

# Quality and Performance Report

## Executive Summary from Acting CEO

### Purpose of report:

| This paper is for: | Description  | Select (X) |
|--------------------|--|------------|
| Decision           | To formally receive a report and approve its recommendations OR a particular course of action                |            |
| Discussion         | To discuss, in depth, a report noting its implications without formally approving a recommendation or action | X          |
| Assurance          | To assure the Board that systems and processes are in place, or to advise a gap along with treatment plan    | X          |
| Noting             | For noting without the need for discussion   |            |

### Previous consideration:

| Meeting                       | Date     | Please clarify the purpose of the paper to that meeting using the categories above |
|-------------------------------|----------|--|
| CMG Board (specify which CMG) |          |  |
| Executive Board               | 26/01/21 | Discussion and Assurance   |
| Trust Board Committee         | 28/01/21 | Discussion and Assurance   |
| Trust Board                   |          |  |

## Context

This report provides a high level summary of the Trust’s performance against the key quality and performance metrics, together with a brief commentary where appropriate. This complements the full Quality and Performance Report and the exception reports within that which are triggered automatically when identified thresholds are met. The exception reports contain the full detail of recovery actions and trajectories where applicable. Note that the definition of “Good News” and “Performance Challenges” is for headline reporting purposes only and the full Q&P report should be consulted when determining any action required in response. The full Q&P report should also be consulted to monitor the initial impact of COVID-19 and the national restrictions on activity and social distancing.

## Question

1. What is the Trust performance against the key quality and performance metrics.

## Conclusion

### Good News:

- **Mortality** – the latest published SHMI (period October 2019 to September 2020) is 100, and remains within the expected range.

- **CAS alerts** - compliant.
- **C DIFF** – 8 cases reported this month.
- **90% of Stay on a Stroke Unit** – threshold achieved with 86.3% reported in December.
- **Fractured neck of femurs operated 0-35hrs** – performance is above target at 75.8%.
- **VTE** – compliant at 98.7% in January.
- **TIA (high risk patients)** – 67.1% reported in January
- **Cancer Two Week Wait** was 94.8% in December against a target of 93%.
- **Cancer Two Week Wait (Symptomatic Breast)** was 95.1% in December against a target of 93%.

### Performance Challenges:

- **MRSA** – 1 case reported.
- **UHL ED 4 hour performance** – 63.9% for January, system performance (including LLR UCCs) for January is 74.5%.
- **Ambulance Handover 60+ minutes (CAD)** – performance at 10.9%.
- **12 hour trolley wait** - 17 breaches reported.
- **Cancer 31 day treatment** was 94.7% in December against a target of 96%.
- **Cancer 62 day treatment** was 73.6% in December against a target of 85%.
- **Referral to treatment** – the number on the waiting list (now the primary performance measure) was above the target and 18 week performance was below the NHS Constitution standard at 56.3% at the end of January.
- **52+ weeks wait** – 8,424 breaches reported in January.
- **Diagnostic 6 week wait** was 44.3% against a target of 1% in January.
- **Patients not rebooked within 28 days following late cancellation of surgery** – 39.
- **Cancelled operations OTD** –1.1% reported in January.
- **Statutory and Mandatory Training** is at 87%.
- **Annual Appraisal** is at 79.4%.

## Input Sought

I recommend that the Committee:

- Commends the positive achievements noted under Good News
- Note the areas of Performance Challenges and consider by reference to the Q&P and topic-specific reports if the actions being taken are sufficient.

### *For Reference:*

**This report relates to the following UHL quality and supporting priorities:**

#### **1. Quality priorities**

|                              |                           |
|------------------------------|---------------------------|
| Safe, surgery and procedures | [Yes /No /Not applicable] |
| Safely and timely discharge  | [Yes /No /Not applicable] |
| Improved Cancer pathways     | [Yes /No /Not applicable] |
| Streamlined emergency care   | [Yes /No /Not applicable] |
| Better care pathways         | [Yes /No /Not applicable] |
| Ward accreditation           | [Yes /No /Not applicable] |

**2. Supporting priorities:**

|                                       |  |
|---------------------------------------|--|
| People strategy implementation        | [Yes / <del>No</del> / <del>Not applicable</del> ] |
| Estate investment and reconfiguration | [Yes / <del>No</del> / <del>Not applicable</del> ] |
| e-Hospital                            | [Yes / <del>No</del> / <del>Not applicable</del> ] |
| More embedded research                | [Yes / <del>No</del> / <del>Not applicable</del> ] |
| Better corporate services             | [Yes / <del>No</del> / <del>Not applicable</del> ] |
| Quality strategy development          | [Yes / <del>No</del> / <del>Not applicable</del> ] |

**3. Equality Impact Assessment and Patient and Public Involvement considerations:**

- What was the outcome of your Equality Impact Assessment (EIA)?  
**Not applicable as purely data reporting.**
- Briefly describe the Patient and Public Involvement (PPI) activities undertaken in relation to this report, or confirm that none were required  
**Not applicable as purely data reporting. What to measure is determined nationally or through priorities.**
- How did the outcome of the EIA influence your Patient and Public Involvement ?  
**N/A**
- If an EIA was not carried out, what was the rationale for this decision?  
**As above.**

**4. Risk and Assurance****Risk Reference:**

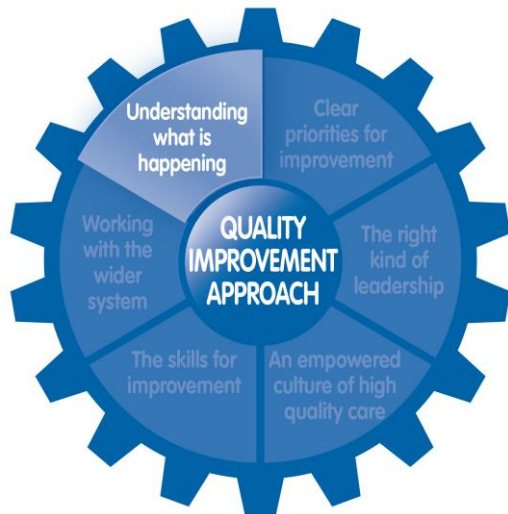
| Does this paper reference a risk event?   | Select (X) | Risk Description:  |
|---|------------|--|
| <b>Strategic:</b> Does this link to a <b>Principal Risk</b> on the BAF?                         | X          | Failure to deliver key performance standards for emergency, planned and cancer care. |
| <b>Organisational:</b> Does this link to an <b>Operational/Corporate Risk</b> on Datix Register |            |  |
| <b>New Risk</b> identified in paper: What <b>type</b> and <b>description</b> ?                  |            |  |
| <b>None</b>   |            |  |

5. Scheduled date for the **next paper** on this topic: 25<sup>th</sup> March 2021
6. Executive Summaries should not exceed **5 sides** My paper does comply



# Quality and Performance Report

January 2021



One team shared values

Operational Delivery Unit



# CONTENTS

|   |    |
|---|----|
| Introduction                                | 3  |
| Statistical Process Control charts overview | 4  |
| Performance Overview                        | 8  |
| Safe  | 17 |
| Caring                                      | 23 |
| Well Led                                    | 27 |
| Effective                                   | 30 |
| Responsive                                  | 34 |
| Responsive – Cancer                         | 41 |
| Outpatient Transformation                   | 45 |
| Exception Reports                           | 47 |

# UNIVERSITY HOSPITALS OF LEICESTER NHS TRUST

REPORT TO: PEOPLE, PROCESS AND PERFORMANCE COMMITTEE/QUALITY AND OUTCOMES COMMITTEE

DATE: 25<sup>th</sup> FEBRUARY 2021

REPORT BY: ANDREW FURLONG, MEDICAL DIRECTOR

DEBRA MITCHELL, ACTING CHIEF OPERATING OFFICER

CAROLYN FOX, CHIEF NURSE

HAZEL WYTON, DIRECTOR OF PEOPLE AND ORGANISATIONAL DEVELOPMENT

**SUBJECT: JANUARY 2021 QUALITY & PERFORMANCE SUMMARY REPORT**

## **Introduction**

The Quality and Performance (Q&P) report provides an overview of Key Performance Indicators (KPI's) mapped to the Becoming the Best priorities.

The KPI's include:-

- those monitored by NHSI/E via the NHS Single Oversight Framework, which sets out the approach to overseeing and supporting NHS trusts and NHS foundation trusts under the Single Oversight Framework
- UHL clinical/quality priorities
- KPI's monitored in the contract with Leicester, Leicestershire and Rutland commissioners.

As part of the refresh of the report all KPI's are presented in Statistical Process Control (SPC) charts instead of graphs or RAG rated dashboards, as recommended by the CQC. Presented in this format will allow the Board to ask the right questions and is a more effective approach to assurance.

**Data Quality Assessment** – The Data Quality Forum panel is presented with an overview of data collection and processing for each performance indicator in order to gain assurance by best endeavours that it is of suitably high quality. The forum provides scrutiny and challenge on the quality of data presented, via the attributes of (i) Sign off and Validation (ii) Timeliness and Completeness (iii) Audit and Accuracy and (iv) Systems and Data Capture to calculate an assurance rating.

# Statistical Process Control (SPC) charts

**SPC charts look like a traditional run chart but consist of:**

- A line graph showing the data across a time series. The data can be in months, weeks, or days- but it is always best to ensure there are at least 15 data points in order to ensure the accurate identification of patterns, trends, anomalies and random variations.
- A horizontal line showing the Mean. This is used in determining if there is a statistically significant trend or pattern.
- Two horizontal lines either side of the Mean- called the upper and lower control limits. Any data points on the line graph outside these limits, are 'extreme values' and is not within the expected 'normal variation'.
- A horizontal line showing the Target. In order for this target to be achievable, it should sit within the control limits. Any target set that is not within the control limits will not be reached without dramatic changes to the process involved in reaching the outcomes.

Normal variations in performance across time can occur randomly- without a direct cause, and should not be treated as a concern, or a sign of improvement, and is unlikely to require investigation unless one of the patterns defined below applies.

### **Within an SPC chart there are three different patterns to identify:**

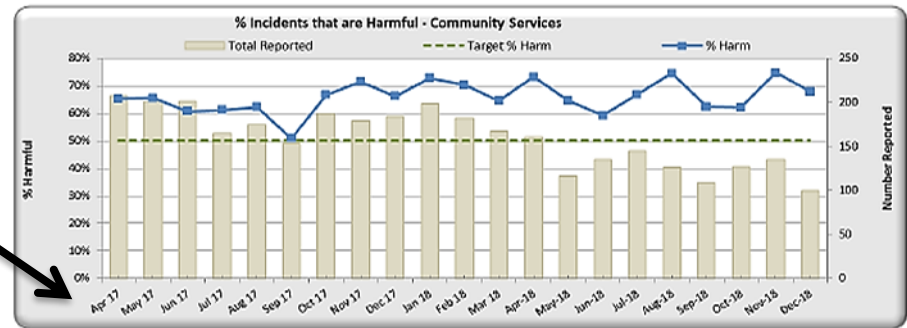
- Normal variation – (common cause) fluctuations in data points that sit between the upper and lower control limits
- Extreme values – (special cause) any value on the line graph that falls outside of the control limits. These are very unlikely to occur and where they do, it is likely a reason or handful of reasons outside the control of the process behind the extreme value
- A trend – may be identified where there are 7 consecutive points in either a pattern that could be; a downward trend, an upward trend, or a string of data points that are all above, or all below the mean. A trend would indicate that there has been a change in process resulting in a change in outcome



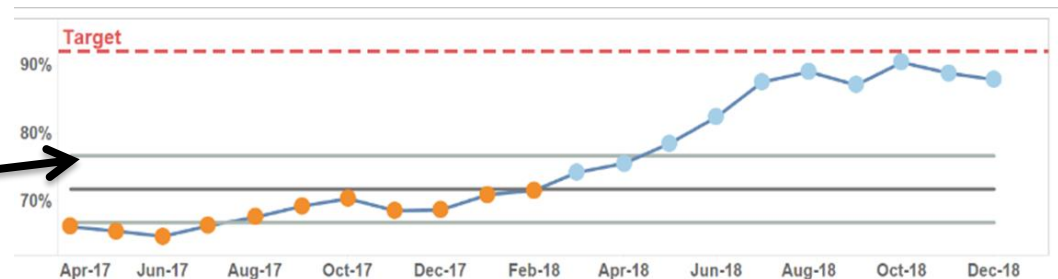


# Key elements of a SPC dashboard

Appreciation of variance over time



Highlighting special cause and its nature



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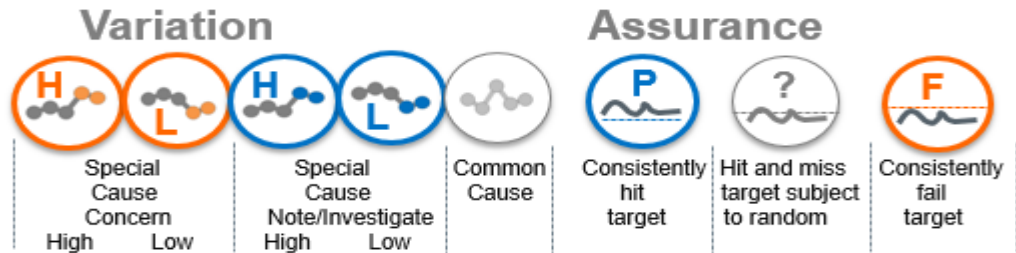
# Key elements of a SPC dashboard

Narrative support that supports SPC theory

Summary icons and a top level summary view

## Comment

This indicator records 85% in May 2018 and is demonstrating common cause variation.










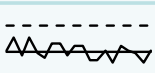

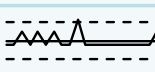




|                        | Jun-18 | Target | Variation | Target Capability | Comment   |
|------------------------|--------|--------|-----------|-------------------|---|
| Staff Sickness absence | 4.4%   | 3.5%   |           |                   | Shift change in August 2017 showing increase in sickness - staff survey review indicated..... |

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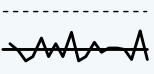
# Performance Overview

| Domain      | KPI  | Target    | Nov-20 | Dec-20 | Jan-21 | YTD   | Assurance   | Variation  | Trend  | Data Quality Assessment |
|-------------|--|-----------|--------|--------|--------|-------|---|--|--|-------------------------|
| <b>Safe</b> | Never events                                     | 0         | 0      | 2      | 0      | 6     |  |   |   | Jan-20                  |
|             | Overdue CAS alerts                               | 0         | 0      | 0      | 0      | 0     |  |   |   | Nov-19                  |
|             | % of all adults VTE Risk Assessment on Admission | 95%       | 98.2%  | 98.6%  | 98.7%  | 98.5% |  |   |   | Dec-19                  |
|             | Emergency C-section rate                         | No Target | 24.1%  | 22.0%  |        | 20.8% |   |   |   | Feb-20                  |
|             | Clostridium Difficile                            | 108       | 7      | 3      | 8      | 65    |  |   |   | Nov-17                  |
|             | MRSA Total                                       | 0         | 0      | 0      | 1      | 1     |  |   |   | Nov-17                  |
|             | E. Coli Bacteraemias Acute                       | No Target | 12     | 5      | 7      | 77    |   |   |   | Jun-18                  |
|             | MSSA Acute                                       | No Target | 3      | 2      | 4      | 26    |   |  |  | Nov-17                  |

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# Performance Overview

| Domain      | KPI  | Target    | Nov-20 | Dec-20 | Jan-21 | YTD   | Assurance   | Variation   | Trend   | Data Quality Assessment |
|-------------|--|-----------|--------|--------|--------|-------|---|---|---|-------------------------|
| <b>Safe</b> | COVID-19 Community Acquired <= 2 days after admission                                      | No Target | 76.6%  | 56.4%  | 65.7%  | 71.3% |   |   |   | Oct-20                  |
|             | COVID-19 Hospital-onset, indeterminate, 3-7 days after admission                           | No Target | 9.6%   | 19.5%  | 15.1%  | 12.3% |   |   |   | Oct-20                  |
|             | COVID-19 Hospital-onset, probable, 8-14 days after admission                               | No Target | 6.4%   | 14.8%  | 11.3%  | 9.4%  |   |   |   | Oct-20                  |
|             | COVID-19 Hospital-onset, healthcare-acquired, 15 or more days after admission              | No Target | 7.4%   | 9.4%   | 7.9%   | 7.0%  |   |   |   | Oct-20                  |
|             | All falls reported per 1000 bed days   | 5.5       | 4.2    | 4.6    |        | 4.6   |  |  |  | Oct-20                  |
|             | Rate of Moderate harm and above Falls PSIs with finally approved status per 1,000 bed days | No Target | 0.02   | 0.13   |        | 0.09  |   |  |  | Oct-20                  |

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# Performance Overview

| Domain        | KPI  | Target           | Nov-20  | Dec-20     | Jan-21     | YTD        | Assurance | Variation | Trend | Data Quality Assessment |               |
|---------------|--|------------------|---|------------|------------|------------|-----------|-----------|-------|-------------------------|---------------|
| <b>Caring</b> | Staff Survey Recommend for treatment       | <b>No Target</b> | Reporting will commence once national reporting resumes |            |            |            |           |           |       |                         | <b>Aug-17</b> |
|               | Single Sex Breaches                        | <b>0</b>         | National reporting commences in April 2021              |            |            |            |           |           |       | <b>Mar-20</b>           |               |
|               | Inpatient and Day Case F&F Test % Positive | <b>TBC</b>       | <b>99%</b>  | <b>98%</b> | <b>98%</b> | <b>98%</b> |           |           |       | <b>Mar-20</b>           |               |
|               | A&E F&F Test % Positive                    | <b>TBC</b>       | <b>94%</b>  | <b>95%</b> | <b>93%</b> | <b>95%</b> |           |           |       | <b>Mar-20</b>           |               |
|               | Maternity F&F Test % Positive              | <b>TBC</b>       | <b>97%</b>  | <b>96%</b> | <b>96%</b> | <b>97%</b> |           |           |       | <b>Mar-20</b>           |               |
|               | Outpatient F&F Test % Positive             | <b>TBC</b>       | <b>95%</b>  | <b>94%</b> | <b>95%</b> | <b>94%</b> |           |           |       | <b>Mar-20</b>           |               |
|               | Complaints per 1,000 staff (WTE)           | <b>No Target</b> |   |            |            |            |           |           |       |                         | <b>Jan-20</b> |

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# Performance Overview

| Domain          | KPI                                       | Target    | Nov-20  | Dec-20 | Jan-21 | YTD   | Assurance | Variation | Trend | Data Quality Assessment |        |
|-----------------|---|-----------|---|--------|--------|-------|-----------|-----------|-------|-------------------------|--------|
| <b>Well Led</b> | Staff Survey % Recommend as Place to Work | No Target | Reporting will commence once national reporting resumes |        |        |       |           |           |       |                         | Sep-17 |
|                 | Turnover Rate                             | 10%       | 9.5%  | 8.9%   | 8.8%   | 8.8%  |           |           |       | Nov-19                  |        |
|                 | Sickness Absence                          | 3%        | 7.8%  | 7.6%   |        | 7.0%  |           |           |       | Oct-16                  |        |
|                 | % of Staff with Annual Appraisal          | 95%       | 82.8%   | 82.2%  | 79.4%  | 79.4% |           |           |       | Dec-16                  |        |
|                 | Statutory and Mandatory Training          | 95%       | 88%   | 88%    | 87%    | 87%   |           |           |       | Feb-20                  |        |
|                 | Nursing Vacancies                         | No Target | 12.6%   | 12.8%  | 12.9%  | 12.9% |           |           |       | Dec-19                  |        |

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# Performance Overview

| Domain           | KPI                                       | Target    | Nov-20 | Dec-20 | Jan-21 | YTD                    | Assurance | Variation | Trend | Data Quality Assessment |
|------------------|---|-----------|--------|--------|--------|------------------------|-----------|-----------|-------|-------------------------|
| <b>Effective</b> | Mortality Published SHMI                  | 100       | 98     | 99     | 100    | 100 (Oct 19 to Sep 20) |           |           |       | Sep-16                  |
|                  | Mortality 12 months HSMR                  | 100       | 103    | 104    | 105    | 105 Nov 19 to Oct 20   |           |           |       | Sep-16                  |
|                  | Crude Mortality Rate                      | No Target | 1.8%   | 2.3%   | 3.3%   | 1.9%                   |           |           |       | Sep-16                  |
|                  | Emergency Readmissions within 30 Days     | 8.5%      | 8.8%   | 9.1%   |        | 9.5%                   |           |           |       | Sep-20                  |
|                  | Emergency Readmissions within 48 hours    | No Target | 1.0%   | 1.1%   |        | 1.2%                   |           |           |       | Sep-20                  |
|                  | No of #neck of femurs operated on 0-35hrs | 72%       | 64.9%  | 68.1%  | 75.8%  | 65.8%                  |           |           |       | Sep-20                  |
|                  | Stroke - 90% Stay on a Stroke Unit        | 80%       | 89.7%  | 86.3%  |        | 86.7%                  |           |           |       | Mar-20                  |
|                  | Stroke TIA Clinic Within 24hrs            | 60%       | 82.5%  | 79.5%  | 67.1%  | 69.8%                  |           |           |       | Mar-20                  |

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# Performance Overview


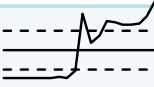





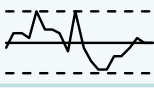


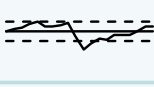



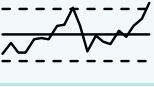
| Domain            | KPI   | Target | Nov-20 | Dec-20 | Jan-21 | YTD    | Assurance | Variation | Trend | Data Quality Assessment |
|-------------------|---|--------|--------|--------|--------|--------|-----------|-----------|-------|-------------------------|
| <b>Responsive</b> | ED 4 hour waits UHL   | 95%    | 68.5%  | 67.0%  | 63.9%  | 73.7%  |           |           |       | Mar-20                  |
|                   | ED 4 hour waits Acute Footprint                             | 95%    | 77.6%  | 75.9%  | 74.5%  | 81.6%  |           |           |       | Aug-17                  |
|                   | 12 hour trolley waits in A&E                                | 0      | 5      | 7      | 17     | 32     |           |           |       | Mar-20                  |
|                   | Ambulance handover >60mins                                  | 0.0%   | 9.6%   | 9.6%   | 10.9%  | 4.9%   |           |           |       | TBC                     |
|                   | RTT Incompletes   | 92%    | 59.6%  | 58.7%  | 56.3%  | 56.3%  |           |           |       | Nov-19                  |
|                   | RTT Waiting 52+ Weeks                                       | 0      | 5248   | 6361   | 8424   | 8424   |           |           |       | Nov-19                  |
|                   | Total Number of Incompletes<br><small>(by year end)</small> | 66,397 | 75,886 | 78,011 | 80,593 | 80,593 |           |           |       | Nov-19                  |

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# Performance Overview

| Domain            | KPI                                     | Target    | Nov-20 | Dec-20 | Jan-21 | YTD   | Assurance   | Variation   | Trend   | Data Quality Assessment |
|-------------------|---|-----------|--------|--------|--------|-------|---|---|---|-------------------------|
| <b>Responsive</b> | 6 Week Diagnostic Test Waiting Times    | 1.0%      | 31.1%  | 35.3%  | 44.3%  | 44.3% |  |  |  | Nov-19                  |
|                   | Cancelled Patients not offered <28 Days | 0         | 14     | 32     | 39     | 226   |  |  |  | Nov-19                  |
|                   | % Operations Cancelled OTD              | 1.0%      | 1.2%   | 1.1%   | 1.1%   | 0.9%  |  |  |  | Jul-18                  |
|                   | Long Stay Patients (21+ days)           | 70        | 154    | 175    | 175    | 175   |  |  |  | Sep-20                  |
|                   | Inpatient Average LOS                   | No Target | 3.7    | 3.6    | 3.3    | 3.6   |   |  |  | Sep-20                  |
|                   | Emergency Average LOS                   | No Target | 5.1    | 5.2    | 5.6    | 4.9   |   |  |  | Sep-20                  |

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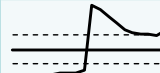


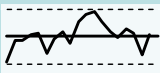
# Performance Overview

| Domain                     | KPI                                | Target | Oct-20 | Nov-20 | Dec-20 | YTD   | Assurance | Variation | Trend | Data Quality Assessment |
|----------------------------|------------------------------------|--------|--------|--------|--------|-------|-----------|-----------|-------|-------------------------|
| <b>Responsive - Cancer</b> | 2WW                                | 93%    | 90.4%  | 93.3%  | 94.8%  | 91.2% |           |           |       | Dec-19                  |
|                            | 2WW Breast                         | 93%    | 96.9%  | 95.2%  | 95.1%  | 95.7% |           |           |       | Dec-19                  |
|                            | 31 Day                             | 96%    | 93.5%  | 93.1%  | 94.7%  | 92.0% |           |           |       | Dec-19                  |
|                            | 31 Day Drugs                       | 98%    | 100%   | 100%   | 100%   | 99.8% |           |           |       | Dec-19                  |
|                            | 31 Day Sub Surgery                 | 94%    | 77.4%  | 77.4%  | 74.3%  | 73.5% |           |           |       | Dec-19                  |
|                            | 31 Day Radiotherapy                | 94%    | 96%    | 95.6%  | 94.4%  | 92.3% |           |           |       | Dec-19                  |
|                            | Cancer 62 Day                      | 85%    | 70.4%  | 79.2%  | 73.6%  | 70.8% |           |           |       | Dec-19                  |
|                            | Cancer 62 Day Consultant Screening | 90%    | 78.9%  | 85.5%  | 97.0%  | 69.1% |           |           |       | Dec-19                  |

