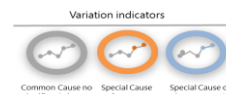


LIVERPOOL HEART AND CHEST HOSPITAL PERFORMANCE REPORT



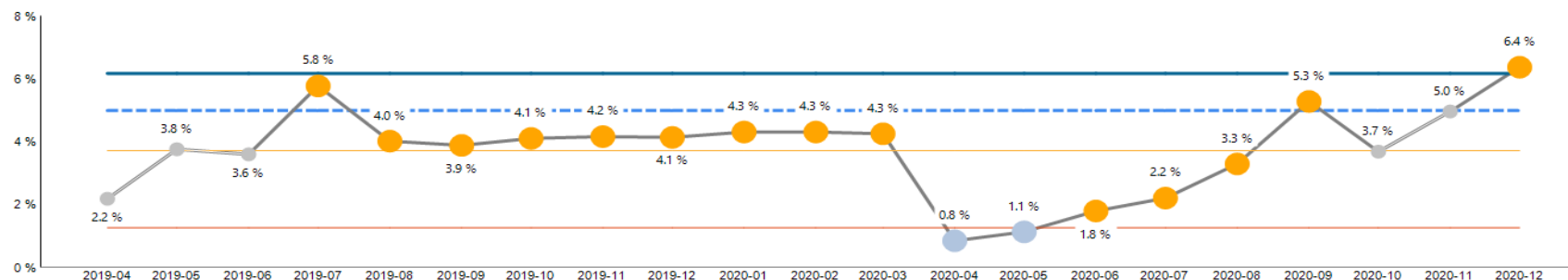
Operational Performance				Operational Performance				Quality of Care				Organisational Health			
measure	target	in month	variation	measure	target	in month	variation	measure	target	in month	variation	measure	target	in month	variation
RTT 18 weeks in aggregate - Incomplete Pathways	92.0%	74.7%		Cancer: 14 day GP referral to 1st Outpatient Appointment	93.0%	100.0%		Quantity of complaints	6	1		Staff Sickness (All Staff)	3.4%	5.09%	
All cancers – maximum 62-day wait for first treatment from urgent GP referral for suspected cancer	85.0%	92.0%		Cancer: 31 day diagnosis to 1st treatment for all cancers	96.0%	100.0%		Occurrence of any Never Events	0	0		Staff Turnover	10.0%	8.47%	
Maximum 6-week wait for diagnostic procedures	99.0%	75.18%		Cancer: 31 day Second or subsequent treatment (surgery & drug)	94.0%	100.0%		Mixed sex accommodation breaches	0	0		Executive Team Turnover	25.0%	31.9%	
Dementia - Find	90.0%	0.0%		Cancer: 62 day Consultant Upgrade	85.0%	100.0%		Inpatient scores from Friends & Family Test - % positive	95.0%	99.18%		Mandatory Training Compliance	95.0%	93.1%	
Dementia - Assess	90.0%	80.0%		Welsh Patients: 26 weeks Referral To Treatment waiting times - Incomplete	95.0%	76.42%		Venous thromboembolism (VTE) risk assessment	95.0%	94.26%		Appraisals Compliance	90.0%	88.6%	
Dementia - Refer	90.0%	0.0%		In-Hospital mortality	11	11		Clostridium Difficile	0	1					
Cancelled Operations for non-clinical reasons	2.0%	1.54%						MRSA Bacteraemias	0	0					
Patients not booked in within 28 days (non clinical cancellations)	0	0						MSSA Bacteraemias	0	1					
Delayed Transfers of care	5.0%	6.38%						Gram Negative Bacteraemias	0	2					
Bed Occupancy	80.0%	66.36%						Hospital Standardised Mortality Ratio (HSMR) - basket diagnoses	100	75					
Referral to treatment - Incomplete Pathways 52+ weeks	0	58						Hospital Standardised Mortality Ratio (HSMR) - all diagnoses	100	79					
								Outpatient scores from Friends & Family Test - % positive	95.0%	95.0%					

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Delayed Transfers of care

A delayed transfer of care occurs when a patient is ready to depart from such care and is still occupying a bed.

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
<=5%	2.2%	3.8%	3.6%	5.8%	4.0%	3.9%	4.1%	4.2%	4.1%	4.3%	4.3%	4.3%	0.8%	1.1%	1.8%	2.2%	3.3%	5.3%	3.7%	5.0%	6.4%



Concern

ucl	6.18%
mean	3.72%
target	5.0%
lcl	1.27%

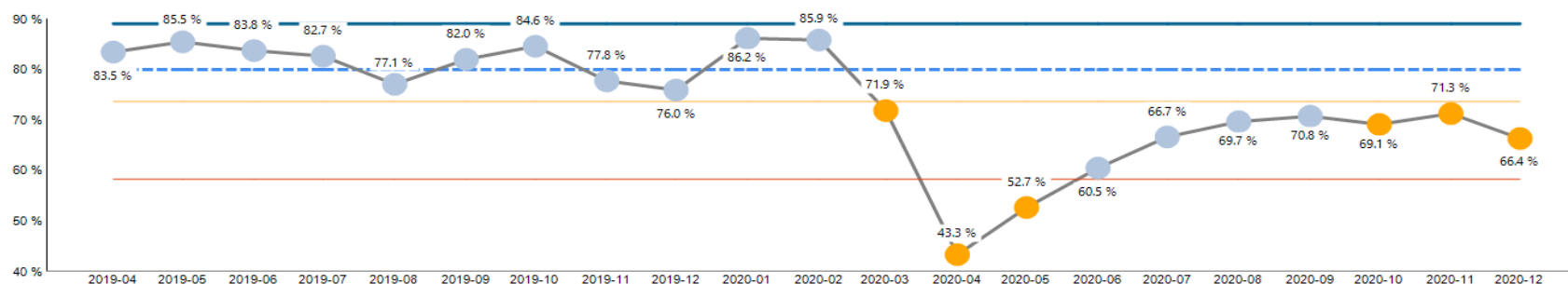
Commentary:

Delayed discharges have continued to increase over the last month and through January. The Discharge Team are expediting as far as possible but due to Covid there are system wide pressures on intermediate care. At present this is not causing an operational issue.

Bed Occupancy

Count of beds occupied over all wards/ count of bed available

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=80%	83.5%	85.5%	83.8%	82.7%	77.1%	82.0%	84.6%	77.8%	76.0%	86.2%	85.9%	71.9%	43.3%	52.7%	60.5%	66.7%	69.7%	70.8%	69.1%	71.3%	66.4%



Concern

ucl	89.12%
mean	73.69%
target	80.0%
lcl	58.26%

Commentary:

Bed occupancy will remain low with the significantly reduced levels of elective inpatients to support Covid demands across the system. No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

RTT 18 weeks in aggregate - Incomplete Pathways

Percentage of patients whose clock has not stopped during the calendar month where the clock period is less than 18 weeks

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=92%	92.6%	93.0%	92.0%	92.7%	93.0%	92.5%	92.3%	90.6%	89.7%	92.5%	92.6%	89.1%	79.0%	69.7%	61.3%	55.5%	61.1%	68.2%	70.4%	72.8%	74.7%

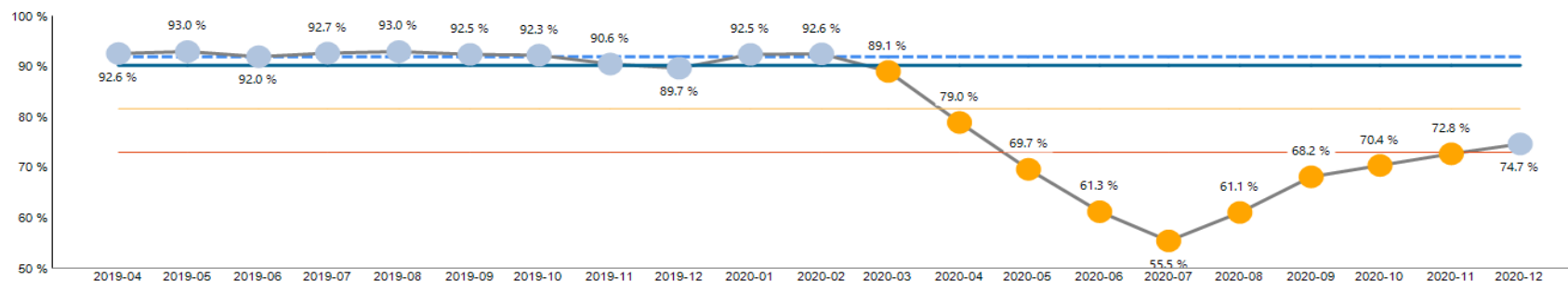


Improvement

ucl	90.31%
mean	81.67%
target	92.0%
lcl	73.04%

Commentary:

Performance continues to improve but at a slower rate over December and into January due to the C&M response to Covid. All patients have been clinically validated and will be prioritised by clinical priority and then overall waiting time.



