

Liverpool Heart and Chest Hospital **NHS**
NHS Foundation Trust

Strategic Oversight Framework

November 2024

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Contents

Icon Definitions

Page 3

Change Control

Page 4

Operational Performance

Page 5

Quality of Care

Page 10







Finance

Page 16

People

Page 20

Icon Definitions

Variation			Assurance		
					
Common cause – no significant change	Special cause of concerning nature or higher pressure due to (H)igher or (L)ower values	Special cause of improving nature or lower pressure due to (H)igher or (L)ower values	Variation indicates inconsistently passing and falling short of the target	Variation indicates consistently (P)assing the target	Variation indicates consistently (F)alling short of the target

A statistical process control (**SPC**) chart shows data over time. Process limits show how much variability there is in the data to the chart and patterns are highlighted to show where a change is statistically significant. If there is a target, this variability can be used to provide assurance on whether the target is likely to be met in future.

XmR chart

The most common SPC chart type is the XmR chart. Each data point is shown as a grey dot on a grey line. From this data, the mean is calculated and added between the dots as a solid line, and process limits are added as grey dashed lines. If there is a target, it is shown as a red dashed line.

Process limits

In a stable process, over 99% of data points are expected to lie between the process limits. For reporting, the upper and lower process limit values are usually given as the range of expected values going forward.

Special cause variation & common cause variation

Data naturally varies but if this variation is statistically significant, this is called special cause variation and the grey dots are instead shown as blue or orange, depending on whether a higher value is better or worse – blue is used for improving performance, orange for concerning performance. If not significant, the dots stay grey and this is called common cause variation.

The four rules used to trigger special cause variation on the chart, as advised by the Making Data Count team at NHS England, are:

- a point beyond the process limits
- a run of points all above or all below the mean
- a run of points all increasing or all decreasing
- two out of three points close to a process limit as an early warning indicator



Change Control

Board Governance of LHCH Strategic Oversight Framework change control

- At the start of the year the Board will sign off the SOF (Strategic Outcomes Framework) and any associated targets (metrics).
- Each metric will be assigned to a Trust Committee.
- Throughout the year the committees will fulfil their wider assurance functions and additionally have opportunity to explore more fully the drivers and any issues or mitigations associated with particular areas of performance falling with their remit.
- Overall performance will continue to be reported to the Board at each meeting. A summary will be provided by the lead executive to each Board meeting but the Board may choose to secure supplementary updates from Committee Chairs based on the experience of the committee they lead – as appropriate.
- No later than Q4 of each year it is envisaged that each committee will allocate time to review the SOF and consider, the need for any amendment, changes or alteration to the current measures. Issues considered may relate to changing operating environment, performance, or changing focus of the organisation. Proposals may be brought forward by the responsible operational team but the committee might equally make proposals, for response, to operational colleagues.
- No later than Q1 the Board will be presented with proposals for the organisational SOF for that operational year. These proposals will represent the combined view of the executive and the committees and reflect the experience of the previous year but also NHS planning considerations.
- In year – any changes to either metrics or performance coverage should first be discussed with the relevant board committee who will form a view and either propose a discussion at Board or make a recommendation to support a change having fully explored the issues under focus.



Operational Performance

SRO: Jonathan Mathews, Chief Operating Officer

Highlights:

At the end of M8, 6 standards continue to show below the national KPI or statistical variance, however all of these are expected or show levels of improvement based on mitigation plans in place. All of these indicators are being monitored and closely aligned against any clinical risk.

Elective activity in month was just below plan, with case mix & Non Elective demand still being monitored against our financial performance.

Cancer Performance is reported a month in arrears. In October all standards were compliant with national targets.

Consistent focus is being placed on long waiters, with the 65 and 52 week waiters being monitored weekly by the Divisional teams. The Surgery long waiter position remains a risk across the pressured cardiac service lines, however continue to improve incrementally.

DM01 (Diagnostics) has shown significant improvement over the last few months with a focus on waits above 13 weeks, recovery is expected to run on in the financial year with the known risks to performance being Cardiac MRI.

Areas of Concern:

Diagnostics continue to have specific capacity constraints on Stress MRI, Congenital and pacemaker patients. Recovery is expected to take a number of months and is being reviewed in conjunction with the ICS and CAMRIN colleagues. Additional sessions and mutual aid continue to support recovery, however the specialist skills are not readily available in C&M and a sustainable long term plan needs to be created.

The FDS diagnostic wait times continue to remain a challenge as although we have a small number of breaches the denominator does not allow for significant slippage against the percentage performance. No Clinical Harm has been identified when the pathways have been reviewed and performance is monitored weekly in the Cancer teams.

As a Trust Cardiac Surgical Waiting Lists continue to be pressured with the Mitral service line which pose risk due to the workforce shortfall and capacity deficit.

Non Elective Activity continues to be actively monitored with overall impact on Elective capacity and the financial position noted Year to Date.

Forward Look (with actions):

* Activity continues to be monitored weekly, with increased data being reviewed to understand case mix and non elective demand. Christmas/Winter Non Elective pressure is expected to impact performance in Dec/Jan. Additional sessions and capacity continues to be explored as mitigation.

* FDS although not expected to be sustainable, has been able to achieve in Q1-3. The 62 standards is improving, however full recovery has extended to Q3 aligned with the FDS capacity. The Cancer Alliance are sighted on our current action plan and will be joining Cancer Board to provide support to any areas of concern








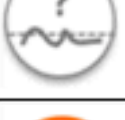






















* Surgical outsourcing has commenced to support our long waiters position, with plans in place to maximise activity given our current workforce pressures. Increased capacity within the independent sector is expected to be in place in Q4.

* A DMO1 (Diagnostic) trajectory is focussing on long waiters, however the impact of peak annual leave period in Dec/Jan is expected. This will be monitored through a weekly meeting chaired by the COO. A Cardiac MRI capacity and demand task & finish is in place (working with regional colleagues) to look at closing the MRI capacity gap. UHLG (university Hospital Liverpool Group) support is being explored for Q4.

* Overall Waiting List Size has shown small increases, however no concerns have been raised at this stage. The Divisions will be looking at waiting list processes through the Safe Waiting List Management Group.

*Annual Planning Guidance is expected in December, which will support a full review of KPIs in the SOF.

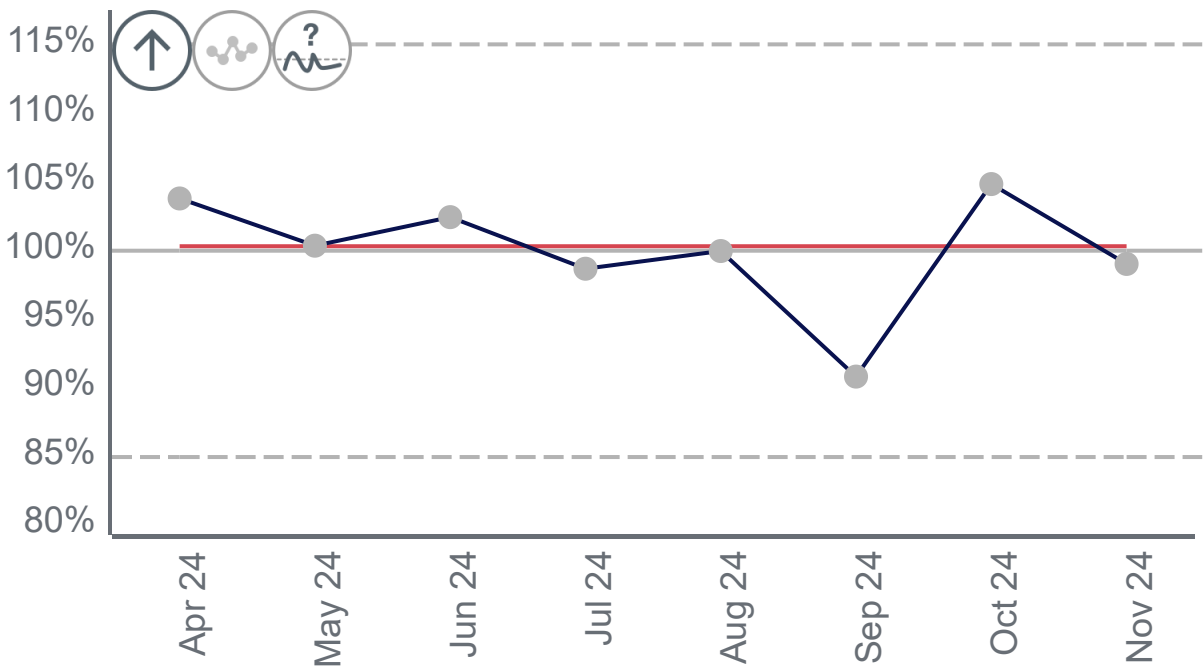
Operational Performance - Metric Summary

Metric Name	Month	Performance	Target	Average	Variation	Assurance
Bed Occupancy	Nov-24	82.5	>=80%	80		
Cancelled Operations for non-clinical reasons	Nov-24	2.3	<=2%	2		
Outpatient activity delivered remotely via telephone or video consultation	Nov-24	28.1	25%	27		
Elective Activity Levels	Nov-24	98.7	100%	100		
Maximum 6-week wait for diagnostic procedures	Nov-24	91.07	>=95%	84		
Overall Size of Waiting List	Nov-24	6572		6341		
Incomplete Pathways 35+ Weeks	Nov-24	286		302		
Referral to treatment - Incomplete Pathways 52+ weeks	Nov-24	40		71		
Referral to Treatment - Incomplete Pathways 65+ weeks	Nov-24	4.0		19		
PIFU Pathway	Nov-24	1654	113	1372		
Letters waiting to be typed over 7 days	Nov-24	233	0	288		
Non-Criteria to Reside Occupied beds as a proportion of total occupied beds	Oct-24	3.7		3		
Patients not booked in within 28 days (non clinical cancellations)	Nov-24	0.0	0	1		
Cancer Patients meeting the Faster Diagnosis Target (FDT)	Oct-24	78.6	>=75%	59.3		
Cancer: 31-day decision to treat to treatment standard	Oct-24	100	>=96%	89.2		
Cancer: 62-day referral to treatment standard	Oct-24	90.5	>=85%	67.3		



Operational Performance - Drive Metrics

Elective Activity Levels



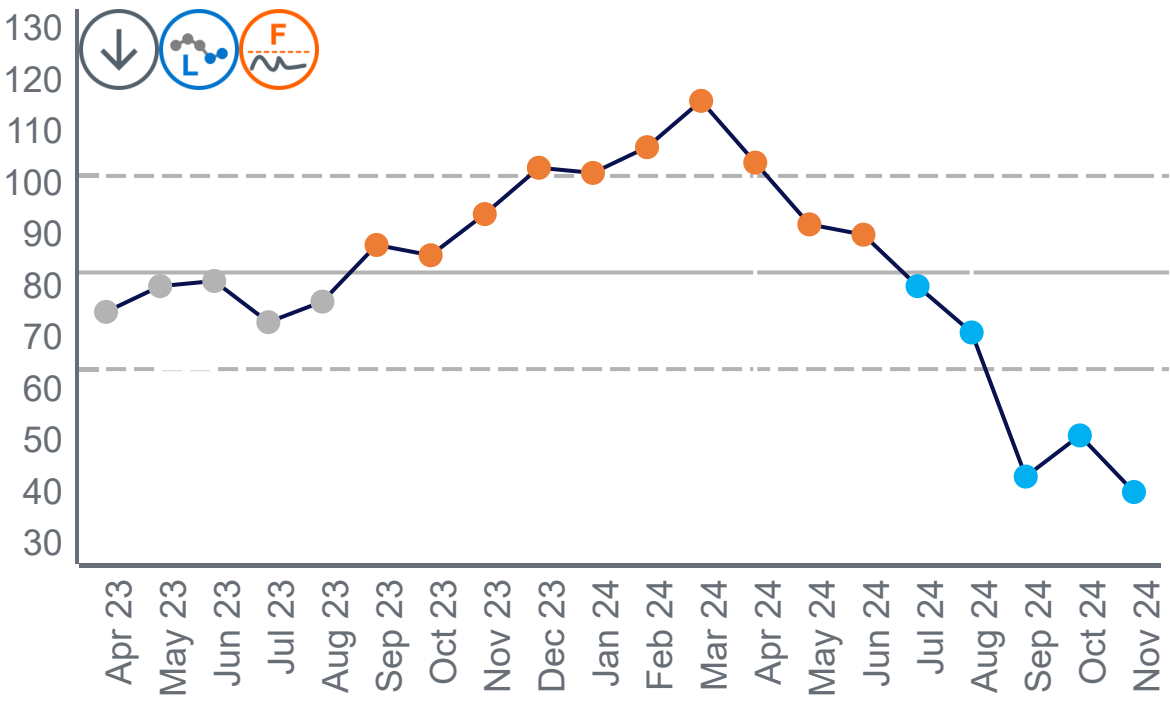
Technical Analysis:

Activity has been re-baselined from April-24.
Performance within Nov-24 was 99% marginally underachieving the target of 100%. 2024/25 is demonstrating common cause variation and continually passing and failing the target.

Actions:

- *Ongoing monitoring and planning continues through Performance and Operational Board meetings.
- *Surgery NE demand continues to impact performance and has been highlighted through contract meetings.

Referral to treatment - Incomplete Pathways 52+ weeks



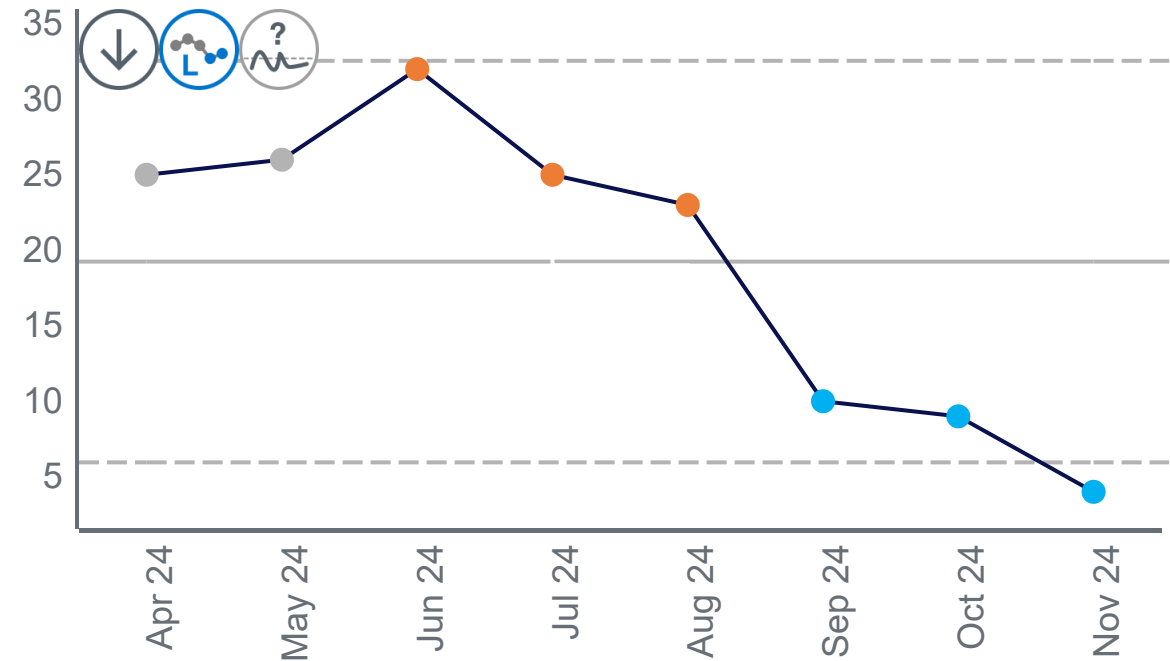
Technical Analysis:

Current performance is displaying special improvement as the target has continually been achieved over recent months. 2024/25 has shown a continual reduction in long waiters. Surgery patients remain the most significant contributors to volumes of long waiters.

Actions:

- *Pathway RCAs undertaken for every patient which tips over 52 weeks.
- *Cardiac Surgery trajectory and plan in place in line with national ambition of no 52 week waiters by March 25.
- * Outsourcing capacity being explored further with the independent sector.

Referral to Treatment - Incomplete Pathways 65+ weeks



Technical Analysis:

Performance across 2024/25 continues to fall short of the target but is displaying special cause improvement with continued reduction in long waiters closing the gap to clear 65+ week waiters.

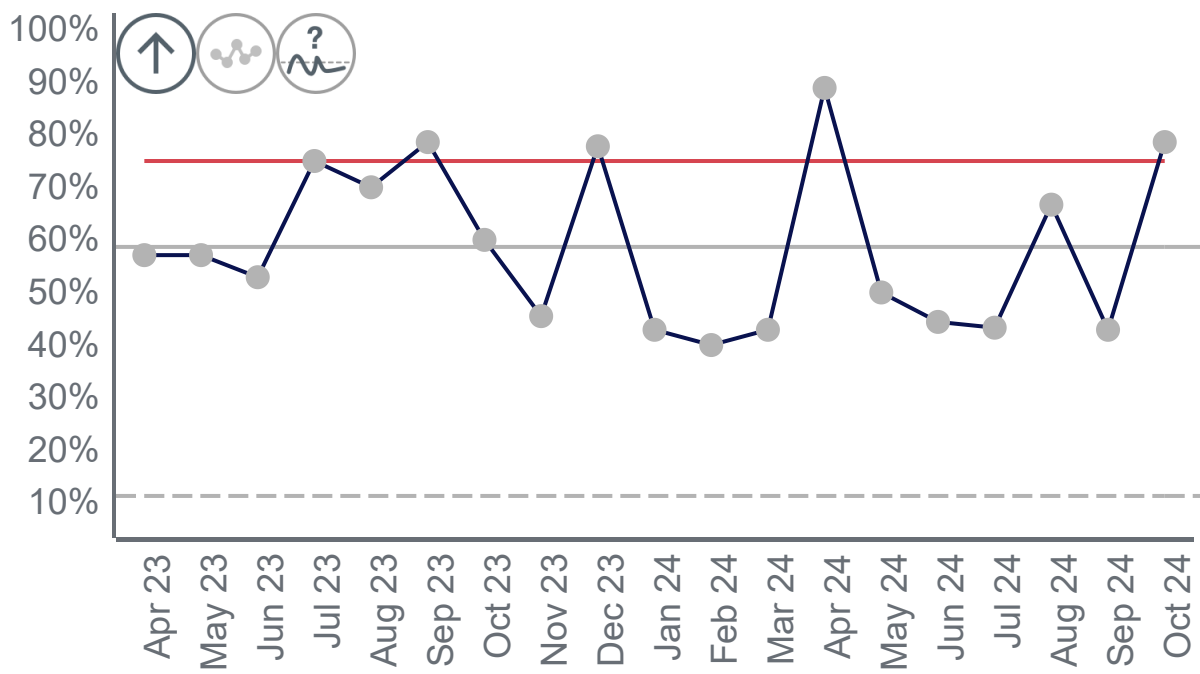
Actions:

- *Mini Mitral Service line closed to Referrals from February and outsourcing in progress
- *Mitral Service Line have had workforce sickness impacting overall activity. Outsourcing has commenced to support the target of no 65 week waiters.