One team shared values



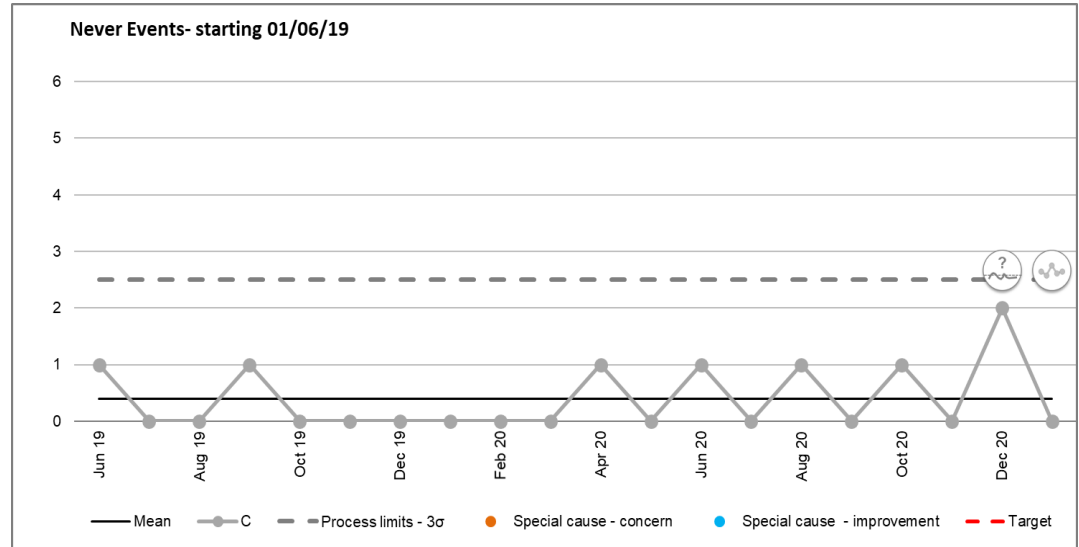
# Performance Overview

| Domain                    | KPI                                     | Target    | Nov-20 | Dec-20 | Jan-21 | YTD   | Assurance   | Variation   | Trend   | Data Quality Assessment |
|---------------------------|---|-----------|--------|--------|--------|-------|---|---|---|-------------------------|
| Outpatient Transformation | % DNA rate                              | No Target | 6.7%   | 6.6%   | 6.9%   | 6.4%  |   |  |  | Feb-20                  |
|                           | % Non Face to Face Appointments         | No Target | 47.5%  | 45.8%  | 50.0%  | 54.7% |   |  |  | Feb-20                  |
|                           | % 7 day turnaround of OP clinic letters | 90%       | 84.8%  | 75.4%  | 84.0%  | 86.5% |  |  |  | Feb-20                  |

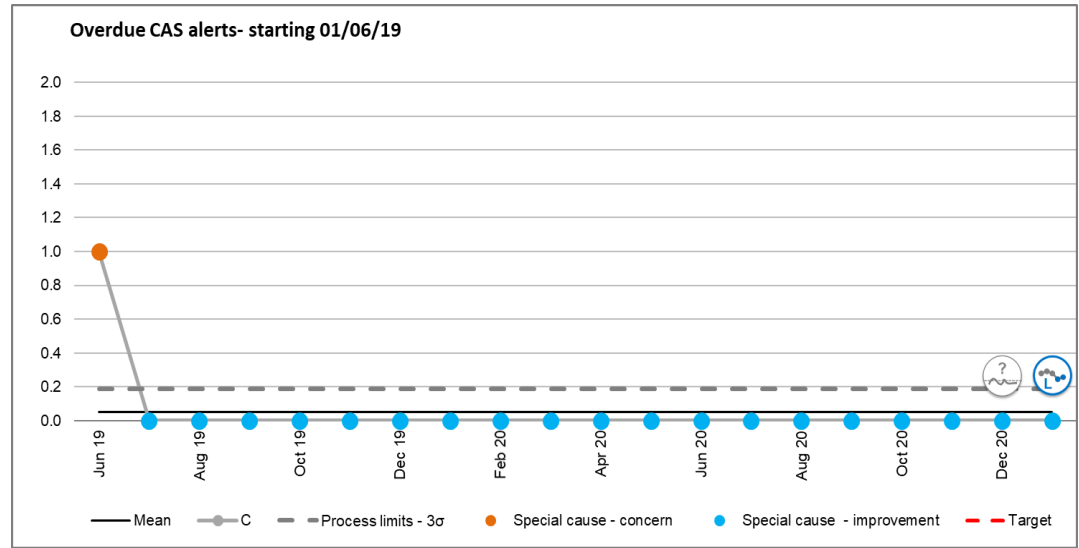
One team shared values



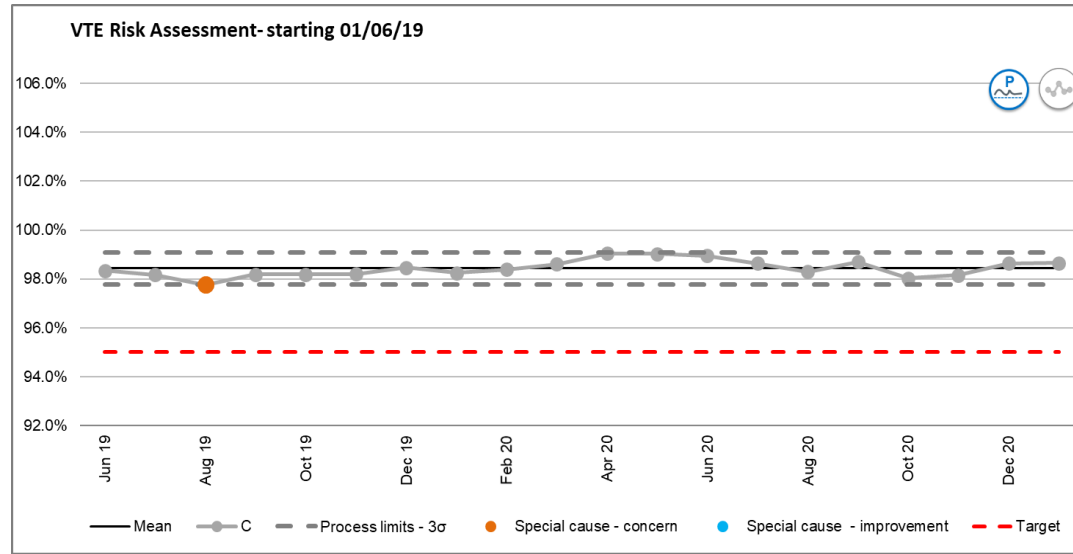
| Metric                                | Jan 21 | YTD | Target |
|---------------------------------------|--------|-----|--------|
| Never Events                          | 0      | 6   | 0      |
| 6 never events in the last 12 months. |        |     |        |



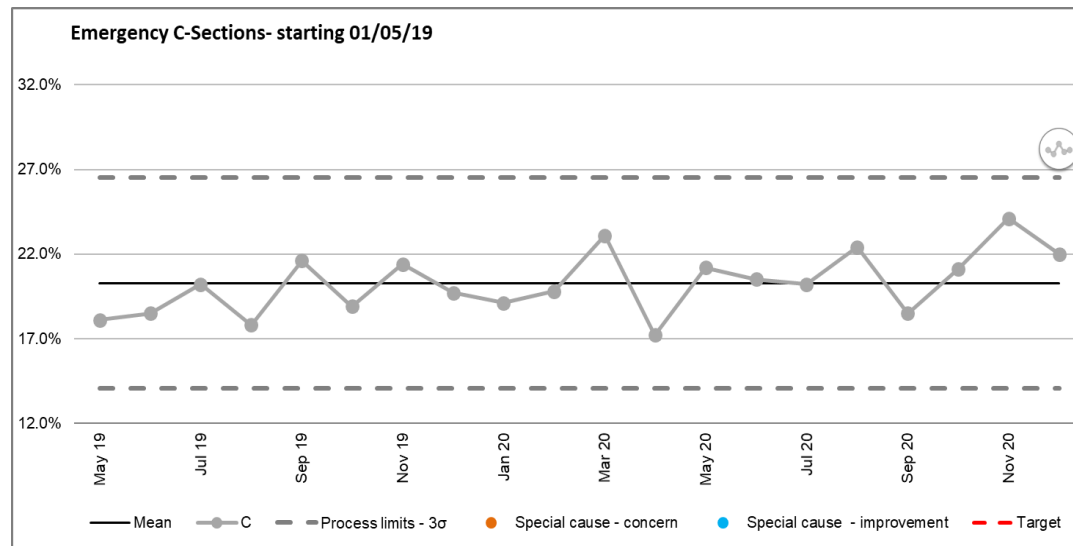
| Metric                                 | Jan 21 | YTD | Target |
|--|--------|-----|--------|
| Overdue CAS alerts                     | 0      | 0   | 0      |
| No overdue CAS alerts since June 2019. |        |     |        |



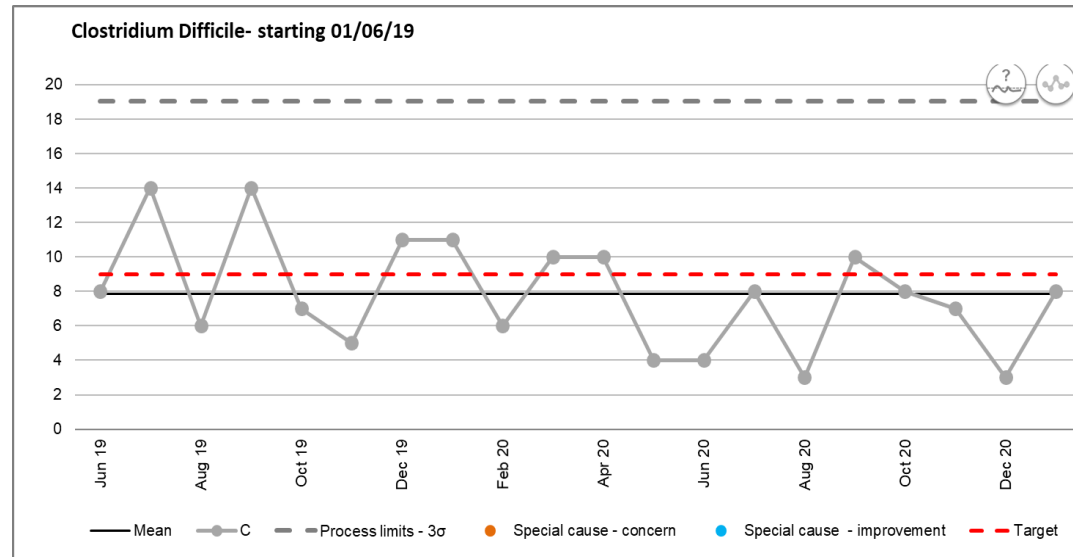
| Metric   | Jan 21       | YTD          | Target     |
|--|--------------|--------------|------------|
| VTE Risk Assessment  | <b>98.7%</b> | <b>98.5%</b> | <b>95%</b> |
| Common cause variation, likely to deliver target next month. |              |              |            |



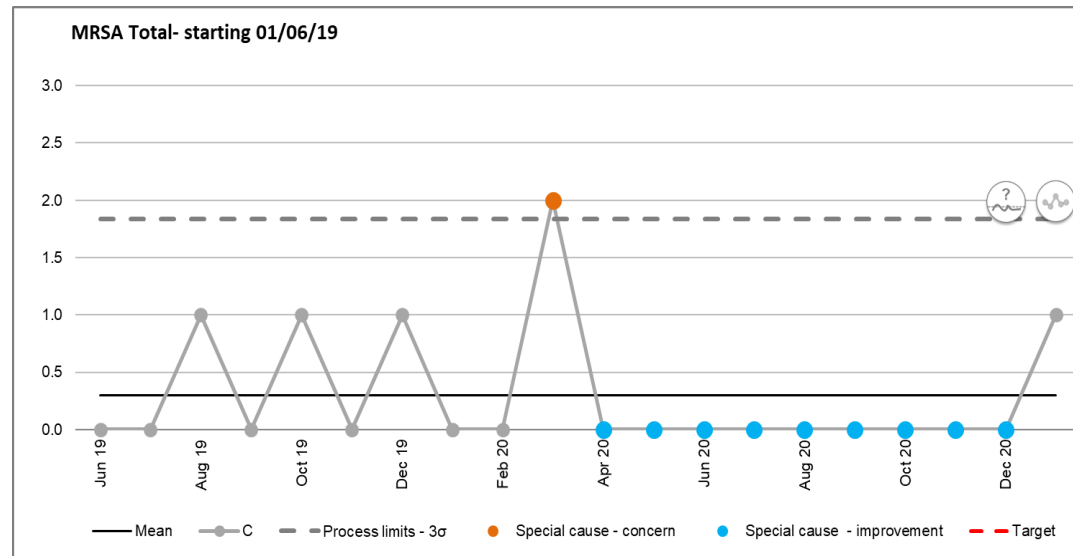
| Metric                  | Dec 20       | YTD          | Target                    |
|-------------------------|--------------|--------------|---------------------------|
| % Emergency C-Sections  | <b>22.0%</b> | <b>20.8%</b> | <b>No National Target</b> |
| Common cause variation. |              |              |                           |



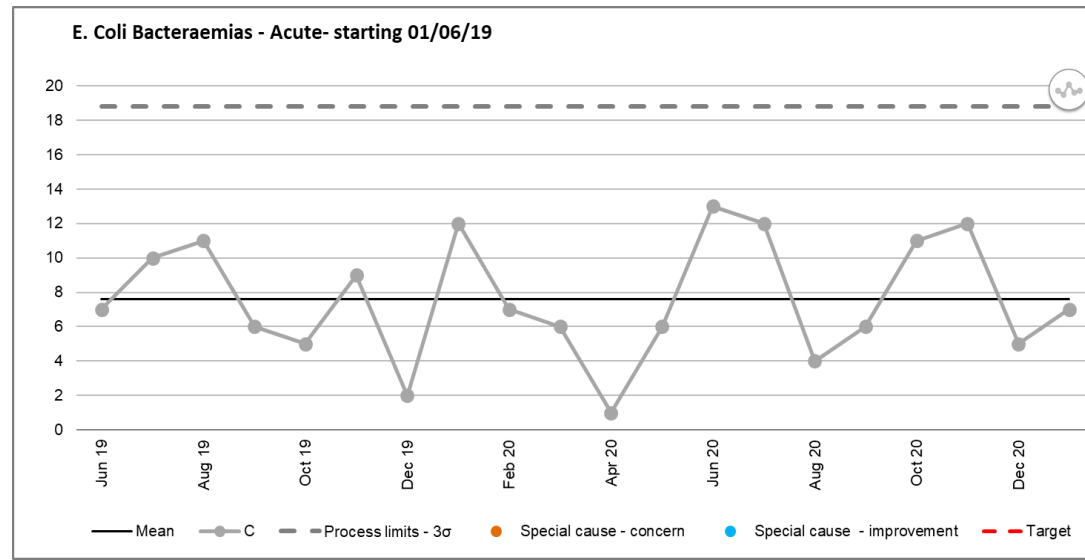
| Metric   | Jan 21   | YTD       | Target     |
|--|----------|-----------|------------|
| Clostridium Difficile                                    | <b>8</b> | <b>65</b> | <b>108</b> |
| No significant variation. May achieve target next month. |          |           |            |



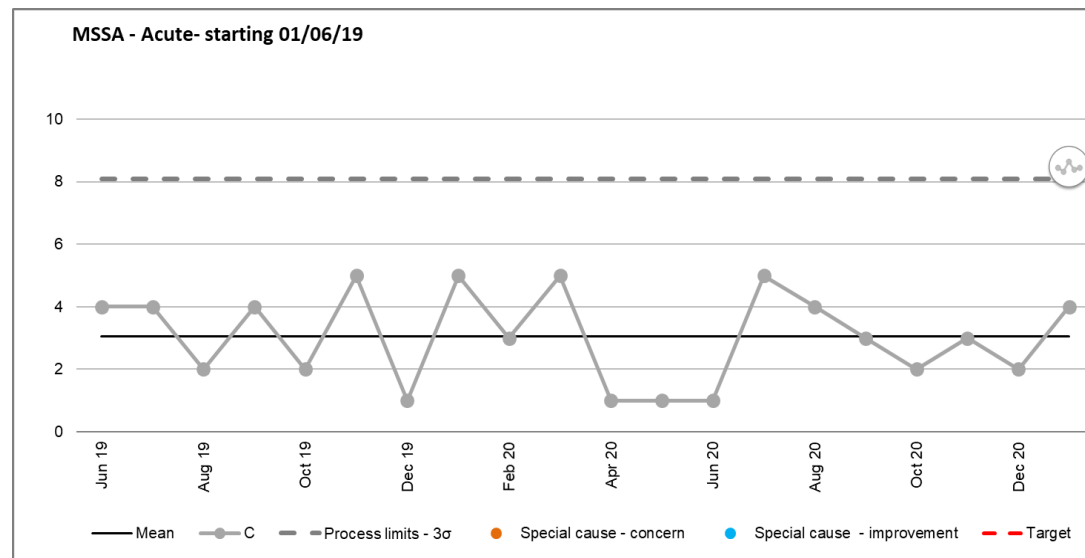
| Metric  | Jan 21   | YTD      | Target   |
|---|----------|----------|----------|
| MRSA Total  | <b>1</b> | <b>1</b> | <b>0</b> |
| No assurance if target will be achieved next month. |          |          |          |



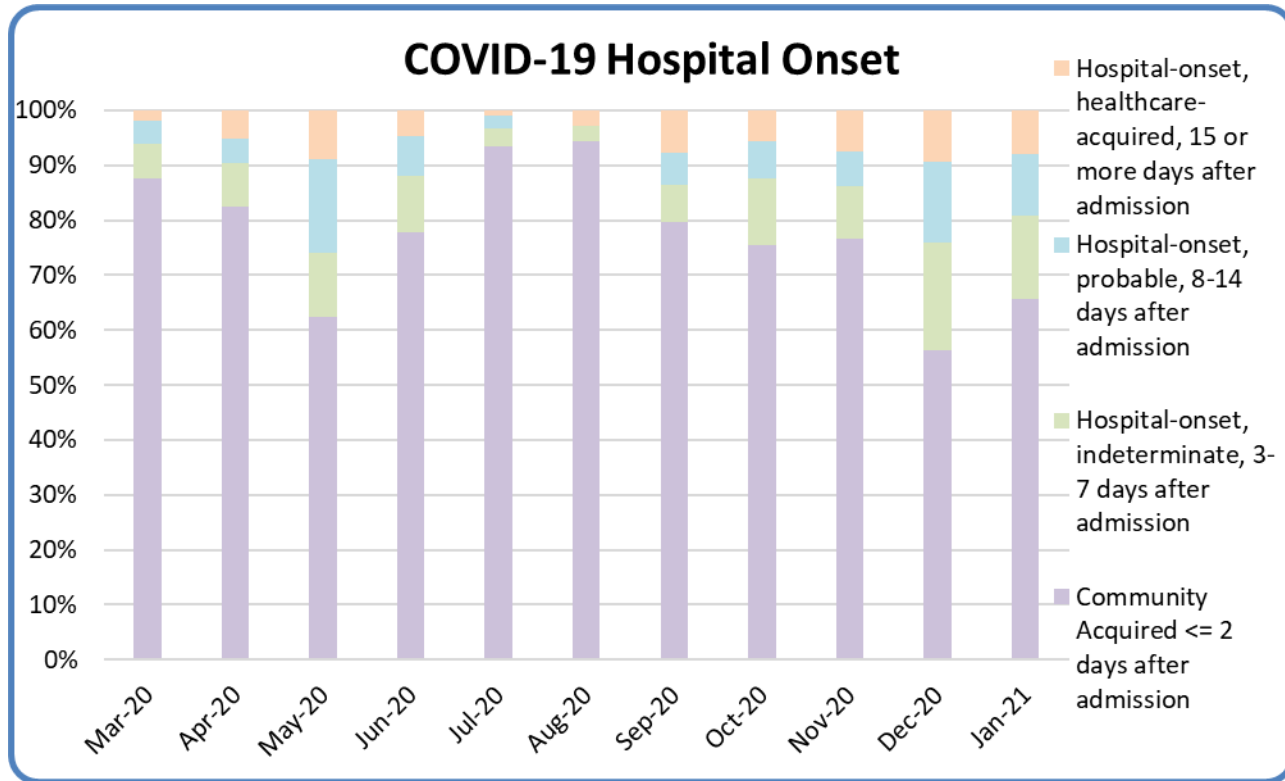
| Metric                       | Jan 21   | YTD       | Target             |
|------------------------------|----------|-----------|--------------------|
| E. Coli Bacteraemias - Acute | <b>7</b> | <b>77</b> | No National Target |
| No significant variation.    |          |           |                    |



| Metric            | Jan 21   | YTD       | Target             |
|-------------------|----------|-----------|--------------------|
| MSSA - Acute      | <b>4</b> | <b>26</b> | No National Target |
| Normal variation. |          |           |                    |

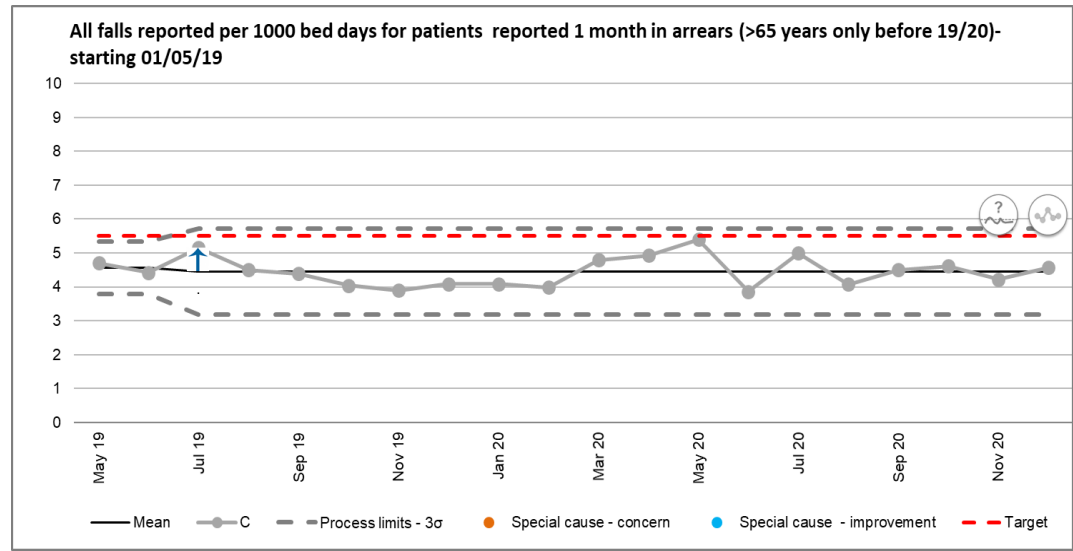


| NHSI COVID-19 Onset  | Mar-20     |             | Apr-20     |             | May-20     |             | Jun-20     |             | Jul-20    |             | Aug-20    |             | Sep-20     |             | Oct-20     |             | Nov-20     |             | Dec-20     |             | Jan-21      |             |
|--|------------|-------------|------------|-------------|------------|-------------|------------|-------------|-----------|-------------|-----------|-------------|------------|-------------|------------|-------------|------------|-------------|------------|-------------|-------------|-------------|
|  | Patients   | %           | Patients   | %           | Patients   | %           | Patients   | %           | Patients  | %           | Patients  | %           | Patients   | %           | Patients   | %           | Patients   | %           | Patients   | %           | Patients    | %           |
| Community Acquired <= 2 days after admission                         | 218        | 87.6%       | 619        | 82.4%       | 236        | 62.4%       | 168        | 77.8%       | 87        | 93.5%       | 34        | 94.4%       | 94         | 79.7%       | 237        | 75.5%       | 566        | 76.6%       | 481        | 56.4%       | 784         | 65.7%       |
| Hospital-onset, indeterminate, 3-7 days after admission              | 16         | 6.4%        | 60         | 8.0%        | 44         | 11.6%       | 22         | 10.2%       | 3         | 3.2%        | 1         | 2.8%        | 8          | 6.8%        | 38         | 12.1%       | 71         | 9.6%        | 166        | 19.5%       | 180         | 15.1%       |
| Hospital-onset, probable, 8-14 days after admission                  | 10         | 4.0%        | 34         | 4.5%        | 64         | 16.9%       | 16         | 7.4%        | 2         | 2.2%        | 0         | 0.0%        | 7          | 5.9%        | 21         | 6.7%        | 47         | 6.4%        | 126        | 14.8%       | 135         | 11.3%       |
| Hospital-onset, healthcare-acquired, 15 or more days after admission | 5          | 2.0%        | 38         | 5.1%        | 34         | 9.0%        | 10         | 4.6%        | 1         | 1.1%        | 1         | 2.8%        | 9          | 7.6%        | 18         | 5.7%        | 55         | 7.4%        | 80         | 9.4%        | 94          | 7.9%        |
| <b>Total</b>   | <b>249</b> | <b>100%</b> | <b>751</b> | <b>100%</b> | <b>378</b> | <b>100%</b> | <b>216</b> | <b>100%</b> | <b>93</b> | <b>100%</b> | <b>36</b> | <b>100%</b> | <b>118</b> | <b>100%</b> | <b>314</b> | <b>100%</b> | <b>739</b> | <b>100%</b> | <b>853</b> | <b>100%</b> | <b>1193</b> | <b>100%</b> |

