

Strategic Dashboard Report Month 06 2015/16

Objectives

Summary of Performance

Strategic Objectives

Achieving all strategic objectives measures for quality & experience and stakeholder.

Currently red rated are recruitment to CRN research, financial margin, cost reduction strategy, absence rate (in month), and bank & agency spend.

Performance Report Summary

In addition to the above, currently red rated for YTD are mixed sex accommodation breaches, serious incidents, 26-weeks all pathways, cancelled operations (including 28-day guarantee and urgent operations cancelled twice), and appraisals.

For details on financial indicators please refer to the Financial Report.

Strategic Objective Measures 2015/16 - Quality & Experience

Quality & Experience

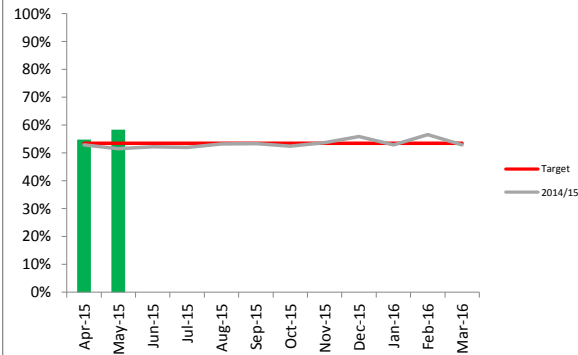


Strategic Objective Measures 2015/16 - Service & Innovation

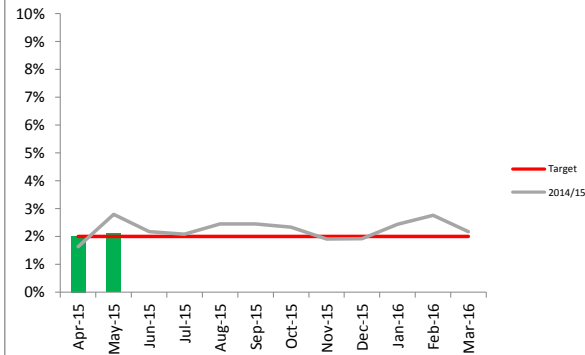
Indicator	YTD		Trend	Current Month		Previous Month	Data Quality	Frequency	Comments
	Target	Actual		Target	Sep 15				
Market share within main catchment area	53.5%	56.5%	↑	53.5%	58.4%	54.8%	Green	M	Current figures May-15 due to reporting lag
Market share outside main catchment area	2.0%	2.1%	→	2.0%	2.1%	2.0%	Green	M	Current figures May-15 due to reporting lag
Number of patients recruited into CRN research (open trials)	375	332	↑	62	56	32	Green	M	
Innovation suggestion scheme currently being reviewed by Execs									

Service & Innovation

% Market Share - Main Catchment Area



% Market Share - Outside Main Catchment Area

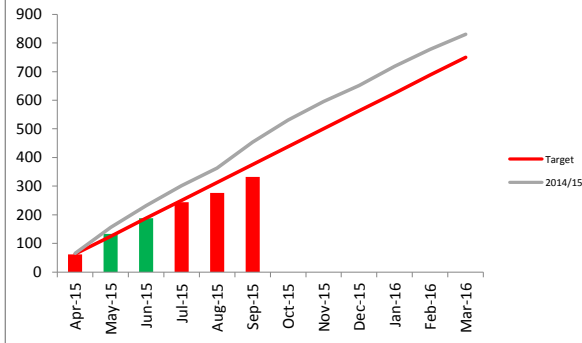


RAG rating for market share indicators :

Main catchment area
 Green - above target
 Yellow - within 2.5% of target
 Amber - within 5% of target
 Red - below target by more than 5%

