

Caring at its best

Divisional Heatmap

Trust Board

Thursday 28th June 2012

May 2012

DIVISIONAL HEAT MAP - Month 2 - 2012/13

QUALITY STANDARDS

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
Infection Prevention																
MRSA	0	0	1	1	0	0	2	1	1	0	0	0	0	0	6	
Clostridium Difficile	15	7	8	10	8	13	11	6	4	6	11	14	4	18	113	
E Coli (from June 1st 2011)		38	39	42	39	41	45	38	37	35	46	39		39	432	
MSSA (from May 1st 2011)	4	2	5	2	6	4	3	2	0	5	5	2	2	4	35	
MRSA Elective Screening (Patient Matched)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	
MRSA Elective Screening (Patient Not Matched)	112.5%	110.5%	132.4%	122.7%	133.2%	132.9%	136.0%	135.9%	130.2%	134.2%	131.0%	128.6%	131.6%	130.2%	100%	
MRSA Non-Elective Screening (Patient Matched)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	
MRSA Non-Elective Screening (Patient Not Matched)	146.9%	152.7%	168.0%	168.0%	169.4%	165.6%	163.2%	171.4%	171.8%	185.0%	168.2%	177.5%	175.5%	176.5%	100%	
Patient Safety																
% of all adults who have had VTE risk assessment on adm to hosp	93.5%	93.5%	94.5%	93.8%	93.8%	93.8%	94.5%	94.3%	94.1%	93.8%	93.7%	95.3%	95.8%	95.6%	90%	
10X Medication Errors	0	1	0	0	0	1	2	1	0	0	0	1	2	3	0	
Never Events	1	0	0	1	0	0	0	0	0	0	0	2	1	3	0	
Patient Falls	269	245	261	247	232	263	222	222	203	238	234	219		219	2750	
Complaints Re-Opened	18	24	17	26	29	29	30	22	13	18	25	21	19	40	210	
SUIs (Relating to Deteriorating Patients)	0	1	1	1	0	0	2	1	0	0	1	0	0	0	0	
RIDDOR	4	2	10	4	8	4	5	6	2	4	3	4	5	9	48	
Falls Resulting in Severe Injury or Death	0	1	0	0	1	0	0	0	1	0	1	1	1	2	6	
No of Staffing Level Issues Reported as Incidents	62	54	91	82	73	107	122	86	64	122	71	53	120	173	920	
Outlying (daily average)	8	9	2	10	16	4	9	20	19	17	4	7	8	8	10	
Pressure Ulcers (Grade 3 and 4)	12	17	17	8	5	10	6	6	12	8	22	11	11	22	110	
Pressure Ulcers (Grade 2)	NEW FOR 2012/13															
ALL Complaints Regarding Attitude of Staff	44	41	37	44	40	42	37	33	32	24	25	36	28	64	366	
ALL Complaints Regarding Discharge	29	39	20	27	32	24	18	31	17	23	25	28	32	60	220	
Bed Occupancy (inc short stay admissions)	91%	91%	91%	90%	91%	93%	94%	92%	94%	92%	92%	91%	91%	91%	90%	
Bed Occupancy (excl short stay admissions)	84%	84%	85%	84%	85%	87%	87%	86%	88%	86%	86%	85%	85%	85%	86%	
Compliance with Blood Traceability	98.8%	98.7%	94.8%	92.4%	93.5%	96.1%	96.3%	96.1%	97.3%	97.3%	96.8%	97.4%		97.4%	100%	

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

DIVISIONAL HEAT MAP - Month 2 - 2012/13

QUALITY STANDARDS *Continued*

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
Clinical Effectiveness																
Emergency 30 Day Readmissions (No Exclusions)	7.1%	7.7%	7.4%	7.4%	7.3%	7.2%	6.9%	7.8%	7.6%	7.7%	7.4%	7.7%		7.7%	7.0%	▼
Mortality HSMR - (Dfi) OVERALL	101.4	91.8	96.9	90.8	98.1	89.8	85.6	82.6	90.3	101.5	93.3			92.6		▲
Mortality (CHKS Risk Adjusted - Overall)	85.9	74.8	80.7	80.1	87.1	78.5	74.9	74.1	82.4	90.1	81.2	84.7		84.7	85	▼
Stroke - 90% of Stay on a Stroke Unit	86.8%	89.2%	88.2%	88.4%	74.7%	82.3%	90.7%	89.8%	82.1%	69.1%	80.4%	70.4%		70.4%	80.0%	▼
Stroke - TIA Clinic within 24 Hours (Suspected TIA)	61.8%	65.9%	72.7%	64.3%	62.5%	62.5%	62.5%	65.9%	65.4%	47.4%	34.5%	62.7%	72.5%	66.7%	62.1%	▲
No. of # Neck of femurs operated on < 36hrs	53%	71%	73%	71%	56%	53%	75%	65%	60%	63%	57%	85%		85%	70%	▲
Maternity - Breast Feeding < 48 Hours	72.9%	74.4%	74.9%	74.7%	73.3%	73.2%	74.5%	75.0%	72.6%	74.1%	73.9%	75.4%	74.5%	74.9%	74.0%	▼
Maternity - % Smoking at Time of Delivery	9.2%	10.1%	9.7%	10.9%	11.0%	11.1%	11.0%	11.7%	13.0%	13.9%	13.3%	15.0%	13.5%	14.2%	11.4%	▲
Cytology Screening 7 day target	99.98%	99.98%	99.98%	100.00%	100.00%	99.98%	100.00%	97.7%	100.0%	100.0%	99.8%	99.8%	99.9%	99.9%	98%	▲

UNIVERSITY HOSPITALS OF LEICESTER
NHS TRUST

DIVISIONAL HEAT MAP - Month 2 - 2012/13

QUALITY STANDARDS Continued

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
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Nursing Metrics

Patient Observation	93%	96%	97%	96%	96%	95%	96%	96%	98%	95%	97%	95%	95%	98.0%	◀▶
Pain Management	93%	97%	96%	96%	94%	91%	94%	97%	98%	96%	96%	95%	94%	98.0%	▼
Falls Assessment	91%	95%	94%	94%	93%	90%	94%	93%	96%	92%	96%	96%	92%	98.0%	▼
Pressure Area Care	93%	97%	95%	95%	95%	93%	97%	95%	97%	96%	98%	96%	94%	98.0%	▼
Nutritional Assessment	93%	93%	95%	93%	92%	90%	95%	95%	98%	92%	97%	96%	91%	98.0%	▼
Medicine Prescribing and Assessment	98%	99%	100%	99%	99%	95%	97%	97%	98%	97%	97%	98%	96%	98.0%	▼
Hand Hygiene	97%	92%	94%	95%	95%	97%	98%	95%	96%	96%	96%	94%	97%	98.0%	▲
Resuscitation Equipment	91%	90%	85%	82%	81%	70%	84%	80%	88%	78%	84%	79%	76%	98.0%	▼
Controlled Medicines	99%	99%	100%	99%	100%	97%	100%	100%	100%	100%	100%	100%	99%	98.0%	▼
VTE	80%	78%	81%	85%	84%	86%	89%	89%	88%	88%	89%	87%	83%	98.0%	▼
Patient Dignity	98%	98%	98%	99%	99%	95%	96%	97%	96%	95%	96%	97%	96%	98.0%	▼
Infection Prevention and Control	93%	96%	97%	97%	99%	96%	97%	99%	99%	97%	99%	99%	97%	98.0%	▼
Discharge	68%	77%	78%	80%	80%	71%	80%	82%	82%	84%	86%	86%	86%	98.0%	▶▶
Continence	95%	97%	98%	98%	96%	95%	98%	99%	99%	97%	99%	97%	96%	98.0%	▼

Patient Experience

Net Promoter Score	COMMENCED APRIL 2012											51.02	51.14	51.08	61.0	
Net Promoter - Coverage	COMMENCED APRIL 2012											12.7%	11.6%	12.0%	10.0%	▼
Inpatient Survey - treated with respect and dignity	96.3	96.5	95.7	96.0	95.3	96.1	96.0	96.1	96.2	95.6	95.6	95.9	96.3	96.1	95.0	▲
Inpatient Survey - rating the care you receive	87.2	87.6	87.0	85.4	85.0	86.8	86.3	87.7	86.6	87.8	87.0	88.9	89.0	88.9	91.0	▶
Outpatient Survey - treated with respect and dignity	96.7	93.5	84.0		91.0	94.3	98.0	92.0	92.0	99.0	88.0	95.0		95.0	95.0	▲
Outpatient Survey - rating the care you receive	87.0	85.1	72.6		82.5	85.7	84.0	91.0	86.0	92.0	86.0	90.0		90.0	85.0	▲
Single Sex Accommodation Breaches	0	0	0	0	0	0	0	0	0	0	2	3	0	3	0	▲
% Beds Providing Same Sex Accommodation -Wards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	◀▶
% Beds Providing Same Sex Accommodation - Intensive Care	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	◀▶

DIVISIONAL HEAT MAP - Month 2 - 2012/13

OPERATIONAL STANDARDS

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
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Emergency Department

ED 4 Hour Waits - Leics (10/11) - UHL Incl UCC (11/12)	93.7%	95.8%	97.2%	93.8%	92.0%	92.02%	94.4%	97.0%	95.5%	91.6%	90.4%	92.3%	92.4%	92.3%	95%	▲
ED 4 Hour Waits - UHL (Type 1 and 2)	92.1%	94.7%	96.3%	92.1%	89.9%	89.8%	92.9%	96.4%	94.4%	89.5%	88.0%	90.5%	90.5%	90.5%	95%	◀▶

Coronary Heart Disease

Maintain a maximum 13 week wait for revascularisation (CABG/PTCA)	95.7%	100.0%	100.0%	99.5%	98.3%	99.4%	98.8%	98.3%	97.1%	98.1%	98.7%	99.4%	100.0%	99.7%	99.0%	▲
Primary PCI Call to Balloon <150 Mins	81.8%	96.0%	82.6%	94.4%	72.2%	84.8%	90.0%	88.5%	86.4%	83.3%	93.3%	93.0%	92.9%	93.0%	75.0%	▼
Rapid Access Chest Pain Clinics - % in 2 Weeks	100.0%	99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98.5%	99.1%	98.9%	98.0%	▲

