020	0.03	-	0	0	-		
RTT	RTT - Admitted Care (18-weeks)	=> %	90.0	90.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	76.6			76.6			
RTT	RTT - Non Admitted Care (18-weeks)	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	71.7			71.7			
RTT	RTT - Incomplete Pathway (18-weeks)	=> %	92.0	92.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	64.4			64.4			
RTT	RTT - Backlog	<= No	0	0	169	142	146	162	201	231	187	141	142	169	191	225	282	324	437	577	696	-	Jun 2020	696			696			
RTT	Patients Waiting >52 weeks	<= No	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	4	-	Jun 2020	4			4		
RTT	Treatment Functions Underperforming	<= No	0	0	3	2	2	2	3	3	3	2	2	3	3	3	3	3	2	2	3	-	Jun 2020	3			3			
RTT	Acute Diagnostic Waits in Excess of 6-weeks	<= %	0.1	0.1	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	-			-			

Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate			Month	Year To Date	Figure				
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J				J	G	M	P
Data Completeness	Open Referrals	No			46,262	31,884	27,992	24,316	23,359	23,153	22,571	22,333	22,687	22,895	23,733	24,099	24,479	23,888	23,681	24,706	24,448	24,352	Jul 2020	5,928	11,002	7,422	24352		
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			29,926	9,906	10,961	7,086	6,248	5,887	5,518	5,139	4,857	4,788	5,150	5,048	5,068	4,875	4,425	5,000	4,890	5,100	Jul 2020	1,191	3,557	352	5100		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	-	●	-	-	-	-	-	●	●	-	-	-	-	-	-	-	-	-	Oct 2019	86.7	82.3	94.4	82.4		
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	100	-	100	100.0		
Workforce	Sickness Absence - 12 month rolling	<= %	3.0	3.0	4.84	4.96	5.06	5.26	5.35	5.34	5.38	5.47	5.69	5.72	5.79	5.71	5.57	5.54	5.77	5.76	5.72	5.66	Jul 2020	4.16	6.32	5.31	5.7	5.7	
Workforce	Sickness Absence - in month	<= %	3.0	3.0	5.70	5.55	5.35	6.06	6.21	5.59	4.96	5.24	6.00	6.56	6.09	5.26	3.92	5.15	7.08	5.41	5.09	4.20	Jul 2020	3.04	5.48	2.98	4.2	5.4	
Workforce	Sickness Absence - Long Term - in month	No			41	41	39	45	47	40	46	41	44	45	52	45	31	30	40	49	43	27	Jul 2020	2	20	5	27.0	159.0	
Workforce	Sickness Absence - Short Term - in month	No			115	102	97	78	70	87	60	98	98	106	103	101	94	96	137	79	77	86	Jul 2020	5	54	27	86.0	379.0	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jan 2020	87.6	86.4	95.4	90.6		