Referral to treatment - Incomplete Pathways 52+ weeks

Count of all patients on an incomplete pathway waiting over 52 weeks (English & Non-English)

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
<0	1	0	0	0	1	1	0	0	0	0	0	0	4	3	7	0	21	22	31	48	58

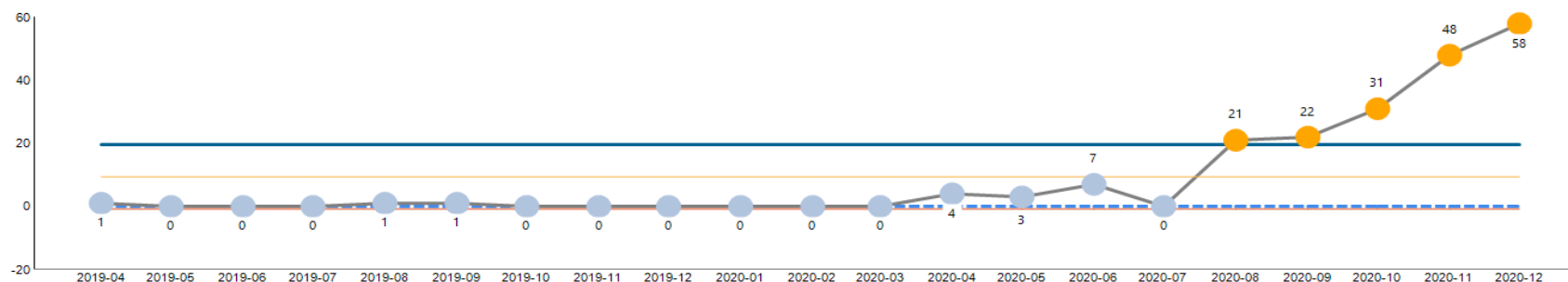


Concern

ucl	20
mean	9
target	0
lcl	-1

Commentary:

Due to the stepping down of anything other than P1 and P2 activity unfortunately routine inpatients are waiting longer and the Trust's recovery trajectory for 52 week waiters will be revised due to the recent surge.



LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

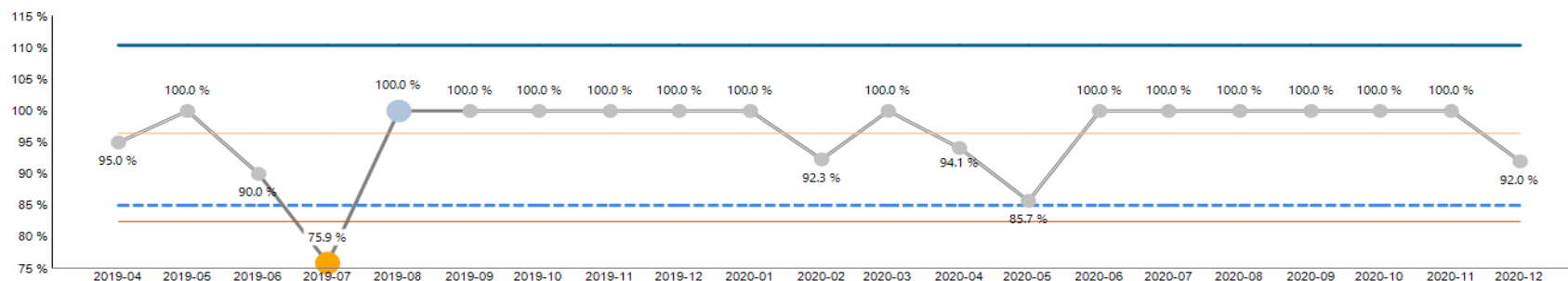
All cancers – maximum 62-day wait for first treatment from urgent GP referral for suspected cancer

Proportion of patients referred for cancer treatment by their GP who have currently been waiting for less than 62 days for treatment to start

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=85%	95.0%	100.0%	90.0%	75.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	92.3%	100.0%	94.1%	85.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	92.0%



Common Cause



ucl	110.42%
mean	96.43%
target	85.0%
lcl	82.43%

Commentary:

No areas of concern for December.

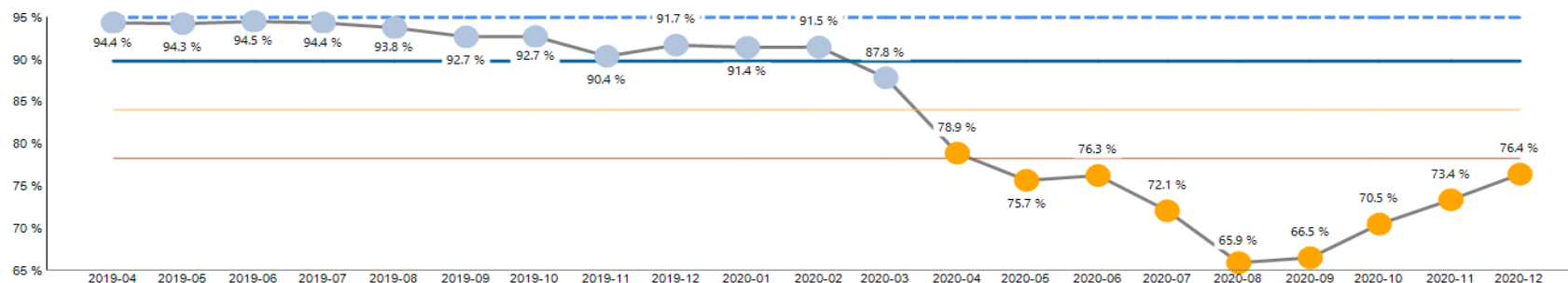
Welsh Patients: 26 weeks Referral To Treatment waiting times - Incomplete

Proportion of patients referred for cancer treatment by their GP who have currently been waiting for less than 62 days for treatment to start

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=95%	94.4%	94.3%	94.5%	94.4%	93.8%	92.7%	92.7%	90.4%	91.7%	91.4%	91.5%	87.8%	78.9%	75.7%	76.3%	72.1%	65.9%	66.5%	70.5%	73.4%	76.4%



Concern



ucl	89.83%
mean	84.06%
target	95.0%
lcl	78.28%

Commentary:

Like english performance the welsh RTT performance continues to improve but recovery will be slower through January due to the standing down of elective inpatients.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