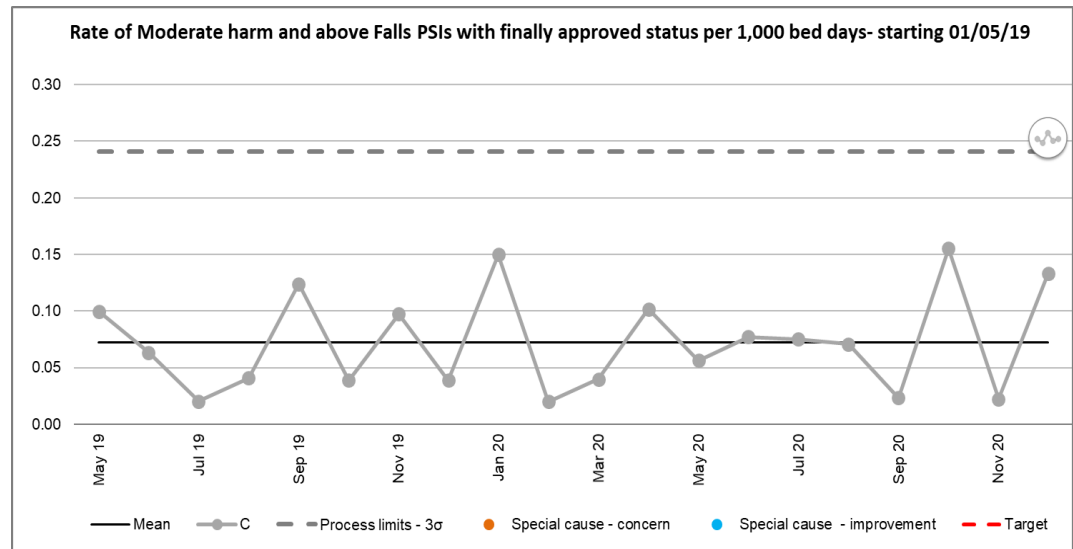




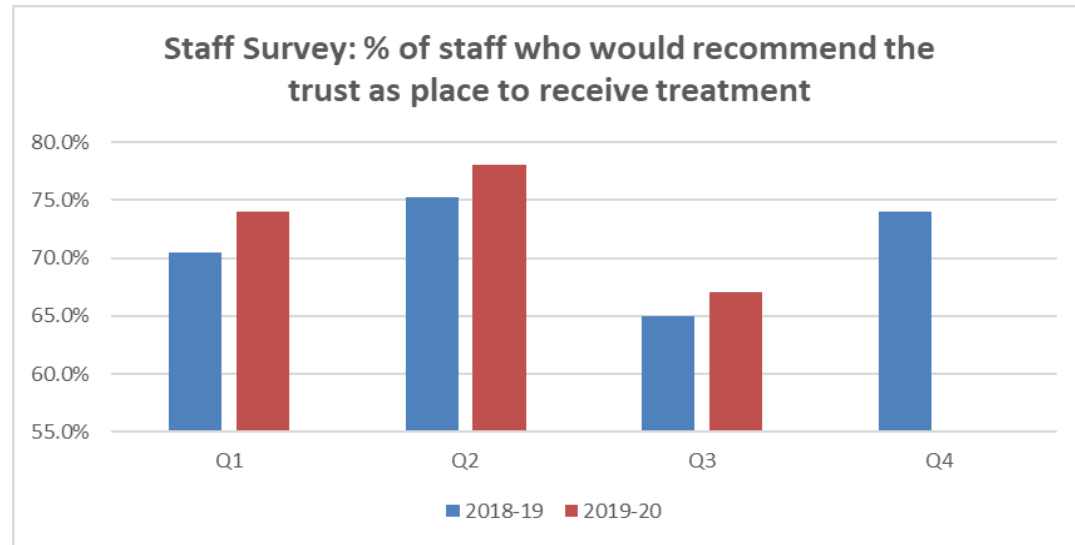
| Metric   | Dec 20     | YTD        | Target     |
|--|------------|------------|------------|
| All falls reported per 1000 bed days for patients                                  | <b>4.6</b> | <b>4.6</b> | <b>5.5</b> |
| Common cause variation, no assurance that the target will be delivered next month. |            |            |            |



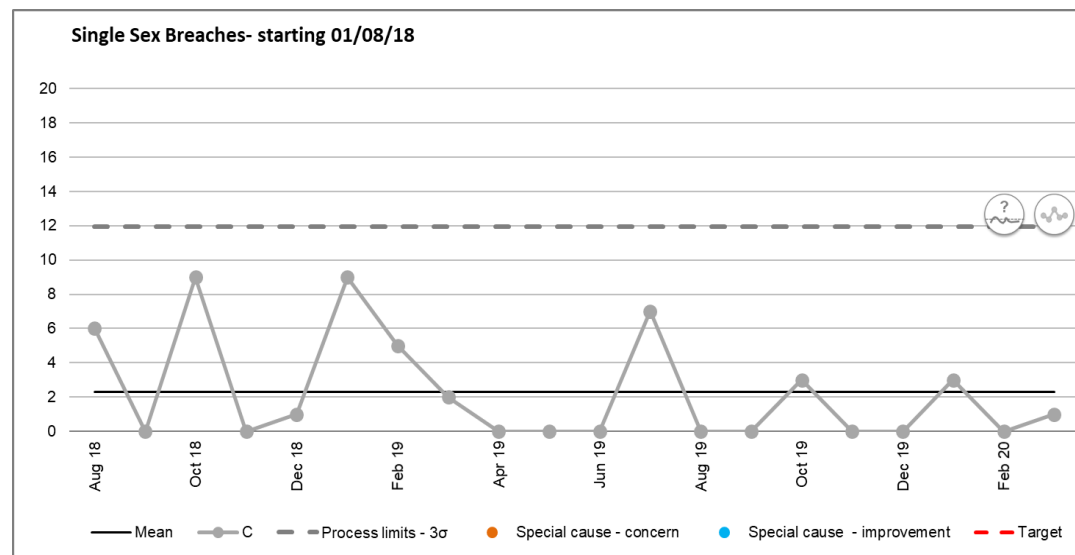
| Metric   | Dec 20      | YTD         | Target                    |
|--|-------------|-------------|---------------------------|
| Rate of Moderate harm and above Falls PSIs with finally approved status per 1,000 bed days | <b>0.13</b> | <b>0.09</b> | <b>No National Target</b> |
| No significant variation.  |             |             |                           |



| Metric   | Q3 19/20   | YTD        | Target             |
|--|------------|------------|--------------------|
| % of staff who would recommend the trust as place to receive treatment | <b>67%</b> | <b>73%</b> | No National Target |
| Reporting will commence once national reporting resumes.               |            |            |                    |



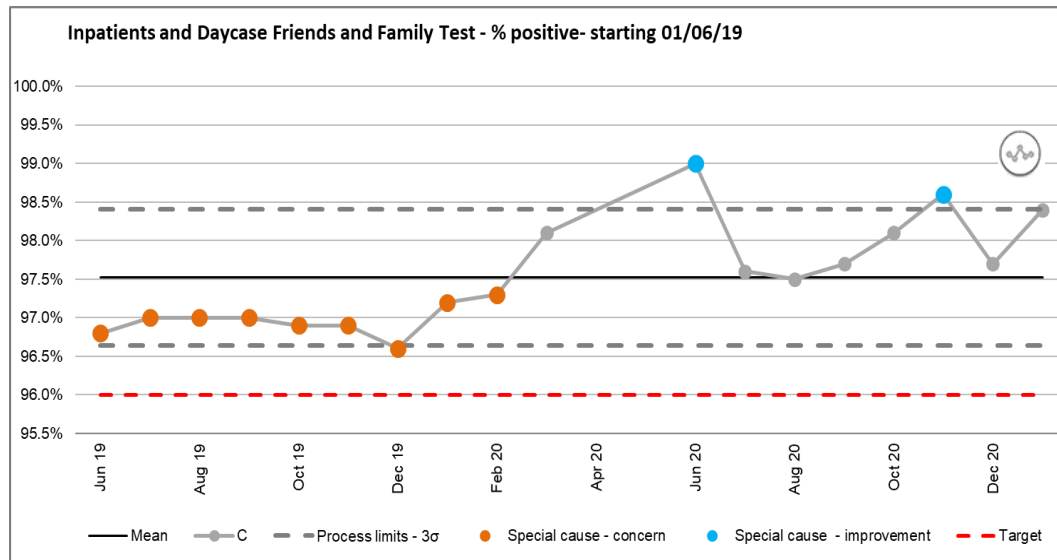
| Metric                                      | Mar 20   | YTD       | Target   |
|---|----------|-----------|----------|
| Single Sex Breaches                         | <b>1</b> | <b>14</b> | <b>0</b> |
| National reporting commences in April 2021. |          |           |          |



| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|  |            |            |            |
|--|------------|------------|------------|
| Inpatient and Day case F&F Test % Positive | <b>98%</b> | <b>98%</b> | <b>TBC</b> |
|--|------------|------------|------------|

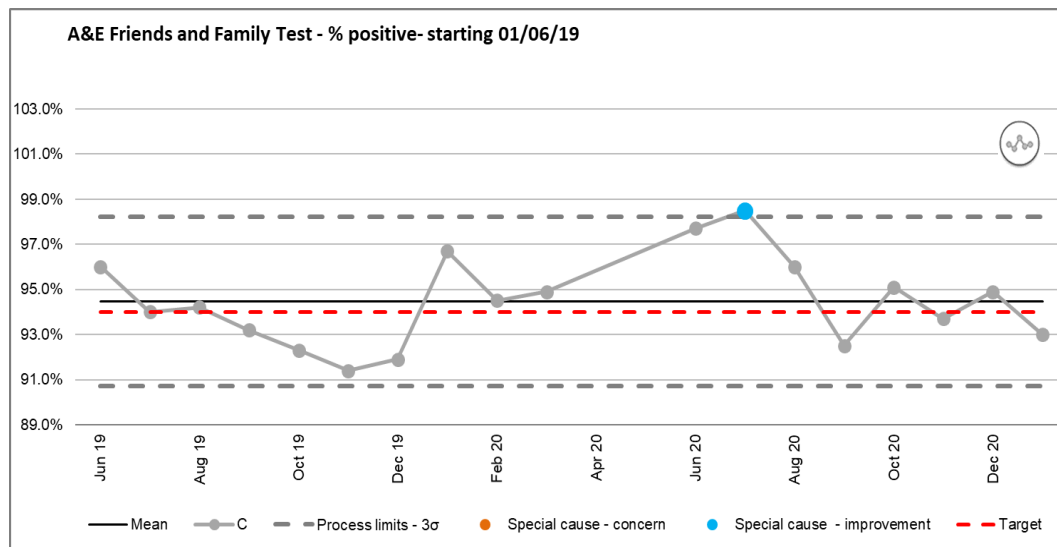
National reporting is expected from April 2021 onwards. CMG reporting has resumed.



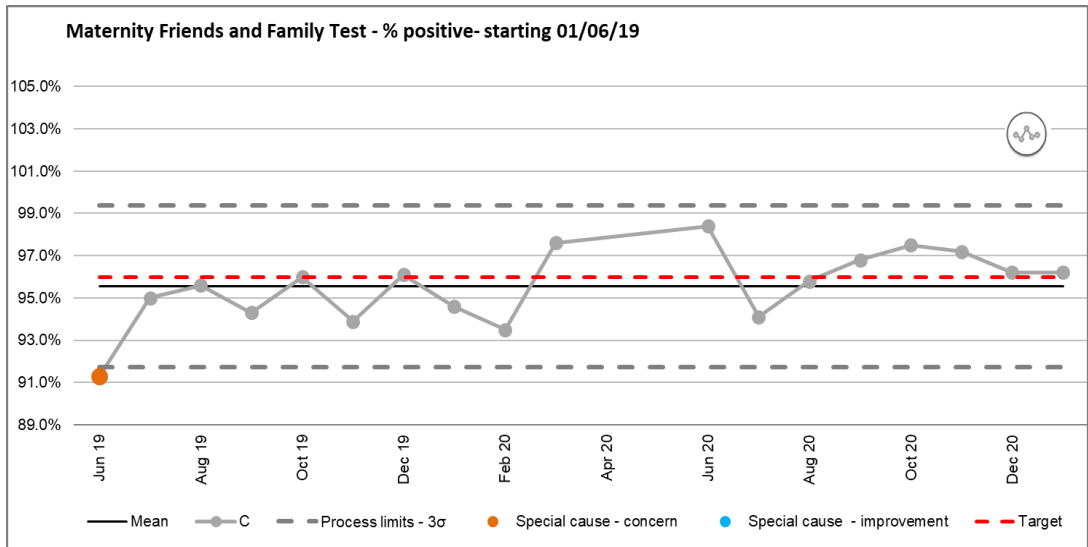
| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|                         |            |            |            |
|-------------------------|------------|------------|------------|
| A&E F&F Test % Positive | <b>93%</b> | <b>95%</b> | <b>TBC</b> |
|-------------------------|------------|------------|------------|

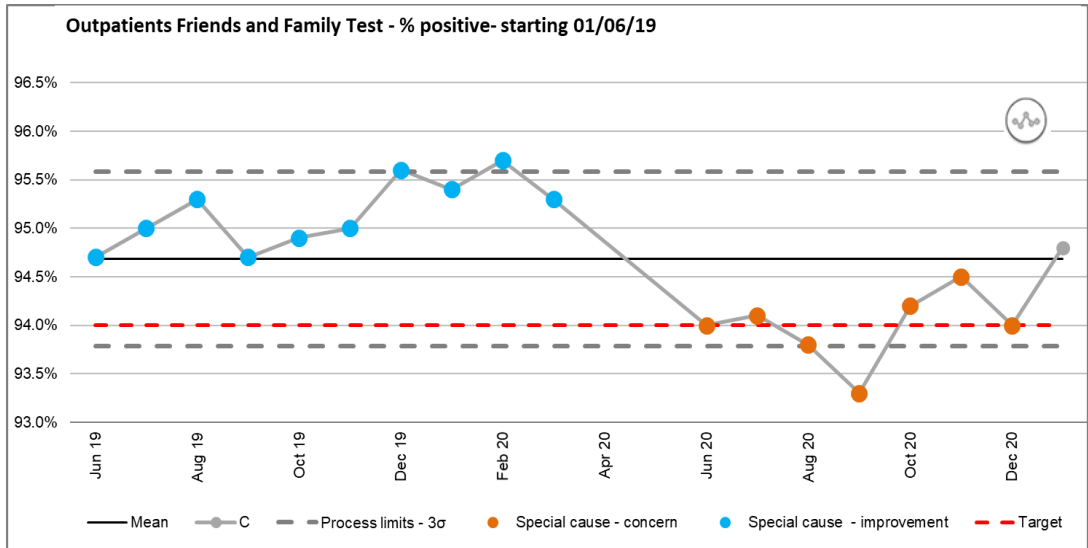
National reporting is expected from April 2021 onwards. CMG reporting has resumed.



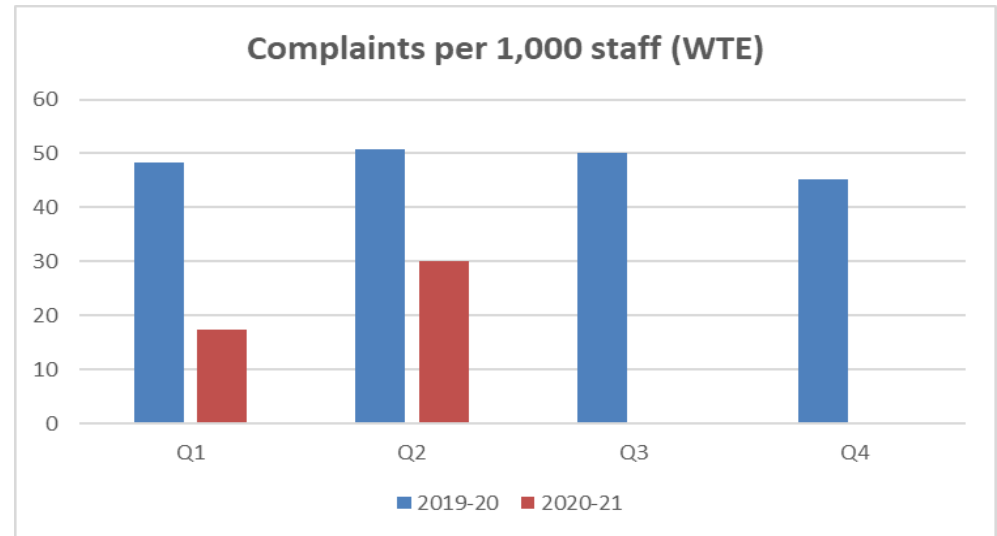
| Metric   | Jan 21     | YTD        | Target     |
|--|------------|------------|------------|
| Maternity F&F Test % Positive  | <b>96%</b> | <b>97%</b> | <b>TBC</b> |
| National reporting is expected from April 2021 onwards. CMG reporting has resumed. |            |            |            |



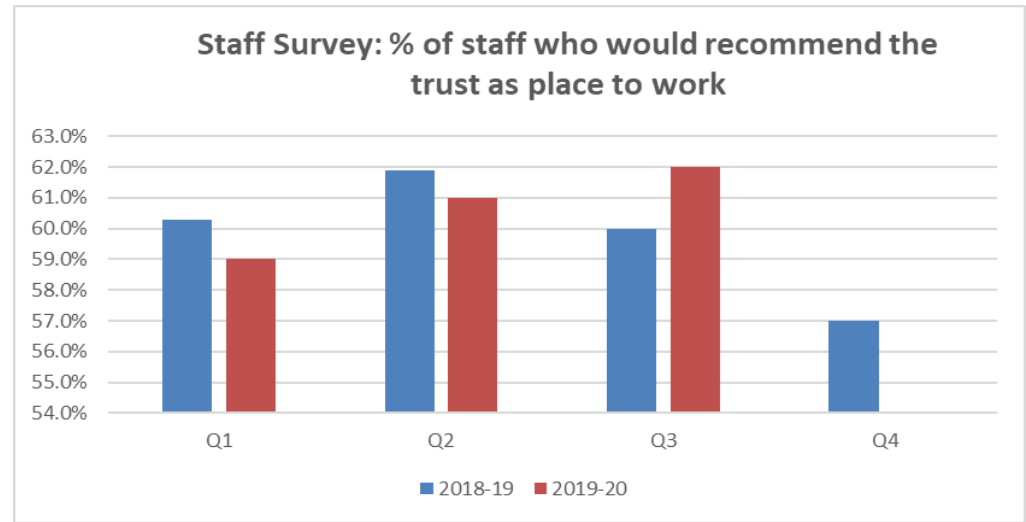
| Metric   | Jan 21     | YTD        | Target     |
|--|------------|------------|------------|
| Outpatients Friends and Family Test - % positive                                   | <b>95%</b> | <b>94%</b> | <b>TBC</b> |
| National reporting is expected from April 2021 onwards. CMG reporting has resumed. |            |            |            |



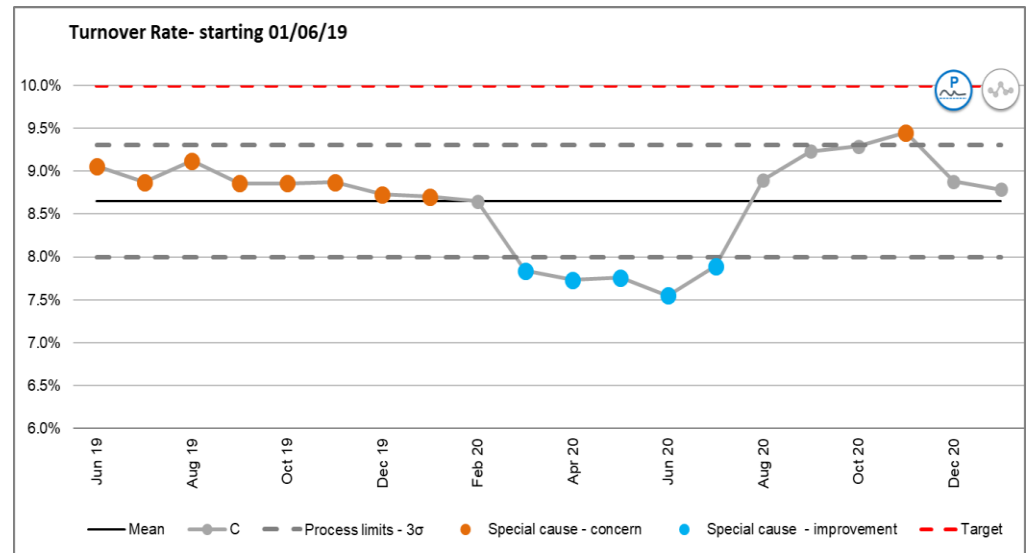
| Metric   | Q2 20/21    | YTD         | Target             |
|--|-------------|-------------|--------------------|
| Complaints per 1,000 staff (WTE)                         | <b>30.1</b> | <b>23.8</b> | No National Target |
| Reporting will commence once national reporting resumes. |             |             |                    |



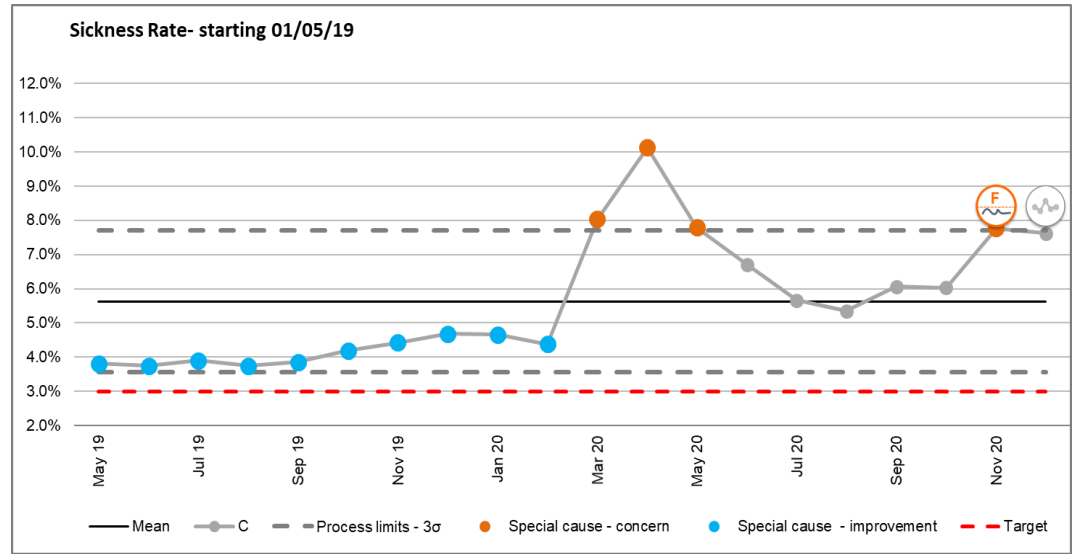
| Metric   | Q3 19/20   | YTD        | Target                          |
|--|------------|------------|---------------------------------|
| Staff Survey % Recommend as Place to Work                | <b>62%</b> | <b>61%</b> | <b>Not within Lowest Decile</b> |
| Reporting will commence once national reporting resumes. |            |            |                                 |