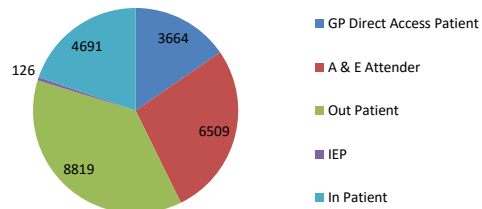
Women & Child Health Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate			Month	Year To Date			
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J				J	G
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			-->	-->	978	-->	-->	1045	-->	-->	928	-->	-->	-->	-->	-->	-->	-->	Oct 2019			928	928	2951	
WCH Group Only	HV (C2) - % of births that receive a face to face new birth visit by a HV =<14 days	=> %	95.0	95.0	-->	-->	91.4	-->	-->	92.4	-->	-->	90.9	-->	-->	-->	-->	-->	-->	-->	Oct 2019			91	90.95	91.55	
WCH Group Only	HV (C3) - % of births that receive a face to face new birth visit by a HV >days	%			-->	-->	6.09	-->	-->	7.64	-->	-->	7.38	-->	-->	-->	-->	-->	-->	-->	Oct 2019			7.38	7.38	7.06	
WCH Group Only	HV (C4) - % of children who received a 12 months review by 12 months	=> %	95.0	95.0	-->	-->	96.4	-->	-->	96.1	-->	-->	97.3	-->	-->	-->	-->	-->	-->	-->	Oct 2019			97.3	97.3	96.62	
WCH Group Only	HV (C5) - % of children who received a 12 months review by the time they were 15 months	%			-->	-->	96.7	-->	-->	96	-->	-->	95.1	-->	-->	-->	-->	-->	-->	-->	Oct 2019			95.1	95.05	95.89	
WCH Group Only	HV (C6i) - % of children who received a 2 - 2.5 year review	=> %	95.0	95.0	-->	-->	94.8	-->	-->	95.8	-->	-->	96.6	-->	-->	-->	-->	-->	-->	-->	Oct 2019			96.6	96.63	95.72	
WCH Group Only	HV (C6ii) - % of children who receive a 2 - 2.5 year review using ASQ 3	%			-->	-->	94.5	-->	-->	98.6	-->	-->	98.4	-->	-->	-->	-->	-->	-->	-->	Oct 2019			98.4	98.39	97.06	
WCH Group Only	HV (C7) - No. of Sure Start Advisory Boards / Children's Centre Boards with a HV presence	=> No	100	100	-->	-->	-->	-->	-->	4	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019			4	4	4	
WCH Group Only	HV (C8) - % of children who receive a 6 - 8 week review	=> %	95.0	95.0	-->	-->	99.9	-->	-->	99.9	-->	-->	99.7	-->	-->	-->	-->	-->	-->	-->	Oct 2019			99.7	99.72	99.83	
WCH Group Only	HV - % of infants for whom breast feeding status is recorded at 6 - 8 week check	=> %	100	100	-->	-->	99.8	-->	-->	99.9	-->	-->	99.7	-->	-->	-->	-->	-->	-->	-->	Oct 2019			99.7	99.72	99.8	
WCH Group Only	HV - % of infants being breastfed at 6 - 8 weeks	%			-->	-->	40.3	-->	-->	44.1	-->	-->	45.1	-->	-->	-->	-->	-->	-->	-->	Oct 2019			45.2	45.15	43.17	
WCH Group Only	HV - % HV staff who have completed mandatory training at L1,2 or 3 in child protection in last 3 years	=> %	95.0	95.0	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Feb 2017			-	100	100	
WCH Group Only	HV - No. of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 10 - 14 day developmental check	No			-->	-->	99.4	-->	-->	1071	-->	-->	1125	-->	-->	-->	-->	-->	-->	-->	Oct 2019			1125	1125	2295.4	
WCH Group Only	HV - % of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 10 - 14 day developmental check	=> %	100	100	-->	-->	-->	-->	-->	99.4	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019			99.4	99.44	99.44	
WCH Group Only	HV - No. of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 6 - 8 week developmental check	No			-->	-->	1.8	-->	-->	0.21	-->	-->	21	-->	-->	-->	-->	-->	-->	-->	Oct 2019			21	21	23.01	
WCH Group Only	HV - % of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 6 - 8 week developmental check	=> %	100	100	-->	-->	-->	-->	-->	2.2	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019			2.2	2.2	2.2	
WCH Group Only	HV - No. of babies from 0 - 1 year who have a conclusive newborn bloodspot status documented at the 9 - 12 months developmental check	No			-->	-->	2.2	-->	-->	3.6	-->	-->	28	-->	-->	-->	-->	-->	-->	-->	Oct 2019			28	28	33.8	
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	-->	-->	-->	-->	-->	3.6	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jul 2019			3.6	3.6	3.6	
WCH Group Only	HV - movers into provider <1 year of age to be checked =<14 d following notification to HV service	No			-->	-->	73.5	-->	-->	255	-->	-->	196	-->	-->	-->	-->	-->	-->	-->	Oct 2019			196	196	524.5	
WCH Group Only	HV - all untested babies <1 year of age will be offered NBBS screening & results to HV.	Y/N			-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	-->	Jan-00						