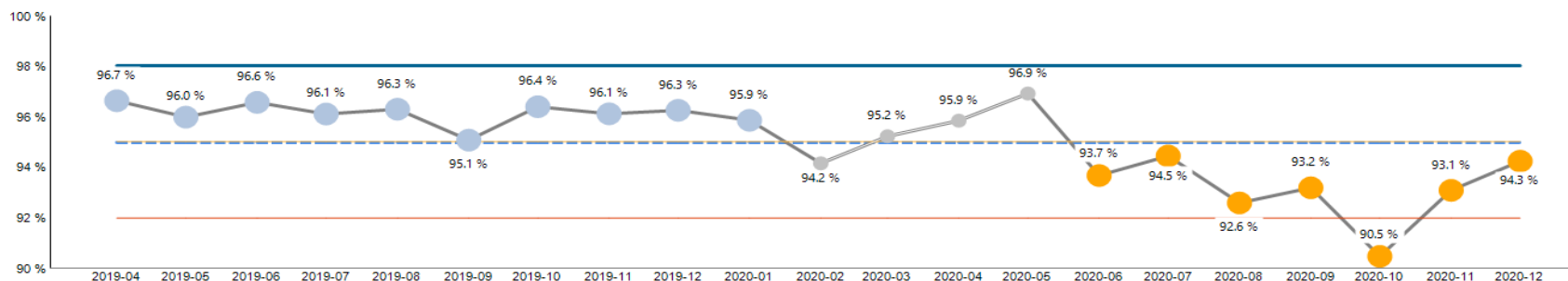
Venous thromboembolism (VTE) risk assessment

Number of patients admitted who have a VTE risk assessment/number of patients admitted in most recent month

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=95%	96.7%	96.0%	96.6%	96.1%	96.3%	95.1%	96.4%	96.1%	96.3%	95.9%	94.2%	95.2%	95.9%	96.9%	93.7%	94.5%	92.6%	93.2%	90.5%	93.1%	94.3%



Concern



ucl	98.05%
mean	95.02%
target	95.0%
lcl	92.0%

Commentary:

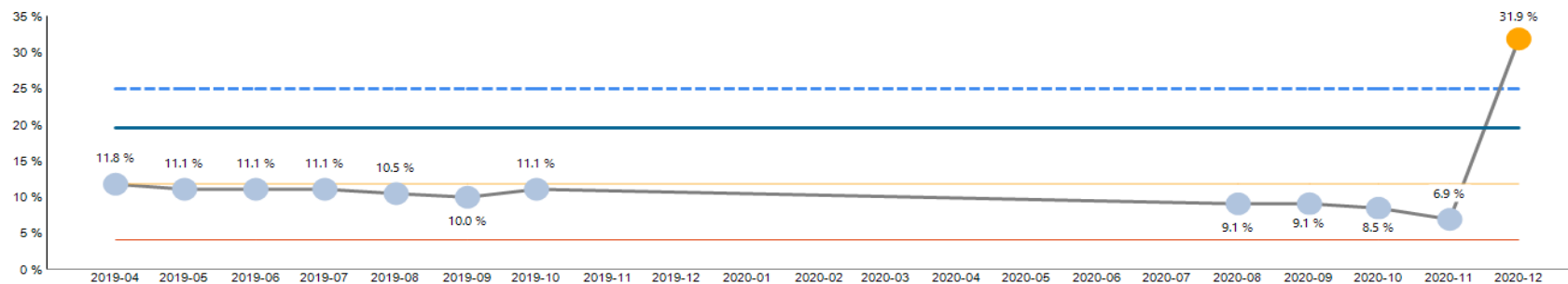
VTE risk assessment reinforced by divisions and showing steady improvement.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Executive Team Turnover

Rate of turnover among the executive team

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2020-08	2020-09	2020-10	2020-11	2020-12
<=25%	11.8%	11.1%	11.1%	11.1%	10.5%	10.0%	11.1%	9.1%	9.1%	8.5%	6.9%	31.9%



Concern

ucl	19.6%
mean	11.85%
target	25.0%
lcl	4.1%

Commentary:

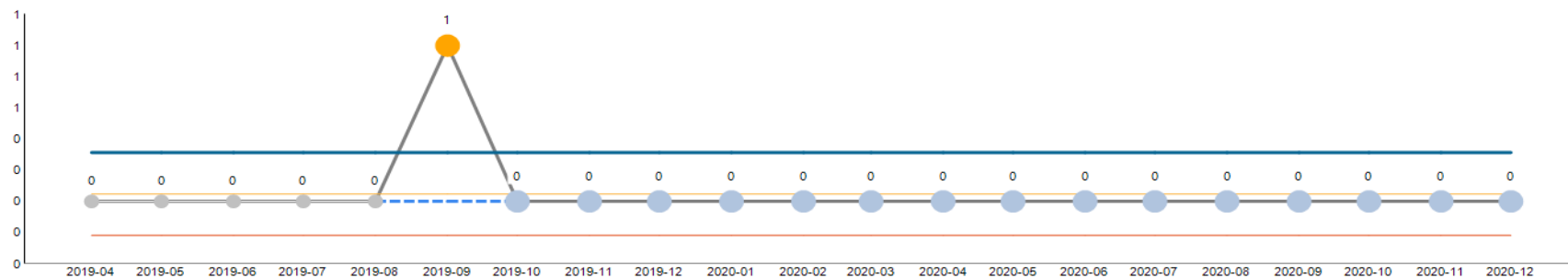
This is a rolling turnover indicator and there have been 4 executives that have left the Trust in this period.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Occurrence of any Never Events

Count of Never Events

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Improvement

ucl	0
mean	0
target	0
lcl	-0

Commentary:

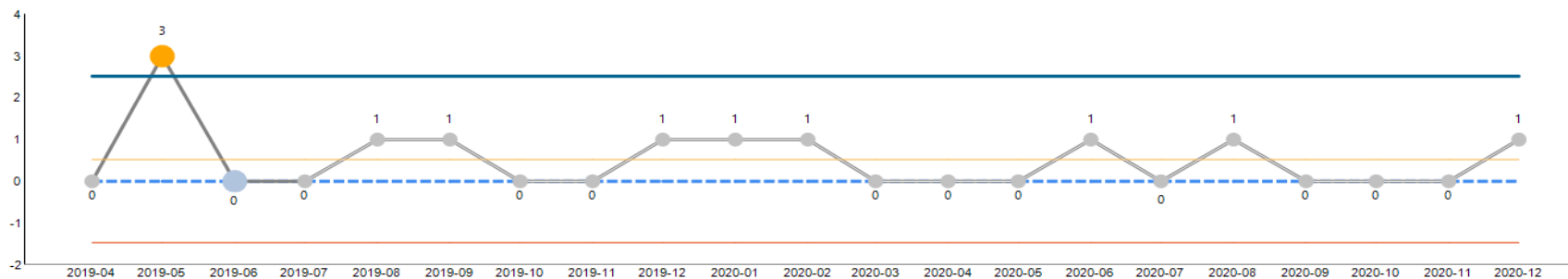
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Clostridium Difficile

Count of trust assigned C. difficile infections in patients aged two years and over compared to the number of planned C. difficile cases

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
	0	3	0	0	1	1	0	0	1	1	1	0	0	0	1	0	1	0	0	0	1



Common Cause

ucl	3
mean	1
target	0
lcl	-1

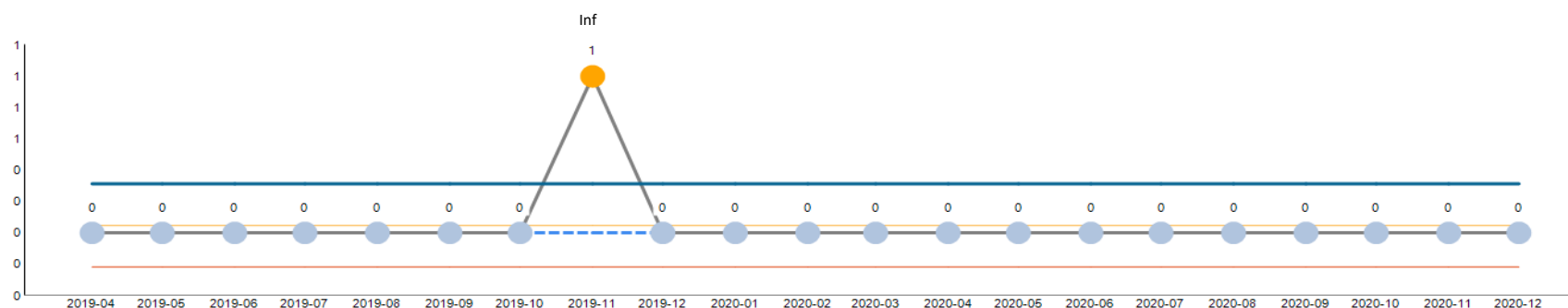
Commentary:

One C Diff infection. Mini RCA fed back to ward and consultant

MRSA Bacteraemias

Count of trust assigned MRSA infections

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0



Improvement

ucl	0
mean	0
target	0
lcl	-0

Commentary:

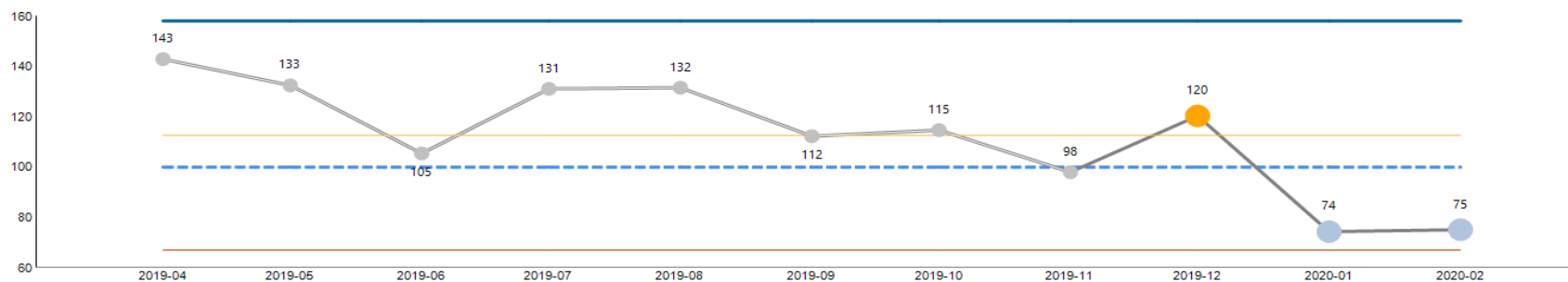
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Hospital Standardised Mortality Ratio (HSMR) - basket diagnoses

patient characteristics for those treated there.

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02
<=100	143	133	105	131	132	112	115	98	120	74	75



Improvement

ucl	158
mean	113
target	100
lcl	67

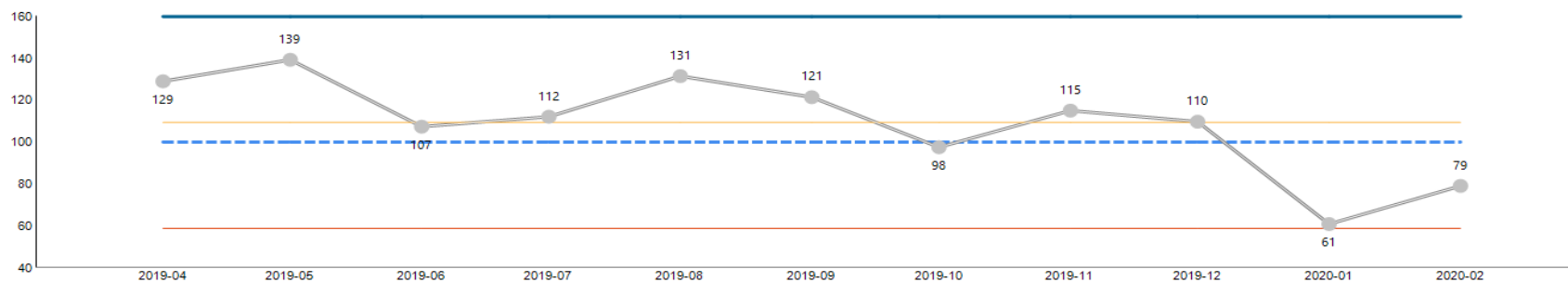
Commentary:

No areas of concern.

Hospital Standardised Mortality Ratio (HSMR) - all diagnoses

of patient characteristics for those treated there.

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02
<=100	129	139	107	112	131	121	98	115	110	61	79



Common Cause

ucl	160
mean	109
target	100
lcl	59

Commentary:

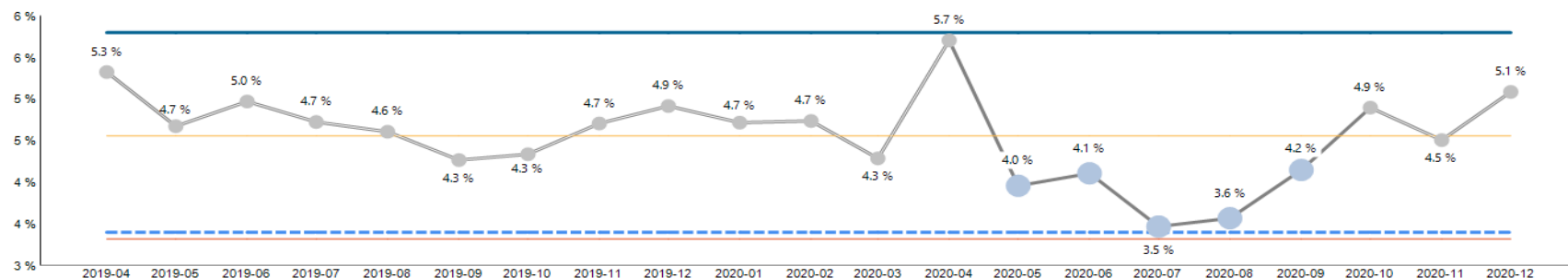
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Staff Sickness (All Staff)

Rate of sickness across all staff

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
<=3.4%	5.3%	4.7%	5.0%	4.7%	4.6%	4.3%	4.3%	4.7%	4.9%	4.7%	4.7%	4.3%	5.7%	4.0%	4.1%	3.5%	3.6%	4.2%	4.9%	4.5%	5.1%



Common Cause

ucl	5.8%
mean	4.56%
target	3.4%
lcl	3.32%

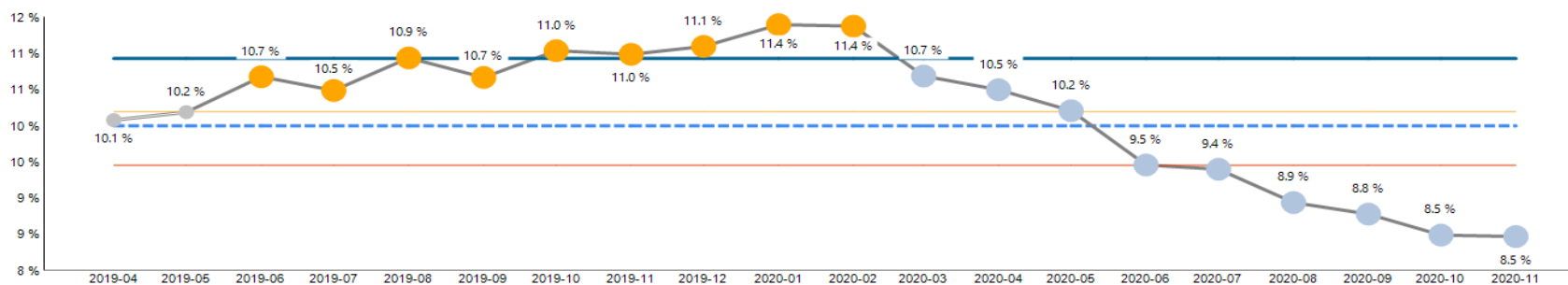
Commentary:

Sickness has increased over the last quarter to 5.1% - mainly attributable to COVID. Turnover has reduced slightly to 8.5% and remains healthy, below 10% target.

