

Strategic Dashboard Report Month 07 2015/16

Objectives

Summary of Performance

Strategic Objectives

Achieving all strategic objectives measures for quality & experience.

Currently red rated are recruitment to CRN research, financial margin, cost reduction strategy, appraisals, bank & agency spend and private patient activity.

Performance Report Summary

In addition to the above, currently red rated for YTD are mixed sex accommodation breaches, sepsis care bundle, medication errors, serious incidents (including never events and red alerts), 26-weeks all pathways, cancelled operations (including 28-day guarantee and urgent operations cancelled twice), and referrals from other sources.

In month, diagnostic waiting times and delayed transfers of care were above target.

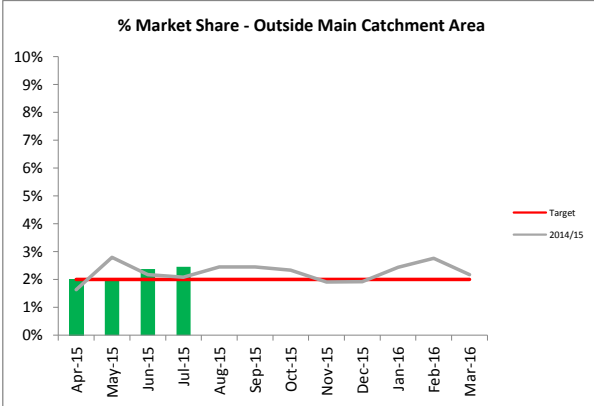
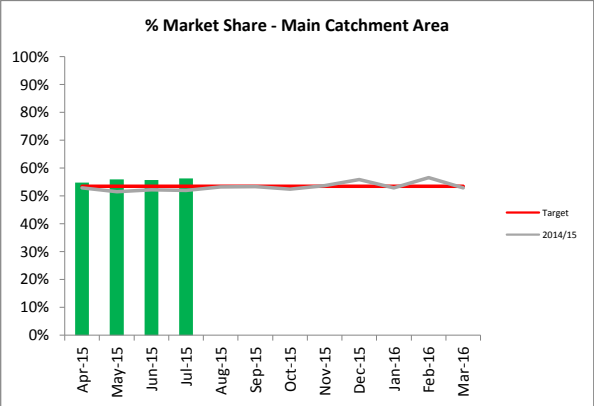
For details on financial indicators please refer to the Financial Report.