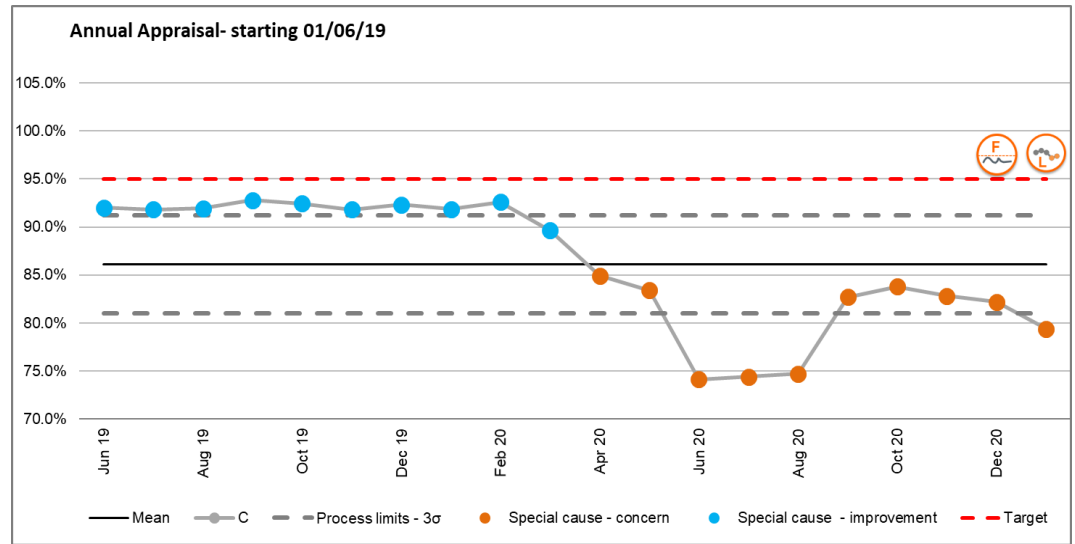
| Metric  | Jan 21      | YTD         | Target     |
|---|-------------|-------------|------------|
| Turnover Rate   | <b>8.8%</b> | <b>8.8%</b> | <b>10%</b> |
| Normal variation, very likely to achieve target next month. |             |             |            |



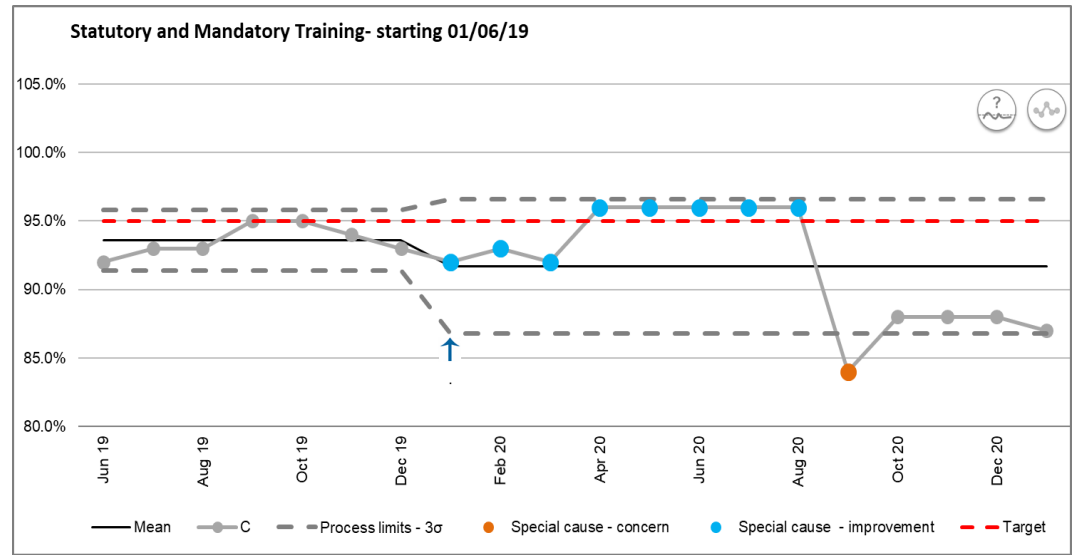
| Metric  | Dec 20      | YTD         | Target    |
|---|-------------|-------------|-----------|
| Sickness absence  | <b>7.6%</b> | <b>7.0%</b> | <b>3%</b> |
| Common cause variation. The target will most likely not be achieved next month. |             |             |           |



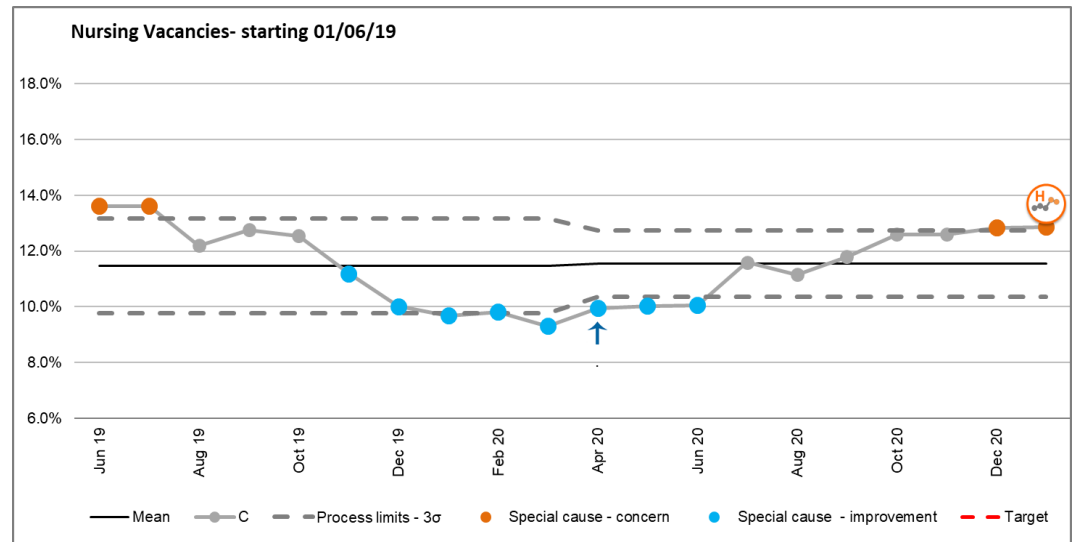
| Metric  | Jan 21       | YTD          | Target     |
|---|--------------|--------------|------------|
| % of Staff with Annual Appraisal  | <b>79.4%</b> | <b>79.4%</b> | <b>95%</b> |
| Special cause concern due to COVID-19. Very unlikely to achieve target. |              |              |            |



| Metric   | Jan 21     | YTD        | Target     |
|--|------------|------------|------------|
| Statutory and Mandatory Training   | <b>87%</b> | <b>87%</b> | <b>95%</b> |
| <p>Common cause variation. Performance decreased in September due to the removal of the extension to the training refresher periods introduced in March due to COVID-19.</p> |            |            |            |

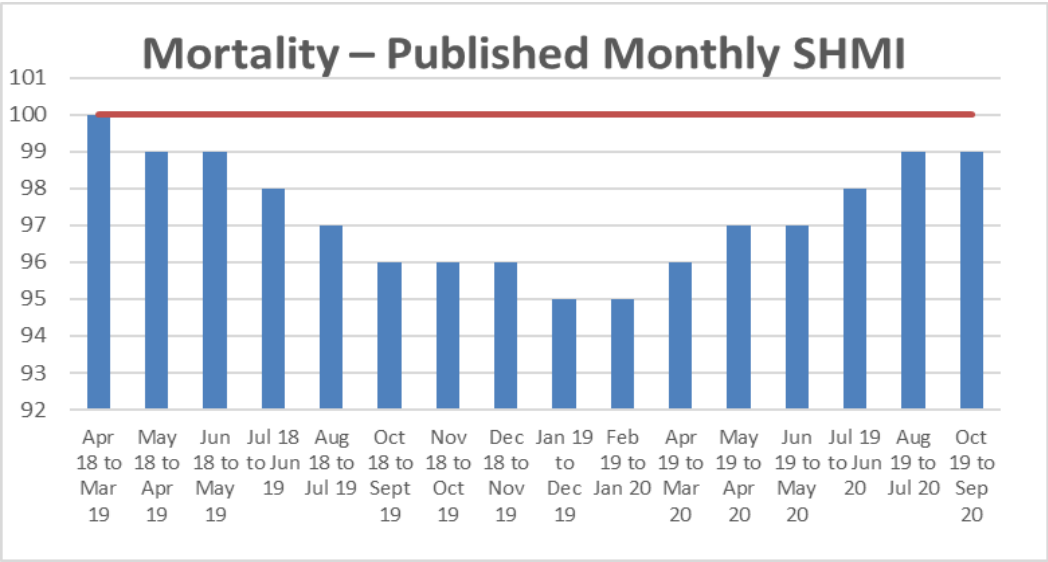


| Metric                        | Jan 21       | YTD          | Target                    |
|-------------------------------|--------------|--------------|---------------------------|
| Nursing Vacancies             | <b>12.9%</b> | <b>12.9%</b> | <b>No National Target</b> |
| <p>Special cause concern.</p> |              |              |                           |

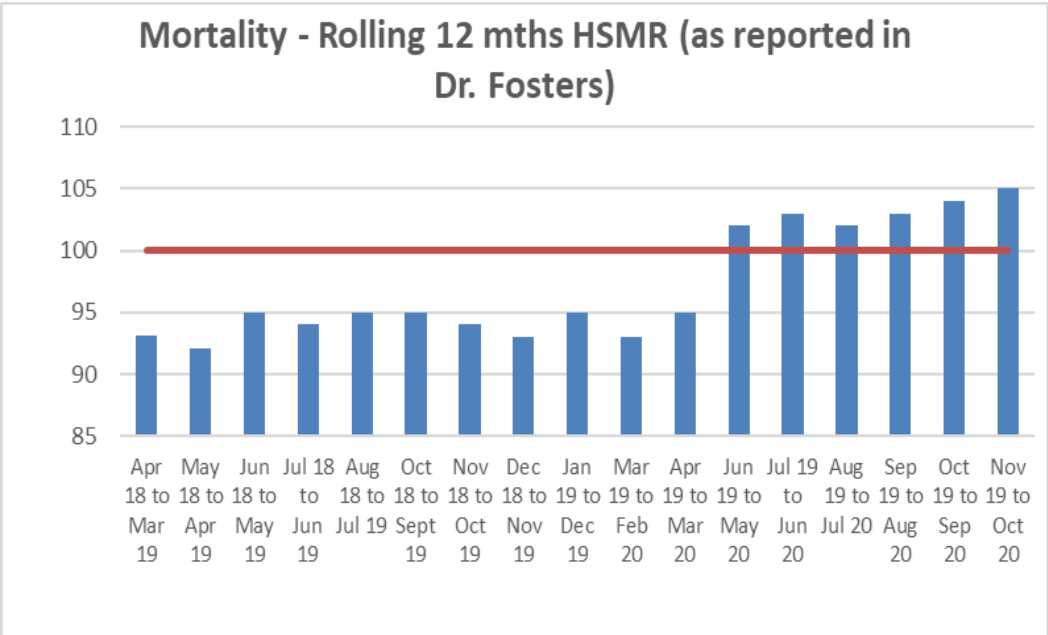




| Metric  | Oct 19 – Sep 20 | Target     |
|---|-----------------|------------|
| Mortality – Published Monthly SHMI  | <b>100</b>      | <b>100</b> |
| <p>UHL’s SHMI has been 100 or below for the past two years with some natural variation.</p> |                 |            |



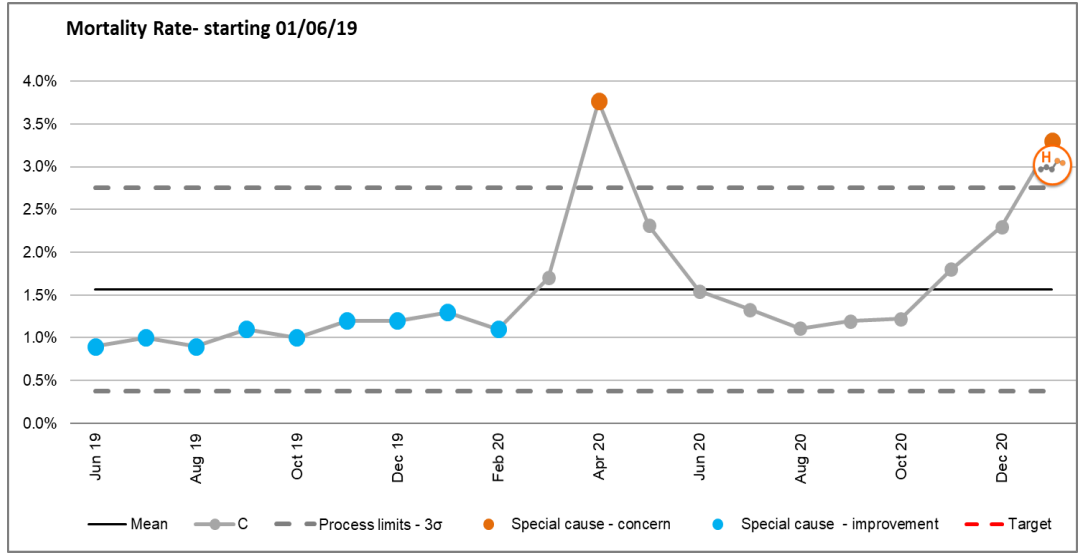
| Metric   | Nov 19 – Oct 20 | Target     |
|--|-----------------|------------|
| Mortality - Rolling 12 mths HSMR as reported in Dr. Foster)  | <b>105</b>      | <b>100</b> |
| <p>Over the past 4 years our HSMR has remained at either below or within the expected range. The recent increase in the HSMR was discussed at the Trust Mortality Review Committee and is thought to be due the increased deaths and reduced activity related to the Coronavirus and the associated risk adjustment methodology changes. The trust is working with our Dr Foster Consultant to better understand the increase.</p> |                 |            |



| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|                 |             |             |                    |
|-----------------|-------------|-------------|--------------------|
| Crude Mortality | <b>3.3%</b> | <b>1.9%</b> | No National Target |
|-----------------|-------------|-------------|--------------------|

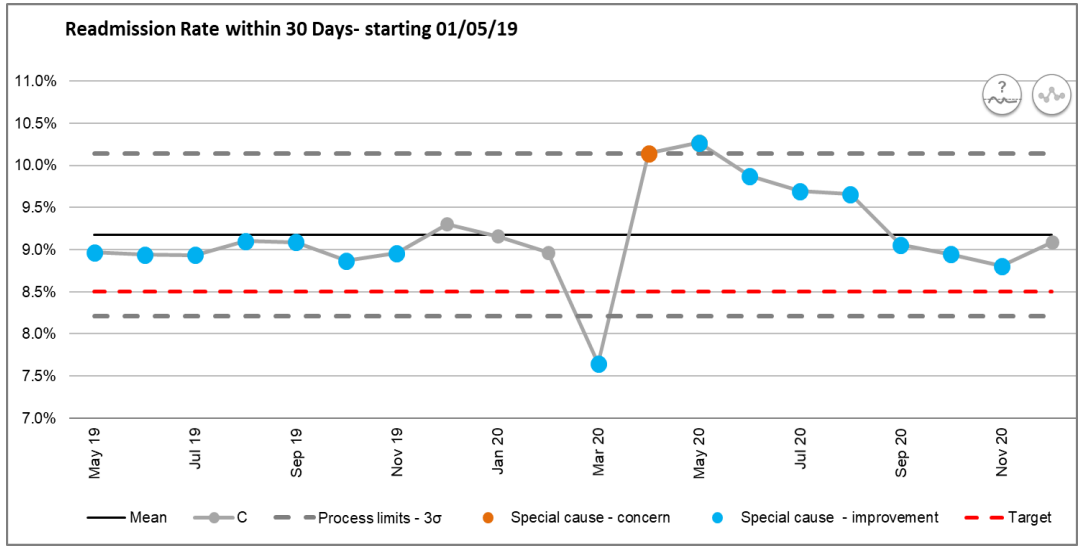
Statistically significant increase in January due to COVID-19.



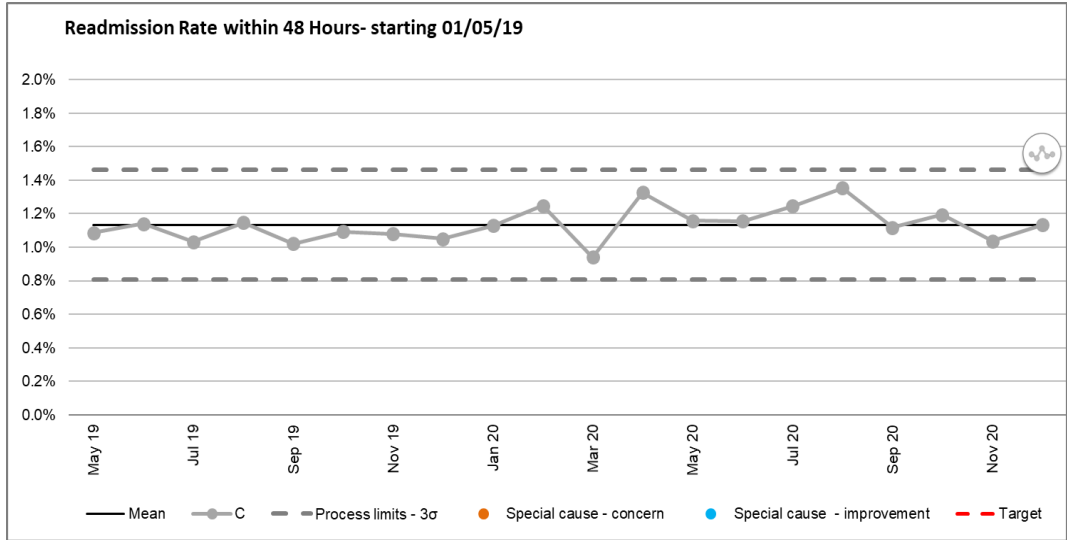
| Metric | Dec 20 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|                                       |             |             |             |
|---------------------------------------|-------------|-------------|-------------|
| Emergency readmissions within 30 days | <b>9.1%</b> | <b>9.5%</b> | <b>8.5%</b> |
|---------------------------------------|-------------|-------------|-------------|

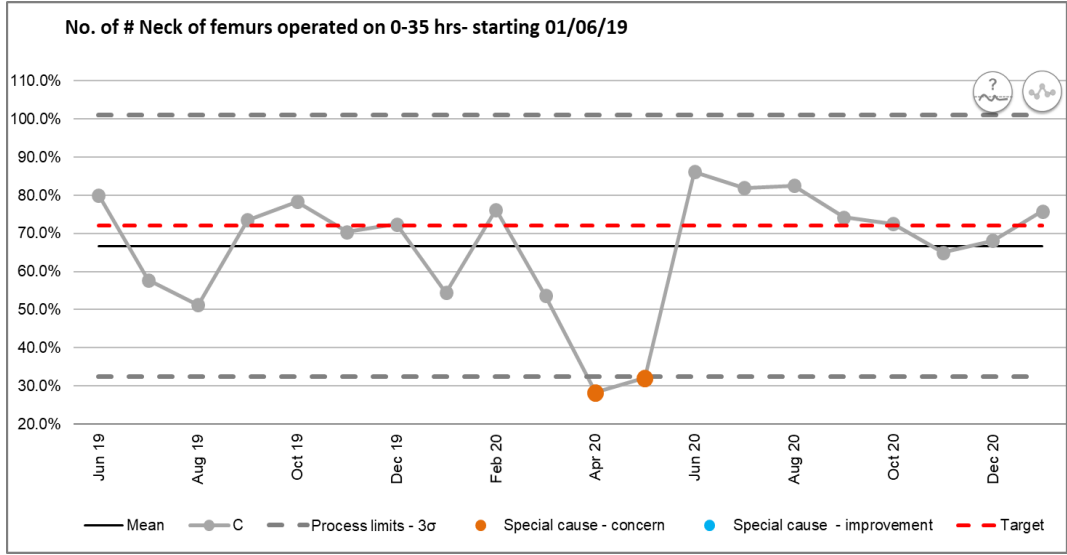
Normal variation – a downward trend has been seen since May which was above the upper control limit.



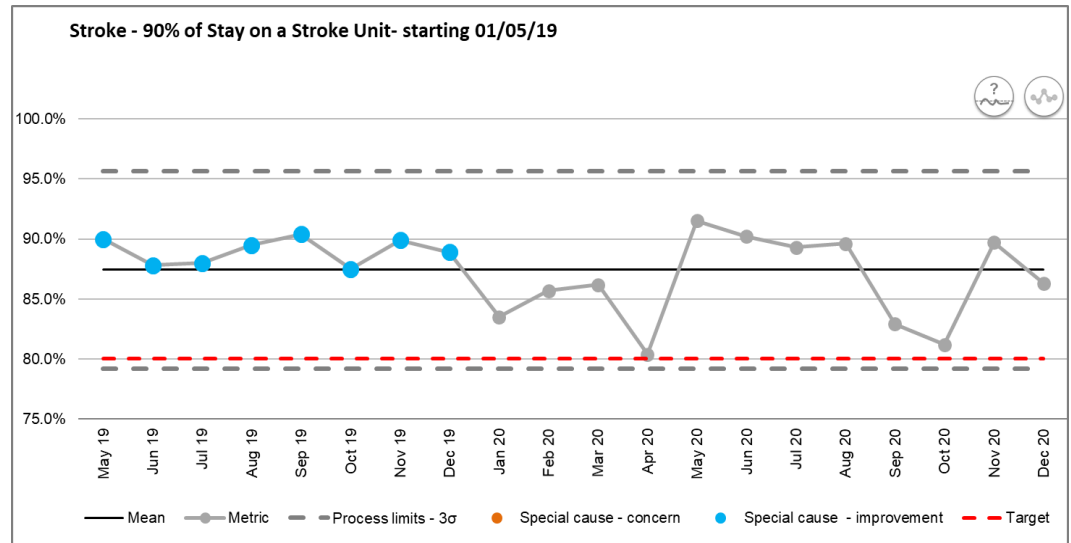
| Metric                               | Dec 20      | YTD         | Target             |
|--------------------------------------|-------------|-------------|--------------------|
| Emergency readmissions within 48 hrs | <b>1.1%</b> | <b>1.2%</b> | No National Target |
| No significant variation.            |             |             |                    |



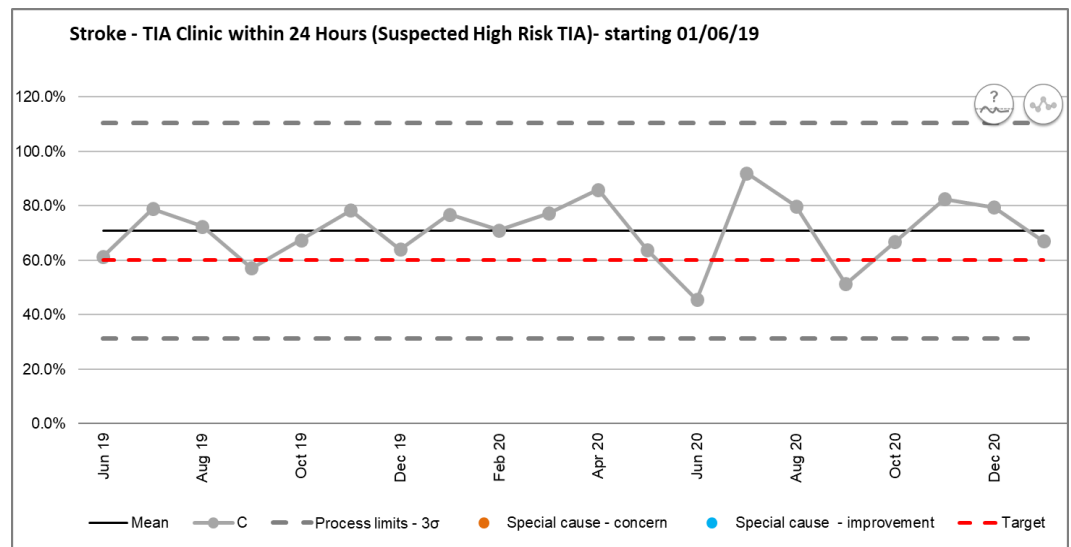
| Metric  | Jan 21       | YTD          | Target     |
|---|--------------|--------------|------------|
| % Neck of femurs operated on under 36 hrs<br>Based on Admissions  | <b>75.8%</b> | <b>65.8%</b> | <b>72%</b> |
| Performance deteriorated significantly in April and May due to COVID-19. No assurance that target will be delivered next month. |              |              |            |



| Metric   | Dec 20       | YTD          | Target     |
|--|--------------|--------------|------------|
| Stroke - 90% of Stay on a Stroke Unit                  | <b>86.3%</b> | <b>86.7%</b> | <b>80%</b> |
| Common cause variation, consistently achieving target. |              |              |            |



| Metric   | Jan 21       | YTD          | Target     |
|--|--------------|--------------|------------|
| TIA Clinic within 24 Hours (Suspected High Risk TIA) | <b>67.1%</b> | <b>69.8%</b> | <b>60%</b> |
| Common cause variation, target achieved in January.  |              |              |            |