Staff Turnover

Rate of turnover among voluntary leavers

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11
<=10%	10.1%	10.2%	10.7%	10.5%	10.9%	10.7%	11.0%	11.0%	11.1%	11.4%	11.4%	10.7%	10.5%	10.2%	9.5%	9.4%	8.9%	8.8%	8.5%	8.5%



Improvement

ucl	10.93%
mean	10.2%
target	10.0%
lcl	9.46%

commentary:

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

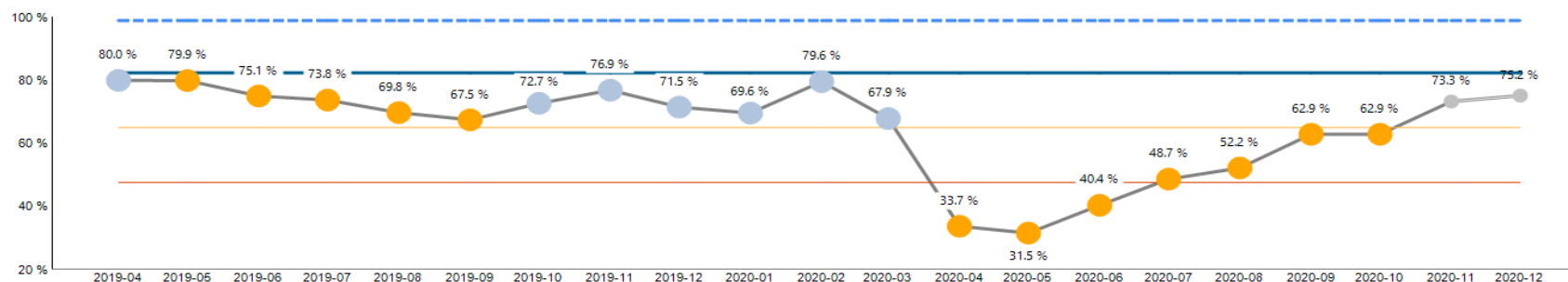
Maximum 6-week wait for diagnostic procedures

Proportion of patients referred for diagnostic tests who have been waiting for less than six weeks

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=99%	80.0%	79.9%	75.1%	73.8%	69.8%	67.5%	72.7%	76.9%	71.5%	69.6%	79.6%	67.9%	33.7%	31.5%	40.4%	48.7%	52.2%	62.9%	62.9%	73.3%	75.2%



Common Cause



ucl	82.39%
mean	65.0%
target	99.0%
lcl	47.6%

Commentary:

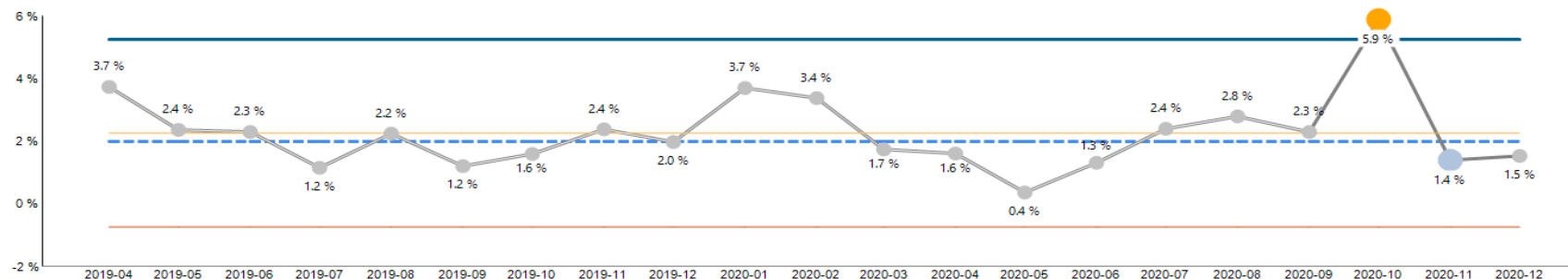
Performance continues to improve in line with the Trust's recovery trajectory and the forecast is to be near compliance with the 6 week target by the end of the financial year.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Cancelled Operations for non-clinical reasons

Count of the number of last minute cancellations by the hospital for non clinical reasons

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
<=2%	3.7%	2.4%	2.3%	1.2%	2.2%	1.2%	1.6%	2.4%	2.0%	3.7%	3.4%	1.7%	1.6%	0.4%	1.3%	2.4%	2.8%	2.3%	5.9%	1.4%	1.5%



Common Cause

ucl	5.26%
mean	2.26%
target	2.0%
lcl	-0.74%

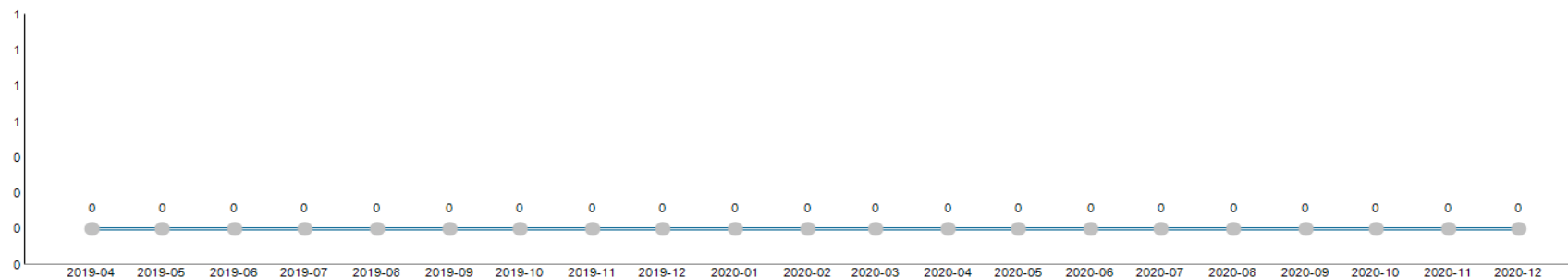
Commentary:

No areas of concern.

Patients not booked in within 28 days (non clinical cancellations)

Count of operations cancelled for non-clinical reasons and not offered a new date within 28 days

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Common Cause

ucl	0
mean	0
target	0
lcl	0

Commentary:

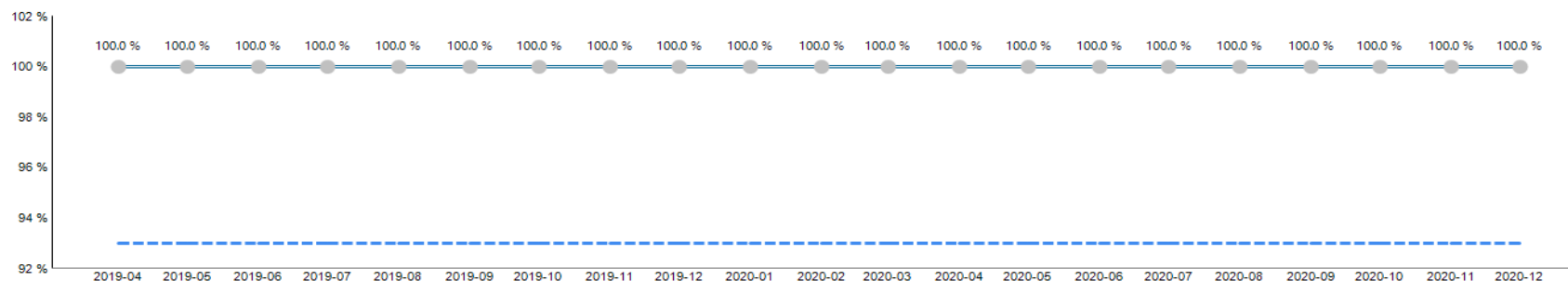
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Cancer: 14 day GP referral to 1st Outpatient Appointment

