

## Board of Directors (in Public)

### Item 4.1

**Subject:** Strategic Oversight Framework Metric Review 2025/26  
**Date:** 29<sup>th</sup> April 2025  
**Prepared by:** Phil Johnston, Head of Analytics  
**Presented by:** Jonathan Mathews, Chief Operating Officer  
**Purpose:** To Approve

BAF Reference	Impact on BAF
ALL	The paper provides assurance of the review of Strategic Oversight Framework ahead of 2024/25.

<b>Level of Assurance (please tick)</b> To be used to provide the Board / Committee with a guide on the extent of assurance and evidence of assurance provided within the report		<input checked="" type="checkbox"/>
<b>Level of Assurance</b>	<b>Description</b>	
<b>High</b>	There is a strong system of internal control which has been effectively designed to meet the system objectives, and that controls are consistently applied in all areas reviewed.	<input type="checkbox"/>
<b>Substantial</b>	There is a good system of internal control designed to meet the system objectives, and that controls are generally being applied consistently.	<input checked="" type="checkbox"/>
<b>Moderate</b>	There is an adequate system of internal control, however, in some areas weakness in design and/or inconsistent application of controls puts the achievement and some aspects of the system objectives at risk.	<input type="checkbox"/>
<b>Limited</b>	There is a compromised system of internal control as weaknesses in the design and / or inconsistent application of controls puts the achievement of the system objectives at risk.	<input type="checkbox"/>
<b>No</b>	There is an inadequate system of internal control as weaknesses in control, and/or consistent non-compliance with controls could/has resulted in failure to achieve the system objectives.	<input type="checkbox"/>

## 1. Executive Summary

The purpose of this paper is for Board of Directors to review Strategic Oversight Framework Metrics (SOF) which have been last approved in April 2024 covering annual year of 2024/25. The paper provides a view of current metrics split by Committee and proposed updates for 2025/26.

The Board of Directors is asked to review and finalise proposed metrics for the SOF in 2025/26, prior to the end April 2025.

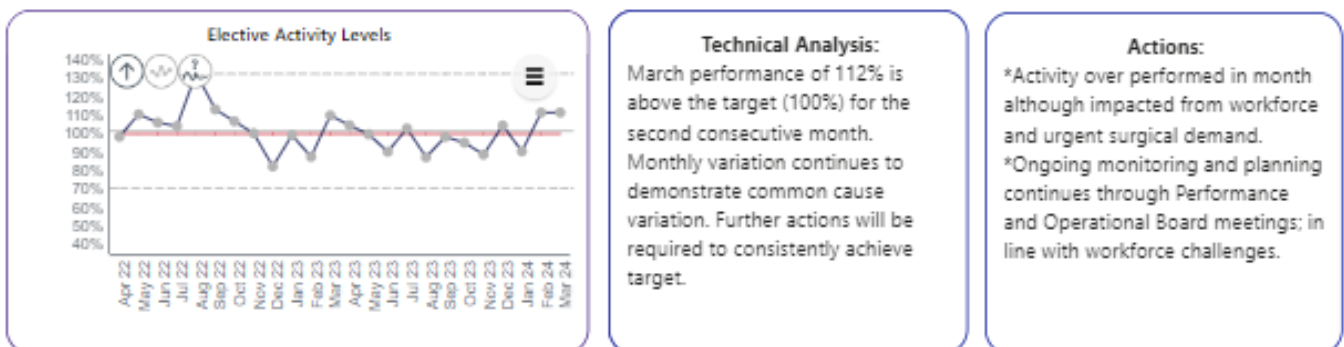
## 2. Background

Annually, there is a requirement for a review of metrics included in the Trust's Strategic Oversight Framework this is to ensure Performance Monitoring is relevant and up to date providing accurate assurance and focus for Board of Directors.

Metrics within the paper are split between Watch and Drive. This section displays the difference and requirement.