Cancer Treatment

Reported One Month in Arrears

Two week wait for an urgent GP referral for suspected cancer to date first seen for all suspected cancers	93.7%	93.4%	94.0%	95.3%	93.1%	94.3%	94.4%	93.2%	94.4%	93.4%	93.1%	93.0%		93.0%	93%	▼
Two Week Wait for Symptomatic Breast Patients (Cancer Not initially Suspected)	93.8%	98.3%	97.7%	96.5%	97.3%	95.8%	95.4%	93.3%	93.2%	95.7%	94.8%	96.7%		96.7%	93%	▲
31-Day (Diagnosis To Treatment) Wait For First Treatment: All Cancers	98.7%	96.8%	97.7%	97.3%	96.8%	98.4%	97.9%	97.2%	97.6%	96.1%	97.0%	96.6%		96.6%	96%	▼
31-Day Wait For Second Or Subsequent Treatment: Anti Cancer Drug Treatments	99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%		100.0%	98%	◀▶
31-Day Wait For Second Or Subsequent Treatment: Surgery	95.5%	94.1%	96.9%	94.0%	95.6%	94.1%	98.8%	92.1%	87.6%	95.4%	91.2%	95.6%		95.6%	94%	▲
31-Day Wait For Second Or Subsequent Treatment: Radiotherapy Treatments	99.4%	100.0%	99.3%	97.8%	99.3%	99.2%	98.7%	98.3%	97.0%	100.0%	100.0%	95.9%		95.9%	94%	▼
62-Day (Urgent GP Referral To Treatment) Wait For First Treatment: All Cancers	85.4%	84.1%	81.8%	83.2%	81.1%	79.4%	81.3%	84.9%	86.3%	85.4%	85.7%	85.3%		85.3%	85%	▼
62-Day Wait For First Treatment From Consultant Screening Service Referral: All Cancers	94.9%	93.5%	92.5%	87.9%	91.8%	95.2%	98.3%	91.8%	94.7%	100.0%	91.3%	94.0%		94.0%	90%	▲
62-Day Wait For First Treatment From Consultant Upgrade	----	100.0%	----	100.0%	80.0%	100.0%	----	0.0%	----	----	100.0%	--		--	85%	▲

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

DIVISIONAL HEAT MAP - Month 2 - 2012/13

OPERATIONAL STANDARDS (continued)

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status	
Referral to Treatment																	
RTT Waiting Times - Admitted	90.0%	85.0%	91.4%	92.0%	90.8%	90.9%	88.5%	87.6%	84.6%	82.8%	83.5%	93.7%	94.6%		90%	▲	
RTT Waiting Times - Non Admitted	97.2%	97.0%	97.2%	96.8%	96.6%	96.4%	96.2%	96.6%	95.5%	96.1%	95.9%	97.1%	96.6%		95%	▼	
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											94.9%	95.8%		92%	▲	
RTT 18 Weeks Waiting times - Delivery in All Specialities	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											1	1		0	◀▶	
6 Week - Diagnostic Test Waiting Times	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											1.2%			<1%		
Efficiency - Outpatients and Inpatient Length of Stay																	
Outpatient DNA Rates (%) (Exc. Wd Attenders)	9.6%	9.0%	9.1%	9.5%	9.0%	9.4%	8.9%	9.4%	9.3%	9.0%	8.9%	9.0%	9.0%	9.0%	9.0%	9.0%	◀▶
Outpatient Appts % Cancelled by Hospital (Exc. Wd Attenders)	11.6%	10.3%	10.8%	11.0%	11.0%	10.3%	10.0%	10.6%	10.6%	11.2%	10.8%	11.3%	9.6%	10.4%	10.5%	▲	
Outpatient Appts % Cancelled by Patient (Exc. Wd Attenders)	9.7%	10.1%	10.7%	10.3%	10.3%	10.0%	9.4%	10.4%	9.4%	9.8%	9.4%	9.4%	10.0%	9.7%	10.0%	▼	
Outpatient F/Up Ratio	2.0	2.0	2.0	2.0	2.0	2.0	1.9	1.8	1.9	1.9	1.9	1.9	1.9	1.9	2.1	◀▶	
Ave Length of Stay (Nights) - Emergency	6.1	6.1	5.6	5.7	5.8	5.7	6.0	5.7	5.8	5.6	5.8	5.6	5.6	5.6	5.0	▶▶	
Ave Length of Stay (Nights) - Elective	3.4	3.1	3.6	3.5	3.8	3.6	3.4	3.6	3.1	3.1	3.1	3.5	3.5	3.5	3.1	▶▶	
Delayed transfers of care	1.5%	1.5%	1.6%	1.5%	1.5%	1.7%	1.5%	1.5%	1.2%	1.2%	1.6%	1.5%	2.4%	2.0%	3.0%	▼	
% of Electives admitted on day of procedure	82.1%	83.0%	81.6%	81.9%	80.8%	81.3%	83.2%	81.8%	82.8%	85.2%	86.3%	85.9%	85.2%	85.6%	90%	▼	
Theatres and Cancelled Operations																	
Day Case Rate (Basket of 25)	76.2%	75.9%	79.2%	81.1%	77.8%	77.0%	74.3%	76.2%	76.2%	71.9%	72.9%	71.6%	75.1%	73.5%	75.0%	▲	
Inpatient Theatre Utilisation Rate (%)	79.3%	80.1%	81.3%	84.1%	82.6%	81.0%	81.2%	80.2%	81.8%	78.8%	80.9%	82.3%	82.9%	82.6%	86.0%	▲	
Day case Theatre Utilisation Rate (%)	74.5%	74.9%	73.4%	78.8%	78.2%	75.1%	79.8%	75.8%	77.3%	80.2%	80.7%	80.2%	77.5%	78.9%	86.0%	▼	
Operations cancelled for non-clinical reasons on or after the day of admission	1.6%	1.3%	0.9%	1.3%	1.6%	1.5%	1.7%	1.1%	1.2%	1.7%	1.3%	1.1%	1.2%	1.2%	0.8%	▼	
Cancelled patients offered a date within 28 days of the cancellations	92.4%	94.0%	96.3%	95.6%	97.1%	92.3%	93.6%	84.3%	86.1%	89.7%	88.6%	86.7%	92.2%	89.8%	95.0%	▲	

UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

DIVISIONAL HEAT MAP - Month 2 - 2012/13

HUMAN RESOURCES

		May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
UNIVERSITY HOSPITALS of LEICESTER NHS TRUST	Staffing																
	Total Pay Bill	NEW FOR 2012/13															
	Total WTE	NEW FOR 2012/13															
	Workforce HR Indicators																
	Sickness absence	2.98%	3.44%	3.34%	3.13%	3.15%	3.43%	3.75%	3.76%	3.63%	3.71%	3.57%	3.44%	4.15%	3.54%	3.0%	
Appraisals	88.8%	86.8%	85.9%	87.7%	88.7%	93.5%	93.9%	95.0%	96.1%	96.1%	94.4%	93.7%	93.8%	93.8%	100%		
Turnover	8.6%	8.6%	8.6%	8.5%	8.1%	8.0%	7.9%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	8.2%	10.0%		
% Corporate Induction attendance	86.0%	91.0%	89.0%	80.0%	96.0%	86.0%	94.0%	100.0%	95.0%	96.0%	88.0%	100.0%	96.0%	98.0%	95.0%		

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status				
INFECTION PREVENTION																				
MRSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	▶▶				
Clostridium Difficile	5	3	2	4	1	3	3	2	2	0	4	3	0	3	46	▲				
PATIENT SAFETY																				
10X Medication Errors	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	▶▶				
Never Events	1	0	0	0	0	0	0	0	0	0	0	1	1	2	0	▶▶				
Patient Falls	60	55	60	59	67	67	50	54	49	55	52	37		37	653	▲				
Complaints Re-Opened	6	13	7	15	15	14	15	11	8	10	13	7	10	17	95	▼				
SUIs (Relating to Deteriorating Patients)	0	1	1	1	0	0	0	1	0	0	0	0	0	0	0	▶▶				
RIDDOR	0	0	0	1	3	1	1	2	0	0	0	0	1	1	6	▼				
Falls Resulting in Severe Injury or Death	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	▶▶				
No of Staffing Level Issues Reported as Incidents	2	6	3	7	9	24	15	12	13	27	16	23	29	52	95	▼				
Outlying (daily average)	3	1	0	3	4	3	3	2	2	2	1	4	4	4	6	▶▶				
Pressure Ulcers (Grade 3 and 4)	3	1	5	5	0	2	3	4	5	1	7	2		2	31	▲				
Pressure Ulcers (Grade 2)	NEW FOR 2012/13																			
ALL Complaints Regarding Attitude of Staff	12	15	19	17	8	11	18	15	16	10	4	13	10	23	122	▲				
ALL Complaints Regarding Discharge	7	17	8	8	11	8	4	7	3	4	6	10	4	14	80	▲				
Bed Occupancy (inc short stay admissions)	92%	90%	93%	91%	92%	95%	95%	88%	95%	91%	92%	92%	92%	92%	90%	▶▶				
Bed Occupancy (excl short stay admissions)	86%	85%	89%	88%	89%	91%	90%	84%	90%	85%	86%	86%	86%	86%	86%	▶▶				
MORTALITY and READMISSIONS																				
30 Day Readmissions (UHL) - Any Specialty	7.0%	7.8%	7.5%	7.7%	7.8%	7.7%	6.8%	8.2%	8.1%	7.6%	7.8%	8.3%		8.3%	6.5%	▼				
30 Day Readmissions (UHL) - Same Specialty	4.6%	5.2%	5.1%	5.0%	4.9%	4.8%	4.3%	5.2%	5.0%	4.6%	4.7%	5.2%		5.2%	4.0%	▼				
30 Day Readmission Rate (CHKS)	7.2%	7.8%	7.6%	7.6%	7.7%	7.7%	6.8%	8.2%	7.9%	7.5%	7.3%			7.6%	6.5%	▶				
Mortality (UHL Data)	0.8%	0.7%	0.6%	0.7%	0.7%	0.6%	0.7%	0.9%	0.7%	0.9%	0.7%	0.8%	0.7%	0.7%	0.9%	▲				
Mortality (CHKS - Risk Adjusted - Peers to be Confirmed)	90.3	76.6	79.8	83.6	85.8	76.0	84.6	96.0	97.0	110.6	99.3	81.0		81.0	90.0	▲				
PATIENT EXPERIENCE																				
Net Promoter Score	COMMENCED APRIL 2012															47.8	43.9	45.9		
Inpatient Polling - treated with respect and dignity	96.6	96.2	95.2	97.0	97.0	97.1	95.6	96.2	95.9	96.9	96.7	96.1	96.0	96.1	95.0	▼				
Inpatient Polling - rating the care you receive	89.6	88.9	87.0	87.7	87.7	87.9	86.7	89.5	90.0	90.2	89.2	89.3	88.1	88.7	91.0	▶				
Single Sex Accommodation Breaches	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	▶▶				
% Beds Providing Same Sex Accommodation - Wards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	▶▶				
% Beds Providing Same Sex Accommodation - Intensivist	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	▶▶				