Strategic Objective Measures 2015/16 - Quality & Experience

Quality & Experience



Strategic Objective Measures 2015/16 - Service & Innovation

Service & Innovation

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%

Main catchment area

Green - above target

Yellow - within 2.5% of target

Amber - within 5% of target

Red - below target by more than 5%

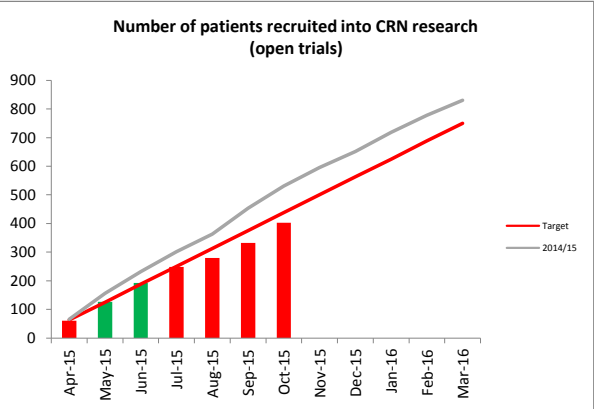
Outside main catchment area

Green - above target

Yellow - within 0.5% of target

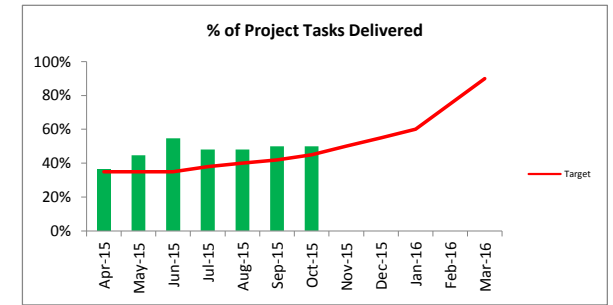
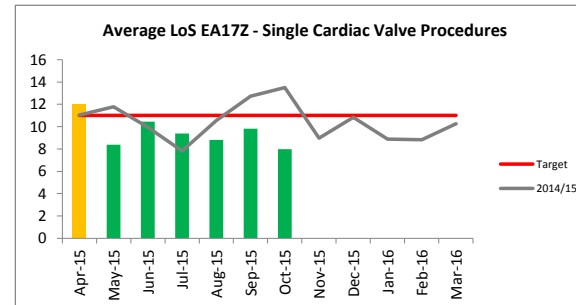
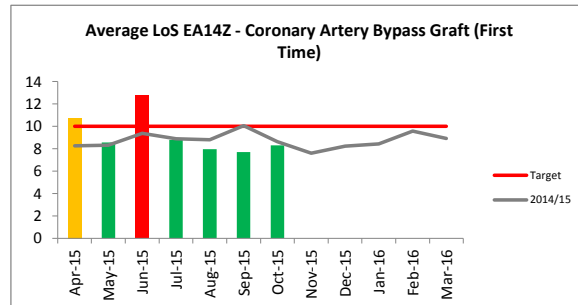
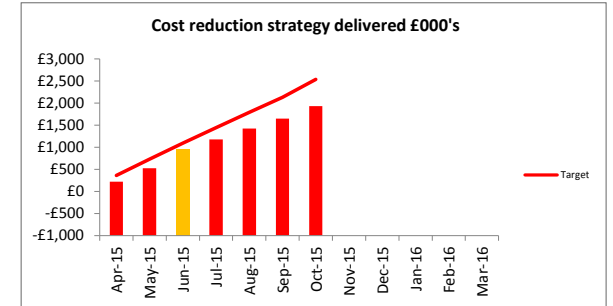
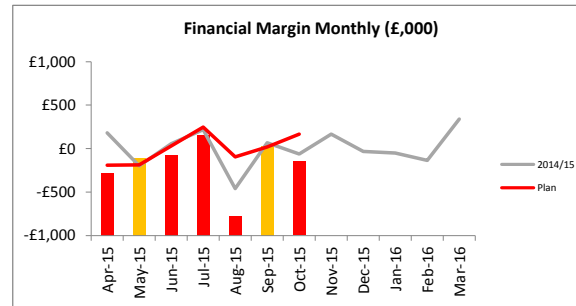
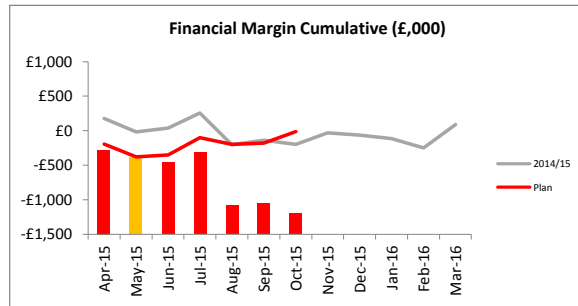
Amber - within 1% of target