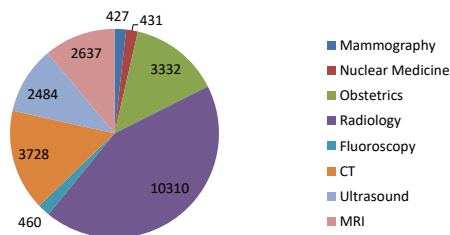
Imaging Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate					Month	Year To Date	Trend							
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	DR				IR	NM	BS	BCP			
Patient Safety - Harm Free Care	Never Events	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	0	0	0	0	0	0	0		
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) month	<= No	0	0	-	2.0	2.0	3.0	2.0	-	1.0	1.0	1.0	4.0	1.0	1.0	2.0	-	1.0	1.0	-	-	-	Jun 2020	-	-	-	-	-	-	-			
Clinical Effect - Mort & Read	Emergency Readmissions (within 30 days) - Overall (exc. Deaths and Stillbirths) 12-month cumulative	=> %	0	0	14.0	14.0	13.0	16.0	17.0	16.0	16.0	16.0	15.0	18.0	18.0	18.0	20.0	18.0	17.0	15.0	13.0	-	-	Jun 2020	-	-	-	-	-	-	6.22			
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 1 hr of presentation (%)	=> %	50.0	50.0	●	●	●	●	●	●	●	-	-	-	-	-	-	-	-	-	-	-	●	Jun 2020	-	-	-	-	-	87.5	86.4			
Clinical Effect - Stroke & Card	Pts receiving CT Scan within 24 hrs of presentation (%)	=> %	100.0	100.00	●	●	●	●	●	●	●	-	-	-	-	-	-	-	-	-	-	-	●	Jun 2020	-	-	-	-	-	100	98.4			
Pt. Experience - FFT_MSA,Comp	No. of Complaints Received (formal and link)	No			0	2	0	6	5	3	2	0	1	3	3	5	1	0	1	1	1	1	4	Jul 2020	4	0	0	0	0	4	7			
Pt. Experience - FFT_MSA,Comp	No. of Active Complaints in the System (formal and link)	No			4	4	3	6	11	6	3	1	2	3	2	5	2	1	2	2	3	4	4	Jul 2020	4	0	0	0	0	4				
RTT	Acute Diagnostic Waits in Excess of 6-weeks (%)	<= %	1.0	1.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jul 2020	43.5	-	-	-	-	43.49	-			
Data Completeness	Open Referrals	No			940	948	977	288	295	308	350	363	396	449	486	516	526	527	797	715	701	701	Jul 2020	489	22	0	0	180	701					
Data Completeness	Open Referrals without Future Activity/ Waiting List: Requiring Validation	No			867	865	901	186	178	215	233	244	255	304	321	357	366	373	382	388	395	396	Jul 2020	361	3	0	0	32	396					
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	●	●	-	-	-	-	●	●	●	●	●	●	●	●	●	●	●	●	Oct 2019	79.8	100	88.0	97.9	-	-	72.8				
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jun 2020	100	-	100	-	100	-	100.0				
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00	4.59	4.59	4.66	4.88	4.71	4.62	4.68	4.60	4.52	4.24	4.07	4.03	3.99	4.09	4.24	4.26	4.21	4.38	Jul 2020	5.0	4.9	1.7	3.7	0.0	4.38	4.27				
Workforce	Sickness Absence - in month	<= %	3.00	3.00	4.14	4.12	4.56	5.06	3.86	3.53	4.82	4.46	4.20	4.12	3.57	3.64	3.57	5.24	5.88	4.58	3.35	4.31	Jul 2020	5.4	1.6	0.6	3.2	0.0	4.31	4.52				
Workforce	Sickness Absence - Long Term - in month	No			7	6	10	10	7	5	8	9	10	7	7	5	5	5	7	9	8	6	Jul 2020	5	0	0	1	0	6	30				
Workforce	Sickness Absence - Short Term - in month	No			27	30	34	19	26	24	19	24	33	25	33	44	34	39	40	24	26	30	Jul 2020	22	1	1	6	0	30	120				
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	Jan 2020	92.9	94.6	83.3	92.7	-	93.0	93.6				
Workforce	Imaging - Total Scans	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Jul 2020	-	-	-	-	-	23773	72200				
Board KPI	Imaging - Inpatient Turnaround Time <=24hr	=> %	90.0	90.0	-	-	65	65	69	67	69	67	77	77	77	79	82	87	91	87	86	85	Jul 2020	-	-	-	-	-	84.8	87.0				
Board KPI	Imaging - Urgent Other (GP 5) Turnround Time <=5d	=> %	90.0	90.0	-	-	76	69	65	66	70	71	77	75	72	72	74	68	82	87	79	69	Jul 2020	-	-	-	-	-	68.6	78.7				
Board KPI	Imaging - All Imaging Work Reported in less than 4 weeks (request to report)	=> %	95.0	95.0	-	-	-	-	-	-	-	-	88	90	90	88	92	90	93	94	90	85	Jul 2020	-	-	-	-	-	85.5	89.8				