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
NURSING METRICS																
Patient Observation	93%	95%	95%	97%	96%	95%	97%	96%	99%	96%	96%	96%	97%		98.0%	▲
Pain Management	94%	97%	96%	96%	94%	94%	94%	95%	99%	96%	94%	97%	94%		98.0%	▼
Falls Assessment	89%	94%	92%	95%	88%	93%	94%	96%	96%	94%	96%	94%	90%		98.0%	▼
Pressure Area Care	90%	94%	92%	95%	95%	95%	96%	98%	98%	96%	97%	96%	91%		98.0%	▼
Nutritional Assessment	91%	90%	93%	96%	93%	96%	95%	97%	98%	95%	97%	96%	91%		98.0%	▼
Medicine Prescribing and Assessment	99%	98%	98%	96%	95%	95%	96%	96%	96%	97%	96%	97%	96%		98.0%	▼
Resuscitation Equipment	93%	75%	85%	75%	81%	78%	90%	91%	89%	68%	91%	78%	58%		98.0%	▼
Controlled Medicines	96%	100%	98%	100%	100%	100%	98%	100%	100%	100%	100%	100%	100%		98.0%	◀▶
VTE	89%	81%	89%	89%	90%	91%	91%	92%	89%	91%	91%	91%	91%		98.0%	◀▶
Patient Dignity	95%	98%	96%	97%	98%	96%	96%	97%	95%	95%	96%	96%	98%		98.0%	▲
Infection Prevention and Control	90%	94%	96%	96%	97%	95%	97%	96%	97%	97%	96%	97%	98%		98.0%	▲
Discharge	64%	74%	81%	79%	80%	75%	85%	82%	81%	82%	83%	78%	79%		98.0%	▲
Continence	96%	96%	97%	99%	96%	94%	98%	99%	98%	98%	98%	97%	96%		98.0%	▼
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	87.5%	81.4%	88.6%	89.5%	87.5%	87.6%	85.0%	83.7%	79.5%	77.3%	78.5%	92.4%	93.1%		90.0%	▲
RTT Waiting Times - Non Admitted	95.6%	95.1%	95.4%	95.0%	94.6%	94.1%	93.5%	94.4%	92.4%	93.7%	93.2%	95.1%	94.8%		95.0%	▼
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											93.4%	94.6%		92.0%	▲

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
OPERATIONAL PERFORMANCE																
Choose and Book Slot Unavailability	22.0%	22.0%	19.0%	27.0%	24.0%	34.0%	29.0%	21.0%	18.0%	25.0%	33.0%	27.0%	27.0%	27%	4.0%	◀▶
Elective LOS	3.1	2.8	3.2	3.3	3.6	3.3	3.1	3.4	2.9	2.9	2.8	3.4	3.4	3.4	2.8	◀▶
Non Elective LOS	6.1	6.3	5.6	6.0	5.8	6.3	6.2	5.2	5.8	5.3	5.9	5.1	5.9	5.5	5.8	▼
% of Electives Adm.on day of proc.	90.9%	91.4%	91.3%	91.8%	90.9%	90.6%	91.9%	91.0%	90.8%	93.0%	94.2%	94.7%	93.4%	94.1%	90.0%	▼
Day Case Rate (Basket of 25)	75.8%	74.1%	77.2%	81.1%	78.4%	75.8%	73.0%	74.6%	74.9%	69.4%	70.1%	68.9%	71.8%	70.5%	75.0%	▲
Day Case Rate (All Elective Care)	80.1%	79.5%	79.1%	80.2%	80.4%	80.1%	80.2%	81.2%	81.8%	79.6%	78.6%	80.6%	79.6%	80.1%	80.0%	▼
Inpatient Theatre Utilisation	77.0%	79.7%	81.3%	83.4%	81.6%	79.3%	79.1%	79.4%	78.7%	76.9%	80.3%	79.9%	81.4%	80.7%	86.0%	▲
Day Case Theatre Utilisation	66.9%	70.4%	71.1%	74.1%	75.8%	73.4%	77.2%	74.0%	70.5%	72.8%	74.0%	75.5%	72.5%	74.0%	86.0%	▼
Outpatient New : F/Up Ratio	2.5	2.4	2.5	2.4	2.6	2.4	2.4	2.3	2.3	2.4	2.5	2.5	2.3	2.4	2.3	▲
Outpatient DNA Rate (Ex Wd. Attenders)	9.1%	9.0%	8.7%	9.4%	8.9%	9.4%	8.7%	9.1%	9.1%	9.0%	8.6%	9.0%	9.1%	9.1%	8.6%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	12.2%	10.1%	11.1%	10.9%	10.7%	10.6%	9.6%	10.2%	10.7%	10.7%	10.5%	11.7%	9.6%	10.6%	9.0%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	9.1%	9.5%	10.0%	9.5%	9.7%	9.4%	8.7%	9.9%	8.7%	9.2%	8.8%	8.7%	9.4%	9.1%	8.8%	▼
SCREENING PROGRAMMES																
Diabetic Retinopathy - % Uptake	38.7%	37.0%	35.3%	44.1%	35.5%	43.2%	83.0%	49.1%	43.8%	55.5%	63.1%	38.0%	30.3%	33.6%	50.0%	▼
Diabetic Retinopathy - % Results in 3 Weeks	75.1%	95.5%	76.9%	85.7%	86.7%	84.1%	87.8%	90.3%	98.0%	69.4%	84.3%	78.5%	76.3%	77.4%	90.0%	▼
Diabetic Retinopathy - % Treatment in 4 Weeks	50.0%	0.0%	0.0%	-----	-----	88.9%	83.3%	88.9%	45.8%	68.8%	94.7%	22.2%	70.0%	47.4%	75%	▲
Abdominal Aortic Aneurysm - % Eligible Offered Screening per Month	6.3%	6.0%	5.3%	7.1%	8.6%	10.6%	14.0%	9.8%	13.1%	9.7%	4.7%	9.9%	9.3%	19.2%	6.0%	▼
Abdominal Aortic Aneurysm - % Uptake	97.8%	107.0%	96.5%	114.3%	111.9%	115.9%	105.7%	104.3%	118.2%	112.2%	110.0%	94.7%	100.0%	96.5%	99.0%	▲
Abdominal Aortic Aneurysm - 30 Day post-operative Mortality	0.0%	0.0%	0.0%	9.1%	0.0%	0.0%	-----	0.0%	0.0%	0.0%	0.0%	0.0%	---	0.0%	0.0%	◀▶
HR and FINANCE																
Appraisals	92.3%	91.8%	90.0%	90.4%	89.8%	91.1%	92.7%	98.0%	99.0%	98.8%	97.2%	97.6%	97.1%	97.1%	100%	▼
Sickness Absence	2.7%	3.0%	3.1%	2.9%	2.9%	3.4%	4.0%	3.8%	3.5%	3.9%	3.8%	3.6%	5.1%	3.6%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - Specialist Surgery

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	90.9%	82.6%	94.0%	92.5%	90.4%	91.2%	87.6%	86.1%	82.3%	83.5%	81.5%	94.7%	95.3%	95.3%	90.0%	▲
RTT Waiting Times - Non Admitted	96.8%	96.4%	96.3%	95.7%	94.7%	94.6%	95.7%	95.5%	92.7%	95.0%	93.4%	95.8%	94.5%	94.5%	95.0%	▼
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											95.1%	96.0%	96.0%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	2.2	2.0	2.0	2.0	2.1	2.1	1.8	2.2	1.7	2.1	1.5	1.8	1.9	1.9	1.9	▼
Non Elective LOS	5.4	6.5	4.6	5.0	4.1	5.8	4.9	4.1	5.4	4.2	4.1	4.5	4.9	4.7	4.7	▼
% of Electives Adm.on day of proc.	84.8%	85.3%	87.8%	88.2%	82.7%	84.9%	86.4%	83.8%	86.0%	87.0%	88.4%	89.4%	89.1%	89.3%	85.0%	▼
Day Case Rate (Basket of 25)	89.0%	87.8%	88.8%	88.7%	90.0%	89.3%	84.0%	84.3%	85.3%	86.1%	87.2%	81.6%	85.2%	83.5%	87.4%	▲
Day Case Rate (All Elective Care)	71.7%	73.3%	72.5%	71.0%	75.1%	71.6%	71.7%	72.8%	72.1%	75.2%	72.6%	71.1%	71.0%	71.0%	72.6%	▼
30 Day Readmissions (UHL) - Any Specialty	2.7%	3.2%	3.1%	3.3%	2.7%	3.7%	2.7%	3.5%	3.3%	2.8%	3.9%	4.1%		4.1%	2.8%	▼
30 Day Readmissions (UHL) - Same Specialty	1.5%	1.9%	1.6%	1.7%	1.3%	1.8%	1.3%	1.6%	1.3%	1.4%	2.3%	1.7%		1.7%	1.3%	▲
Outpatient New : F/Up Ratio	2.1	2.0	2.0	2.0	2.2	2.2	2.0	1.9	1.9	1.9	2.0	2.0	1.8	1.9	1.9	▲
Outpatient DNA Rate (Ex Wd. Attenders)	9.4%	9.5%	9.2%	9.5%	9.2%	9.9%	9.2%	9.1%	9.4%	9.6%	8.6%	8.9%	9.0%	9.0%	9.0%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	13.3%	11.0%	12.4%	13.0%	13.3%	13.5%	11.2%	11.9%	11.3%	11.3%	11.0%	12.0%	10.4%	11.1%	11.5%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	10.2%	10.5%	11.1%	10.6%	10.3%	9.9%	9.3%	10.8%	9.6%	10.4%	9.8%	9.6%	10.1%	9.9%	9.5%	▼
Bed Utilisation (Incl short stay admissions)	91%	86%	86%	100%	100%	100%	99%	94%	100%	90%	83%	86%	89%	88%	90.0%	▲
HR and FINANCE																
Sickness Absence	2.68%	3.22%	2.44%	2.07%	2.01%	2.59%	3.03%	3.69%	3.39%	3.42%	3.27%	2.89%	3.96%	3.0%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - GI Medicine / Surgery