Red - below target by more than 1%



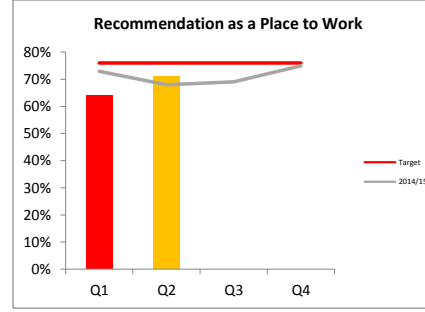
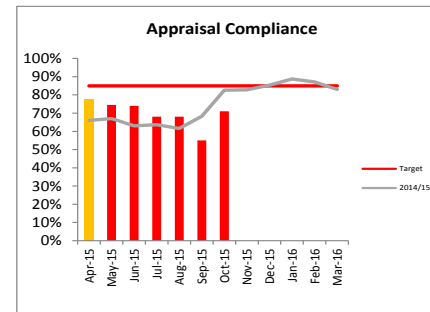
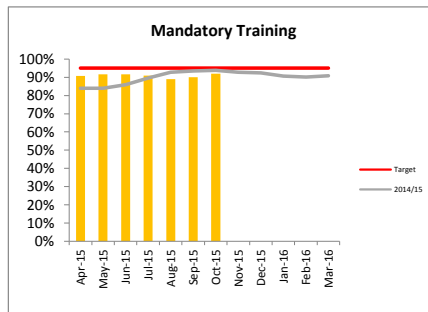
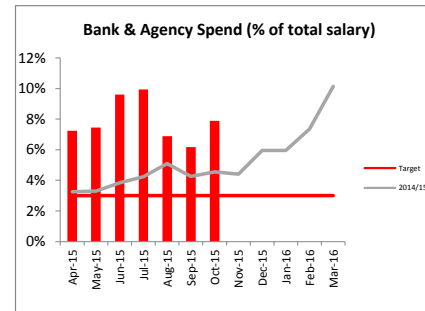
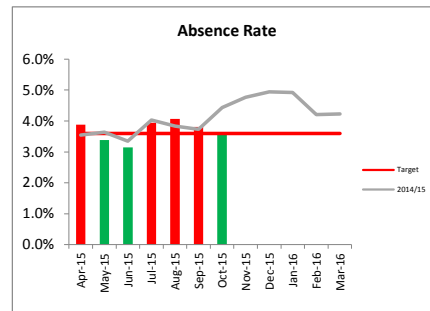
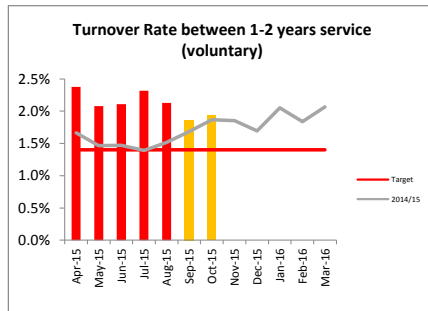
Strategic Objective Measures 2015/16- Value

	Indicator	YTD		Trend	Current month		Previous Month	Data Quality	Frequency	Comments
		Plan	Actual		Plan	Oct 15				
Value	Financial margin for the total trust (£,000) - cumulative	-£12	-£1,200	↓	£165	-£147	£29	✓	M	Data is normalised Net Surplus
	Cost reduction strategy delivered £000's (4% reduction)	£2,539	£1,935	↓	£404	£288	£220	✓	M	
	Average LoS EA14Z - Elective Coronary Artery Bypass Graft (First Time)	<=10	9.26	↓	<=10	8.31	7.71	✓	M	
	Average LoS EA17Z - Elective Single Cardiac Valve Procedures	<=11	9.54	↑	<=11	7.97	9.82	✓	M	
	% of project tasks delivered (PMO Office)	>=45%	50.0%	→	>=45%	50.0%	50.0%	✓	M	current month is the YTD



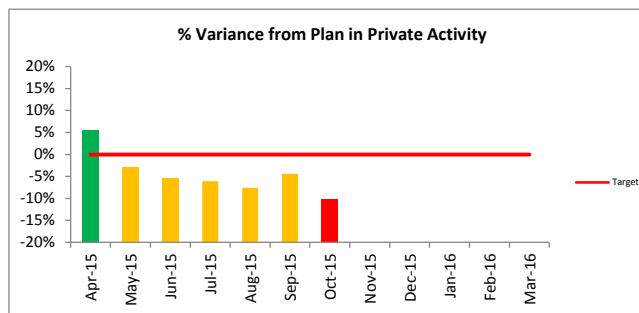
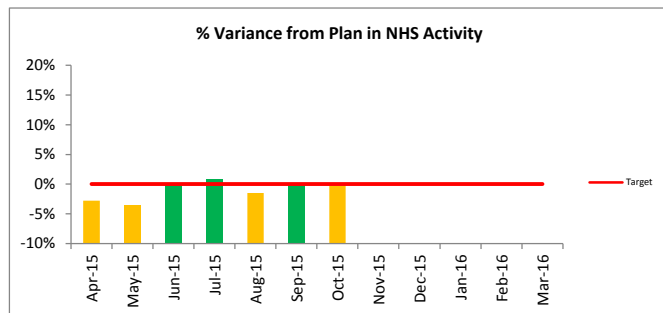
Strategic Objective Measures 2015/16- Workforce