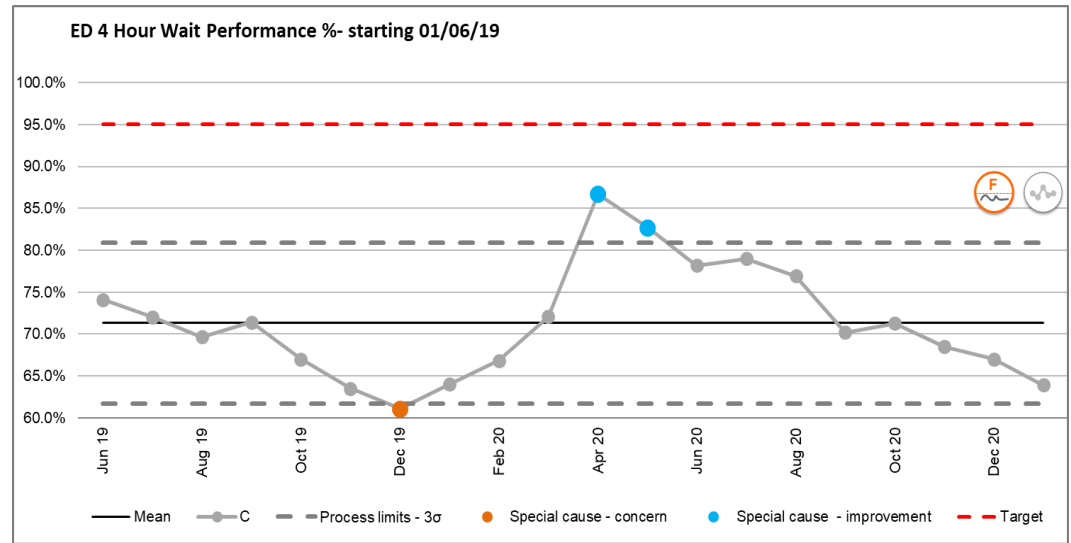
# Responsive

For more information please see the Urgent Care Report - PPPC

| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|                     |              |              |            |
|---------------------|--------------|--------------|------------|
| ED 4 Hour Waits UHL | <b>63.9%</b> | <b>73.7%</b> | <b>95%</b> |
|---------------------|--------------|--------------|------------|

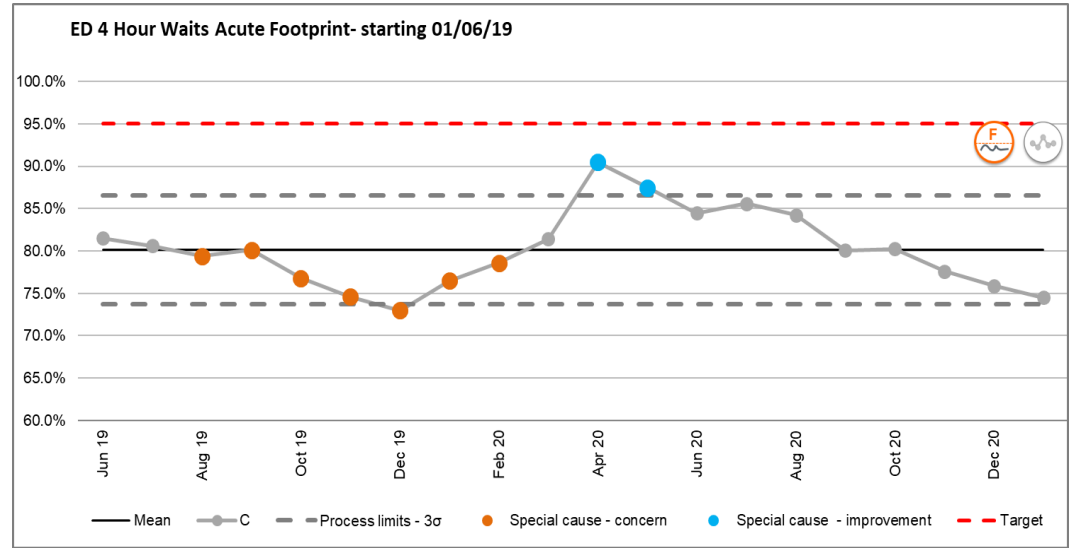
Special cause improvement in April and May due to COVID-19. Continually failing target and will most likely fail to achieve target next month.



| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

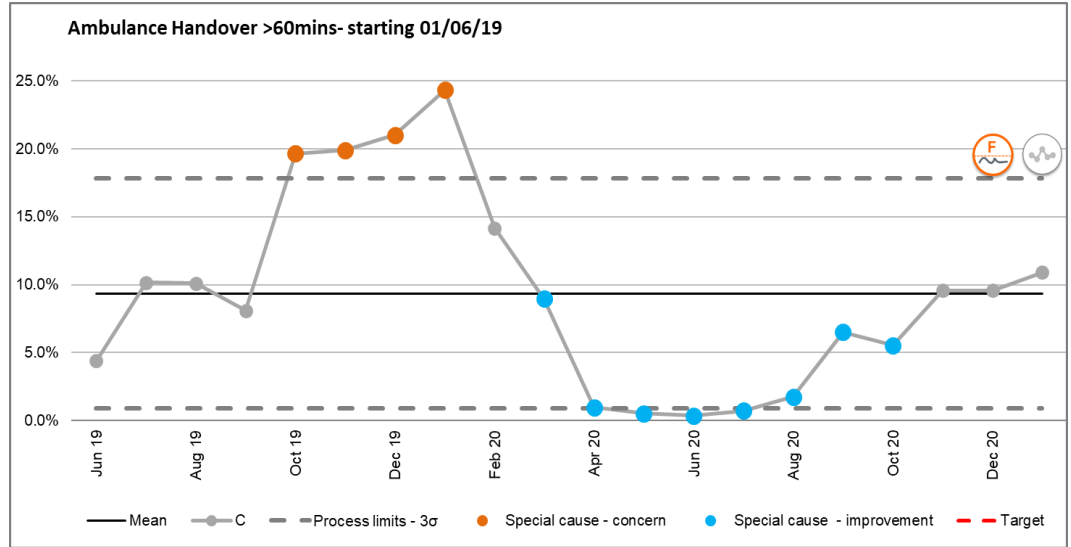
|                                 |              |              |            |
|---------------------------------|--------------|--------------|------------|
| ED 4 Hour Waits Acute Footprint | <b>74.5%</b> | <b>81.6%</b> | <b>95%</b> |
|---------------------------------|--------------|--------------|------------|

Special cause improvement in April and May due to COVID-19. Continually failing target and will most likely fail to achieve target next month.



# Responsive

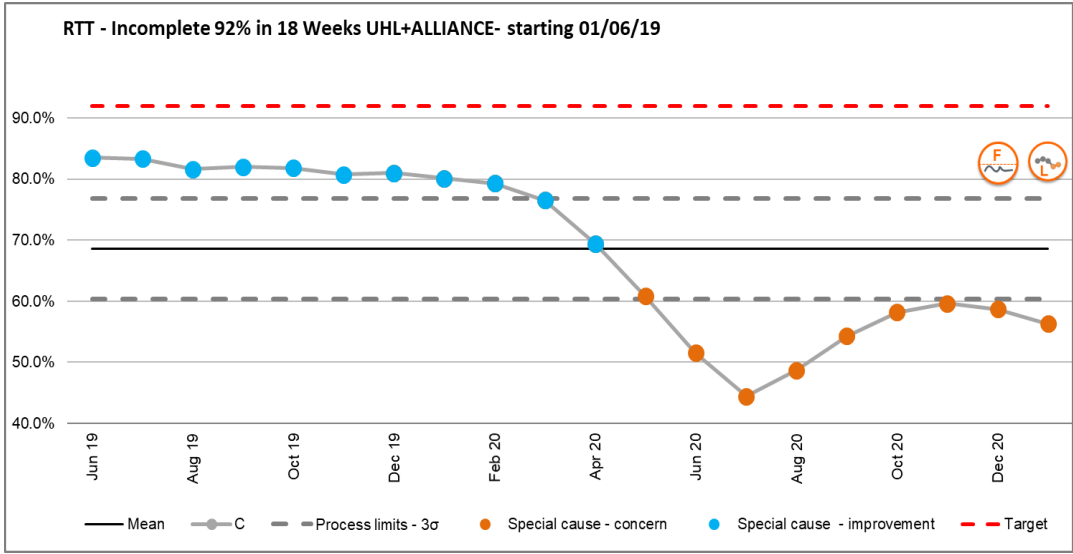
| Metric   | Jan 21 | YTD  | Target |
|--|--------|------|--------|
| Ambulance Handover >60 Mins  | 10.9%  | 4.9% | 0%     |
| Performance has deteriorated in recent months. Target will not be achieved this month. |        |      |        |



| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|                 |              |              |            |
|-----------------|--------------|--------------|------------|
| RTT Incompletes | <b>56.3%</b> | <b>56.3%</b> | <b>92%</b> |
|-----------------|--------------|--------------|------------|

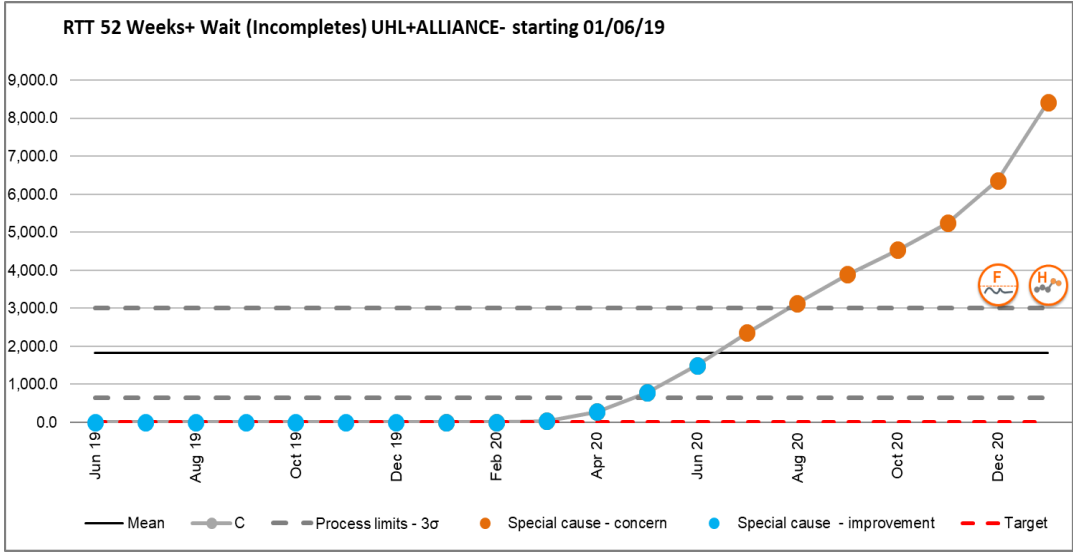
Performance has been deteriorating due to focus numbers on waiting list target and more recently COVID-19.



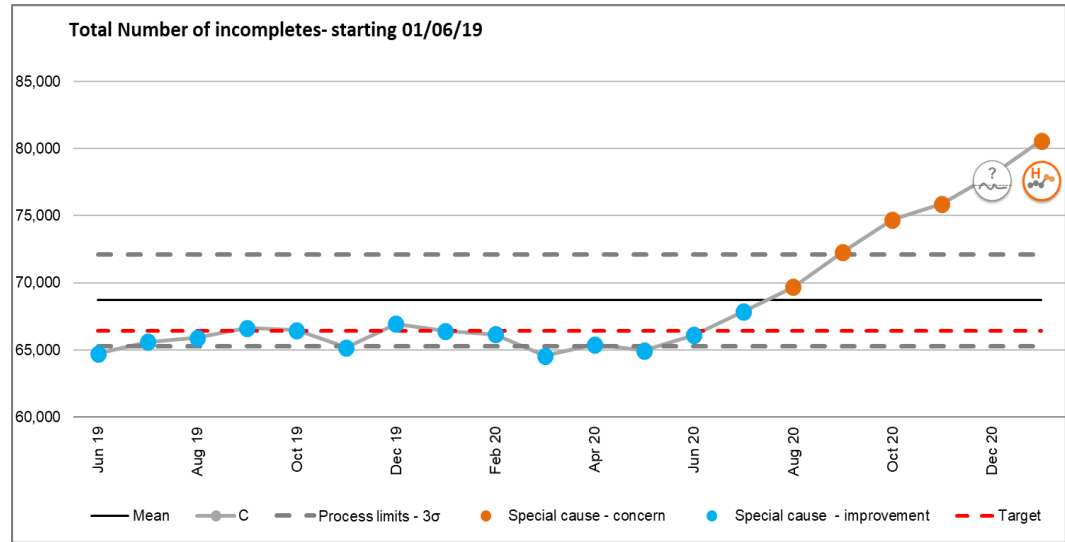
| Metric | Jan 21 | YTD | Target |
|--------|--------|-----|--------|
|--------|--------|-----|--------|

|                    |              |              |          |
|--------------------|--------------|--------------|----------|
| RTT 52+ Weeks Wait | <b>8,424</b> | <b>8,424</b> | <b>0</b> |
|--------------------|--------------|--------------|----------|

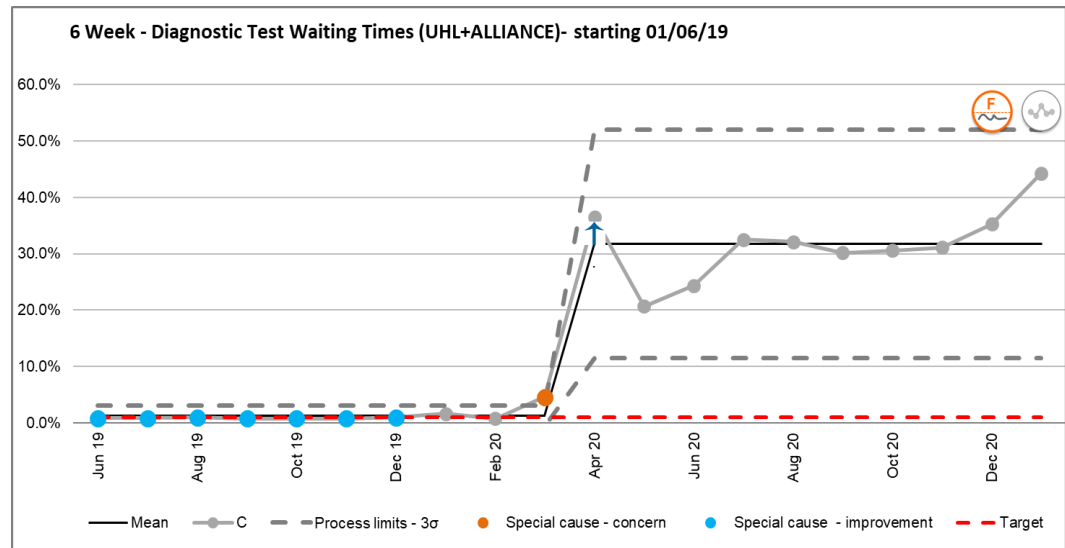
Special cause concern, the number of breaches is expected to increase due to COVID-19.



| Metric                                 | Jan 21        | YTD           | Target                   |
|--|---------------|---------------|--------------------------|
| Total Number of incompletes            | <b>80,593</b> | <b>80,593</b> | <b>66,397 (Year End)</b> |
| Special cause concern due to COVID-19. |               |               |                          |

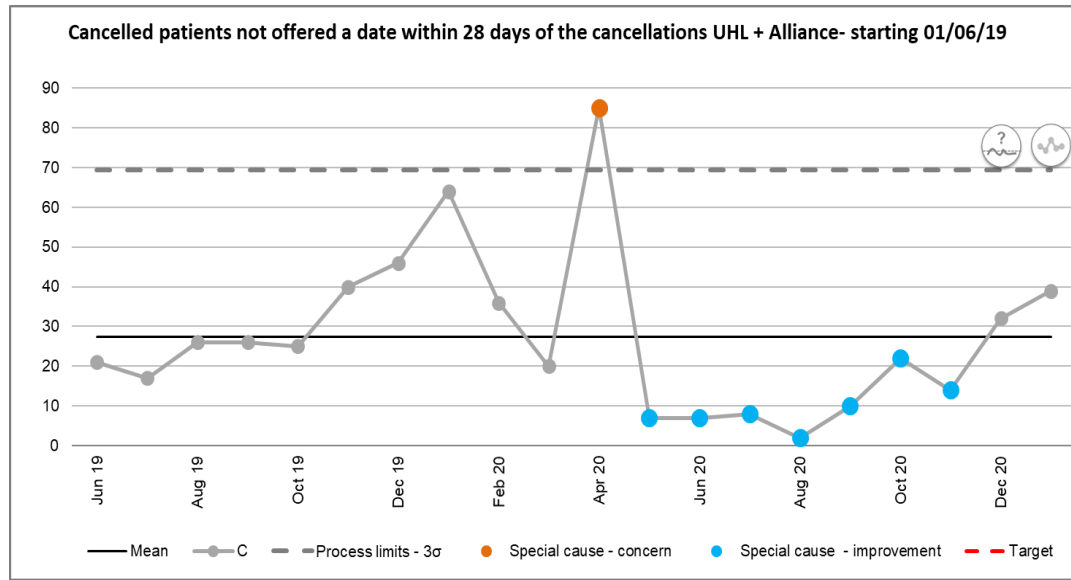


| Metric  | Jan 21       | YTD          | Target    |
|---|--------------|--------------|-----------|
| 6 Week Diagnostic Waits   | <b>44.3%</b> | <b>44.3%</b> | <b>1%</b> |
| Special cause variation, target not achieved since March due to COVID-19. |              |              |           |

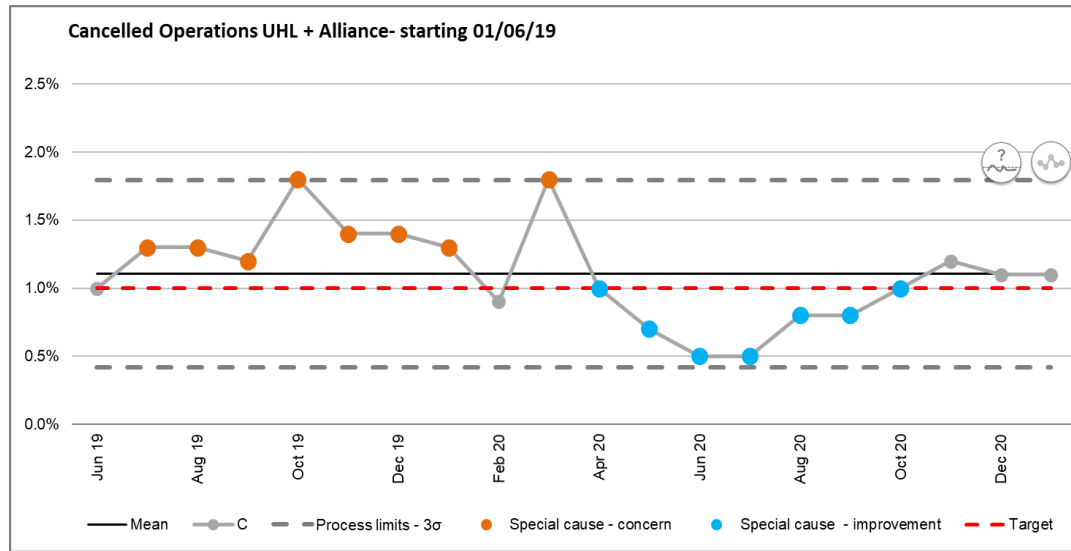




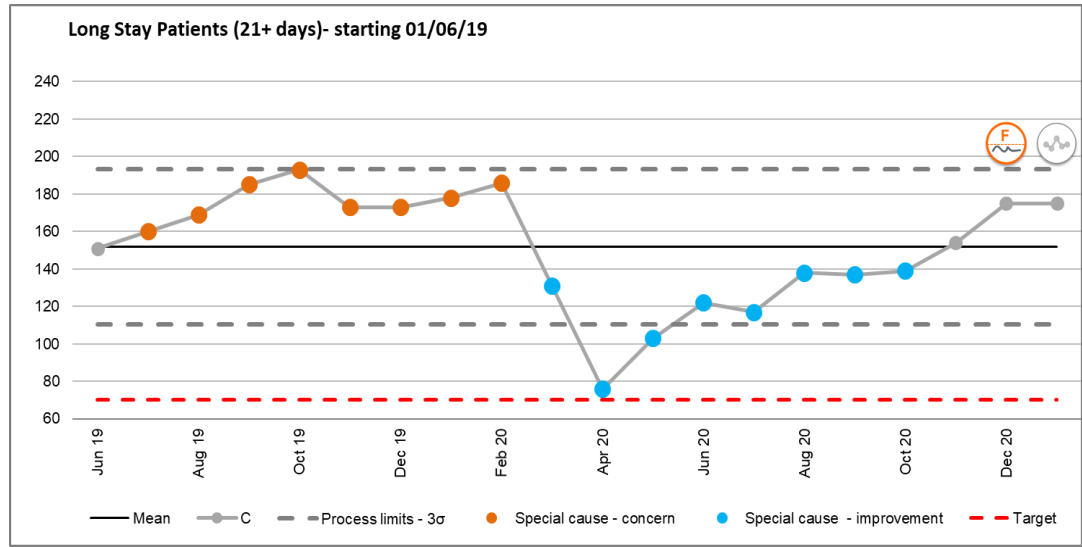
| Metric   | Jan 21    | YTD        | Target   |
|--|-----------|------------|----------|
| Cancelled patients not offered a date within 28 days of the cancellations  | <b>39</b> | <b>226</b> | <b>0</b> |
| Common cause variation – April was above the upper control limit due to COVID-19. Full Year target already breached. |           |            |          |



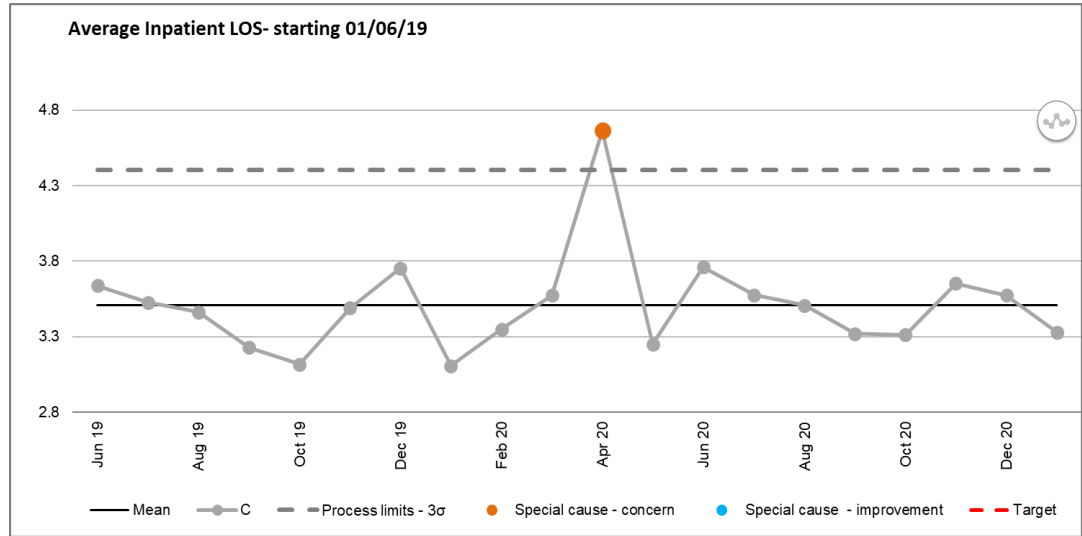
| Metric   | Jan 21      | YTD         | Target    |
|--|-------------|-------------|-----------|
| % Operations cancelled on the day  | <b>1.1%</b> | <b>0.9%</b> | <b>1%</b> |
| Common cause variation. No assurance that the target will be delivered next month. |             |             |           |