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	80.7%	73.6%	78.3%	83.8%	81.3%	80.9%	77.8%	77.0%	74.1%	70.9%	74.6%	91.0%	91.6%	91.6%	90.0%	▲
RTT Waiting Times - Non Admitted	90.6%	86.9%	90.1%	90.9%	92.8%	87.9%	82.4%	87.9%	86.6%	87.1%	90.0%	91.8%	94.1%	94.1%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											88.3%	90.2%	90.2%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	3.5	3.1	3.6	3.9	4.9	4.0	3.4	3.6	3.2	3.3	3.3	4.2	4.2	4.2	3.2	◀▶
Non Elective LOS	5.2	5.5	5.4	5.8	5.3	5.9	5.7	4.7	5.3	5.0	5.1	4.7	5.2	4.9	5.3	▼
% of Electives Adm.on day of proc.	91.2%	93.4%	91.9%	93.6%	92.5%	93.2%	94.6%	93.3%	92.0%	93.9%	95.5%	94.8%	94.4%	94.7%	90.0%	▼
Day Case Rate (Basket of 25)	50.5%	46.2%	50.2%	57.2%	58.6%	50.7%	46.3%	51.7%	54.8%	47.8%	43.5%	31.9%	40.6%	36.9%	49.9%	▲
Day Case Rate (All Elective Care)	82.3%	80.5%	81.5%	83.1%	82.2%	83.6%	83.2%	83.8%	85.1%	80.0%	79.4%	82.4%	82.1%	82.2%	85.0%	▼
30 Day Readmissions (UHL) - Any Specialty	7.4%	8.0%	8.0%	7.4%	7.7%	7.5%	6.6%	7.6%	7.4%	7.5%	8.1%	8.5%		8.5%	7.0%	▼
30 Day Readmissions (UHL) - Same Specialty	4.4%	4.5%	4.9%	4.1%	3.9%	3.7%	3.3%	3.8%	3.6%	3.9%	4.4%	4.7%		4.7%	3.8%	▼
Outpatient New : F/Up Ratio	2.0	2.1	1.9	1.8	2.1	1.7	1.8	1.7	1.8	1.8	2.1	2.0	2.0	2.0	2.0	◀▶
Outpatient DNA Rate (Ex Wd. Attenders)	8.4%	7.5%	7.9%	8.3%	7.9%	8.9%	7.5%	8.4%	8.3%	8.2%	8.8%	9.1%	9.1%	9.1%	8.2%	◀▶
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	15.1%	15.4%	16.2%	15.3%	12.1%	11.7%	12.5%	13.1%	16.3%	16.9%	16.4%	17.5%	15.0%	16.1%	14.0%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	9.9%	9.6%	10.3%	10.2%	11.9%	10.5%	9.0%	10.5%	8.8%	8.8%	9.3%	8.9%	10.0%	9.5%	9.4%	▼
Bed Utilisation (Incl short stay admissions)	96%	95%	94%	93%	100%	94%	94%	91%	95%	94%	94%	96%	95%	96%	90.0%	▼
HR and FINANCE																
Sickness Absence	2.3%	2.9%	3.3%	2.7%	3.1%	3.8%	5.2%	5.0%	3.9%	4.3%	4.8%	4.8%	5.8%	4.1%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - Cancer and Haematology

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	--	--	--	--	100%	100%	--	--	100%	--	--	--	--	--	90.0%	◀▶
RTT Waiting Times - Non Admitted	98.8%	100.0%	99.0%	99.2%	98.9%	99.0%	97.5%	99.1%	98.1%	97.9%	97.4%	97.6%	98.3%	98.3%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											99.1%	100.0%	100.0%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	5.9	7.1	9.9	6.7	9.2	8.1	7.0	8.8	9.5	6.9	7.2	6.6	5.7	6.0	7.1	▲
Non Elective LOS	6.2	5.7	4.9	5.6	5.4	4.5	5.9	4.6	4.9	5.1	6.3	4.7	5.6	5.2	5.7	▼
% of Electives Adm.on day of proc.	78.4%	75.0%	72.7%	68.0%	78.2%	69.2%	77.4%	76.9%	63.8%	75.7%	88.6%	94.4%	88.2%	90.8%	75.0%	▼
Day Case Rate (All Elective Care)	97.1%	96.7%	96.9%	96.5%	96.4%	96.5%	96.1%	96.8%	97.0%	97.6%	97.1%	97.5%	95.7%	96.5%	96.9%	▼
30 Day Readmissions (UHL) - Any Specialty	11.0%	13.8%	11.9%	13.1%	12.9%	12.7%	11.9%	14.4%	14.2%	13.2%	11.6%	12.6%		12.6%	11.0%	▼
30 Day Readmissions (UHL) - Same Specialty	9.2%	11.8%	10.4%	11.1%	10.8%	10.9%	10.5%	12.5%	11.9%	10.3%	8.5%	10.1%		10.1%	9.4%	▼
Outpatient New : F/Up Ratio	8.5	8.5	8.2	8.2	8.6	8.0	7.8	7.5	7.6	8.0	8.1	8.5	8.1	8.3	8.0	▲
Outpatient DNA Rate (Ex Wd. Attenders)	8.5%	8.1%	7.9%	8.7%	8.4%	8.3%	7.7%	8.2%	8.3%	8.0%	8.3%	8.6%	8.9%	8.8%	7.4%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	8.1%	5.6%	6.6%	5.7%	6.3%	4.8%	5.3%	5.6%	5.5%	5.4%	6.5%	8.7%	5.6%	7.0%	5.8%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	6.2%	7.2%	6.8%	6.8%	6.8%	6.9%	6.6%	7.0%	6.8%	6.7%	6.5%	7.1%	7.4%	7.3%	6.4%	▼
Bed Utilisation (Incl short stay admissions)	94%	95%	95%	97%	99%	97%	97%	93%	97%	95%	97%	92%	99%	95%	95.0%	▲
HR and FINANCE																
Sickness Absence	2.8%	2.9%	3.8%	3.8%	2.6%	2.4%	2.9%	2.4%	2.6%	3.0%	2.4%	2.9%	5.8%	3.1%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

PLANNED CARE - Musculo-Skeletal

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	91.0%	90.0%	91.2%	91.6%	91.0%	91.0%	90.0%	90.0%	82.7%	76.0%	79.2%	90.3%	91.8%	91.8%	90.0%	▲
RTT Waiting Times - Non Admitted	95.0%	96.5%	95.8%	95.0%	95.4%	96.9%	94.8%	95.5%	95.3%	93.8%	94.8%	94.8%	96.3%	96.3%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											96.9%	97.4%	97.4%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	3.2	2.8	3.1	3.5	2.6	2.8	3.4	3.4	2.9	2.5	2.8	3.6	3.2	3.4	3.0	▲
Non Elective LOS	9.6	10.0	8.3	7.7	9.2	9.7	9.6	8.4	9.5	8.4	10.7	8.4	10.5	9.5	9.6	▼
% of Electives Adm.on day of proc.	98.6%	98.5%	96.4%	97.6%	98.3%	96.3%	97.2%	97.5%	98.5%	98.9%	98.7%	99.7%	97.2%	98.5%	97.5%	▼
Day Case Rate (Basket of 25)	80.4%	83.5%	84.2%	87.7%	77.8%	75.6%	80.3%	82.2%	78.9%	74.2%	79.1%	80.6%	82.5%	81.6%	80.8%	▲
Day Case Rate (All Elective Care)	48.4%	51.4%	46.8%	47.7%	41.8%	44.4%	47.0%	44.9%	45.8%	41.0%	41.5%	44.0%	43.6%	43.8%	45.5%	▼
30 Day Readmissions (UHL) - Any Specialty	5.0%	3.4%	4.4%	4.7%	5.5%	5.1%	3.7%	4.3%	4.8%	4.7%	5.4%	4.0%		4.0%	4.0%	▲
30 Day Readmissions (UHL) - Same Specialty	2.0%	1.0%	1.9%	1.5%	2.4%	1.6%	0.7%	1.0%	1.3%	1.0%	2.0%	1.3%		1.3%	1.8%	▲
Outpatient New : F/Up Ratio	1.7	1.8	1.8	1.8	2.0	1.7	1.8	1.7	1.8	2.0	1.9	1.8	1.8	1.8	1.7	▶▶
Outpatient DNA Rate (Ex Wd. Attenders)	9.6%	9.8%	9.0%	10.7%	9.3%	9.7%	9.3%	10.9%	10.0%	9.3%	9.2%	10.0%	9.7%	9.8%	9.0%	▶
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	10.7%	7.8%	8.0%	7.2%	7.1%	7.9%	7.0%	7.7%	9.2%	8.9%	7.3%	9.2%	6.7%	7.9%	8.2%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	8.7%	9.1%	10.2%	9.2%	9.2%	9.4%	8.7%	9.8%	7.9%	8.9%	8.4%	8.3%	9.3%	8.8%	8.8%	▶
Bed Utilisation (Incl short stay admissions)	86%	84%	84%	79%	73%	91%	93%	79%	85%	85%	91%	87%	87%	87%	90.0%	▶▶
HR and FINANCE																
Sickness Absence	3.2%	3.0%	2.99%	3.2%	3.9%	4.8%	4.7%	3.9%	4.0%	4.8%	4.3%	3.3%	4.9%	4.0%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status	
INFECTION PREVENTION																	
MRSA	0	0	1	1	0	0	2	0	1	0	0	0	0	0	6	◀▶	
Clostridium Difficile	10	4	6	6	6	9	8	4	2	6	7	11	4	15	81	▲	
PATIENT SAFETY																	
10X Medication Errors	0	1	0	0	0	0	1	0	0	0	0	0	2	2	0	▼	
Never Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	◀▶	
Patient Falls	196	174	193	171	154	186	163	163	148	173	177	140		140	1982	▲	
Complaints Re-Opened	6	6	6	7	11	9	8	5	4	7	12	9	7	16	75	▲	
SULs (Relating to Deteriorating Patients)	0	0	0	0	0	0	2	0	0	0	1	0	0	0	0	◀▶	
RIDDOR	3	1	2	2	0	1	1	2	0	3	2	3	3	6	15	▶▶	
Falls Resulting in Severe Injury or Death	0	1	0	0	1	0	0	0	1	0	0	1	1	2	3	▶▶	
Staffing Level Issues Reported as Incidents	1	5	5	11	12	10	10	14	19	54	18	7	25	32	154	▼	
Outlying (daily average)	5	8	2	7	12	1	6	18	17	15	3	3	4	4	10	◀▶	
Pressure Ulcers (Grade 3 and 4)	9	15	12	3	5	8	3	2	7	7	15	9		9	78	▲	
Pressure Ulcers (Grade 2)	NEW FOR 2012/13																
ALL Complaints Regarding Attitude of Staff	10	14	13	14	18	14	11	11	6	5	11	15	11	26	110	▲	
ALL Complaints Regarding Discharge	20	17	10	17	16	11	13	21	13	16	17	17	26	43	120	▼	
Bed Occupancy (inc short stay admissions)	91%	92%	93%	93%	92%	94%	95%	94%	95%	93%	94%	93%	91%	92%	90%	▶	
Bed Occupancy (excl short stay admissions)	87%	88%	89%	89%	89%	90%	91%	91%	92%	90%	91%	89%	88%	89%	86%	▶	
MORTALITY and READMISSIONS																	
30 Day Readmissions (UHL) - Any Specialty	10.9%	11.9%	11.9%	11.7%	11.1%	11.2%	11.0%	11.9%	11.6%	11.7%	11.5%	12.4%		12.4%	10.0%	▼	
30 Day Readmissions (UHL) - Same Specialty	5.9%	6.6%	6.4%	6.3%	6.2%	6.9%	5.6%	6.6%	6.3%	6.5%	5.8%	6.9%		6.9%	6.3%	▶	
Mortality (UHL Data)	4.0%	3.2%	3.6%	3.3%	3.7%	3.7%	3.5%	4.0%	4.2%	4.3%	4.1%	4.3%	3.5%	3.9%	4.3%	▲	
Mortality (CHKS - Risk Adjusted - Peers to be Confirmed)	85.5	74.4	81.4	78.9	88.0	79.5	73.2	69.8	79.7	85.9	78.0	85.9		85.9	85	▲	