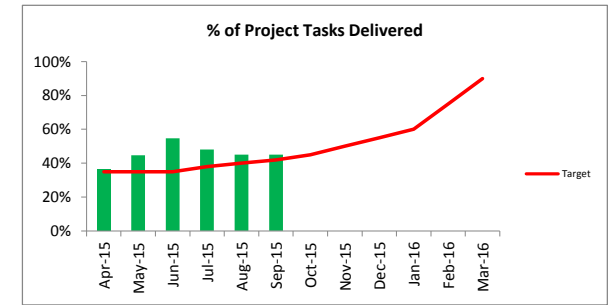
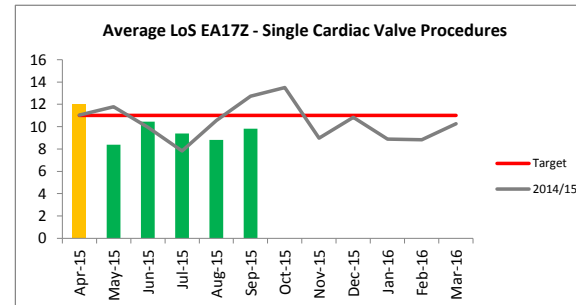
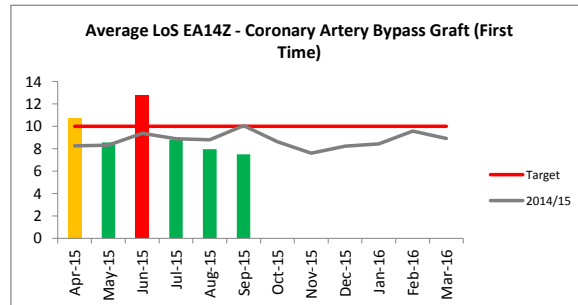
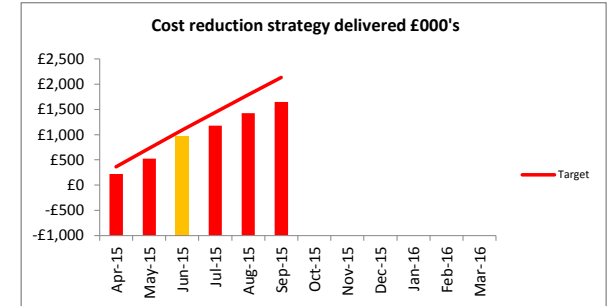
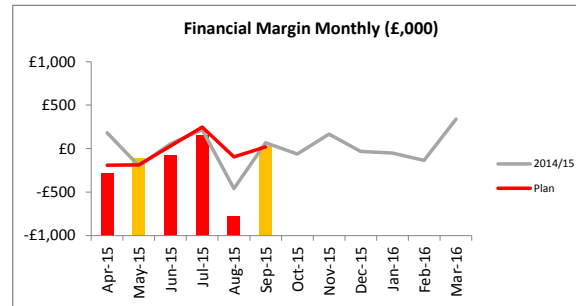
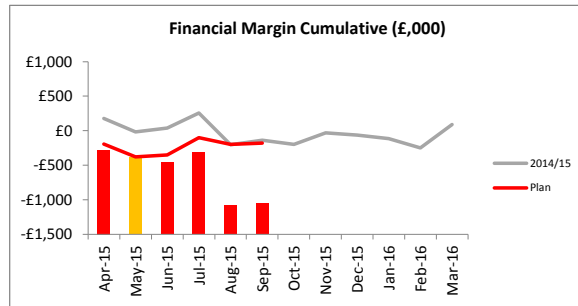
Outside main catchment area
 Green - above target
 Yellow - within 0.5% of target
 Amber - within 1% of target
 Red - below target by more than 1%

Number of patients recruited into CRN research (open trials)