Operational Performance - Drive Metrics

Cancer Patients meeting the Faster Diagnosis Target (FDT)



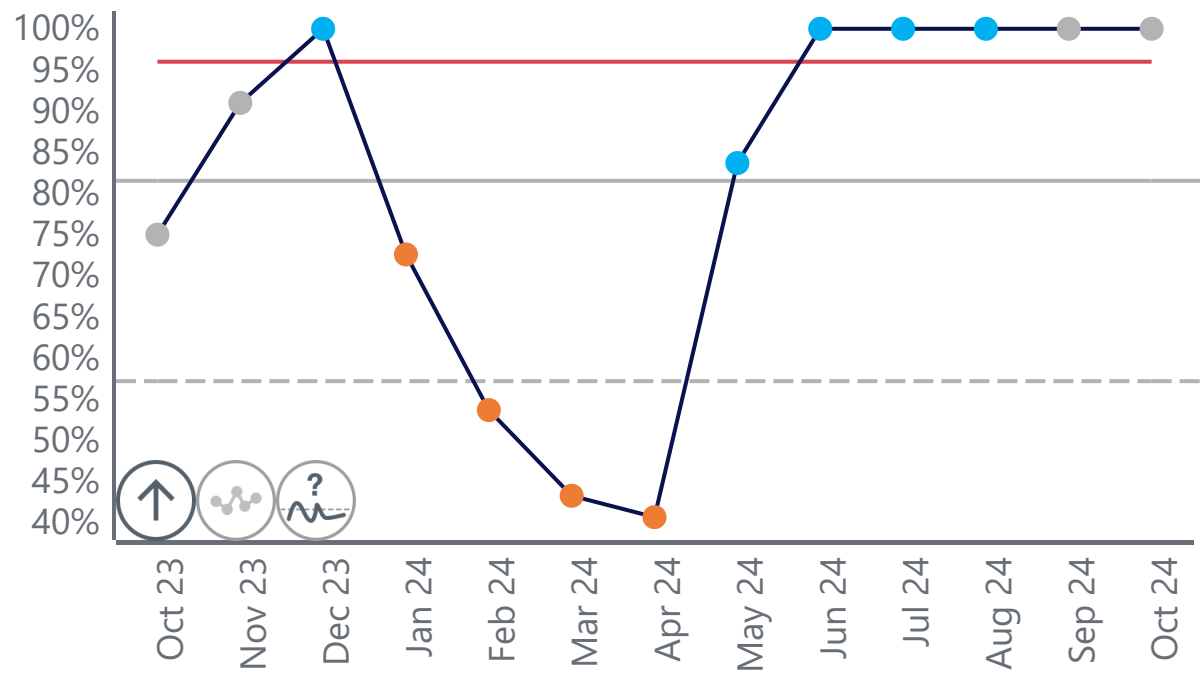
Technical Analysis:

The target was achieved in October. Performance continues to display common cause variation of passing and failing the target inconsistently. Improvement Required to consistently achieve Cancer FDT.

Actions:

- *Additional sessions continue to be requested to support wait times in CT guided biopsy & EBUS.
- *Locum EBUS consultant left in Sept with joint appointments planned with LUFT.
- *CT guided biopsy breaches being reviewed against MDS information.

Cancer: 31-day decision to treat to treatment standard



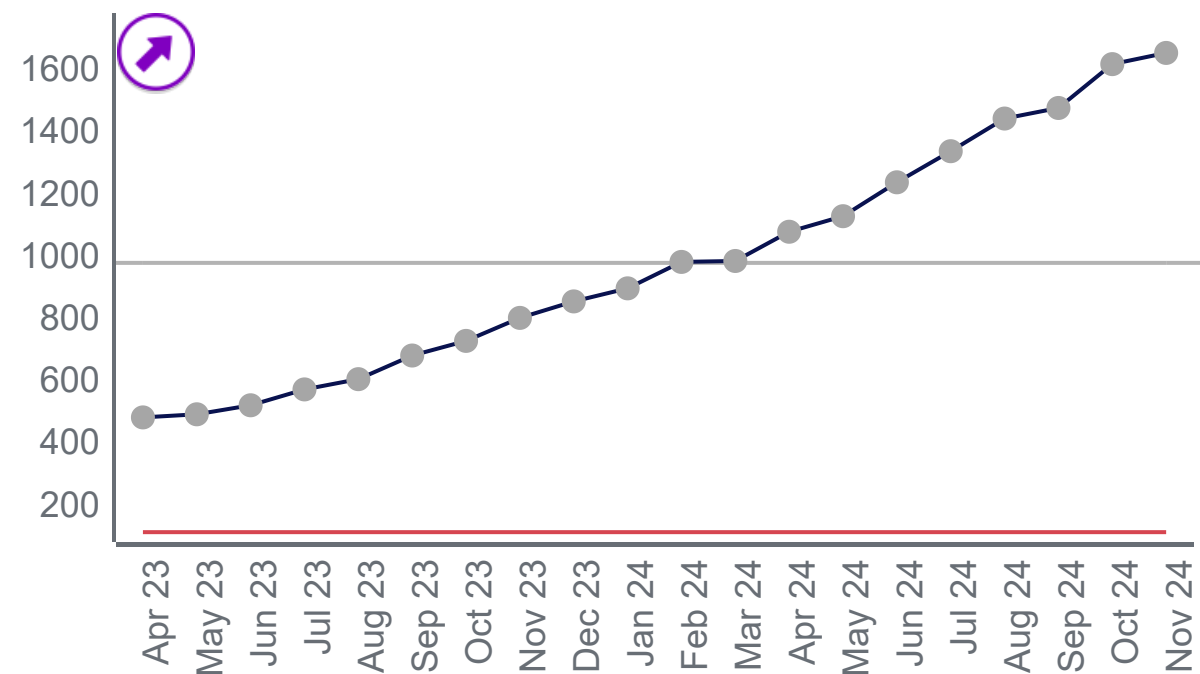
Technical Analysis:

Performance is displaying common cause variation of passing and failing the target over the last 12 months. October continues to show recent having achieved the target for the last 5 months.

Actions:

- * Surgical wait times have now reduced under 14 days with increased capacity put in place.
- *62 Day performance will follow the improvements in the 31 Day standard.

PIFU Pathway



Technical Analysis:

There has been slow growth to active patient numbers on PIFU pathways in November. Numbers added each month needs to increase to achieve the 2% target.

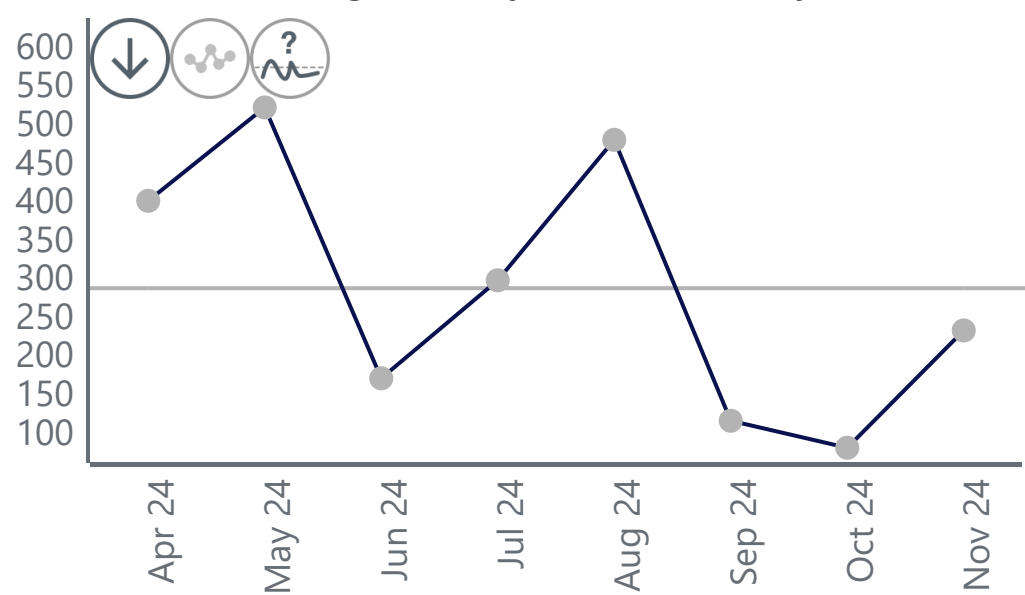
Actions:

- *The Outpatient Transformation Group (OTG) continues to drive the use of Patient Initiated Follow Ups within LHCH.
- *Service lines have been reviewed and targeted for onboarding based on appropriate clinical pathways.

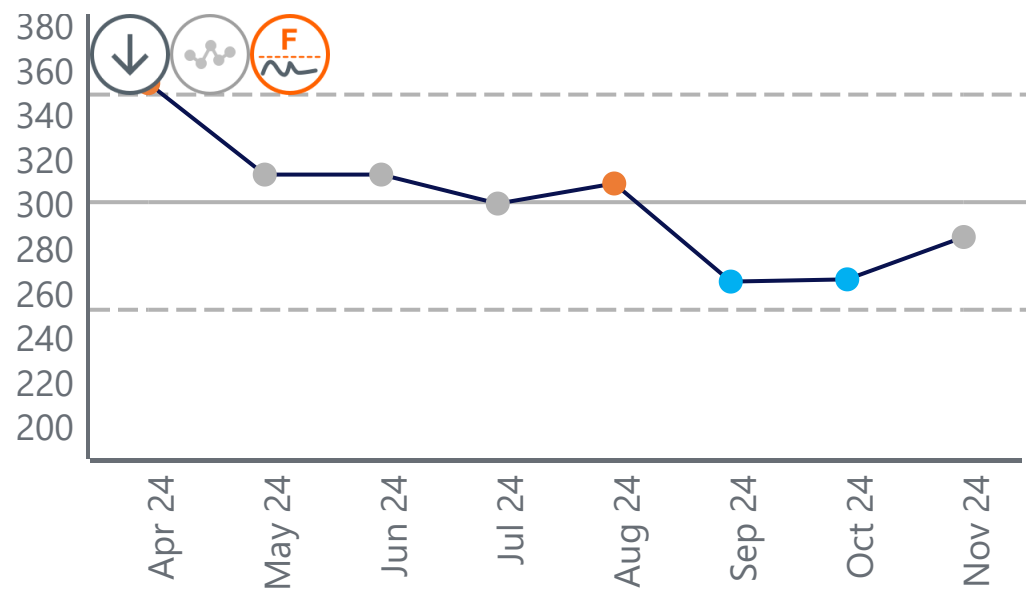


Operational Performance - Watch Metrics

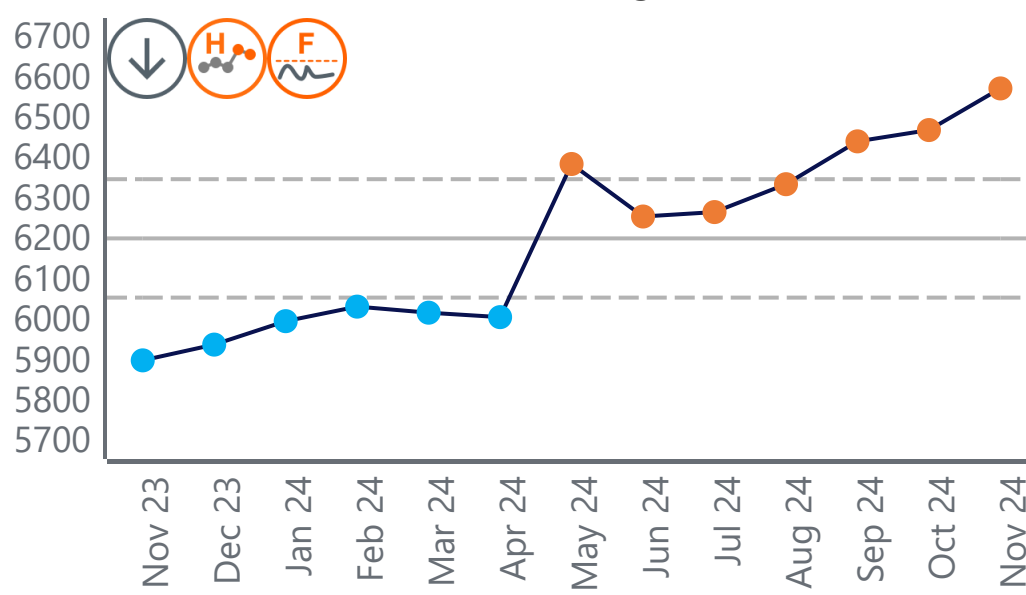
Letters waiting to be typed over 7 days



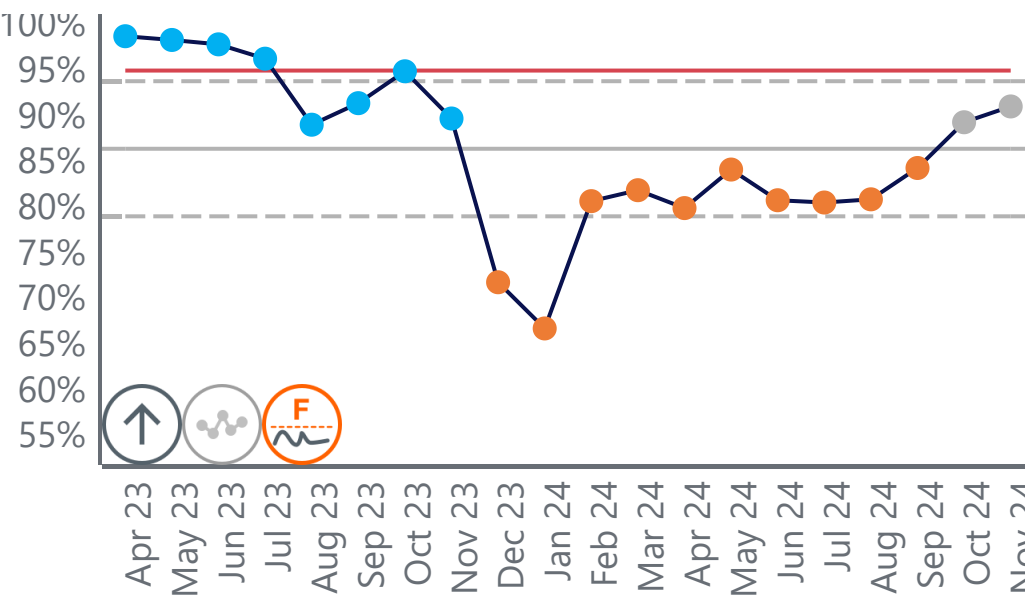
Incomplete Pathways 35+ Weeks



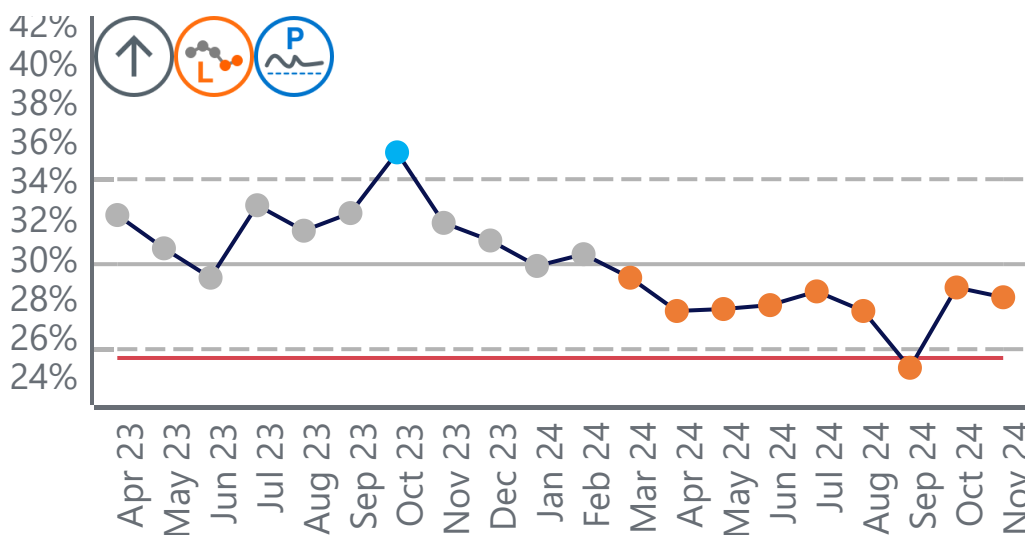
Overall Size of Waiting List



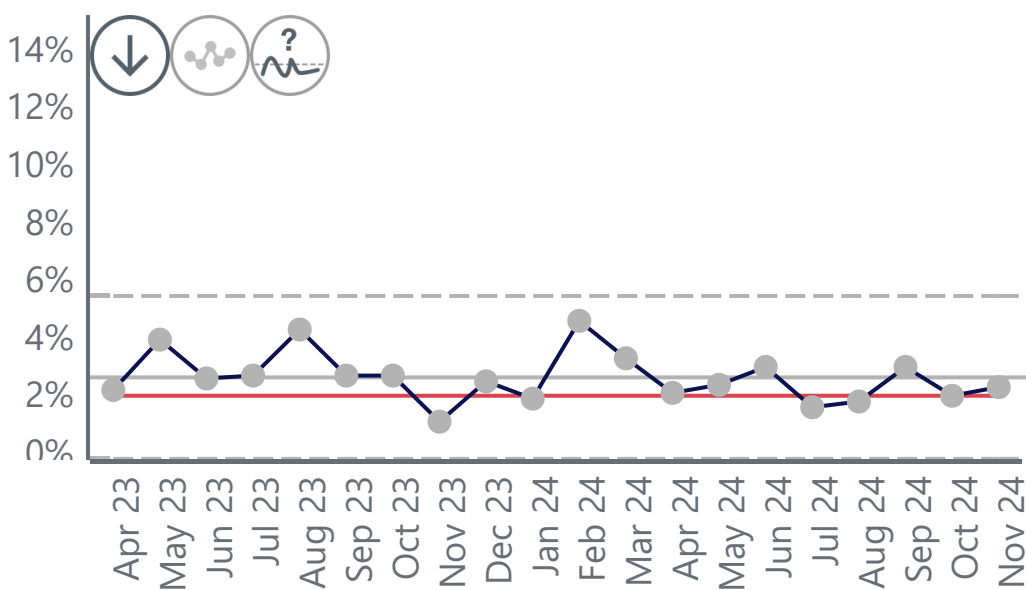
Maximum 6-week wait for diagnostic procedures