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
NURSING METRICS																
Patient Observation	96%	96%	97%	96%	96%	96%	95%	95%	96%	96%	97%	96%	96%		98.0%	◀▶
Pain Management	94%	97%	96%	96%	95%	92%	94%	97%	93%	91%	89%	95%	96%		98.0%	▲
Falls Assessment	93%	96%	95%	95%	94%	89%	94%	93%	95%	94%	96%	97%	89%		98.0%	▼
Pressure Area Care	95%	98%	96%	95%	95%	93%	96%	93%	95%	96%	97%	96%	95%		98.0%	▼
Nutritional Assessment	96%	95%	97%	93%	93%	91%	95%	94%	97%	92%	95%	96%	87%		98.0%	▼
Medicine Prescribing and Assessment	98%	98%	99%	99%	97%	95%	96%	96%	95%	97%	96%	97%	98%		98.0%	▲
Resuscitation Equipment	94%	98%	88%	89%	89%	67%	56%	56%	87%	56%	80%	88%	62%		98.0%	▼
Controlled Medicines	100%	98%	99%	98%	99%	99%	100%	99%	98%	100%	99%	99%	98%		98.0%	▼
VTE	77%	73%	79%	79%	80%	89%	89%	88%	87%	91%	90%	86%	74%		98.0%	▼
Patient Dignity	98%	97%	97%	97%	98%	95%	96%	96%	94%	96%	91%	96%	91%		98.0%	▼
Infection Prevention and Control	95%	94%	96%	96%	99%	95%	97%	98%	98%	98%	98%	98%	96%		98.0%	▼
Discharge	78%	84%	80%	85%	86%	77%	85%	86%	86%	89%	88%	91%	91%		98.0%	◀▶
Continence	95%	89%	95%	94%	94%	96%	98%	97%	98%	98%	97%	97%	98%		98.0%	▲
SAME SEX ACCOMMODATION																
Net Promoter Score	COMMENCED APRIL 2012											49.9	53.2	51.6		
Inpatient Polling - treated with respect and dignity	95.8	97.2	95.9	95.6	94.5	95.5	96.7	95.7	96.3	94.8	95.2	95.8	96.2	96.0	95.0	▲
Inpatient Polling - rating the care you receive	84.9	87.0	86.4	83.6	83.5	86.0	85.9	86.0	84.2	85.9	85.3	87.7	88.6	88.2	91.0	▲
Single Sex Accommodation Breaches	0	0	0	0	0	0	0	0	0	0	2	3	0	3	0	▲
% Beds Providing Same Sex Accommodation - Wards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	◀▶
% Beds Providing Same Sex Accommodation - Intensivist	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	◀▶
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	93.5%	91.4%	98.8%	97.9%	98.1%	99.0%	95.7%	98.3%	97.1%	97.3%	99.0%	97.6%	96.2%	96.2%	90.0%	▼
RTT Waiting Times - Non Admitted	99.5%	99.4%	99.6%	99.3%	99.5%	99.2%	99.3%	99.2%	99.0%	99.0%	99.0%	99.2%	99.5%	99.5%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											97.4%	98.8%	98.8%	90.0%	▲

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
OPERATIONAL PERFORMANCE																
Choose and Book Slot Unavailability	7%	9%	11%	8%	6%	10%	13%	3%	1%	4%	3%	3%	6%	5%	4.0%	▼
Elective LOS	5.7	4.5	5.3	5.0	5.3	4.6	4.9	4.8	4.3	4.4	4.6	4.7	4.5	4.6	4.4	▲
Non Elective LOS	7.1	7.1	6.4	6.4	6.9	6.3	6.8	6.5	6.5	6.5	6.6	6.5	6.1	6.3	6.0	▲
% of Electives Adm.on day of proc.	50.5%	57.5%	51.9%	50.2%	51.0%	54.8%	53.7%	53.0%	58.1%	55.5%	56.5%	52.3%	56.5%	54.3%	53.9%	▲
Day Case Rate (All Elective Care)	73.6%	71.7%	71.9%	67.3%	70.9%	67.3%	71.4%	69.9%	70.4%	68.5%	69.7%	71.9%	71.7%	71.8%	70.3%	▼
Inpatient Theatre Utilisation	91.6%	85.3%	85.7%	92.5%	90.3%	88.2%	89.6%	85.3%	96.3%	87.6%	85.8%	93.4%	88.7%	91.1%	86.0%	▼
Day Case Theatre Utilisation	83.5%	67.3%	62.3%	68.1%	73.1%	79.0%	79.0%	-----	62.9%	-----	86.0%	79.2%	81.9%	80.6%	86.0%	▲
Outpatient New : F/Up Ratio	1.8	1.9	1.8	1.9	1.8	1.9	1.8	1.8	1.9	1.9	1.8	1.8	1.8	1.8	1.8	◀▶
Outpatient DNA Rate (Ex Wd. Attenders)	10.0%	8.5%	9.2%	9.3%	9.1%	9.6%	9.0%	9.3%	9.5%	9.0%	8.7%	8.7%	8.6%	8.7%	9.2%	▲
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	13.3%	12.3%	12.5%	12.9%	12.2%	10.6%	11.9%	13.0%	11.6%	13.0%	12.6%	12.5%	10.9%	11.7%	11.8%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	10.5%	10.5%	11.0%	10.9%	10.7%	10.5%	9.8%	10.9%	10.2%	10.2%	9.7%	10.2%	10.6%	10.4%	9.9%	▼
HR and FINANCE																
Appraisals	80.1%	77.7%	78.9%	85.5%	81.2%	90.5%	93.6%	93.5%	93.9%	93.8%	90.4%	89.0%	91.6%	91.6%	100%	▲
Sickness Absence	3.1%	3.8%	3.6%	3.5%	3.4%	3.4%	3.7%	4.0%	4.1%	4.2%	4.0%	4.0%	4.4%	3.8%	3%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - Medicine

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	100.0%	100.0%	100.0%	98.4%	97.7%	99.0%	98.9%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	90.0%	◀▶
RTT Waiting Times - Non Admitted	99.9%	99.8%	99.6%	99.5%	99.7%	99.2%	99.5%	99.8%	99.4%	99.6%	99.2%	99.2%	99.6%	99.6%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											98.6%	98.4%	98.4%	92.0%	▼
OPERATIONAL PERFORMANCE																
Elective LOS	15.8	1.7	5.4	5.8	9.5	7.5	17.3	6.3	10.4	2.1	4.6	4.9	6.1	5.6	6.8	▼
Non Elective LOS	7.7	7.4	6.2	6.8	7.8	6.6	7.4	6.6	6.6	6.5	6.8	6.4	6.2	6.3	6.3	▲
% of Electives Adm.on day of proc.	50.0%	55.6%	57.1%	29.2%	42.9%	66.7%	44.4%	50.0%	66.7%	87.5%	90.0%	66.7%	66.7%	66.7%	85.0%	◀▶
Day Case Rate (All Elective Care)	97.6%	98.0%	97.5%	93.9%	96.9%	95.8%	97.3%	97.5%	96.9%	96.5%	96.7%	96.9%	96.6%	96.7%	96.8%	▼
30 Day Readmissions (UHL) - Any Specialty	10.7%	11.5%	11.5%	11.9%	10.2%	11.9%	11.1%	13.3%	11.3%	11.2%	12.4%	11.8%		11.8%	11.0%	▲
Outpatient New : F/Up Ratio	2.4	2.4	2.3	2.5	2.2	2.4	2.3	2.4	2.5	2.3	2.4	2.3	2.4	2.3	2.4	▼
Outpatient DNA Rate (Ex Wd. Attenders)	9.6%	8.0%	9.1%	9.2%	9.0%	10.1%	9.0%	8.9%	9.3%	8.8%	8.7%	8.7%	8.0%	8.3%	9.0%	▲
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	9.7%	10.4%	11.2%	10.5%	10.4%	9.2%	10.0%	10.8%	8.6%	11.4%	11.5%	9.7%	8.0%	8.8%	10.5%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	11.4%	11.0%	11.6%	11.9%	11.8%	11.4%	10.8%	12.0%	11.4%	10.9%	10.4%	11.0%	11.6%	11.4%	11.0%	▼
Bed Utilisation (Incl short stay admissions)	91%	92%	96%	94%	93%	98%	97%	98%	98%	98%	96%	95%	94%	95%	90.0%	▼
HR and FINANCE																
Sickness Absence	3.7%	4.5%	3.8%	3.6%	3.3%	3.3%	3.2%	4.2%	4.4%	4.3%	4.4%	4.1%	4.9%	4.0%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - Respiratory Med. & Thoracic Surgery

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	98.0%	100%	100%	98%	100%	100%	100%	100%	100%	93%	100%	97%	100%	100%	90.0%	▲
RTT Waiting Times - Non Admitted	100%	100%	100%	100%	99.2%	99.2%	99.3%	100.0%	99.5%	100.0%	100.0%	99.0%	99.1%	99.1%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											99.5%	99.8%	99.8%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	6.6	6.1	6.9	6.9	8.6	6.3	8.4	5.8	7.0	6.0	6.1	6.7	7.7	7.2	6.1	▼
Non Elective LOS	4.2	4.7	4.7	4.3	4.2	4.1	4.3	4.1	4.6	4.6	4.4	4.5	4.3	4.4	4.4	▲
% of Electives Adm.on day of proc.	48.3%	51.6%	48.3%	45.5%	47.4%	47.6%	45.0%	53.6%	52.2%	42.9%	48.2%	37.1%	49.1%	42.6%	48.6%	▲
Day Case Rate (All Elective Care)	65.7%	63.4%	68.8%	65.4%	66.9%	67.6%	68.3%	68.0%	70.5%	64.3%	69.1%	61.4%	65.0%	63.2%	66.8%	▲
30 Day Readmissions (UHL) - Any Specialty	11.8%	14.4%	13.8%	14.4%	14.3%	14.0%	13.2%	12.4%	13.9%	14.5%	12.7%	15.7%		15.7%	12.0%	▼
Outpatient New : F/Up Ratio	1.5	1.6	1.6	1.7	1.5	1.7	1.5	1.6	1.7	1.6	1.4	1.8	1.5	1.6	1.5	▲
Outpatient DNA Rate (Ex Wd. Attenders)	12.1%	10.7%	11.5%	10.1%	10.5%	11.5%	10.4%	11.2%	10.9%	9.9%	8.8%	9.4%	10.8%	10.2%	10.2%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	11.2%	8.9%	8.7%	11.1%	9.3%	7.3%	9.2%	15.9%	8.9%	11.1%	10.3%	11.2%	8.5%	9.7%	10.3%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	10.1%	10.8%	12.0%	11.0%	10.7%	10.3%	9.5%	9.6%	9.3%	10.0%	9.2%	9.5%	8.5%	8.9%	9.7%	▲
Bed Utilisation (Incl short stay admissions)	95%	95%	94%	95%	94%	93%	95%	97%	95%	95%	96%	96%	89%	92%	90.0%	▼
HR and FINANCE																
Sickness Absence	2.7%	2.5%	2.5%	2.8%	2.9%	3.3%	4.3%	4.3%	4.7%	4.9%	4.5%	3.5%	4.0%	3.7%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - Cardiac, Renal & Critical Care