Patients waiting a maximum of two weeks from an urgent GP referral for suspected cancer to date first seen by specialist

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=93%	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%	100.0%



Common Cause

ucl	100.0%
mean	100.0%
target	93.0%
lcl	100.0%

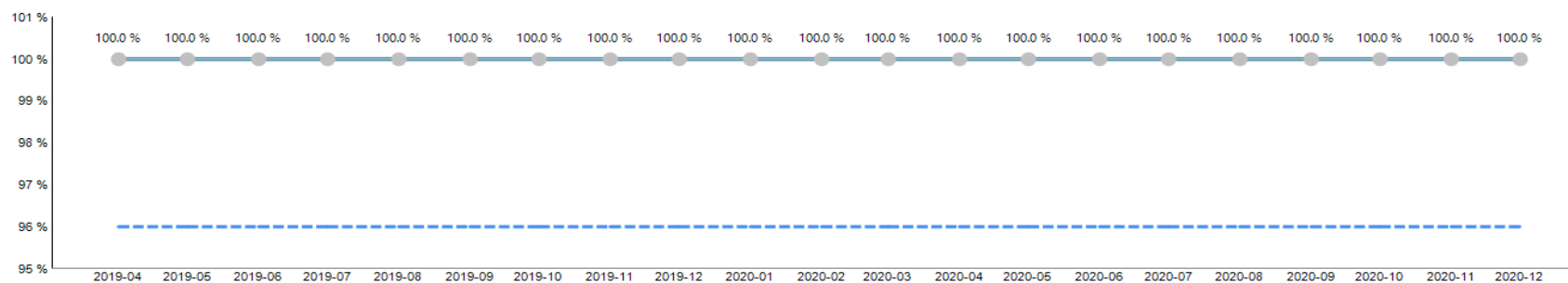
Commentary:

No areas of concern.

Cancer: 31 day diagnosis to 1st treatment for all cancers

Patients waiting a maximum of 31 days from diagnosis to first definitive treatment

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=96%	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%	100.0%



Common Cause

ucl	100.0%
mean	100.0%
target	96.0%
lcl	100.0%

Commentary:

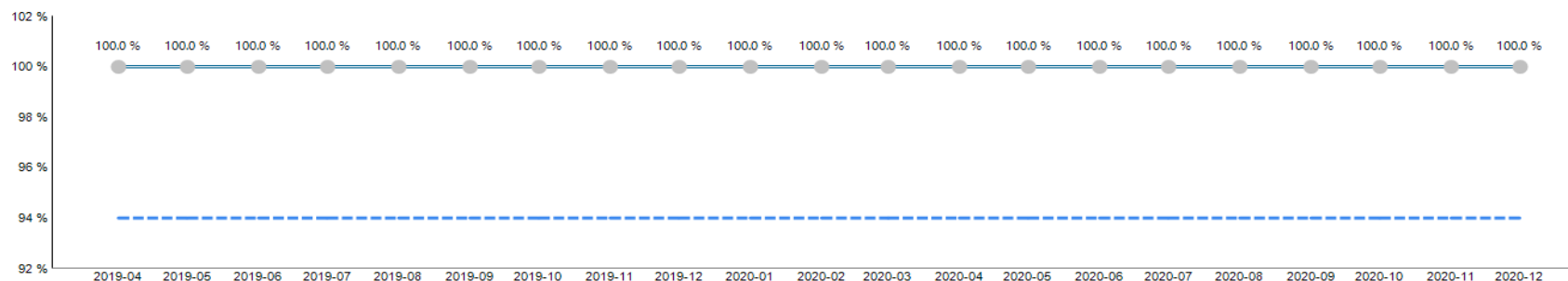
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Cancer: 31 day Second or subsequent treatment (surgery & drug)

Patients waiting a maximum of 31 days for all subsequent treatments

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=94%	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%	100.0%



Common Cause

ucl	100.0%
mean	100.0%
target	94.0%
lcl	100.0%

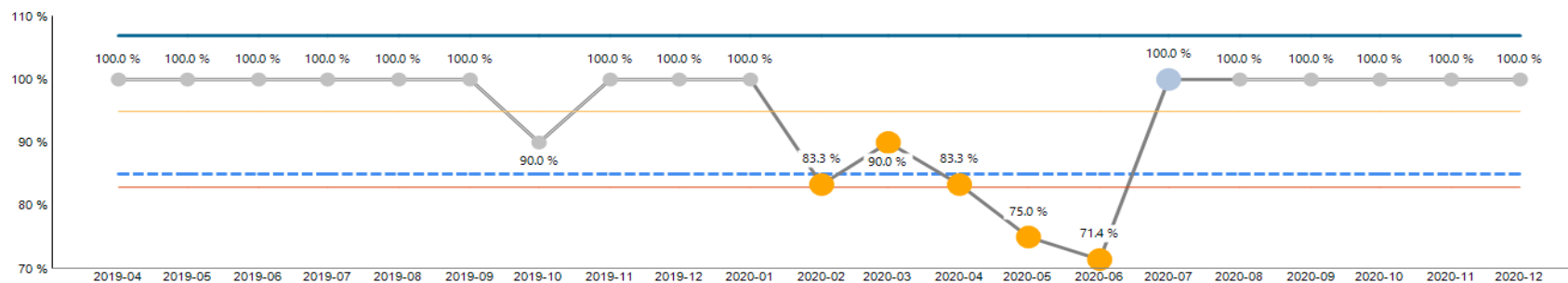
Commentary:

No areas of concern.

Cancer: 62 day Consultant Upgrade

Patients waiting a maximum of 62 days from a consultant decision to upgrade the urgency of a patient they suspect to have cancer to first treatment

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=85%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	90.0%	100.0%	100.0%	100.0%	83.3%	90.0%	83.3%	75.0%	71.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%



Common Cause

ucl	106.94%
mean	94.91%
target	85.0%
lcl	82.88%

Commentary:

No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

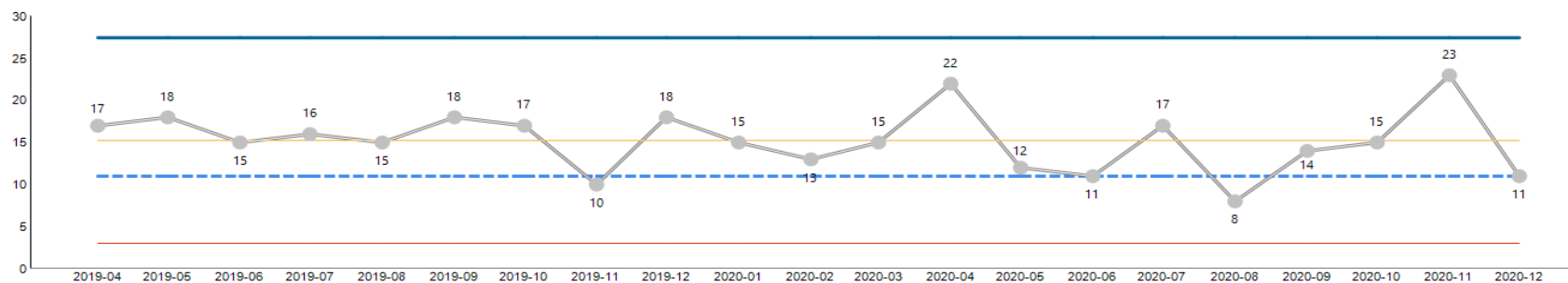
In-Hospital mortality

Count of Hospital deaths across the trust for the month/YTD

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
<=11	17	18	15	16	15	18	17	10	18	15	13	15	22	12	11	17	8	14	15	23	11



Common Cause



ucl	27
mean	15
target	11
lcl	3

Commentary:

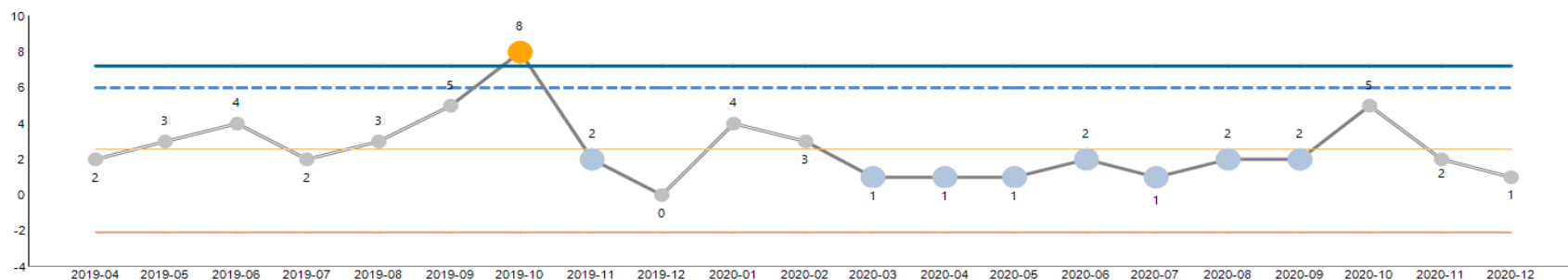
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Quantity of complaints

Quantity of complaints

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
<=6	2	3	4	2	3	5	8	2	0	4	3	1	1	1	2	1	2	2	5	2	1



Common Cause

ucl	7
mean	3
target	6
lcl	-2

Commentary:

No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

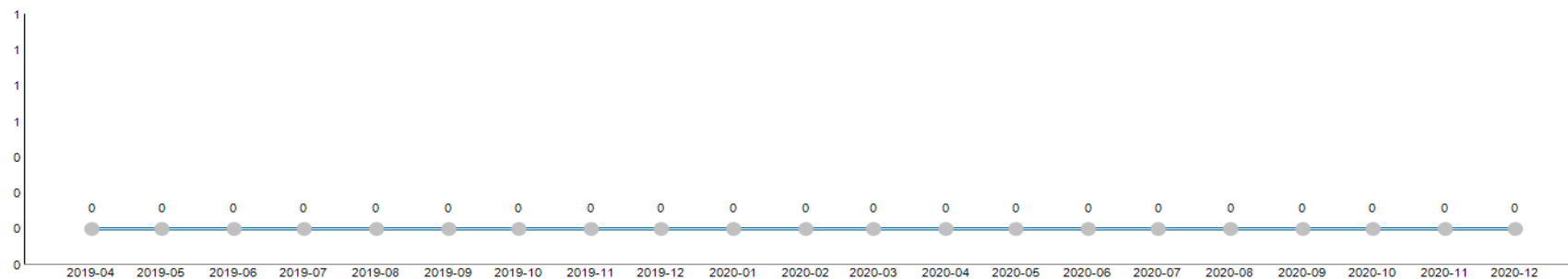
Mixed sex accommodation breaches

Count of number of occasions sexes were mixed on same-sex wards

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



Common Cause



ucl	0
mean	0
target	0
lcl	0

Commentary:

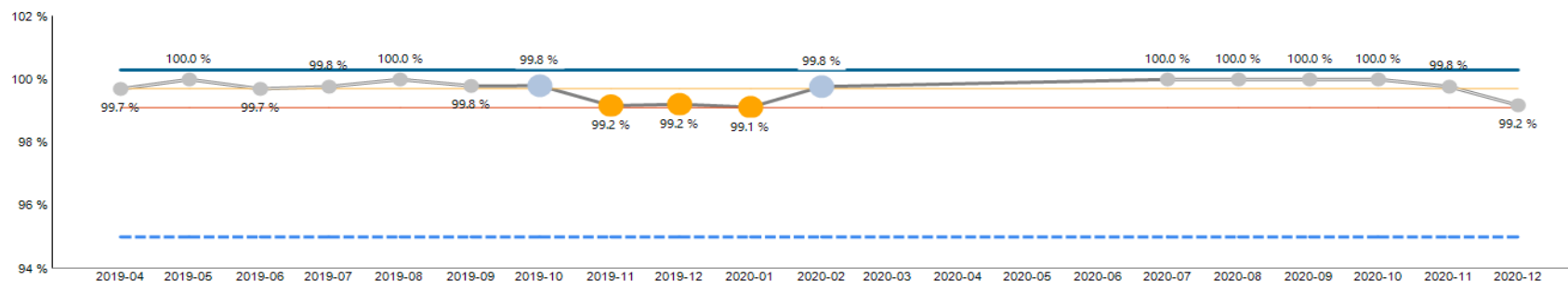
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Inpatient scores from Friends & Family Test - % positive

Percentage of inpatients rating the service good or very good

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=95%	99.7%	100.0%	99.7%	99.8%	100.0%	99.8%	99.8%	99.2%	99.2%	99.1%	99.8%	100.0%	100.0%	100.0%	100.0%	99.8%	99.2%



ucl	100.3%
mean	99.71%
target	95.0%
lcl	99.11%

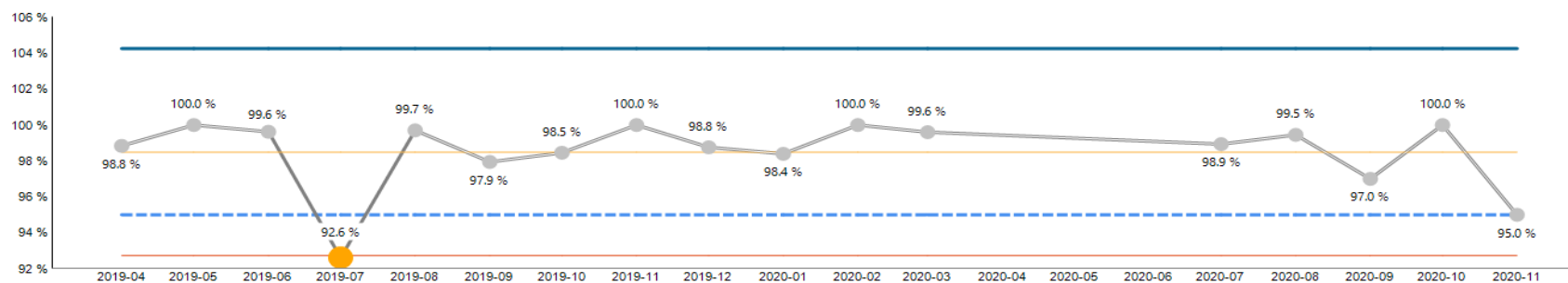
Commentary:

No areas of concern.