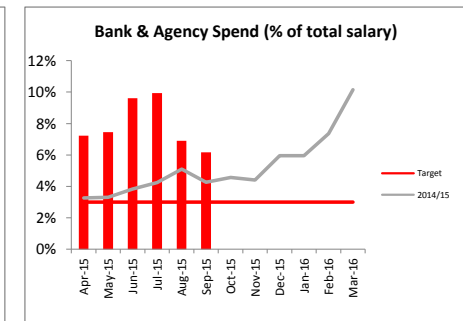
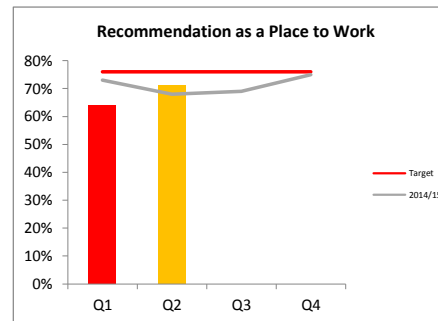
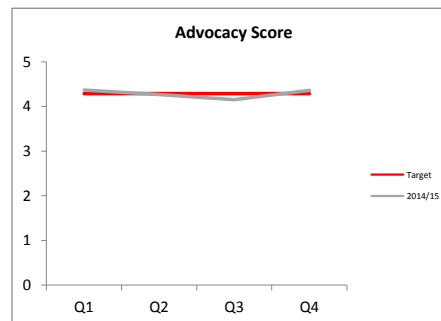
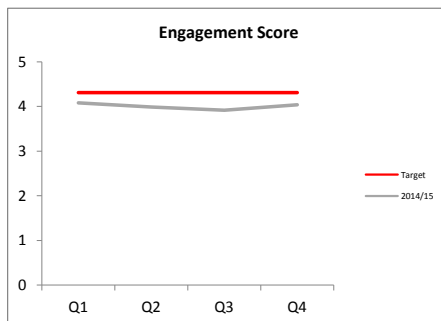
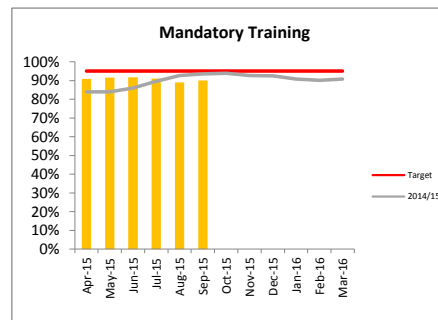
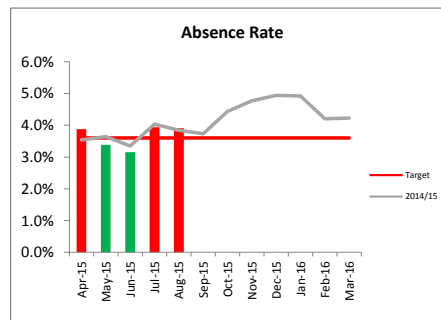
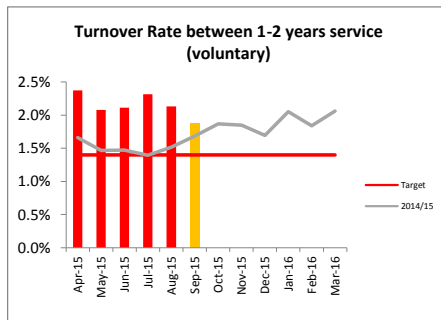
Strategic Objective Measures 2015/16- Value

	Indicator	YTD		Trend	Current month		Previous Month	Data Quality	Frequency	Comments
		Plan	Actual		Plan	Sep 15				
Value	Financial margin for the total trust (£,000) - cumulative	-£177	-£1,053	↑	£18	£29	-£771	■ ■ ■ ■ ■	M	Data is normalised Net Surplus
	Cost reduction strategy delivered £000's (4% reduction)	£2,135	£1,647	↓	£344	£220	£249	■ ■ ■ ■ ■	M	
	Average LoS EA14Z - Elective Coronary Artery Bypass Graft (First Time)	<=10	9.38	→	<=10	7.51	7.95	■ ■ ■ ■ ■	M	
	Average LoS EA17Z - Elective Single Cardiac Valve Procedures	<=11	9.80	↓	<=11	9.82	8.82	■ ■ ■ ■ ■	M	
	% of project tasks delivered (PMO Office)	>=42%	45.0%	→	>=42%	45.0%	45.0%	■ ■ ■ ■ ■	M	current month is the YTD



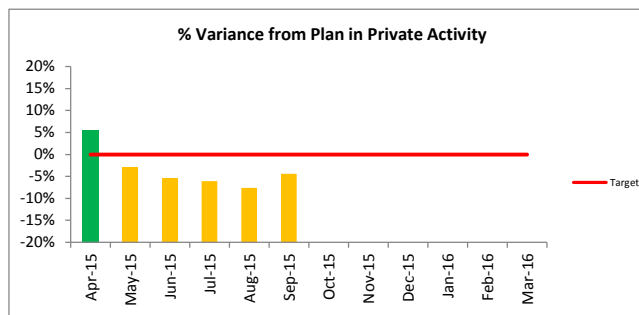
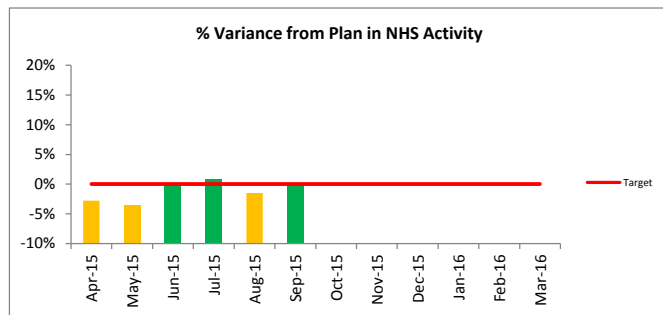
Strategic Objective Measures 2015/16- Workforce