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	91.4%	88.8%	99.2%	97.9%	98.1%	99.0%	94.8%	97.8%	96.4%	97.2%	95.3%	97.0%	95.5%	95.5%	90.0%	▼
RTT Waiting Times - Non Admitted	98.2%	97.8%	98.4%	98.4%	99.3%	99.2%	98.7%	97.2%	97.8%	96.8%	97.8%	99.2%	99.4%	99.4%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											95.8%	99.3%	99.3%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	5.0	4.3	5.0	4.6	4.6	4.2	3.7	4.6	3.6	4.2	4.3	4.1	3.8	3.9	4.0	▲
Non Elective LOS	9.9	10.4	9.7	8.5	9.1	8.9	8.4	9.4	9.4	9.4	9.7	10.5	8.8	9.6	9.4	▲
% of Electives Adm.on day of proc.	51.0%	58.8%	52.5%	52.7%	52.0%	55.6%	55.7%	52.9%	58.7%	57.3%	56.9%	56.0%	57.8%	56.9%	55.0%	▲
Day Case Rate (All Elective Care)	57.6%	52.4%	51.7%	52.1%	52.2%	49.2%	54.1%	51.5%	53.3%	51.7%	53.0%	57.7%	57.0%	57.4%	52.5%	▼
30 Day Readmissions (UHL) - Any Specialty	10.3%	10.3%	11.0%	9.1%	9.9%	8.0%	9.4%	9.4%	10.1%	10.0%	9.1%	9.9%		9.9%	9.0%	▼
Outpatient New : F/Up Ratio	2.6	2.6	2.6	2.6	2.6	2.8	2.6	2.6	2.7	2.6	2.5	2.5	2.3	2.4	2.4	▲
Outpatient DNA Rate (Ex Wd. Attenders)	8.6%	7.1%	7.4%	8.2%	7.6%	6.9%	7.7%	8.1%	8.2%	7.9%	7.3%	6.9%	7.4%	7.2%	7.7%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	21.6%	18.1%	17.2%	18.7%	17.3%	15.1%	17.2%	16.5%	19.2%	17.2%	16.4%	19.5%	19.0%	19.2%	16.9%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	8.8%	9.3%	9.3%	8.8%	8.7%	8.7%	7.8%	9.4%	8.3%	8.8%	8.6%	9.0%	9.7%	9.4%	8.8%	▼
Bed Utilisation (Incl short stay admissions)	89%	92%	88%	89%	89%	88%	91%	89%	90%	87%	89%	88%	88%	88%	90%	◀▶
HR and FINANCE																
Sickness Absence	2.9%	3.6%	3.7%	3.6%	3.5%	3.4%	3.9%	3.8%	3.7%	3.9%	3.6%	3.9%	4.0%	3.7%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

ACUTE CARE - Emergency Dept.

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
OPERATIONAL PERFORMANCE																
ED Waits - Type 1	91.3%	94.1%	95.9%	91.0%	88.7%	88.5%	92.1%	96.0%	93.7%	88.3%	86.6%	89.5%	89.3%	89.4%	95%	▼
Admitted Median Wait (Mins) - Type 1	220	215	203	223	232	234	219	210	214	232	230	221	222	222	205	▼
Admitted 95th Percentile Wait (Mins) - Type 1	479	436	343	477	569	558	484	350	417	482	444	437	452	447	350	▼
Non-Admitted Median Wait (Mins) - Type 1	127	131	124	132	138	135	133	129	133	143	154	146	147	146	105	▼
Non-Admitted 95th Percentile Wait (Mins) Type 1	240	238	236	240	255	253	240	236	238	256	285	273	262	268	235	▲
Outpatient DNA Rate (Ex Wd. Attenders)	24.4%	26.7%	23.0%	22.3%	27.6%	25.4%	21.3%	27.8%	24.4%	26.3%	28.9%	29.0%	26.7%	27.8%	24.4%	▲
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	2.0%	1.3%	2.3%	2.1%	1.3%	2.7%	3.0%	4.3%	3.3%	3.3%	1.3%	6.4%	2.2%	4.1%	2.5%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	12.2%	14.8%	12.0%	12.6%	9.7%	11.7%	14.1%	9.7%	11.6%	10.5%	11.9%	7.8%	10.6%	9.3%	10.0%	▼
HR and FINANCE																
Sickness Absence	2.3%	3.6%	4.2%	3.4%	2.9%	3.6%	4.4%	4.1%	4.1%	4.3%	3.9%	4.4%	4.4%	3.9%	3.0%	◀▶

DIVISIONAL HEAT MAP - Month 2 2012/13

WOMEN'S and CHILDREN'S - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status	
INFECTION PREVENTION																	
MRSA	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	◀▶
Clostridium Difficile	0	0	0	0	1	1	0	0	0	0	0	0	0	0	2	◀▶	
PATIENT SAFETY																	
10X Medication Errors	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	◀▶
Never Events	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	◀▶
Patient Falls	2	5	6	7	5	4	5	3	1	4	4	1		1	47	▲	
Complaints Re-Opened	5	4	3	3	3	4	3	4	1	1	0	4	1	5	30	▲	
SUIs (Relating to Deteriorating Patients)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	◀▶	
RIDDOR	0	0	1	0	1	0	1	1	0	1	0	1	0	1	4	▲	
Falls Resulting in Severe Injury or Death	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	◀▶	
No of Staffing Level Issues Reported as Incidents	59	42	78	64	52	71	96	58	29	41	35	20	61	81	616	▼	
Outlying (daily average)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	◀▶	
Pressure Ulcers (Grade 3 and 4)	0	1	0	0	0	0	0	0	0	0	0	0		0	2	◀▶	
Pressure Ulcers (Grade 2)	NEW FOR 2012/13																
ALL Complaints Regarding Attitude of Staff	16	12	3	6	11	6	4	6	6	5	4	4	3	7	98	▲	
ALL Complaints Regarding Discharge	2	3	1	0	4	4	0	3	0	2	1	0	0	0	20	◀▶	
Bed Occupancy (inc short stay admissions)	86%	87%	88%	82%	85%	85%	88%	90%	89%	90%	87%	84%	86%	85%	90.0%	▲	
Bed Occupancy (excl short stay admissions)	69%	71%	71%	66%	70%	70%	73%	76%	75%	76%	72%	69%	72%	71%	86.0%	▲	
MORTALITY and READMISSIONS																	
30 Day Readmissions (UHL) - Any Specialty	4.2%	4.1%	3.8%	3.9%	4.0%	3.2%	3.8%	3.7%	4.0%	4.5%	3.8%	3.7%		3.7%	3.9%	▲	
30 Day Readmissions (UHL) - Same Specialty	2.9%	2.8%	2.4%	2.4%	2.5%	1.8%	2.3%	2.5%	2.8%	3.0%	2.4%	2.3%		2.3%	2.5%	▲	
30 Day Readmission Rate (CHKS)	4.9%	4.8%	4.5%	4.4%	4.5%	3.6%	4.4%	4.0%	4.4%	5.1%	4.2%			4.4%	4.5%	▼	
Mortality (UHL Data)	0.2%	0.3%	0.1%	0.1%	0.3%	0.2%	0.2%	0.2%	0.2%	0.1%	0.2%	0.3%	0.3%	0.3%	0.2%	▶▶	
Mortality (CHKS - Risk Adjusted - Peers to be Confirmed)	0.0	90.3	38.9	109.7	43.6	39.3	0.0	37.2	54.7	52.6	43.0	41.3		41.3	40.0	▶	

DIVISIONAL HEAT MAP - Month 2 2012/13

WOMEN'S and CHILDREN'S - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
NURSING METRICS																
Patient Observation	83%	88%	88%	93%	80%	92%	97%	93%	97%	97%	98%	96%	100%		98.0%	▲
Pain Management	100%	92%	99%	96%	92%	100%	97%	97%	94%	100%	97%	94%	100%		98.0%	▲
Falls Assessment	100%	92%	90%	73%	100%	92%	100%	100%	100%	100%	87%	98%	100%		98.0%	▲
Pressure Area Care	100%	92%	90%	85%	100%	97%	100%	100%	100%	97%	87%	100%	100%		98.0%	◀▶
Nutritional Assessment	92%	85%	81%	69%	100%	94%	100%	100%	93%	100%	94%	100%	95%		98.0%	▼
Medicine Prescribing and Assessment	98%	100%	100%	98%	96%	100%	100%	100%	100%	100%	100%	100%	100%		98.0%	◀▶
Resuscitation Equipment	100%	50%	50%	0%	100%	100%	100%	100%	100%	100%	100%	67%	0%		98.0%	▼
Controlled Medicines	100%	100%	100%	100%	50%	100%	100%	100%	100%	100%	100%	100%	100%		98.0%	◀▶
VTE	100%	92%	46%	56%	88%	79%	100%	100%	100%	83%	86%	80%	100%		98.0%	▲
Patient Dignity	100%	99%	98%	93%	100%	100%	100%	100%	100%	98%	100%	100%	100%		98.0%	◀▶
Infection Prevention and Control	89%	92%	83%	93%	100%	100%	100%	100%	98%	96%	88%	100%	100%		98.0%	◀▶
Discharge	88%	44%	60%	73%	64%	100%	89%	98%	98%	100%	100%	100%	96%		98.0%	▼
Continence	100%	93%	100%	98%	95%	100%	93%	100%	93%	100%	100%	100%	97%		98.0%	▼
SAME SEX ACCOMMODATION																
Net Promoter Score	COMMENCED APRIL 2012											58.0	56.3	57.1		
Inpatient Polling - treated with respect and dignity	97.1	94.9	96.3	95.5	94.4	96.5	94.5	97.8	96.7	95.4	92.5	92.9	97.8	97.0	95.0	▲
Inpatient Polling - rating the care you receive	86.8	85.6	89.2	86.5	84.6	88.3	86.5	91.4	89.7	88.5	86.5	94.0	94.9	94.5	91.0	▲
Single Sex Accommodation Breaches	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	◀▶
% Beds Providing Same Sex Accommodation - Wards	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	◀▶
% Beds Providing Same Sex Accommodation - Intensivist	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	◀▶