Indicator	YTD		Trend	Current month		Previous	Data		Comments
	Target	Actual		Target	Oct 15	Month	Quality	Frequency	
Turnover Rate between 1-2 years service (voluntary(FTC excluded))	1.4%	1.94%	→	1.4%	1.94%	1.87%	<div><div></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%	3.69%	→	3.6%	3.60%	3.81%	<div><div></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	
Absence Days	-	10543	↑	-	1525	1541	<div><div></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	
Mandatory Training Compliance	95%	92%	↑	95%	92%	90%	<div><div></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	
Appraisal Compliance	85%	71%	↑	85%	71%	55%	<div><div></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%	7.9%	6.2%	<div><div></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%	↓	-	2.3%	2.2%	<div><div></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%	↓	-	5.6%	4.0%	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	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

Stakeholders	Indicator	YTD		Trend	Current month		Previous Month	Data Quality	Frequency	Comments
		Target	Actual		Target	Oct 15				
	NHS activity (inpatients) - to achieve plan	>=7722	7704		>=1131	1109	1193		M	
	NHS activity % variance from plan	0%	-0.25%	↓	0%	-1.9%	7.6%		M	
	PP activity (inpatients) - to achieve plan	>=266	239		>=41	24	45		M	
	PP activity % variance from plan	0%	-10.2%	↓	0%	-41.5%	9.8%		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	Oct 15					
Quality	Friends and family Test response rate	>=40%	47%	↑	>=40%	49%	42%		M		
	Cumulative average patient derived FFT (Inpatients)	>=95%	99%	→	>=95%	99%	99%		M		
	Cumulative average family derived FFT	>=90%	98%	↓	>=90%	95%	100%		M		
	Number of complaints	<=40	38	↓	<=4	7	2		M	Target for year end is equal to or below 67	
	Mixed sex accomodation	0	24	↑	0	4	6		M		Y
	Dementia case finding	>=90%	97%	↓	>=90%	93%	97%		M		
	MRSA bacteraemia	0	0	→	0	0	0		M		
	Clostridium Difficile	<=12	3	→	<=7	3	3		M	Cumulative Monitor target	
	Clostridium Difficile - lapses in care	<=4	1	→	<=3	1	1		M	Cumulative Commissioner target	
	Blood cultures taken within 24hrs preceding first antibiotic given	>=95%	67%	↑	>=95%	85%	71%		M		Y
	Delivery of at least one sepsis antibiotic within one hour of prescription	>=95%	53%	↑	>=95%	40%	29%		M		Y
	VTE risk assessment	>=95%	96.4%	↑	>=95%	96.8%	94.9%		M		
	Number of falls	<=53	47	↓	<=8	6	5		M	Target for year end is equal to or below 77	
	Number of avoidable pressure ulcers 2+	<=7	4	→	<=1	1	0		M	Tagret for year end is equal to or below 12	
	Number of medication errors	<=105	112	↑	<=15	17	21		M	Target for year end is equal to or below 174	Y
	Number of in-hospital deaths	<=103	99	↑	<=14	12	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%	1.1%	1.4%		M	Target is 1.3% plus 2 standard deviations	
	HSMR - all diagnosis	<100	85.82	↑	<100	75.55	97.97		M	Current month Jul-15	
	HSMR - 56 diagnosis groups	<100	94.11	↑	<100	80.98	108.75		M	Current month Jul-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	0.28		M	6-month rolling averages; latest data up to Jun-15	