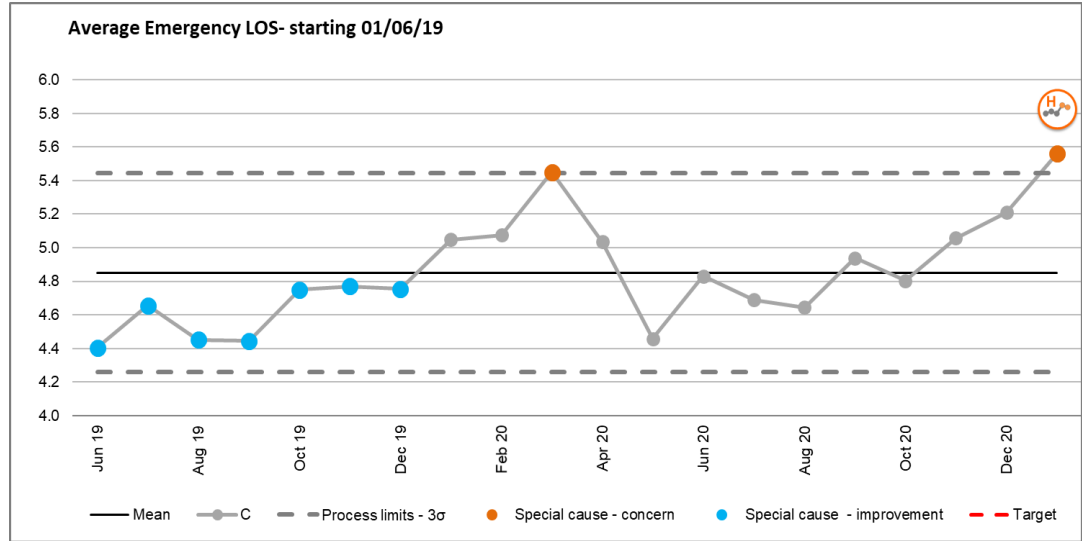
| Metric   | Jan 21     | YTD        | Target    |
|--|------------|------------|-----------|
| Long Stay Patients (21+ days)  | <b>175</b> | <b>175</b> | <b>70</b> |
| Recent special cause improvement due to COVID-19, unlikely to achieve target next month. |            |            |           |



| Metric                | Jan 21     | YTD        | Target             |
|-----------------------|------------|------------|--------------------|
| Average Inpatient LOS | <b>3.3</b> | <b>3.6</b> | No National Target |
| Normal variation.     |            |            |                    |



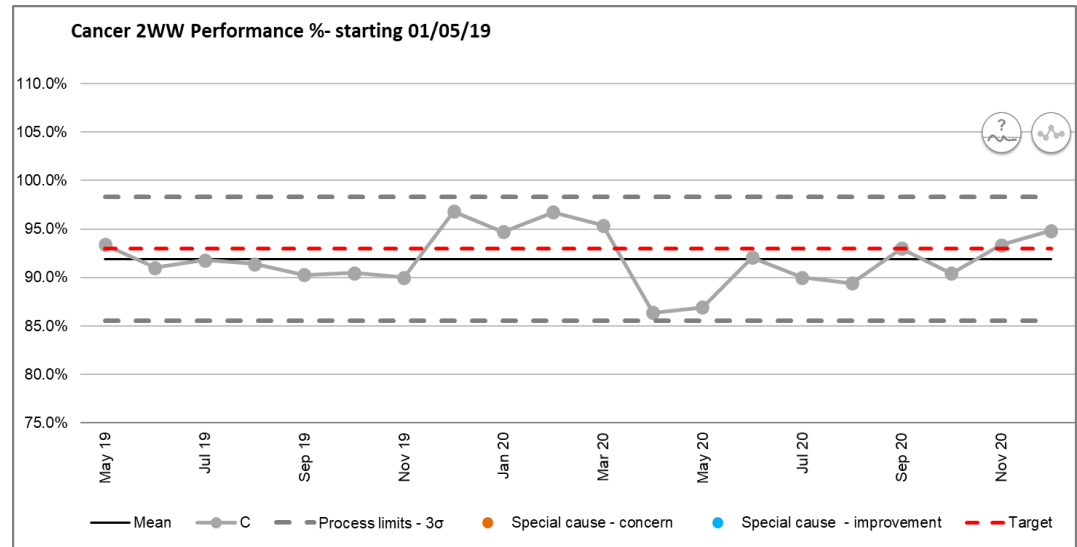
| Metric                 | Jan 21     | YTD        | Target             |
|------------------------|------------|------------|--------------------|
| Average Emergency LOS  | <b>5.6</b> | <b>4.9</b> | No National Target |
| Special cause concern. |            |            |                    |



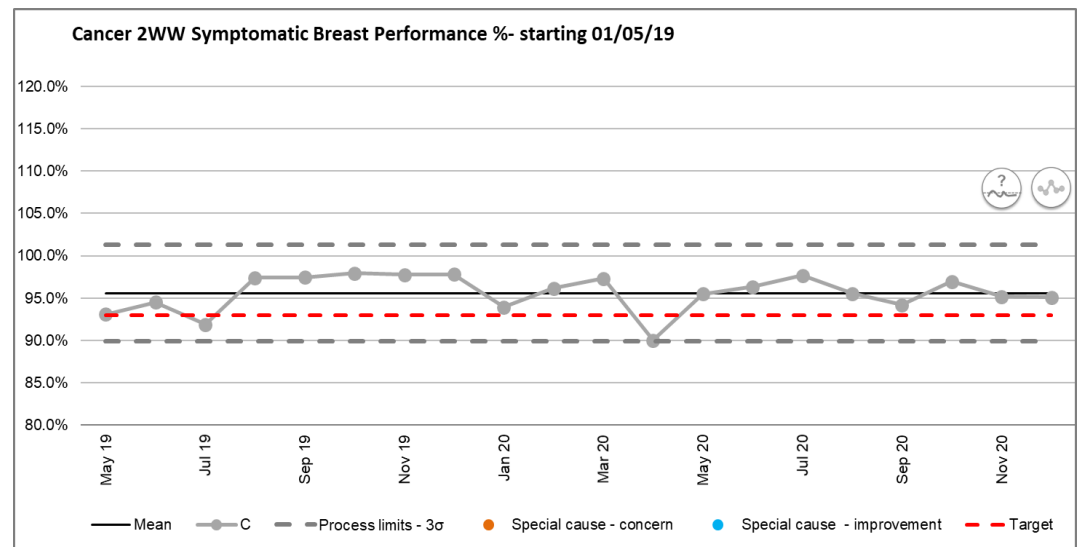
# Responsive – Cancer

For more information please see the Cancer Recovery Paper - PPPC

| Metric           | Dec 20       | YTD          | Target     |
|------------------|--------------|--------------|------------|
| Cancer 2WW       | <b>94.8%</b> | <b>91.2%</b> | <b>93%</b> |
| <b>Achieving</b> |              |              |            |

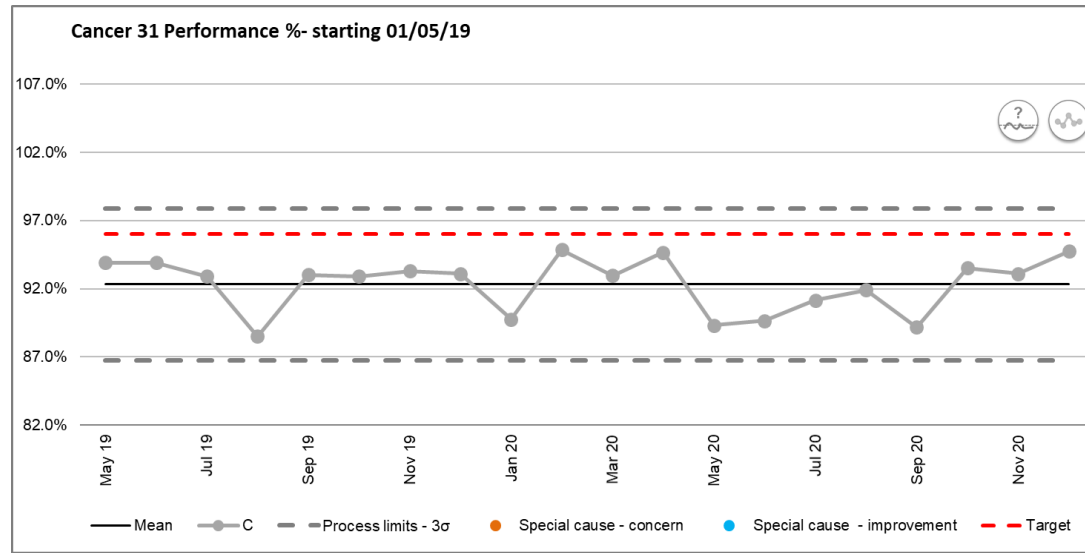


| Metric            | Dec 20       | YTD          | Target     |
|-------------------|--------------|--------------|------------|
| Cancer 2WW Breast | <b>95.1%</b> | <b>95.7%</b> | <b>93%</b> |
| <b>Achieving</b>  |              |              |            |

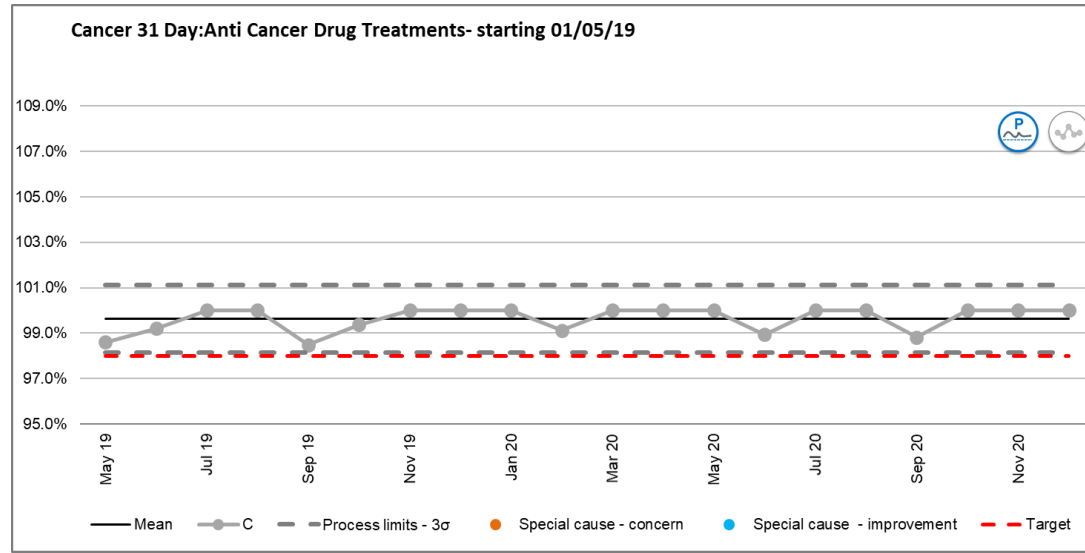


# Responsive – Cancer

| Metric  | Dec 20       | YTD          | Target     |
|---|--------------|--------------|------------|
| Cancer 31 Day   | <b>94.7%</b> | <b>92.0%</b> | <b>96%</b> |
| Improved performance. Unlikely to achieve target next month due to capacity |              |              |            |

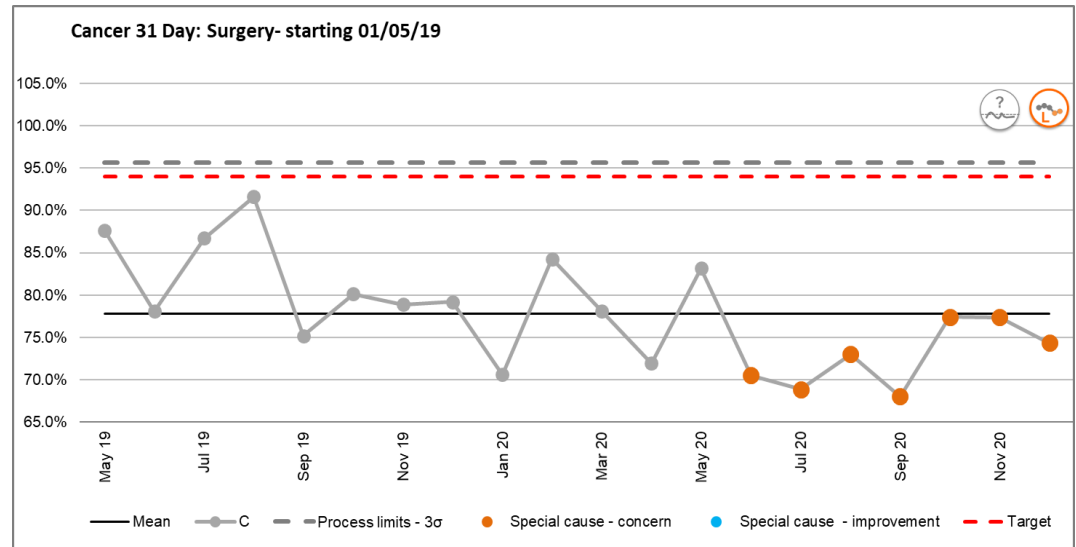


| Metric              | Dec 20      | YTD          | Target     |
|---------------------|-------------|--------------|------------|
| Cancer 31 Day Drugs | <b>100%</b> | <b>99.8%</b> | <b>98%</b> |
| <b>Achieving</b>    |             |              |            |

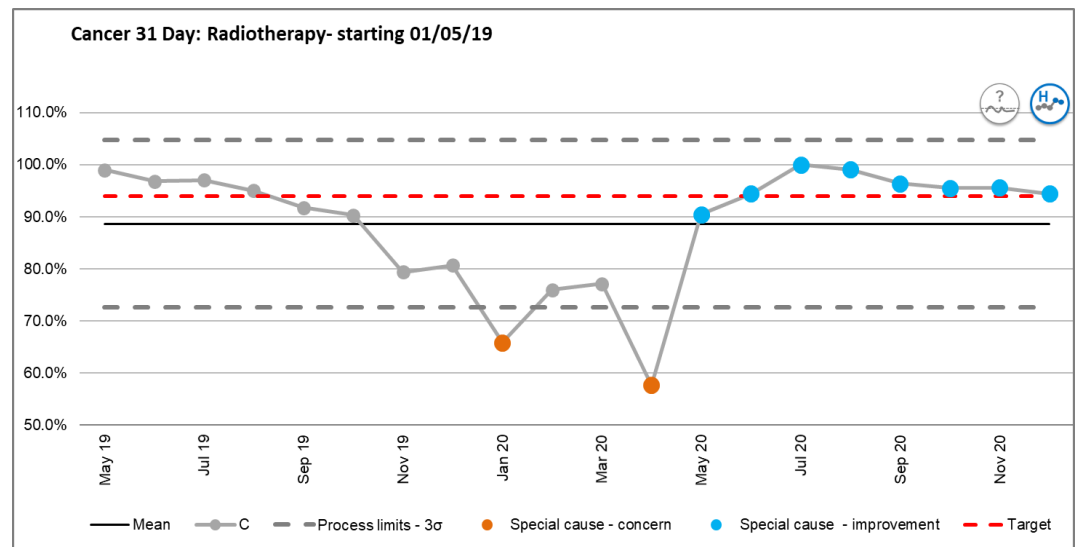


# Responsive – Cancer

| Metric  | Dec 20       | YTD          | Target     |
|---|--------------|--------------|------------|
| Cancer 31 Surgery   | <b>74.3%</b> | <b>73.5%</b> | <b>94%</b> |
| <p>Unlikely to achieve target next month, performance is underperforming. We continue to prioritise Category 1 and 2 patients where capacity is available</p> |              |              |            |

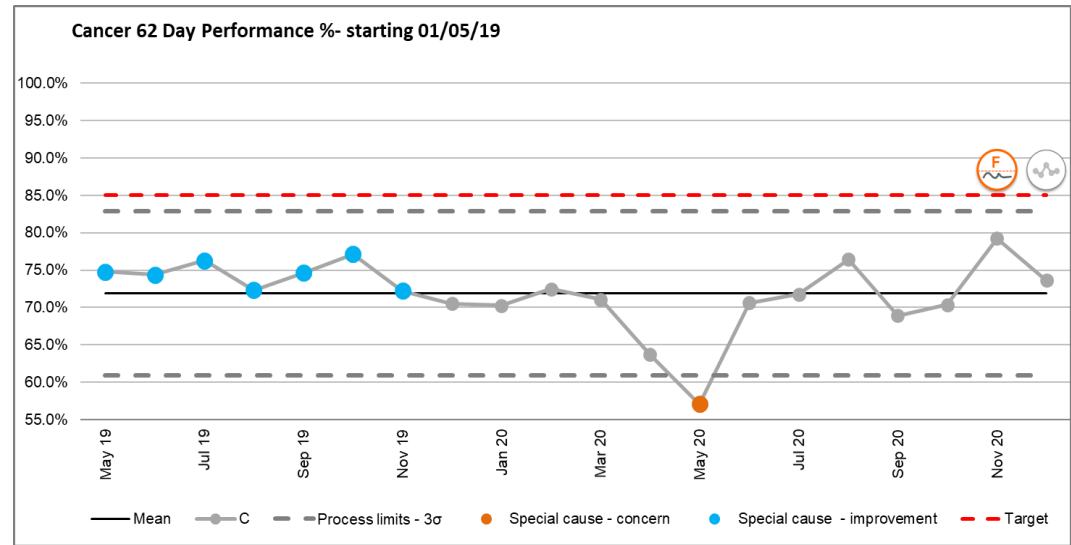


| Metric                     | Dec 20       | YTD          | Target     |
|----------------------------|--------------|--------------|------------|
| Cancer 31 Day Radiotherapy | <b>94.4%</b> | <b>92.3%</b> | <b>94%</b> |
| <p><b>Achieving</b></p>    |              |              |            |

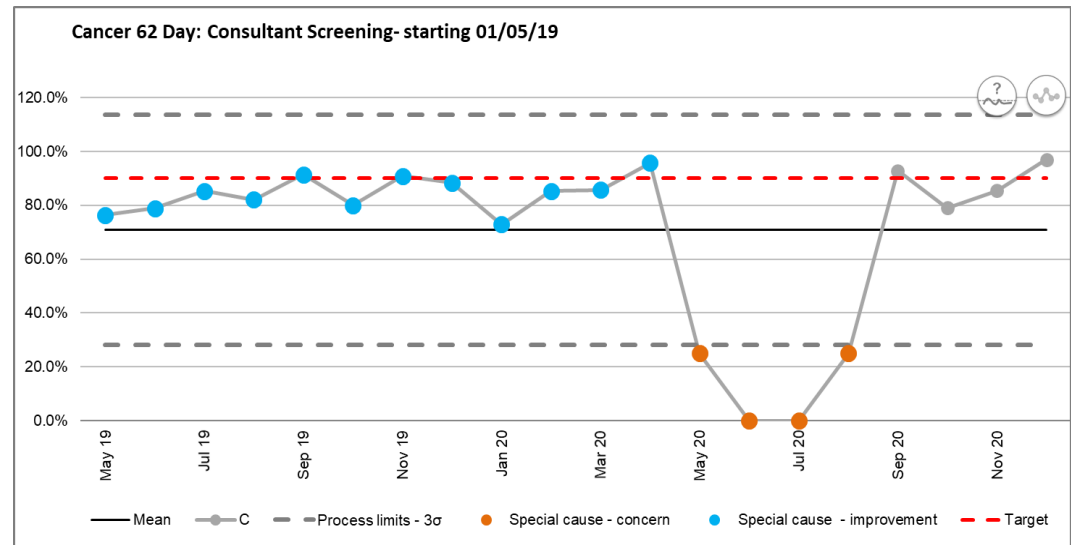


# Responsive – Cancer

| Metric   | Dec 20       | YTD          | Target     |
|--|--------------|--------------|------------|
| Cancer 62 Day  | <b>73.6%</b> | <b>70.8%</b> | <b>85%</b> |
| Unlikely to achieve target next month, performance is underperforming. |              |              |            |

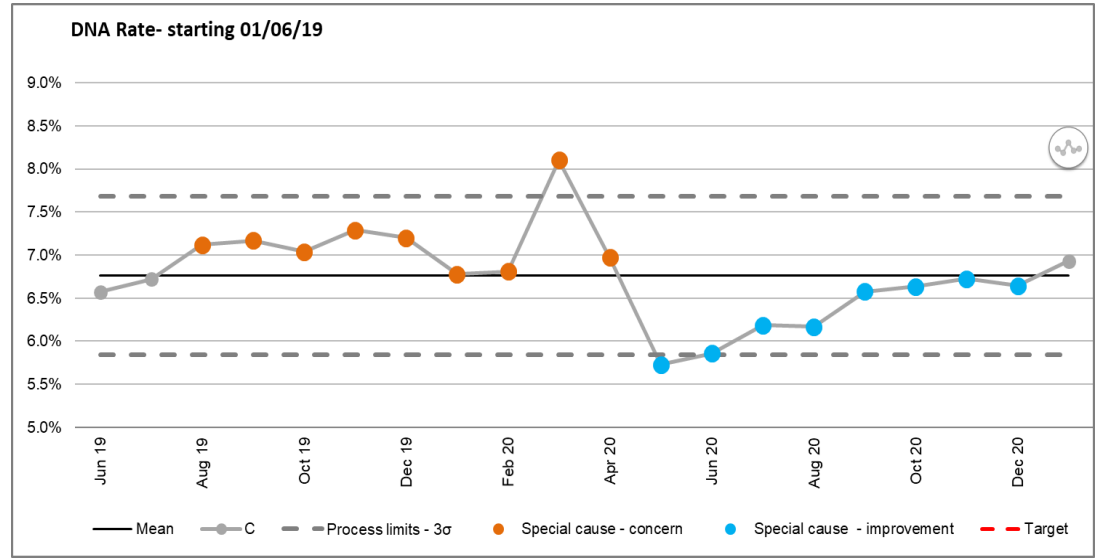


| Metric                             | Dec 20       | YTD          | Target     |
|------------------------------------|--------------|--------------|------------|
| Cancer 62 Day Consultant Screening | <b>97.0%</b> | <b>69.1%</b> | <b>90%</b> |
| Achieving                          |              |              |            |

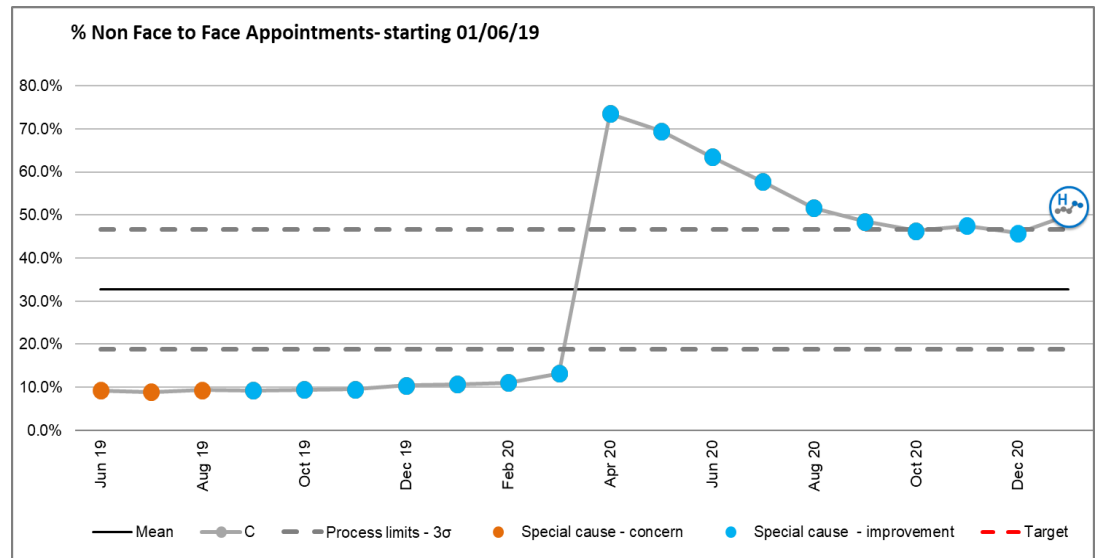


# Outpatient Transformation

| Metric  | Jan 21      | YTD         | Target             |
|---|-------------|-------------|--------------------|
| % DNA Rate  | <b>6.9%</b> | <b>6.4%</b> | No National Target |
| Performance has been deteriorating over recent months, May was below the lower control limit due to COVID-19. |             |             |                    |



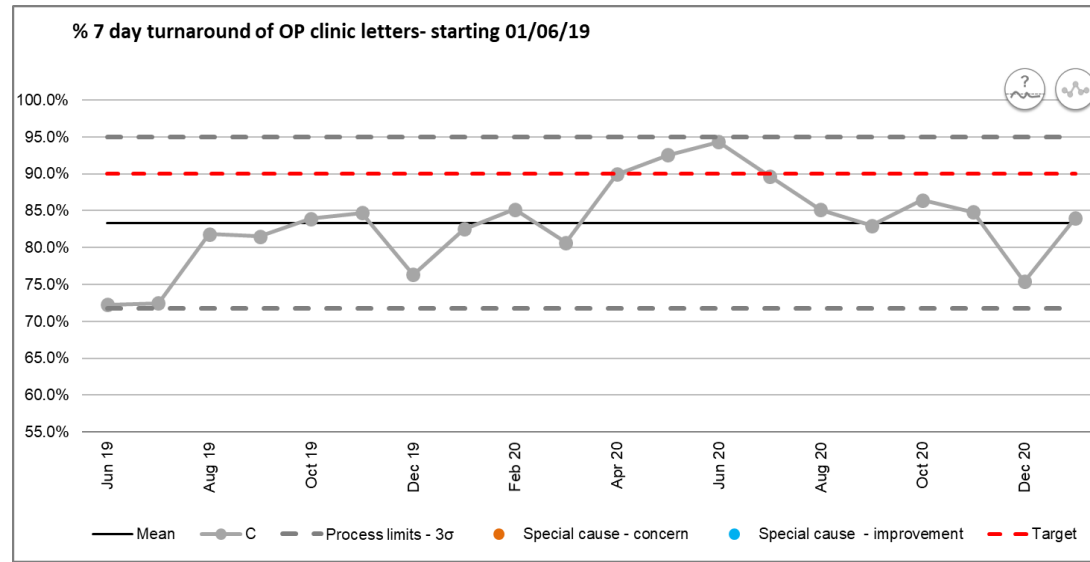
| Metric                                     | Jan 21       | YTD          | Target             |
|--|--------------|--------------|--------------------|
| % Non Face to Face Appointments            | <b>50.0%</b> | <b>54.7%</b> | No National Target |
| Special cause improvement due to COVID-19. |              |              |                    |