DIVISIONAL HEAT MAP - Month 2 2012/13

WOMEN'S and CHILDREN'S - DIVISIONAL PERFORMANCE

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	98.2%	97.8%	96.8%	97.9%	98.8%	99.3%	98.9%	97.9%	98.4%	97.5%	99.2%	98.3%	99.8%	99.8%	90.0%	▲
RTT Waiting Times - Non Admitted	98.4%	97.3%	98.0%	98.8%	97.6%	96.8%	97.4%	98.4%	98.5%	98.9%	97.9%	98.5%	98.0%	98.0%	95.0%	▼
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											98.8%	99.4%	99.4%	92.0%	▲
OPERATIONAL PERFORMANCE																
Choose and Book Slot Unavailability	3%	13%	10%	13%	9%	7%	6%	3%	3%	3%	11%	9%	22%	16%	4.0%	▼
Elective LOS	2.2	2.3	2.7	2.1	2.3	3.5	2.5	2.6	2.5	2.4	2.7	2.5	2.6	2.6	2.3	▼
Non Elective LOS	3.2	2.9	3.1	3.4	3.2	2.9	3.3	3.9	3.8	3.3	3.1	3.3	3.7	3.5	2.7	▼
% of Electives Adm.on day of proc.	86.3%	80.8%	80.3%	88.9%	83.1%	82.4%	85.6%	82.6%	80.7%	88.3%	87.7%	91.3%	89.9%	90.6%	84.0%	▼
Day Case Rate (Basket of 25)	77.7%	84.3%	88.6%	81.4%	76.8%	82.1%	79.5%	81.5%	81.8%	83.3%	84.6%	81.6%	87.0%	84.6%	81.7%	▲
Day Case Rate (All Elective Care)	67.7%	71.2%	68.2%	66.9%	67.4%	70.7%	68.2%	66.2%	69.6%	67.7%	65.7%	68.0%	69.6%	68.9%	68.1%	▲
Inpatient Theatre Utilisation	75.3%	73.8%	71.8%	73.5%	76.7%	81.5%	83.4%	77.8%	81.6%	79.7%	76.7%	82.2%	85.1%	83.7%	86.0%	▲
Day Case Theatre Utilisation	75.5%	70.5%	72.3%	74.4%	73.1%	67.8%	76.7%	70.3%	79.9%	77.8%	76.4%	78.0%	70.0%	74.0%	86.0%	▼
Outpatient New : F/Up Ratio	1.2	1.2	1.2	1.3	1.3	1.2	1.2	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.2	◀▶
Outpatient DNA Rate (Ex Wd. Attenders)	10.2%	9.5%	9.9%	9.7%	8.9%	8.9%	8.9%	10.0%	9.6%	8.8%	10.1%	9.0%	9.0%	9.0%	8.9%	▶▶
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	7.0%	7.1%	7.0%	7.7%	6.9%	7.1%	5.7%	6.5%	7.0%	8.2%	7.7%	7.5%	7.5%	7.5%	7.0%	▶▶
Outpatient Patient Canc Rate (Ex Wd. Attenders)	9.4%	10.4%	11.1%	10.9%	10.7%	10.4%	10.2%	10.7%	9.6%	10.7%	10.3%	9.7%	10.0%	9.9%	10.0%	▼
HR and FINANCE																
Appraisals	95.7%	93.2%	90.9%	92.9%	92.5%	95.2%	93.9%	94.5%	95.7%	95.5%	94.8%	93.8%	91.6%	91.6%	100%	▼
Sickness Absence	3.1%	3.6%	3.4%	3.2%	3.3%	3.7%	3.7%	4.0%	3.6%	3.5%	3.6%	3.4%	4.8%	3.6%	3%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

WOMEN'S and CHILDREN'S - Women's

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	97.7%	97.9%	97.0%	99.1%	99.4%	99.0%	99.3%	99.5%	98.3%	99.5%	98.3%	96.6%	99.8%	99.8%	90.0%	▲
RTT Waiting Times - Non Admitted	95.9%	96.9%	98.6%	96.4%	96.6%	96.8%	98.0%	97.9%	98.5%	97.3%	98.4%	99.4%	97.5%	97.5%	95.0%	▼
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											99.1%	99.5%	99.5%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	2.4	2.4	2.6	2.3	2.4	2.3	2.2	2.3	2.2	2.2	2.3	2.5	2.3	2.4	2.1	▲
Non Elective LOS	3.2	2.9	2.8	2.8	3.2	2.4	3.0	2.7	2.9	3.3	2.8	3.0	3.5	3.2	2.7	▼
% of Electives Adm.on day of proc.	90.6%	92.5%	90.3%	93.9%	94.8%	88.0%	91.9%	91.1%	89.0%	92.6%	91.0%	96.3%	99.2%	97.7%	92.0%	▲
Day Case Rate (Basket of 25)	82.4%	88.6%	90.8%	86.9%	78.7%	85.3%	78.7%	83.4%	83.8%	87.3%	85.4%	84.2%	88.6%	86.7%	84.8%	▲
Day Case Rate (All Elective Care)	65.1%	68.1%	64.3%	62.8%	65.7%	64.6%	63.1%	64.0%	67.3%	64.0%	65.3%	65.3%	69.4%	67.7%	64.9%	▲
30 Day Readmissions (UHL) - Any Specialty	3.9%	3.9%	3.7%	3.5%	3.6%	2.7%	3.4%	3.3%	3.0%	3.9%	3.3%	2.8%		2.8%	3.5%	▲
30 Day Readmissions (UHL) - Same Specialty	2.7%	2.5%	2.3%	2.0%	2.2%	1.4%	1.8%	2.0%	1.8%	2.4%	1.9%	1.5%		1.5%	2.1%	▲
Outpatient New : F/Up Ratio	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.4	1.4	1.4	1.4	1.4	1.3	1.4	1.4	▲
Outpatient DNA Rate (Ex Wd. Attenders)	9.4%	8.8%	8.8%	8.5%	8.3%	8.5%	8.2%	9.1%	8.6%	7.8%	9.1%	7.9%	8.5%	8.2%	8.1%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	7.5%	8.2%	7.5%	7.9%	7.1%	7.5%	5.5%	7.0%	7.4%	9.2%	8.7%	8.6%	8.2%	8.4%	7.6%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	9.0%	10.2%	10.5%	11.1%	10.6%	10.6%	10.6%	10.6%	9.5%	10.6%	9.9%	9.5%	9.5%	9.5%	9.5%	◀▶
Bed Utilisation (Incl short stay admissions)	87%	91%	93%	86%	88%	84%	87%	88%	88%	90%	87%	84%	86%	85%	90.0%	▲
HR and FINANCE																
Sickness Absence	3.0%	3.6%	3.5%	3.3%	3.4%	3.9%	3.9%	3.9%	3.4%	3.3%	3.2%	3.0%	5.3%	3.6%	3.0%	▼

DIVISIONAL HEAT MAP - Month 2 2012/13

WOMEN'S and CHILDREN'S - Children's

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	98.4%	89.2%	100.0%	95.6%	98.4%	98.4%	86.0%	91.8%	89.8%	96.6%	98.5%	100.0%	100.0%	100.0%	90.0%	◀▶
RTT Waiting Times - Non Admitted	100.0%	100.0%	99.8%	99.8%	97.3%	98.3%	99.3%	100.0%	99.8%	99.1%	98.8%	99.4%	99.2%	99.2%	95.0%	▼
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											98.0%	99.2%	99.2%	92.0%	▲
OPERATIONAL PERFORMANCE																
Elective LOS	1.8	2.1	2.8	1.9	2.3	5.9	3.0	3.2	3.2	2.8	3.4	2.4	3.2	2.8	2.5	▼
Non Elective LOS	3.2	2.9	3.6	4.4	3.1	3.7	3.7	5.4	4.9	3.2	3.4	3.7	3.9	3.8	3.6	▼
% of Electives Adm.on day of proc.	78.4%	61.2%	66.1%	80.9%	63.5%	70.5%	72.8%	67.7%	64.7%	80.0%	81.7%	83.5%	77.2%	80.2%	71.9%	▼
Day Case Rate (Basket of 25)	62.0%	70.4%	81.4%	62.8%	69.2%	72.9%	81.8%	76.7%	76.0%	70.2%	82.5%	73.7%	81.8%	78.0%	75.0%	▲
Day Case Rate (All Elective Care)	71.5%	75.2%	72.7%	71.9%	69.9%	78.2%	74.9%	69.3%	73.2%	72.9%	66.4%	71.4%	69.8%	70.6%	69.7%	▼
30 Day Readmissions (UHL) - Any Specialty	5.8%	5.4%	4.8%	5.6%	6.3%	5.5%	5.6%	5.7%	8.9%	7.1%	6.1%	7.8%		7.8%	5.5%	▼
30 Day Readmissions (UHL) - Same Specialty	4.0%	4.3%	3.3%	4.4%	4.4%	3.7%	4.6%	4.9%	7.6%	5.6%	4.9%	5.7%		5.7%	4.0%	▼
Outpatient New : F/Up Ratio	1.0	0.9	1.0	1.0	0.9	0.9	0.8	0.7	0.7	0.7	0.7	0.8	0.8	0.8	0.8	◀▶
Outpatient DNA Rate (Ex Wd. Attenders)	12.3%	11.4%	12.7%	12.9%	10.4%	10.0%	10.9%	12.8%	12.5%	11.7%	12.6%	12.0%	10.6%	11.3%	11.5%	▲
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	5.7%	4.2%	5.7%	7.1%	6.4%	5.8%	6.2%	5.0%	6.1%	5.5%	4.8%	4.4%	5.3%	4.9%	5.7%	▼
Outpatient Patient Canc Rate (Ex Wd. Attenders)	10.6%	10.9%	12.7%	10.3%	11.1%	9.8%	8.9%	10.7%	9.9%	10.9%	11.2%	10.2%	11.4%	10.8%	10.0%	▼
Bed Utilisation (Incl short stay admissions)	84%	79%	79%	73%	79%	87%	90%	95%	91%	88%	87%	83%	85%	84%	80.0%	▲
HR and FINANCE																
Sickness Absence	3.4%	3.7%	3.0%	2.8%	3.0%	3.1%	3.1%	4.5%	4.1%	4.0%	4.6%	4.4%	3.7%	3.7%	3.0%	▲