Imaging by Patient Type (July 2020)



Imaging by Modality Type (July 2020)



Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate						Month	Year To Date	Trend				
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	AT	IB				IC	CT	CM	YHP
Patient Safety - Inf Control	MRSA Screening - Elective	=> %	80.0	80.0																		Jul 2020	-	-	-	-	0	-	0			
Patient Safety - Harm Free Care	Number of DOLS raised	No			6	3	4	6	5	6	13	5	7	6	4	6	5	4	9	6	8	13	Jul 2020	0	13	0	-	0	0	13	36	
Patient Safety - Harm Free Care	Number of DOLS which are 7 day urgent	No			6	3	4	6	5	6	13	5	7	6	4	6	5	4	9	6	8	13	Jul 2020	0	13	0	-	0	0	13	36	
Patient Safety - Harm Free Care	Number of delays with LA in assessing for standard DOLS application	No			0	1	1	1	3	3	6	0	0	0	1	1	3	0	0	0	0	4	Jul 2020	0	4	0	-	0	0	4	4	
Patient Safety - Harm Free Care	Number DOLS rolled over from previous month	No			4	1	0	1	2	0	2	0	0	1	1	0	2	0	2	2	3	2	Jul 2020	0	2	0	-	0	0	2	9	
Patient Safety - Harm Free Care	Number patients discharged prior to LA assessment targets	No			4	1	2	5	2	1	8	2	4	2	1	2	2	1	9	5	9	10	Jul 2020	0	10	0	-	0	0	10	33	
Patient Safety - Harm Free Care	Number of DOLS applications the LA disagreed with	No			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	-	0	0	0	0	
Patient Safety - Harm Free Care	Number patients cognitively improved regained capacity did not require LA assessment	No			4	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	-	0	0	0	0	
Patient Safety - Harm Free Care	Falls	<= No	0	0	28	22	33	21	29	22	24	23	28	26	28	29	32	25	22	19	18	14	Jul 2020	-	13	1	-	-	-	14	73	
Patient Safety - Harm Free Care	Falls - Death or Severe Harm	<= No	0	0	1	0	2	1	1	0	0	0	3	1	0	0	0	0	0	0	0	0	Jul 2020	0	0	0	-	0	0	0	0	
Patient Safety - Harm Free Care	Pressure Ulcer SWB Hospital Acquired - Total	<= No	0	0	20	8	26	18	8	12	16	20	8	14	22	18	24	14	12	16	10	28	Jul 2020	2	9	3	-	-	-	14	33	
Patient Safety - Harm Free Care	Pressure Ulcer DN Caseload Acquired - Total	<= No	0	0	34	34	36	16	24	29	34	27	31	18	24	25	25	22	20	23	25	37	Jul 2020	1	-	36	-	-	-	37	105	
Patient Safety - Harm Free Care	Never Events	<= No	0	0																			Jul 2020	0	0	0	-	0	0	0	0	
Patient Safety - Harm Free Care	Medication Errors	<= No	0	0																			Jul 2020	0	0	0	-	0	0	0	0	
Patient Safety - Harm Free Care	Serious Incidents	<= No	0	0																			Jul 2020	0	0	3	-	0	0	3	16	
Pt. Experience - FFT,MSA,Comp	Mixed Sex Accommodation Breaches	<= No	0	0	0	0	0	0	0	0	0	0	-	-	-	-	0	-	-	-	-	-	May 2020	-	-	-	-	-	-	-	-	
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			6	7	14	4	13	8	6	9	14	8	5	11	4	8	6	4	7	19	Jul 2020	1	4	1	-	6	7	19	36	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			23	16	22	5	20	17	7	14	15	13	7	0	11	11	12	12	14	19	Jul 2020	1	4	1	-	6	7	19		