Outpatient scores from Friends & Family Test - % positive

Count of outpatient friends and family test responses that are rated as positive / Count of friends and family tests taken within outpatients

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-07	2020-08	2020-09	2020-10	2020-11
>=95%	98.8%	100.0%	99.6%	92.6%	99.7%	97.9%	98.5%	100.0%	98.8%	98.4%	100.0%	99.6%	98.9%	99.5%	97.0%	100.0%	95.0%



ucl	104.26%
mean	98.49%
target	95.0%
lcl	92.72%

Commentary:

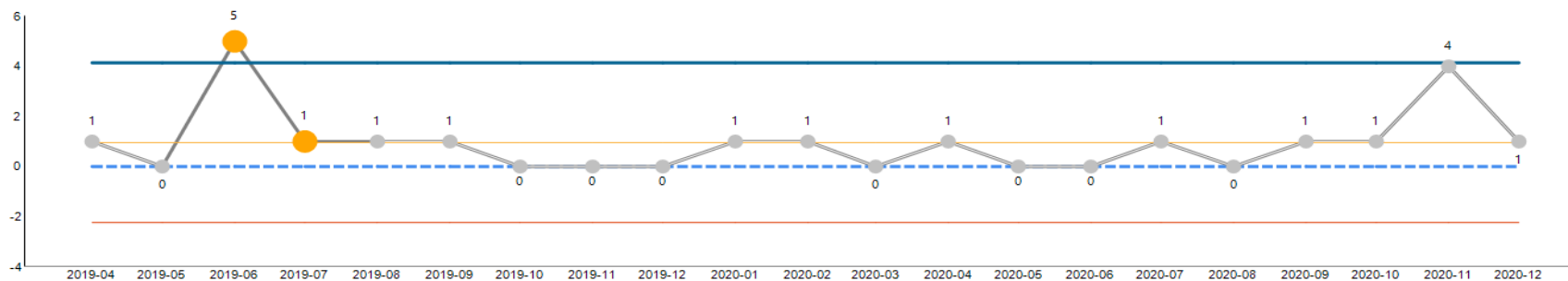
No areas of concern.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

MSSA Bacteraemias

Count of trust assigned MSSA infections

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
	1	0	5	1	1	1	0	0	0	1	1	0	1	0	0	1	0	1	1	4	1



Common Cause

ucl	4
mean	1
target	0
lcl	-2

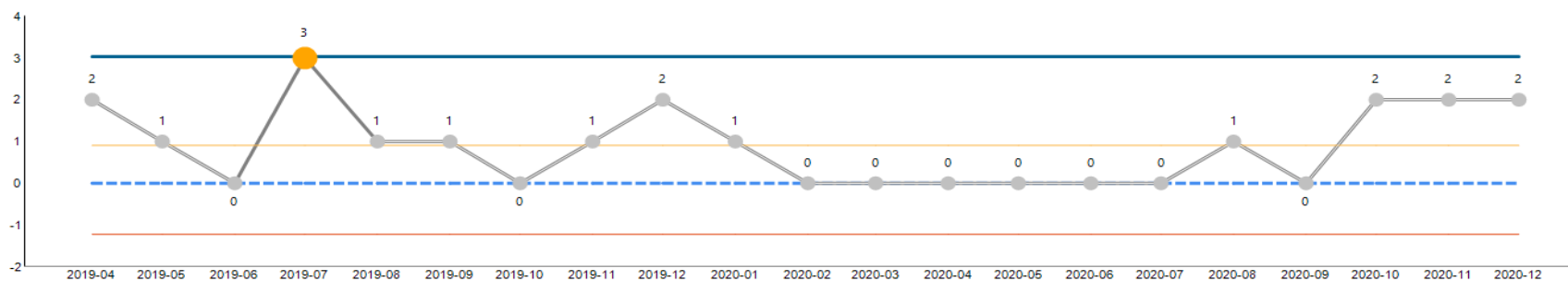
Commentary:

1 MSSA bacteraemia due to chest infection. Mini RCA carried out and fed back to ward and consultant. Deep dive of all MSSA carried out and discussed at Execs.

Gram Negative Bacteraemias

Count of trust assigned Gram Negative Bacteraemias infections

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
	2	1	0	3	1	1	0	1	2	1	0	0	0	0	0	0	1	0	2	2	2



Common Cause

ucl	3
mean	1
target	0
lcl	-1

Commentary:

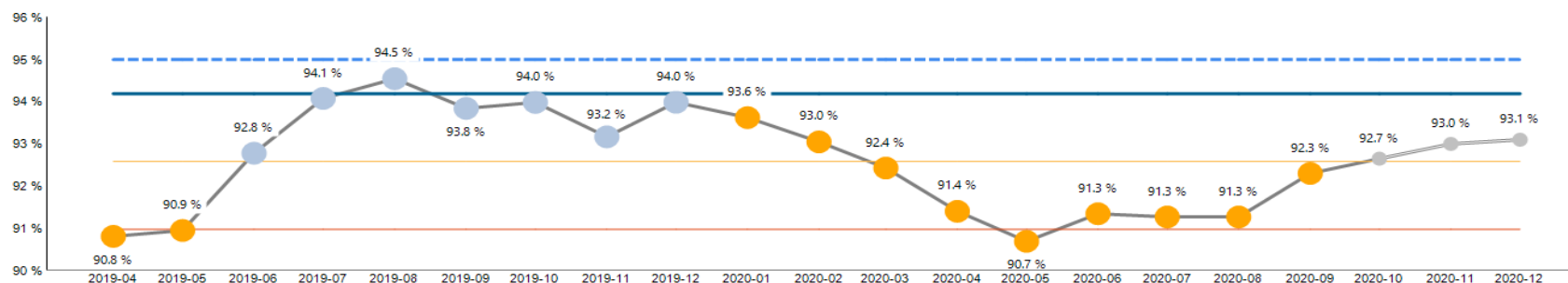
Two UTIs. Mini RCA completed and shared. Process for regular weekly monitoring of UTIs in development.

LIVERPOOL HEART AND CHEST PERFORMANCE REPORT

Mandatory Training Compliance

Percentage of completed mandatory training

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=95%	90.8%	90.9%	92.8%	94.1%	94.5%	93.8%	94.0%	93.2%	94.0%	93.6%	93.0%	92.4%	91.4%	90.7%	91.3%	91.3%	91.3%	92.3%	92.7%	93.0%	93.1%



Common Cause

ucl	94.19%
mean	92.58%
target	95.0%
lcl	90.98%

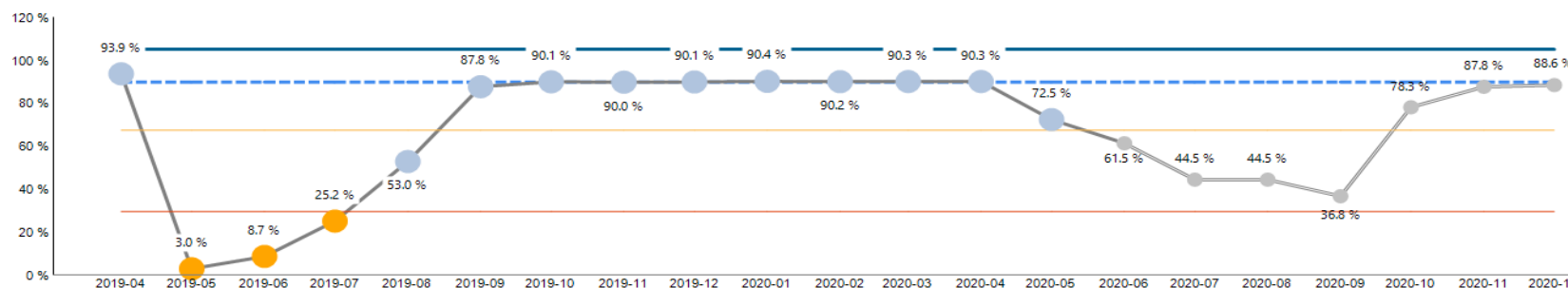
Commentary:

There has been a slight improvement over the quarter to 93.1% and direct targeting of individuals is being done to reach a target of 95%.

Appraisals Compliance

Percentage of annual appraisals completed

Target	2019-04	2019-05	2019-06	2019-07	2019-08	2019-09	2019-10	2019-11	2019-12	2020-01	2020-02	2020-03	2020-04	2020-05	2020-06	2020-07	2020-08	2020-09	2020-10	2020-11	2020-12
>=90%	93.9%	3.0%	8.7%	25.2%	53.0%	87.8%	90.1%	90.0%	90.1%	90.4%	90.2%	90.3%	90.3%	72.5%	61.5%	44.5%	44.5%	36.8%	78.3%	87.8%	88.6%



Common Cause

ucl	105.27%
mean	67.49%
target	90.0%
lcl	29.72%

Commentary:

Appraisals are at 88.6% and whilst this has seen an improvement over the quarter, due to the pressures of COVID, the target of 95% has not been reached.