DIVISIONAL HEAT MAP - Month 2 2012/13

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
PATIENT SAFETY																
10X Medication Errors	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	▲
Never Events	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	▲
Patient Falls	11	11	2	10	6	6	4	2	5	6	1	11		11	68	▼
Complaints Re-Opened	1	1	1	1	0	2	4	2	0	0	0	1	1	2	0	◀▶
SUIs (Relating to Deteriorating Patients)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	◀▶
RIDDOR	0	1	5	1	3	1	1	0	0	0	1	0	1	1	12	▼
No of Staffing Level Issues Reported as Incidents	0	1	5	0	0	2	1	2	3	0	2	3	5	8	17	▼
ALL Complaints Regarding Attitude of Staff	6	0	2	7	3	11	4	1	4	4	6	4	4	8	36	◀▶
ALL Complaints Regarding Discharge	0	2	1	2	1	1	1	0	1	1	1	1	2	3	0	▼
REFERRAL to TREATMENT																
RTT Waiting Times - Admitted	100.0%	95.2%	100.0%	100.0%	100.0%	97.9%	95.1%	100.0%	97.7%	98.2%	98.6%	97.2%	99.2%	99.2%	90.0%	▲
RTT Waiting Times - Non Admitted	99.6%	99.1%	98.2%	99.2%	99.1%	99.6%	99.3%	99.5%	99.6%	100.0%	98.8%	99.6%	100.0%	100.0%	95.0%	▲
RTT - Incomplete 92% in 18 Weeks	NEW OPERATING FRAMEWORK INDICATOR APRIL 2012											99.1%	99.6%	99.6%	90.0%	▲
ANAESTHETICS & THEATRES																
% Pain Mgmt Referrals Seen < 11 weeks	98.5%	98.5%	98.3%	98.6%	96.2%	97.6%	97.0%	94.9%	96.0%	94.7%	97.9%	96.6%	96.8%	96.7%	98.0%	▲
Outpatient New : F/Up Ratio	4.3	4.8	3.8	4.2	3.3	3.1	3.4	3.5	2.7	2.9	3.0	2.2	3.4	2.7	3.2	▼
Outpatient DNA Rate (Ex Wd. Attenders)	11.8%	13.0%	10.6%	13.4%	11.8%	11.7%	11.7%	11.8%	10.9%	10.9%	10.9%	10.1%	11.6%	10.9%	11.1%	▼
Outpatient Hosp Canc Rate (Ex Wd. Attenders)	7.0%	10.6%	9.5%	10.1%	23.8%	18.7%	17.3%	15.6%	18.9%	16.6%	16.6%	11.8%	7.8%	9.6%	8.0%	▲
Outpatient Patient Canc Rate (Ex Wd. Attenders)	15.4%	13.6%	16.9%	16.4%	12.9%	13.0%	12.7%	14.3%	12.5%	13.5%	10.8%	11.4%	16.3%	14.0%	13.3%	▼
UHL Inpatient Theatre Utilisation Rate (%)	79.3%	80.1%	81.3%	84.1%	82.6%	81.0%	81.2%	80.2%	81.8%	78.8%	80.9%	82.3%	82.9%	82.6%	86.0%	▲
UHL Day case Theatre Utilisation Rate (%)	74.5%	74.9%	73.4%	78.8%	78.2%	75.1%	79.8%	75.8%	77.3%	80.2%	80.7%	80.2%	77.5%	78.9%	86.0%	▼
BOOKING CENTRE																
% calls responded to within 30 seconds	60.9%	64.4%	71.3%	68.6%	76.5%	76.9%	79.9%	89.8%	74.7%	83.2%	87.7%	86.7%	85.5%	85.5%	65%	▼
NUTRITION AND DIETETICS																
% of adult inpatients seen within 2 days	98.0%	97.2%	96.3%	97.2%	98.5%	97.9%	96.7%	97.7%	98.9%	96.0%	96.7%	96.7%	91.0%	93.9%	98%	▼
% of paed inpatients seen within 2 days	100%	100.0%	100.0%	100.0%	98.2%	100.0%	96.7%	98.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98%	◀▶

CLINICAL SUPPORT

DIVISIONAL HEAT MAP - Month 2 2012/13

CLINICAL SUPPORT




	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
OCCUPATIONAL THERAPY (Response times are reported one month in arrears)																
RTT Incompletes (% waiting <=8 weeks)	95.1%	98.9%	97.3%	91.2%	88.9%	98.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	95%	◀▶
RTT Completes (% waiting <=8 weeks)	99.4%	99.1%	99.8%	99.8%	99.4%	99.8%	100.0%	100.0%	100.0%	100.0%	99.8%	100.0%	99.8%	99.8%	95%	▼
Inpatient Response Times - Emergency (45 mins)	97%	98%	100%	80%	90%	100%	80%	100%	0%	100%	----	96%			98%	▼
Inpatient Response Times - Urgent (3 hours)	95%	100%	95%	96%	100%	95%	90%	98%	100.0%	89%	100%	100%			98%	◀▶
Inpatient Response Times - Routine (24 hours)	71%	77%	80%	81%	86%	83%	85%	88%	85%	86%	91%	87%			98%	▼
PHYSIOTHERAPY (Response times are reported one month in arrears)																
RTT Incompletes (% waiting <=8 weeks)	96.6%	97.4%	97.2%	96.4%	96.5%	96.4%	97.2%	94.1%	95.0%	96.4%	95.0%	94.7%	94.1%	94.1%	95%	▼
RTT Completes (% waiting <=8 weeks)	96.8%	95.6%	97.3%	96.5%	97.0%	97.6%	97.8%	97.7%	95.2%	96.2%	96.0%	94.5%	92.2%	92.2%	95%	▼
Inpatient Response Times - Emergency (45 mins)	100%	100%	100%	96%	97%	100%	100%	100%	100%	93%	100%	94%			98%	▼
Inpatient Response Times - Urgent (3 hours)	99.6%	99.4%	99.2%	99.7%	98.2%	99.8%	99.4%	98.6%	98.1%	98.5%	99.1%	98.5%			98%	▼
Inpatient Response Times - Routine (24 hours)	99.6%	99.3%	99.5%	99.5%	99.7%	99.5%	99.5%	99.1%	99.3%	99.4%	99.0%	99.0%			98%	▼
MEDICAL RECORDS																
Med Rec - % Missing Casenotes	0.46%	0.44%	0.34%	0.35%	0.34%	0.30%	0.41%	0.35%	0.38%	0.35%	0.41%	0.43%	0.32%		<0.5%	▲
DISCHARGE TEAM																
Delayed Discharges - County	2.5	2.6	2.6	2.7	2.8	2.8	2.7	2.7	2.7	2.7	2.6	2.3	4.7	4.7	1.6	▼
Delayed Discharges - City	4.9	4.3	4.1	4.1	4.3	4.3	4.4	4.3	4.2	4.1	4.1	3.6	4.9	4.9	3.8	▼
PSYCHOLOGY / NEURO-PSYCHOLOGY																
New referrals inpatients Medical Psychology	1	2	0	0	2	4	6	3	5	0	2	3	3	6		
New referrals outpatients Medical Psychology	66	61	52	34	64	35	53	54	60	50	58	41	56	97		
New referrals inpatients Neuropsychology	9	6	5	5	13	1	15	2	5	4	5	6	11	17		
New referrals outpatients Neuropsychology	10	8	9	5	16	7	8	9	14	2	6	13	8	21		
CLINICAL SUPPORT																
SALT Wait Time in Weeks	2	2	2	2	3	3	2	3	3	3	0	3	3	3	4	◀▶
Pharmacy TTO Turnaround in 2 Hours	83.4%	85.8%	81.0%	87.2%	79.3%	78.9%	80.3%	81.7%	80.5%	80.0%	79.4%	79.3%	73.9%	76.6%	80%	▼
Pharmacy Dispensing Accuracy	99.96%	99.98%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%	99.5%	◀▶




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CLINICAL SUPPORT

	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	YTD	Target	Status
IMAGING and MEDICAL PHYSICS												*** MAY '12 WAITING TIMES SUBJECT TO VALIDATION				
CT Scan (% Waiting 3+ Weeks)	1.0%	1.0%	0.2%	3.6%	1.5%	0.2%	1.7%	4.7%	1.2%	0.7%	1.9%	2.9%	***		5%	▼
MRI Scan (% Waiting 3+ Weeks)	4.9%	10.8%	5.5%	7.2%	3.3%	3.9%	5.0%	6.7%	3.5%	5.2%	18.2%	11.1%	***		5%	▲
Non-Obstetric Ultrasound (% Waiting 3+ Weeks)	8.2%	6.3%	4.9%	2.1%	0.1%	0.3%	4.2%	12.2%	4.9%	12.0%	15.5%	12.1%	***		5%	▲
Planned Preventative Maintenance - high risk equipment - completed %	NEW CBU INDICATOR COMMENCED APRIL 2012											71.5%	82.9%	77.2%	80%	
Equipment demand jobs - turnaround in 5 days - completed %	NEW CBU INDICATOR COMMENCED APRIL 2012											58%	61%	59.7%	80%	
Medical Physics Diagnostic Waits - Breaches > 6 weeks %	NEW CBU INDICATOR COMMENCED APRIL 2012											0%	4.6%	2.3%	0%	
Newborn Hearing Screening completed within 3 months from birth %	NEW CBU INDICATOR COMMENCED APRIL 2012											99.5%	99.5%	99.5%	99%	
CRIS and PACS																
PACS Uptime	97.0%	100%	99%	99.6%	100%	97%	100%	100%	99%	100%	100%	99%	99%	99%	98%	◀▶
CRIS Uptime	97%	100%	100%	100%	100%	99.7%	100%	100%	97%	100%	100%	100%	100%	100%	98%	◀▶
PATHOLOGY																
CDT 24 Hour TRT	95.8%	96.6%	97.8%	96.6%	94.8%	96.0%	97.1%	98.5%	97.8%	95.5%	98.1%	97.6%	96.5%		95%	▼
MRSA 48 Hour TRT	99.67%	99.72%	99.71%	99.73%	99.83%	99.59%	99.88%	99.50%	98.70%	99.52%	99.46%	99.72%	99.40%		95%	▼
Diagnostic Wait > 6 Weeks	0	0	0	0	0	0	0	0	0	0	0	0	0		0	◀▶
Cytology Screening 7 Day Target	99.98%	99.98%	99.98%	100%	100%	99.98%	100%	97.7%	100%	100%	99.8%	99.8%	99.9%		98%	▲
HR and FINANCE																
Appraisals	90.9%	87.6%	86.2%	85.0%	93.2%	96.6%	94.2%	93.5%	95.9%	96.1%	95.6%	95.8%	95.0%	95.0%	100%	▼
Sickness Absence	3.0%	3.4%	3.5%	3.1%	3.1%	3.4%	3.4%	3.3%	3.3%	3.2%	3.1%	3.0%	3.4%	3.3%	3%	▼

KEY to STATUS INDICATORS

-  Latest month achievement is "Green" and an improvement on previous month
-  Latest month achievement is "Amber" and an improvement on previous month
-  Latest month achievement is "Red" and an improvement on previous month

-  Latest month achievement is "Green" but a deterioration relative to previous month
-  Latest month achievement is "Amber" and a deterioration relative to previous month
-  Latest month achievement is "Red" and a deterioration relative to previous month

-  Latest month achievement is "Green" and performance unchanged from previous month
-  Latest month achievement is "Amber" and performance unchanged from previous month
-  Latest month achievement is "Red" and performance unchanged from previous month