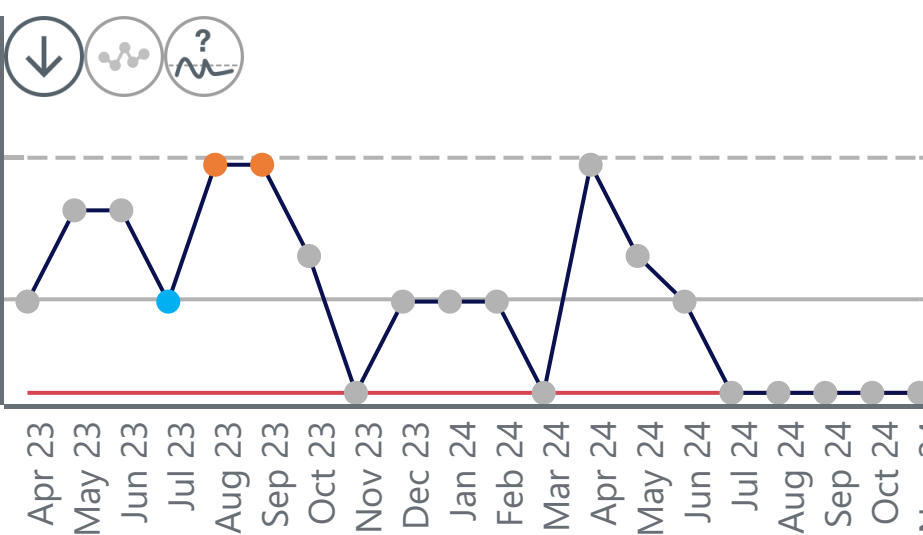
Outpatient activity delivered remotely via telephone or video consultation



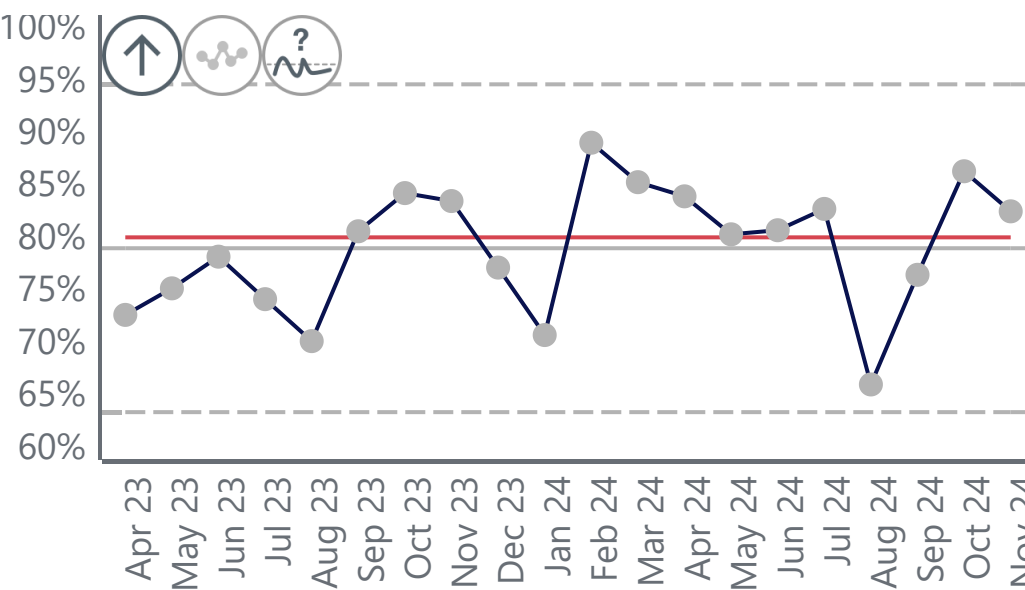
Cancelled Operations for non-clinical reasons



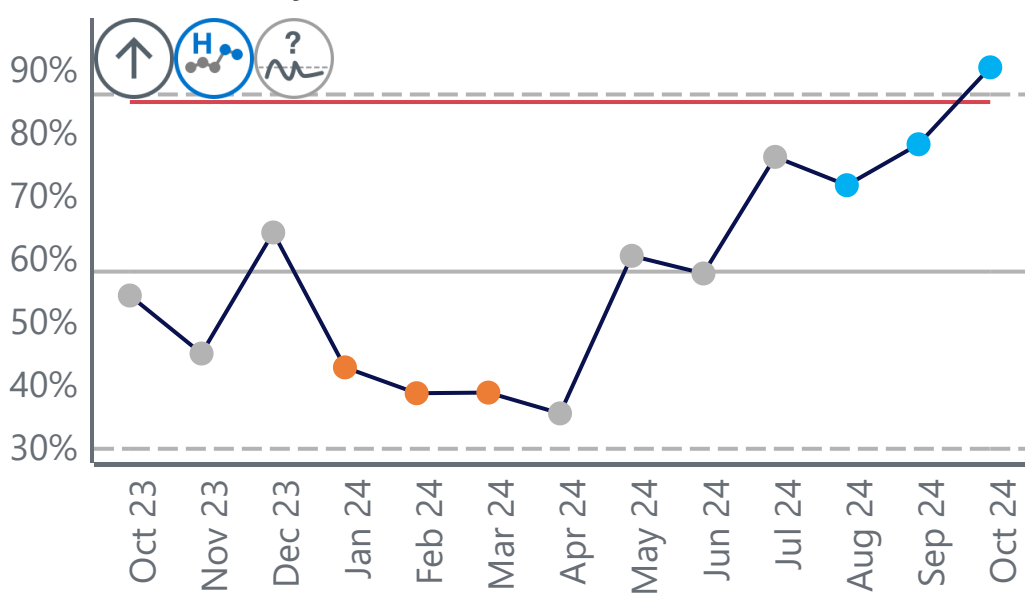
Patients not booked in within 28 days (non clinical cancellations)



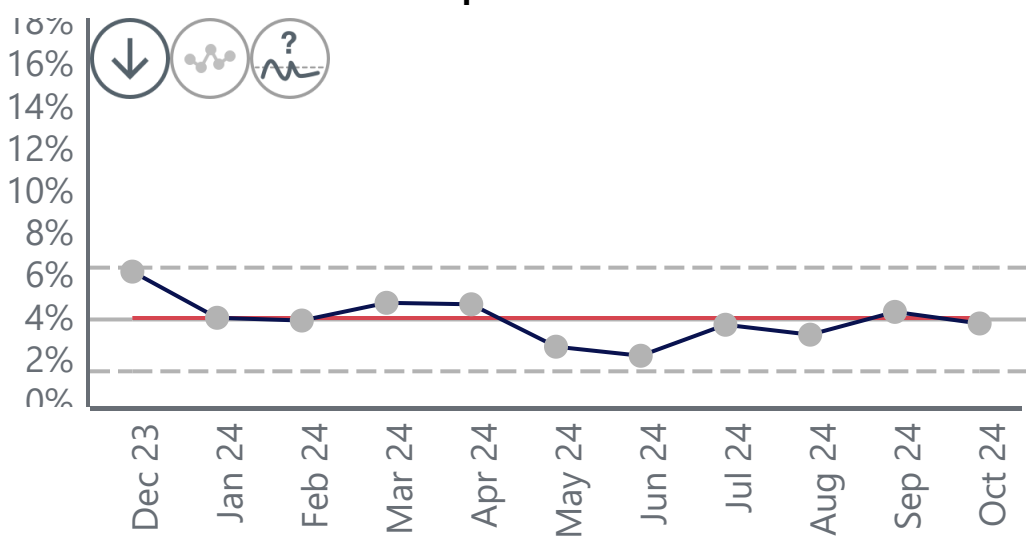
Bed Occupancy



Cancer: 62-day referral to treatment standard



Non-Criteria to Reside Occupied beds as a proportion of total occupied beds



Quality of Care

SRO: Joan Mathews, Director of Nursing, Quality & Safety
Mr Manoj Kuduvalli, Medical Director
Ben Vinter, Director of Risk and Corporate Governance

Highlights:

- *The Sepsis target for 1 hour antibiotics has continued to consistently perform at or above the 90% target, with performance above target for 3 consecutive months. This indicator shows sustained special cause variation of an improving trend.
- *There were no serious incidents, never events or Grade 2 or above pressure ulcers observed due to lapses in care in the month. One occurrence of a Grade 3 pressure ulcer acquired at LHCH was reported in March 2024.
- *Excellent performance continues in Dementia and Delirium.
- *Discharge summary on the day of discharge metric continues to perform just below target of 95%.
- * Referrals to a dietician for patients scoring high risk has improved with performance above the target of 90% in month
- *Good performance against the range of watch metrics with the majority achieving target and remaining in expected parameters.
- *Number of falls continues to be within the expected variation. As previously reported additional measures have been taken with an aim to reduce this consistently (e.g. increased Rambleguard equipment across all ward areas and continued bathroom watch).
- *Numbers of formal complaints continue to be low.
- *The improvement plans for VTE performance have demonstrated sustained performance over the last few months.
- *Radiological alerts with a response document continues to perform below the target, but remains consistent with previous months displaying common cause variation . Plans ongoing for improving the data for this using a new source, potential for completion by September 2024
- * Slight recovery in Family and Friends Test (FFT) metric performance. The data continues to be reviewed with the analytical team and ward teams granular level results continue to look positive.

Areas of Concern:

- *Call to balloon time continues to consistently fail it’s target due to national and regional issues. This includes categorisation of chest pain as a category 2 call, leading to delays in ambulance arrival and transfer times (including self presenters to A&E requiring transfer to LHCH). There has however been consistent improved performance since Dec 2023. The Trust continues to perform well on the Door to Balloon watch metric of 75% within 60 minutes (national target)
- Number of falls remain fairly static albeit still low numbers. All falls are subject to an MDT review, nevertheless this will be kept under close review.

Forward Look (with actions):

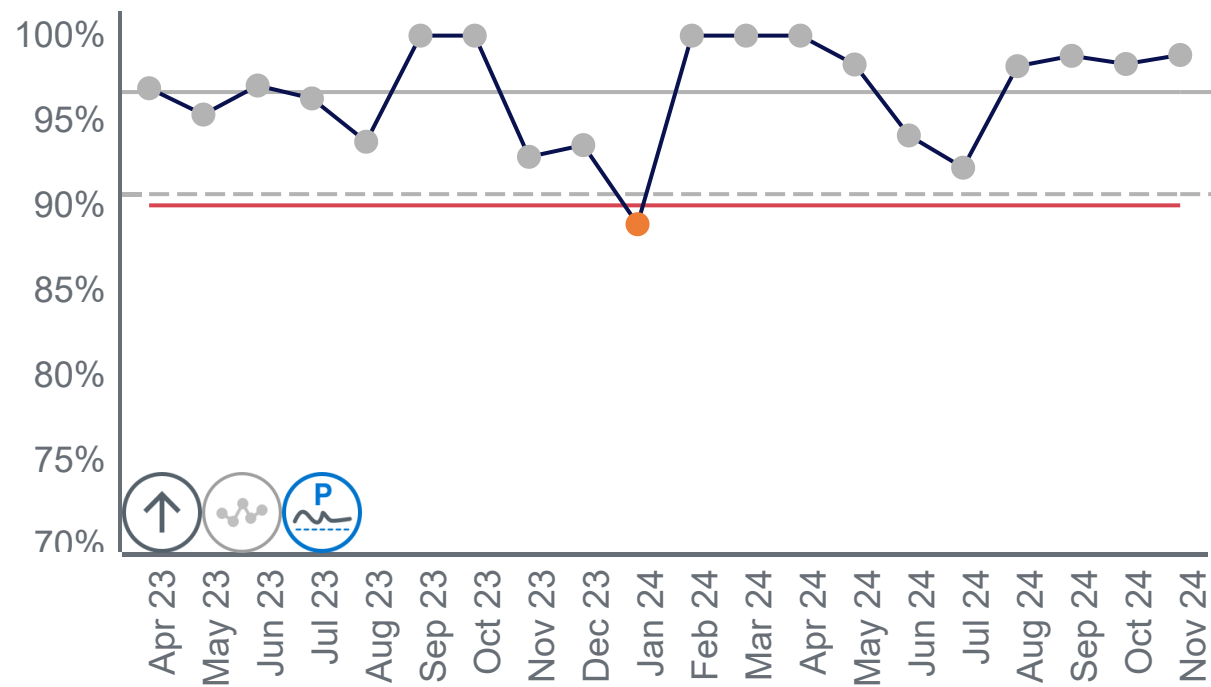
- *The radiological alert dashboard to be embedded and a focus on improving performance against the 28 day target for an RAR (Radiological alert report). New script for the dashboard being written to improve data quality, which would help drive the performance.
- *Patients receiving their discharge summary on day of discharge sustained improvement continues to be made however not consistently and this is being discussed with the Divisional teams.
- * FFT data continues to be reviewed.

Quality of Care - Metric Summary

Metric Name	Month	Performance	Target	Average	Variation	Assurance
% of radiological alerts with a response document	Nov-24	78.6	>=95%	87.9		
95% of all patients to receive a copy of their Discharge Summary on day of discharge	Nov-24	96.1	>=95%	93.3		
Clostridium Difficile	Nov-24	0.0	0	0.4		
Delirium Risk Assessment to be completed on Admission and once a day	Nov-24	99.5	>=90%	98.4		
Delivery of at least one sepsis antibiotic within one hour of prescription (LHCH target)	Nov-24	98.9	>=90%	97.4		
Dementia - Find	Nov-24	77.8	>=90%	95.4		
FFT: REPUTATION	Nov-24	98.8	>=95%	98.4		
Gram Negative Bacteraemias	Nov-24	0	0	1.1		
Incidents - Serious incidents, Never Events, Adverse Events (Red)	Nov-24	0	0	0.1		
MRSA Bacteraemias	Nov-24	0	0	0.3		
MSSA Bacteraemias	Nov-24	1	0	1.1		
Number of Falls	Nov-24	2		5.4		
Number of LHCH acquired grade 2 pressure ulcers (due to lapses in care)	Nov-24	0	<=0.5	0.1		
Number of LHCH acquired grade 3+ pressure ulcers (due to lapses in care)	Nov-24	0.0	<=0	0.1		
Nutrition - Patients scoring high risk (2 or more) are referred to dietician	Nov-24	83.67	>=90%	88.9		
Occurrence of any Never Events	Nov-24	0.0	0	0.0		
Primary PCI - 60 minute 'Door-to-balloon' (national target)	Nov-24	80.4	>=75%	83.3		
Primary PCI - 150 minute 'Call-to-balloon' (national target)	Nov-24	50.0	>=95%	70.5		
Quantity of complaints	Nov-24	2	<=6	1.5		
Venous thromboembolism (VTE) risk assessment	Nov-24	95	95%	95.0		
Number of Incidents No Harm and Near Miss	Nov-24	94	143	111.5		
Number of Incidents rated Minor Harm or Above	Nov-24	26	25	29.1		
Incident Closures within 28 days	Aug-24	69.9	0	54.1		
Surgical Site Infections	Sep-24	10.1	0%	8.0		

Quality of Care - Drive Metrics

Delivery of at least one sepsis antibiotic within one hour of prescription (LHCH target)



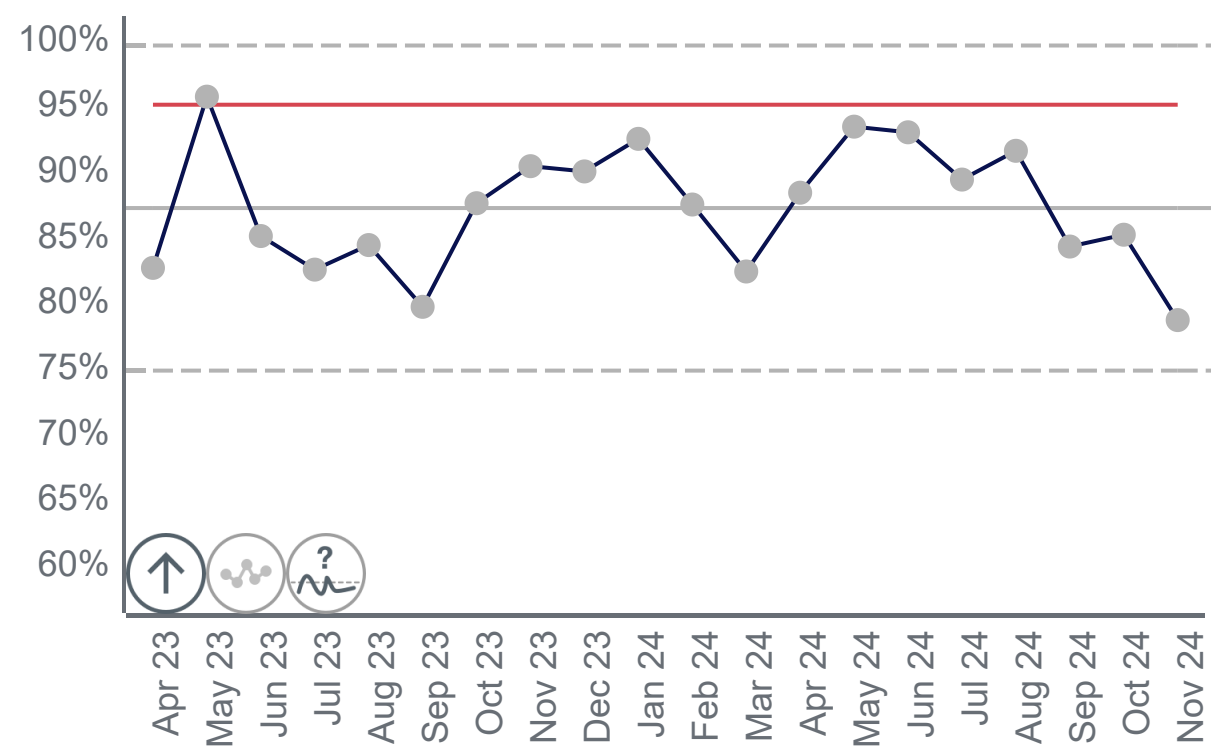
Technical Analysis:

Performance of the one hour Target remains above the target. This displays positive consistency for Sepsis identification and treatment. Over the most recent 18 month period the trust has failed this target only once.

Actions:

Maintain weekly feedback to clinicians if this metric is missed.

% of radiological alerts with a response document



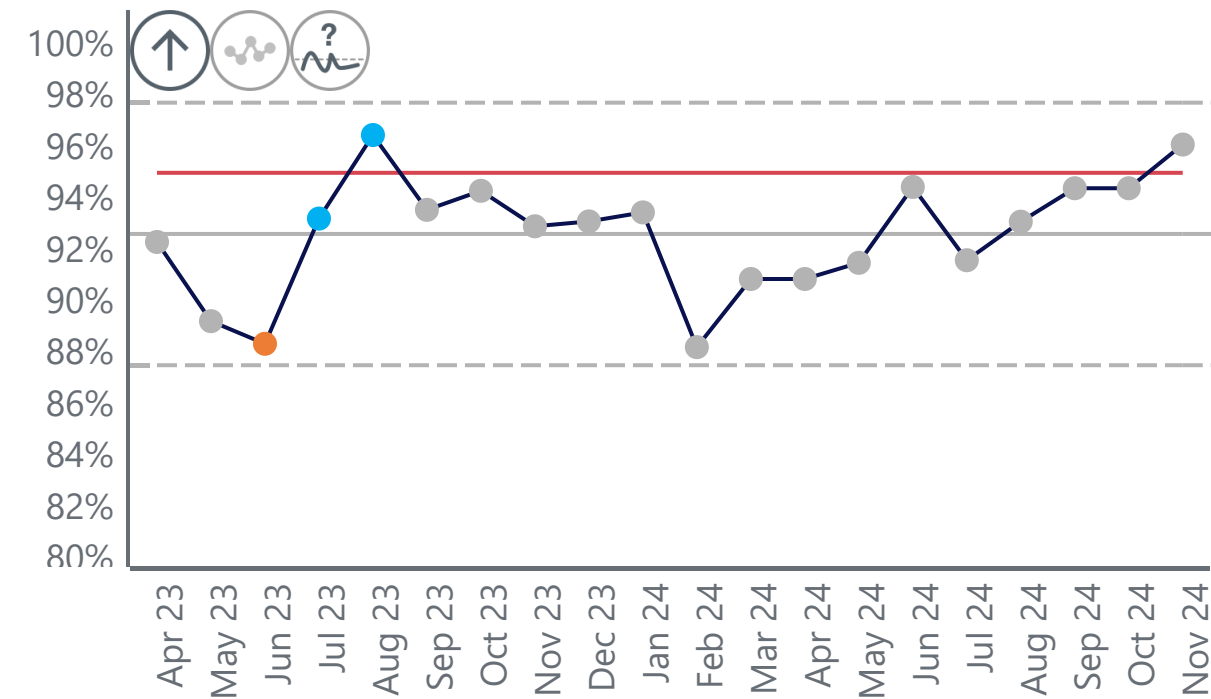
Technical Analysis:

October performance remains consistent with previous months displaying common cause variation. Improvement is required to achieve target on a consistent basis. The target has not been achieved since May-23.