	Emergency readmissions following elective admission	<100	91.85	↓	<100	102.36	53.09		M	Current month Feb-15	
	Emergency readmissions following non-elective admission	<100	79.55	↓	<100	107.72	95.36		M	Current month Feb-15	
	Number of Never events	0	1	↓	0	1	0		M		Y
	Number of SIs	0	3	↓	0	1	0		M		Y
	Number of adverse events (red alerts)	0	1	↓	0	1	0		M		Y
	Number of incidents reported	>=813	891	↓	>=109	112	152		M	Target is based on 25% increase in reporting	
Performance	Monitor governance risk rating	Green	Green	→	Green	Green	Green		M		
	Diagnostic waiting times	>=99%	99.59%	↓	>=99%	98.62%	100.00%		M		Y
	18-weeks incomplete pathway	>=92%	92.30%	↓	>=92%	92.30%	93.52%		M		
	Patients waiting >52 weeks	0	0	→	0	0	0		M		
	26-weeks admitted pathway - Welsh patients	>=95%	85.78%	↑	>=95%	87.80%	80.58%		M		Y
	26-weeks non-admitted pathway - Welsh patients	>=98%	93.16%	↑	>=98%	95.74%	92.86%		M		Y
	26-weeks incomplete pathway - Welsh patients	>=95%	93.22%	↑	>=95%	94.08%	92.86%		M		Y
	Cancer 14-day wait	>=93%	100%	→	>=93%	100%	100%		M		
	Cancer 31-day wait (first treatment)	>=96%	99.51%	↓	>=96%	98.25%	100%		M		
	Cancer 31-day wait (subsequent treatment)	>=94%	100%	→	>=94%	100%	100%		M		
	Cancer 62-day wait (urgent GP)	>=85%	93.53%	↑	>=85%	90.91%	88.89%		M		
	Cancer 62-day wait (Consultant upgrade)	>=85%	97.06%	↑	>=85%	100%	87.50%		M		
	Cancelled operations	<=0.6%	1.73%	↓	<=0.6%	2.55%	0.80%		M		Y
	Cancelled operations seen in 28-days	100%	98%	→	100%	100%	100%		M	Two 28-day breaches previously reported in April	Y
	Urgent operations cancelled 2nd time	0	1	↓	0	0	0		M		Y
	Delayed transfers of care	<=4.5%	4.48%	→	<=4.5%	5.04%	4.29%		M	New commissioner target of 4.5%	Y
	Bed occupancy	>=85%	82.36%	↓	>=85%	80.26%	84.99%		M		
	Elective length of stay for cardiac surgery (days)	<=11	11.0	↓	<=11	10.7	10.0		M		
	Referrals - GP	12,932	14,814	↑	2,112	2,422	2,292		M		
	Referrals - DGH	5,971	6,075	↓	905	830	914		M		
	Referrals - Other	6,505	6,251	↓	761	819	889		M		Y
	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%	3.69%	→	<=3.6%	3.60%	3.81%		M		
	Overall staff turnover - voluntary	<=9%	8.50%	→	<=9%	8.50%	8.70%		M	Rolling 12-month figures	
	Mandatory training	>=95%	92%	↑	>=95%	92%	90%		M		
	Appraisals	>=85%	71%	↑	>=85%	71%	55%		M		Y
	Total vacancies	TBD	96.0	↑	TBD	96.0	107.9		M		
	Nursing vacancies	TBD	62.6	↑	TBD	62.6	73.9		M		
	Advocacy score	4.29	-	-	4.29	-	4.36		Y	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)	-6.1	-8.1	↑	-6.1	-8.1	-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	-12	-1,200	↓	165	-147	29		M		
	Normalised Net Surplus £000's	-12	-1,200	↓	165	-147	29		M		
	Cost reduction strategy delivered £000's	2,539	1,935	↓	404	288	220		M		
	Cash Balance	5,508	6,198	↓	-2,265	-1,800	1,613		M		
	Capital expenditure £000's	-598	-169	↑	-2,955	-2,323	-306		M		
	Percentage of nursing agency staff	10%	13%	↓	10%	13%	9%		M	Target for year end is 6% - Monitor Cap 3%	
	Total agency cost £000's	-26	-2,142	↓	-4	-315	-220		M		
	Total bank cost £000's	-79	-943	↓	-11	-131	-123		M		

KEY:

Monitor indicators