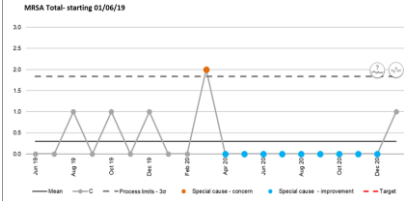


# Outpatient Transformation

| Metric   | Jan 21       | YTD          | Target     |
|--|--------------|--------------|------------|
| % 7 day turnaround of OP clinic letters  | <b>84.0%</b> | <b>86.5%</b> | <b>90%</b> |
| Common cause variation, no assurance that the target will be delivered next month. |              |              |            |

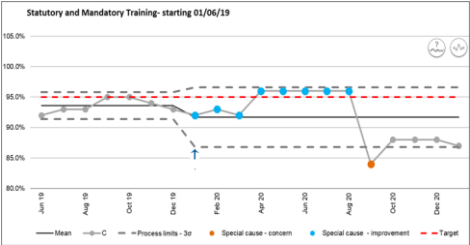


| Description  | Current Performance                              | Trend / Benchmark | Key Messages  | Key Actions   |
|--|--|-------------------|---|---|
| <p><b>Never Events</b></p>   | <p><b>20/21 Target – 0</b></p>                   |                   | <p>1. Never Event – Wrong implant/prosthesis<br/>A 71 year old male patient presented to the Glenfield Hospital Coronary Care Unit (CCU) with an acute myocardial infarction on 15 December 2020 having already suffered an out of hospital cardiac arrest. He underwent emergency percutaneous cardiac catheterisation intervention (PCI) in the Angiocatheter Suite (cath lab). Coronary angioplasty and stenting were attempted. Balloon angioplasty was carried out in preparation for stenting the left main stem. Soon afterwards the patient deteriorated . A 2.5x23 mm Xience stent was deployed in the left main stem at approximately 15:00 hrs but the operators state that they asked for a 3.5 x 23 stent and believed that they were deploying a 3.5 stent. The patient deteriorated soon after that and was a complex case resulting in coronary artery bypass surgery. The fact that the incorrect stent had been deployed was recognised after the procedure as the sticky labels in the pathway indicated that a 2.5 mm stent had been deployed.</p>  | <p>Immediate Actions taken were:</p>  |
| <p>are a measure of the number of UHL never events at month end.</p> | <p>2 Never Events reported in December 2020.</p> |                   | <p>2. Never Event – Wrong site surgery</p> <p>The patient is a 4 year old child who had Cerebral Palsy and was experiencing muscle tightness in the calf on her right leg .On the 24th November 2020 she attended the Children’s Outpatient’s Department with her mother for a planned Botox injection into her right calf.<br/>The purpose of the injection was to ease the muscle tightness and therefore improve motion and walking gait.<br/>The Registrar who was carrying out the procedure obtained verbal consent from her mother. The injection site was not marked prior to commencing the procedure. During the initial consultation the child was sitting facing forwards. For the procedure to take place she was turned around so that the calf was easily accessible. There was also a junior doctor present in the room at the time of the injection.<br/>Once the child had been turned around the Registrar began the procedure, applied local anaesthetic spray and injected Botox into the calf of the left leg. Following the procedure the Registrar realised that they had injected the wrong leg. They informed her mother of the error and apologised.</p> | <p>All staff in catheter lab made aware of incident</p> <p>Support/interviews by CMG/PS Team</p> <ul style="list-style-type: none"> <li>• Pharmacy contacted to determine when the procedure could be undertaken on the correct leg</li> <li>• Appointment given for the procedure on correct leg</li> <li>• Parents assured that the Botox injection should have no long-term consequences for the left leg.</li> <li>• The child’s medical records obtained and reviewed</li> <li>• Statements requested from staff involved in the incident</li> </ul> |

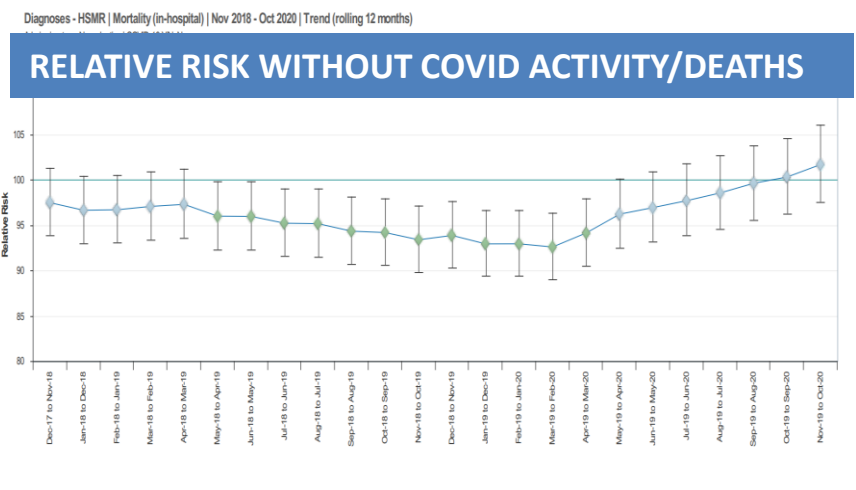
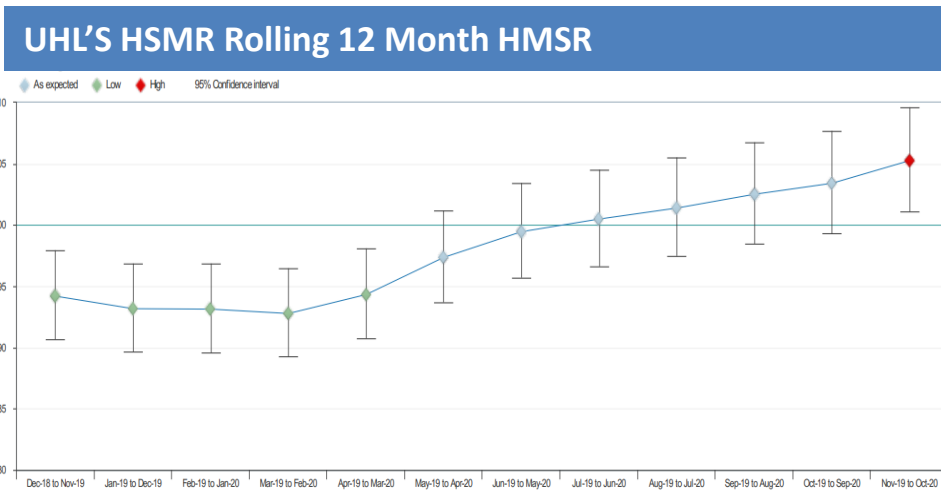
| Description  | Current Performance   | Trend / Benchmark  | Key Messages   | Key Actions  |
|--|---|--|--|--|
| <b>MRSA Total</b>  | <b>20/21 Target – 0</b>   |  | <p>The Root Cause Analysis identified the following contributory factors:</p> <ul style="list-style-type: none"> <li>• MRSA bloodstream infection likely to be a consequence of MRSA infection at intravenous cannula site.</li> <li>• Probable cross-infection from another patient with MRSA on the ward.</li> <li>• Use of gloves by healthcare staff as part of COVID-19 PPE may have given false assurance of good hand hygiene</li> <li>• Octenisan disinfectant bodywash substituted for Stellisept because of Stellisept supply shortage</li> <li>• Multiple intravenous cannulation required for fluids and drug treatment</li> <li>• Sub-optimal review of intravenous cannulation sites to check for infection</li> </ul> | <p>Review hand hygiene practice across UHL.</p> <p>Re-instate Stellisept as soon as possible.</p> <p>Review how ward staff carry out isolation practice when dealing with patients requiring isolation for infection prevention reasons.</p> <p>Review Trust accommodation for isolating patients.</p> <p>Review ward staff practice for managing intravenous cannulation and cannulation sites.</p> |
| <p>Is the number of MRSA cases that have been reported</p> | <p>In January there was one case of MRSA, this is the first case this financial year.</p> |  |  |  |

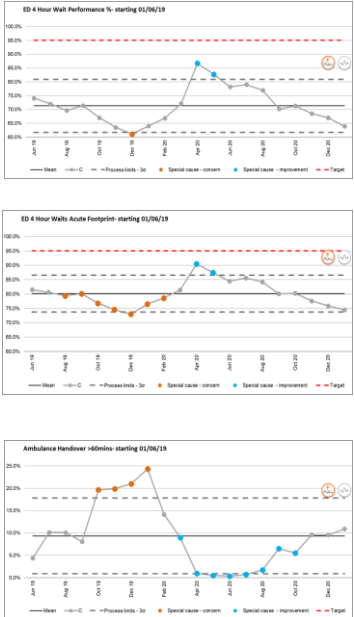
| Description  | Current Performance                                       | Trend / Benchmark   | Key Messages  | Key Actions |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
|--|---|---|---------------|-------------|---------------|--------|------|--|--------|------|--|--------|------|--|--------|------|--|--------|------|--|--------|-------|-------------------------|--------|------|--|--------|------|--|--------|------|--|--------|------|-----------------------------|---|--|
| <p><b>Sickness absence</b></p>                                 | <p><b>20/21 Target – 3% or below</b></p>                  | <table border="1"> <caption>Sickness Rate- starting 01/05/19</caption> <thead> <tr> <th>Month</th> <th>Mean</th> <th>Special Cause</th> </tr> </thead> <tbody> <tr><td>May 19</td><td>4.0%</td><td></td></tr> <tr><td>Jul 19</td><td>4.0%</td><td></td></tr> <tr><td>Sep 19</td><td>4.0%</td><td></td></tr> <tr><td>Nov 19</td><td>4.5%</td><td></td></tr> <tr><td>Jan 20</td><td>4.5%</td><td></td></tr> <tr><td>Mar 20</td><td>10.0%</td><td>Special cause - concern</td></tr> <tr><td>May 20</td><td>7.5%</td><td></td></tr> <tr><td>Jul 20</td><td>5.5%</td><td></td></tr> <tr><td>Sep 20</td><td>5.5%</td><td></td></tr> <tr><td>Nov 20</td><td>7.6%</td><td>Special cause - improvement</td></tr> </tbody> </table> | Month         | Mean        | Special Cause | May 19 | 4.0% |  | Jul 19 | 4.0% |  | Sep 19 | 4.0% |  | Nov 19 | 4.5% |  | Jan 20 | 4.5% |  | Mar 20 | 10.0% | Special cause - concern | May 20 | 7.5% |  | Jul 20 | 5.5% |  | Sep 20 | 5.5% |  | Nov 20 | 7.6% | Special cause - improvement | <p>Sickness has reduced only slightly since November, 7.6% from 7.8%.</p> | <p>There has been a renewed focus on COVID-19 absences and ensuring these are closed on time, giving us more accurate data. CMGs and Corporate areas receive a weekly spreadsheet of all open absences and nominated individuals take the lead on updating and returning these. This reduces the amount of time managers would otherwise spend on completing Part 2s.</p> <p>Some staff continue to shield and are supported to find work to do from home wherever possible, whether at a local level or through the Temporary Redeployment team. In the coming month there will be a focus on sickness absence assurance and review of the information available.</p> |
| Month  | Mean  |   | Special Cause |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| May 19   | 4.0%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Jul 19   | 4.0%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Sep 19   | 4.0%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Nov 19   | 4.5%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Jan 20   | 4.5%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Mar 20   | 10.0%   | Special cause - concern   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| May 20   | 7.5%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Jul 20   | 5.5%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Sep 20   | 5.5%  |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| Nov 20   | 7.6%  | Special cause - improvement   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |
| <p>UHL has a locally agreed sickness absence target of 3%.</p> | <p>Performance in December was 7.6% excluding E&amp;F</p> |   |               |             |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |  |        |       |                         |        |      |  |        |      |  |        |      |  |        |      |                             |   |  |

| Description  | Current Performance                           | Trend / Benchmark | Key Messages   | Key Actions  |
|--|---|-------------------|--|--|
| <p><b>% of Staff with Annual Appraisal (excluding facilities Services)</b></p>                       | <p><b>20/21 Target – greater than 95%</b></p> |                   | <p>This data is captured within the Monthly Workforce Dataset Report presented to Trust Board Subcommittee (People Performance and Process Committee), Corporate and CMG Boards.</p> | <p>The Trust Tactical and Strategic Group have agreed on an alternative approach in response to COVID-19 for pressurized areas.</p>  |
| <p>Is the percentage of staff who have had their Annual Appraisal(excluding facilities Services)</p> | <p>Performance for January was 79.4%.</p>     |                   | <p>It is recognised that performance has been impacted by COVID-19.</p>  | <p>HR Colleagues continue to communicate performance and support managers with implementing improvements.</p> <p>HR colleagues continue to send out details of outstanding appraisal to all areas for urgent line by line review/update.</p> |

| Description  | Current Performance                    | Trend / Benchmark   | Key Messages | Key Actions    |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
|--|--|---|--------------|----------------|---------------|--------|------|--|--------|------|--|--------|------|--|--------|------|--|--------|------|-------------------------|--------|------|-----------------------------|--------|------|--|--------|------|--|--------|------|-------------------------|--------|------|--|--------|------|--|---|---|
| <p><b>Statutory and Mandatory Training</b></p>   | <p><b>20/21 Target – 95%</b></p>       |  <p>Statutory and Mandatory Training- starting 01/06/19</p> <table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Month</th> <th>Compliance (%)</th> <th>Special Cause</th> </tr> </thead> <tbody> <tr><td>Jul 18</td><td>92.0</td><td></td></tr> <tr><td>Aug 18</td><td>93.0</td><td></td></tr> <tr><td>Oct 18</td><td>94.0</td><td></td></tr> <tr><td>Dec 18</td><td>94.0</td><td></td></tr> <tr><td>Feb 19</td><td>91.0</td><td>Special cause - concern</td></tr> <tr><td>Apr 19</td><td>92.0</td><td>Special cause - improvement</td></tr> <tr><td>Jun 19</td><td>95.0</td><td></td></tr> <tr><td>Aug 19</td><td>95.0</td><td></td></tr> <tr><td>Oct 19</td><td>84.0</td><td>Special cause - concern</td></tr> <tr><td>Dec 19</td><td>87.0</td><td></td></tr> <tr><td>Jan 20</td><td>87.0</td><td></td></tr> </tbody> </table> | Month        | Compliance (%) | Special Cause | Jul 18 | 92.0 |  | Aug 18 | 93.0 |  | Oct 18 | 94.0 |  | Dec 18 | 94.0 |  | Feb 19 | 91.0 | Special cause - concern | Apr 19 | 92.0 | Special cause - improvement | Jun 19 | 95.0 |  | Aug 19 | 95.0 |  | Oct 19 | 84.0 | Special cause - concern | Dec 19 | 87.0 |  | Jan 20 | 87.0 |  | <p>The continuation of seasonally related service pressures and pandemic related pressures can be seen in the reduction of compliance to 87%.</p> | <p>Monthly compliance reports will continue to be sent out to 1800 managers and staff.</p> <p>The auto-generated emailing to staff whose training will expire will continue.</p> <p>Due to COVID-19 related service pressures, the manually generated emailing to clinical staff whose training has expired has stopped.</p> <p>A reminder will be sent out to Admin &amp; Clerical Staff whose training has expired.</p> |
| Month  | Compliance (%)                         | Special Cause   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Jul 18   | 92.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Aug 18   | 93.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Oct 18   | 94.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Dec 18   | 94.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Feb 19   | 91.0                                   | Special cause - concern   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Apr 19   | 92.0                                   | Special cause - improvement   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Jun 19   | 95.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Aug 19   | 95.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Oct 19   | 84.0                                   | Special cause - concern   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Dec 19   | 87.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| Jan 20   | 87.0                                   |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |
| <p>Is the percentage of staff that are up to date on their Statutory and Mandatory Training.</p> | <p>Performance for January was 87%</p> |   |              |                |               |        |      |  |        |      |  |        |      |  |        |      |  |        |      |                         |        |      |                             |        |      |  |        |      |  |        |      |                         |        |      |  |        |      |  |   |   |

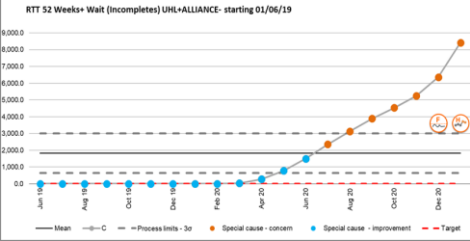
| Description   | Latest Performance and Trend  | Key Messages   | Key Actions   |
|---|---|--|---|
| <p><b>Mortality - Rolling 12 mths HSMR as reported in Dr. Foster Intelligence)</b></p> <p><b>HSMR is risk adjusted mortality where patients die in hospital (either in UHL or if transferred directly to another NHS hospital trust) over a 12 month period within 56 diagnostic groups*</b><br/>(which contribute to 80% of in-hospital deaths).</p> <p>*The HSMR includes COVID activity and deaths where COVID is a secondary diagnosis.</p> | <p><b>Target – 100 or less</b></p> <p>We have been seeing a month on month increase in our HSMR since May 19 to Apr 20</p> <p>Performance for Nov 19 to Oct 20 HSMR was 105.3 and is now higher than expected</p> | <p>The increase in UHL’s HSMR appears to be due to a significant fall in activity &amp; change in case-mix from March 20.</p> <p>When COVID is removed from All Non Elective activity and deaths, UHL’s Relative Risk has still increased but is no longer above expected.</p> | <p>Commissioned in-depth analysis of UHL’s HSMR by DFI to identify which patient or diagnostic groups are most contributing to our increasing HSMR</p> <p>Following this analysis there will be a detailed clinical review undertaken of those patient/ diagnosis pathways accordingly.</p> |



| Description        | Current Performance   | Trend / Benchmark  | Key Messages   | Key Actions  |
|--------------------|---|--|--|--|
| <b>Urgent Care</b> |   |  |  |  |
|                    | <p><b>ED 4 Hour waits UHL</b> performance was 63.9% in January</p> <p><b>ED 4 Hour waits LLR</b> provisional performance was 74.5% in January</p> <p><b>Ambulance Handover &gt;60 Mins</b> performance was 10.9% in January</p> |  <p>The charts show performance trends from July 2019 to January 2020. The top chart, 'ED 4 Hour Wait Performance %', shows a target at approximately 85%. Performance was generally stable around 70-75% until December 2019, when it dropped significantly to 63.9% in January. The middle chart, 'ED 4 Hour Waits Acute Footprint', shows a target at approximately 85%. Performance was stable around 75-80% until December 2019, when it dropped to 74.5% in January. The bottom chart, 'Ambulance Handover &gt;60 Mins', shows a target at approximately 10%. Performance was generally low, around 5-10%, until December 2019, when it spiked to 20% in January, then dropped to 10.9% in February.</p> | <p>New front door model approved and recruitment on track</p> <p>Significant pressure from COVID-19 demand</p> <p>Cancelling all non-essential outpatient &amp; inpatient activity (only focussing on Cancer &amp; P1 A&amp;B surgery).</p> <p>Working with system partners to ensure that only those who require planned or unplanned care (and only those who cannot access care elsewhere) access a UHL site.</p> <p>Mobilising non-clinical capacity that is now utilised for non-clinical functions.</p> <p>Re-deployment of clinical, support &amp; managerial staff to areas of priority.</p> | <p>Launching a consultant assessment pathway for frailty. This is service available between 8AM-8PM and covers patients in their own homes as well as care homes.</p> <p>Work is ongoing to explore if adding General Practitioner support within the Bed Bureau team to provide additional capacity will support admission avoidance.</p> <p>Planning is currently ongoing with EMAS for direct admission to GPAU (medical SDEC).</p> <p>Ensuring COVID-19 escalation plans are robust and fit for purpose in preparation for any future waves.</p> |



| Description                   | Current Performance  | Trend / Benchmark | Key Messages   | Key Actions  |
|-------------------------------|--|-------------------|--|--|
| <p><b>RTT Incompletes</b></p> | <p><b>Performance Target – 92%</b></p> <p><b>Waiting List Target - 66,397 (Year End)</b></p>   |                   |  |  |
|                               | <p><b>RTT - Incomplete 92% in 18 Weeks UHL + Alliance</b><br/>Performance for January was 56.3%.</p> <p><b>Total Number of incompletes</b><br/>At the end of January 80,593 patients were waiting on an RTT pathway.</p> |                   | <p>The impact of the COVID-19 pandemic has led the RTT positioning reducing over the upcoming months as non essential activity is cancelled to reduce footfall on the hospital site. This is likely to continue until elective work is resumed.</p> <p>National Validation Team Completed validation work</p> <ul style="list-style-type: none"> <li>Reviewed 16977 patients</li> <li>Removed 3281</li> <li>Further opportunities outlined to the trust</li> </ul> <p>Waiting list management Audit finalised.</p> | <p>Waiting list is carried on being validated to align with national guidance and trust policy. Waiting list volume still near trajectory.</p> <p>RTT policy to go to Policy and guideline committee to align with National policy.</p> <p>Assess elective capacity for next wave of COVID-19.</p> |

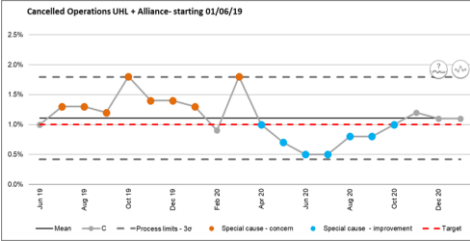
| Description   | Current Performance  | Trend / Benchmark   | Key Messages | Key Actions        |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
|---|--|---|--------------|--------------------|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|---|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--|---|
| <p><b>RTT 52+ Weeks Wait</b></p>  | <p><b>20/21 Target – 0</b></p>   |  <p>RTT 52 Weeks+ Wait (incomplete) UHL+ALLIANCE- starting 01/06/19</p> <table border="1"> <caption>Approximate data from RTT 52+ Weeks Wait chart</caption> <thead> <tr> <th>Month</th> <th>RTT 52+ Weeks Wait</th> </tr> </thead> <tbody> <tr><td>Jun 19</td><td>0</td></tr> <tr><td>Jul 19</td><td>0</td></tr> <tr><td>Aug 19</td><td>0</td></tr> <tr><td>Sep 19</td><td>0</td></tr> <tr><td>Oct 19</td><td>0</td></tr> <tr><td>Nov 19</td><td>0</td></tr> <tr><td>Dec 19</td><td>0</td></tr> <tr><td>Jan 20</td><td>0</td></tr> <tr><td>Feb 20</td><td>0</td></tr> <tr><td>Mar 20</td><td>0</td></tr> <tr><td>Apr 20</td><td>0</td></tr> <tr><td>May 20</td><td>0</td></tr> <tr><td>Jun 20</td><td>1,000</td></tr> <tr><td>Jul 20</td><td>2,000</td></tr> <tr><td>Aug 20</td><td>3,000</td></tr> <tr><td>Sep 20</td><td>4,000</td></tr> <tr><td>Oct 20</td><td>5,000</td></tr> <tr><td>Nov 20</td><td>6,000</td></tr> <tr><td>Dec 20</td><td>7,000</td></tr> <tr><td>Jan 21</td><td>8,424</td></tr> </tbody> </table> | Month        | RTT 52+ Weeks Wait | Jun 19 | 0 | Jul 19 | 0 | Aug 19 | 0 | Sep 19 | 0 | Oct 19 | 0 | Nov 19 | 0 | Dec 19 | 0 | Jan 20 | 0 | Feb 20 | 0 | Mar 20 | 0 | Apr 20 | 0 | May 20 | 0 | Jun 20 | 1,000 | Jul 20 | 2,000 | Aug 20 | 3,000 | Sep 20 | 4,000 | Oct 20 | 5,000 | Nov 20 | 6,000 | Dec 20 | 7,000 | Jan 21 | 8,424 | <p>There are 8,424 52 week breaches at the end of January</p> <p>Independent sector plan agreed with a focus shift on to treating Cancer and Urgent patients due to reduced activity within UHL</p> <p>Reduction in theatre sessions approved due to the requirement to free up ITAPS staff to support Wave 2 ITU demand</p> | <p>Identify opportunities for funding to help to reviewing waiting list (Extending of National support team).</p> <p>Work with CMG’s to start the development of Admitted and Non Admitted Elective recovery.</p> <p>Develop two independent sector activity plans for 21/22 to aid recovery.</p> |
| Month   | RTT 52+ Weeks Wait   |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Jun 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Jul 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Aug 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Sep 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Oct 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Nov 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Dec 19  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Jan 20  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Feb 20  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Mar 20  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Apr 20  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| May 20  | 0  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Jun 20  | 1,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Jul 20  | 2,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Aug 20  | 3,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Sep 20  | 4,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Oct 20  | 5,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Nov 20  | 6,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Dec 20  | 7,000  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| Jan 21  | 8,424  |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |
| <p>Is the total number of patients currently on an RTT pathway waiting 52+ weeks.</p> | <p>At the end of January, 8,424 patients were waiting over 52 weeks on an RTT pathway.</p> |   |              |                    |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |   |        |       |        |       |        |       |        |       |        |       |        |       |        |       |        |       |  |   |

| Description   | Current Performance   | Trend / Benchmark | Key Messages   | Key Actions  |
|---|---|-------------------|--|--|
| <p><b>6 Week Diagnostic Waits</b></p> <p>Is the percentage of patients currently waiting 6 weeks or more for a diagnostic test.</p> | <p><b>20/21 Target – 1%</b></p> <p>Performance for January was 44.3%.</p> |                   | <p>Significant pressure on capacity in January due to COVID-19.</p> <p>MRI/CT - Sourced additional capacity with mobile scanners and the use of IS and WLI's until March 21. Increase MRI and CT capacity at Nuffield and Spire.</p> <p>Endoscopy - Vanguard Unit now operational at the LGH.</p> <p>Audiology service offering reduced service due to staff redeployment.</p> <p>Dexa Scanner operational at the LGH.</p> | <p>MRI - new scanner on-line at GH in March (delayed staff start).</p> <p>MRI - review opportunities to roster weekends more efficiently and increase WLI for the gaps.</p> <p>MRI - Explore options for static community based scanner.</p> <p>Ultrasound - explore options to replace older community scanners for increased throughput.</p> <p>Audiology – purchase additional kit for balance testing.</p> |