Actions:

A new data source has been created which is more robust. The existing dashboard has been repointed with the addition of long standing records with no RAR. Divisions continue to use the existing dashboard to improve compliance. Training to continue support DQ concerns.

95% of all patients to receive a copy of their Discharge Summary on day of discharge



Technical Analysis:

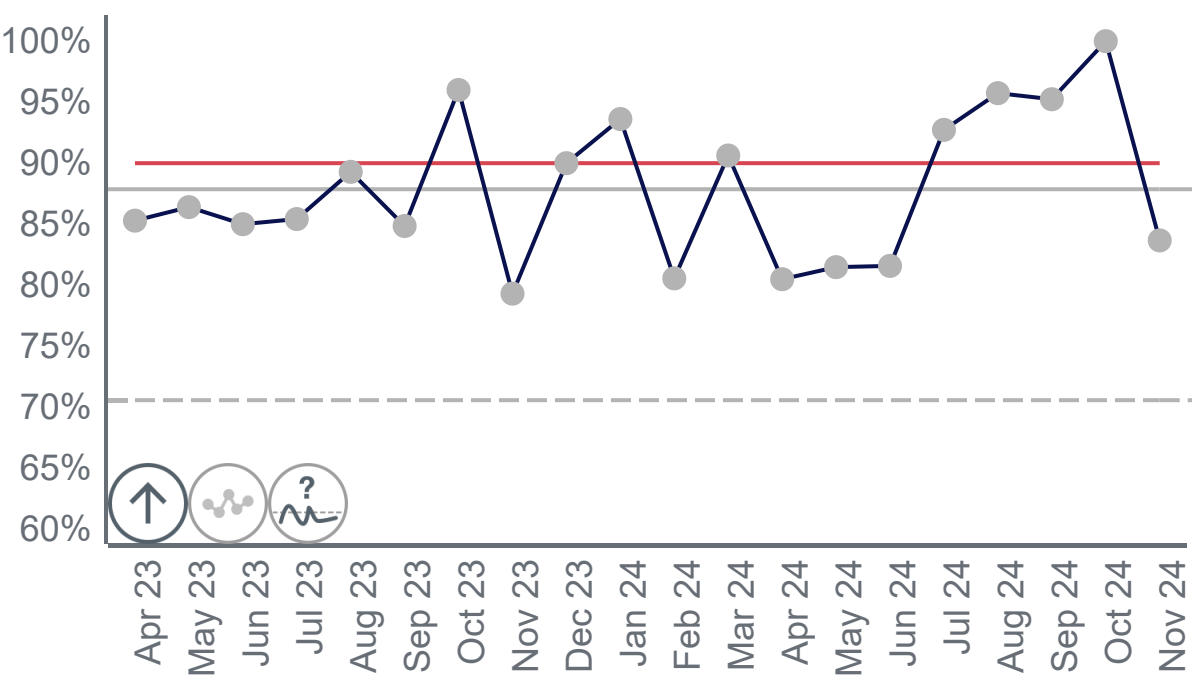
Performance remains below the target of 95% within October. Improvement required to consistently achieve target with the metric displaying common cause variation.

Actions:

This will be discussed with the Surgery and Medicine Divisional Triumvirates to understand the reasons driving this and actions put in place.

Quality of Care - Drive Metrics

Nutrition - Patients scoring high risk (2 or more) are referred to dietician



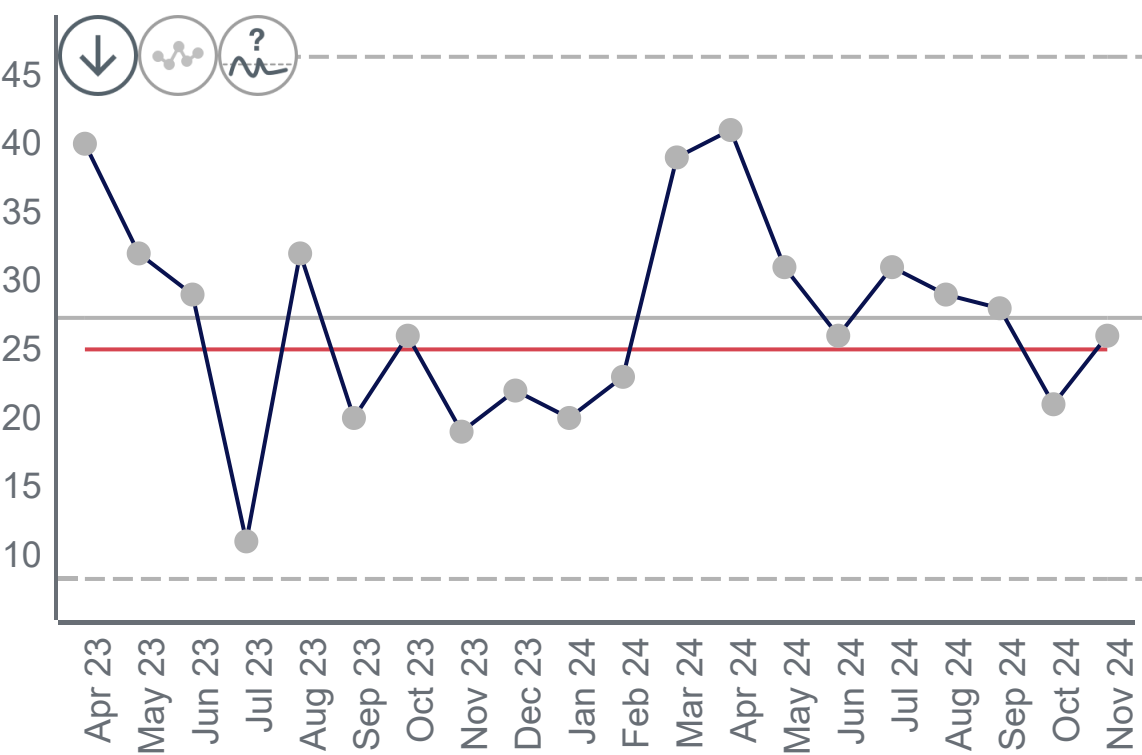
Technical Analysis:

Performance within October was 100%, which is above the target for the forth consecutive month. Continued improvement to consistency will see the metric move away from common cause variation of passing and failing the target.

Actions:

A change was made to the EPR (Sept 2023) to place a hard stop within the admission document and thereafter from flow sheet. This means when a score of 2 is reached the nurse cannot continue until the referral has been made.

Number of Incidents rated Minor Harm or Above



Technical Analysis:

Following a period of increase the number of Harms has shown a reduction to levels seen at the end of 2023. Volumes sit within the control limits of common cause variation. October performance of 21 is below the target of 25.

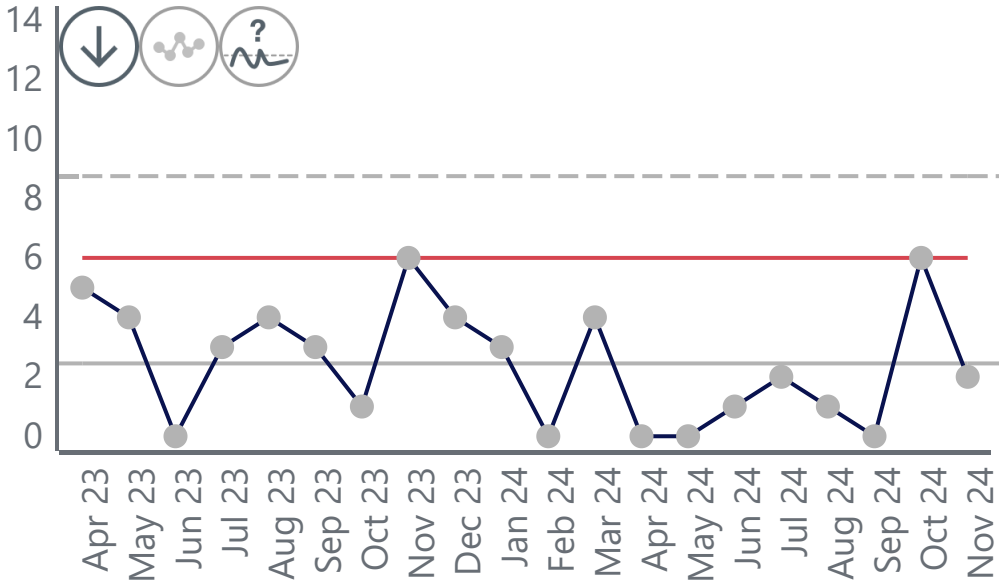
Actions:

Strong reporting culture and learning from incidents. Reviews continue via safety surveillance and hasn't identified recurrent themes. A weekly patient safety meeting is now in place to review all moderate and above incidents, including action and learning. Further refinement of the KPI is needed and will be closely monitored.

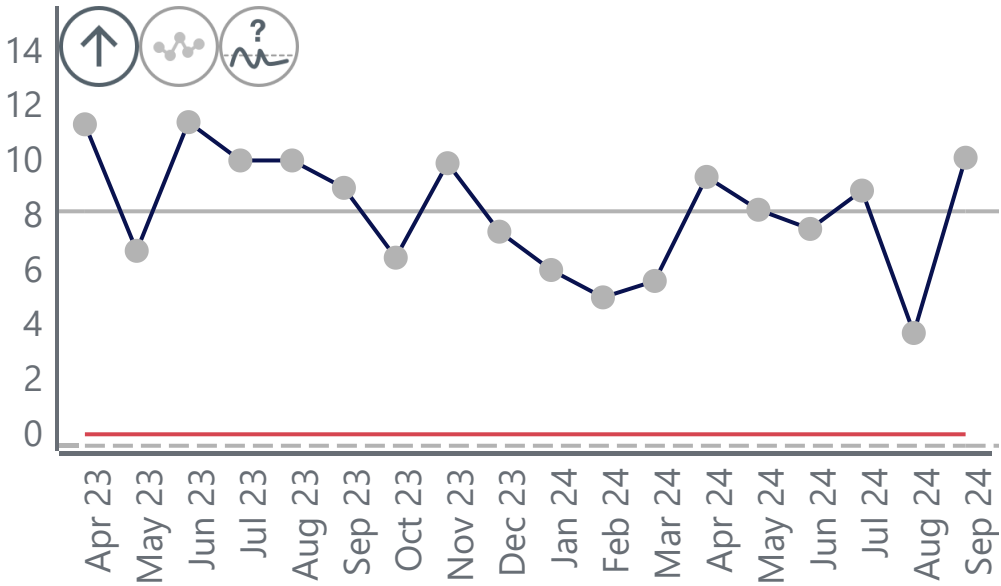


Quality of Care - Watch Metrics

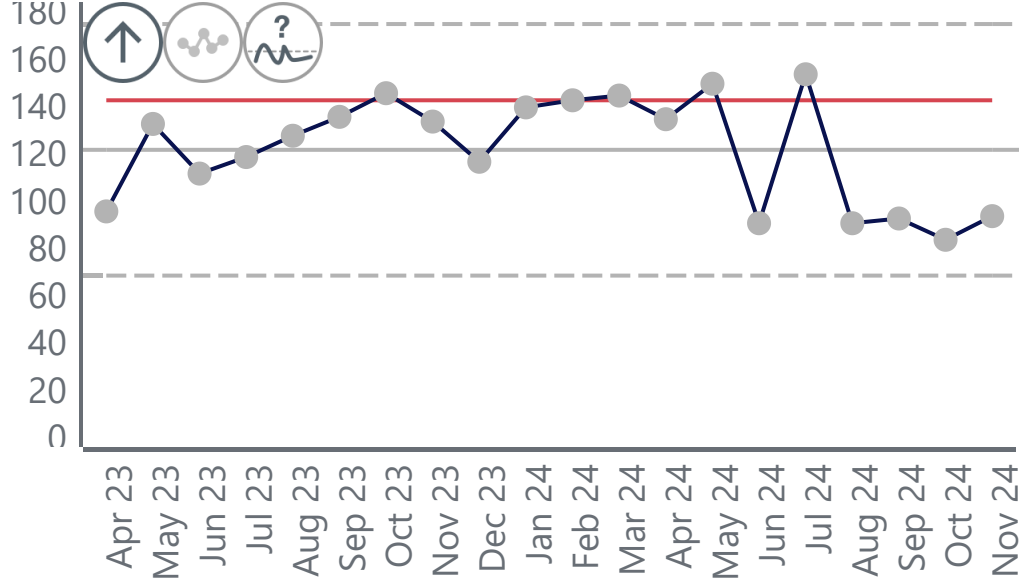
Quantity of complaints



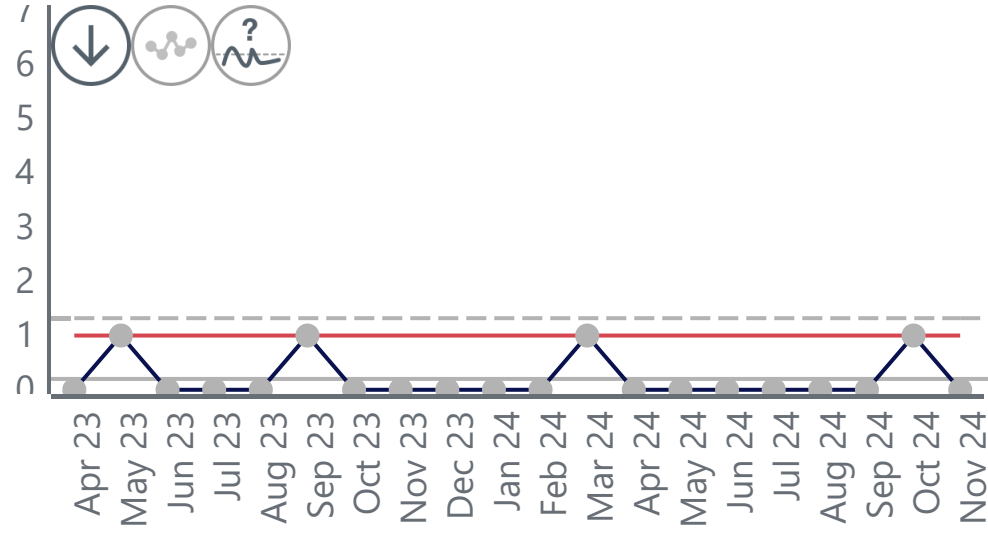
Surgical Site Infections



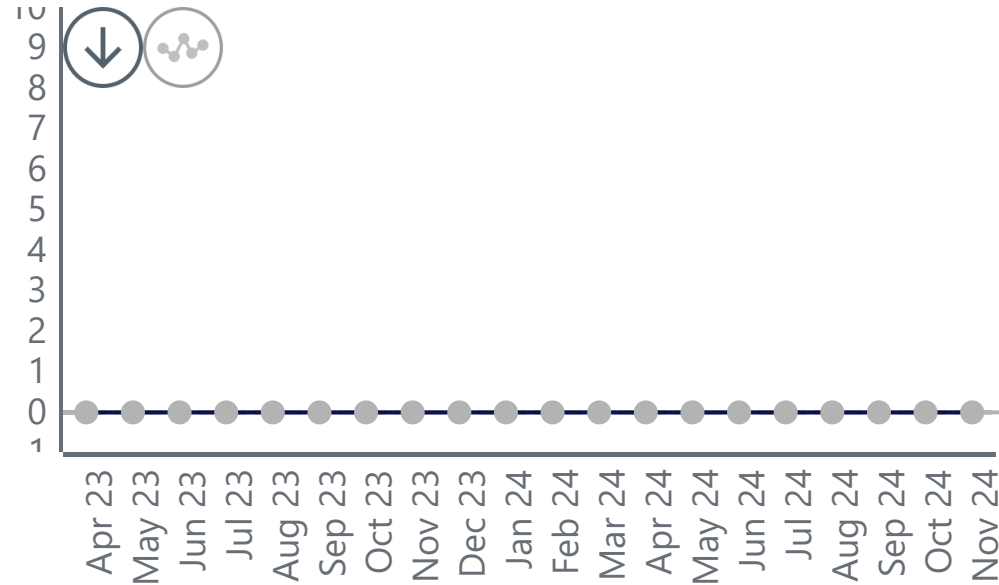
Number of Incidents No Harm and Near Miss



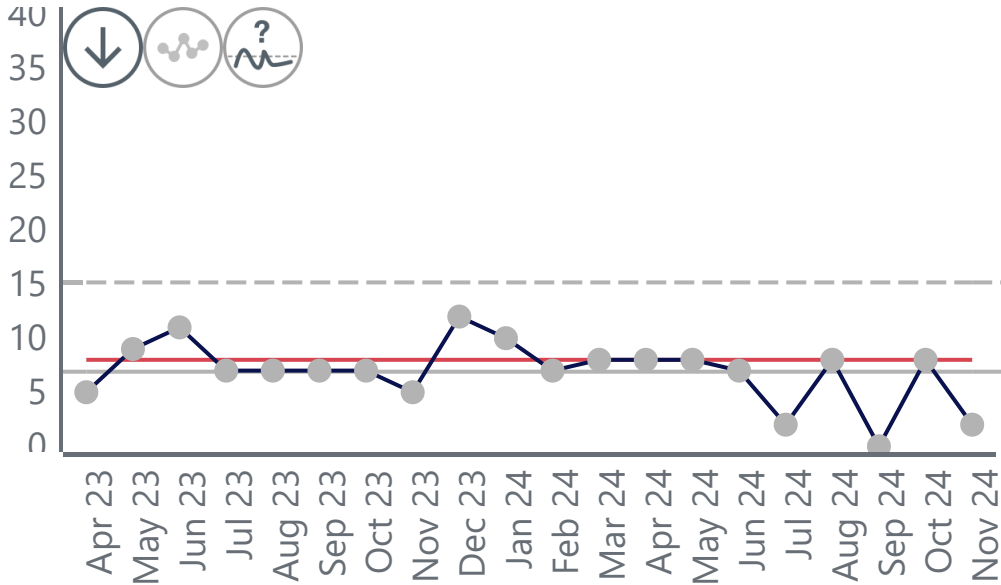
Incidents - Serious incidents, Never Events, Adverse Events (Red)