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory	
			Year	Month
Workforce	PDRs - 12 month rolling	=> %	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																	
F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
-	●	-	-	-	-	-	●	●	-	-	-	-	-	-	-	-	-
4.25	4.27	4.30	4.37	4.40	4.39	4.38	4.33	4.36	4.23	4.24	4.19	4.17	4.26	4.60	4.80	4.84	4.81
5.21	4.06	3.79	4.08	3.67	4.08	3.84	3.57	4.13	4.07	4.78	4.82	4.82	4.91	6.89	5.98	4.55	4.21
29	33	25	31	25	25	26	23	27	23	32	30	31	36	29	50	44	27
147	102	101	79	86	94	78	93	135	121	121	140	114	92	181	104	81	99
●	●	●	●	●	●	●	●	●	●	●	●	●	-	-	-	-	-

Data Period	Directorate						Month	Year To Date	
	AT	IB	IC	CT	CM	YHP			
Oct 2019	97	88	97	-	59	-		88.0	
Jul 2020	2.8	5.4	5.2	-	5.5	5.9	4.81	4.76	
Jul 2020	3.8	3.5	5.5	-	3.6	4.71	4.21	5.4	
Jul 2020	5	-	-	-	-	-	27	151	
Jul 2020	25	29	33	0	10	2	99	468	
Jan 2020	96	93	94	-	91	-		95.4	

Primary Care, Community & Therapies Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate						Month	Year To Date	Figure				
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	AT	IB				IC	CT	CM	YHP
Community & Therapies Group Only	DVT numbers	=> No	730	61	25	12	20	38	43	55	43	27	25	29	19	21	14	1	15	22	31	26	Jul 2020							26	94	
Community & Therapies Group Only	Adults Therapy DNA rate OP services	<= %	9	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Aug 2017							8.0	8.2	
Community & Therapies Group Only	Therapy DNA rate Paediatric Therapy services	<= %	9	9	11.2	9.76	6.87	7.84	12	11.5	12.7	11.6	-	-	-	-	-	-	-	-	-	-	Sep 2019							10.8	11.1	
Community & Therapies Group Only	Therapy DNA rate S1 based OP Therapy services	<= %	9	9	8.56	8.78	8.92	8.23	10.1	8.7	10.5	9.59	9.67	9.01	10.6	9.49	9.71	6.16	2.25	7.63	4.41	-	Jun 2020							4.4	4.7	
Community & Therapies Group Only	STEIS	<= No	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Oct 2018							0	1	
Community & Therapies Group Only	Green Stream Community Rehab response time for treatment (days)	<= No	15.0	15.0	20.6	20.3	24	21.8	15	19	22.5	21.7	19.7	19.4	20.7	19.4	13.3	14.6	4.76	5.75	7.5	9	Jul 2020							9	27.01	
Community & Therapies Group Only	DNA/No Access Visits	%			1	1	1	1	1	1	1	0	1	1	1	1	1	1	0	0	1	-	Jun 2020							0.73		
Community & Therapies Group Only	Baseline Observations for DN	=> %	95	95	96.4	95.8	91.2	97.7	96.8	95.7	97.3	95	93.7	92.1	93.6	94.7	93.7	90.6	95.9	93.2	91.3	-	Jun 2020							91.34	93.37	
Community & Therapies Group Only	Falls Assessments - DN Intial Assessments only	=> %	95	95	96.2	96.6	93	97.5	96.5	96.1	97.7	95.9	93.1	91.4	93.4	95.3	92.8	91.9	96.1	93.4	92.1	-	Jun 2020							92.08		
Community & Therapies Group Only	Pressure Ulcer Assessment - DN Intial Assessments only	=> %	95	95	96.4	96.4	93.2	97.5	96.8	96.5	97.3	95.6	93.3	92.3	93.4	95.6	93.5	92.4	96.4	93.4	91.8	-	Jun 2020							91.83		
Community & Therapies Group Only	MUST Assessments - DN Intial Assessments only	=> %	95	95	95.7	95.8	92.6	97.2	96.8	96.3	97.7	95.4	93.1	91.4	93.6	94.9	93	92.4	96.4	92.6	90.6	-	Jun 2020							90.59		
Community & Therapies Group Only	Dementia Assessments - DN Intial Assessments only	=> %	95	95	92.3	93.2	91.3	95.4	91.6	94.2	93.3	93.7	88.8	87	90.9	89.7	85.9	84.4	91.1	89.8	88.9	-	Jun 2020							88.89		
Community & Therapies Group Only	48 hour inputting rate - DN Service Only	%			95	96	-	95	1	94	95	95	95	-	95	94	95	96	95	95	-	-	May 2020							94.62		
Community & Therapies Group Only	Making Every Contact (MECC) - DN Intial Assessments only	=> %	95	95	96.7	95.8	92.4	97.5	96.8	96.3	97.1	95.2	93.1	90.6	92.4	94.7	93	92.4	95.3	93.4	90.6	-	Jun 2020							90.59	93.02	
Community & Therapies Group Only	Avoidable Grade 2,3 or 4 Pressure Ulcers (DN Caseload acquired)	No			20	8	26	18	8	12	16	20	8	14	22	18	24	14	12	16	10	28	Jul 2020							14	33	
Community & Therapies Group Only	Avoidable Grade 2 Pressure Ulcers (DN caseload acquired)	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Nov 2018							26	37	
Community & Therapies Group Only	Avoidable Grade 3 Pressure Ulcers (DN caseload acquired)	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Nov 2018							11	14	
Community & Therapies Group Only	Avoidable Grade 4 Pressure Ulcers (DN caseload acquired)	No			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Nov 2018							0	1	