## Diagnostics 6+ week waits trajectory - UHL and Alliance

|  | Actual       | Trajectory   |               |               |               |              |              |              |              |              |              |             |            |            |            |            |            |                     |
|--|--------------|--------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|-------------|------------|------------|------------|------------|------------|---------------------|
| Diagnostic Test                                | Nov-20       | Dec-20       | Jan-21        | Feb-21        | Mar-21        | Apr-21       | May-21       | Jun-21       | Jul-21       | Aug-21       | Sep-21       | Oct-21      | Nov-21     | Dec-21     | Jan-22     | Feb-22     | Mar-22     | Target Delivered By |
| Magnetic Resonance Imaging                     | 1,192        | 1,818        | 2,589         | 3,054         | 2,749         | 2,199        | 1,759        | 1,319        | 989          | 742          | 557          | 417         | 323        | 235        | 176        | 132        | 99         | Mar-22              |
| Computed Tomography                            | 770          | 1,128        | 1,897         | 2,255         | 1,925         | 1,595        | 1,265        | 935          | 605          | 35           | 35           | 35          | 35         | 35         | 35         | 35         | 35         | Aug-21              |
| Non-obstetric ultrasound                       | 2            | 172          | 1,746         | 1,135         | 738           | 479          | 100          | 10           | 10           | 10           | 10           | 10          | 10         | 10         | 10         | 10         | 10         | Jun-21              |
| Barium Enema                                   | 0            | 0            | 0             | 0             | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | -                   |
| DEXA Scan                                      | 1,255        | 1,397        | 1,635         | 1,335         | 935           | 485          | 100          | 10           | 10           | 10           | 10           | 10          | 10         | 10         | 10         | 10         | 10         | Jun-21              |
| Audiology - Audiology Assessments              | 943          | 823          | 776           | 826           | 776           | 713          | 663          | 613          | 551          | 501          | 438          | 388         | 338        | 276        | 226        | 176        | 126        | May-22              |
| Cardiology - echocardiography                  | 142          | 86           | 83            | 75            | 60            | 48           | 38           | 31           | 18           | 11           | 7            | 0           | 0          | 0          | 0          | 0          | 0          | Sep-21              |
| Cardiology - electrophysiology                 | 0            | 0            | 0             | 0             | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | -                   |
| Neurophysiology - peripheral neurophysiology   | 0            | 0            | 0             | 0             | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | -                   |
| Respiratory physiology - sleep studies - Adult | 8            | 2            | 2             | 0             | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | Dec-20              |
| Respiratory physiology - sleep studies - Paeds | 41           | 53           | 55            | 40            | 15            | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | Mar-21              |
| Urodynamics - pressures & flows                | 4            | 0            | 0             | 0             | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | Nov-20              |
| Colonoscopy - Adult                            | 930          | 942          | 1,133         | 1,235         | 1,336         | 1,169        | 1,002        | 835          | 668          | 501          | 334          | 167         | 0          | 0          | 0          | 0          | 0          | Nov-21              |
| Colonoscopy - Paeds                            | 4            | 4            | 7             | 3             | 6             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | Apr-21              |
| Flexi sigmoidoscopy                            | 161          | 102          | 195           | 213           | 230           | 201          | 171          | 142          | 113          | 84           | 55           | 25          | 0          | 0          | 0          | 0          | 0          | Nov-21              |
| Cystoscopy                                     | 378          | 412          | 767           | 702           | 637           | 572          | 507          | 442          | 377          | 312          | 247          | 182         | 117        | 111        | 46         | 0          | 0          | Jan-22              |
| Gastroscopy - Adult                            | 1,075        | 1,151        | 1,308         | 1,425         | 1,541         | 1,348        | 1,155        | 962          | 769          | 576          | 383          | 190         | 0          | 0          | 0          | 0          | 0          | Nov-21              |
| Gastroscopy - Paeds                            | 21           | 24           | 15            | 13            | 0             | 0            | 0            | 0            | 0            | 0            | 0            | 0           | 0          | 0          | 0          | 0          | 0          | Mar-21              |
| <b>Total</b>                                   | <b>6,926</b> | <b>8,090</b> | <b>12,213</b> | <b>12,297</b> | <b>10,948</b> | <b>8,809</b> | <b>6,761</b> | <b>5,299</b> | <b>4,111</b> | <b>2,782</b> | <b>2,076</b> | <b>1425</b> | <b>833</b> | <b>677</b> | <b>503</b> | <b>363</b> | <b>280</b> | <b>Apr-22</b>       |

| Description   | Current Performance  | Trend / Benchmark   | Key Messages  | Key Actions |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
|---|--|---|---------------|-------------|---------------|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|-------------------------|--------|----|-----------------------------|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--------|----|--|--|--|
| <p><b>Cancelled patients not offered a date within 28 days of the cancellations UHL + Alliance</b></p>                          | <p><b>20/21 Target – 0</b></p>   | <p><b>Cancelled patients not offered a date within 28 days of the cancellations UHL + Alliance - starting 01/06/19</b></p> <table border="1"> <caption>Approximate data from the line chart</caption> <thead> <tr> <th>Month</th> <th>Mean</th> <th>Special Cause</th> </tr> </thead> <tbody> <tr><td>Jan 19</td><td>15</td><td></td></tr> <tr><td>Feb 19</td><td>18</td><td></td></tr> <tr><td>Mar 19</td><td>20</td><td></td></tr> <tr><td>Apr 19</td><td>22</td><td></td></tr> <tr><td>May 19</td><td>25</td><td></td></tr> <tr><td>Jun 19</td><td>28</td><td></td></tr> <tr><td>Jul 19</td><td>30</td><td></td></tr> <tr><td>Aug 19</td><td>35</td><td></td></tr> <tr><td>Sep 19</td><td>40</td><td></td></tr> <tr><td>Oct 19</td><td>45</td><td></td></tr> <tr><td>Nov 19</td><td>55</td><td></td></tr> <tr><td>Dec 19</td><td>65</td><td></td></tr> <tr><td>Jan 20</td><td>75</td><td>Special cause - concern</td></tr> <tr><td>Feb 20</td><td>15</td><td>Special cause - improvement</td></tr> <tr><td>Mar 20</td><td>10</td><td></td></tr> <tr><td>Apr 20</td><td>12</td><td></td></tr> <tr><td>May 20</td><td>15</td><td></td></tr> <tr><td>Jun 20</td><td>18</td><td></td></tr> <tr><td>Jul 20</td><td>20</td><td></td></tr> <tr><td>Aug 20</td><td>25</td><td></td></tr> <tr><td>Sep 20</td><td>28</td><td></td></tr> <tr><td>Oct 20</td><td>30</td><td></td></tr> <tr><td>Nov 20</td><td>35</td><td></td></tr> <tr><td>Dec 20</td><td>40</td><td></td></tr> </tbody> </table> | Month         | Mean        | Special Cause | Jan 19 | 15 |  | Feb 19 | 18 |  | Mar 19 | 20 |  | Apr 19 | 22 |  | May 19 | 25 |  | Jun 19 | 28 |  | Jul 19 | 30 |  | Aug 19 | 35 |  | Sep 19 | 40 |  | Oct 19 | 45 |  | Nov 19 | 55 |  | Dec 19 | 65 |  | Jan 20 | 75 | Special cause - concern | Feb 20 | 15 | Special cause - improvement | Mar 20 | 10 |  | Apr 20 | 12 |  | May 20 | 15 |  | Jun 20 | 18 |  | Jul 20 | 20 |  | Aug 20 | 25 |  | Sep 20 | 28 |  | Oct 20 | 30 |  | Nov 20 | 35 |  | Dec 20 | 40 |  | <p>COVID- 19 has significantly impacted theatre capacity. Services instructed to only book for elective surgery patients who are clinically urgent or on a cancer pathway. This has reduced capacity to re-book patients within 28 days when they have been cancelled. These patient will carry on breaching as the services will not be able to get them listed.</p> <p>Wave 3 has significantly impacted elective surgery with only Cancer and Priority 2 patients being treated</p> | <p>Available capacity remains limited to re-book. These will need to be monitored and logged to ensure they are treated once we are able to increase elective capacity again.</p> <p>Ensure the list are fully utilized within the IS.</p> <p>Engagement through weekly IS and alliance operational group by services.</p> |
| Month   | Mean   |   | Special Cause |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Jan 19  | 15   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Feb 19  | 18   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Mar 19  | 20   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Apr 19  | 22   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| May 19  | 25   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Jun 19  | 28   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Jul 19  | 30   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Aug 19  | 35   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Sep 19  | 40   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Oct 19  | 45   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Nov 19  | 55   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Dec 19  | 65   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Jan 20  | 75   | Special cause - concern   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Feb 20  | 15   | Special cause - improvement   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Mar 20  | 10   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Apr 20  | 12   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| May 20  | 15   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Jun 20  | 18   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Jul 20  | 20   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Aug 20  | 25   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Sep 20  | 28   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Oct 20  | 30   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Nov 20  | 35   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| Dec 20  | 40   |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |
| <p>Is the number of cancelled patients OTD not offered a new date within 28 days of the cancellation at UHL or the Alliance</p> | <p>39 patients were not offered a new day within 28 days in January.</p> |   |               |             |               |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |                         |        |    |                             |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |        |    |  |  |  |

| Description   | Current Performance                       | Trend / Benchmark   | Key Messages                    | Key Actions |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
|---|---|---|---------------------------------|-------------|-----------------------------|---------------------------------|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--------|-----|-----|-----|--|--|
| <p><b>% Operations cancelled for non-clinical reasons on or after the day of admission UHL + Alliance</b></p>                       | <p><b>20/21 Target – less than 1%</b></p> |  <p>Cancelled Operations UHL + Alliance- starting 01/06/19</p> <table border="1"> <caption>Cancelled Operations UHL + Alliance- starting 01/06/19</caption> <thead> <tr> <th>Month</th> <th>Mean (%)</th> <th>Special cause - concern (%)</th> <th>Special cause - improvement (%)</th> </tr> </thead> <tbody> <tr><td>Jun 19</td><td>1.0</td><td>1.0</td><td>0.0</td></tr> <tr><td>Jul 19</td><td>1.2</td><td>1.2</td><td>0.0</td></tr> <tr><td>Aug 19</td><td>1.2</td><td>1.2</td><td>0.0</td></tr> <tr><td>Sep 19</td><td>1.1</td><td>1.1</td><td>0.0</td></tr> <tr><td>Oct 19</td><td>1.8</td><td>1.8</td><td>0.0</td></tr> <tr><td>Nov 19</td><td>1.4</td><td>1.4</td><td>0.0</td></tr> <tr><td>Dec 19</td><td>1.3</td><td>1.3</td><td>0.0</td></tr> <tr><td>Jan 20</td><td>1.1</td><td>1.1</td><td>0.0</td></tr> <tr><td>Feb 20</td><td>0.9</td><td>0.9</td><td>0.0</td></tr> <tr><td>Mar 20</td><td>1.8</td><td>1.8</td><td>0.0</td></tr> <tr><td>Apr 20</td><td>1.0</td><td>1.0</td><td>0.0</td></tr> <tr><td>May 20</td><td>0.6</td><td>0.6</td><td>0.6</td></tr> <tr><td>Jun 20</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>Jul 20</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>Aug 20</td><td>0.8</td><td>0.8</td><td>0.8</td></tr> <tr><td>Sep 20</td><td>0.8</td><td>0.8</td><td>0.8</td></tr> <tr><td>Oct 20</td><td>1.0</td><td>1.0</td><td>1.0</td></tr> <tr><td>Nov 20</td><td>1.1</td><td>1.1</td><td>1.1</td></tr> <tr><td>Dec 20</td><td>1.1</td><td>1.1</td><td>1.1</td></tr> </tbody> </table> | Month                           | Mean (%)    | Special cause - concern (%) | Special cause - improvement (%) | Jun 19 | 1.0 | 1.0 | 0.0 | Jul 19 | 1.2 | 1.2 | 0.0 | Aug 19 | 1.2 | 1.2 | 0.0 | Sep 19 | 1.1 | 1.1 | 0.0 | Oct 19 | 1.8 | 1.8 | 0.0 | Nov 19 | 1.4 | 1.4 | 0.0 | Dec 19 | 1.3 | 1.3 | 0.0 | Jan 20 | 1.1 | 1.1 | 0.0 | Feb 20 | 0.9 | 0.9 | 0.0 | Mar 20 | 1.8 | 1.8 | 0.0 | Apr 20 | 1.0 | 1.0 | 0.0 | May 20 | 0.6 | 0.6 | 0.6 | Jun 20 | 0.5 | 0.5 | 0.5 | Jul 20 | 0.5 | 0.5 | 0.5 | Aug 20 | 0.8 | 0.8 | 0.8 | Sep 20 | 0.8 | 0.8 | 0.8 | Oct 20 | 1.0 | 1.0 | 1.0 | Nov 20 | 1.1 | 1.1 | 1.1 | Dec 20 | 1.1 | 1.1 | 1.1 | <p>COVID-19 has impacted on theatre capacity significantly during December which has led to a reduction in theatre capacity a long side a greater demand for beds.</p> <p>This has meant elective care has had to be managed on a daily basis reflecting the emergency demand. This in turn has led to an increase in cancelations on the day.</p> | <p>To ensure the services work closely with the ITAPS team of a daily basis to understand the capacity available the day before. This is happening at a daily meeting to ensure the trust are prioritizing patients who are most urgent and the high risk cancer patients.</p> <p>Develop Theatres Recovery Timetable.</p> |
| Month   | Mean (%)                                  | Special cause - concern (%)   | Special cause - improvement (%) |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Jun 19  | 1.0                                       | 1.0   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Jul 19  | 1.2                                       | 1.2   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Aug 19  | 1.2                                       | 1.2   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Sep 19  | 1.1                                       | 1.1   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Oct 19  | 1.8                                       | 1.8   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Nov 19  | 1.4                                       | 1.4   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Dec 19  | 1.3                                       | 1.3   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Jan 20  | 1.1                                       | 1.1   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Feb 20  | 0.9                                       | 0.9   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Mar 20  | 1.8                                       | 1.8   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Apr 20  | 1.0                                       | 1.0   | 0.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| May 20  | 0.6                                       | 0.6   | 0.6                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Jun 20  | 0.5                                       | 0.5   | 0.5                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Jul 20  | 0.5                                       | 0.5   | 0.5                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Aug 20  | 0.8                                       | 0.8   | 0.8                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Sep 20  | 0.8                                       | 0.8   | 0.8                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Oct 20  | 1.0                                       | 1.0   | 1.0                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Nov 20  | 1.1                                       | 1.1   | 1.1                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| Dec 20  | 1.1                                       | 1.1   | 1.1                             |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |
| <p>Is the percentage of operations cancelled for non-clinical reasons on or after the day of admission by UHL and the Alliance.</p> | <p>Performance for January was 1.1%.</p>  |   |                                 |             |                             |                                 |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |        |     |     |     |  |  |

| Description   | Current Performance  | Trend / Benchmark   | Key Messages                | Key Actions |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
|---|--|---|-----------------------------|-------------|-------------------------|-----------------------------|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--------|-----|--|--|--|--|
| <p><b>Long Stay Patients (21+ days)</b></p>   | <p><b>20/21 Target – 70</b></p>  | <p>Long Stay Patients (21+ days)- starting 02/06/19</p> <table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Month</th> <th>Mean</th> <th>Special cause - concern</th> <th>Special cause - improvement</th> </tr> </thead> <tbody> <tr><td>Jul 19</td><td>145</td><td></td><td></td></tr> <tr><td>Aug 19</td><td>155</td><td></td><td></td></tr> <tr><td>Sep 19</td><td>165</td><td></td><td></td></tr> <tr><td>Oct 19</td><td>175</td><td></td><td></td></tr> <tr><td>Nov 19</td><td>165</td><td></td><td></td></tr> <tr><td>Dec 19</td><td>170</td><td></td><td></td></tr> <tr><td>Jan 20</td><td>175</td><td></td><td></td></tr> <tr><td>Feb 20</td><td>130</td><td></td><td></td></tr> <tr><td>Mar 20</td><td>80</td><td></td><td></td></tr> <tr><td>Apr 20</td><td>110</td><td></td><td></td></tr> <tr><td>May 20</td><td>120</td><td></td><td></td></tr> <tr><td>Jun 20</td><td>130</td><td></td><td></td></tr> <tr><td>Jul 20</td><td>135</td><td></td><td></td></tr> <tr><td>Aug 20</td><td>140</td><td></td><td></td></tr> <tr><td>Sep 20</td><td>135</td><td></td><td></td></tr> <tr><td>Oct 20</td><td>135</td><td></td><td></td></tr> <tr><td>Nov 20</td><td>160</td><td></td><td></td></tr> <tr><td>Dec 20</td><td>175</td><td></td><td></td></tr> </tbody> </table> | Month                       | Mean        | Special cause - concern | Special cause - improvement | Jul 19 | 145 |  |  | Aug 19 | 155 |  |  | Sep 19 | 165 |  |  | Oct 19 | 175 |  |  | Nov 19 | 165 |  |  | Dec 19 | 170 |  |  | Jan 20 | 175 |  |  | Feb 20 | 130 |  |  | Mar 20 | 80 |  |  | Apr 20 | 110 |  |  | May 20 | 120 |  |  | Jun 20 | 130 |  |  | Jul 20 | 135 |  |  | Aug 20 | 140 |  |  | Sep 20 | 135 |  |  | Oct 20 | 135 |  |  | Nov 20 | 160 |  |  | Dec 20 | 175 |  |  | <p>Numbers of 21+ day patients continues to remain above Trust target and the mean. A weekly increase has been noted since end of October with a further rapid increase at the end of December in line with COVID admissions</p> <ul style="list-style-type: none"> <li>• 57 of the 175 patients (33 %) have tested positive to COVID-19</li> <li>• Circa 30 patients (17%) per week are MFFD</li> <li>• 25 patients are on a Neuro rehab pathway. (14%)</li> <li>• MSS are now below target and below mean.</li> <li>• CHUGGs above target but below mean.</li> <li>• RRCV and ESM remain above target and above mean.</li> </ul> | <p>New daily sitrep reporting of MFFD patients for NHSE has commenced.</p> <p>Continue to work with system partners in transforming discharge pathways.</p> <p>Targeted escalation of patients in line with safe and timely discharge actions.</p> |
| Month   | Mean   | Special cause - concern   | Special cause - improvement |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Jul 19  | 145  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Aug 19  | 155  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Sep 19  | 165  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Oct 19  | 175  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Nov 19  | 165  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Dec 19  | 170  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Jan 20  | 175  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Feb 20  | 130  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Mar 20  | 80   |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Apr 20  | 110  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| May 20  | 120  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Jun 20  | 130  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Jul 20  | 135  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Aug 20  | 140  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Sep 20  | 135  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Oct 20  | 135  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Nov 20  | 160  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| Dec 20  | 175  |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |
| <p>Is the number of adult patients that have been in hospital for over 21 days.</p> | <p>At the end of January, the number of long stay patients (21+ days) was 175.</p> |   |                             |             |                         |                             |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |    |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |        |     |  |  |  |  |

| Performance                        | Key Messages  | Key Actions   |
|------------------------------------|---|---|
| <p><b>See additional slide</b></p> | <p>Referrals have returned to pre COVID-19 levels.</p> <p>We are seeing some cancellations on the day due to staffing and ITU capacity.</p> <p>Decreased theatre capacity is impacting on 31 day surgery performance .</p> <p>Continue to refer to the surgical hub where patients are willing to travel, however other centers have minimum capacity, and some of the offers are as far as Liverpool.</p> <p>Maximise use of the IS.</p> | <p>Use of the IS to optimise capacity – the outcome of the continuation of the contract will have an impact on cancer pathway delivery.</p> <p>Regular review of patients on pathways.</p> <p>Support phone numbers offered to patients to ensure they have a point of contact.</p> |



## Cancer performance December 2020

| Standard                          | Target | Position |
|-----------------------------------|--------|----------|
| 2WW                               | 93%    | 94.8%    |
| 2WW Breast                        | 93%    | 95.1%    |
| 31 Day 1 <sup>st</sup> Treatments | 96%    | 94.7%    |
| 31 Day SUB Surgery                | 94%    | 74.34%   |
| 31 Day DRUGS                      | 98%    | 100%     |
| 31 Day Radiotherapy               | 94%    | 94.4%    |
| 62 Day                            | 85%    | 73.6%    |
| 62 Day Screening                  | 90%    | 97.0%    |
| Consultant upgrade                | 85%    | 79.5%    |

| Description   | Current Performance                       | Trend / Benchmark  | Key Messages | Key Actions |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
|---|---|--|--------------|-------------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|--------|------|---|---|
| <p><b>% 7 day turnaround of OP clinic letters</b></p> | <p><b>20/21 Target – 90% or above</b></p> | <p><b>% 7 day turnaround of OP clinic letters - starting 01/06/19</b></p> <table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Month</th> <th>Mean (%)</th> </tr> </thead> <tbody> <tr><td>Jun 19</td><td>75.0</td></tr> <tr><td>Aug 19</td><td>82.0</td></tr> <tr><td>Oct 19</td><td>85.0</td></tr> <tr><td>Dec 19</td><td>80.0</td></tr> <tr><td>Feb 20</td><td>85.0</td></tr> <tr><td>Apr 20</td><td>82.0</td></tr> <tr><td>Jun 20</td><td>92.0</td></tr> <tr><td>Aug 20</td><td>85.0</td></tr> <tr><td>Oct 20</td><td>88.0</td></tr> <tr><td>Dec 20</td><td>85.0</td></tr> </tbody> </table> | Month        | Mean (%)    | Jun 19 | 75.0 | Aug 19 | 82.0 | Oct 19 | 85.0 | Dec 19 | 80.0 | Feb 20 | 85.0 | Apr 20 | 82.0 | Jun 20 | 92.0 | Aug 20 | 85.0 | Oct 20 | 88.0 | Dec 20 | 85.0 | <p>COVID-19 lockdown and redistribution of workforce across the Trust for clinical and administrative staff.</p> <p>Routine winter pressures exacerbated by COVID-19.</p> <p>Services restricted by Dit3 for complex letters such as infectious diseases and nephrology having longer turnaround times.</p> | <p>Project team working with Dictate for solutions to complex letters for above mentioned services.</p> <p>Dit2 authoring access to be removed by end of February which should help streamline actions as services will use a single system.</p> <p>Impact of COVID-19 likely to continue for remaining financial year.</p> |
| Month   | Mean (%)                                  |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Jun 19  | 75.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Aug 19  | 82.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Oct 19  | 85.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Dec 19  | 80.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Feb 20  | 85.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Apr 20  | 82.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Jun 20  | 92.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Aug 20  | 85.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Oct 20  | 88.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| Dec 20  | 85.0                                      |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |
| <p>UHL has a locally agreed target of 90%.</p>        | <p>Performance for January was 84.0%</p>  |  |              |             |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |        |      |   |   |