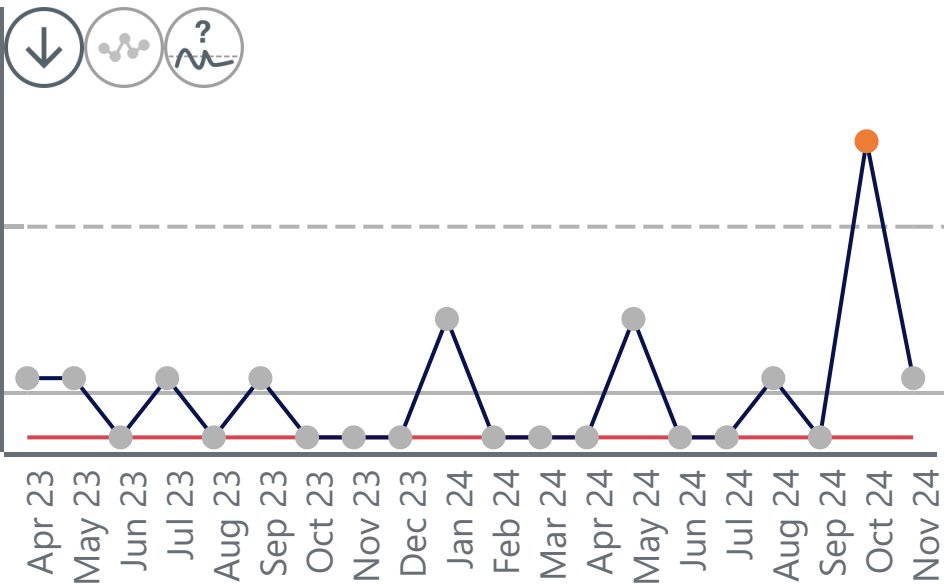
Occurrence of any Never Events



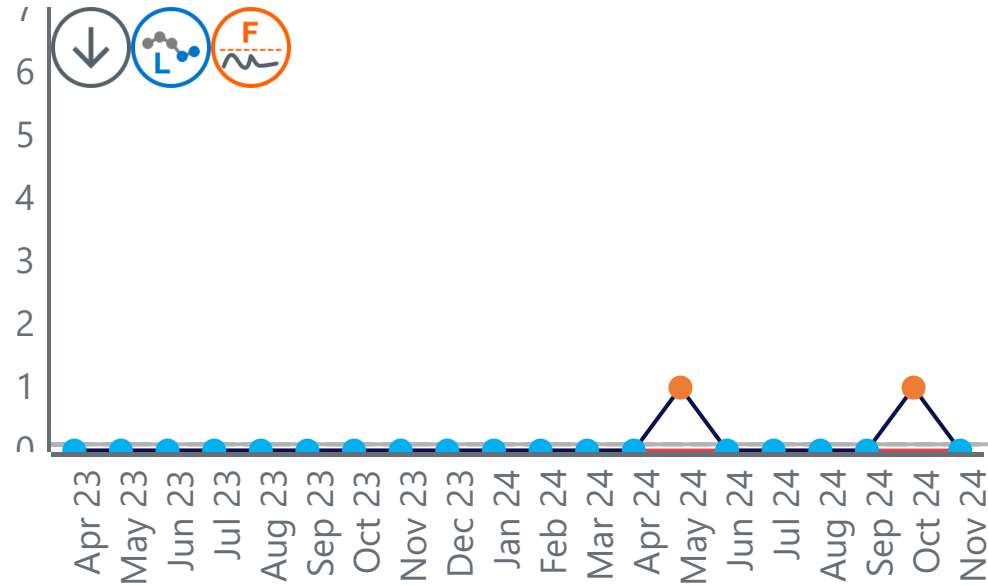
Number of Falls



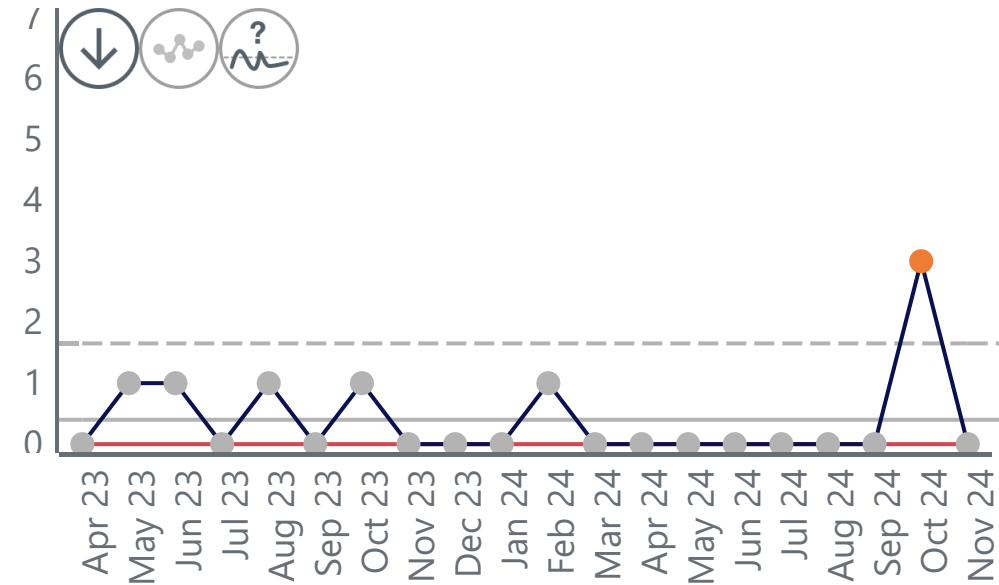
MSSA Bacteraemias



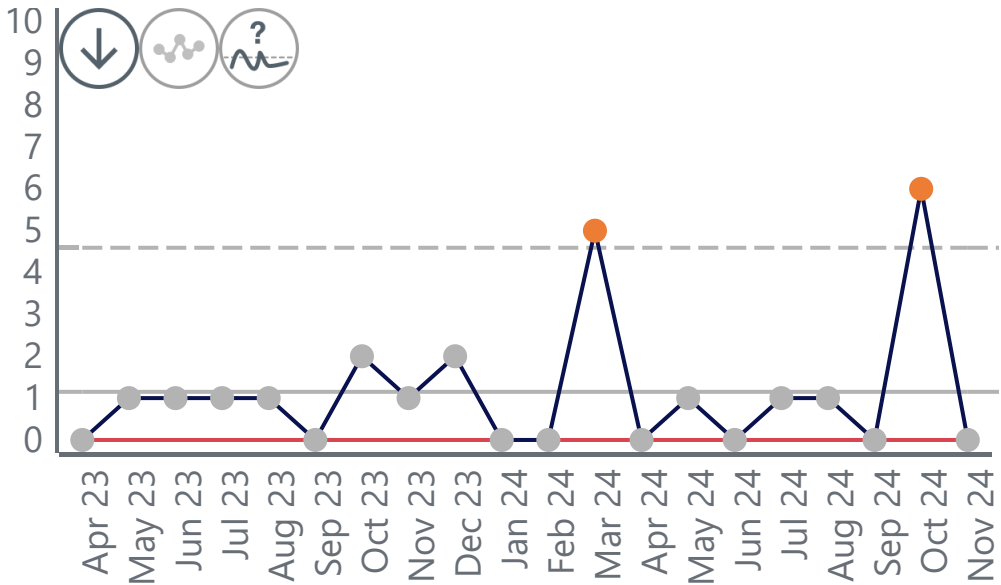
MRSA Bacteraemias



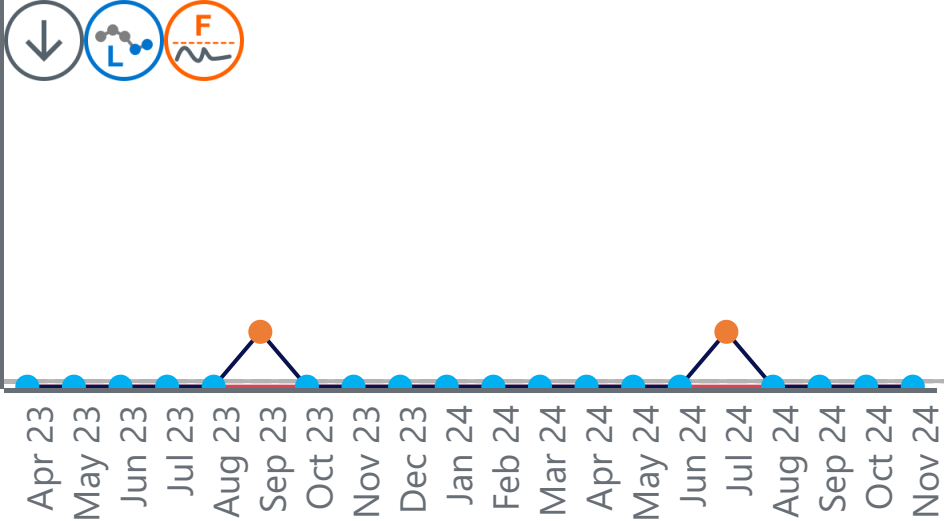
Clostridium Difficile



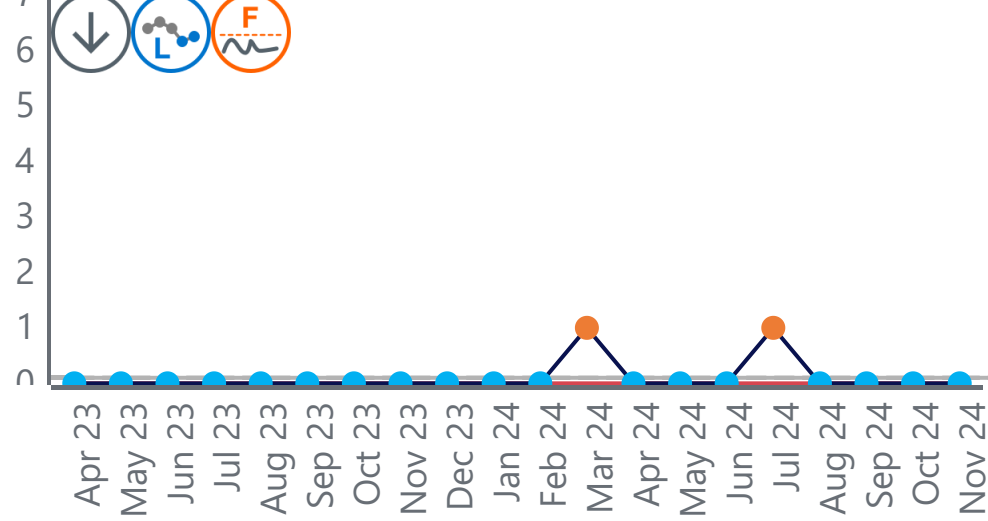
Gram Negative Bacteraemias



Number of LHCH acquired grade 2 pressure ulcers (due to lapses in care)

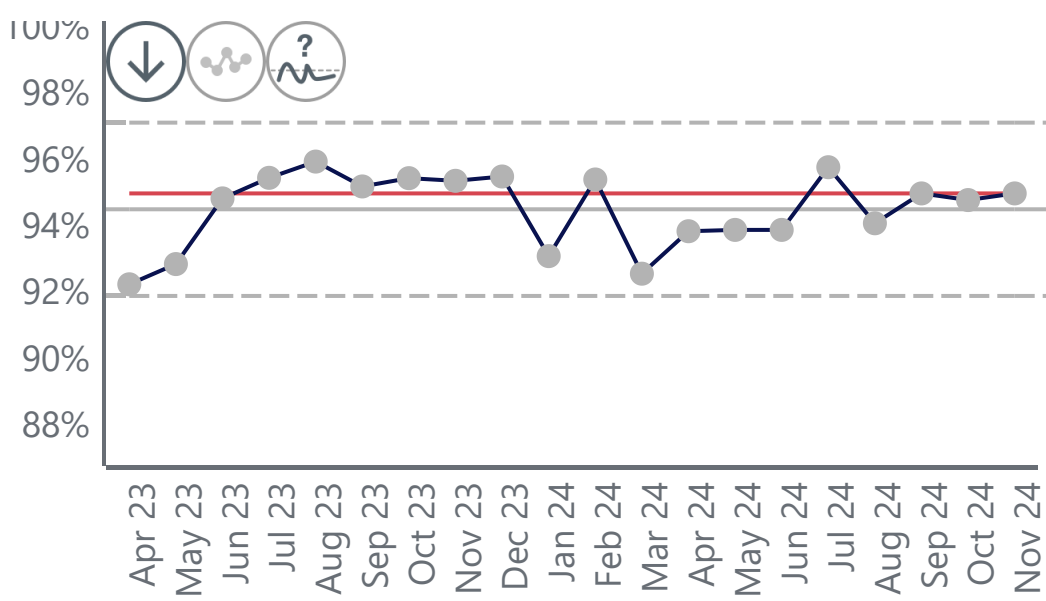


Number of LHCH acquired grade 3+ pressure ulcers (due to lapses in care)

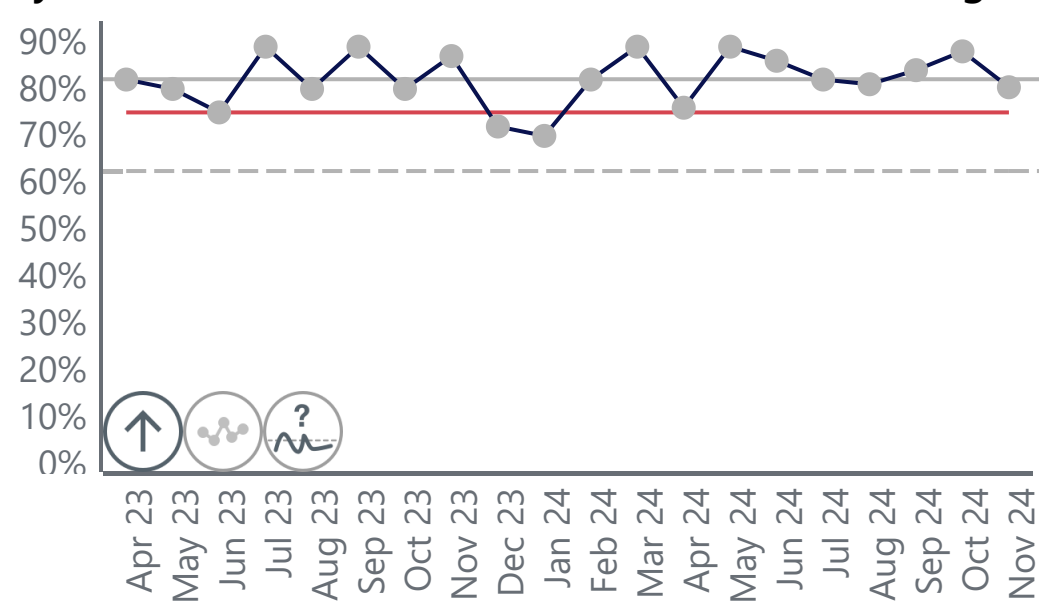


Quality of Care - Watch Metrics

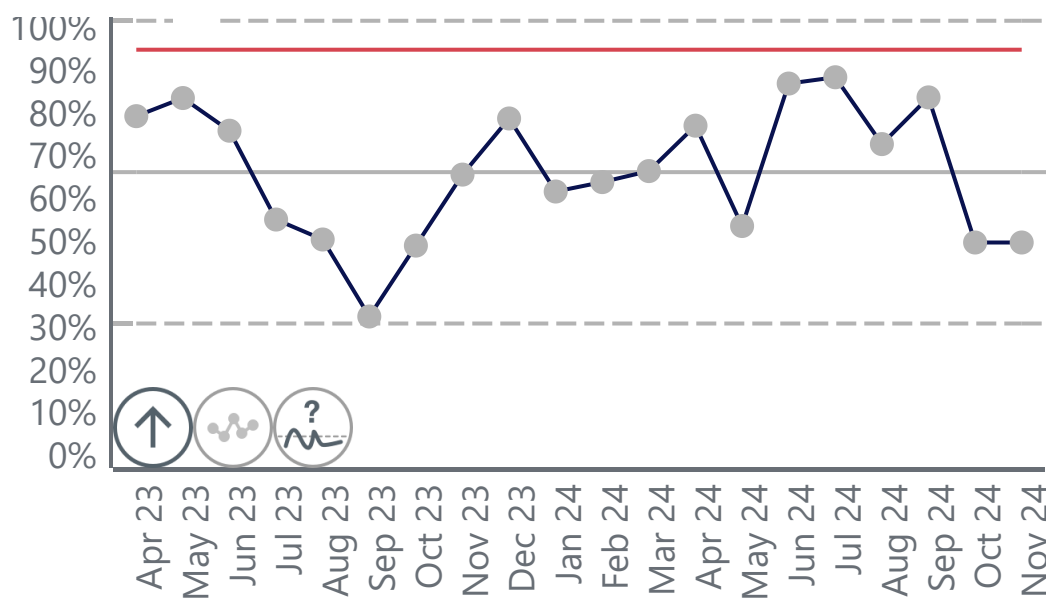
Venous thromboembolism (VTE) risk assessment



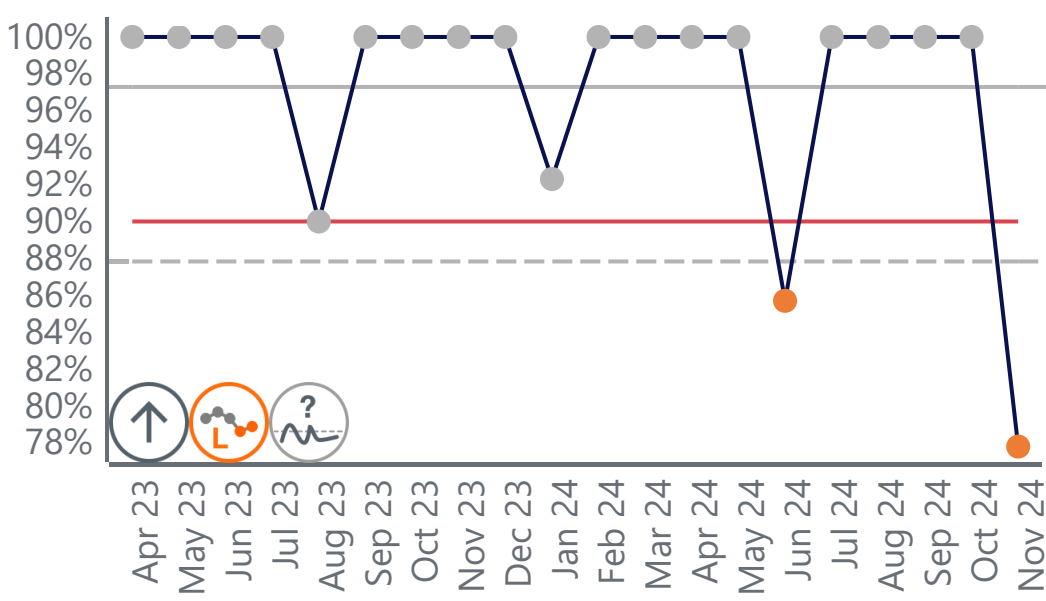
Primary PCI - 60 minute 'Door-to-balloon' (national target)



