

## Board of Directors (Public)

### Item 5.2

**Subject:** Performance Assessment using the Strategic and Operational Dashboards **board report**

**Date of meeting:** 20<sup>th</sup> October 2015

**Prepared by:** Tony Grayson, Head of Information Services

**Presented by:** Dr Mark Jackson, Director of Research & Informatics

Data Quality Rating	BAF Ref	Impact on BAF Risk Rating?
Mixed	1, 2, 4, 5, 6, 7, 8, 9	None

### 1. Executive Summary

The purpose of this paper is to present an update on Trust performance for September 2015/16.

### 2. Background

The Trust uses two dashboards to review performance:

- A strategic dashboard, where measures reported are those developed to track implementation of the Trusts strategy.
- An operational dashboard, that reports all of the measures used to assess operational performance month to month.

### 3. Issues

#### Strategic Objectives

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

Currently red rated for recruitment to Financial margin & cost reduction strategy (for both, see Finance report), CRN research, absence rate (in month), and bank & agency spend.

*Indicator: Number of patients recruited into CRN research (open trials)*

Issue: 43 below year to date target. This has been caused largely by a dip in recruitment in August (recruited = 32, target= 63) along with slightly lower than target recruitment in July.

Actions: The following steps are being taken in October 2015 to increase recruitment:

- Increase recruitment targets for trials with the potential to recruit large numbers.
- Set individual recruitment targets with each research nurse
- Include nurse time to recruitment target ratio in feasibility assessment for each trial. Review nurse time to recruitment target ratio of current trials.
- Present to management team any recommendations for delaying trials with low nurse time to recruitment target ratio in order to reinvest resources in large-recruiting trials.
- Ensure accelerated start of at least 3 portfolio trials currently in set up

Anticipated recovery: End of November / early December 2015

*Indicator: Sickness absence rate*

Issue: Sickness absence levels were above target in August 2015, YTD figure just above target at 3.65%

Actions: New Attendance Management Policy introduced in September 2015 accompanied by awareness raising sessions and training sessions for managers. HR Advisers are working closely with Managers in hot spot areas.

Anticipated recovery: March 2016

*Indicator: Bank & agency spend*

Issue: Bank & agency spend continues to be high, although improving during August and September 2015

Actions: Refer to presentation on Board agenda 'Agency Usage'.

Anticipated recovery: Quarter 1 2016/17

### Operational Performance

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.

*Indicator: Mixed sex accommodation breaches.*

Issue: Breaches on critical care due to poor patient flow.

Actions: The main cause of mixed sex breaches is due to patients being unable to transfer out of their critical care bed to a ward bed due to pressures with patient flow. The additional beds in surgery which are planned to open during October will support a reduction in the number of mixed sex breaches and we would expect to see the number drop over the last 5 months of the current year.

Anticipated recovery: Quarter 4 2015/16

*Indicator: Serious incidents*

Issue: Two serious incidents reported to date. No new serious incidents reported in September 2015.

*Indicator: Welsh 26-weeks.*

Issue: Welsh patients continue to wait over 26-weeks for treatment.

Actions: Welsh commissioners are focused on ensuring patients are treated within 36-weeks and this is reviewed on a weekly basis at the Trusts performance meetings. Action plans are agreed for patients waiting longer than 36-weeks to ensure clear plans exist for diagnostic and treatment dates.

Anticipated recovery: April 2016

*Indicator: Cancelled Operations.*

Issue: The Trust continues to have a high volume of cancelled operations and risk of cancellations breaching the 28-day guarantee.

Actions: Re-establishing the procedure for escalating cancelled operations to the divisional management team has made a significant improvement in lowering the number of elective last minute cancellations.

A new reporting database for cancelled operations is to be launched in October 2015 to improve data capture and the flow of information to escalate accordingly patients at risk of breaching standards. Information to be reviewed in weekly performance meeting.

Anticipated recovery: April 2016

*Indicator: Appraisals*

Issue: The percentage of appraisals completed within date are below target.

Actions: Appraisals for the new financial year rolled out in Q2 and managers have been instructed to complete during September and October 2015.

Anticipated recovery: End of October 2015

**4. Conclusion**

The strategic and operational dashboards report performance for the Trust for the month of September 2015/16.

**5. Recommendations**

The Board of Directors are asked to note Trust performance and associated exception reports.