Indicator	YTD		Trend	Current month		Previous	Data		Comments
	Target	Actual		Target	Sep 15	Month	Quality	Frequency	
Turnover Rate between 1-2 years service (voluntary)(FTC excluded))	1.4%	1.87%	↑	1.4%	1.87%	2.13%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	M	Monthly figures are rolling 12 months
Absence Rate	3.6%	3.65%	→	3.6%	3.91%	3.94%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	M	Latest absence data for August 2015
Absence Days	-	7397	↑	-	1613	1621	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>		Latest absence data for August 2015
Mandatory Training Compliance	95%	90%	↑	95%	90%	89%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	M	
Bank & Agency Spend (% of total salary)	3.6%	7.9%	↑	3.6%	6.2%	6.9%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	M	
Bank Spend (% of total salary)	-	2.4%	↑	-	2.2%	2.5%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	M	
Agency Spend (% of total salary)	-	5.5%	↑	-	4.0%	4.4%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	M	
				Current Quarter		Previous			
				Target	Q2	Quarter			
Engagement Score (Improve by 10%)	4.31	tbc	-	4.31	-	4.04	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Q	
Advocacy Score (maintain)	4.29	tbc	-	4.29	-	4.36	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Q	
Recommendation as a Place to Work (Improve by 10%)	76%	71%	↑	76%	71%	64%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Q	Q2 figures taken from Staff FFT



Strategic Objective Measures 2015/16 - Stakeholders

Indicator	YTD		Trend	Current month		Previous Month	Data Quality	Frequency	Comments
	Target	Actual		Target	Sep 15				
NHS activity (inpatients) - to achieve plan	>=6591	6595		>=1109	1193	971		M	
NHS activity % variance from plan	0%	0.07%	↑	0%	7.6%	-10.5%		M	
PP activity (inpatients) - to achieve plan	>=225	215		>=41	45	31		M	
PP activity % variance from plan	0%	-4.4%	↑	0%	9.8%	-13.9%		M	



RAG rating for performance against plan:

NHS Activity:-
 Green - above target
 Amber - below target, but increase from previous year
 Red - below target and decrease from previous year

Private Activity:-
 Green - above target
 Amber - below target, but within 10% variance
 Red - below target and greater than 10% variance