### Drive Metric Example:

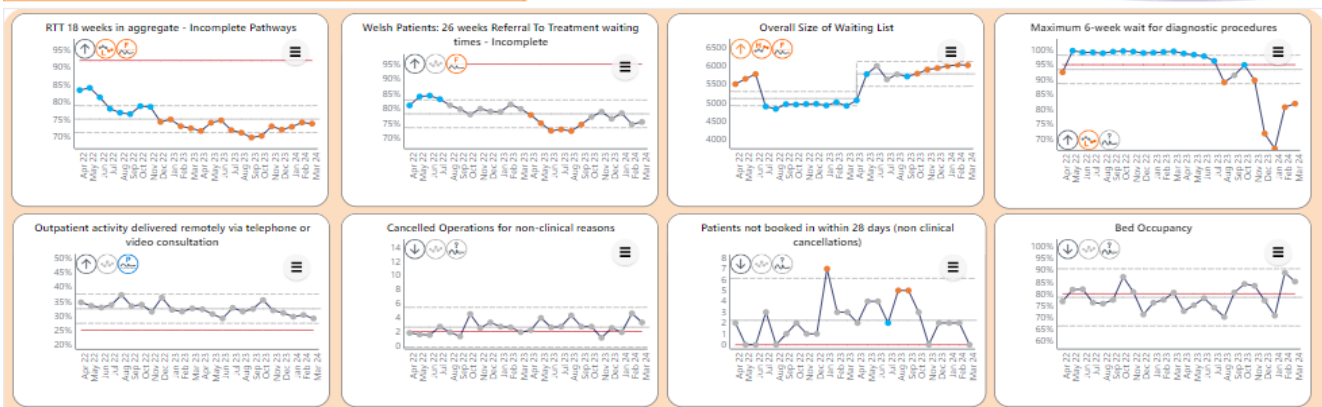
Below displays how a Drive metric would display within the SOF paper and the narrative requirements. Technical Analysis is provided by the Analytics team and Actions are required by the SRO as part of the production process.



### Watch Metric Example:

These are standardised with no Technical or Action Metric requirements, any concerns or improvements can be written up within the overall Committee Section Summary.

### Operational Performance - Watch Metrics



- Appendix A - A reference for Appendix B, C and D of which Committee is responsible for each metric.
- Appendix B – Lists the metrics monitored across 2024/25 and whether they are to remain, removed, adjusted for 2025/26.
- Appendix C - Lists of proposed additional metrics within existing Committees for 2025/26.
- Introduction of a new Committee section within SOF. Appendix D displays the list of metrics to display within the Research section for 2025/26.
- Drive Metric Summary – Incorporate a summary in the front section of SOF which is focused on the current performance of Drive metrics for the reporting month. Displaying the metrics Variance and Assurance position.
- Risk Report – Incorporate a summarised version of the Risk Report which flows through to Operational Board providing a high-level overview of Risks.

## 7. Recommendation

This paper provides a view of the metrics included in the Trusts 2024/25 SOF. It also provides paper and metric updates for 2025/26. The proposed updates for the SOF need to be finalised by the end of April 25.

The Board of Directors is asked to review and finalise proposed adjustments for the SOF in 2025/26, prior to the end of April 2025.

## Appendix A – SOF responsibilities

Committee	Description	SRO	Deputy
FIN	Finance	James Thomson	James Bradley
OP	Operational Performance	Jonathan Mathews	Lucy Currie / Kiran Chhokar / Glenna Smith
WF	People	Jane Royds	Rachael McDonald
QoC	Quality of Care	Manoj Kuduvalli / Joan Mathews	Jennifer Deeney
PRO	Productivity	Ben Davies	Mike Filek
RES	Research	Shirley Pringle	Martika Taylor

## Appendix B – 2024/25 Metrics

Committee	Metric Name	Target	View	Update
FIN	Capital Expenditure (Trust Level)	Profiled	Drive	
FIN	Recurrent CIP identified	100	Drive	
FIN	Cash in Bank (Trust Level)	0	Watch	
FIN	I & E distance from target (cumulative) - £,000	0	<del>Watch</del>	Change to Drive Metric
FIN	Liquidity (days)	0	Watch	
FIN	Pay Spend v Budget	Profiled	Watch	
FIN	WTE versus establishment	Profiled	Watch	Change Metric Name: WTE vs Workforce Plan
OP	Cancer Patients meeting the Faster Diagnosis Target (FDT)	75	Drive	
OP	Cancer: 31-day decision to treat to treatment standard	96	<del>Drive</del>	Change to Watch Metric
OP	Elective Activity Levels	100	Drive	
<del>OP</del>	<del>PIFU Pathway</del>	<del>113</del>	<del>Drive</del>	Remove from SOF
OP	Referral to treatment - Incomplete Pathways 52+ weeks	Profiled	Drive	
<del>OP</del>	<del>Referral to Treatment – Incomplete Pathways 65+ weeks</del>	<del>Profiled</del>	<del>Drive</del>	Remove from SOF
OP	Bed Occupancy	80	Watch	
OP	Cancelled Operations for non-clinical reasons	2	Watch	
OP	Cancer: 62-day referral to treatment standard	85	<del>Watch</del>	Change to Drive Metric
<del>OP</del>	<del>Incomplete Pathways 35+ Weeks</del>	<del>0</del>	<del>Watch</del>	Remove from SOF
OP	Letters waiting to be typed over 7 days	0	Watch	
OP	Maximum 6-week wait for diagnostic procedures	95	<del>Watch</del>	Change to Drive Metric
OP	Non-Criteria to Reside Occupied beds as a proportion of total occupied beds	4	Watch	Move to national guidance - QOC
<del>OP</del>	<del>Outpatient activity delivered remotely via telephone or video consultation</del>	<del>25</del>	<del>Watch</del>	Remove from SOF
OP	Overall Size of Waiting List	0	Watch	
OP	Patients not booked in within 28 days (non clinical cancellations)	0	Watch	
PRO	Diagnostic DNA Rate	3	Drive	
PRO	Overdue Follow Ups	25	<del>Drive</del>	Change to Watch Metric
PRO	Theatre and Cath Lab Utilisation Combined	85	<del>Drive</del>	Change to Watch Metric
PRO	% Avoidable Cancellations (Theatres)	1	Watch	
PRO	% Core Session Delivery (Theatres)	95	Watch	
PRO	% Patients on PIFU	2	<del>Watch</del>	Change to Drive Metric
PRO	% Session Utilisation (Theatres)	85	Watch	
PRO	CT DNA Rate	3	Watch	
PRO	Echo DNA Rate	3	Watch	
PRO	MRI DNA Rate	3	Watch	
PRO	Sleep DNA Rate	3	Watch	
PRO	Slot Utilisation	85	Watch	check graphs in paper - check upper lower limits
QoC	% of radiological alerts with a response document	95	Drive	
QoC	Delivery of at least one sepsis antibiotic within one hour of prescription (LHCH target)	90	Drive	