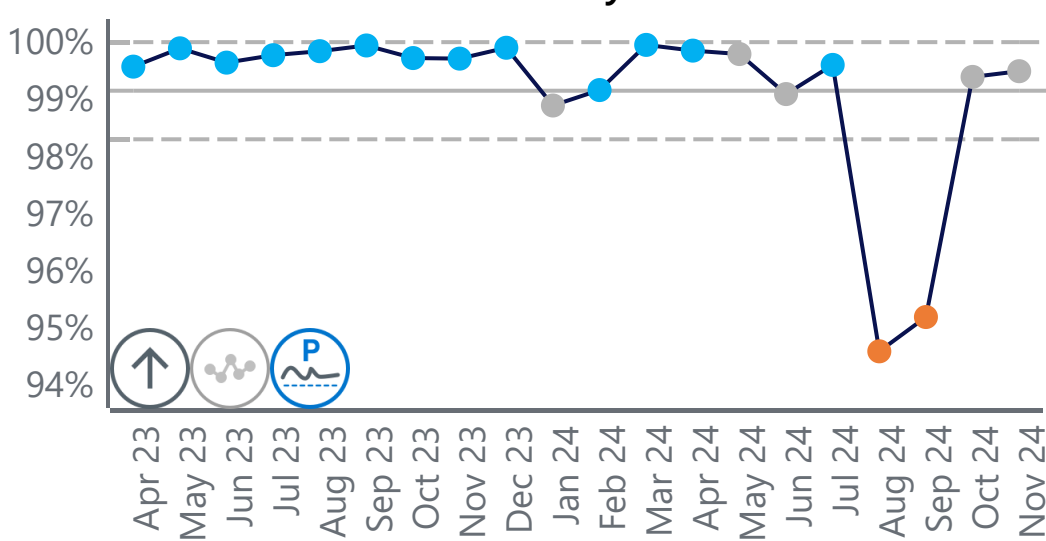
Primary PCI - 150 minute 'Call-to-balloon' (national target)



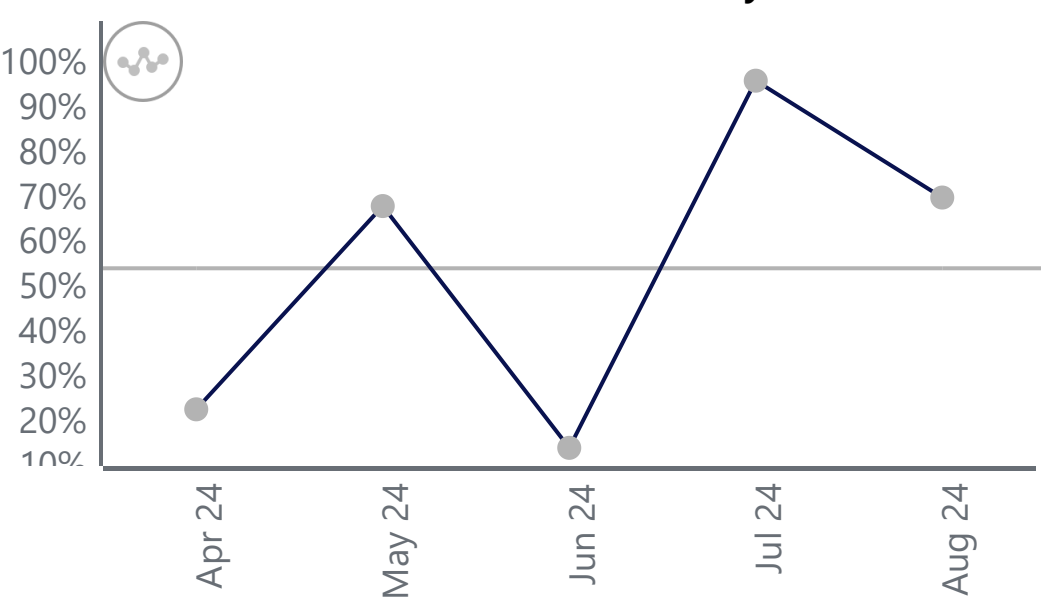
Dementia - Find



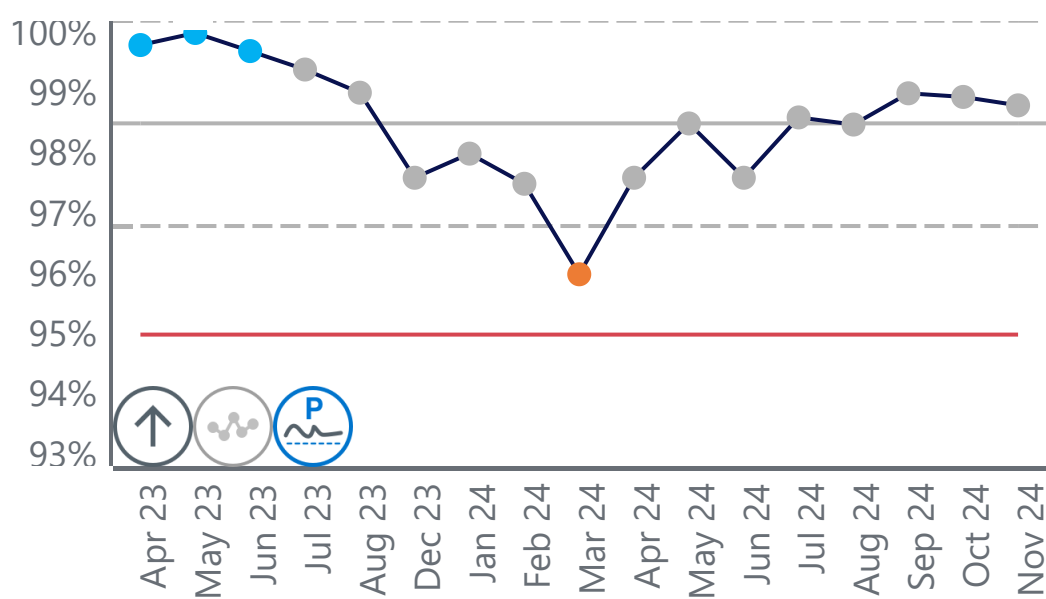
Delirium Risk Assessment to be completed on Admission and once a day



Incident Closures within 28 days



FFT: REPUTATION



Finance

SRO: James Thomson, Chief Finance Officer

Highlights:

The Month 8 YTD position is a £8,387k surplus. This is £761k lower than plan, but reflects continued improvement from the shortfall seen in the opening months of the year.

There is increased confidence over the income associated with elective activity because of improved national reporting. Internal records have been compared with the national Elective Recovery Fund (ERF) reporting tool, and the two are broadly consistent. The contract with Wales follows a cost per case arrangement, and the over-performance is reflected in the financial position. This continues to support the Trust's financial improvement.

The Medicine Division continues to achieve the planned levels of activity agreed at the start of the year. The Surgery Division has a significant under-performance against its elective plan, driven by significant levels of emergency demand.

Delays in the phase 4 expansion of the Targeted Lung Health Check programme have resulted in an income shortfall. The roll-out has now started, but the income slippage in the opening months remains. This is partly offset by lower than planned costs for this service (net shortfall - £764k).

Pay costs are largely in line with budget for the year to date, but costs for the medical workforce remain higher than budget with additional session payments for consultants the main contributor of the overspend. In addition, the stretch target issued by the ICB remains undelivered, and this is placing pressure on the overall Trust pay budget.

There are non-pay budgetary pressures driven by overspends in theatres and cath labs, driven in part by emergency surgery activity and higher prices. Drugs price inflation is also contributing to the overspend.

There remains slippage against the CIP target, with only £64k added to the annual amount transacted in month 8.

Areas of Concern:

The most significant expenditure pressure is undelivered CIP. The Divisions have a 3% target which is added to undelivered CIP from previous years giving a total Divisional CIP of £4,811k for the year. Other central schemes (both recurrent and non-recurrent) have also been added to the CIP target, giving a Trust total of £10,644k.

The Trust has transacted 73.7% of the annual CIP target so far this year, with 95.5% identified.

Confirm and Challenge sessions have been held with each division and milestones for delivery are in place.

The rising costs of clinical consumables and drugs is an area of concern, with overspends in cath labs, theatres and drugs identified as a key pressure in the first half of the year.

The delay in the roll out of Targeted Lung into new areas is a temporary financial pressure. This improved in late Summer, and is expected to recover some of the shortfalls by the end of the year (forecast net adverse variance of £400k).

The significant over-performance in emergency surgery has resulted in reduced elective activity and increased non-pay costs.

The national reporting tool for the Elective Recovery Fund (ERF) has published month 6 data and this is broadly consistent with internal records, meaning that reliance can be placed on the local reporting in place. This will continue to be monitored and reviewed.






Forward Look (with actions):

The Trust has a very challenging financial plan in 2024/25.

Achieving the Trust's target surplus will be contingent on achieving the CIP target, hitting the activity plan, and ensuring strong fiscal discipline and financial management. Divisional forecasts have been prepared and reviewed, and actions are underway to address areas of overspend.

The financial challenges across the wider Cheshire and Merseyside system creates additional risk for the Trust. The Trust is working closely with system partners to ensure the financial controls in place are strong and fit for purpose. In addition, working groups to support closer working across Liverpool providers are in place and tasked with identifying opportunities for collaboration and efficiency.

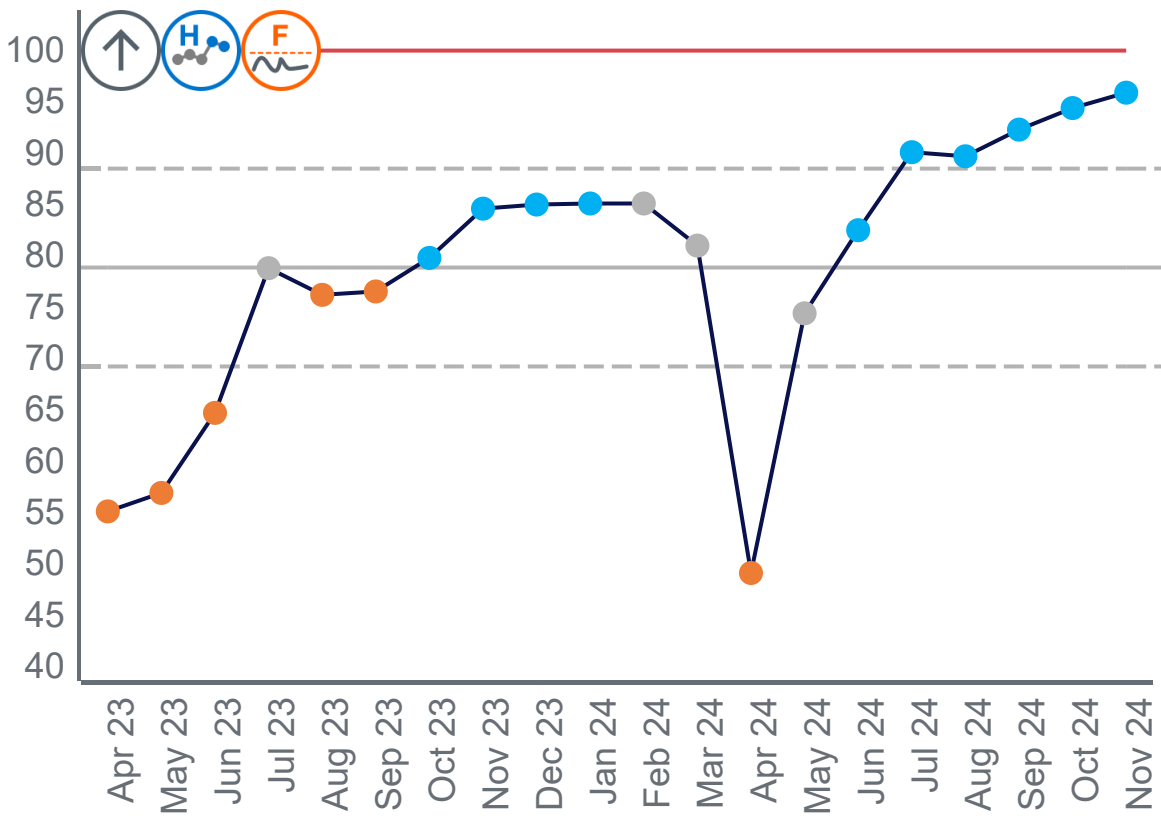
Finance - Metric Summary

Metric Name	Month	Performance	Target	Average / Cumulative	Variation	Assurance
I & E distance from target (cumulative) - £,000	Nov-24	-761	0	-986		
Liquidity (days)	Nov-24	31		27		
Recurrent CIP identified	Nov-24	96	100	84		
Capital Expenditure (Trust Level)	Nov-24	3672000.0	4342000	1893269.5		
Cash in Bank (Trust Level)	Nov-24	43538000		42263500		
Pay Spend v Budget	Nov-24	9305	9267	9518		
WTE versus establishment	Nov-24	1904	1898	1892		



Finance - Drive Metrics

Recurrent CIP identified



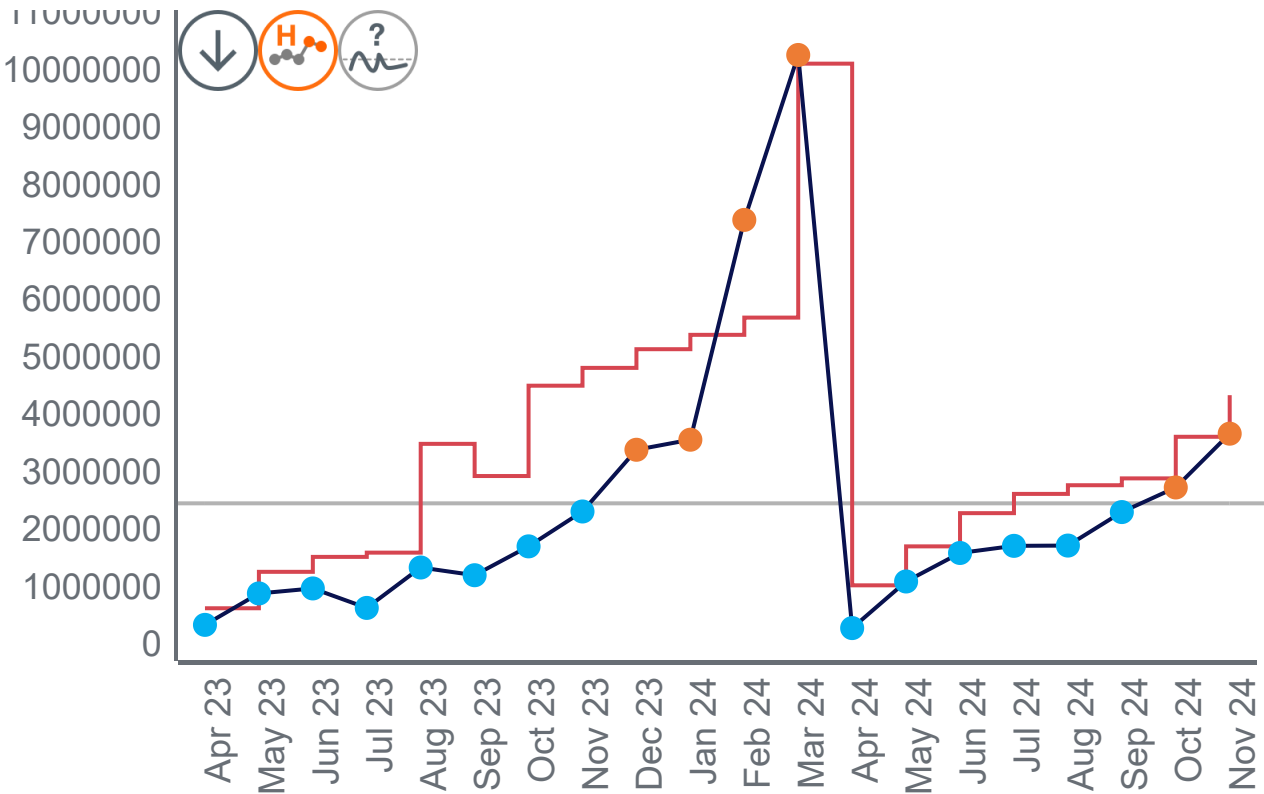
Technical Analysis:

CIP has made significant improvement and is ahead of the same period in 2023/24. Performance is demonstrating special cause improvement but still below the target.

Actions:

Monthly monitoring of progress through gateways and identification of schemes against the target is in place. Trust wide CIP workshop held in February. Confirm and challenge sessions held with each Division, with clear milestones for delivery. The Divisions continue to review opportunities for CIP and progress ideas.

Capital Expenditure (Trust Level)



Technical Analysis:

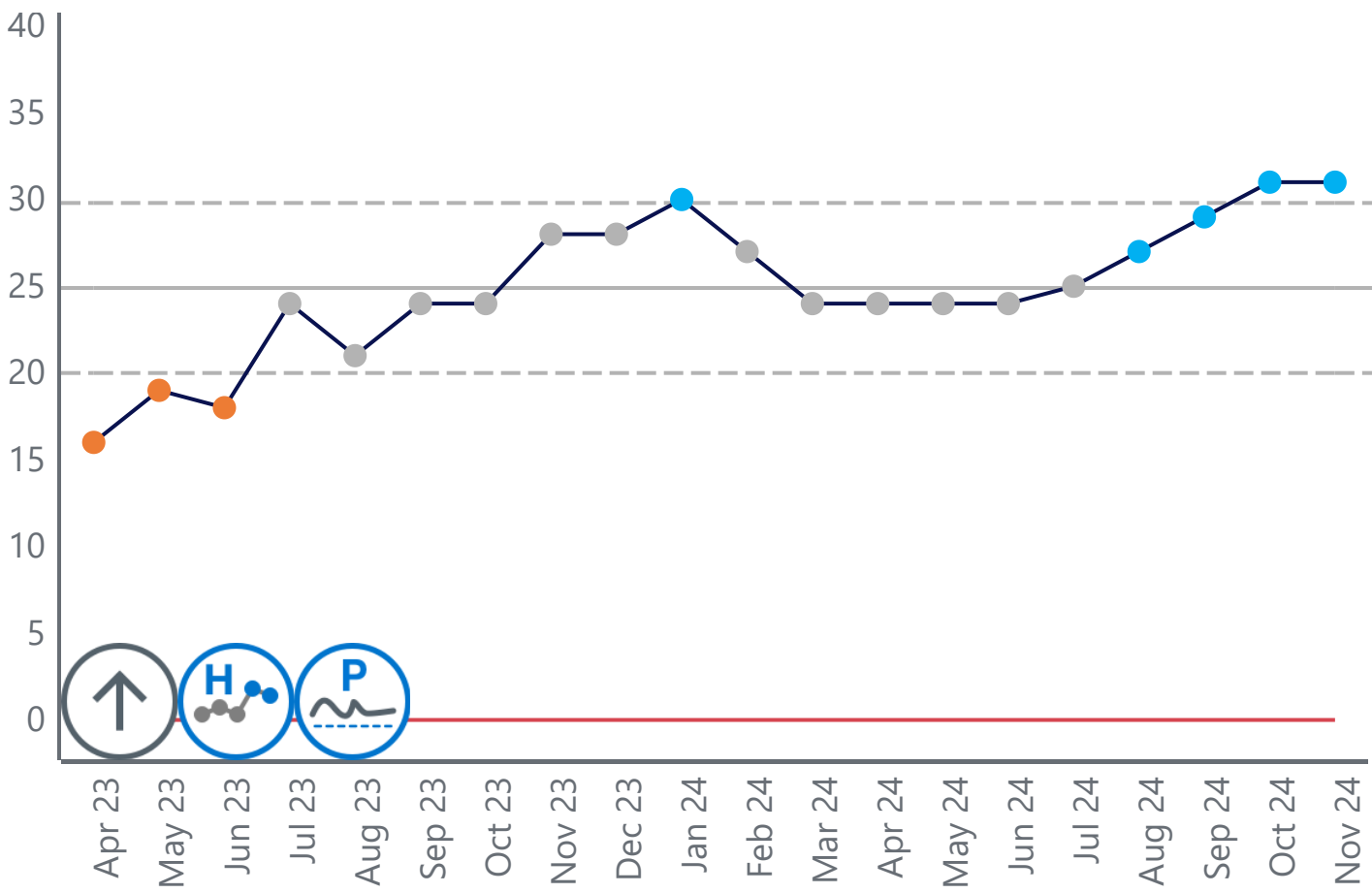
Expenditure continues to perform below target with Improvement required to close gap on target.