Corporate Group

Section	Indicator	Measure	Trajectory		Previous Months Trend														Data Period	Directorate							Month	Year To Date	Trend				
			Year	Month	F	M	A	M	J	J	A	S	O	N	D	J	F	M		A	M	J	J	SG	F	W				M	E	N	O
Pt. Experience - FFT,MSA,Comp	No. of Complaints Received (formal and link)	No			5	4	2	1	12	10	0	3	6	2	3	6	3	10	3	4	5	11	Jul 2020	2	0	0	0	2	7	0	11	23	
Pt. Experience - FFT,MSA,Comp	No. of Active Complaints in the System (formal and link)	No			8	9	2	6	4	5	1	4	3	4	1	0	5	12	3	4	3	11	Jul 2020	2	0	0	0	2	7	0	11		
Workforce	PDRs - 12 month rolling	=> %	95.0	95.0	-	●	-	-	-	-	-	●	●	-	-	-	-	-	-	-	-	-	Oct 2019	71	96	94	89	97	89	-	89.2	89.2	
Workforce	Medical Appraisal and Revalidation	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	-	Jun 2020			95					100.0	100	
Workforce	Sickness Absence - 12 month rolling	<= %	3.00	3.00	4.23	4.21	4.21	4.21	4.22	4.21	4.26	4.32	4.47	4.41	4.43	4.47	4.51	4.59	4.94	4.99	4.91	4.88	Jul 2020	3.02	1.86	3.44	4.04	6.04	6.26	3.82	4.88	4.93	
Workforce	Sickness Absence - in month	<= %	3.00	3.00	4.64	3.81	3.71	3.80	4.21	4.47	4.42	4.68	5.03	4.48	4.46	4.91	4.89	4.77	6.75	4.87	3.81	4.31	Jul 2020	2.63	0.68	1.87	3.19	5.51	6.44	2.25	4.31	4.89	
Workforce	Sickness Absence - Long Term - in month	No			28	28	20	25	32	32	40	33	35	32	27	27	33	31	37	77	62	45	Jul 2020	1.00	1.00	4.00	2.00	18.00	16.00	3.00	45.00	227.00	
Workforce	Sickness Absence - Short Term - in month	No			112	86	79	57	65	82	54	92	90	84	108	100	80	73	116	147	134	164	Jul 2020	8.00	0.00	3.00	20.00	77.00	44.00	12.00	164.00	578.00	
Workforce	Mandatory Training	=> %	95.0	95.0	●	●	●	●	●	●	●	●	●	●	●	-	-	-	-	-	-	-	Jan 2020	93	97	97	96	-	93	-	94.3	94	