QoC	Number of Incidents rated Minor Harm or Above	25	<b>Drive</b>	
QoC	Nutrition - Patients scoring high risk (2 or more) are referred to dietician	90	<b>Drive</b>	
QoC	95% of all patients to receive a copy of their Discharge Summary on day of discharge	95	<b>Drive</b>	
QoC	Clostridium Difficile	0	Watch	
QoC	Delirium Risk Assessment to be completed on Admission and once a day	90	Watch	
QoC	Dementia - Find	90	Watch	
QoC	FFT: REPUTATION	95	Watch	
QoC	Gram Negative Bacteraemias	0	Watch	
QoC	Incident Closures within 28 days	0	Watch	
QoC	Incidents - Serious incidents, Never Events, Adverse Events (Red)	1	Watch	
QoC	MRSA Bacteraemias	0	Watch	
QoC	MSSA Bacteraemias	0	Watch	
QoC	Number of Falls	8	Watch	
QoC	Number of Incidents No Harm and Near Miss	143	Watch	
QoC	Number of LHCH acquired grade 2 pressure ulcers (due to lapses in care)	0.5	Watch	
QoC	Number of LHCH acquired grade 3+ pressure ulcers (due to lapses in care)	0	Watch	
QoC	Occurrence of any Never Events	0	Watch	
QoC	Primary PCI - 150 minute 'Call-to-balloon' (national target)	95	Watch	
QoC	Primary PCI - 60 minute 'Door-to-balloon' (national target)	75	Watch	
QoC	Quantity of complaints	6	Watch	
QoC	Surgical Site Infections	0	Watch	
QoC	Venous thromboembolism (VTE) risk assessment	95	Watch	
WF	NHS Staff Survey - Staff recommendation of the organisation as a place to work	76	<b>Drive</b>	
WF	Staff Sickness (All Staff)	4.5	<b>Drive</b>	
WF	Staff Turnover	10	<b>Drive</b>	
WF	Appraisals Compliance	90	Watch	
WF	Long Term Sickness	4.5	Watch	
WF	Mandatory Training Compliance	95	Watch	
WF	Short Term Sickness	4.5	Watch	

### Appendix C – Proposed additional metrics for 2025/26

Committee	Metric Name	Target	View	Update
PRO	Risk stratified Overdue Follow Ups (>25% overdue)	5%	<b>Drive</b>	
OP	DNA Rate for most deprived areas	5%	<b>Drive</b>	
OP	RTT Pathway Waiters (52+ weeks) for the most deprived areas	0%	Watch	
OP	RTT Open Pathways - Percentage without an Ethnicity Status	35%	<b>Drive</b>	
OP	Time to First Appointment	5%	Watch	
WF	EDI: Bullying and Harassment of Staff by Patient and Relatives		Watch	Continual Improvement
WF	EDI: My Organisation Treats me fairly		Watch	Continual Improvement
QoC	FFT: ARRIVAL	95%	Watch	
QoC	FFT: PATIENT CONTRACT	90%	Watch	
QoC	FFT: STAY	95%	Watch	
QoC	FFT: TREATMENT	95%	Watch	
QoC	FFT: AFTER STAY	90%	Watch	

### Appendix D – Additional Section to be added for 2025/26

Committee	Metric Name	Target	View	Update
RES	Average set up time for Research	100	<b>Drive</b>	
RES	Number of AHP/CNS/ Clinical Scientist PI's	5	<b>Drive</b>	
RES	Number of successful NIHR Grants	3	<b>Drive</b>	
RES	Recruitment to time and target for all research	80	<b>Drive</b>	
RES	Number of active PI's	39	Watch	
RES	Number of studies open	40	Watch	
RES	Recruitment to all studies	70	Watch	