Actions:

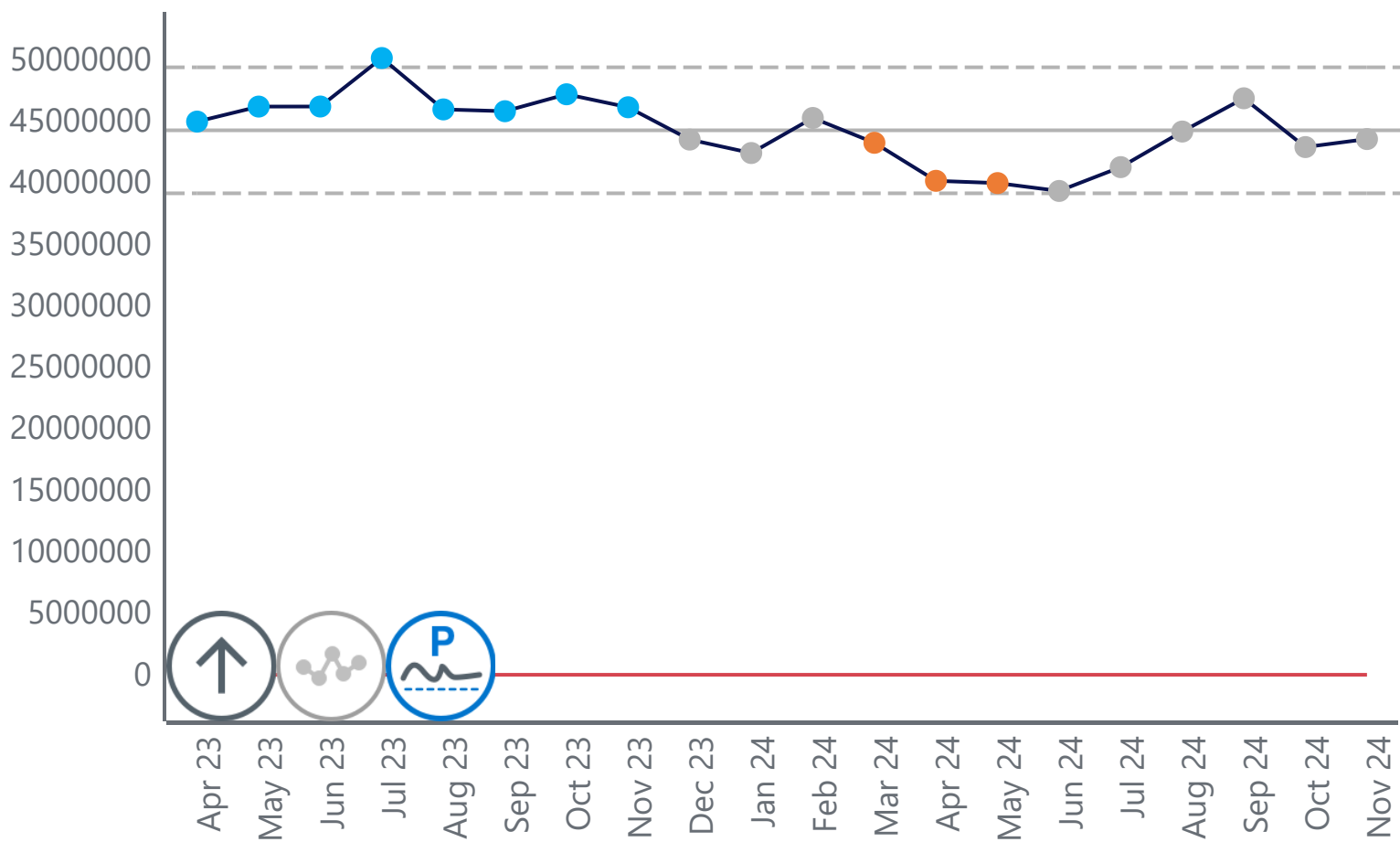
Capital commitments are monitored by the Capital Management Group. Plans are in place for £7.5m of capital spend in 24/25, and this remains the forecast level of spend.

Finance - Watch Metrics

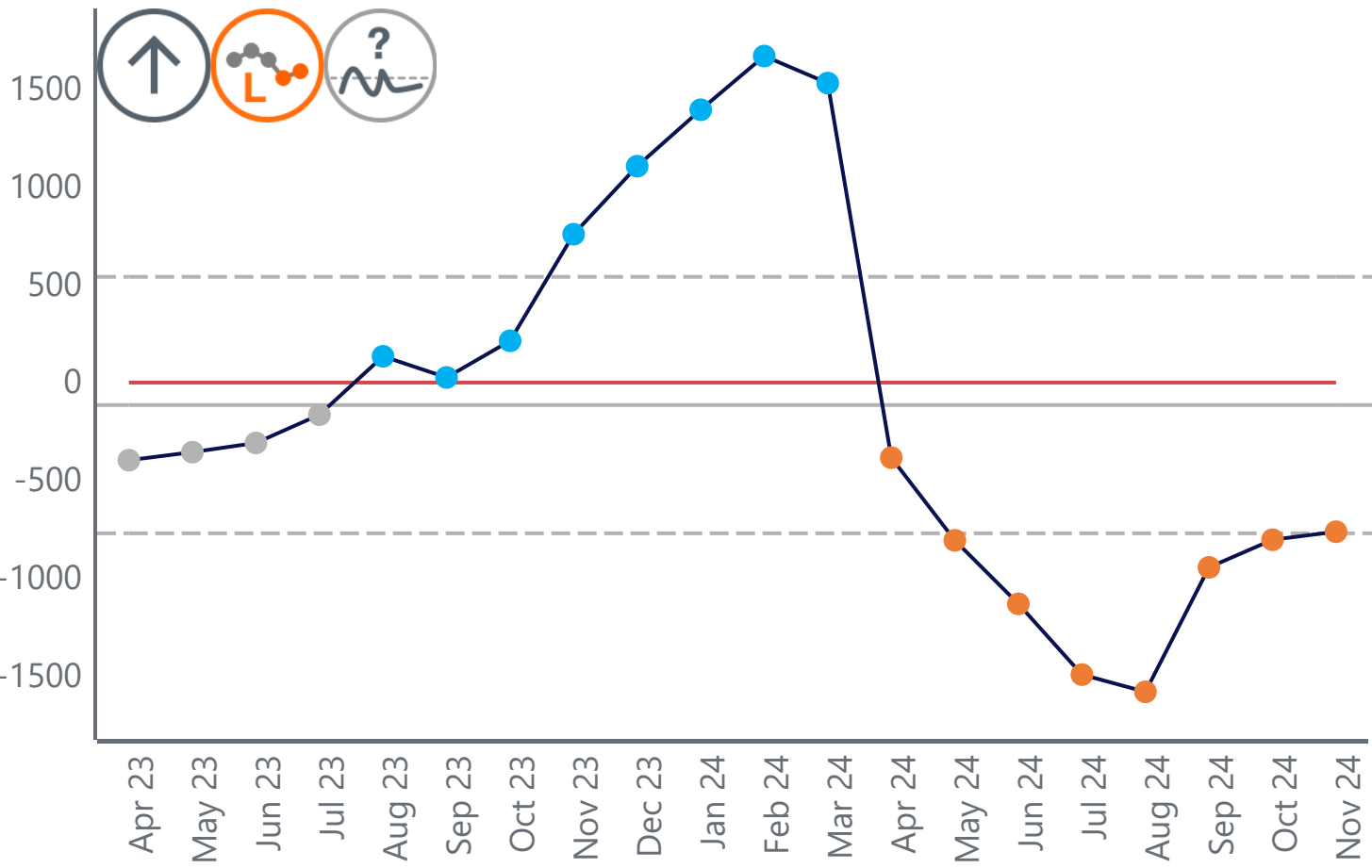
Liquidity (days)



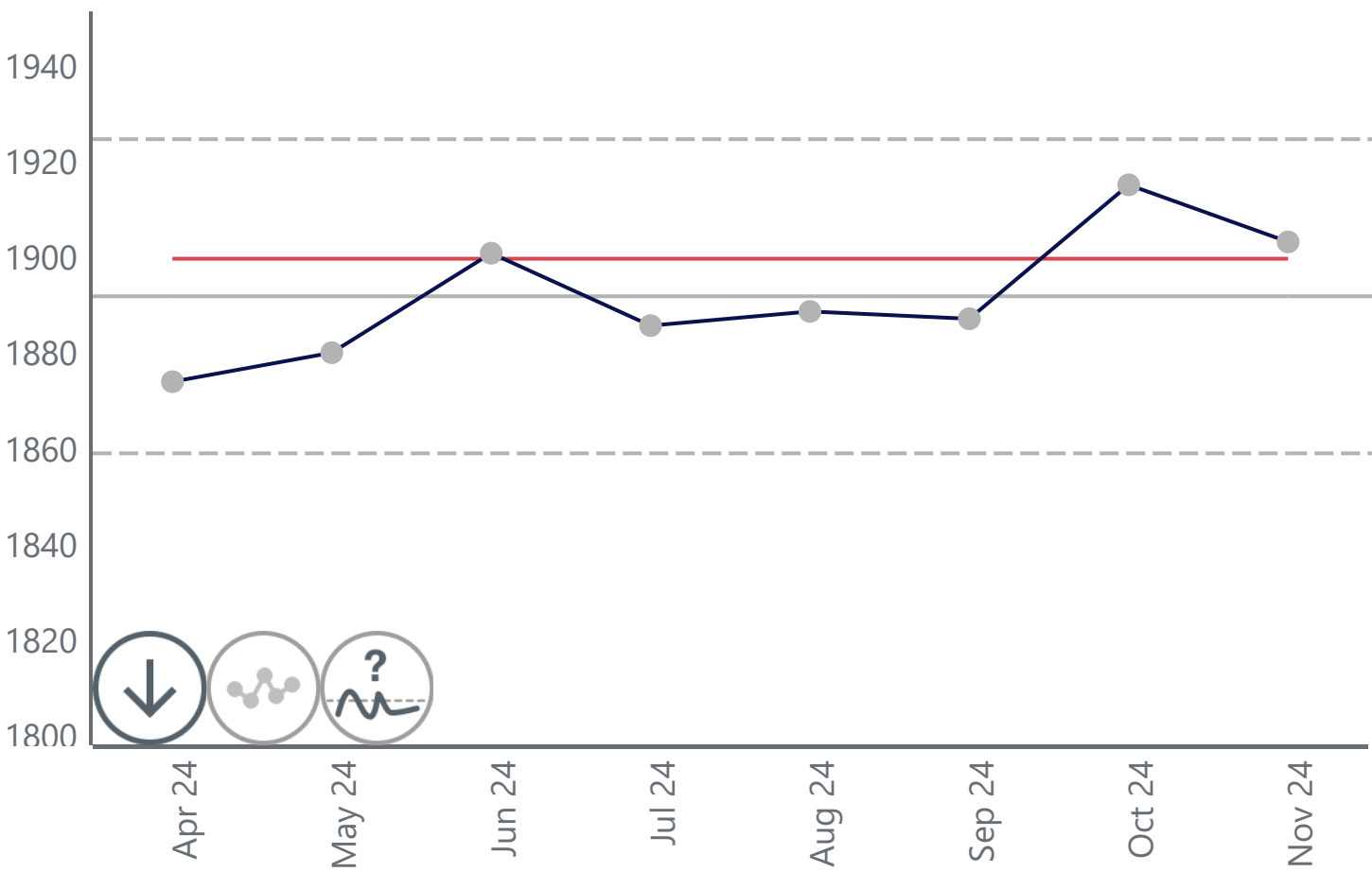
Cash in Bank (Trust Level)



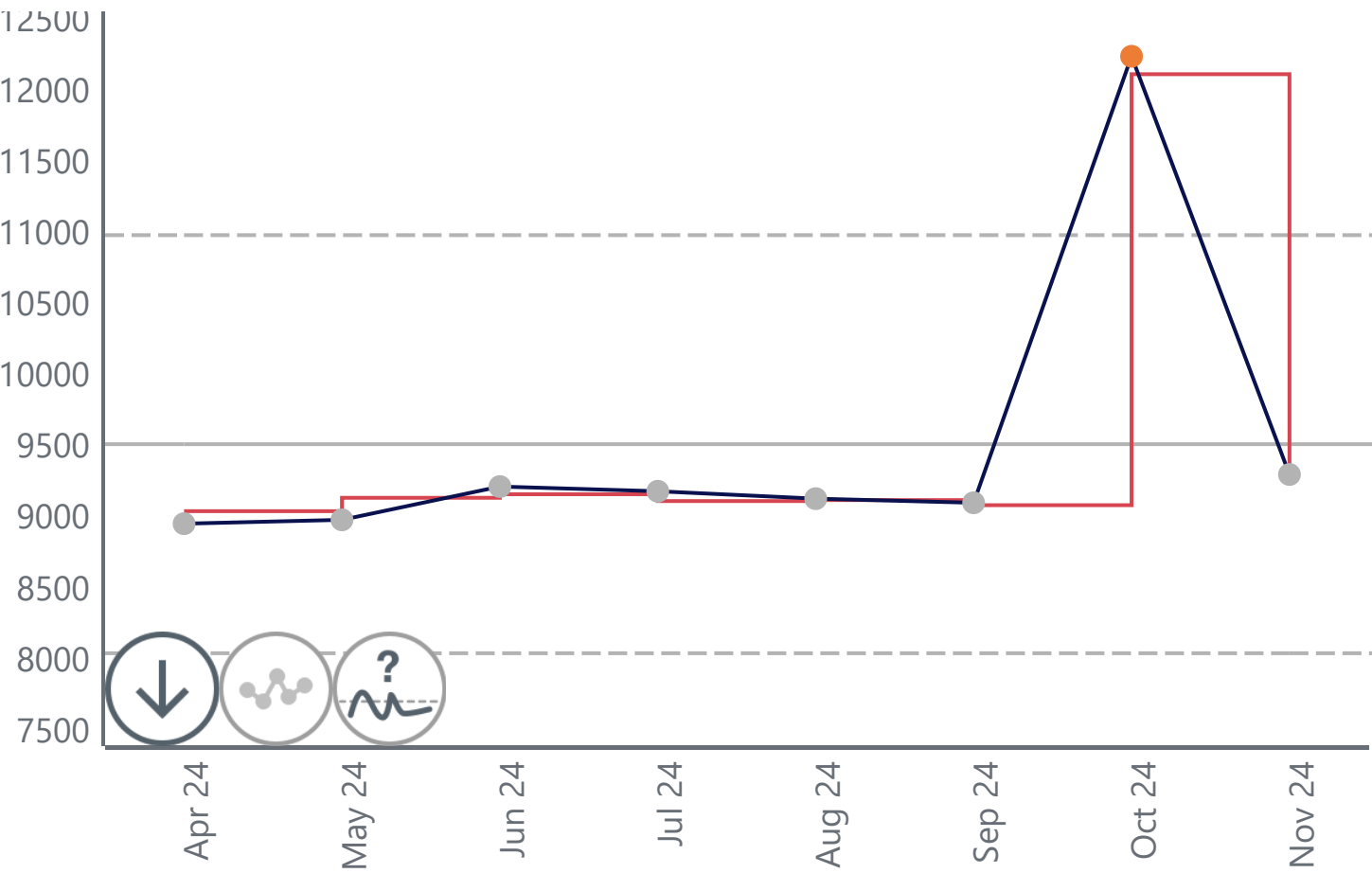
I & E distance from target (cumulative) - £,000



WTE versus establishment



Pay Spend v Budget



People

SRO: Jane Royds, Chief People Officer

Highlights:

The recent NHS Staff Survey achieved a completion rate of over 60% by the time it closed at the end of November. This level of engagement will offer valuable insights to help inform future workforce strategies and action plans.

Turnover rates reports above 10%, which demonstrates continued efforts to ensure workforce stability and retain talent.

There has been notable progress made in delivery of our EDIB strategy, with the expansion of staff networks and series of belonging events held throughout October and November.

Areas of Concern:

Sickness absence increased to 5.21% in November, marking an area of continued concern. While long-term absences have decreased, there has been a significant rise in short-term absences, particularly due to respiratory illnesses.

A slight decline in mandatory training compliance was expected, largely due to the recent update of the Safeguarding Level 1 module. Efforts are underway to address this and increase compliance















Forward Look (with actions):

A sickness absence review is scheduled in collaboration with the business HR team. This review will involve assessing each case individually to identify opportunities to reduce absences and enhance employee support. As part of our proactive approach to supporting staff well-being and preventing sickness absence, a “Live Well” event is planned for January. This initiative will offer resources, workshops, and activities focused on health and well-being, equipping staff with tools to manage their physical and mental health.

Share and build on the insights from the recent Staff Survey to develop meaningful action plans.