Performance Report Summary 2015/16

	Indicator	Target	Actual	Performance Trend	Current month		Previous Month	Data Quality	Frequency	Comments	Exception
			YTD		Target	Sep 15					
Quality	Friends and family Test response rate	>=40%	47%	↓	>=40%	42%	50%		M		
	Cumulative average patient derived FFT (Inpatients)	>=95%	99%	→	>=95%	99%	99%		M		
	Cumulative average family derived FFT	>=90%	98%	→	>=90%	100%	100%		M		
	Number of complaints	<=36	31	↑	<=7	2	6		M	Target for year end is equal to or below 67	
	Mixed sex accomodation	0	21	↓	0	6	0		M		Y
	Dementia case finding	>=90%	98%	↑	>=90%	97%	95%		M		
	MRSA bacteraemia	0	0	→	0	0	0		M		
	Clostridium Difficile	<=12	3	↓	<=6	3	1		M	Cumulative Monitor target	
	Clostridium Difficile - lapses in care	<=4	1	↓	<=2	1	1		M	Cumulative Commissioner target	
	VTE risk assessment	>=95%	96.3%	↓	>=95%	94.9%	97.9%		M		
	Number of falls	<=45	41	↑	<=7	5	6		M	Target for year end is equal to or below 77	
	Number of avoidable pressure ulcers 2+	<=6	3	↑	<=1	0	1		M	Target for year end is equal to or below 12	
	Number of medication errors	<=90	90	→	<=15	19	16		M	Target for year end is equal to or below 174	
	Number of in-hospital deaths	<=89	87	↓	<=12	17	17		M	Target for year end is equal to or below 174	
	Observed mortality (number of in-hospital deaths / spells)	<=1.5%	1.3%	↑	<=2.2%	1.4%	1.7%		M	Target is 1.3% plus 2 standard deviations	
	HSMR - all diagnosis	<100	87.36	↓	<100	96.68	69.3		M	Current month Jun-15	
	HSMR - 56 diagnosis groups	<100	96.32	↓	<100	107.74	74.5		M	Current month Jun-15	
	Risk adjusted CABG mortality	<1	0.81	→	<1	0.81	0.86		M	6-month rolling averages; latest data up to Jun-15	
	Risk adjusted non-primary PCI MACE	<1	0.23	→	<1	0.23	0.48		M	6-month rolling averages; latest data up to Jun-15	
	Emergency readmissions - same provider (cumulative)	<=0.70%	0.76%	→	<=0.70%	0.76%	0.75%		M	Data a month in arrears due to 30-days for outcome	
	Number of Never events	0	0	→	0	0	0		M		
	Number of SIs	0	2	→	0	0	0		M		Y
	Number of adverse events (red alerts)	0	0	→	0	0	0		M		
	Number of incidents reported	>=704	726	↑	>=110	123	92		M	Target is based on 25% increase in reporting	
Performance	Monitor governance risk rating	Green	Green	→	Green	Green	Green		M		
	Diagnostic waiting times	>=99%	99.76%	↑	>=99%	100%	99.88%		M		
	18-weeks incomplete pathway	>=92%	93.52%	↑	>=92%	93.52%	92.47%		M		
	Patients waiting >52 weeks	0	0	→	0	0	0		M		
	26-weeks admitted pathway - Welsh patients	>=95%	85.42%	↓	>=95%	80.58%	82.88%		M		Y
	26-weeks non-admitted pathway - Welsh patients	>=98%	92.59%	→	>=98%	92.86%	100.00%		M		Y
	26-weeks incomplete pathway - Welsh patients	>=95%	93.07%	→	>=95%	92.86%	92.81%		M		Y
	Cancer 14-day wait	>=93%	100%	→	>=93%	100%	100%		M		
	Cancer 31-day wait (first treatment)	>=96%	99.16%	↓	>=96%	97%	100%		M		
	Cancer 31-day wait (subsequent treatment)	>=94%	100%	→	>=94%	100%	100%		M		
	Cancer 62-day wait (urgent GP)	>=85%	92.66%	↓	>=85%	89%	100%		M		
	Cancer 62-day wait (Consultant upgrade)	>=85%	98.21%	→	>=85%	100%	100%		M		
	Cancelled operations	<=0.6%	1.59%	↓	<=0.6%	0.80%	0.63%		M		Y
	Cancelled operations seen in 28-days	100%	97%	→	100%	100%	100%		M	Two 28-day breaches previously reported in April	Y
	Urgent operations cancelled 2nd time	0	1	↑	0	0	1		M		Y
	Delayed transfers of care	<=4.5%	4.48%	↓	<=4.5%	4.29%	3.62%		M	New commissioner target of 4.5%	
	Bed occupancy	>=85%	82.72%	↑	>=85%	85.29%	79.75%		M		
	Elective length of stay for cardiac surgery (days)	<=11	10.13	↑	<=11	9.26	9.58		M		
	Referrals - GP	10,820	12,385	↑	2,005	2,287	1,900		M		
	Referrals - DGH	5,066	5,211	↑	903	882	781		M		
	Referrals - Other	5,468	5,313	→	785	816	815		M		
	Community data completeness - Referrals	>=50%	100%	→	>=50%	100%	100%		M		
	Community data completeness - Treatments	>=50%	100%	→	>=50%	100%	100%		M		
Workforce	Overall staff sickness	<=3.6%	3.65%	→	<=3.6%	3.91%	3.94%		M	Latest absence data for August 2015	Y
	Overall staff turnover - voluntary	<=9%	8.70%	↑	<=9%	8.70%	9.00%		M	Rolling 12-month figures	
	Mandatory training	>=95%	90%	→	>=95%	90%	89%		M		
	Appraisals	>=85%	55%	↓	>=85%	55%	68%		M		Y
	Advocacy score	4.29	-	-	4.29	-	4.36		Q	Latest data Q4 14/15	
Finance	Financial Sustainability Risk Rating	3	2	→	3	2	2		M		
	Capital Service Capacity Rating	4	3	→	4	3	3		M		
	Liquidity Rating	3	2	→	3	2	2		M		
	Liquidity (Days)	-5.9	-9.8	→	-5.6	-9.8	-9.8		M		
	IE Margin Metric	2	1	→	2	1	1		M		
	Variance in IE Margin	3	2	→	3	2	2		M		
	Net Surplus £000's	-177	-1,053	↑	18	29	-771		M		
	Normalised Net Surplus £000's	-177	-1,053	↑	18	29	-771		M		
	Cost reduction strategy delivered £000's	2,135	1,647	↓	344	220	249		M		
	Cash Balance	7,771	7,998	↑	1,122	1,613	-1,297		M		
	Capital expenditure £000's	-2,357	-2,154	↑	-429	-306	-192		M		
	Total agency cost £000's	-22	-1,827	↑	-4	-220	-244		M		
	Total bank cost £000's	-68	-812	↑	-11	-123	-138		M		

KEY:

Monitor indicators