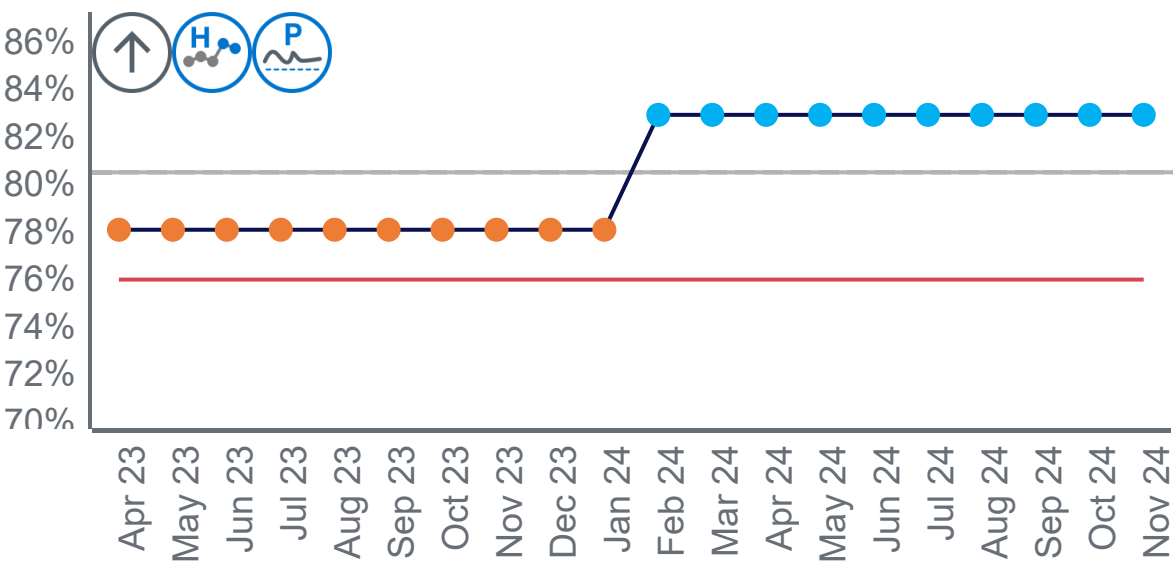
People - Metric Summary

Metric Name	Month	Performance	Target	Average	Variation	Assurance
Appraisals Compliance	Nov-24	87.9	>=90%	80.6		
Mandatory Training Compliance	Nov-24	89.7	>=95%	89.7		
NHS Staff Survey - Staff recommendation of the organisation as a place to work	Nov-24	82.9	>=76%	82.9		
Staff Turnover	Nov-24	10.0	<=10%	10.3		
Staff Sickness (All Staff)	Nov-24	5.21	<=4.5%	5.2		
Long Term Sickness	Nov-24	3.02	<=4.5%	3.5		
Short Term Sickness	Nov-24	2.19	<=4.5%	1.7		



People - Drive Metrics

NHS Staff Survey - Staff recommendation of the organisation as a place to work



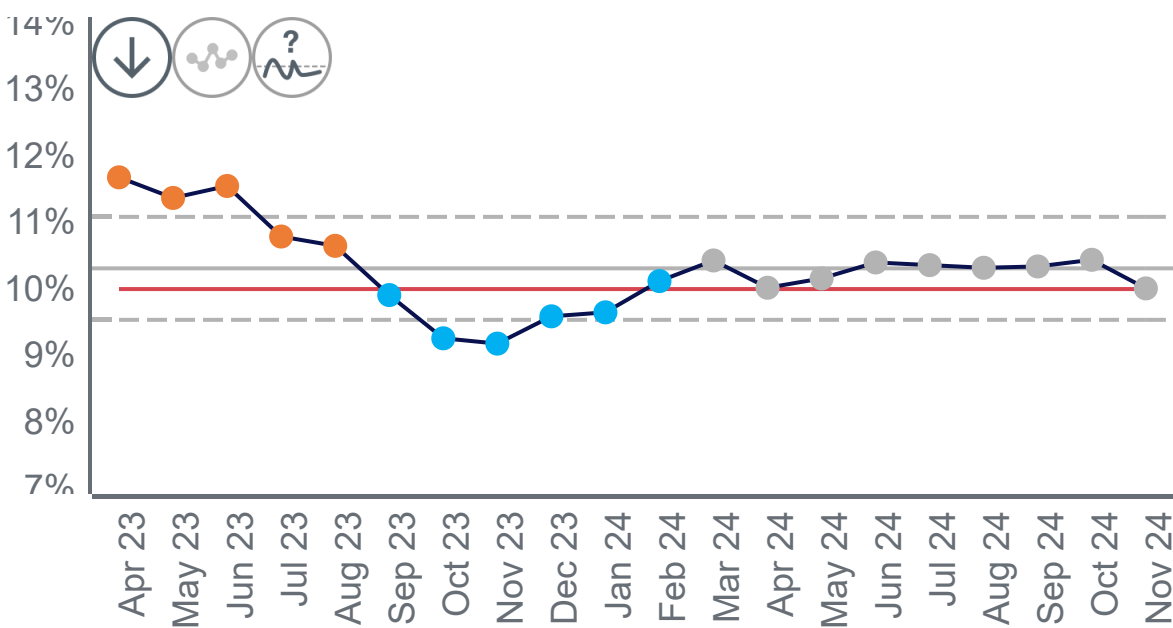
Technical Analysis:

2024/25 is demonstrating positive improvement against the 2023/24 performance achieving 83% against the target of 76%. This is an annual indicator.

Actions:

Annual indicator - awaiting staff survey results.

Staff Turnover



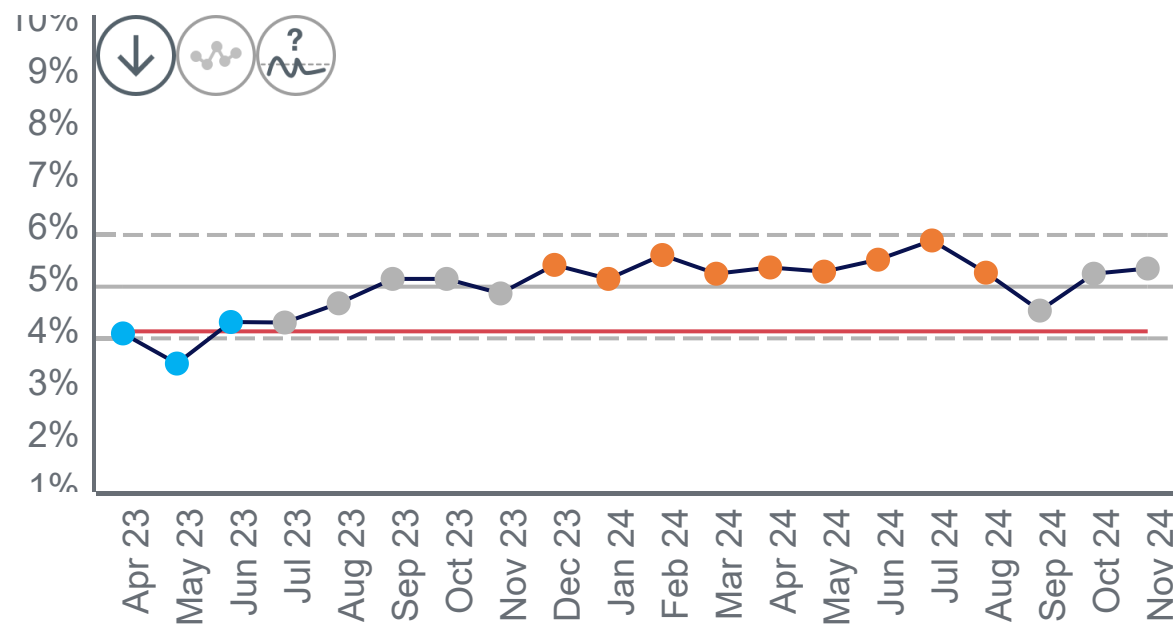
Technical Analysis:

Staff Turnover displayed a reduction at the end of 2023/24 but over recent months performance has displayed a consistent position of failing the target. Improvement required to consistently achieve target.

Actions:

Review and refresh of the Retention Action Plan.

Staff Sickness (All Staff)



Technical Analysis:

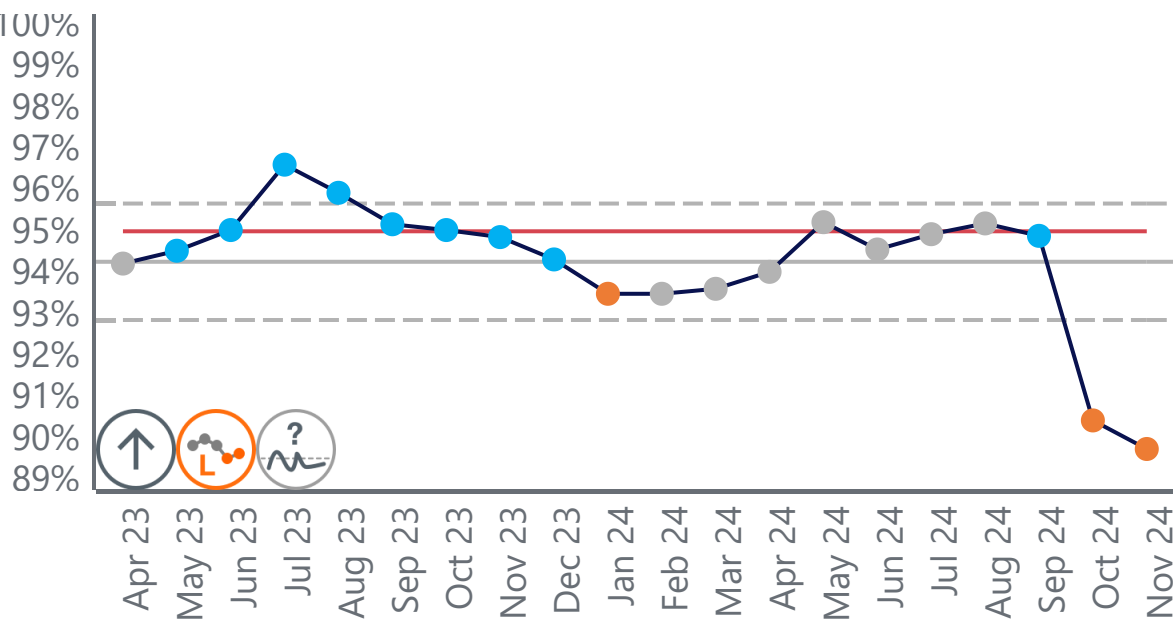
Total absence in November was 5%, this is above the new target of 4.5%. Current performance is displaying common cause variation with further improvement required to consistently achieve the target.

Actions:

Further deep dive planned and action plan developed.

Priority to ensure revised Supporting Attendance and Wellbeing Policy is ratified and implemented.

Mandatory Training Compliance



Technical Analysis:

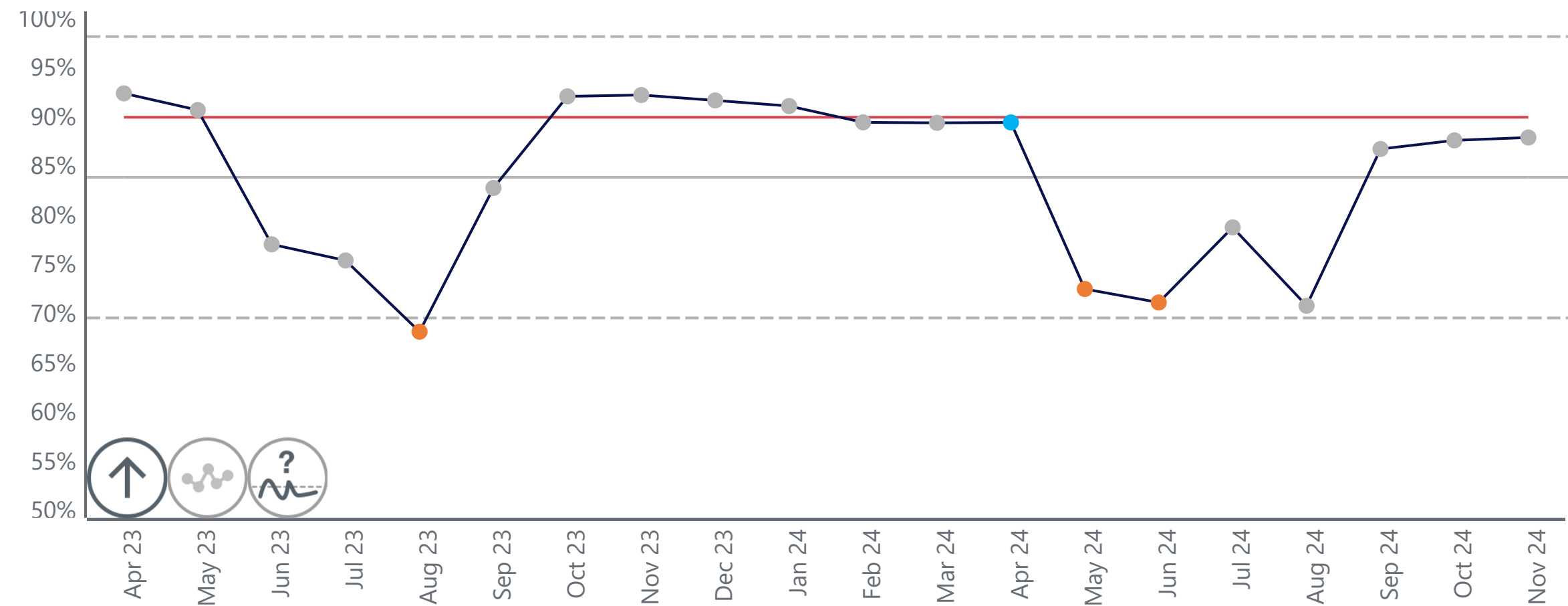
Performance has seen a noticeable drop during October and November which is across all divisions (notably Surgery). Performance is displaying cause for concern with improvement required to close the gap on the target.

Actions:

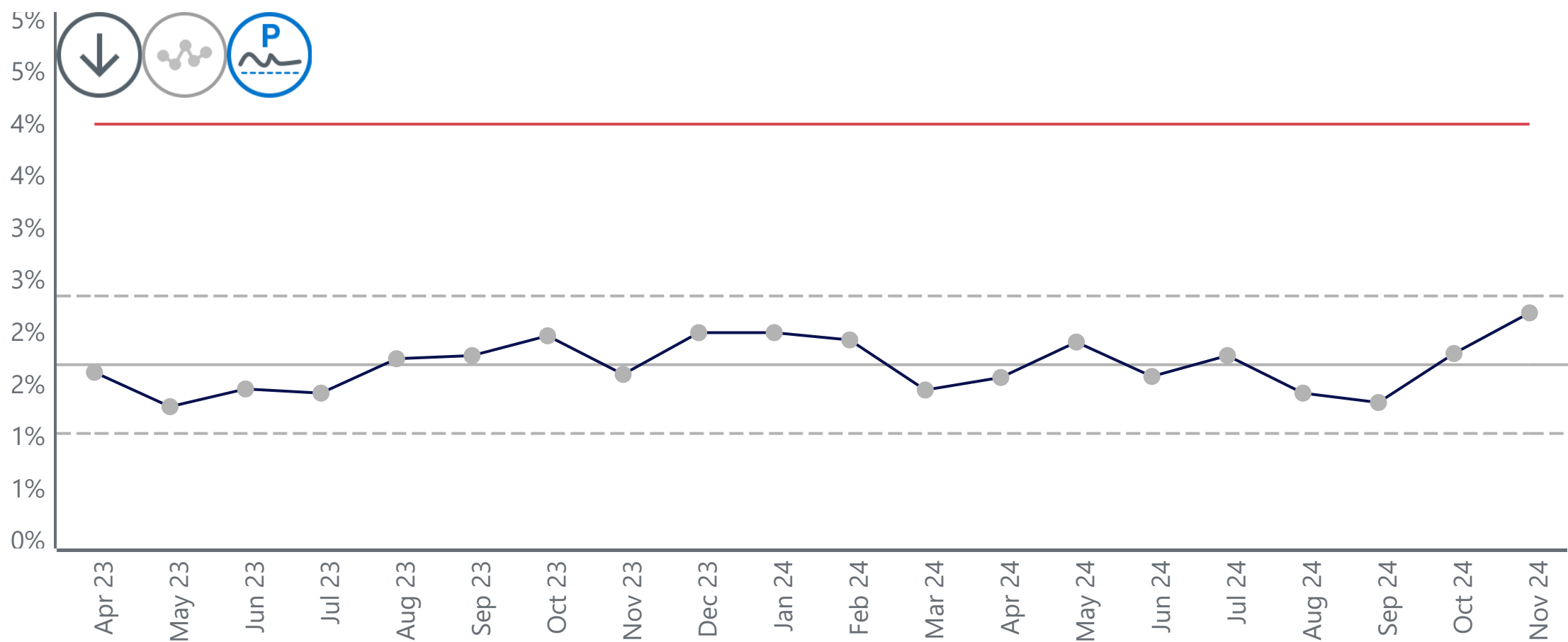
Expected increase in compliance by the end of December 24.

People - Watch Metrics

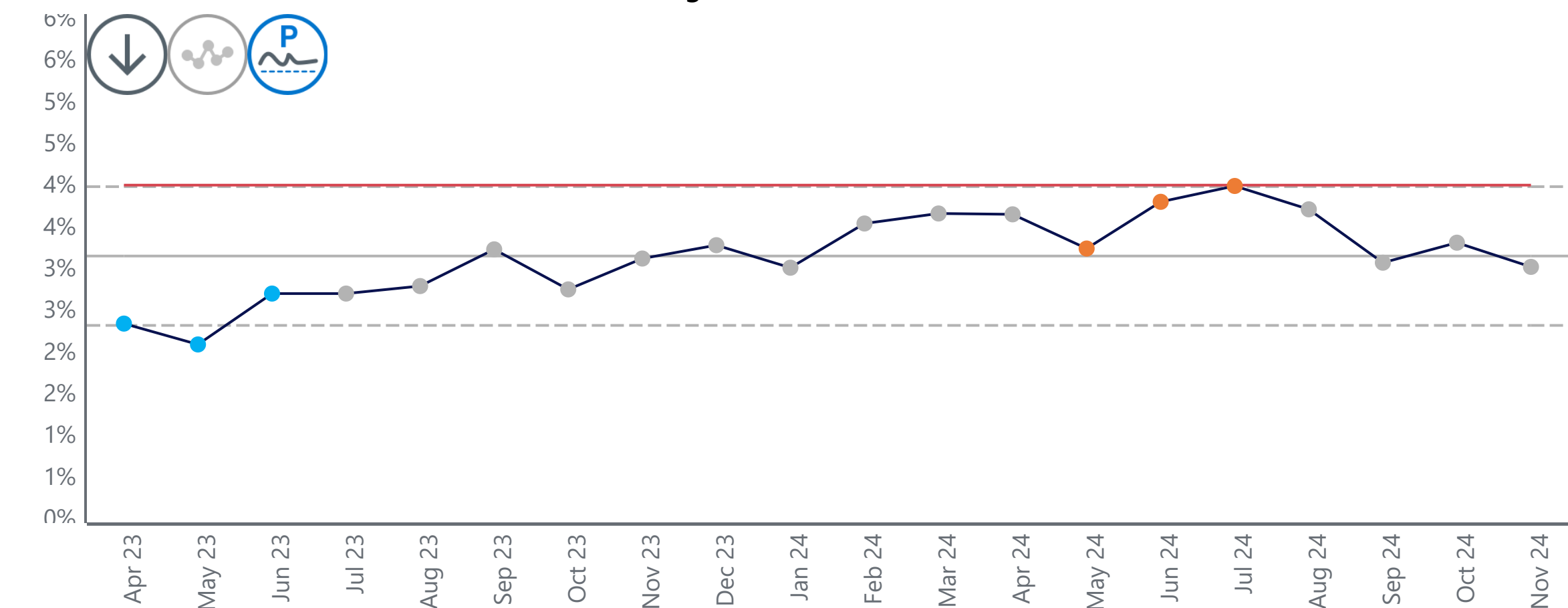
Appraisals Compliance



Short Term Sickness



Long Term Sickness





Key Contacts:

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